

AUGUST 2026

BUSINESS PLAN

Menter Gymunedol Penbont



THIS BUSINESS PLAN FORMS THE BASIS OF THE SHARE
OFFER BY WHICH MEMBERS OF THE COMMUNITY AND THE
WIDER PUBLIC ARE NOW INVITED TO PARTICIPATE IN AND
SUPPORT MENTER CYMUNEDOL PENBONT.

FOR THE COMMUNITY. BY THE COMMUNITY



MENTER GYMUNEDOL PENBONT



MENTER PENBONT

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1. Executive Summary

Menter Gymunedol Penbont Community Benefit Society has been established to purchase, restore and operate the Penbont as a thriving community-owned public house and community hub for Llanrug and the surrounding area. The project responds to the closure of a historic village asset and to strong local demand for a welcoming, bilingual and inclusive space where residents, visitors and community organisations can meet, socialise, work, learn and take part in community life.

The Penbont will be more than a traditional public house. It will combine a village pub, daytime café, community rooms, visitor accommodation, co-working facilities, electric vehicle charging and a programme of Welsh-language, cultural, sporting and family-friendly activities. This mixed offer is designed to complement existing provision in Llanrug while creating several income streams and reducing reliance on evening pub trade alone.

The Society intends to acquire the property through a balanced funding package comprising community investment, grants, fundraising and, where appropriate, social investment finance. Refurbishment will be delivered in phases so that essential safety and compliance works are prioritised and trading can begin as early as practically possible, with further improvements delivered as funding becomes available.

As a Community Benefit Society, the Penbont will be operated for community benefit rather than private profit. Any surplus will be reinvested into maintaining and improving the building, expanding services, strengthening the Welsh language and culture, supporting local suppliers and creating long-term social, environmental and economic value for Llanrug.

Key fact	Current position
Society	Menter Gymunedol Penbont Community Benefit Society
Project	Community purchase, restoration and operation of the Penbont
Location	Llanrug, Gwynedd
Purchase price	£195,500, subject to negotiation
Consultation responses	321 responses received
Support for exploring community ownership	93.46% of respondents
Support for two pubs in Llanrug	87.23% of respondents



Steering Group	21 members with a broad range of professional expertise
Building age	c.1880
Legal structure	Community Benefit Society

Why will Penbont succeed?

The Penbont benefits from a combination of strong community support, a sustainable business model and a clear long-term vision. Community consultations have demonstrated overwhelming support for community ownership, while the Community Benefit Society structure ensures that local people remain at the heart of decision-making. The project is supported by an experienced Board and Steering Group with expertise across finance, governance, property, project management, health and safety, marketing and community development.

The Penbont's location at the heart of Llanrug, on a key route between Caernarfon, Llanberis and Eryri, provides opportunities to serve both local residents and visitors throughout the year. Unlike a traditional pub, the proposed business model combines hospitality, community facilities, visitor accommodation, room hire, co-working opportunities, events and cultural activities, creating multiple income streams and reducing reliance on any single source of revenue.

The project will be delivered through a phased development programme, allowing investment to be carefully managed while essential facilities are brought into operation as early as practicable. This approach reduces financial risk, supports long-term sustainability and enables the Society to respond to funding opportunities as they arise. Strong Welsh-language and cultural foundations, combined with significant volunteer support and community involvement, will help ensure that the Penbont becomes a thriving and resilient community asset for generations to come.

2. About the Society and Project

Menter Gymunedol Penbont is a Community Benefit Society established to secure the long-term future of the Penbont for the benefit of Llanrug and the surrounding area. The Society was formed following the closure of the Penbont and the community's desire to protect an important local asset through community ownership.

The Society is based on democratic ownership, transparency, accountability and community benefit. Each member has one vote regardless of the number of community shares they hold, ensuring that control remains rooted in the membership and decisions are taken in the wider community interest.

The project is being led by a Steering Group with experience across law, finance, property development, project management, governance, IT, health and safety, marketing, social value and community development. This expertise gives the Society a strong foundation for acquisition, refurbishment and long-term operation.

Skill Area	Board / Steering Group Experience
Finance	✓
Governance	✓
Property Development	✓



Health & Safety	✓
Marketing	✓
IT & Digital	✓
Community Development	✓
Fundraising & Grants	✓

Steering Group

The progress made to date has been driven by a committed Steering Group of local volunteers, each sharing a passion for bringing Penbont back into community ownership. To ensure all aspects of the project received the attention they deserved, five sub-groups were established focusing on Long-Term Viability & Grants, Building & Property, Communications & Engagement, Community & Events, and Finance & Funding. Working together, these groups have dedicated hundreds of volunteer hours to consulting with residents, developing robust plans, exploring funding opportunities, assessing the building's future potential and building community support. Their collective efforts have laid the foundations for a sustainable and exciting future for Penbont as a vibrant community hub at the heart of Llanrug.

The Board

The initial Board of Directors was appointed by the founding members in accordance with the Society's Rules and governance procedures. This ensured that the Society had an appropriately constituted board in place to oversee its establishment and early development. To maintain democratic accountability and member control, all appointed directors will stand down at the first Annual General Meeting (AGM). At that point, any director wishing to continue serving on the Board will be required to seek re-election by submitting a nomination and standing for election by the Society's members, in line with the Society's Rules. This process ensures that the Board remains accountable to the membership and reflects the cooperative principles on which the Society is founded.

Guto Jones (Chair) - was born and raised in Llanrug and has deep family roots in the village. He was instrumental in launching the Penbont project, leading the initial community engagement that identified strong local support for bringing the pub into community ownership. Working within the IT Department at Cyngor Gwynedd, Guto brings valuable technical and organisational skills and remains committed to securing Penbont's future as a thriving community asset.

Rhys Parry (Vice-Chair) - is a County Councillor for Llanrug and also serves as a Community Councillor, bringing a strong understanding of local needs, community governance, and economic development. He has extensive experience across both the public and private sectors, including roles with the Welsh Government and a local authority. Rhys also runs his own business in business development and is a private landlord, bringing valuable expertise in building partnerships, developing new opportunities, and supporting economic growth. Through the Penbont project, he is committed to safeguarding and developing an important local pub as a sustainable community asset, establishing it as a vibrant hub that provides a meeting place, supports local activities, and strengthens connections within the community.

Kevin Owen (Treasurer) - has lived in Llanrug since 1995 and has been actively involved in village life for over 35 years through Llanrug Football Club and Penbont's pool and darts teams. He brings extensive financial



and business management experience, having worked in a variety of finance roles with Gwynedd Council, as Business and Finance Manager at Ysgol Brynrefail, and currently with Roberts & Owen Funeral Directors. Kevin is committed to helping secure a sustainable future for Penbont as a community-owned asset.

Bethan Roberts (Vice-Treasurer) - is a lifelong Llanrug resident with extensive experience in finance, administration and community leadership. She has served as a Trustee of the Llanrug Memorial Institute for over 25 years and has supported numerous local organisations, including as Treasurer of Llanrug Carnival. A former Penbont employee and long-serving captain of the pub's darts team, Bethan brings valuable local knowledge, financial expertise and a deep commitment to securing Penbont's future as a community asset.

Efa Roberts (Secretary) - is a Llanrug resident with deep roots in the village and a strong commitment to community development. She has extensive experience in project management, economic development and grant-funded regeneration through her work in local government and holds a PRINCE2 Practitioner qualification. As a Youth Worker and active community volunteer, Efa brings valuable project delivery expertise and a passion for preserving Penbont as a thriving community asset for future generations.

Donna Roberts-Jones (Vice-Secretary) - has a lifelong connection to Penbont, having grown up in the pub and later worked there for several years. With over 38 years' experience in the hospitality sector and a hospitality qualification, she brings valuable customer service and operational expertise to the project. A committed community volunteer for many years, Donna is passionate about preserving Penbont's heritage and helping it thrive as a community-owned asset for future generations.

