

CWMNI

BRO

FFESTINIOG

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SUMMARY

Blaenau Ffestiniog was the second largest town in north Wales in 1900 with a population of about 13,000 people, but as the slate industry declined the population had more than halved by the year 2000. Blaenau Ffestiniog is now one of the economically poorest areas in the United Kingdom. Despite the de-industrialisation a cultural legacy survives, upon which an integrated model of community development is being pioneered by Cwmni Bro Ffestiniog.

There are more social enterprises per head of the population in Bro Ffestiniog than anywhere else in Wales. The diverse activities of these ventures include running two hotels, shops, restaurants, cafes, tourist information centre, leisure centre, arts and crafts workshop, mountain biking centre, retail, horticulture, energy saving projects, developing allotments, educational and cultural activities, opera, environmental projects, energy saving promotion, reducing food waste, recycling, river cleaning, work with adults with supplementary needs, youth work including to do with homelessness and teaching environmental and media skills.

Twelve of the area's social enterprises have come together to form a network under the banner of a community company, called Cwmni Bro Ffestiniog. The company operates in the communities of Blaenau Ffestiniog, Trawsfynydd and Penrhyndeudraeth and nearby villages, which between them have a population of about 8,000 people. The company's aims are to promote co-operation between the constituent social enterprises, nurture new social enterprises and work with small business enterprises which are anchored in the community. All of this is in order to promote the environmental, economic, social and cultural development of the area.

Between them Cwmni Bro's members employ some 150 people. A recent analysis of their economic impact showed that a high percentage of their income comes from trading. Further, this income largely stayed and circulated in the area. For every pound received as a grant or loan, a significant proportion, 98 pence, was spent locally, mainly on wages. Of the 1.5 million pounds spent on wages 53% is retained locally. Nearly half the expenditure on goods and services was local and thus circulated money in the area.

In August 2018, a new venture was launched, BROcast Ffestiniog, a community digital broadcasting service, aimed at facilitating communication between the social enterprises and the community and within the community. (See facebook.com/BROcastFfestiniog)

The integrated and holistic model of community development which Cwmni Bro is pioneering offers a pattern which other communities can emulate. Cwmni Bro responds positively to invitations to visit other communities to explain what has been achieved in Bro Ffestiniog and to discuss the general potential of this model of community development.

The model also presents a challenge to government in Wales; to develop policies and appropriate support in order to facilitate the adoption of this model of community development across Wales.

This document explains Cwmni Bro Ffestiniog's vision, background, aims, plans and governance. The nature of support for the company and its member ventures is discussed. Successes as well as problems are examined. Some of the reasons why this model of community development is succeeding in Bro Ffestiniog are explained. The potential for adopting the model in other communities is discussed and the lessons for public bodies.

INTRODUCTION

Cwmni Bro Ffestiniog is a pioneering development in Wales; a network of successful community enterprises which have come together to co-operate under the banner of a community company. Below are listed community enterprises active in Bro Ffestiniog which are members of Cwmni Bro Ffestiniog.

Antur Stiniog Barnardos Cyfeillion Croesor CellB/Gwallgofiaid Cwmni Opra Cymru Deudraeth Cyf GISDA Gwesty Seren Pengwern Cymunedol Seren Trawsnewid Y Dref Werdd Ysgol y Moelwyn/Canolfan Hamdden Bro Ffestiniog

The work of these community enterprises is described in Part 1A CWMNI BRO FFESTINIOG's BACKGROUND AND MEMBERSHIP.

The constituent members of Cwmni Bro Ffestiniog have already contributed much to the grass-roots economic and social development of the area. A start has been made on building upon the old cultural tradition of community enterprise, in other words the community doing things for itself. Further development and the full realisation of Cwmni Bro Ffestiniog's vision is, to a large extent, in the hands of the community. However, it also depends on the support of the authorities, including central and local government, agencies, organisations and charities that have a responsibility to promote the development of our communities.

Part 1 of this paper, Cwmni Bro Ffestiniog's Vision, deals with the first aim of the event on February 2nd, which is to show what has been achieved to date; share the vision as to the way forward and discuss the wider potential of this model of community development. The potential, not only for Bro Ffestiniog, but also as a model of integrated community development which can be emulated by communities throughout Wales and beyond.

Part 2 of the paper deals with the second aim of the February event which is to look at the support of the authorities to Cwmni Bro and the general lessons regarding the establishment's support for community development. Government bodies and relevant agencies are asked to respond to the type of community development being pioneered in Bro Ffestiniog. How best they could support Cwmni Bro Ffestiniog is discussed and how they could contribute to realising the wider vision and the potential of this model of development applied across Wales and beyond.

PART 1

CWMNI BRO FFESTINIOG'S VISION

1A.

CWMNI BRO FFESTINIOG's BACKGROUND AND MEMBERSHIP

There are more social enterprises per head of the population in the Ffestiniog area than in any other part of Wales and they provide a wide range of services of environmental, economic, social, educational and cultural value.

