

The SIX BELLS

COMMUNITY HUB

Peterstone Wentlooge Community Benefit Society (PWCBS)



Business Plan

January 2025



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I EXECUTIVE SUMMARY

The strategic case

The Six Bells pub is a historically significant 16th century building, located in the Welsh Gwent Levels on the coast road between Newport and Cardiff. The landlords retired in 2018 and it was bought by developers, but planning permission for housing has been refused twice. Since closure, this historic building has attracted anti-social behaviour including vandalism, burglary and arson. Despite being located in a Site of Special Scientific Interest, the area is a hotspot for fly-tipping and the unique biodiversity of the Gwent Levels is threatened by environmental neglect. Closure of this vibrant meeting place and important village amenity in this rural location has reduced social cohesion in both Peterstone and in the surrounding communities.

We have formed the Peterstone Wentlooge Community Benefit Society (PWCBS) and ***“aspire to create a community amenity within the Six Bells, celebrating, protecting and enhancing the Gwent Levels for future generations & improving social cohesion and quality of life for the local villagers and wider community.”*** To date, we have attracted over 3,000 supporters who have informed the development of our plans to offer:

- A **daytime cafe** and evening pub, to promote community cohesion
- A **local shop**, providing an amenity and supporting the local economy
- A **visitor centre**, promoting and protecting the Gwent Levels’ history and wildlife
- **Accommodation**, to diversify income streams.

The management case

The PWCBS commissioned a valuation survey by MJD Hughes Ltd. which valued the building at £450,000. Based on estimates compiled by our expert renovations team, a further £300,000 is required for renovations and set up costs. With significant renovations required, we propose to phase development of the Six Bells Community Hub:

Phase	Timeline	Renovations	Pub/Cafe	Shop	Visitor centre
Phase 1: Purchase and Urgent Renovations	March–May 2025	Focus on acquiring the property and addressing essential repairs to prevent further deterioration and ensure the building is safe and secure. Improve presentation of exterior.			Continue to build partnerships and offer occasional events, not based at the Six Bells.
Phase 2: Minimum Viable Product, continue renovations	June–July 2025	Initially focusing on refurbishment of toilets and dining room before expanding interior renovations of bar and basic renovations of tenant accommodation.	Open a temporary pop-up bar, café, or shop, run by volunteers. This may operate within a small area of the pub or in a temporary unit in the car park and have working hours limited by volunteer capacity. This aims to bring in some revenue and begin to build a customer base.		Provide interactive displays and exhibits relevant to the Gwent Levels. Offer occasional events led by our partners.
Phase 3: Develop and expand operations	August–October 2025	Renovations continue.	Recruit a tenant to run the bar/cafe and a programme of community activities. This will be an developmental phase where we work together to grow the business.	Recruit a manager to develop and expand the shop and develop a programme of events led by our wildlife and history partners.	Begin to expand the number and variety of events provided by partners
Phase 4: Fully functioning tenant-led pub/cafe operations and community management:	November 2025–Beyond	General maintenance	Community hub offer is fully functional and profitable.		
Phase 5: B&B expansion	When feasible	Create and launch a bed-and-breakfast offering as part of the Six Bells operations. This new revenue stream will enhance the venue's community and visitor appeal.	Community hub offer is fully functional and profitable.		

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Due to the level of renovation work needed, we will incur revenue costs before we are able to earn significant income. As we will be phasing the different enterprises and building new businesses, the income will take time to expand. With the assistance of a Plunket Business Advisor, we have developed profit and loss estimates for the first 3 years of operating, demonstrating sustainability of the business.

We have established the PWCBS to purchase and refurbish the Six Bells through a combination of share offer, grants, donations and loans. PWCBS would own and maintain the fabric of the property and will contract with a tenant to run the pub/cafe. We will employ a manager to run the shop and facilitate the visitor centre.

Our intention is to fund the purchase of the Six Bells through a community share offer targeted at £250,000 and through grants, donations and loans. A high community share uptake realising our target of £250,000 is fundamental to the success of the project. We anticipate timelines as follows:

Funding type	Name	Target	January	February	March
Shares	Community Share Offer	£250,000	Share offer open		
Grants	National Lottery	£120,000	Application and response		
Grants	Others	£25,000		Application and b response	
Loans	WCVA	£300,000	Application and response		
Fundraising	GoFundMe page and events	£11,100	Funding secured	Ongoing	

The management committee of PWCBS has been set up to include members of the local community and conforms fully to the Cooperatives UK model rules from a governance perspective. An interim steering group has stepped forward to run PWCBS until the first AGM when members have joined and an election for positions can take place. The current management team's skills cover management, marketing, research, engineering and more.

From the outset of this project, we have ensured that the development of ideas is based on the needs and feedback of the local community. An initial survey of Peterstone village in 2021 yielded a 72% response rate of households, with a high degree of support for purchasing the Six Bells as a community amenity. A further 2023 survey of 163 supporters yielded powerful comments, including: *'I was planning to move, but if the community comes back, I won't want to.'*

We recognise the scale of this project and are thrilled with the level of support from local organisations, who between them are offering pro bono help with conveyancing, renovations and materials, marketing and more. Numerous wildlife and history organisations have offered support with events and materials to bring the visitor centre to life, including The Living Levels, RSPB and Gwent Wildlife Trust. We have Political support from Ruth Jones MP and Jayne Bryant MS, who stated *"The plans put together are exciting, and I know through my many visits and conversations with residents that this is something that can be absolutely transformative."* www.savethesixbells.org.

2 THE STRATEGIC CASE

2.1 THE PROBLEM

2.1.1

2.1.2 **A Loss of Welsh Heritage**

The Six Bells Pub is a historic building located in the Welsh Gwent Levels, situated in the village of Peterstone which is situated on the coast road between Newport and Cardiff. Dating back to the 16th Century, it was originally alms-houses until 1820, before supplying ale for church feasts and housing travelling priests. Architecturally significant, the 13ft lintel beamed fireplace in the bar is the most magnificent feature of the once listed building, which is noted in local history books for its unusual construction.

The pub landlord retired in 2018 and sold the property to developers. The new owner intended to demolish the rear of the building and expand significantly for housing. Planning laws have become more stringent in the area due to issues such as lack of amenities, flood risk and the Local Development Plan emphasising protection of amenities. The owner has had planning permission refused twice and now put the building up for sale, with apparent limited interest in the last 12 months.

While vacant, the pub has attracted anti-social behaviour, with frequent police attendance due to trespassing, burglary and attempted arson. It has degraded and created an eyesore of a once prominent and popular landmark.

2.1.3 **A Loss of Community**

All three pubs along the coast road have closed in recent years and residents of Peterstone have no amenities, save a small, prefabricated village hall. The closure of the pub has been followed by a reduction in social cohesion for the local community, exacerbated by rural isolation and the impact of Covid-19. Our 2023 survey identified how the loss of the pub has affected residents: *'I live alone and used to socialise a lot at the pub. Now it's gone, I don't see the people who live here'*, and *'I was going to move, but if the community comes back, I won't want to'*.