Gwion Llwyd (Health & Safety & GDPR Officer) - has lived in Llanrug for 48 years and has a strong connection to both the village and Penbont. As a Health and Safety Coordinator, he brings valuable organisational and compliance expertise to the project. A former Community Councillor and active supporter of local football teams, Gwion is committed to preserving Penbont as a community hub that supports village life, Welsh language and culture, and future generations.

Owen Bracegirdle (Property Officer) - has lived in Llanrug for over 30 years and has a strong connection to Penbont through his involvement in local sport and community life. As a Senior Development Project Manager, he brings over 18 years' experience in construction, engineering and project management, including asset acquisition and refurbishment projects. Owen is passionate about keeping Penbont in community ownership and helping transform it into a thriving asset for the village and future generations.

Llinos Bracegirdle (Community & Membership Officer) - has lived in Llanrug for 12 years and is passionate about helping communities thrive. As Social Value Coordinator at Adra, she works to maximise the positive impact of investment and community projects across North Wales. As a parent and active member of the community, she is committed to ensuring Llanrug remains a great place for future generations, with Penbont continuing to play a central role in village life for years to come.

Why Community Share Offer?

We are pursuing the community share option because it provides an effective way to raise investment while ensuring that ownership and decision-making remain rooted within the community. Community shares enable local people and supporters to become stakeholders in the project, creating a stronger sense of engagement, accountability, and long-term sustainability. This approach aligns with our commitment to delivering social value, as investment returns are balanced with wider community benefits rather than prioritising private profit. By giving



individuals the opportunity to invest directly in the success of the initiative, we can build local support, strengthen community resilience, and secure funding that is aligned with our mission and values. Furthermore, a successful community share offer will provide clear evidence of community commitment and confidence in the project, which can strengthen future grant applications and help attract additional funding from organisations seeking to support well-supported and sustainable community initiatives.

3. Vision, Mission and Objectives

Vision

To create one of Wales' leading community-owned pubs and community hubs: a welcoming, inclusive and sustainable place where people of all ages can come together to socialise, learn, celebrate the Welsh language and culture, support local enterprise and strengthen community life for generations to come.

Mission

To acquire, restore and operate the Penbont as a financially sustainable Community Benefit Society that balances commercial success with lasting community benefit for Llanrug and the surrounding area.

Objectives

- Secure the Penbont in community ownership and protect an important historic village asset.
- Develop a financially sustainable community business with diversified income streams.
- Provide a welcoming, accessible and bilingual community hub for residents, visitors and local organisations.
- Operate a traditional public house, daytime café, visitor accommodation and flexible community facilities.
- Create local employment, volunteering, apprenticeships and work experience opportunities.
- Support local suppliers, producers, sports clubs, schools, charities and community groups.
- Promote the Welsh language and culture through everyday use, events and community activities.
- Improve environmental sustainability through energy-efficient technologies and responsible operations.
- Reinvest surpluses into maintaining the Penbont, expanding services and supporting future community projects.

4. Community Need, Support and Market Opportunity

The Community

Llanrug is a thriving rural village in Gwynedd with a population of approximately 2,780 (ONS-2021). The population of Llanrug is recognised as one of the strongest Welsh-speaking communities in Wales and the World, with 86.0% of residents aged three and over able to speak Welsh and 93.6% able to speak, read, write or understand the language (ONS-2021). This linguistic strength reflects Llanrug's rich cultural heritage and highlights the importance of maintaining accessible community spaces where the Welsh language can continue to be used naturally in everyday life.

Community Need

The Penbont closed its doors in 2025, bringing an end to many decades of service to the people of Llanrug. Its closure followed the owner's decision to place the property on the market, leaving the village without an important



community meeting place and reducing opportunities for local groups, sports teams, families and residents to come together. Like many hospitality businesses, pubs have faced significant challenges in recent years, including rising operating costs, changing consumer habits and wider economic pressures. Regardless of the circumstances surrounding its closure, the building remains a valued local asset with enormous potential. Menter Gymunedol Penbont believes that community ownership offers the best opportunity to secure the building's long-term future by creating a financially sustainable business that balances commercial success with lasting community benefit. The Penbont occupies a prominent and highly visible location at the heart of Llanrug and has been an important part of village life for well over a century, with origins dating back to the 1880s. During the early 1900s, it became a popular meeting place for local quarrymen, reflecting Llanrug's close connection to the slate industry. For generations, the Penbont has been far more than a public house: it has been a place where friendships have formed, sports teams have celebrated, community groups have gathered, families have marked important occasions and the Welsh language has been spoken naturally in everyday life. Its closure has left a significant gap within the community. Community ownership gives Llanrug the opportunity not only to preserve the building, but to restore its role as a vibrant community asset for future generations. The Society's proposals are strongly supported by the findings of the community consultation. Residents consistently described the Penbont as far more than a former public house; it is viewed as an important part of Llanrug's identity and a building with the potential to become the heart of community life once again. Many respondents highlighted the need for a welcoming, affordable and accessible space where people of all ages can meet, volunteer, access services and participate in Welsh-language, cultural and community activities. There was also widespread concern that if the building remained closed, the village risks losing an important focal point, increasing social isolation, reducing opportunities for local organisations and sports clubs, and allowing a prominent historic building to deteriorate. Overall, the consultation demonstrates a clear mandate from the community to reopen the Penbont as a sustainable, community-owned hub that strengthens the social fabric of Llanrug.

This sentiment is reflected in many of the consultation responses, including:

"The absence of the Penbont would leave a gap that would be difficult to fill."

"A thriving community hub in the most Welsh-speaking village in the world!!"

"It would feel as though there would no longer be a sense of community in the village because there would be no hub where everyone could meet."

"Well I think the Penbont closing was sad for the whole village, so here's hoping it will reopen."

"Lots of people would be cut off and lonely, with no opportunity to socialise and communicate with others; the building would become an eyesore and depressing."

"The Penbont will be a popular Welsh pub with many events taking place there, where everyone receives a warm welcome."



Community Support

Our first community consultation attracted 321 responses. Of those who responded, 300 people, or 93.46%, supported exploring a community-owned future for the Penbont, while 150 (46.73%) said they'd use the Penbont weekly if it was to be reopened. (Appendix A) Our second community consultation clearly demonstrated the importance of the Penbont. Of the 188 people who answered the question, 179 (95.21%) said it was important in some way that the Penbont remains a community asset. These results demonstrate overwhelming support for bringing the building back into community ownership and securing its future for generations to come. (Appendix B)

The first meeting of the founding members took place in June 2026, where it was agreed that the most appropriate structure for the project would be a Community Benefit Society. Since then, the group has worked closely with advisers from Cwmpas and learned from the experience of other successful community-owned pubs, including Tŷ'n Llan, to develop a robust business plan and community share offer.

Shortly afterwards, a community drop-in session was held at the Memorial Institute, attracting around 70 residents and generating a range of positive discussions, ideas and suggestions about the future of the Penbont. The enthusiasm shown at this event reinforced the findings of the community consultations and demonstrated the strong desire within Llanrug to see the building returned to community use.

Since then, the project has continued to gather momentum through public engagement, building viewings, ongoing consultation, growing social media support and regular discussions with key stakeholders. A dedicated 21-member steering group has been established, bringing together a wide range of skills, experience and local knowledge to help guide the project forward.

The overwhelming level of community support demonstrated through both consultations, together with continued engagement from residents, local organisations and stakeholders, gives Menter Gymunedol Penbont confidence that there is a clear mandate for community ownership. With a strong steering group in place, professional support from specialist advisers and a shared vision for the future, we believe the Penbont can once again become a thriving community asset at the heart of village life. Not only will this secure and protect an important part of Llanrug's heritage, but it will also create new opportunities for community activity, employment, volunteering and social connection, ensuring that the Penbont continues to serve future generations for many years to come.