Cwmni Bro Ffestiniog is a unique and pioneering development. There are examples of social enterprises in Wales co-operating to form consortia, for example, in order to jointly tender for a contract or to undertake a specific project. However, Cwmni Bro Ffestiniog is quite different. In one area, Bro Ffestiniog, several enterprises have come together in order to co-operate as a network of community ventures under the auspices of one company, Cwmni Bro Ffestiniog. Each member of the network is an equal partner and retains its independent status. This unique development arose from the recent experience of community ventures in the area and the realisation that there is much to be gained by ventures co-operating and co-ordinating their activities. Social enterprises in other areas in Wales are now looking to emulate what is being achieved in the Ffestiniog area.

Before the start of the Communities First programme in the area, the Third Sector was very active in Bro Ffestiniog, as noted below.

- Seren was established in 1996 to provide professional support for adults with learning difficulties as part of the Westminster Government 'Care in the Community' programme. Seren was set up as a company limited by guarantee and a registered charity.
- In the same period, local branches of wider organisations, Barnardos and Gisda, were set up and both now play a vital role in the economic and social life of the area.
- At the beginning of the century, Trawsnewid was established in response to the run down of the nuclear power station at Trawsfynydd and this community company has contributed significantly to the economic and social life of the area.
- Deudraeth Cyf was set up in Penrhyndeudraeth at the end of the last century, a community company specialising in new technology projects.

Bowydd and Rhiw ward in Blaenau Ffestiniog was designated by the Wales Government as sufficiently deprived to be included in the Communities First programme when it was established in 2008. A hundred communities throughout Wales were part of the programme; Bowydd and Rhiw was one of seven in Gwynedd. Different to most others, the local group in Blaenau decided to set up a community company limited by guarantee as the vehicle to develop relevant projects.

At a national level the Communities First programme prioritised alleviating poverty, improving the economy and skills upgrading. Locally the emphasis was on supporting the community by means of different projects aimed at alleviating poverty. Two organisations that were prominent in this field and who were active in Blaenau before the days of Communities First were Barnardos and GISDA. The former supported young families and children and the latter offered support to young people, particularly the homeless.

As well as supporting disadvantaged groups, the Blaenau Communities First Company's business plan emphasised the development of economic and environmental projects. The Company was inspired by the work that social enterprises were already doing locally and building on this was a fundamental aspect of the Company's development plans. Outdoor activities and environmental projects were denoted as having development potential as the area is a magnet for people with an interest in these fields. At the same time, it was recognised that there was an opportunity to develop environmental schemes that would transform the appearance of Blaenau and the area generally and contribute to growth of the tourist industry locally.

Several local consultations were held and based on these a number of research and feasibility reports were commissioned. As a result a separate social enterprise, Antur Stiniog, was set up in 2008. Antur Stiniog worked on the ideas and plans formulated by the community and by the summer of 2012 had started a mountain bike business on the slopes of Llechwedd slate quarry in Blaenau Ffestiniog. It also established other projects including a cycle track around the town. The venture was a huge success from the beginning and has continued to be so and at the time of writing has celebrated 5 years of consolidation and growth.

Cwmni Cymunedau'n Gyntaf Bowydd a Rhiw (Communities First Company in the area) set up the 'Dref Werdd' (Green Town) initiative concentrating on the environment of the area and developed several projects including clearing rhododendron, cleaning rivers, establishing green community areas as well as projects to lessen food waste, save energy and create allotments. It was successful in these fields and eventually the Dref Werdd was established as an independent community company. In 2015, it obtained a revenue grant from the Big Lottery in order to develop and expand upon its success, offering its services to a wider geographical area. Over time the Dref Werdd has made a considerable environmental impact and has made a difference to the lives of so many residents of Bro Ffestiniog. The work has also been recognised by a number of public and statutory authorities as a very successful way of dealing with challenging issues such as fuel poverty.

The Communities First Company in Bro Ffestiniog established a Credit Union facility in Blaenau Ffestiniog. This is particularly important given that the so-called high street banks have now all deserted Blaenau's High Street. The Company was also responsible for facilitating 'Blaenau Ymlaen', a partnership that secured a financial package worth £4.5 million to regenerate Blaenau Ffestiniog, a high percentage of the funds derived from the European Union. It was from this source that money was invested to establish Antur Stiniog. Ventures such as CellB and Gwallgofiaid were also supported, the latter a scheme to develop young people's skills in the multi-media industry.

In 2010, Llan Ffestiniog villagers established a community co-operative, Pengwern Cymunedol, in order to buy and run the local hotel and pub, Y Pengwern, which had closed in 2009. This establishment has been an integral part of the economic and social life of Bro Ffestiniog from at least 1728 and was highly valued by the community. In a village of about 300 residences, some 200 locals have invested over £30,000 in shares in the Industrial and Provident Society community co-op set up by Pengwern Cymunedol. The necessary money (£187,000) to buy the asset and re-open the business was obtained through the efforts of the community and a grant from the Wales Government, facilitated by the local housing association, Tai Eryri (later Grŵp Cynefin). In April 2011, the doors reopened and the venture has subsequently gone from strength to strength.

Ysgol y Moelwyn, the comprehensive school serving Bro Ffestiniog, took over the responsibility of running the local leisure centre from the county council, Cyngor Sir Gwynedd. By now the business is thriving and there is insufficient space to accommodate an ever increasing demand. This is not the only venture which the school has initiated and there are several exciting developments in prospect.

