Business Plan

March 2023

EXECUTIVE SUMMARY

Name of the business - Wild Ceridwen CIC

Incorporated on 20 March 2022.

Company number **14740735**
Private company limited by guarantee without share capital
Community Interest Company (CIC)

Business Summary

Wild Ceridwen CIC is a regenerative business. We are working to cultivate individual potential, grow communities, co-create commons and seed change.

We offer consultancy, learning opportunities and socially-engaged art and growing projects which reconnect people and communities to each other and the living world.

We deliver projects, products and services to meet community needs.

Strapline/elevator pitch - We are artists unfolding opportunities for creative play and connections to each other and the living world. We do placed-based projects, events and gatherings which bring people together."

USP - We prioritise joy and connection, creating ideal conditions for all participants in the living world to thrive.

net-positive regenerative business 'do better, with less'...

Being a regenerative business means learning from the living world, leaving the world better than we found it, beyond sustainability, doing more than reducing our ecological footprint by restoring health of individuals, communities and the planet, sharing, generosity, supportive networks, giving back more than we take (law of return).

Provide positive ecosystem functions (services) freely to our surroundings (clean air, energy, water, carbon sequestration, nutrient cycling) , create carbon-neutral products and services, or even carbon-negative, sequestering more carbon than they use in their creation, without offsetting.restore, renew, and grow people, places, and the planet (3Ps) in a cohesive and synergistic way.

Do better with less - minimising emissions and use of finite resources, choosing instead renewable (living) resources eg bio-materials rather than plastic. Nutrient rich, high vitality. reducing impacts of climate change and increasing biodiversity.

A human and nature based product that supports good livelihoods.

The holistic nature of the product. That it addresses many societal challenges at once.

The regenerative nature of our work and that we prioritise joy and connection.

conducive to life.
creating ideal conditions for others to thrive
Joyful experimentation.

Create conditions conducive to life

- Individuals responsibilities to contribute to growth of the whole.
- Contribute to the larger ecosystem so that their offspring will grow up in a healthy, safe environment which offers protection and opportunities for resilience.
- Develop strengths such as independence, self-confidence, finding purpose in life, and the ability to create our own happiness.
- Remove barriers in way of progress by stepping back, let mistakes happen, discover things the ‘hard way’ to develop the resources to overcome future difficulties.
- Emotional security, compassion, affection, self- esteem, trustand gratitude.
- Respecting others, valuing their wisdom and the practical contribution they can make.
- Creating ideal conditions for others to thrive is a co- operative endeavour.
- Create cultures where people feel safe to express their views and innovate.
- Act as facilitators, creating potential bonds from which creative solutions emerge.
- Creating fertile environments for change.
- Psychological shift from consumption to creation. Creating is making more and more from what you have.
- Creating is a regenerative process.
- Actively involve people who come to workshops in planning, setting up, making tea and clearing up. It’s a more welcoming and inclusive approach, people feel more connected to the aims.
- Shifts us from passive consumers into conscious and active participants in our own lives, those of our fellow beings, and those of future generations.
- Creating a sense of empowerment and confidence, bringing everyone’s unique talents to the fore. Everyone has a role to play.

BUSINESS AIMS

Our Objects

- Deliver events, experiences, networks, projects, goods, products and services focussed on socially-engaged art and learning
- To nurture interconnections between individuals, communities and habitats
- Centering the voices of women, young people and the living world.
- Addressing the separation between humans and 'nature' that manifests as social issues
- Experiencing a shared sense of purpose, joy and feelings of rootedness and connection to all life

Our Values

- **Support wellbeing for all**
- Working in ways that are socially and ecologically just
- Meeting the needs of all within the means of the planet
- Exploring approaches that involve all four ways of knowing (mind, heart, body, spirit)

- Work in ways that are ecologically sustainable and socially just, incorporating the 4 ways of knowing, four dimensions, 5 ways to wellbeing and 8 forms of wealth
- Learn how to live in right relationship with each other and the Earth
- Care deeply for all life
- Remember the old ways and live with the land

