# 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 to themselves, 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.

**Unique Selling Point** - We prioritise joy and connection, creating conditions for all participants in the living world to thrive.

# BUSINESS AIMS

**Our Aims**

- 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

**Who's Involved**

*Two active Directors who run the business operations:*

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

*One Director who takes an advisory role:*

- Elen Robert - Business owner, translator, trustee of Friends of the Kymin, regenerative grower

**Community of Interest**

Women, young people, the living world

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

**Who we are aiming to reach with our work**

People:

- in our communities who are lonely, isolated or looking for some connection with others
- looking for purpose in their lives
- who love nature
- who want to connect better with their cultures and their families and be more involved in their communities
- looking to overcome conflict in their communities
- who have started to think about being more 'green' and are looking for ways to increase their individual impact on the climate and nature crisis
- who haven't started yet, but who have an interest in learning how to be more 'green'
- who are interested in increasing their health and wellbeing through connection to others and the living world
- who would like their children to have opportunities to spend more time outdoors in the living world

And:

- individuals suffering from burn-out or dissatisfaction with their current way of life
- individuals and groups that are feeling disempowered and are looking for ways to express themselves
- women and young people
- career changers (young people, out of work people, those in transition)
- families looking for opportunities to have experiences together eg outdoor activities for kids and grown-ups

**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.

Elen is looking for ways to move her work away from translation into the field of sustainability, regenerative growing and research in the future. Sally and Elen work on the Kymin Community Garden project together.

Cam has previously worked in a freelance partnership with a filmmaker doing work to empower communities and bring people together. Many of the ideas that Cam developed in that partnership went beyond filmmaking. The social enterprise presents an opportunity to expand Cam's work around storytelling and community building in a way that centres her craft and experience and provides a route to turn her ideas into business products.

**Reasons for creating a social enterprise**

- 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 net-positive looks like in terms of living well together

- The legal structure allows us to work in a regenerative way

**Start-up funds for developing our offer**

We will need to source funds for:

- a website (domain, hosting, development)
- training - accounts/bookkeeping
- resources for first prototyping workshops

We have an idea to crowdfund enough funds to purchase Public Liability Insurance by developing a 'first followers/founding members' network.

We seek grant funding to support developing:

- workshop packages
- tools to support practices (eg gathering a toolkit of activities, processes and practices to use with groups)
- organisational processes, policies and procedures
- marketing materials

# ORGANISATIONAL STRUCTURE

**Legal structure**

Members and Directors: 3

**Private company limited by guarantee without share capital**

**Community Interest Company (CIC)**

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. Elen Robert takes an advisory role.

**Developing a membership**

We aim to develop a membership structure.

**Internal organisation**

- Quarterly Director's meetings
- Fortnightly planning meetings
- Home-based working
- Use of digital communication tools - Google, Canva, Signal, Zoom

As we grow we will employ guest facilitators to deliver activities on a freelance basis.

**Skills, work experience and qualifications**

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

## Social and environmental impact

We aim to be net-zero in our operations as we begin, moving to net-positive in time. 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).

We will institute a range of checks and balances to ensure our work has a positive environmental impact, contributing to the health of ecosystems.

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)

## Implementation plan

The business plan offers a range of ideas in terms of the work we can do which we will transfer into an Implementation plan. This plan will become a living document that maps our progress with meeting our aims.

## Policies and procedures

In the coming weeks we will develop policies and procedures around:

- 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
- Volunteer Policy
- Membership model

We will use this Policy Guide on Social Impact Measurement for the Social and Solidarity Economy.

We will attend the SEWF Policy Forum.

We will deepen into defining our ways of working, specifying our approaches to:

- Building networks and relationships in communities
- Organisational culture - internal comms etc
- Collaboration and partnership working
- Peace building (conflict resolutions)

- Capturing Learnings (measure impact)
- Marketing approach
- Model of Regenerative Business

### Allocation of finances

We will invoice the company for work done by us, and by others, in a freelance capacity.

### Solidarity Fund

We would like to support the business to grow. We will each contribute 5% of our own earnings towards the solidarity fund when we feel like we have enough surplus to share.

We would also like to be able to offer our services for free to those for whom the cost would be a barrier. We will seek contributions for this from people who pay for our services by, for example, setting cost brackets, so those who can pay more do so.

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

### 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 codes

- Card payment 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.