Recently two new ventures have been formed. Opra Cymru operates through the medium of Welsh and presents well known operatic works in Welsh. It also provides educational opportunities; for example recently 60 school students from four secondary schools in south Gwynedd worked jointly on an operatic performance.

Cwmni Gwesty Seren was set up as a separate venture by Cwmni Seren in order to develop a three star hotel aimed primarily at people with disabilities. The hotel doors opened in 2014 and the venture is very successful; employing 10 people and contributing to the marked increase in the tourist industry locally. In 2015, Age Cymru Gwynedd and Môn provided some of its services in Bro Ffestiniog and now has a permanent presence in Blaenau Ffestiniog.

There is a precious tradition of environmental, economic, social, cultural and community enterprise in Bro Ffestiniog. Between them the ventures that are members of Cwmni Bro Ffestiniog employ some 150 people locally. They offer permanent employment and provide career opportunities for professional workers who wish to stay in their community. As well as providing paid employment, the enterprises also create opportunities for volunteers and this is an important contribution to the entire voluntary and charitable sector locally. The main aim of most of the enterprises is to help lessen poverty, improve the skills of the local population and provide support to the disadvantaged but they also contribute further to the area's economy. The vast majority of those employed live in the area and spend locally creating a multiplier effect. This effect is enhanced as the revenue and profit generated by the enterprises are spent locally or re-invested making the enterprises more sustainable in the long term.

When Cwmni Cymunedau'n Gyntaf Bowydd a Rhiw (Communities First Company in the area) was established it aimed to support the existing ventures and to set up further enterprises and pioneering projects which would benefit the community and it succeeded in these objectives. Unfortunately, in September 2012,

the Wales Government decided to terminate the Communities First programme in the area, despite the fact that it was applauded by the central administrators of the programme and had more than achieved its targets and had evidently improved the quality of life of so many members of the community. At the time there was a strong feeling amongst residents, volunteers that had been part of the programme and the various community enterprises that this work should continue. A number of meetings were convened to discuss the way forward and it was decided unanimously and enthusiastically that the Company and its activities should continue.

The legal status of the company was retained but a name change was required. Officially the new name is Cwmni Cymunedol Bro Ffestiniog but by now, in every day use, it is known simply as Cwmni Bro (the best translations are Community Company or Area Company). The new company was set up officially in 2013 and its first task was to help incorporate the Dref Werdd (Green Town) project as a separate legal company limited by guarantee and to secure funding to re-establish it. This was achieved through a revenue grant from the Big Lottery Fund, People and Places, and the work commenced in May 2015 and is continuing successfully.

Since 2013 Cwmni Bro has achieved much thanks to volunteers and some casual employment. However, a major requirement to enable Cwmni Bro to fully succeed and achieve its potential is revenue to employ staff full time during its initial establishment.

Over the last 20 years, there has been a substantial increase in the number of community enterprises active in Bro Ffestiniog. This has started to promote a changing attitude within the community, a positive approach to participating in doing things for ourselves as a community. Cultivating this cultural change is central to the task of creating a bright future for Bro Ffestiniog.

When Cwmni Cymunedau'n Gyntaf Bowydd a Rhiw (Communities First Company in the area) was established it aimed to support the existing ventures and to set up further enterprises and pioneering projects which would benefit the community and it succeeded in these objectives.

1B.

CWMNI BRO FFEStINIOG's AIMS

- Promoting the participation of the community is key to all the work of Cwmni Bro Ffestiniog.
- Community participation depends upon effective communication and one of the fundamental aims of Cwmni Bro Ffestiniog is to develop effective community communication methods, particularly community digital social media. BROcast Ffestiniog has been set up, a digital community service, and started broadcasting at the end of July 2018.

- Cwmni Bro Ffestiniog has the responsibility to take over the work of the previous Company that operated as part of the Communities First programme and continue and develop the work of regenerating the economy, environment, society and community life of Bro Ffestiniog.
- Help existing companies to denote and develop new commercial opportunities in order to generate jobs and community income and wealth aimed at reducing poverty and developing people's skills.
- Establish new enterprises and projects generating more jobs and income and improving the infrastructure of the area.
- Co-ordinate greater co-operation between the social enterprises and the sharing of best practice and resources.
- Promote a closer and more fruitful relationship between social enterprises and the private sector, voluntary bodies and the public sector in order to secure more effective and efficient investment in the area.
- Promote a culture of community enterprise amongst members of the community, targeting appropriate individuals and organisations.
- Set an example of integrated community development which can be emulated by other communities in Wales and beyond.
- Promote the model of community development pioneered in Bro Ffestiniog and learn from and co-operate with other communities nationally and internationally.
- Be open to ideas of exchanging and trading with other social enterprises locally, nationally and internationally.

1C.

CWMNI BRO FFESTINIOG's PLANS

Cwmni Bro operates as cost effectively as possible and does not spend on posh offices and the like but ensures that community beneficiaries get the best deal. The partners-which are members of Cwmni Bro-provide some practical support and resources to the umbrella company. The company operates in the communities of Blaenau Ffestiniog, Trawsfynydd and Penrhyndeudraeth and the surrounding villages which have in total a population of about 8,000.