- Support the wellbeing of individuals and our natural environments through a holistic, participatory approach
- Address issues around disconnection: (anxiety, depression, addiction, loneliness, isolation) by activating physical, mental, emotional, spiritual, social and ecosystem health, towards wellbeing for all

Who's Involved

Two active Directors who run the business operations:

- Cam Elizabeth - digital storyteller, researcher, Co-founder of Usk Together for the Climate, artist
- Sally Hughes - community organiser, facilitator, Co-founder Penarth Growing Community, permaculture designer, writer, artist

One Director who takes an advisory role:

- Elen Robert - Translator, Trustee of Friends of the Kymin, regenerative grower

Community of Interest

Women, young people, the living world

Place-based communities we are serving: Usk, Penarth, Barry, The Vale, Cardiff - South Wales

Target market: who we are aiming to reach with our work, who will buy our offers

Groups that we intend to offer our services to:

What groups of people are available to work with:
Retired people
Home schoolers
Young people who are looking to reconnect (eg Dawnstalkers looking for wellbeing activities)
Parents at home with young children

Women looking for social/community enterprise opportunities
Older people
Unemployed people
Adults with learning disabilities
People with mental health issues
Grandparents taking care of kids
Self-employed people
Childminders with groups of children
Families
Allotment/back garden growers
Working people

The market the business is serving - who is our target market?

Brief history of how the idea evolved

We began developing the social enterprise in September 2022, with support from Cwmpas.

Sally had been thinking of pursuing such an endeavour for a number of years and had been looking for opportunities as they arose. The right conditions emerged for progress after an incidental conversation with Cam. If you are interested in Sally's story, you can read it here. You can read Sally's permaculture design 'Germinating a Social Enterprise' here.

Cam….

Elen is looking for ways to move her work away from translation into the field of sustainability, regenerative growing, and research in the future.

Reasons for creating a social enterprise:

Sally

- To create a holding structure for doing the work we are drawn to do in the world
- To have a mechanism through which to apply for funding for projects
- To create good livelihood for ourselves and others
- To integrate our interests into a whole
- To raise awareness of the need to move beyond sustainable, into regenerative
- To demonstrate what low carbon looks like in terms of living well together
- The legal structure allows us to work in a regenerative way

Investment/funding required

Start-up funds for developing our offer - workshop packages, products, projects website

Idea to crowdfund enough funds to purchase Public Liability Insurance by developing a 'first followers/founding members' network.

ORGANISATIONAL STRUCTURE

Legal structure

Members and Directors: 3

Developing a membership

We aim to develop a membership structure.

Internal organisation

Home-based
Google for non-profits
Starling bank
Canva for non-profits

Internal communications

Notes for each other document, shared drive, Signal

Company Culture

4 ways of knowing - cognitive, embodied, emotional, intuitive
Reevaluation counselling
Self-care
Following the cycles of the living world

Collaborative working

Cam Elizabeth and Sally Hughes are responsible for the day to day operations:
finance, accounts, marketing, promotion, developing products and services, applying for funding, social media, developing community networks

Regenerative business

Applied living systems design:
Interdependence ➡️ stakeholder orientation [mutual working, common ground] (human, living world)
Biodiversity as a driver of resilience ➡️ diversity and inclusion [reduce structural inequalities, centering marginal voices]
Cycles and constant renewal ➡️ use of resources [circular economy, reaching potential through expression of whole life cycle],
Never ending process ➡️ time horizon (long-term thinking/future gen)

Principles: (a start at defining them)
Serves the entire ecosystem
Circularity
Customer retention and community
Collaborations
Resilience
Health-driven
Living organism
Regenerative mindset
Redefining company success - beyond profit and growth as measures of success (8 forms of wealth)
Financially healthy
Conscious of interdependence (behaving like a living system)
Doughnut economics
Transformation, adaption, iterative working (small and slow solutions)
Cultivating inner competencies (personal growth, learning)
Spheres of influence

Model of a regenerative business

(Source: Simon Berkler, The Dive)
Creating a life-centric organisation with evolutionary pathways on every level.