Pubs are one of Britain's oldest and most popular social institutions and are essential in fostering and developing social relationships among residents, strengthening the level of community cohesion in villages and parishes, and positively contributing to communal well-being and provision of social capital.

2.1.4 Environmental Decline

The Six Bells is located on the Western Gwent Levels, which “*represent the finest example in Wales of reclaimed coastal landscape*” (Living Levels). It is a designated Site of Special Scientific Interest (SSSI), a Cadw/ICOMOS UK Registered Landscape of Outstanding Historic Interest, an Archaeologically Sensitive Area and adjacent to the internationally important RAMSAR site of the Severn Estuary. Academics have likened the biodiversity of the area to Wales’ biodiversity equivalent of the Amazon rainforest.’

The rural location and diverse ecosystem makes the area a popular recreational site for birdwatchers, walkers and cyclists enjoying the rural environment and close proximity to the South Wales Coast Path (WCP). The WCP is just a five-minute walk away and offers views of a diverse range of waterfowl, including Lapwing, Shelduck and Black Tailed Godwit, among many others. The inland reën system creates habitat for rare species of flora and fauna, including the shrill carder bee and water voles.

Despite being a protected site, the area has become a place of increasing amounts of fly tipping. In 2024 Newport had the highest incidence of fly tipping of all Welsh local authorities with instances more than doubling to 8,000 since 2021. The Western Gwent Levels is noted as a particular hotspot by local councils with industrial scale waste disposal impacting environmental decline and jeopardising the protected reën system.

Despite having a similar ecosystem to the Eastern Gwent Levels, the West do not have the same advantage of the Eastern RSPB and Gwent Wildlife Trust nature reserves for protecting and promoting the area. More action is needed to mitigate against the effect of development and climate change and protect this vulnerable ecosystem for future generations. The Living Levels note that the area of the Western Gwent Levels is experiencing ‘*environmental neglect*’.

2.2 THE VISION

2.2.1 A Vibrant Community Hub

We have formed the Peterstone Wentlooge Community Benefit Society (PWCBS) to purchase the Six Bells and reinstate it as a community amenity. See Appendix A for supporting documents.

To date our campaign has attracted the support of over 3,000 people, both locally and internationally, backing our vision as follows:

“We aspire to create a community amenity within the Six Bells, celebrating, protecting and enhancing the Gwent Levels for future generations & improving social cohesion and quality of life for the local villagers and wider community.”

By restoring the Six Bells’ position at the heart of our community we aim to serve as a catalyst for change in the Western Gwent Levels, creating community and environmental regeneration. We plan to extend the former pub’s reach and appeal to make it a more viable business and drive positive change in the locality. We intend to offer:

A **daytime cafe and evening pub**. This will offer good quality food throughout the day, providing a family-friendly environment and a menu focused on local produce. As a community hub, events such as baby and senior singing groups, craft cafes and ‘men’s shed’ groups and a community library will be supported within the building. The evening will focus on the drive and dine trade.

Our **shop** will stock locally made crafts and produce from local farmers, as well as essentials. Sero Zero Waste are interested in hosting an outlet in the Six Bells, supporting our ambition to minimise plastic use.

A **visitor centre** to address the “environmental neglect” (Living Levels) on the West Gwent Levels. This will raise awareness of the diverse wildlife, ecosystem and archaeology of the Gwent Levels, improve the community pride in place and increase appeal to visitors, such as tourists walking the South Wales Coast Path. Our partners intend to hold education events, e.g. practical training on how to grow and preserve veg (Blas Gwent Farm), and training on species identification and recording to support Gwent Wildlife Trust. We also have offers from academics for displays of archaeological finds from the local area and interactive information content from the Living Levels. The local Scouts and Guides are keen to use the centre as a base for their activities and immersing young people in the local area.

In the long term, we plan to diversify income streams to maximise sustainability. We plan to establish **accommodation** on site, either in the main property as B&B or holiday let accommodation in converted existing outbuildings or pods.

Our ethos is to promote **environmental sustainability** and the **local economy**. We wish to make local produce accessible to local people.

We wish the site to be as **energy efficient** as possible and will consider how to minimise waste and environmental impact. We will work with Cynnal Cymru to develop an energy efficient / carbon neutral plan.

2.3 THE IMPACT

2.3.1 Improving Outcomes for the Community and Environment

At the heart of our project is the desire to improve outcomes for the community and the environment and drive positive change in the area. This aligns with dimensions of The Well Being of Future Generations (Wales) Act 2015. We believe this project will lead to the following benefits:

- **Cohesive communities**; will be achieved through provision of a community-led amenity that facilitates a well-connected neighbourhood. Community activities will reduce social isolation, and a diverse offer of community groups will provide this opportunity for all ages and diversity groups. Uniting the community to build the amenity that we want and collectively drive its success will create a level of community cohesion that cannot be achieved through a privately led business.
- **Vibrant culture**; this will be created from our cohesive community. Our culture will be promoted through building a community that works together to protect Welsh heritage and preserve our unique environment, encouraging people to participate in recreational activities on the Wales Coast Path and the Gwent Levels and providing a facility where the community can come together to participate in the activities that matter to them.
- **More equal**; by providing space for all including the young, parents and older people and people of all diversity groups, we will enable everyone to utilise a beneficial amenity and disarm prejudice. We will provide opportunities for both city and rural based children to access nature, by working with schools, Scouts and Guides in Cardiff and Newport and serving as a gateway to the Gwent Levels, providing all children with beneficial access to nature.
- **More prosperous**; we will create volunteer opportunities, work experience and job opportunities directly in the café/pub and shop, benefiting those seeking opportunities, experience and employment. Numerous jobs will be created, including pub tenant, chef, bar staff, and shop manager. These will provide economic benefits and contribute to building a skilled workforce in Wales. We will focus on local suppliers, benefiting the local economy and increasing pride in, and use of, our producers.

- **Global responsibility**; will be fostered through energy efficiency of our business and the suppliers we choose to work with. We will build local short supply chains for food and craft goods, reducing food miles and transport impacts. Environmental sustainability will be at our core for both refurbishment and use of the Six Bells. The operation of the building will include energy efficiency measures and promotion of activities to protect the local environment via the visitors' centre.
- **Healthier**; we will contribute to a healthier Wales both through the food we serve and, crucially, by encouraging recreation in the area, utilising our access to nature and the Wales Coast Path. Alongside the opportunities for social engagement in the Six Bells Hub, users will have opportunities for improving physical and mental health and well-being.
- **Increasing Wales' resilience**; we will contribute to making Wales more environmentally resilient through our visitor centre activities. Through providing information to promote the value of the Gwent Levels, we will drive activities to protect and promote the area for future generations, benefiting the area for the long term. We will encourage positive behaviours through use of our local produce, low waste shop, reducing negative impacts of consumerism on the environment. We will use our position as a community voice to raise the profile of the fly tipping issue and drive action to tackle it, ending its impact on the environmental decline in the area.