We have also received several letters of support from local businesses and groups in Llanrug who are welcoming a community hub at Penbont. (Appendix C)

Market Opportunity

The Penbont has the opportunity to serve both local residents and visitors travelling between Caernarfon, Llanberis and Eryri. Its location on a key route, combined with daytime café provision, accommodation, community events, meeting space and EV charging, gives the business a more resilient customer base than a traditional evening-only pub model.

Market	Need or opportunity	Penbont response
Local residents	Affordable and welcoming social space	Pub, café, events, community rooms and regular Welsh-language activities
Sports clubs	Place for teams, volunteers and supporters to meet	Post-match social space and return of pool and darts teams to Llanrug
Community groups and charities	Flexible meeting and activity space	Bookable rooms, workshops and public information events
Visitors to Eryri (Snowdonia), Caernarfon Castle, and other regional attractions.	Refreshments, accommodation and authentic Welsh village experience	Café, accommodation, local produce, tourist information and outdoor seating
Remote workers and local businesses	Informal work and meeting space	Co-working, hot desks, reliable Wi-Fi and daytime café



Walkers, cyclists and EV users	Convenient stopping point	Refreshments, secure bike parking, EV charging and information on local routes
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Competitive Position

The Society's position is to complement, not directly compete with, existing facilities and businesses. The Penbont's advantage is the combination of community ownership, flexible space, daytime activity, accommodation, Welsh-language programming and multiple income streams within one venue.

Existing provision	Strengths	Current limitations	Penbont advantage
Memorial Institute	Established venue for meetings and events	Limited parking, one principal meeting room, no EV charging and limited simultaneous activity	Flexible meeting rooms, café, co-working, accommodation, EV charging and extended opening hours
Existing licensed premises	Established restaurant and hospitality business	No dedicated community meeting space, daytime café, accommodation or regular Welsh-language programme	Community ownership, inclusive facilities, community events and diversified offer

The Society does not believe that the Penbont's future success depends upon taking trade away from existing businesses. Instead, the project has been designed to complement and strengthen the wider local economy by attracting additional visitors, increasing dwell time within the village and providing facilities that are currently unavailable or limited within the community.

Community consultation demonstrated significant support for this approach, with 87.23% (Appendix A) of respondents stating that there is room for two pubs within Llanrug. The Society believes this reflects an understanding that the Penbont will provide a distinct offer centred on community ownership, social value, Welsh language and culture, flexible facilities and year-round community activity. While hospitality will remain a core component of the business model, the Penbont's long-term resilience will be strengthened by multiple complementary income streams including food and drink sales, room hire, co-working, visitor accommodation, events, electric vehicle charging and community activities. This diversified approach reduces dependence on any single source of income while providing a broader range of benefits to residents, businesses and visitors.

As a result, the Society considers the Penbont to occupy a unique position within the local market: a community-owned pub and hub that combines commercial sustainability with long-term social, cultural and economic benefit for Llanrug.

Tourism Opportunities

Llanrug is ideally positioned to benefit from the significant number of visitors travelling to Eryri (Snowdonia) National Park each year. Located on the A4086 between Caernarfon and Llanberis, the village sits on one of the principal routes used by visitors travelling to Yr Wyddfa (Snowdon), Llanberis and many of the surrounding attractions. This



strategic location provides the Penbont Community Hub with an excellent opportunity to attract passing trade while remaining firmly rooted in serving the local community.

The continued growth of tourism within Eryri has resulted in increasing visitor numbers throughout much of the year. During peak periods, Llanberis experiences high demand for parking, accommodation and hospitality services, creating opportunities for nearby communities such as Llanrug to benefit from this overflow. The Penbont will provide an attractive alternative for visitors seeking a quieter and more authentic Welsh village experience while remaining only a short distance from the National Park's main attractions.

The Hub will be well placed to attract walkers, cyclists and outdoor enthusiasts exploring the area. A welcoming daytime café, locally sourced food and drink, comfortable indoor and outdoor seating, modern visitor facilities, electric vehicle charging and visitor accommodation will encourage visitors to stop, rest and spend time within the village rather than simply passing through. The Society also intends to install publicly accessible electric vehicle charging points, creating an attractive stopping point for electric vehicle users travelling between Caernarfon and Llanberis. Subject to confirmation of existing infrastructure, this would provide the only publicly accessible EV charging facility on this route, giving the Penbont a distinctive advantage while encouraging visitors to spend time in the Hub as their vehicles recharge. Information on local walking and cycling routes, Welsh heritage and nearby attractions will further enhance the visitor experience and encourage longer stays.

Unlike many visitor destinations, the Penbont will offer more than traditional hospitality. Visitors will have the opportunity to experience a genuine Welsh-speaking community through local food and drink, cultural events, live music, Welsh-language activities and community-led experiences that reflect the unique character of Llanrug. This authentic sense of place will help differentiate the Penbont from larger commercial venues while supporting the village's cultural heritage.

The availability of visitor accommodation will encourage overnight stays, increasing visitor spending not only within the Penbont but also across the wider village. The Society will actively work with local businesses to promote attractions, shops and services, ensuring that tourism benefits the wider local economy. By combining high-quality hospitality with community ownership, cultural experiences and a strategic location, the Penbont Community Hub will become an attractive destination for residents and visitors alike, strengthening the long-term sustainability of both the Hub and the wider community.

Attraction	Approximate Distance	Opportunity
Llanberis	3 miles	Overflow food, drink and accommodation
Yr Wyddfa (Snowdon)	4 miles	Walkers and climbers



Caernarfon Castle / Ffestiniog & Welsh Highland Railways	5 miles	Day visitors
Zip World Llechwedd / local attractions	Nearby region	Passing trade
Lon Las Peris cycle route	Nearby	Cyclists and café users

5. The Penbont Building and Refurbishment Programme

The Penbont occupies a prominent location in the heart of Llanrug and dates back to around the 1880s. It is closely linked with the village's history, identity, Welsh language and sporting and social life. The building presents an opportunity to create a modern, financially sustainable community hub while respecting its historic character.

Significant investment will be required. A detailed building condition survey and schedule of works should inform final costs, once a building survey has been completed following acquisition, which will prioritise and finalise funding applications. The refurbishment programme is therefore phased to prioritise safety, compliance and income generation before delivering wider community and environmental improvements.

Element	Current condition	Priority	Estimated cost	Proposed funding
Fees, surveys and design	N/A	High	£32,000	Capital grant
Roof and structure	Poor – structural work required and water ingress in places	High	£148,000	Capital grant
Windows and doors	Mixed condition	Medium	£10,000 / TBC	Community shares
Heating system	End of life	High	£45,000	Capital grant
Electrical installation	Requires upgrade	High	£40,000	Capital grant
Kitchen	Commercial refurbishment required	Medium	£15,000	Community shares
Solar PV	New installation	Medium	£20,000	Sustainability grant
EV charging	New installation	Medium	£10,000	Sustainability grant
Other refurbishment costs	Full refurbishment required	High	£280,000	Mixture / flexible funding streams

Aligned Refurbishment Phases

Phase	Focus	Purpose	Indicative timing	Estimated costs	Proposed funding
1	Acquisition, title, surveys and	Secure the asset and confirm the works required	Pre-acquisition to early post-acquisition	£205,600	Community share (minimum)



	structural inspections				
2	Structural work and building strip-out	Make the building safe, compliant and ready for internal refurbishment	Months 1–6 following acquisition	£245,500	Community share (Maximum) + grant funding
3	Ground floor refurbishment and official reopening	Reopen core pub and hospitality areas to begin trading	Months 6–12	£192,000	Grant funding
4	Community facilities and first floor refurbishment	Develop café, community rooms, accommodation and improved access	Years 1–2	£102,000	Grant funding
5	External works and long-term investment	Improve sustainability, outdoor areas, future facilities and resilience	Years 2–5	£60,000	Grant funding

6. Business Model, Products and Services

The Penbont will operate as a financially sustainable Community Benefit Society, combining commercial trading with community benefit. The business model is deliberately diversified so that income is generated across the day, evening and year rather than relying on one activity.