PURPOSE - from profit only to impact first. Defining concise purpose which explains our reason for being, our contribution to our ecosystem, evolving over time.

OWNERSHIP & GOVERNANCE MODEL - from short-term value extraction to long-term stewardship. Ownership and governance model that bindingly guarantees how profits are distributed and/or reinvested in order to sustainably nurture the company.

FINANCE - from ‘money is everything’ to ‘finance meets a purpose’. Implementing regenerative financial instruments that are built around your purpose and that are capable of keeping track with complex, interdependent and ever-changing environments.

ORGANISATIONAL OPERATING SYSTEM - From pyramid to living organism. Create an organisational operating system that strengthens agility and responsiveness regarding structures, process and mindset.

VALUE STREAMS & SERVICE PROVISION - From linear exploitation to interdependent value-creation. Ensuring key activities are fundamentally built on regenerative principles (work to define those principles). Align on strategy, business models and company culture.

ECOSYSTEM - from fighting for limited resources to conscious co-evolution. Being aware of our interdependence with stakeholders (human and non-human). Design processes and business as mutually beneficial.

Social and environmental impact

We aim to be net zero in our operations, we will learn what this means in practice as we go along. Creating without any fossil-fuel dependent inputs is a challenge in our present environment.

Reduce carbon emissions - our home working environments are run on renewable energy. We are supporting a solar/wind farm (Ripple energy).
We travel by public transport, electric bike or walking, only using the car when absolutely necessary (to move large amounts of resources to a venue for example).

Institute a range of checks and balances to ensure our work has a positive environmental impact, contributing to the health of ecosystems. We use permaculture design as a framework for supporting this.

We have a range of frameworks that we will use to measure our social impact:

- 4 ways of knowing - cognitive (mind), emotional (heart), embodied (body), intuitive (spirit) (Jung via Jenny Mackewn)
- Four dimensions - social, economic, ecological and worldview/values (Daniel Christian Wahl)
- 5 ways to wellbeing - Connect, Be Active, Take Notice, Keep Learning, Give (Mind)
- 8 forms of wealth - natural, material, experiential, social, cultural, intellectual, spiritual, financial (Adam Brock)

Community needs and our strategic plans

Policies and procedures

In the coming weeks we will develop policies and procedures:
Health and Safety inc. wellbeing, personal growth and self-care
Equity, Diversity, Inclusion
Safeguarding (children and vulnerable adults)
Privacy
Environmental/Sustainability/Net Zero/Regenerative Policy
Data protection policy
Confidentiality statement
Building trust in Communities

Collaboration and partnership working

We will seek out opportunities to work in partnership with other social enterprises, local authority, Town Council, Local businesses, organisations and community groups.

As we grow we will employ guest tutors to deliver workshops on a freelance basis.

Skills, work experience and qualifications

Cam Elizabeth Skills: co-producing research, social innovation, digital storytelling, oral history projects, partnership and network building Qualifications: Schumacher College, short course - Regenerative business MSc Social Science Research Methods BA History of Art Work experience: digital storyteller, research officer, social innovation outreach, civil servant, recycling engagement officer	Sally Hughes Skills: bring people together, events organisation, writing, facilitating, supporting creative practice, marketing/promotion Qualifications: Diploma in Applied Permaculture Design - currently studying Schumacher College, short course - Regenerative business PDC (Permaculture Design Certificate) MSc Equality and Diversity PGCE (post compulsory education and training) BA(Hons) Fine Art Work experience: Lecturer, Coordinator, and Manager in Further Education, self-employed facilitator and project coordinator in charity, social enterprise, community and voluntary sector, early experience in retail and hospitality, Trustee of charity (Promo-Cymru)	Elen Robert Skills: knowledge of regenerative horticulture practices and biodiversity, research, teaching, in-depth appreciation of Welsh language and culture, Qualifications: RHS Horticulture Level 2 Phd Sociolinguistics MA Language and Communication Research CELTA - English language teaching for adults BA German Language and Literature Work experience: community garden manager, business owner, translator, trustee of small charity (Friends of the Kymin)

Money

As a regenerative business we see money as an exchange between individuals for mutual gain and benefit. We perceive it as an exchange of energy.