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

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

**Upskilling requirements**

Sally - bookkeeping/accounts, video making and photography skills, forest school leader training, food hygiene certificate, emergent leadership

Cam - financial reporting, sound production training, first aid certificate

# 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. This table of ideas will become our Implementation Plan.

The following table indicates the activities we will begin implementing from April 2023 onwards, and has informed our Financial forecast.

| Activity | 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? |
|---|---|---|---|---|---|
| Supper clubs | Eg With Wild Thing or Herbivore at Ground, or One O'clock gate, or Victoria Tea rooms with Kims yoga group | Public/customers | How much are people willing to pay for this?<br><br>Wildthing charge £40/head for their suppers. 60 people at the autumn, 40 people at the winter one. Lahmacun supper clubs are £42 | More research needed to define charges and costs | Food hygiene certificate? |
| Outdoor wellbeing activities | Yoga and creativity retreat/experience days with Meg and Kim | Public/customers | Anywhere between £7.50/session to £130 for a full day retreat | More research needed to define charges and costs | |

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| Community gardens | Kymin Wilding project to increase biodiversity at The Kymin and create wildlife corridors across town and engage the community in learning about ecosystems<br><br>Involve<br>*young people who use the pagoda<br>*school children from Fairfield Primary<br>*School children from Ysgol y Deri | VoG Council SPF funding, WCVA funding (need 20 percent match funding, maybe lottery?)<br><br>or VoG stronger communities fund | | Circa £25k | Consortia of Kymin community groups<br>Sort our governance<br>Support from WCVA to do that |
| Community gardens | Usk community gardens<br>Facilitating planning meetings; Managing the delivery and | National Lottery and Monmouthshire County Council | . | £10,000 of Lottery Funding<br>£180 per planning meeting and workshop from MCC, and £5 per head from workshop | |

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| | ongoing workshops | | | attendees | |
| Oral history projects | A partnership with Usk Rural Life Museum that gives young people an opportunity to upskill around research and digital archiving, and that results in an exhibition and permanent collection of stories from local people on their relationship to the land. | Heritage Lottery Fund, with letters of support from Usk Rural Life Museum and People's Collection Wales | Grant funded. No additional charges. | £11,150 | Partnership letters of support. |
| Creative play experiences | Children's workshop - Living Stories, Living Worlds<br><br>Nature | Penarth Town Council/Penarth in Bloom Fund<br><br>Makerspace/Library | £4/per family | More research needed | DBS<br>Safeguarding Policy<br>Public liability insurance<br>Website ideally, so we have a professional |

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| | based-craft activities and story telling for 4-9 yr olds, based on Ceridwen's Story | | | | email address to begin communicating with |
| Creative play experiences | Eco-crafts for kids workshop (2 hours) | Parents | £13/head for 10 kids<br>£8.60/head for 15 kids | materials £20<br>room hire - £30<br>tutor fee- £25/hour + 2hrs prep at £15/hour<br><br>20<br>30<br>50<br>30<br>£130/10 = £13/head - too much need more kids...<br>15 kids<br>£8.60/head<br><br>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...<br><br>need to think about what age range you are targeting<br><br>other events for kids on eventbrite<br><br>see if I can get a volunteer to support delivery<br><br>market through Penarth parents facebook and events |

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| | | | | | platforms<br><br>DBS<br>public liability<br>safeguarding<br>bank account |
| Creative play experiences | Fringe activities as part of 'On Loss and Damage' exhibition at Turner House | Bob Gelthorpe, curator/Arts Council | £200 | | |
| Alternative economics | Community purchase of compost (model of community supported enterprise) | Local growers | Small add on to unit cost for time | | Bank account<br><br>Ring Fertile Fibre to ask if this is something he does - trade deals |

**Our Offer**

As a regenerative business we see our products and 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 ethical merchandise to accompany our membership offer. Ranging from locally produced t-shirts to access to a podcast.

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, activities and experiences paid for by local authority or other organisations and community groups
- Supportive events, such as women support groups and conversation cafes, with an entry fee
- Companionship while gardening services paid for by garden owners
- Compilations of oral history and community stories in audio and book form; this can also be offered as part of a package for groups

- ‘Behaviour change’ and public conversation events and art performances to be offered to businesses for marketing campaigns

**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.

The difference between this and standard trade is that the person buying the product/service must pay upfront before the event has been organised, or the product ordered, in order to cover costs first. It’s based on contribution and trust - similar to the model for community supported agriculture.

**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.

The information comes from workshops delivered by Sally in 2022/23 in Penarth as part of a lottery funded project. This helped us 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 |

| Name, location and business size | Product/service | Price | Strengths | Weaknesses |
|---|---|---|---|---|
| Forest School - Angela | Forest school activity for children | £75 for 2 hours, 8 children | Angela is set up to deliver without parents being present | Small number of children, need to pay another tutor for more children, which significantly increases costs |
| Urban-Vertical | Good mood food workshop | £190, 2 hours, 2 tutors for 12 people | Set up an outdoor kitchen at The Kymin. | Cost/head as two tutors (maybe an idea to involve volunteers in delivery) |
| 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 | | |

The information below has been compiled by Cam to start to develop a model for the offer of community meeting design facilitation and consultancy, based on what local competitors are offering.