Our plans align with other relevant policies. These include:

- The Newport Local Development Plan, which protects local amenities from development, contributing to the refusal of planning permission to convert the Six Bells into housing and recognising the importance of amenities to local people.
- The Environment (Wales) Act (2016), which highlights the need for sustainability. We aspire to create environmentally sustainable business, e.g. utilising low carbon energy and minimal plastic use, but go beyond this aiming to drive actions to protect and promote the valuable Gwent Levels.
- Natural Resources Wales Area Statement highlights the need to connect people with nature, which we intend to do via our visitor centre and making the Six Bells a recreation destination in the Gwent Levels.

2.3.2 Political backing

Due to the relevance of our plans to Welsh Government and local policies we have obtained the support of local parish councils, ward councillors and politicians including:

Jayne Bryant, Member of the Senedd and Cabinet Secretary for Housing & Local Government

“The plans put together are exciting, and I know through my many visits and conversations with residents that this is something that can be absolutely transformative. The communities situated near the coast between Cardiff and Newport are crying out for a focal point, an asset to be proud of. The plans to restore a much loved pub into a multi-use facility to serve as a coffee and farm shop, small pub, visitor centre and bed and breakfast would do exactly that.”

Ruth Jones, Member of Parliament and Chair of Welsh Affairs Committee

“This is a brilliant project with huge potential for the local community but also the Newport area and South East Wales.”

3 THE MANAGEMENT CASE

3.1 VALUATION AND FEASIBILITY

3.1.1 Valuation

The Peterstone Wentlooge Community Benefit Society (PWCBS) commissioned two valuations by MJD Hughes Ltd, a Chartered Surveyor to confirm the current market value of the property and the potential value as a successful business in the future.

The first business buyer and market appraisal evaluation was carried out in November 2022. The second was carried out in February 2024 to provide an updated valuation. This was carried out in accordance with the Royal Institute of Chartered Surveyors (RICS) published guidelines.

The Chartered Surveyor, Mike Hughes, has over 30 years' experience in the licensed trade and with commercial property sector, specialising in business and commercial property. His experience ranges from the physical operation of a variety of licensed property outlets to the estate management of property from acquisition, drawing up heads of terms for lease agreements and recruitment of managers, property valuation, and the sale of property.

The Business Buyer and Market Appraisal Evaluation Report concluded that the Six Bells can be reinstated as a commercially viable business using a managed model with close working between Peterstone Wentlooge CBS and the manager/tenant. This collaboration will help to manage costs and drive revenue of the Hub. We are reassured by the professional opinion that *"this building has so much potential, all of your ideas can work here."*

The valuations given in the MJD Hughes report are presented in the table below.

Table 1: Valuation Estimates by RICS Surveyor

Condition	Valuation
Market Value of the Empty Property (as current with no trading)	£450,000
Market Value as a Fully Equipped Operational Entity at less than full turnover and does not provide an operating profit.	£540,000
Market Value as a Fully Equipped Operational Entity at full turnover and profitability.	£720,000
Reinstatement Insurance Value	£1,500,000

MJD Hughes also states that the potential for development and/or alternative use as a community hub “*has potential to build a profitable level of trade over a period of time*” and further that “*the best commercial use of this property is [continued use] as a public house but to use the property to its maximum potential with other commercial enterprises such as a farm shop, letting accommodation and visitor centre as outlined in the community group plans*”.

The PWCBS has had an offer of £450,000 accepted by the current owner, with the condition that purchase is completed by spring 2025. We anticipate the additional cost to refurbish and establish the business will be of the order of £300,000 (see Appendix B).

3.1.2 **Current Condition of Building**

The appraisal conducted by MJD Hughes in February 2024 found that the main Six Bells building was in an overall poor condition and has been subject to spates of anti-social behaviour including vandalism, burglary and arson and has had little maintenance over recent years. Although a RICS report is not a building survey, the conclusion is that “*the building should have a useful economic life providing a routine schedule is introduced for the property. This schedule must maintain the property to a reasonable standard for commercial use on an ongoing basis.*”

The PWCBS Renovations Sub-Group has carried out further inspections more recently, as follows:

- 1) 18th October 2024 - External inspection by our Chartered civil engineer, qualified electrician and builder.
- 2) 29th October 2024 – Internal Inspection by our qualified electrician and builder and qualified plumber and brewery manager.

Inspection 1 confirms the MJD Hughes findings, in that the external envelope of the Six Bells needs some urgent work to make it weathertight. The assessment of what is required and how it will be financed are given in Section 3.1.5

Inspection 2 confirms that the scope of the internal fit out and redecoration of the various areas of the building can be carried out in phases according to which business activity is needed and when. This is described in Section 3.1.4.

3.1.3 Energy Efficiency of the Building

MJD Hughes reports that there is an energy performance certificate for the property which expired in October 2019 which assessed it as Band D and total workable area of 490m². Bands range from A to G, with A being the most efficient.

The Six Bells Community Hub project has a key aim of improving the energy efficiency of the building, in a drive to operate more sustainably. It is planned to obtain advice from bodies like the Carbon Trust and the National Trust on how best to be energy efficient in a 16th century building.

3.1.4 Project Phasing

The Six Bells buildings and external areas need significant renovation to reach the minimum standard needed to open as a public space. This Business Plan also proposes some improvements that are planned in the near future, e.g. energy efficient heating. To fund all of these at the start of the project, relies on the funding available, especially when there is no income from the various businesses that are proposed. It is also the recommendation of MJD Hughes that the renovation and operation is carried out in phases.

Therefore, the project is split down into phases, to match receipt of the funding streams and a gradual build up of the business offer as shown below.

Table 2: Phased Developments of the Six Bells Community Hub

Phase	Timeline	Rennovations	Pub/Cafe	Shop	Visitor centre
Phase 1: Purchase and Urgent Renovations	March–May 2025	Focus on acquiring the property and addressing essential repairs to prevent further deterioration and ensure the building is safe and secure. Improve presentation of exterior.			Continue to build partnerships and offer occasional events, not based at the Six Bells.
Phase 2: Minimum Viable Product, continue renovations	June–July 2025	Initially focusing on refurbishment of toilets and dining room before expanding interior renovations of bar and basic renovations of tenant accommodation.	Open a temporary pop-up bar, café, or shop, run by volunteers. This may operate within a small area of the pub or in a temporary unit in the car park and have working hours limited by volunteer capacity. This aims to bring in some revenue and begin to build a customer base.		Provide interactive displays and exhibits relevant to the Gwent Levels. Offer occasional events led by our partners.
Phase 3: Develop and expand operations	August–October 2025	Rennovations continue.	Recruit a tenant to run the bar/cafe and a programme of community activities. This will be an developmental phase where we work together to grow the business.	Recruit a manager to develop and expand the shop and develop a programme of events led by our wildlife and history partners.	Begin to expand the number and variety of events provided by partners
Phase 4: Fully functioning tenant-led pub/cafe operations and community management:	November 2025–Beyond	General maintenance	Community hub offer is fully functional and profitable.		
Phase 5: B&B expansion	When feasible	Create and launch a bed-and-breakfast offering as part of the Six Bells operations. This new revenue stream will enhance the venue's community and visitor appeal.	Community hub offer is fully functional and profitable.		