Allocation of finances

Solidarity Fund:

We would like to support involvement from members of the community who may not have the funds to pay for our services. We will each contribute 10% of any earnings towards the solidarity fund. For example, if Cam delivers a 1 hour workshop for a community group for £35, she will invoice for £31.50, leaving £3.50 to be allocated to the solidarity fund.

Generating reserves to support the business - any surplus we accrue will go back into the company to support delivery of community benefit.

Our intention is to invoice the company for work done by us, and by others, in a freelance capacity.

Accounting processes

We will need to establish a process for accounting for income we draw in through our work.
Managing income from different streams, allocating cost centres
Sum-up devices
Receiving donations - cash, online
Accounts app - Xero, for example, do we want to use one of these?

Financial commitments

The Directors are under no obligation to contribute money that has not been generated through the social enterprise to support its development.

The Directors offer the gift of their time for developing the social enterprise.

Any in-kind contributions will be recorded. Any voluntary contributions (in-kind or cash) to support its establishment are offered with love.

Upskilling requirements

Sally - bookkeeping/accounts, video making, forest school leader training (the WCVA fund could pay for this training?)

OUR OFFER - PRODUCTS AND SERVICES

The company is being set up to:

Co-create and deliver events, experiences, and projects that are both social and environmental
e.g. local food feasts, outdoor wellbeing activities, pop-up spaces, community gardens, and placemaking.

Practice socially-engaged arts
e.g. mixed-media (audio, film, essay), oral history projects, writing, spoken word, movement, participatory arts projects, creative play experiences.

Establish Learning Communities
e.g. facilitating learning around eco-literacy, eco-design (permaculture), food growing, alternative economics, community design, participatory action research, community organising and power dynamics.

Evolve networks (interconnected ecologies of collaboration)
e.g. support groups, conversation cafes, communities of practice and action inquiry groups.

We have collated a range of ideas that act as a springboard for beginning to make our offer to our community.

Co-create and deliver:					
events	IDEAS	Who will give us money for this?	How much will we charge?	How much will it cost to deliver?	What needs to be in place?
local food feasts					
supper clubs	- With Wild Thing - With Herbivore at Ground, or One O'clock gate, or Victoria Tea rooms with Kims yoga group		How much are people willing to pay for this? Wildthing charge £40/head for their suppers. 60 people at the autumn, 40 people at the autumn one. Lahmacun supper clubs are £42		
experiences		Who will give us money for this?		How much will it cost to deliver?	
outdoor wellbeing activities	Yoga and creativity retreat/experience days with Meg and Kim				
	Activities for homeschoolers	Parents	In my experience you can't charge more than £3-£5 per session per family		Negotiation of use of the Kymin or West House Community Garden
	Forest Schools for Grown-ups - retreat days with activities to bring people together to be in the moment,	working people Could also be a corporate offer			need to develop a package to offer to corporates could do with doing a forest school qualification professional indemnity insurance?

	engage in the now and find flow in the living world				
	Creative escape days - retreat days for creativity and ritual art making, at a venue like Coed Hills	working people			
pop-up spaces					
projects		Who will give us money for this?		How much will it cost to deliver?	
community gardens	Cams community garden				
	Kymin Wilding project to increase biodiversity at The Kymin and create wildlife corridors across town and engage the community in learning about ecosystems Involve - young people who use the pagoda (wild energies) - school children	VoG Council SPF funding, WCVA funding (need 20 percent match funding, maybe lottery?) or VoG stronger communities fund	circa £25k		Consortia of Kymin community groups Sort our governance Support form WCVA