1C.1.

Development of Existing Enterprises

The growth of the local social enterprises has been steady and sustainable but the enterprises believe that there have been opportunities which they've not been able to take advantage of. These enterprises are as financially self sustaining as possible, either by trading or by tendering for contracts, mainly from the public sector. Some, such as Pengwern Cymunedol, Antur Stiniog, Gwesty Seren and aspects of Cwmni Seren's work, such as recycling, do not depend on grants or service level agreements. These are entirely commercial ventures competing with wholly private local businesses. Cwmni Bro works closely with these social

enterprises to denote new opportunities, be they purely commercial openings, public or private contracts they could tender for, or grant funding to develop their core services.

Cwmni Bro can also give advice on the various services available to help enterprises, not only to denote new work and income opportunities but also services to help enterprises become more efficient, competitive and professional. These services include training, consultations with experts in particular fields and the development of staff, managers and directors.

There are 14 social enterprises based in Bro Ffestiniog and each one has the potential to develop and create further employment opportunities as well as securing current jobs.

1C.2.

Promoting New Enterprises

There are several organisations in Bro Ffestiniog which are not currently companies but which run projects and could, with professional guidance, become commercial ventures. For example, Cwmni Bro is discussing with a local private company the possibility of erecting a community wind turbine. The private company owns land which is suitable for the project and is anxious to co-operate with a community enterprise in this venture. Given the help of Arloesi Gwynedd it is planned to commission research to develop a community energy strategy for Bro Ffestiniog, which will look at generation, distribution and conservation of energy.

The local Cymdeithas Hanes (history society) organises heritage exhibitions during the summer and is eager to find a building that would be a permanent home to display local heritage. This would celebrate the history and heritage of the area and provide an attraction for the increasing number of visitors to Bro Ffestiniog.

Cwmni Cymunedau'n Gyntaf Bowydd a Rhiw intended to establish a 'Velorail' to run on the disused railway tracks between Blaenau Ffestiniog and Trawsfynydd, and if this project was developed it would be a new and unique tourist attraction.

There has already been considerable research and discussion about the projects already mentioned, as well as several others. This was initiated by Cwmni Cymunedau'n Gyntaf and continued through the efforts of volunteers under the auspices of Cwmni Bro. Cwmni Bro needs the resources, especially staff, to develop the ideas and plans already mentioned but there are also other ideas and embryonic projects crying out for support.

As the work of Cwmni Bro progresses further opportunities will come to light as more individuals, voluntary organisations and potential new community enterprises come to appreciate the support that Cwmni Bro can provide.

1C.3.

Development of Existing Plans

Some projects have not developed as much as expected but could do so with help from Cwmni Bro. Land and property have been transferred from the public sector to Antur Stiniog and it is intended to build houses for vulnerable young people on one of the sites. This would be a joint project between Antur Stiniog, GISDA, Dref Werdd and Wales Government.

Recently Arloesi Gwynedd Wledig financed research into the feasibility of the community providing some of the non-statutory services which the local authority decide to terminate, transfer or outsource. This is the sort of work that Cwmni Bro could take on.

Meetings have been held recently with a number of public, private and voluntary bodies to look at the feasibility of jointly marketing events and the variety of tourist resources and attractions in the area.

The Community Centre and Leisure Centre in Blaenau Ffestiniog are central to so many community activities. Finance has been secured to develop these centres in order to provide better facilities and Cwmni Bro could help to realise this work.

There is no shortage of ideas, commitment or plans in Bro Ffestiniog but we need full time workers to help realise the community's potential.

1C.4.

Co-operation Between Community Enterprises

Although there are so many community enterprises in the area there has been little cooperation between them until relatively recently. As in the private sector the main responsibility and concern of those running community enterprises is to ensure the viability and sustainability of their individual businesses. A multitude of tasks takes up the time of managers. This often means that community enterprise managers do not establish an understanding with other ventures although they realise that this could be of commercial advantage to their enterprise. Cwmni Bro aims to ensure more co-operation between the different enterprises using staff and volunteers as links and honest brokers between the ventures. Some of the advantages of co-operation are listed below.

- Sharing information and good practice.
- Sharing connections which might benefit others, such as suppliers offering good terms.
- Sharing resources amongst different community ventures. For example, financial services, human resources, administration and so on.

- Information sharing regarding business opportunities and projects which they could jointly tackle by forming partnerships or consortia.
- Co-operating to obtain and share information on sources of finance, grants, loans and so on.
- There are collective advantages to be gained from economies of scale and the avoidance of costly duplication. One example is community enterprises coming together to market the area for tourism purposes rather than each venture doing marketing separately.
- It is foreseen that increasing co-operation between the community enterprises will reveal further advantages of shared efforts and joint working.

1C.5.

Co-operation Between Community Enterprises, Charities, Voluntary Agencies and Public and Private Bodies

Cwmni Cymunedau'n Gyntaf Bowydd and Rhiw established a constructive relationship with several organisations within and outside Bro Ffestiniog. This led to a variety of activities, events and investments within the community. One example was Grŵp Glanhau Afonydd Bro Ffestiniog, a group established to clean up local rivers which co-operated with a number of organisations, including Natural Resources Wales and the Snowdonia National Park. This resulted in improvements to the quality of the rivers and attracted considerable investment, not only financial but also expertise and practical help. This underlines the value of co-operation rather than organisations concentrating just on individual agenda.