3.1.5 Summary of Renovation Costs

Table 3 presents the costs estimated for the start-up and main renovation of the Six Bells property. These are for the renovations and fitout during Year 1, which are those required to make the main building weathertight, some internal works and fit out of the main kitchen, i.e. to make the building fit for use as a publicly open space.

The estimates have been prepared by the PWCBS Renovations Workstream, using the specialist reports we have commissioned and our Renovation Team's own specialist knowledge of the current costs of such works.

We have also benefited greatly from generous offers from local businesses and tradespeople for donations of free supply of certain items. The benefactors are noted below, where they are happy to be named. In some cases, people have wanted to remain anonymous and we have respected this.

Table 3: Summary of Renovation Costs

1) PURCHASE COSTS	£12,000	COMMENTS
Conveyancing	£0	ProBono - Hugh James, RICS
Searches	£0	ProBono - Hugh James, RICS
Structural Appraisal	£0	ProBono - Sarah Jones, MICE CEng
Tests and Surveys	£9,000	Approved contractors needed
Fire Risk Assessment	£3,000	Approved contractors needed
2) RENOVATION COSTS	£138,150	COMMENTS
Roof repairs	£16,000	Materials costs only - ProBono work by Andrew Taylor with skilled volunteer workforce
Scaffolding Costs	£0	ProBono - Shadow Scaffolding Ltd, Bargoed. Thanks to Gethyn Mills.
Waste Skips	£0	ProBono - supplied by SGM Ltd.
Fire Escape Maintenance	£1,000	Materials costs only - Volunteer workforce
Doors refurb/replace	£6,500	Materials costs only - Volunteer workforce
Windows refurb/replace	£0	ProBono - New windows (where needed) supplied and fitted by Denvalco
Internal services e.g. electrics, plumbing, telecoms, alarms	£20,000	Materials costs only - ProBono Tradesmen plus volunteer workforce
Heating Systems/Boilers	£10,000	Contractor needed

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Ventilation system to kitchen etc	£6,000	Materials costs only - ProBono Tradesmen plus volunteer workforce
Internals - cleaning, decorating, carpets	£18,000	Materials costs only - Volunteer workforce
Connection to mains sewer - inc removal of cesspit	£30,000	Contractor needed.
External Areas - clear and restore. Fences and Gates.	£10,650	Materials costs only - Volunteer workforce
CCTV & Alarm	£2,000	Reconnection and parts.
Allowance for ongoing maintenance in Year 1	£18,000	Materials costs only - Volunteer workforce
3) FIT OUT COSTS	£51,600	COMMENTS
Behind bar refurb - tile wall, cupboards, fridges	£5,000	Materials costs only - Volunteer workforce
Kitchen appliances	£25,500	Purchase
Furniture - internal and garden	£8,000	Materials costs only - Volunteer workforce
Children's playground	£10,000	Supplier needed
Miscellaneous	£3,100	

3.1.6 Profit and Loss

Due to the high level of renovation work needed, we will incur revenue costs before we are able to earn significant income. As we will be phasing the different enterprises and building new businesses, the income will take time to expand. With the assistance of a Plunket Business Advisor, we have developed profit and loss estimates for the first 3 years of operating (Table 4). This includes the capital costs of the purchase and initial renovations of the premises and site, as well as the running of the business.

Table 4: Profit and Loss for Year 1 to 3

PROFIT AND LOSS	MAR 2025 to FEB 2026	MAR 2026 to FEB 2027	MAR 2027 to FEB 2028
Revenue			
Community shares	£250,000	£0	£0
Grants	£145,000	£100,000	£100,000
Loans	£300,000	£0	£0
Business Income	£15,000	£56,050	£81,800
Donations	£11,100	£1,200	£0
TOTAL	<u>£721,100</u>	<u>£157,250</u>	<u>£181,800</u>

Purchase Cost	£450,000	£0	£0
Operating Expenses			
Wages/payroll	£19,900	£23,600	£23,600
Cost of Utilities, Consumables and Professional Services	£15,000	£17,200	£21,000
Costs of Stock	£5,500	£12,000	£17,800
Repairs & Maintenance	£138,150	£25,000	£3,000
Fixtures, Fittings & Equipment	£51,600	£1,500	£1,500
Loan interest repayments	£5,400	£13,000	£13,000
Loan repayments	£5,000	£12,000	£12,000
TOTAL	<u>£690,550</u>	<u>£104,300</u>	<u>£91,900</u>
Profit	<u>£30,550</u>	<u>£52,950</u>	<u>£89,900</u>
Deductions			
Share Dividend	£0	£0	£7,500
Depreciation	£12,850	£12,850	£12,850
Profit before Tax	£17,700	£40,100	£69,550
Tax (at 16.7%)	£2,950	£6,683	£11,592
PROFIT AFTER TAX	<u>£14,750</u>	<u>£33,417</u>	<u>£57,958</u>

3.2 BUYING THE SIX BELLS

3.2.1 Business Model

We have established the Peterstone Wentlooge Community Benefit Society (PWCBS) to purchase and refurbish the Six Bells through a combination of share offer, grants, donations and loans. PWCBS would own and maintain the fabric of the property and will contract with a tenant to run the pub/cafe. We will employ a manager to run the shop and facilitate the visitor centre.

Income from the tenant rent, shop and visitor centre will pay interest to shareholders at 3% per annum after an initial 3 years, once the business has been established.

3.2.2 Share Offer

£450,000 is needed to purchase the Six Bells, with a further £300,000 required for renovations and set up costs. Our intention is to fund this through a community share offer targeted at £250,000 and through grants, donations and loans.

A high community share uptake realising our target of £250,000 is fundamental to the success of the project. Our minimum expected level would be £150,000 and our maximum level would be £450,000. The concept of community shares has been explored in depth and will be promoted through community meetings, regular newsletters (both online and in print) and our social media. Marketing for the share offer will exploit all of these methods in addition to posters, local leaflet drops, direct mail and focused communication with local businesses and organisations.

The management committee of PWCBS has been set up to include members of the local community and conforms fully to the Cooperatives UK model rules from a governance perspective. A full description of the governance structure and members' rights can be found in the Share Prospectus and Society Rules. Our aim is to have the highest possible membership from members of the local community.

Members will hold a minimum total share value of £100, and a maximum of £45,000 (individual) and £90,000 (institution). Shares are not transferable or tradable and must be redeemed with the Society. If we are unsuccessful in our bid to purchase the Six Bells, then investment monies will be returned minus any costs incurred. We do not anticipate any significant costs.

It is anticipated that some withdrawal of share capital will be requested from time to time. The withdrawal of share capital will not be allowed for the first three years. The PWCBS Secretary will maintain a waiting list of parties interested in purchasing shares. Whilst no budget has been set for capital withdrawals in the financial forecast, any buy back can be carried out by reselling the shares to interested parties on the waiting list or using other funds at the discretion of the management committee. After that interest payments will only be payable if the Society can afford it and it passes a vote by members. We envisage an interest on all shareholdings at 3% at the end of the first 3 years.