	from Fairfield Primary - School children from Ysgol y deri				
placemaking	Ty Cegin cookhouse project - Community kitchen				
	Kymin Community Winter Green Fair at The Pier	Traders for stall Entry fee (voluntary donation)	Income £20/stall holder 20 stall holders = £400 voluntary donation for entry	Cost venue hire pier £60/hour 5 hours = £300 organisers fee at least 5 days work over a period of months = £1250 marketing materials, adverts = £50 TOTAL: £1600 shortfall - £1,200	Talk to Howard Potter from Craft Folk about how they make this financially viable? Talk to Rich about how he envisioned it
Practise socially-engaged arts					
	IDEAS	Who will give us money for this?	How much will we charge?	How much will it cost to deliver?	What needs to be in place?
mixed-media (audio, film, essay)					

oral history projects					
writing	‘Women… on Substack				
spoken word	Make a video of performance of ‘Letter to Tomorrow’ poem, for inclusion in future Turner House exhibitions	Arts Council			Portfolio of arts practice to date
movement	Improvised movement classes with Lara Ward				
participatory arts projects	Woman who flies - the drone workshop I talked about at Schumacher - I can’t remember the details!				
	Fringe events for On loss at damage exhibition at Turner House - Conversation and poem writing and performance	Turner House/Arts council	£200/day - 10 hours in total delivery 5 hours prep		
creative play experiences	Children’s workshop - Living Stories, Living Worlds - Nature based-craft activities and story telling for	Penarth Town Council/Penarth in Bloom Fund Makerspace/Library Turner Gallery			DBS Safeguarding Policy Public liability insurance Website ideally, so we have a professional email address to begin communicating with

	4-9 yr olds, based on Ceridwen's Story				
	Creative Space workshops	Local retired women			
	Eco-crafts for kids workshop (2 hours)	parents	£13/head for 10 kids £8.60/head for 15 kids	materials £20 room hire - £30 tutor fee- £25/hour + 2hrs prep at £15/hour 20 30 50 30 £130/10 = £13/head - too much need more kids… 15 kids £8.60/head Have a look and see what they are charging for craft sessions for kids at the pier - musical minis session is £7.15, halloween disco is £10	need to think about a platform for selling event tickets through - think of adding a booking fee to the cost for the customer… need to think about what age range you are targeting other events for kids on eventbrite see if I can get a volunteer to support delivery market through Penarth parents facebook and events platforms DBS public liability safeguarding bank account
	Summer of fun activities	Vale of Glamorgan Council			
	Creativity workshop at Dawnstalkers event	Dawnstalkers			

Establish Learning Communities facilitating learning around:					
	IDEAS	Who will give us money for this?	How much will we charge?		What needs to be in place?
eco-literacy					
eco-design (permaculture)	Eco-Living (permaculture, maybe online) course:				Like this one delivered by Milkwood https://courses.milkwood.net/permaculturelivng This would enable us to develop stand along workshop packages on themes that delivered together made a whole programme.
					research online platforms for course delivery - eg Abundance Academy. Permaculture Association's platform
food growing	Growing Greener workshops (permaculture, gardening for wildlife, climate friendly)	allotment and back garden growers			
alternative economics	Design a circular food system for Penarth				

	Community purchase of compost (model of community supported enterprise)	Local growers	Small add on to unit cost for time		Bank account Ring Fertile Fibre to ask if this is something he does - trade deals
community design					
participatory action research					
community organising					
power dynamics					
Evolve networks (interconnected ecologies of collaboration) e.g., and.					
	IDEAS	Who will give us money for this?	How much will we charge?		What needs to be in place?
support groups					
conversation cafes					
communities of practice					
action inquiry groups					

Our Offer

As a regenerative business we see our products as services as an offer. We are creating a range of ecosystem functions which contribute to meeting the needs of our community and stakeholders.

In time, we will develop products to meet community needs e.g herb garden growing packs for kids, most likely to accompany a workshop. Including a plant pot made locally by an artisan craft maker.

We will also consider developing a range of merchandise to accompany our membership offer.