| Business | Product/service | Price | Strengths | Weaknesses |
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| Co-production Network Wales | A 12 week online course for developing co-production practice | £ 198 per person | A very reasonable price for participants given the amount of resource being offered | |
| Alain Thomas Consultancy | Facilitation and consultancy | £400 per day (£57.14 per hour).<br>Training: £600 per day (6hrs), £350 for a half day (3hrs), £125 per hour for sessions of less than 3 hours.<br>Up to 16 participants can be accommodated on each course. | A model that works well for larger groups or large businesses.<br><br>Alain's approach is very interactive and accessible for diverse groups. | Inaccessible pricing for some groups and smaller groups. |
| The Hum | Online course: patterns for self-organising teams | 190 Euros for online 6 week course | | |
| Involve and WCVA offer bespoke packages. | | | | |

**Benefits of our projects, products and services for those who participate**

In developing our CIC36 document, we identified a range of benefits for the community:

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| • The activation of community participation and responsibility for nurturing the commons in the places that we live<br><br>• Opportunities for volunteering<br><br>• Receiving the abundance of circular economies<br><br>• Community level solutions to the 'cost of living'<br><br>• Developing social innovations which support good livelihoods<br><br>• Revaluing 'wealth' (8 forms of wealth), experiencing ourselves as wealthy in ways beyond money<br><br>• Actively transforming the worlds we live in through personal growth and social, cultural and environmental change | • Increased skills and knowledge for personal and collective benefit<br><br>• The sharing of skills, knowledge and wisdom of the living world and our ancestors<br><br>• Being supported on pathways to good livelihoods through social and community entrepreneurship<br><br>• Life-long learning and personal growth through supportive individual practices<br><br>• Through the process of generating new place-based knowledge and insights through research and design (theory and practice) which leads to action in communities |
| • Redefining and reclaiming cultural narratives through story, oral histories and ritual, leading to feelings of empowerment and connection | • Finding common ground, connecting across difference, and working towards shared understandings to create cohesion |

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| • Enjoying opportunities to play, explore and imagine what living well together looks like<br><br>• Valuing diversity<br><br>• Having opportunities to feel valued, expressing all forms of intelligence, learning from other perspectives<br><br>• Contributing to a more joyful, co-creative and meaningful world<br><br>• Having access to stories that are constructive and co-produced, with content that is useful to a society working towards social and environmental justice and regenerative cultures | • Increased opportunities to work together and support each other as networks develop, growing our interdependence<br><br>• Experiencing the social bonds that emerge from coming together to relax, rejuvenate, pause and reflect<br><br>• Developing awareness of the stories we tell ourselves to create new narratives which form more healthful relationships to ourselves, between people and with the living world<br><br>• Having spaces that support clear and effective collective decision-making |

**Project Planning**

For each distinct activity we will produce individual project plans which identify audience development, costs, delivery details, timescales and marketing strategy etc.

**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 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.

# 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.

In Usk, we work in partnership with local organisations and groups, such as the Museum, the Scouts and the Town Council and operate out of their buildings when appropriate. We will also soon have access to two community garden sites for outdoor activities. Both have sheltered options. Venues will be hired as and when needed.

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

# 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 our implementation plan to support us to develop the ideas we have expressed in this business plan and implement them .

We have gathered information about community needs from our prototyping events (See Market Research section)..

Our aims and activities position us to understand our audience in the Community of Interest section.

We see there are opportunities for supporting businesses to be more 'green', especially around influencing more regenerative supply chains, relocalisation, promoting 'green' goods, beyond greenwashing.

We will seek to work with Local authorities  to meet their climate and nature emergency commitments, as well as commitments under the Environment Act and Well-being of Future Generations Act.

**Collaborators (Competitors)**

We see many opportunities to work in collaboration with local businesses, social enterprises and community groups to work together around common aims to achieve wider impact. There are a small number of enterprises operating locally who are working on addressing the climate and nature emergencies. There is a thriving sector of businesses offering sustainable food, products and services.

For example:

Peak
Omidaze
Gentle Radical
Owen Griffiths
Llanllowell Eco Project
Usk Farmers Market
Monmouthshire Wool
Urban-Vertical CIC
Bacareto
Glasbren
Green Squirrel
Bottega Project

The George Ewart Evans Centre for Storytelling
Benthyg Cymru CIC
Repair Cafe Wales
Dawnstalkers
Reset with Ruth
Gwyrddio Penarth Greening
Zero Penarth
Jo's Organics
Food Vale
Wild Thing
Kindle
Green Life Events

## MARKET RESEARCH AND MARKETING - Understanding Community Needs

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 (but are not limited to: 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 per meeting. Cam has also delivered a community meal in partnership with the Usk Farmers Market, which reached its 60 person capacity and raised £500 in donations. Lists of ideas for future projects, workshops and events have been compiled at each of these gatherings.