3.2.3 Grants, donations and loans

Alongside the share offer, we anticipate raising funds through a combination of grants, donations and loans.

In tandem with the share offer, a GoFundMe page will be available for donations. This will be available for anyone wanting to make smaller contributions or without becoming members of the PWCBS. This has proven successful, with £6,800 being raised towards the £10,000 purchase deposit. The remaining deposition has been obtained through our fundraising events, which we will continue to operate during the early phases of this project.

A number of grant options exist:

- We have submitted an expression of interest for £300,000 funding via the Community Facilities Programme.
- The National Lottery has a number of grants available and we plan to apply as necessary for their People and Places Medium grant (£100,000) and the Awards for All grant (£20,000)
- The Architectural Heritage Fund has already provided grant funding for the valuation surveys. They offer a Project Development Grant of £20,000.

We aim to have minimal reliance on loans, but recognise that considered use is likely to be necessary to ensure the success of the project.

The WCVA is the national membership body for voluntary organisations in Wales, who exist to enable voluntary organisations to make a bigger difference together. We are working with them to apply for a loan via the Social Investment Cymru (SIC) fund which looks to provide financial support to social enterprises in Wales.

We are applying for a loan of up to £300,000 at an interest rate of 7% (although this interest rate has potential to be reduced subject to registering as a Real Living Wage employer and registering with Cynnal Cymru on a carbon reduction / energy efficiency plan). There is also flexibility in terms of when we draw down on the loan and how much of it we need to utilise.

Table 5: Share, grants, donation and loan fundraising combinations

Funding type	Name	Target	January	February	March
Shares	Community Share Offer	£250,000	Share offer open		
Grants	National Lottery	£120,000	Application and response		
Grants	Others	£25,000		Application and response	
Loans	WCVA	£300,000	Application and response		
Fundraising	GoFundMe page and events	£11,100	Funding secured	Ongoing	

While we have applied for, or are in the process of applying for these funds, we recognise that it is unlikely we will secure the full amount from every source. Our primary focus is the acquisition of the building, which is the cornerstone of our project. We are confident that we can raise the necessary funds to complete this crucial first step. This confidence is based on the strength of our community engagement, the suitability of available funding opportunities, and the strategic approach we are taking in prioritizing our applications.

It is important to highlight that once we successfully acquire the building, we will become eligible for a wider range of additional funding opportunities. These future grants will enable us to finance the renovation and fit-out costs, ensuring the building is fully prepared to meet the needs of the community and to support our long-term goals.

By taking a phased approach to funding, we are ensuring that each stage of the project is both realistic and achievable, laying the groundwork for sustainable success.

Using a combination of funding sources, we anticipate having sufficient funds to purchase the Six Bells by March 2025. The success of the share offer and planned applications will affect further fundraising efforts extending beyond March 2025.

3.3 **RUNNING THE SIX BELLS**

3.3.1 **Tenant led Cafe/Pub**

We have ruled out operating models such as the community directly running the cafe/pub on a volunteer rota basis or by managing the cafe/pub. We believe that the volunteer model is impracticable and only sustainable in the short term due to the high level of day-to-day operational involvement required from the community and the additional demands of running the shop and visitor centre.

Based on our research, and advice received from other community pubs and Plunkett advisors, we have taken the view that a tenant led model is the operating model that is most likely to be successful and which will expose the community to the least risk. If we are successful in purchasing the Six Bells, we will appoint a tenant with the necessary experience, commitment and business ability to make a success of running it. As part of the selection process, we will closely examine each prospective tenant's view of what the pub will offer its customers, and their plans for its marketing. In particular, we will want to ensure for ourselves that their plans take into account and reflect our vision for Six Bells as set out in this plan. Whoever we appoint will need to have the energy and enthusiasm to buy into our vision, and to contribute to its ongoing development. Selecting the right tenant will be absolutely critical in ensuring the success and long-term future of the business. We have received a lot of useful advice and offers of assistance with the recruitment process from existing community pubs and other professionals and will use a thorough and objective process to recruit the best manager we can.

From the positive experience of community pubs teams with whom we have spoken, we strongly believe that we will be able to appoint an experienced tenant who can market and build the business, resulting in a thriving and sustainable community venture.

3.3.2 **Managed Shop & Visitor Centre**

We intend to recruit a manager to run the shop and visitor centre. We anticipate that the manager will liaise with our partner organisations to develop a programme of events and displays but will not be involved in delivering activities. Activities will be delivered by organisations such as the Living Levels and other partners and supported by volunteers, both as participants and organisers.

The shop manager will work with local suppliers to develop an offer providing some essentials, local food produce and crafts from local businesses. This will enhance the local economy and drive pride in local suppliers.

Our approach to staffing the shop will depend on the pattern of demand. Once fully functional, we anticipate there being times when the shop will be busy enough to justify dedicated staff and other times when custom will be intermittent and can be supported by volunteers. Volunteer and work experience will benefit participants, building skills and community engagement opportunities.

3.3.3 Community Management

The Six Bells business will be owned and led by Peterstone Wentlooge Community Benefit Society Limited. This means that we, the community, will have control over how the property is utilised and improved. It will also enable us to have constructive communications with the pub/cafe tenant and shop/visitor centre manager about the community's wishes.

One of the criteria for selection of the pub/cafe tenant and shop/visitor centre manager will be their willingness to provide for our community needs. While we will expect them to honour our agreed values and behaviours, we will not micro-manage them day to day, but will of course provide whatever support and assistance we can.

A member of the Management Committee will be assigned to meet with the tenant and manager at least once a month to review their business progress and mutually address any issues.

We hope that many members of the community will support the business by offering voluntary help, assisting or being elected to the Steering group. Most importantly we hope they will come to eat, drink and make friends at the Six Bells!

We recognise the challenges facing pubs now, with declining use and rising costs. By capitalising on our unique position on the western Gwent Levels, and providing a diverse offer to entice visitors, the separate parts of the business will serve to drive trade to different elements and make the Six Bells a destination point.

We believe a community owned approach will make a significant difference to the future success of the Six Bells.

- People care enormously about their local pubs and are willing to invest their money, time, skills and energy to save them.
- A wide membership provides a large pool of people to draw on for support and custom and generates great commitment to a well-run enterprise.
- Plunkett membership opens up access and preferential rates for the business to a range of benefits including energy supplies, insurance, accountancy, telephony, food, newspaper, fixtures and fittings, and other supplies.
- In the Plunkett Foundation's experience, the community model is resilient, with the long term survival rate standing at 94%.

3.3.4 Steering Group

An interim steering group has stepped forward to run PWCBS until the first AGM when members have joined and a formal election of the positions can take place. Members of the interim Steering group are listed below. This does not cover all the people who have been involved in getting the project to this point, several other dedicated volunteers have contributed their time.