Income stream	Expected importance	Description	Predicted phase
Drink sales	High	Wet sales from the public house, including alcoholic and non-alcoholic beverages	3
Food sales and daytime café	High	Meals, light bites, café trade and locally sourced food	3
Visitor accommodation	Medium–High	Overnight stays for visitors to Llanrug and Eryri	4
Room hire	Medium	Meetings, community groups, training, local businesses and private use	4
Community events and private functions	Medium	Ticketed events, live music, quizzes, cultural events and celebrations	1
Sports club trade	High	Food and drink sales linked to local teams, supporters, pool and darts	3
Co-working and hot desks	Low–Medium	Flexible workspace for freelancers, remote workers and small businesses	4
Commercial kitchen hire	Potentially High	Use by local caterers, food producers or community	3



		groups, subject to kitchen upgrade and operating model	
Grants and project funding	Medium	Specific community, capital and environmental projects; not day-to-day trading income	1

Core Offer

- Traditional Welsh public house with locally sourced drinks and a welcoming bilingual atmosphere.
- Daytime café serving residents, families, visitors, walkers, cyclists and remote workers.
- Flexible meeting and activity space for community groups, charities, schools, sports clubs and local businesses.
- Visitor accommodation and information to encourage longer stays and local spending.
- Welsh-language, cultural, music, family, learning and wellbeing activities throughout the year.
- EV charging, outdoor seating, secure bicycle parking and visitor-friendly facilities, subject to feasibility and funding.
- Detailed menus, drinks lists and activity examples should sit in an operational plan or appendix rather than the main business plan.

7. Operations, Staffing and Volunteers

The Penbont will operate as a mixed-use community hub combining hospitality, community facilities and visitor services. Income will be generated through food and drink sales, accommodation, room hire, co-working facilities, events, electric vehicle charging and community activities. The diversified operating model reduces reliance on any single source of income and improves long-term financial resilience.

The facility will be open throughout the day and evening, providing services to residents, community groups, organisations and visitors. Different areas of the building will be capable of operating simultaneously, allowing hospitality, meetings, community activities and accommodation services to generate income concurrently.

The Society intends to adopt a phased staffing approach aligned to the growth of the business. Initial recruitment is expected to focus on a Hub Manager together with a small team of hospitality and housekeeping staff. Additional positions will be introduced as trading levels, visitor numbers and income streams develop. Staffing requirements will be reviewed regularly by the Board to ensure that operational needs are balanced with financial sustainability. Once the core hospitality offer, community facilities, visitor accommodation and wider income-generating activities are fully established. At this stage, the business is projected to support the equivalent of approximately four full-time jobs, comprising a Hub Manager, a Chef or Kitchen Lead, and a combination of part-time bar, hospitality, kitchen and housekeeping staff. As trading develops, staffing levels will be reviewed regularly, and additional employment, training, apprenticeship and work experience opportunities will be created where demand and financial performance allow.



Hub Manager

- Overall responsibility for day-to-day operation
- Financial performance
- Staff management
- Health and safety compliance
- Reporting to the Board

Hospitality Staff

- Bar and café operation
- Food service
- Customer service
- Cleaning and preparation

Housekeeping Staff

- Accommodation cleaning
- Changeovers
- Laundry management

Administrative Support

- Bookings
- Community room hire
- Marketing and communications
- Volunteer coordination

Staffing levels have been reflected within the financial forecasts and will be reviewed as trading develops. All paid positions have been costed using National Living Wage assumptions together with employer on-costs where applicable. (Please see appendix D for predicted staffing hours)

Volunteers will play an important role in supporting the operation and development of the Penbont. Volunteer opportunities are expected to include:

- Community events
- Gardening and maintenance
- Welsh language activities
- Heritage projects
- Marketing and promotion
- Fundraising activities
- Governance and committee roles

Volunteers will supplement rather than replace paid staff. Core operational functions will continue to be delivered by employed staff to ensure consistency, quality and compliance.



Day-to-day operations will be delegated to the Hub Manager, whilst strategic oversight will remain with the elected Board of Directors. The Board will be responsible for business planning, financial oversight, risk management and ensuring that the Society continues to deliver community benefit in accordance with its Rules and objectives.

Although volunteers will continue to make a valuable contribution, the Society's business model does not rely solely on volunteer labour. Key operational activities have been costed within the financial forecasts to ensure that the business remains capable of operating through paid staffing arrangements where required.

The Society has already demonstrated significant community support through its consultation process, public engagement activities and the formation of a Steering Group comprising local residents with a broad range of skills and experience. This existing support base provides a strong platform for the recruitment and retention of volunteers to support community events, fundraising activities, local heritage initiatives and Welsh-language programming.

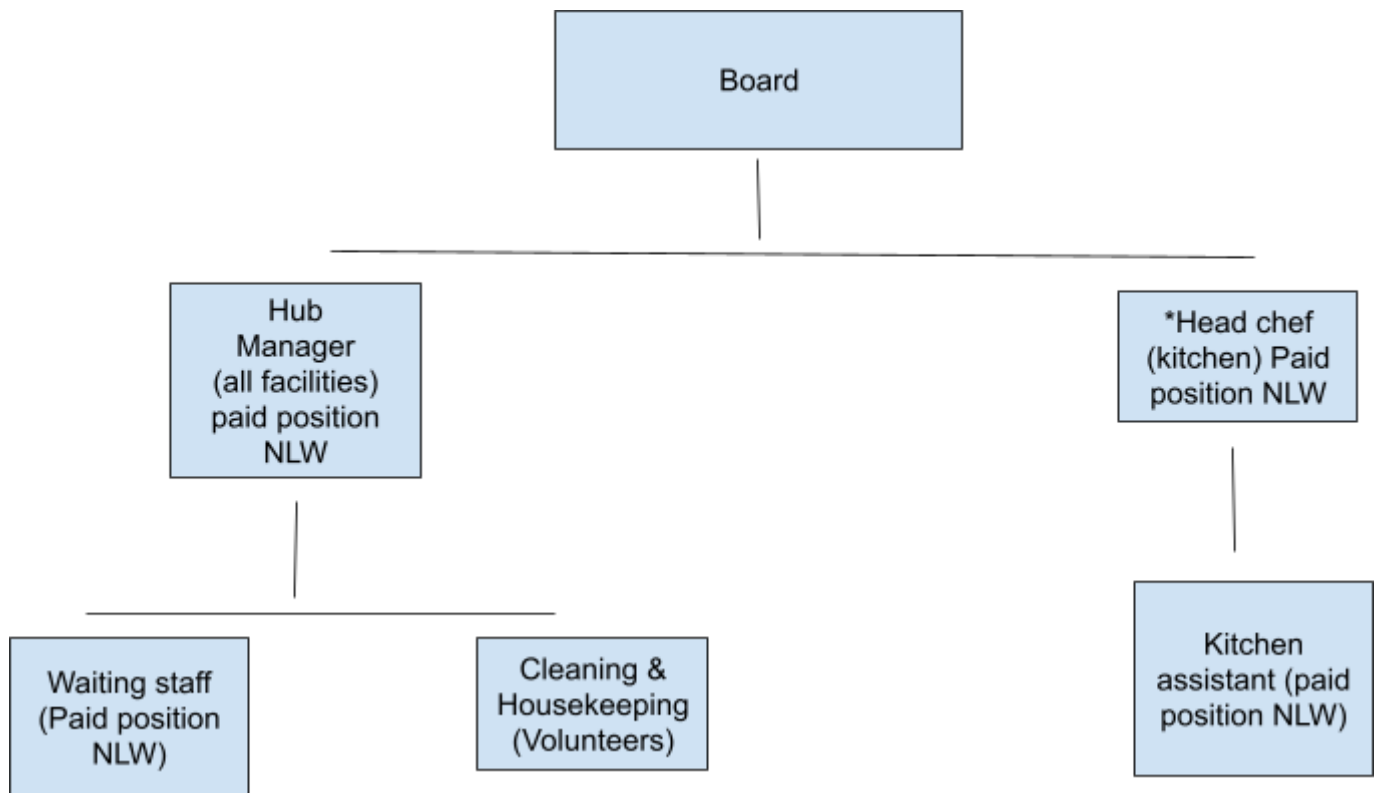
The Society recognises that volunteer involvement will naturally fluctuate during the lifetime of the project and that not all individuals who initially express an interest will be able to maintain the same level of commitment over time. To help address this, the Society has established a growing database of potential volunteers and will continue to actively recruit and engage new volunteers as the project develops. Community consultation demonstrated a strong willingness to become involved, with 120 respondents (appendix B) indicating that they would be prepared to volunteer in support of the Penbont. This provides a solid foundation from which to build a sustainable volunteer programme and ensure that skills, capacity and community involvement continue to develop as the Hub grows.