The key thing here is to have a range and diversity of income streams, in response to what's happening. It's about looking for the income generating opportunities from the resources we have locally and in the waste stream, adding value as we go.

- For example, we could do a workshop with young people who are at the margins to learn how to make raised beds out of pallets, then sell the raised beds we make to local growers. Or we could make greetings cards with young people in a workshop on nature-connection, then teach the young people about enterprise by supporting them to sell the cards they made at the local market we initiate
- There are opportunities to sell products, such as compost (through a community supported enterprise model) plants and herb bouquets (bay for example) at plant fairs and seeds
- Create opportunities for local people to sell local produce and value-added products through a market stall (as part of developing a circular/sharing/solidarity economy model for sustainable food)
- Green fairs - bringing local ethical/sustainable traders together to sell goods, our income comes from the trader fee for a stall and donations from the public
- Delivery of workshops and experiences paid for by local authority or other organisations and community groups

Community Supported Enterprise

Compost bulk buy - local growers contribute to a bulk purchase of Fertile Fibre compost, a little extra is added to the cost of the bag to cover the time involved in organising the purchase

Crowdfunded community events - where people buy their ticket before the event is organised, it only goes ahead if enough

people contribute to meet the costs of delivering it.

Developing Workshop Packages

We aim to create a suite of workshop packages that we can deliver for local people and for other organisations. A set of activities that we brand and promote.

We have identified that our fees for designing and delivering such activities fall between £180 and £250 per day, depending on where we are delivering and for whom.

We will need to offer some prototype workshops so that we can test the market and see what people are willing to pay. Sally anticipates being ready to deliver a prototype children's workshop in May 2023.

We have identified the following information about other people who are offering courses locally to help us with setting price points:

In 2022/23 I organised a range of workshops as part of a lottery funded project. This helped me identify what local competitors are offering and how much it costs to deliver.

Name, location and business size	**Product/service**	**Price**	**Strengths**	**Weaknesses**
Green Squirrel	Preserving workshop	£270 for 3 hours for 12 people	Loads of things to taste, many materials included	per head cost £22.50/head, this didn't include my time for organising, which would push it up to more like £30/head
Forest school - Jo	Forest school activity for children	£219 for two tutors 2.5 hours for 8 children	excellent feedback from participants	Expensive per head (27.35) as can't run forest school with many children, also didn't include my costs to organise
Forest School - Angela	Forest school activity for children	£75 for 2 hours, 8 children		

Name, location and business size	**Product/service**	**Price**	**Strengths**	**Weaknesses**
Urban-Vertical	Good mood food workshop	£190, 2 hours, 2 tutors, for 10 people		
Seren Willow	willow garden structure making	£181 4 hours (@£25/hour) plus materials for 9 people		
Welsh Wild Food	Foraging walk	£77.50 for 10 participants, 2.5 hours		
Emma White	Propagation workshop	£50 2 hours		
Glasbren	Regenerative growing workshop	£35/pp for 6.5 hour workshop		

Cost of the product or service (excluding overheads) and how a selling price will be identified

Future (new) product or service development

Estimated life span of our product or service

Benefits to the customer

LOCATION

Our registered office is 24 Windsor Terrace, Penarth CF64 1AB.

Venues

We operate in any location suitable for the work we are doing.

In Penarth, we operate out of The Kymin and at various locations including local halls, art galleries, cafes and other community garden spaces. Venues will be hired as and when needed.

We will also develop an offer of online courses in time.

Equipment/Resources

In line with our green credentials, most resources for workshops will be gathered from the waste stream, for example using recycling materials for children's workshops, and from the natural environment, eg. leaves, twigs

We aim to be zero waste. We have taken the Plastic Free Pledge.

When we do have to purchase materials, we will procure them from the most local, sustainable and ethical source we can.

We will not print materials unless absolutely necessary, only to make them accessible for people who can’t access them digitally. We will share content and materials electronically.

We are aware of the carbon footprint of digital working and are making efforts to support greener searching, using Ecosia, who plant trees for example. We keep hold of our digital devices until they can no longer be repaired. We source reconditioned items if we need to replace them.