Amanda

Reynolds

-

Chair

Amanda has expertise in building partnerships and stakeholder engagement as a Senior Partnerships Manager. Amanda is skilled in setting and maintaining project timelines, communication strategies, and implementing efficient working practices. Her strategic oversight ensures accountability, transparency, and that project milestones are met. Amanda brings a wealth of experience in strategy and development, management skills, presentation and marketing skills. Having lived Peterstone village for over 20 years Amanda is passionate about developing and maintaining a thriving community hub that all can benefit from.

Holly Tomlinson – Secretary

Holly works for an environmental think tank (IEEP UK) where she focuses on agricultural and environmental policy analysis for public and third sector organisations. This role also includes grant writing and reporting to grant funders. She also co-manages Blas Gwent, a recently established community focussed organic vegetable farm in Peterstone Wentlooge. She has significant experience of social enterprises having set up and worked in cooperatives and a Community Interest Company. She has a graduate diploma in law and over 5 years' experience ensuring compliance within a highly regulated sector (energy).

Ruth Winstanley – Treasurer

Ruth has 30 Years' experience in Housing Management and currently manages a team who house the Homeless. She is eager to use her skills to ensure compliance and Housing Law is met so that the project is sustainable. She has taken the lead in community projects within the Housing Associations she has worked. She loved engaging and consulting residents, in a large Sheltered complex , to help turn a very bland large area of mown grass into a place they could sit and chat and call it their own.

Sarah Jones - Renovations Lead

Sarah is a Chartered Civil Engineer with extensive experience of structural and civil design projects from domestic to large industrial, and from concept to construction detailing. She is a key member of the PWCBS Renovations Workstream which has other members who are a qualified electrician, qualified plumber and builder. Sarah is experienced in building condition surveys and infrastructure layouts and has access to other professionals such as fire engineers, architects and refurbishment engineers. Sarah lives in Cardiff, but has fond memories of visiting the Six Bells for meals and the kids' play area and so strongly supports the project.

Helen Colvin - Fundraising

Helen is passionate about the potential of the Six Bells site and driven to progress this project. As a principal researcher in the Civil Service, she brings management skills, research and policy expertise. She has worked with the Cabinet Office in policy development and evaluation and has also worked in policy and practice, designing effective, evaluable services to deliver specific outcomes.

Leon Tarr - Hospitality & Business Lead

Leon brings over 25 years of experience in the hospitality sector, with a proven track record in managing hotels, bars, and nightclubs for both independent and corporate groups. His expertise extends to leasing tenanted properties where he honed his operational and business development skills. As a personal licence holder, Leon has actively contributed to industry initiatives, including leading the Cardiff branch of Pubwatch in collaboration with South Wales Police, promoting best practices and community safety within the sector. He now represents Radnor Hills, a leading Welsh water provider, driving strategic relationships with key stakeholders across the hospitality industry.

Ellen Law - Information Centre Coordination & Political Outreach

Ellen's experience of developing community projects including hubs in local government is extensive, particularly building relationships with people to promote diversity. Her interest in development of rewilding projects is her main motivation for engaging with this ambitious programme of change for our village.

Rhoswen Hailwood - Events Coordinator

Rhoswen has lived in the village of Peterstone for over 40 years, raised 3 children in the village and enjoys the lovely walks along the Welsh coastal path on her doorsteps. She is passionate about bringing the Six Bells back to life again and cannot wait to have a meal there again! Rhoswen is a great support in all of our events, helping to run them smoothly and organises some fantastic raffles.

Wayne Parsons - Events Coordinator

Wayne lives in the neighbouring village of St Brides and since they lost their last pub Wayne is determined to help bring the Six Bells back and is passionate about saving this 400 year old building. Called Grump by his grandchildren, Wayne is happily retired and is a fantastic support at all of our events and helps spread the word on social media and in his local areas.

3.4 COMMUNITY ENGAGEMENT

3.4.1 Project Development

From the outset of this project, we have ensured that the development of ideas is based on the needs and feedback of the local community. An initial survey of Peterstone village in 2021 yielded a 72% response rate of households, with a high degree of support for purchasing the Six Bells as a community amenity.

On a scale of 1 – 5 (where 1 is not important and 5 is very important)...

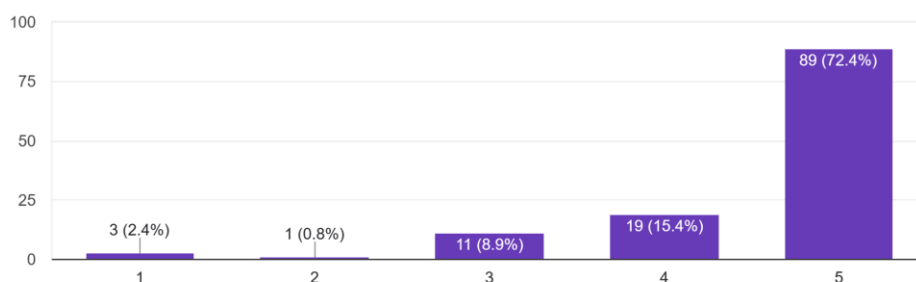
How important do you think it is to have a community pub in Peterstone? **4.8**

If purchasing the pub is not an option, how important do you/your household think it is to have an alternative community venture, such as a shop and/or cafe in Peterstone? **4.8**

How important is the local area's history and wildlife to you/your household? **4.6**

An online survey in March 2023 yielded 123 responses, again with a high degree of support for the project.

On a scale of 1-5 (where 1 is not important and 5 is very important) how important do you consider each of the following aspects of our plan: A Community pub
123 responses



Most indicative of the value of this project are some of the qualitative responses we have received:

'I was planning to move, but if the community comes back, I won't want to.'

'Eating food in good company will knit the community together. Much needed.'

'We really support an opportunity for the community to grow and thrive.'

'Really happy to see this project.'

'We'd like the Six Bells to be kept. Best landmark in the village and it's been there so many years.'

'Wishing you every success with the project. Sounds like an amazing opportunity for local community'

In addition to surveys, we have run monthly coffee mornings and a number of evening engagement events. These have provided us with an opportunity to sense test our ideas, receive feedback and progress our thinking with the input of the community. In particular the coffee mornings and fayres have been a huge success, regularly attended by roughly 70 people and raising in the region of £2,000 to support the initial costs of the project. These have been particularly popular for bringing the community together and provided a proof of concept that a shared community hub will be of benefit to, and used by, the community.

In February 2023, we presented numerous options to the community, such as purchasing the pub to run as a community amenity, only purchasing the car park and installing a smaller amenity and developing an amenity in the prefabricated village hall. The community overwhelmingly supported purchase of the Six Bells building and agreed with developing a phased approach to purchasing and establishing the business.

3.4.2 **Volunteers**

From the outset of our project, we have asked people to let us know if they had skills we could use to help our project and maintained a list of active volunteers. Over 30 people from the local community have actively engaged and provide us with help with events, social media, business planning, and marketing, to name a few. We keep in regular contact via a Whatsapp group where we request help for specific tasks on an ad hoc basis and occasional volunteer engagement meetings.