Whilst volunteers will continue to make a valuable contribution to the success of the Penbont, the Society's business model has not been designed to rely solely on volunteer labour. Core operational functions have been incorporated within the financial forecasts to ensure that essential services can continue to operate through paid staffing arrangements where necessary.

The Hub will operate year-round, with opening hours reviewed regularly to balance accessibility, customer demand and financial sustainability. Day-to-day operations will be led by employed staff, with volunteers supporting community activities, fundraising, language and cultural events and practical projects.

Area	Approach
Management	Professional management team accountable to the Board through regular reporting and monitoring
Initial roles	Hub Manager, bar and café staff, cleaning and housekeeping
Food model	Direct employment of kitchen staff or partnership/lease arrangement with an experienced local caterer
Volunteers	Support community events, Welsh-language activities, fundraising, gardening, marketing, welcome duties and local heritage projects
Compliance	Food hygiene, health and safety, licensing, safeguarding, financial management and GDPR procedures
Monitoring	Financial performance, visitor numbers, customer feedback, community impact and risk register review





* The Society has considered several options for the delivery of food services. The preferred approach is to operate a high-quality food offer that complements the wider business model while minimising operational risk during the early stages of trading. Options being explored include direct employment of kitchen staff, engagement of an experienced catering operator, or providing opportunities for local food entrepreneurs to operate from the facility under licence or lease arrangements. This approach could support local enterprise development whilst reducing the Society's exposure to staffing and operational costs associated with running a full commercial kitchen.

8. Governance

As a Community Benefit Society, Menter Gymunedol Penbont will operate on the principles of democratic ownership, transparency and community accountability. Membership will be open to all eligible individuals and organisations who support the Society's objectives, with every member holding an equal vote regardless of the number of community shares they own. This ensures that control of the Society remains rooted within the community and that decisions are made in the collective interests of Llanrug rather than for the benefit of individual investors. As a Community Benefit Society, the Society's assets are protected for community benefit and cannot be distributed to members. In the event of dissolution, any remaining assets would be transferred to an organisation with similar community benefit objectives, ensuring that the value created by the Society continues to benefit communities in the future.

The Society believes that active and engaged membership is fundamental to the long-term success and resilience of the project. Members will be encouraged to participate in Annual General Meetings, member events, consultation exercises, volunteering opportunities and working groups that help shape the future direction of the Hub. Regular communication will be maintained through newsletters, social media, the Society's website and community engagement events, ensuring members remain informed about progress, performance and future plans.



The Society recognises that a strong membership base is one of its greatest assets. Members will not only provide democratic oversight but will also act as ambassadors and advocates for the project, helping to promote the Penbont, encourage participation in activities, support fundraising efforts and strengthen connections with the wider community. By fostering a sense of ownership and shared responsibility, the Society aims to create a lasting network of supporters who actively contribute to the success of the Hub.

To ensure the organisation remains resilient and responsive to changing community needs, the Board will undertake regular engagement and consultation with members, customers, volunteers, local organisations and other stakeholders. Feedback will be used to inform business planning, service development and investment decisions, helping to ensure that the Penbont continues to evolve in line with community priorities.

The Society's resilience is further strengthened through its combination of community ownership, diversified income streams, volunteer support, professional management and a growing membership base. Together, these elements create a robust governance framework designed to support the long-term sustainability of the Penbont and maximise the social, cultural, environmental and economic benefits delivered to Llanrug.

Membership will remain actively promoted following the share offer period, ensuring that new residents, supporters and organisations have opportunities to become involved in the Society. By continually growing and diversifying its membership, the Society aims to strengthen community participation, broaden skills and expertise available to the organisation and build a sustainable foundation for future generations.

9. Marketing and Engagement Strategy

The success of the Community Share Offer will build upon the significant community engagement already achieved by the Society. Through public consultation, community events and ongoing communications, the project has developed a strong and growing supporter base. The Society's social media channels have generated substantial engagement, with Facebook content receiving over 70,000 views and Instagram content receiving more than 15,500 views. These channels provide an established platform through which information about the share offer, project progress and investment opportunities can be communicated to a wide audience.

In addition to its digital reach, the Society has already secured strong community support through its consultation programme, which received 321 responses, with 93.46% supporting the exploration of community ownership. The project has also established a 21-member Steering Group and identified 120 individuals who have expressed an interest in volunteering. Together, these supporters represent a strong foundation for promoting the share offer and acting as ambassadors for the project within their own networks.

The Society will use a combination of social media, community events, public meetings, local press coverage, direct email communications, printed promotional materials and partner networks to maintain momentum throughout the share offer period. Regular progress updates will be shared to celebrate investment milestones, demonstrate community support and encourage further participation. Existing members, volunteers and supporters will play an



important role in extending the campaign's reach through word-of-mouth promotion and advocacy within the local community and beyond.

Audience	Key Message	Channels
Local residents	Help secure the future of an important community asset	Public meetings, door-to-door leaflets, social media, website, local press
Current supporters and volunteers	Become a member and part-owner of the Penbont	Email updates, volunteer networks, events
Former residents and diaspora	Invest in the future of your home community	Social media, local networks, Welsh community groups
Local businesses	Support a project that will strengthen the local economy	Business engagement, sponsorship discussions, direct meetings
Community investment supporters	Invest in a sustainable community-owned enterprise	Community Shares platforms, sector networks and partner organisations

The Society intends to deliver a programme of engagement activities before and during the share offer period. These may include:

- Community information events and drop-in sessions
- Guided tours and open days where possible
- Presentations to local organisations, clubs and community groups
- Regular social media campaigns highlighting progress and project benefits
- Local press coverage and promotional features
- Video content explaining the vision for the Penbont
- Case studies and testimonials from local residents and supporters
- Direct communication with registered supporters, volunteers and mailing-list subscribers
- Attendance at community events and local festivals where appropriate

The Society recognises that successful community share offers rely upon maintaining momentum throughout the campaign. Progress updates will therefore be provided regularly, celebrating investment milestones and demonstrating how community investment is bringing the project closer to becoming a reality. The Society will encourage members and supporters to act as ambassadors for the campaign by sharing information, promoting events and encouraging participation from family members, friends and wider networks.

The effectiveness of the share offer campaign will be monitored through a range of measures including event attendance, website visits, social media engagement, mailing list growth, enquiries from prospective investors,



volunteer registrations and the level of investment committed throughout the offer period. Regular monitoring will allow the Board to adapt communications and target additional engagement activity where required.

10. Sustainability and Welsh Language

Sustainability is central to the project and should be understood across five linked areas: financial resilience, environmental responsibility, social inclusion, local economic benefit and Welsh-language sustainability.