A recent example is the partnership between the Dref Werdd (Green Town) and Wales Government's Nest project, a scheme to help people save on energy costs and reduce fuel poverty. Nest offers grants to individuals to help with energy costs and by working with the Dref Werdd to promote the scheme in Bro Ffestiniog, 33% of Nest investments in north Wales was secured for the inhabitants of Bro Ffestiniog.

By now several of the community enterprises in the area have formed close working relationships with various voluntary, statutory and public bodies as well as the private sector. Cwmni Bro will further facilitate these relationships and partnerships where this is of mutual benefit to the organisations and, most importantly, to the community.

1C.6.

Community Participation and Enterprise

Two fundamental requisites to increase community participation are widespread and effective communication and consultation. Already there has been a period of extensive discussion within and between the member enterprises of Cwmni Bro. There has also been considerable communication and consultation between the member enterprises and the community, for example, recently in the case of Antur Stiniog, Y Pengwern and the Dref Werdd.

The initial steps have been taken in the process of creating an effective digital system of communication between local social enterprises and with the community generally. Amongst different enterprises in the area there is considerable experience and skills as well as knowledge and technical resources to enable pioneering developments in the field of community digital communication in Bro Ffestiniog. Cwmni Bro recently arranged for representatives of local enterprises to visit Felinfach in Ceredigion to learn from Radio Beca's pioneering work in the field of community digital communication and participation. Recently a successful application was made to Arloesi Gwynedd for support to undertake research needed to develop 'BROcast Ffestiniog' which is the title of the community broadcasting facility in the area. BROcast Ffestiniog started broadcasting at the end of July 2018.

Most of the social enterprises in Bro Ffestiniog were set up by individuals or enterprising groups who saw community companies as a way of contributing to the local economy and society. One of the general advantages of social enterprises is their ability to denote problems and opportunities within their community and respond effectively to them. The solutions are often largely in the hands of the community and over dependence on outside agencies is not the answer. Therefore, Cwmni Bro attempts to raise the community's consciousness and inspire people to take responsibility for their community's future. This means raising the profile of community enterprises in the area and promoting an understanding of the potential of the model of community development advocated by Cwmni Bro Ffestiniog.

1C.7.

Development of Individuals and Integrated Community Development

Communication and learning are fundamental to community development in Bro Ffestiniog. Education and training are already central to the work of several of the partners that are members of Cwmni Bro and it is evident that co-ordinating and promoting the educational development of individuals and groups is a cornerstone of Cwmni Bro's philosophy.

Sylfaen Cymunedol (see Appendix 2) was recently commissioned to research some of the educational and training needs of the area as perceived by members of Cwmni Bro and this work is particularly valuable because it identifies the gaps in provision at the community level which member organisations of Cwmni Bro can respond to. Between them the partners offer a range of training opportunities often leading to individuals re-connecting with the educational system.

Often people in poorer communities lose faith in outside bodies that are supposed to regenerate their communities. As the resources of public sector bodies contract from year to year they invest less in these areas so it becomes more and more problematic to depend upon them. Therefore, to generate optimism, a more enterprising attitude and to inspire more people to participate in environmental, economic, social, cultural and educational activities it is imperative to establish a programme of consciousness and confidence raising throughout the community.

1CH.

GOVERNANCE AND MANAGEMENT

- Cwmni Bro Ffestiniog is registered as a community company limited by guarantee.
- Cwmni Bro Ffestiniog is governed by representatives of the community enterprises which make up Cwmni Bro. There is a formal partnership between the member organisations which secures the commitment of all the partners.
- Cwmni Bro Ffestiniog is a network of social enterprises and each enterprise is an independent organisation voluntarily choosing to co-operate under the banner of Cwmni Bro Ffestiniog.
- Each member organisation has a representative on the Board of Directors of Cwmni Bro Ffestiniog. This ensures that the voices of a range of organisations and members of the community are listened to in the discussions and activities of Cwmni Bro.
- Given sufficient finance, Cwmni Bro intends to employ two full time workers to help carry out its aims and plans. One worker will concentrate on development work with the existing and emerging enterprises and projects, the other will focus on communication and facilitating the widest participation of the community.

When the Communities First programme was discontinued in the area in 2013 Cwmni Bro Ffestiniog was set up by three directors of the previous Communities First company in order to ensure the continuation of the work. These directors had overseen substantial expenditure and developments, are very experienced and had not only been key to the success of the Communities First programme locally but are also directors and active members of several public and community organisations.

Cwmni Bro Ffestiniog represents the far wider geographical community of Bro Ffestiniog whereas the previous company, under the Communities First programme, was formally restricted to one ward, Bowydd and Rhiw, in Blaenau Ffestiniog. Cwmni Bro Ffestiniog arose from the demise of the previous company but the community identifies strongly with Cwmni Bro not only because of its wider geographical scope but also because of the range of member enterprises that make up the Cwmni Bro, each member in turn answerable to the community.