3.4.3 **Advisors**

To ensure we have suitable advice and expertise, we have worked closely with organisations with expertise in building community assets. These include The Plunkett Foundation who have provided business advice and funding application support, Cwmpas, who have supported us to register as a Community Benefit Society and the Archeological Heritage Foundation who provided £2,000 funding for a viability survey. In addition, The Rising Sun in Chepstow is a successful community pub and we are grateful for their support and guidance.

3.4.4 Local organisations

We are grateful to local businesses and organisations who have stepped forward to support our campaign. There are too many to include them all, but key partners include:

Type	Name	Engagement
Potential suppliers	Paint and Pompom Bampy's Workshop Blas Gwent	These organisations have developed a customer base at our community events and are interested in supplying products to the business.
Potential supplier	Sero Zero Waste	Interested in having an outlet at the Six Bells.
User/advisor	Marshfield Monkeys Day Care	Interested in utilising the Six Bells for their children and supporting our business plans.
User	Marshfield Scouts Marshfield Guides	Enthusiastic about the potential of the Six Bells to benefit their members, they have provided advice on facilities they would require.
Legal assistance	Peter Hurn at Hugh James	Pete is a leading commercial property solicitor and is working with the team on all commercial property matters relating to the purchase of the Six Bells (pro bono).
Financial support, marketing and expert guidance	Dean Daly at Blue Self Storage Solutions	We are incredibly grateful for the invaluable support provided by Dean and the team at Blue Self Storage, who have not only made a generous financial contribution but have also offered marketing and PR assistance, as well as facilitated introductions to key stakeholders who are now actively collaborating with our team.
Architecture plans	Sustainable Studio Architects	Architectural plans offered pro bono.
Renovations	Andrew Taylor and Alberto Ubaldi	Plumbing & electrical contractors have offered their services pro bono during renovation works. They are a key part of our volunteering team within our renovations workstream.
Renovations	SGM Waste Management	SGM are working closely with the steering group on the development of the project and

Type	Name	Engagement
		have offered pro-bono skips/ recycling services for the renovation.
Renovations	DenalCo Ltd	DenalCo a local fabricator and installer of architectural aluminium systems, curtain walling, windows and doors. They have offered any new windows and doors that are required pro-bono. They are also working with the steering group on the development of the project.
Renovations	Shadow Scaffolding Ltd	A local scaffolding company, they have offered to provide all our scaffolding needs pro-bono.

3.4.5 Visitor Centre Partnerships

Delivery of an engaging visitor centre will require input from those with expertise. We have built partnerships with local wildlife and history organisations who are willing to support this. At this early stage, we are excited by the level of enthusiasm of organisations who could help to support this venture:

Type	Organisation	Involvement
Wildlife and environment	Living Levels Land Partnership	LLLP has been established to reconnect people with the Gwent Levels, promoting sustainable practices and preserving the historic landscape. They have offered to support community engagement programmes, e.g. organising educational walks, workshops and events. They have offered content for displays and interactive information boards and experienced volunteers to assist with events and increase community engagement.
Wildlife and environment	RSPB	We are working with the RSPB to understand their successful East Newport Wetlands model and how it could adapt to the Six Bells. They have provided a letter of support offering to work with us to develop a programme of activities to raise the profile and use of the facility.

Type	Organisation	Involvement
Wildlife and environment	Gwent Wildlife Trust	GWT have offered support with development and delivery of funded projects, incorporating the Six Bells into their future vision and delivery in the area, and utilising their network of members, supporters and partners to increase the voice and impact of the Six Bells campaign. We are working together to run a water vole reintroduction feasibility study, educating the public on monitoring and reporting practices to support reintroduction of this native species.
Food & Farming	Blas Gwent:	Blas Gwent is a local organic vegetable farm that has a strong community focus and is keen to run educational events, including farm to table experiences, sustainable farming and growing practices and biodiversity.
Wildlife and environment	Friends of Gwent Levels:	A community hub in the Six Bells would offer this grass roots campaign group a much-needed centre for supporting their work as campaigners. They are embarking on an ambitious Citizen Science project, and having a physical space where participants could train, meet and share information for this project would be invaluable.
History	The National Roman Legion Museum	Have offered to run community events e.g. geophysical surveys, highlighting Roman archeology and history in the area.
Archeology	Academics	Professor Martin Bell, Professor of Archeological Science, Reading University and Professor Stephen Rippon, (Gwent Levels Archaeologist and Historian) have offered to contribute archaeological finds for a small exhibition, including: Neolithic and Bronze Age worked wood, Bronze Age pottery, Roman finds from Rumney, Aurochs deer wild boar bones and casts of Mesolithic footprints. They could support community archaeological work in the area given renewed interest in the Archaeology of the Peterstone foreshore and some interesting discoveries of the fifteenth and sixteenth century.

Type	Organisation	Involvement
Tourism	Wales Coast Path/ Natural Resources Wales:	Peterstone is part of the Key Link Path Project for access to the Coast Path. WCP have offered to improve signage from Peterstone, increasing awareness of the access point. They would promote the Six Bells as a walkers' stopping point & provide information on the Coast Path for the visitor centre.

4 MARKET ANALYSIS

4.1 TARGET MARKET

Given the location of the Six Bells, engagement will span a diverse set of audiences far and wide as listed below. This target market will provide a sufficient customer base for the Six Bells when operating, such that it remains a viable business.

1. Local Community Residents - able to invest.
2. Local Community Residents - unable to invest.
3. Friends & family of Residents – local, UK & international.
4. Local Businesses.
5. People from the nearby towns and cities of South Wales.
6. People with associations to the area, e.g. people having used the Six Bells in the past.
7. Tourists, e.g. coastal walkers & cyclists, wildlife, environment and history supporters, UK wide & International visitors.
8. Local key organisations, e.g. the Living Levels, Gwent Wildlife Trust and RSPB.
9. Local Interest Groups, eg Friends of Gwent Levels, Local History Groups, The Transporter Bridge.
10. Local Councillors and MSs and MPs.
11. National organisations, eg The Welsh Coast Path, The Heritage Trust, The National Trust

Our engagement strategy has been to initially focus on the immediate Residents (enabled via Public Meetings, leafleting, notices on boards, social media and email newsletters) and then gradually turn up digital channels to reach further afield, i.e. website, Facebook, Twitter and Instagram channels. We have attended local interest group meetings, e.g. the Transporter Bridge events, local wildlife group events and Marshfield community events. We have lobbied local politicians and built partnerships with key organisations and businesses (refer to Sections 2.3.2 and 3.4).

We are also increasing engagement with owners of local businesses to both attract financial support as well as to build an audience amongst employees.

4.2 COMPETITION

4.2.1 Marketing Surveys

We have carried out surveys with the target groups 1 to 4 above to gauge whether we can develop and maintain a loyal customer base. Refer to Section 3.4 on Community Engagement.

These surveys have shown that there is sufficient interest and support for reopening the Six Bells, especially with the additional facilities proposed within the hub. Interest shown by other people in groups 5 to 7, who confirm they would travel 15-20 minutes to get to a countryside pub, is also encouraging.