Sustainability area	Commitment
Financial	Diversified income streams, prudent budgeting, reserves, regular monitoring and reinvestment of surpluses
Environmental	Solar PV, energy-efficient heating, LED lighting, improved insulation, waste reduction, recycling, local sourcing, bicycle parking and EV charging where feasible
Social	Inclusive access, volunteering, community activities, wellbeing opportunities and support for groups of all ages
Economic	Local jobs, apprenticeships, work experience, local suppliers, tourism spend and support for neighbouring businesses
Welsh language	Welsh as a natural everyday language of the Hub, supported by bilingual services, signage, communications and regular Welsh-language activities

11. Funding Strategy and Financial Forecasts

The Society intends to secure funding through a combination of community investment, grant funding, fundraising and, where appropriate, social investment finance. This blended funding model reduces reliance on any single funding source and allows the project to progress in phases as funding becomes available.

Community investment will form the foundation of the funding package, demonstrating local commitment to the project and providing confidence to external funders and lenders. Grant funding and social investment will then be used to complement the share offer and support the acquisition, refurbishment and long-term sustainability of the Penbont.

Funding will be drawn down in stages to align with the acquisition of the building, priority refurbishment works and the phased development of facilities. This approach allows expenditure to be carefully managed and ensures that the Society does not undertake commitments beyond available resources.

Community Share Offer

Detail	Proposed
Minimum investment	£100
Maximum investment	£50,000
Minimum Target Raise	£200,000
Optimum Target Raise	£300,000



Maximum Target Raise	£500,000
Voting rights	One member, one vote regardless of investment

Achievement of the minimum share offer target would provide a strong foundation for acquisition and the commencement of essential refurbishment works. Achievement of the optimum target would reduce the Society's reliance on borrowing and strengthen initial working capital. Achievement of the maximum target would accelerate delivery of refurbishment works, enhance financial resilience and reduce the need for external finance, allowing a greater proportion of future income to be reinvested into community benefit.

Funding source	Status	£ available
Community Share Offer	Planned	Optimum
Community Asset Loan Fund (CALF)	Under consideration	£300,000
Welsh Government grants	To be explored	Up to £300,000
National Lottery Community Fund	To be explored	Up to £500,000
Trusts and foundations	To be explored	Up to £75,000
Local fundraising and donations	Ongoing	Up to £20,000
Corporate sponsorship	To be explored	Up to £10,000

Financial Forecasts

Detailed five-year financial forecasts have been prepared and are included within Appendix D. These forecasts include projected profit and loss accounts, cash flow forecasts, balance sheets, capital expenditure requirements and key financial assumptions. The forecasts demonstrate the anticipated financial performance of the Penbont under a range of operating scenarios and have informed both the funding strategy and staffing model proposed within this business plan.

The Society's financial resilience will be supported by a combination of diversified income streams, phased capital investment, prudent financial management and regular performance monitoring by the Board. Financial forecasts will be reviewed and updated regularly to reflect actual trading performance, enabling the Society to respond proactively to changing circumstances and opportunities.

Unlike a traditional public house that may be heavily dependent on food and drink sales, the Penbont's financial model is supported by multiple income streams including hospitality, accommodation, room hire, co-working facilities, events, electric vehicle charging and community activities. This diversification reduces financial risk and supports the long-term sustainability of the project.

Year	Turnover	Expenditure	Surplus / (Deficit)	Cash Available at Year End
Year 1 (2026/27)	300,000	262,600	37,400	37,400



Year 2 (2027/28)	475,000	399,345	75,655	113,055
Year 3 (2028/29)	316,889	408,812	(91,923)	21,131
Year 4 (2029/30)	370,511	346,512	24,000	45,131
Year 5 (2030/31)	380,237	355,956	24,281	69,411

The projected deficit in Year 3 reflects planned investment in refurbishment works and the continued development of facilities rather than an underlying weakness in trading performance. The Society maintains a positive cash position throughout the five-year forecast period and returns to annual operating surpluses from Year 4 onwards.

Year Five Total:

Turnover	Expenditure	Net Surplus
£1,842,637	£1,773,225	£69,412

The Society's aim is to maintain a positive cash reserve at all times and build unrestricted reserves over time to strengthen resilience, support future investment and manage unforeseen costs.

12. Risk Assessment

The Board will maintain a live Risk Register and review it regularly. The summary below highlights the principal risks for the main business plan; the full risk register should sit in Appendix E.

Risk	Likelihood	Impact	Mitigation
Refurbishment costs increase	High	High	Contingency, multiple quotations, professional advice, value engineering and phased works
Funding delays or shortfall	Medium	High	Apply to multiple sources, phase work, maintain contingency options and keep funders updated
Building condition worse than expected	Medium	High	Detailed surveys before purchase, contingency, prioritised essential works
Lower trading income	Medium	High	Diversify income, strong marketing, performance monitoring and adaptable services
Inflation and utility costs	High	Medium	Energy efficiency, supplier reviews and cost management



Staffing and volunteer capacity	Medium	Medium	Local recruitment, training, succession planning and volunteer support
Regulatory non-compliance	Low	High	Policies, licences, professional advice, training and regular compliance checks
Reputational damage	Low	High	Transparent governance, strong communication, prompt complaints handling and high service standards
Limited availability of grant funding	High	High	Funding strategy based on multiple funding streams, phased delivery of refurbishment works, prioritisation of essential works, alternative fundraising and community investment opportunities explored
Board fatigue, skills gaps or director resignations	Medium	High	Succession planning, Board recruitment strategy, regular skills audits, induction and mentoring for new Directors, creation of sub-groups and sharing of responsibilities
Disagreements within the Board	Medium	Medium	Clear governance procedures, Code of Conduct, defined decision-making processes, independent advice where required and regular Board development activities
Loss of key staff members	Medium	High	Documented procedures, cross-training, deputy responsibilities, Board oversight, succession planning and ongoing recruitment networks
Loss of key volunteers	Medium	Medium	Ongoing volunteer recruitment, volunteer database, regular recognition and engagement activities, ensuring core operations can continue through paid staffing if necessary
Large shareholder withdrawal request	Low	High	Share capital policy, Board discretion over withdrawals in accordance with Society Rules, maintenance of adequate cash reserves and



			staged repayment arrangements where appropriate
Membership disengagement	Medium	Medium	Regular communication, member events, consultations, volunteering opportunities, AGM participation and continual membership recruitment

Risk	Likelihood	Impact	Mitigation
Refurbishment phases delayed due to funding constraints	High	High	Phased development plan allowing key facilities to open first, ongoing funding applications, fundraising activity and regular review of priorities based on available funding

The Society recognises that acquiring, restoring and operating a community-owned asset involves a range of strategic, operational, financial and governance risks. Risk management will therefore form a core part of the Society's governance arrangements. The Board will maintain and regularly review a live Risk Register, taking proactive action to reduce both the likelihood and potential impact of identified risks. The Society's resilience is strengthened through community ownership, diversified income streams, phased project delivery, professional advice, active membership participation and succession planning for staff, volunteers and Board members. The summary below highlights the principal risks identified at this stage of the project, with a full Risk Register included within Appendix E.

The Society also recognises that community shares are withdrawable share capital and that circumstances may arise where members wish to withdraw their investment. The Board will adopt a Share Withdrawal Policy in accordance with the Society's Rules and FCA guidance. Withdrawal requests will be considered in a way that protects both individual members and the long-term financial stability of the Society. The Society does not guarantee withdrawals and will maintain appropriate financial controls, reserves and cash-flow monitoring to ensure that any future withdrawal requests can be managed responsibly.

13. Social Value and Community Outcomes

As a Community Benefit Society, Menter Gymunedol Penbont exists to deliver long-term social, cultural, environmental and economic benefits alongside financial sustainability. The Society will measure success not only through financial performance but through the positive impact generated for local people, businesses and



organisations. The Board will establish annual targets and report progress to members through the Annual Report and Annual General Meeting, ensuring transparency and accountability in the delivery of community benefit.