Each member enterprise has a seat on the Board of Directors which meets at least monthly. There is a wide range of skills amongst members of the Board, financial, human resources, legal skills and so on. If and when specific skills are not available amongst Board members persons with the skills are appointed, preferably but not necessarily from within the community. Cwmni Bro benefits from the experience of the member enterprises that have their own efficient management systems,

To realise its potential, Cwmni Bro Ffestiniog needs to employ a Development Worker and a Communication and Participation Worker. The latter would, amongst other tasks, develop effective means of communication especially through community digital media, including BROcast Ffestiniog, in order to increase the involvement and participation of the community. The officer would also share information and experience with community enterprises throughout Wales and beyond, contributing to the community development movement generally.

PART 2

SUPPORT for CWMNI BRO FFESTINIOG

2A. C

COMMUNITY SUPPORT

Recently Social Business Wales (see Appendix 2) commissioned a researcher to assess the impact of the enterprises that are members of Cwmni Bro Ffestiniog on the economy of the area during the 2016-17 financial year. The aim of the work was to evaluate the current situation so that an interim report was presented at the Cwmni Bro Ffestiniog event in February 2018. The value of money that is attracted to the area by the community enterprises was also calculated. Estimates are also being made of the effects of employing and buying locally and of holding assets locally on the circulation of money within the local economy. Although it is early days, the initial indications of this research confirm the extent and far reaching effects the social enterprises have on the economy of the area.

No other area has as many successful community enterprises as Bro Ffestiniog and Cwmni Bro Ffestiniog is a unique development, linking all the enterprises and the community. This is possible because of the nature of community support and the success of the area's community enterprises is evidence of the strength of community support over a considerable period.

There are a host of examples of the breadth of community support; one example is given here in order to make the point. When Y Pengwern hotel in Llan Ffestiniog closed the villagers established a co-operative to buy and run the hotel. Shares were offered in the venture and a target was set to raise £25,000 locally which was reached in less than three weeks. In a village of about 300 residencies there are now over 200 shareholders each having invested at least £100 in the enterprise. In addition, in the case of Y Pengwern, nearly 100 different people have volunteered their labour and time in various ways during the seven years since the re-opening of the hotel. It is difficult to imagine more decisive evidence of the strength of community support, yet in response to a bid for National Lottery funding, Y Pengwern was refused, in a stock answer, on the basis of insufficient evidence of community participation. Unfortunately, this type of insulting response from organisations which are supposed to support communities is all too often the experience of community enterprises.

Self-evidently communication between the enterprises that are members of Cwmni Bro Ffestiniog and the public is fundamental to community participation and to the success of the community sector in the area. In this context the support of the community newspaper, Llafar Bro, has been instrumental. Increasing use is being made of social media to communicate and promote the participation of the community. Cwmni Bro Ffestiniog is very much aware of the potential of community digital broadcasting and is actively promoting a project along these lines, entitled 'BROcast Ffestiniog'. Arloesi Gwynedd has been successfully approached

to support research needed to develop community broadcasting in Bro Ffestiniog. BROcast Ffestiniog is set to start broadcasting in July 2018.

2B.

STATE AND AGENCY SUPPORT

Support from the state and from establishment agencies to community enterprises in Wales has been patchy and the experience in Bro Ffestiniog bears this out. This is not a matter of complaints about individuals or individual agencies. On the contrary, central and local government staff and representatives of relevant agencies have been, on the whole, most supportive but this has been restricted to what little they are able to offer under the existing system. This is the root of the problem; how little is the support for community enterprises in reality and how powerless communities are relative to the multifarious powers of the state and of big capital.

Central and local government spending on economic development exemplifies the imbalance between capital and community. The state gives out huge subsidies to multinational companies leaving crumbs which community ventures are expected to compete for amongst themselves.

The imbalance between state and community is further exemplified in the way the state controls community income and expenditure. For example, five years ago a rough calculation was made of the situation in the county of Conwy. It was found that for every pound received by community organisations various governmental layers, European, Westminster, Wales and local government had between them spent £27 administering and controlling the community's one pound. At about the same time it was reckoned that state organisations spent £40 to deliver one pound to the community in the Wrexham area.

As austerity intensifies the more difficult it becomes generally for communities to source finance. In a recent meeting, the current trend was clearly expressed by one of Gwynedd Council's economic development officers. When asked about the availability of European Union funding for community projects facilitated through the Council she explained that there was none any longer as the Council needed the money itself, to make up for the cuts to their income.

It is emphasised that the community sector in Bro Ffestiniog appreciates the help that has been forthcoming from individuals, agencies and central and local government bodies. At times, especially during the Communities First period locally, the support was instrumental. The problem is structural. It is about the whole attitude of government towards the community sector, the extent and nature of government support and the power imbalance between state and community. Government is characterised by top down control rather than facilitating community empowerment. Despite this the experience of Cwmni Bro Ffestiniog and other communities across the country and internationally shows how much the community sector can achieve.