We aim to produce no waste.

We aim to move beyond consumption, into creation, using what we have available locally to make the things we need.

We will loan bigger ticket items that we need from Benthyg, our local library of things, and use the facilities from the

makerspace to produce bespoke items made with sustainable resources when necessary.

We do not intend to enter into credit arrangements with companies. We will only seek to pay for things we need with money we already have in the bank.

THE MARKET, COMMUNITY AND STAKEHOLDERS

We are tapping into the growth of the 'green' economy, in which more and more people are looking for products and services which have green credentials.

As a regenerative business we envision our market as our community, stakeholders with whom we partake in mutually beneficial relationships. We include the living world (nature) as a stakeholder.

In order to understand our community, we will need to make an analysis of our ecosystem. We will do this as we move onto developing a strategic plan to support us to develop the ideas we have expressed in the business plan and implement them .

We have gathered information about community needs from our prototyping events.

Our aims and activities position us to understand our audience (the people we are aiming to reach with our work) as:

Individuals

- a person who has started to think about being more 'green' and is looking for ways to increase their individual impact on the climate and nature crisis
- a person who hasn't started yet, but who has an interest in learning how to be more 'green'
- a person who is interested in increasing their health and wellbeing through connection to others and the living world
- a person who is interested in being more involved with their community
- people who would like their children to have opportunities to spend more time outdoors in the living world

- Families looking for opportunities to have experiences together eg outdoor activities for kids and grown-ups

Businesses

- there are opportunities for supporting businesses to be more ‘green’, especially around influencing more regenerative supply chains, relocalisation, promoting ‘green’ goods, beyond greenwashing

Local authority + other orgs

- looking for local businesses to deliver services to communities eg Council’s Summer of Fun activities programmes for children

Ecosystems we are operating in:
Penarth, The Vale of Glamorgan, Cardiff, Usk, Monmouthshire, South Wales

5.2 Our intended targets

5.3 Who our customers are and how much income we will receive from them

5.4 External factors that are likely to affect the business

5.5 Likely developments in the market in the near or long term

Growth of ‘green economy’

5.6 Price sensitivity of the market

Seasonal changes and in the market
Reduction of interest in growing in winter months
Seasonal fairs - Winter green fair

Where and how we distribute our products/services

Future plans to expand into other markets
5.10 Principal competitors and in what way are they competitive
Collaborators

MARKET RESEARCH AND MARKETING

6.1 Market research we have undertaken

Through surveys and evaluation done as part of a yearlong lottery funded programme of events with Sally's Penarth Growing Community project, we have identified that in Penarth, the groups of people who will access our services include: retired women, families with children and people with learning disabilities.

In Usk, Cam has run a series of community conversations about how we as a community can respond to the climate emergency, with attendances of up to 60 people. Cam has also been working in partnership with the person who has been running the local farmers market for many years and has identified a gradual decline in customers and as a consequence, producers. Our response to these challenges is to get creative with the ways we engage people.

Secondary Research that we have compiled from a range of sources indicates that action on climate and nature crisis is now so necessary, it has become inevitable. We see a push towards this from the Welsh Government.

Identifying community needs bit here: from prototyping events:
Feedback from community events as a way to identify community need, then offer activities which people pay for which meet those needs - on other words we have identified gaps in the market which we can fill with our projects, products and services.:

eg. cooking vegan food, growing perennial veg, home composting, increasing biodiversity, developing own creative skills, local produce market, seasonal food

Prototyping activities:
Penarth Climate Conversation
Usk Winter Feast
Penarth Celebration of Local Food

Pitch on community kitchen project at Vale Business Hack - feeling is that people would love it, much support from the panel and audience.