4.2.2 Pubs

The Six Bells is well positioned to offer a destination public house and cafe for locals, regional or tourist visitors. The pubs along the Cardiff to Newport stretch of the coast road have all closed in recent years, i.e. the Inn at the Elm Tree, the Lighthouse and the Six Bells. While Peterstone Golf Club provides pre-booked Sunday lunch, its focus is on the golf trade. There are two remaining pubs in Marshfield, the Y Maerun and the Masons Arms, but these are 2 miles away, so out of reach for walkers and both operate as traditional pubs. With a seasonal produce menu and day time cafe, we consider that the Six Bells would have a unique offer from these venues. Other pubs can be reached within a 15 minute drive, but these are all urban and do not have the attraction of being close to nature.

4.2.3 Cafes

A community run cafe has been launched in Marshfield, based at the community centre and sports fields. This operates on weekends and has a warm hub mid-week. It raises funds for the community hall and is not planned to expand further. This has been a very successful venture and there are opportunities to collaborate to share volunteers and learn from each other. There are no other cafes along the coast road or in Marshfield.

On the inland road between Newport and Cardiff is the Blue Diamond Garden Centre. This offers a daytime cafe and shop, which is focused on mass produced items and attracts an older demographic. We are enthused by the level of demand for a cafe in the area and believe our access to nature, visitor centre and local focus sets us apart.

4.2.4 Shop

Our shop will sell seasonal produce, crafts and essentials. While there is a small farm shop selling their own produce 4 miles away, they are based on the inland road between Newport and Cardiff. With the extent of passing trade, we do not consider to be in direct competition with them. We also consider that our offer, with essentials as well as arts and crafts, will have a wider reach and appeal than just foods.

We intend to provide zero waste refill products. Sero, a zero waste shop is based 10 minutes away at a National Trust Site. Again, we anticipate that there would be a different trade with the passing trade on the coast road and the owners are interested in having an outlet in the Six Bells.

4.2.5 **Visitor Centre**

The east side of Newport has an RSPB wetlands centre, Gwent Wildlife Trust sites and 'Gateway' points to the Gwent Levels. Newport also has visitor information centres at the Transporter Bridge and 14 Locks, while museums are based in Newport and Carleon highlighting the history, and particularly Roman occupation of the area.

Despite the landscape being heavily influenced by Roman occupation at Peterstone, and the environment having equal protection and ecology to the east side, the west side of Newport has nothing to showcase the value of this land and ensure it is adequately protected and promoted.

The Six Bells Visitor Centre would comprise a visitor destination for the Gwent Levels SSSI without having to travel through Newport, thus being particularly attractive to Cardiff based and west Newport groups. Access by bicycle or bus from either eastern Cardiff or western Newport would be convenient using either the Newport bus service, coastal cycle route and the planned Cardiff Parkway rail service. This provides a range of options for those wanting active travel as part of their journey.

4.3 PUBLICITY

4.3.1 Campaigns

We believe it is important to leverage digital channels fully but also ensure we cover 'offline' channels given that not all of our target audience wish to use digital. To this end, we include an entry in every Marshfield Mail, deliver a hardcopy version of our monthly newsletter to the immediate village, and also update the local notice boards. We maintain a list of names and addresses of people who prefer to receive hardcopy material.

We have built a Press campaign covering both local and national titles (particularly those which cover our target markets), e.g. the South Wales Argus and Wales Online and have had some success in getting exposure as well as within local radio stations.

We aim to cover as much regional live media as possible. 'Activity to drive engagement' is a key strategy of our marketing campaign. We plan to continue to use high profile 'influencers' in social media and other channels, who can help us with reach. This has included reaching out to the following personalities:

- Jamie Baulch, the Olympic athlete who lives locally - will be attending an upcoming business breakfast we are holding
- Iolo Williams, who has just broadcasted a BBC documentary on the Gwent Levels
- Aled Davies, a paralympic gold medalist living close to the Six Bells
- Naturalist Ed Drewitt who has met with our group.

We plan to use wider interest groups, such as the Heritage Trust Network, the Wales Coast Path and RSPB to share our story on their newsletters and develop interest across an extensive group.

4.3.2 Website and Social Media

We have established a strong digital presence, supported by over 3,000 followers on our "Save the Six Bells Peterstone" Facebook and our "Save The Six" Instagram pages. While the majority of our supporters are based in the local areas of Cardiff and Newport, our reach extends globally, with followers as far afield as America and Australia. Our electronic newsletter is currently distributed to 160 subscribers via email and regularly shared on our social media platforms, helping to keep our supporters engaged and informed.

Our website serves as a central hub for information and engagement. It currently features:

- The history of the Six Bells and the environmental significance of its location.
- An overview of our aspirations for the pub's restoration and future role in the community.

- Detailed information about our community benefit society, its purpose, and how individuals can support us.

We plan to further develop the website to include:

- A blog for sharing regular updates, stories, and insights about the Six Bells project.
- Grow the gallery showcasing the pub's journey, from its historic roots to its transformation.
- Additional resources and tools to make it easier for supporters to participate, donate, or invest during the Share Offer period.

Our social media efforts complement the website, enabling us to reach and engage with a wider audience. We are unifying our digital identity across platforms under the common handle **#savethesixbells** making it easy for followers to find and interact with us.

Our social media strategy includes:

- Posting daily on one or more of our platforms to keep the momentum going and maintain visibility.
- Sharing newsletters every three to four weeks, with plans to increase frequency to weekly during the Share Offer period. These newsletters will link back to our website and highlight new blog articles, project updates, and events.
- Diversifying our content with photos, videos, live updates, and stories to foster deeper connections with our audience.

Together, our website and social media channels provide a cohesive and powerful platform to tell the story of the Six Bells, engage our supporters, and drive action, particularly as we approach the Share Offer period.

I. APPENDIX A - BACKGROUND INFORMATION

The following is a list of background information and documents to support this business case.

- 1) The PWCBS registration under the Financial Conduct Authority is held at <https://mutuals.fca.org.uk/search/society/31289>
- 2) The PWCBS listing on the Cooperative website can be found at <https://www.uk.coop/directory/peterstone-wentlooge-community-benefit-society>
- 3) Rules of the PWCBS are held at <https://mutuals.fca.org.uk/documents/download/910805>
- 4) The “Save the Six Bells Peterstone” Facebook page can be found at <https://www.facebook.com/SixBellsHub>
- 5) The PWCBS local resident online survey, March 2023.
- 6) The “*Save the Six Bells Peterstone, Share Offer*”, PWCBS, January 2025.
- 7) The Living Levels website can be found at <https://www.livinglevels.org.uk>
- 8) “*Business Buyer & Market Appraisal Valuation Report*”, MJD Hughes Ltd, February 2024. [Business Buyer & Market Appraisal Valuation Report](#)
- 9) “*RICS Valuation – Global Standards*”, Royal Institute of Chartered Surveyors 31st January 2022.