The Society intends to use a combination of operational data, community feedback, surveys, case studies and recognised social value measurement frameworks where appropriate to demonstrate the difference the Penbont is making to the community. Monitoring will enable the Society to evaluate performance, identify opportunities for improvement and ensure that community benefit remains at the heart of decision-making.

Outcome Area	Intended Outcomes	Example Measures
Employment and Skills	Increased local employment opportunities and skills development	Jobs created, apprenticeships, work experience placements, qualifications achieved, training opportunities
Volunteering	Increased community participation, confidence and skills	Active volunteers, volunteer hours, volunteer retention, skills developed
Community Use	Greater access to community facilities and activities	Groups using the Hub, room hire bookings, meetings hosted, event attendance
Welsh Language and Culture	Increased opportunities to use and celebrate the Welsh language	Welsh-language events, bilingual communications, participation in cultural activities
Local Economy	Increased local spending and support for local businesses	Local supplier spend, accommodation occupancy, visitor numbers, partnership activity
Wellbeing and Inclusion	Reduced isolation and increased social connections	Participation levels, youth engagement, family activities, accessible provision, customer feedback
Environment	Reduced environmental impact and improved sustainability	Energy consumption, EV charging usage, recycling levels, sustainability improvements delivered

Any financial surplus generated by the Society will be reinvested into maintaining and improving the Penbont, expanding services and delivering additional community benefit. Potential future benefits may include support for



local groups and organisations, expanded volunteering and training opportunities, community-led initiatives and projects that contribute to the social, cultural, environmental and economic wellbeing of Llanrug.

The outcomes being measured reflect priorities identified through community consultation, including the desire for a welcoming social space, opportunities to use and promote the Welsh language, support for local businesses, volunteering opportunities, activities for different age groups and the preservation of an important community asset for future generations.

The Society's ultimate measure of success will be the extent to which the Penbont becomes a thriving, financially sustainable and community-owned asset that strengthens community life, supports the local economy, provides opportunities for participation and volunteering, promotes the Welsh language and culture and creates lasting benefits for current and future generations. Through regular monitoring and reporting, members will be able to see clearly how their investment is contributing to these outcomes.

The Board will prepare an Annual Report setting out the Society's financial performance, social impact, volunteer contribution, environmental outcomes and progress against strategic objectives. This information will be shared with members through the Annual General Meeting and published through the Society's communication channels.

14. Five-Year Development Plan

The five-year plan now aligns with the five refurbishment phases so readers can see how acquisition, reopening, community facilities and long-term investment fit together.

Period	Main priorities
Year 1 (2026/27)	Complete acquisition of the Penbont, undertake surveys and professional assessments, secure funding, and commence structural and compliance works required to safeguard the building and prepare it for refurbishment.
Year 2 (2027/28)	Complete major refurbishment works, fit out key operational areas, recruit initial staff, establish supplier relationships and prepare the building for reopening and commencement of trading.
Year 3 (2028/29)	Reopen the Penbont and commence trading, establish the core hospitality offer, develop community activities and events, build partnerships and continue the phased development of accommodation and community facilities.
Year 4 (2029/30)	Deliver the full operating model, including community facilities, visitor accommodation and diversified income streams. Strengthen trading performance, increase community participation and create local employment and volunteering opportunities.
Year 5 (2030/31)	Consolidate operations, build financial reserves, complete remaining environmental and external improvement projects, and review opportunities for further growth, sustainability initiatives and community benefit activities.

The Society recognises that the pace of development will be influenced by funding availability, building requirements and community priorities. The Five-Year Development Plan should therefore be viewed as a strategic framework rather than a fixed programme. Progress will be reviewed regularly by the Board and reported to



members through the Annual Report and AGM, ensuring that future development remains aligned with the Society's objectives and the needs of the community.

Whilst the current funding strategy is designed to support the acquisition, refurbishment and establishment of the Penbont as a sustainable community-owned hub, the Society recognises that additional investment opportunities may arise in the future. Subject to member approval and the Society's financial position, future capital requirements could be met through a combination of grant funding, fundraising activities, retained surpluses, social investment or a further Community Share Offer. Any future share offer would be developed only where a clear business case exists, such as the expansion of facilities, delivery of additional community services, environmental improvements or other projects that enhance community benefit and long-term sustainability. Any proposals would be fully consulted upon and presented to members before implementation.

The Society will seek professional advice and appoint suitably qualified contractors, consultants and specialists where required to support acquisition, refurbishment, compliance and project delivery. This will ensure that works are delivered safely, efficiently and in accordance with relevant regulations and funding requirements.

15. Conclusion

The Penbont is far more than a former public house. It is a valued part of Llanrug's history, identity and community life. For generations it has played an important role within the village, providing a place where people could meet, socialise and celebrate important moments together. Its closure created a significant loss for the community, but it also created an opportunity for local people to secure its future through community ownership and shape a new chapter in its history.

This Business Plan demonstrates a clear community need, strong public support, a realistic market opportunity and a viable business model capable of delivering both financial sustainability and meaningful community benefit. Through extensive consultation, residents have expressed their desire not only to see the building reopened, but to see it transformed into a vibrant and inclusive community hub that reflects the needs and aspirations of Llanrug today and into the future.

By combining hospitality, café services, flexible community space, visitor accommodation, co-working facilities, cultural activities, Welsh-language programming, environmental improvements and opportunities for volunteering and participation, the Penbont will create a diverse and resilient offer that serves residents, businesses, community groups and visitors throughout the year. The Community Benefit Society model ensures that the asset will remain accountable to the community it serves, with members playing an active role in helping shape its future direction and ensuring that any surplus generated is reinvested for community benefit.

The Society has already demonstrated exceptional levels of community engagement and support, supported by a committed Steering Group, a growing membership base, strong volunteer interest and an ambitious but realistic development plan. Through strong governance, prudent financial management, phased delivery and continued partnership working, the Society is well placed to turn this vision into reality.

Ultimately, the success of the Penbont will not only be measured by financial performance, but by the positive difference it makes to the lives of local people. It will be measured in the opportunities it creates, the Welsh language and culture it helps sustain, the businesses it supports, the volunteers it inspires and the sense of pride and belonging it fosters within the community.



Menter Gymunedol Penbont has the opportunity to secure an important part of Llanrug's heritage, create a thriving community-owned asset and leave a lasting legacy for future generations. With the continued support of members, residents, partners, funders and investors, the Penbont can once again become a place at the heart of village life where people come together, opportunities are created and community spirit continues to flourish for many years to come.

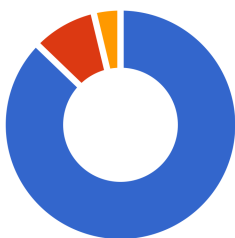
Appendices

Appendix	Content
A	Result of first Questionnaire
B	Result of second Questionnaire
C	Letters of support
D	Five-year Financial Forecast *on the website
E	Risk Register *on the website

Appendix A:

7. Ydych chi'n teimlo bod lle i ddwy dafarn yn Llanrug? / Do you feel there is room for two pub in Llanrug?

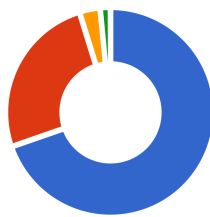
Pie



■ Oes / Yes : 280 (87.23%)
 ■ Ddim yn siŵr / Unsure : 29 (9.03%)
 ■ Na / No : 12 (3.74%)

8. Pa mor bwysig yw hi i chi fod y Penbont yn parhau fel ased cymunedol? / How important is it to you that the Penbont remains a community asset?

Pie



■ Pwysig iawn / Very important : 131 (69.68%)
 ■ Eithaf pwysig / Quite important : 48 (25.53%)
 ■ Ddim yn bwysig iawn / Not very important : 6 (3.19%)
 ■ Ddim yn bwysig o gwbl / Not important at all : 3 (1.6%)

8. Pa mor bwysig yw hi i chi fod y Penbont yn parhau fel ased cymunedol? / How important is it to you that the Penbont remains a community asset?