(The Idea: Ty Cegin Cookhouse - an unused space turned into a professional kitchen, bring in local chefs to offer paid for ‘high end’ experiences around learning to cook and eating local food, using produce grown in a 50 mile radius by local CSAs and other growers/farms, all organic. Rent out the kitchen facilities to local food entrepreneurs to test ideas for value-added products they can sell at a local produce market. Also rent out to local community groups and other orgs. Bring people together at paid for community cooking events and suppers. Use the profits generated to teach local children how to grow food. Also teach local allotment and back-garden growers to grow in a climate/nature friendly way. Source produce from those local growers. Prototype the model in pop-ups/out of hours at local cafes/food outlets)

Other social enterprises operating locally
Glasbren, Green Squirrel, Bottega Project, Urban-Vertical

There are a small number of local social enterprises operating locally who are working on addressing the climate and nature emergencies.

There is a thriving sector of businesses offering sustainable food, Wild Thing, Bacareto, Kindle

There are many opportunities to work in collaboration.

Marketing strategy

social media strategy -

map for different contexts and how socials vs IRL comms work

Cam

What are you going to do?	Why have you chosen this method?	How much will it cost?

Sally

What are you going to do?	Why have you chosen this method?	How much will it cost?

Social media: Instagram Twitter Facebook LinkedIn	Reaching out to people locally, in Penarth many of the Dawnstalkers, who I would like to reach, use Instagram Connecting with other social enterprises and climate activists and orgs Useful to be able to reach people in local Facebook groups Connecting with other businesses and social entrepreneurs, opportunities for consultancy/facilitation work	Time
Flyers, posters	Reaching people who don't use social media, eg posters in local library and cafes Materials - question over using recycled paper and earth-friendly inks, artistic creation opportunities as opposed to only using canva, screen printing posters for example, or hand drawn flyers (would be a USP)	Cost of materials
Website	Easy way for people to get information about our business products, services and events - our shop front. Potential to sell merch through it.	Cost of hosting and url (circa £55/year) Time developing it
Writing/blogs on Medium and Substack	For sharing our ethos and growing a mailing list, raising awareness of regenerative approaches Potential to draw small amount of income	Time
Grow a mailing list, using sendinblue	To be able to market our services to target audiences To be able to involve people in our work - followers	
Grow a membership - Founding Members. Developing an offer eg reduced course fees for members	To crowdsource funds from local people who support our work	

Attend outreach and other community events	To share information about our services with other local people	
Merch Stickers, jumpers for workshop participants, tote bags, postcards	Really need to think carefully about the 'green' impacts of this, eg using sustainable fabrics - but that has an impact on cost	
Building a brand around our values and ethos	Help us stand out	https://www.wearefuterra.com/thinks/branding-biodiversity

6.2 Summary of the results of the market research

4.4 What prompts your customers to buy your product/service?

- Good design of publicity materials
- Feeling like they want to be part of a movement for change
- Our values and ethics
- Involvement - creating feelings of belonging and shared ownership

4.5 What factors help your customers choose which business to buy from?

- local, close to home
- values
- cost
- felt benefits

6.3 Demographics of the market

6.4 How we expect to respond to customer's request

6.5 How we will publicise the product/service

6.6 Resources required to carry this out

6.7 The Unique Selling Point (USP) of our product/service

SWOT analysis

Strengths Skills in delivering community events Expertise in growing/permaculture knowledge Capacity/willingness to learn Creative skills	**Weaknesses** little experience in selling goods and services, so far my work in communities has been grant funded
Opportunities Connections to the local community Previous work to identify community needs	**Threats**

6.8 Strengths and weaknesses of the business

6.9 Opportunities and threats of the business

7. FINANCIAL PROJECTIONS

7.1 Projected sales

7.2 Purchases you need to make to achieve the above turnover

7.3 Assets required on the outset

7.4 Overheads

7.5 Payroll

7.6 Funding

See Year 1 Forecast here: Yr 1 Forecast - Wild Ceridwen CIC.xlsx

APPENDICES
CV’s of the key individuals may be provided in the appendices.
Lists of required equipment or other capital purchases with relevant quotations.
Details of any market research carried out and sample questionnaires
Product details, drawings etc.
Details of premises with photographs, quotes, specifications
Any letters of support