Cwmni Bro Ffestiniog's message is how much has been accomplished but how much greater is the potential which could be realised with appropriate support from state and other agencies. It is up to Government in Wales, in conjunction with the community sector, to develop policies to support and realise the potential of the sector. In this matter there are lessons to be learnt from other countries, including Scotland, Sweden and some majority world countries.

There is a responsibility on the community sector to demand the transformation of government policies. As communities and as a community sector, we need to organise and empower ourselves and become a community movement ensuring state and agency support in order to realise the potential of communities in Wales. There is some movement in this direction. For example, members of the organisation Talwrn (see Appendix 2) have recently written documents voicing some of the concerns and opportunities facing community developers in Wales.

The community sector is undertaking a participative process of creating a manifesto for communities in Wales with the intention of changing government attitude to community and the power relationship between state and community. In Sweden, empowered communities across the country co-operate as a powerful national movement holding a Parliament of the Communities biennially. This community movement and empowerment has transformed the relationship between state and community in Sweden. Cwmni Bro Ffestiniog believes that a similar transformation is needed in Wales in order to free the potential of our communities.

There is a responsibility on the community sector to demand the transformation of government policies. As communities and as a community sector we need to organise and empower ourselves and become a community movement ensuring state and agency support in order to realise the potential of communities in Wales.

PART 3

EVALUATION of CWMNI BRO FFESTINIOG

In this part Cwmni Bro Ffestiniog's successes are noted and some of the difficulties as well as the future potential are discussed. The reasons why there has been relative success in Bro Ffestiniog is also explored.

3A.

CWMNI BRO FFESTINIOG's SUCCESS

Several aspects of Cwmni Bro's success have already been described; here they're summarised below.

- A high number of community enterprises have been set up in Bro Ffestiniog; some older, others established more recently and others in the pipeline.
- Over time individual enterprises recognised the advantages of co-operation between the enterprises leading to the formation of the network organisation, Cwmni Bro Ffestiniog.
- Running a community company under the Welsh Government's Communities First programme provided experience which was built upon to form Cwmni Bro Ffestiniog.
- As part of the Communities First programme in the area a number of comparatively young people were employed who were enthusiastic and had their roots in the community. This enabled professional workers and volunteers to gain valuable experience as community developers.
- As a result of gaining experience in the field community leaders developed who lead in accord with community development principles. Their role is to facilitate the community to develop the area.
- By working with central and local government, development agencies, charities and private companies substantial investment was attracted to the area.
- Financial support from outside the area was successfully sought but increasingly the social enterprises within the area are creating their own income by marketing their products and services. The ambition is to become totally independent economically.

- The analysis of the economic effects of the area's social enterprises shows that a high proportion of the income created remains and circulates within the area.
- By now, Cwmni Bro Ffestiniog and the ventures that are members of the network company employ, between them, about 150 people.
- Regular consultation with the community has been maintained and increasing participation by the area's people.
- As regards communication with and within the community the local papur bro, called Llafar Bro, which is a volunteer run community monthly newspaper, has been instrumental.
- In August 2018, a new venture was launched, BROcast Ffestiniog, a community digital broadcasting service, aimed at facilitating communication between the social enterprises and the community and within the community. (See facebook.com/BROcastFfestiniog)
- The increase in community activity has resulted in residents generally doing more together which helps to further community spirit, neighbourliness and quality of life.
- Important opportunities have been created for individuals to access work, education, qualifications, volunteering and socialising.
- As a significant proportion of Cwmni Bro's activities are in the field of community orientated tourism this has helped to create a positive and attractive image of the area in the eyes of visitors.
- The developments and the enterprise which have been nurtured has attracted some of the young people who left the area to return and contribute to the community.
- Maintaining and developing the community in an area like Bro Ffestiniog, in itself, helps to maintain and further the Welsh language and culture locally.
- Although it is difficult to quantify, it is evident that a degree of change is beginning to happen in the area as regard adopting a culture of community enterprise. That is, a change in attitude toward the community doing things for ourselves, rather than a dependency on outside salvation.
- It is evident that there has been a degree of success in creating an integrated and holistic model of community development which links the environmental, economic, social and cultural elements of community.

- Through community development practice there has come about an appreciation of the integrated and holistic perspective which characterises this model of community development. From the community's viewpoint there are no hard and fast boundaries between the environment, economy, society and culture. By working across these boundaries the advantages of the synergies inherent to this model of community development have become evident. In other words, the whole is greater than the sum of the parts.
- We believe that this integrated, holistic model of community development provides a pattern which other communities could emulate and there are indications that this is beginning to happen.

3B.

CWMNI BRO FFESTINIOG's PROBLEMS and POTENTIAL

Below the challenges and problems which Cwmni Bro face are summarised and the Company's potential is outlined.