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 from prototyping events

In Penarth, we have had feedback from community events and we are using that to identify community needs. We will then offer activities which people pay for which meet those needs - or in 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

**Marketing strategy**

We aim to develop strong public interest in our offerings and successfully promote our activities to our identified audiences. We are interested in developing a strategy that involves efforts to analog communications, through networking and building relationships.

We will use our creative skills to produce posters and leaflets to promote our work activities, in time we are interested in developing artful materials, using screen-printing for example.

We recognise that in order to draw attention to ourselves in the social media environment our content, images and messaging will need to be image based, simple and slick. We will use Canva to achieve this (premium version is free for non-profits). Sally feels she needs to put attention into refining her photography skills.

We will promote our activities through local media, radio and in community venues, and through our networks of community groups.

For example:

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| • Penarth Times<br>• Penarth Nub (online newspaper) - articles and event | • Monmouthshire Beacon<br>• Free Press Monmouthshire News |

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| listings<br>• Penarth Town Council events listing<br>• Penarth View<br>• Bro Radio<br>• Barry Gem<br>• Penarth Library<br>• Penarth Pier Pavilion<br>• Notice boards in cafes, Coop, etc<br>• Community groups eg 'Friends of' Parks groups, Dawnstalkers, Penarth Civic Society | • Usk and Raglan Diary<br>• Abergavenny Chronicle<br>• Usk Town Council electronic noticeboard<br>• Community groups, e.g. Scouts, Women's Institute, Environmental Group, Usk Together for the Climate, Usk Young Farmers' Club<br>• There are a number of external notice boards in Usk |

| What are you going to do? | Why have you chosen this method? | How much will it cost? |
|---|---|---|
| Build business relationships with the following local businesses and organisations: Monmouthshire Wool, Willows Garden Centre, Morris' of Usk Garden Centre, Usk Rural Life Museum, Llanllowell Eco Project, Usk Town Council. | All of these businesses and organisations are either looking to diversify their offer, reach more people, or to operate more regeneratively. There will be products that we will be able to develop in collaboration that'll bring benefit to each party and that can be promoted through the sharing of resources. | Time to build trust and ideas. |

| What are you going to do? | Why have you chosen this method? | How much will it cost? |
|---|---|---|
| Social media:<br>Instagram<br><br>Twitter<br><br>Facebook<br><br>LinkedIn | Reaching out to people locally, in Penarth many of the Dawnstalkers, who I would like to reach, use Instagram<br><br>Connecting with other social enterprises and climate activists and orgs<br><br>Useful to be able to reach people in local Facebook groups<br><br>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<br><br>Materials - question over using recycled paper and earth-friendly inks, artistic creation opportunities as opposed to only using canva, screen | Cost of materials |

| | | |
|---|---|---|
| | printing posters for example, or hand drawn flyers (would be a USP) | |
| 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)<br><br>Time developing it |
| Writing/blogs on Medium (intellectual inquiry) and Substack (creativity and poetry) | For sharing our ethos and growing a mailing list, raising awareness of regenerative approaches<br><br>Potential to draw small amount of income | Time |
| Grow a mailing list, using sendinblue | To be able to market our services to target audiences<br>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 | |

| | | |
|---|---|---|
| Ethical Merch<br>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 |

**What prompts our community to buy our offerings?**

- 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
- Need for experience of increase in well-being
- Local, close to home

**SWOT Analysis**

| Strengths | Weaknesses |
|---|---|
| Skills in delivering community events<br>Expertise in growing/permaculture knowledge<br>Capacity/willingness to learn<br>Creative skills<br>Skills in research and evaluation<br>Skills in partnership building and co-production<br>Strong networks<br><br>The two active directors are well-integrated in two separate communities. This gives us a good, strong initial customer base. It also gives us the opportunity to compare activities across the two areas. | Little experience in selling goods and services. So far Sally's work in communities has been grant funded.<br><br>No physical presence in our communities, i.e. no building or permanent base that is accessible to the public.<br><br>We have been operating under different entities until now and so it'll take some time to raise the profile of our new business and distinguish it from our other operations. |
| **Opportunities** | **Threats** |
| Connections to the local community<br>Previous work to identify community needs<br>There is little to no competition in our immediate local areas. This presents a great opportunity to capture a new audience. | There may be reactions against our activities from conservation members of the population. We both live in Conservation areas. However, an aspect of our work is to bridge divides, including political divides. |

# APPENDICES

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

You can see examples of work Sally has created with her community growing project, Penarth Growing Community here, Instagram Website and learn more about her work as a permaculture designer here.

You can see examples of Cam's work as a digital storyteller in partnership with filmmaker, Mike Erskine, here. You will also find Cam's C.V. here.

Our Linked In profiles:
Cam Elizabeth
Sally Hughes
Elen Robert