Pie



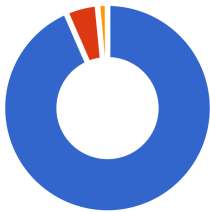
■ Pwysig iawn / Very important : 131 (69.68%)
 ■ Eithaf pwysig / Quite important : 48 (25.53%)
 ■ Ddim yn bwysig iawn / Not very important : 6 (3.19%)
 ■ Ddim yn bwysig o gwbl / Not important at all : 3 (1.6%)



Appendix B:

1. A fydddech yn cefnogi archwilio dyfodol cymunedol i Dafarn y Penbont? / Would you support exploring a community future for the Penbont Inn?

Pie



■ Byddwn / Yes : 300 (93.46%)
■ Efallai / Maybe : 16 (4.98%)
■ Na / No : 5 (1.56%)

Appendix C:

“Llythyr o Gefnogaeth i Fenter Gymunedol Penbont

Mae'n bleser gan Arvonfa gefnogi ymddrechion Menter Gymunedol Penbont Cymdeithas Budd Cymunedol i sicrhau dyfodol y Penbont yn Llanrug drwy berchnogaeth gymunedol.

Fel busnes sydd wedi'i leoli yn Llanrug ac sydd â chysylltiadau cryf â'r gymuned leol, rydym yn cydnabod pwysigrwydd cyfleusterau cymunedol cynaliadwy. Credwn fod gan y prosiect hwn y potensial i wneud cyfraniad cadarnhaol i Lanrug a'r ardal gyfagos drwy ddarparu canolbwynt a all fod o fudd i drigolion, sefydliadau, busnesau ac ymwelwyr.

Rydym yn falch o fynegi ein cefnogaeth i weledigaeth Menter Gymunedol Penbont ac yn dymuno pob llwyddiant iddynt wrth ddatblygu'r prosiect a gwneud cais am y cyllid angenrheidiol.

Yn gywir,

Sion Stokes



*Rheolwr Cyffredinol
Arvon Coaches Ltd*

"I bwy bynnag y bo'n ddilys,

Ysgrifafen i gefnogi gwaith grŵp Menter Gymunedol Penbont, a'u nod o ddod â thafarn Penbont dan berchnogaeth gymunedol.

Mae Partneriaeth Dyffryn Peris (PDP) yn fenter gymunedol newydd a dyfodd o gynulladau hinsawdd GwyrddNi yn Nyffryn Peris. Nododd trigolion y fro awydd i "sefydlu Partneriaeth Gymunedol i gydlyn gweithredu cymunedol, canfod cyllid, gwrando i'r gymuned, cynllunio a hybu ac ysgogi gweithredu, gweithio gyda busnesau, cyd-gynhyrchu newid cadarnhaol a mynd i'r afael â newid hinsawdd". O'r awydd hwn y tyfodd Partneriaeth Dyffryn Peris (PDP). Roedd cynulladau hinsawdd GwyrddNi yn nodi awydd clir i berchnogi a datblygu asedau cymunedol yn y fro, ac mae gwaith Menter Penbont yn adeiladu'n uniongyrchol ar yr awydd hwnnw.

Ers i PDP gael ei sefydlu yn ffurfiol yn Rhagfyr 2025, rydym wedi rhedeg arolwg tai a chymuned sylweddol. Cafwyd 274 o ymatebion ar draws ardal Dyffryn Peris, ac mae pwysigrwydd asedau cymunedol megis tafarndai wedi dod drosodd yn glir yn yr arolwg. Roedd 66 o bobl wedi cyfeirio yn benodol at asedau o fewn eu cymuned, boed yn eu gwerthfawrogi, neu yn eu colli. Mae'r adroddiad arolwg yn cyfeirio at angen am "lunio cynllun gweithredu lleol yn seiliedig ar asedau fesul cymuned, yn y gobaith o'i weithredu mewn partneriaeth fel ymateb i'r ffaith fod 'asedau cymunedol o bwys i drigolion yn lleol'."

Cafwyd 20 o ymatebion i'r arolwg yn Llanrug ei hun, a dau ffactor amlwg iawn o'r ymatebion hynny, oedd gwerthfawrogiad pobl Llanrug o Gymreictod eu pentref, ac awydd i weld caffi yn agor yn lleol. Mae gweledigaeth Gymreig glir gan grŵp llywio Menter Penbont, a pe bai modd cynnig cyfleusterau caffi yn y dafarn yn ystod y dydd, byddai hynny yn golygu fod y Fenter yn ymateb i ddau o'r pwyntiau mwyaf amlwg a wnaethpwyd gan drigolion eu pentref.

Hoffwn felly nodi fy nghefnogaeth i grŵp Menter Penbont, gan ddymuno'r gorau iddynt yn eu gwaith a nodi fy mod yn barod i gefnogi a chyfrannu lle bynnag galla(f).

*Catrin Wager
(Partneriaeth Dyffryn Peris)"*

"To whom it may concern,

I am writing as an established business in Llanrug to offer full support to Menter Gymunedol Penbont in their project to secure the future of the Penbont through community ownership.

A vibrant and active local community is essential to attract visitors to the area, to whom we offer accommodation at our residential centre. Having an open and active pub, cafe and communal space offers instant appeal to prospective guests. Conversely, in the building's current boarded up state, it has a negative impact on the local area.

We are more than willing to support the vision of Menter Gymunedol Penbont for the greater good of everyone associated with the community of Llanrug, and we sincerely hope they secure the necessary funding for the project's success.

Yours faithfully,



Gareth Davies

Director, Arete Outdoor Centre, Llanrug”

“Ar ran Elaine’s Hair & Beauty Salon, hoffem fynegi ein cefnogaeth lawn i waith Menter Gymunedol Penbont a’i chynlluniau i ddatblygu cyfleuster cymunedol newydd yn y pentref.

Fel busnes lleol sydd wedi gwasanaethu’r gymuned ers blynnyddoedd lawer, rydym yn cydnabod pa mor bwysig yw buddsoddi mewn mentrau sy’n cryfhau’r gymuned ac yn creu cyfleoedd newydd i bobl leol ac ymwelwyr fel ei gilydd.

Credwn y bydd datblygu menter o’r fath yn denu mwy o ymwelwyr i’r pentref, gan gynyddu nifer y bobl sy’n defnyddio gwasanaethau lleol. Bydd hyn, yn ein barn ni, yn rhoi hwb nid yn unig i Elaine’s Salon, ond hefyd i fusnesau eraill yn yr ardal.

Mae ein salon yn croesawu nifer fawr o gwsmeriaid bob wythnos, ac rydym yn gweld gwerth mawr mewn cael mwy o weithgarwch ac atyniadau yn y pentref. Byddai hyn yn cyfrannu at greu canol pentref mwy bywiog, gan annog pobl i dreulio mwy o amser yn lleol ac i gefnogi busnesau annibynnol.

Rydym felly yn falch o gefnogi Menter Gymunedol Penbont yn ei hymdrechion i sicrhau cyllid ar gyfer y prosiect hwn, ac yn dymuno pob llwyddiant iddynt wrth symud ymlaen.

Yn gywir

Gemma Jones

Manager @ Elaine’s Hair & Beauty Salon.”

“Like many pubs across Wales, the Penbont had to close its doors at the end of last year.

Its closure has left a significant gap in the community. It was more than just a pub, it was a place where people came together.

For years, our players, supporters, and visitors would go there after matches for food, a drink, and to discuss the game.

We are delighted to see local people exploring the idea of bringing the building back to life as a community hub, café, and pub. It is an exciting concept that could once again create a welcoming space for everyone in the village.

Llanrug United FC”