- Over nearly one hundred years, Bro Ffestiniog lost most of its main economic base, slate production, resulting in a decreasing population. Blaenau Ffestiniog now has a population of 5,500 compared with 13,000 in 1900. As a result of deindustrialisation, the area has been left with problems of poverty and deprivation.
- Compared with the rest of Western Europe, the United Kingdom, the rest of Wales and Gwynedd, Bro Ffestiniog is economically poor. Average wages in Blaenau Ffestiniog are the lowest in the United Kingdom.
- To a large extent private capital has turned its back on the area and the public sector is contracting more and more. Despite the efforts of Cwmni Bro the task of regenerating the area is enormous. Unless the state develops policies and provides appropriate support for community enterprise then the community sector, by itself, can not deal with the scale of the challenges.
- As is the case with many community enterprises, uncertainty about finance is one of the major difficulties. Often grant awarding bodies support ventures for a comparatively short period whilst community development work is long term. Bro Ffestiniog's success is built on a history of community activity in the area.
- One of the fundamental principles of community development is to respond to the needs of the community but grant-aiding bodies set their own criteria as to how money is to be spent. Consequently,

applications for finance are often warped to meet the criteria of the donors but this does not square with the community's needs.

- The income of the ventures that are members of Cwmni Bro comes increasingly from trading and the aim is to become totally independent financially. However, in the meantime there is a critical need for outside support to employ community development workers and to stimulate new ventures.
- Because of the nature of grant support and the current austerity measures it has been difficult to fund community development workers since the Communities First programme ended in the area.
- Cwmni Bro operates in an integrated and holistic manner across environmental, economic, social and cultural boundaries. On the other hand, the state and other establishment bodies deal separately with these fields which means that Cwmni Bro often does not fit into the establishment silos. Another way of perceiving this phenomenon is that the establishment does not fit Cwmni Bro's model of community development.
- There is a fundamental difference between the way Cwmni Bro operates and the whole culture of how government and establishment bodies operate. These bodies have little or no tradition of enterprise; on the contrary they are characterised by beaurocratic, top down tendencies. On the other hand, enterprise, participation by the community and working democratically from the bottom up are fundamental to Cwmni Bro's model of community development.

3C. EXPLANATION of CWMNI BRO FFESTINIOG's SUCCESS

Several interrelated factors account for Cwmni Bro's relative success. Some of these factors are quite apparent, others arise from the community's history and culture and are more difficult to assess and to quantify.

- Bro Ffestiniog's economic base declined throughout the twentieth century; the slate industry particularly during the second half of the century. In the past most workers were associated with the slate industry and to a lesser extent agriculture but both industries have contracted severely. The number of new jobs in the area were insufficient to replace those that were lost. There was an increase in public sector jobs and women's employment was transformed. There is now a far greater variety of workplaces with many travelling from the immediate area to work. These economic changes have undermined the traditional unity based on the workplace resulting in a more diverse and divided working class. Despite these changes the inherited sense of community and solidarity persists and is a positive foundation upon which today's development of community is based.

- Other factors to be considered in evaluating the influence of the past on the community of Bro Ffestiniog today are the effects of the period of deindustrialisation. The slate industry peaked around the beginning of the twentieth century but the subsequent contraction, throughout the century, amongst other factors, has left its mark culturally. On the one hand, an attitude of dependency and negativity resulted, but on the other hand it led to a stoical, backs to the wall resilience and resistance.
- It is difficult to estimate the extent to which the cultural inheritance of Bro Ffestiniog influences the community today. Despite losing much of its economic base, the residue of culture, created during the heyday of slate production, is important in explaining the situation today. The past was characterised by working class solidarity, struggle for workers' rights, radical politics, trade unionism, the labour movement, nonconformist religion, the Welsh language and culture, sense of community, neighbourliness and a quest for social justice. An important negative factor was the inferior economic situation of women in a community where men earned the wages in an industry more or less entirely confined to men.
- There is an old tradition of local communities doing things for themselves. Historically, community enterprise has characterised Bro Ffestiniog and communities throughout Wales. Such enterprise ensured that in the middle of the nineteenth century Wales was one of the countries with the highest proportion of people that could read and write; this despite a state that was hostile to the Welsh language. It was through community venture that religious nonconformity grew and the multitude of chapels were built across the land. Similarly, community enterprise gave us workers' institutes, all sorts of clubs, mutual building societies, community health services, co-operative shops, agricultural co-ops and the host of community activities associated with culture and sport.
- Although much of the tradition of community enterprise has been lost in Wales a strong legacy still persists. Estimates of the economic value of the voluntary sector across Wales illustrates this clearly. In Bro Ffestiniog today there is a wide range of voluntary activity in the fields of religion, sports, community newspaper, choirs, bands, eisteddfodau, youth work, numerous charities and so on. This is a legacy and foundation upon which Cwmni Bro is building a 'new' form of community enterprise.
- Cwmni Bro's task is to try to understand the complex of cultural factors inherited from our past and how they apply today. It is a matter of utilising the positive elements from the past and overcoming the negative ones. It is possible to create a 'new' culture arising from the best in our cultural tradition. There is still in Bro Ffestiniog a sense of community, neighbourliness, voluntary and community activity, community pride, independence of mind and a radical spirit and attitudes; all of which can be built upon.
- Important considerations in attempting to explain Cwmni Bro's success are the roles of the Welsh language and community and Welsh identity. Welsh is the everyday language of the vast majority of the people in the area today and Welsh has been the main medium of transferring community identity and attitudes from the past. It is difficult to measure the influence of the Welsh language but the members of

Cwmni Bro are certain that the interweaving of the language and community is instrumental in the development of community in the area, in the past, present and future.

- As well as outward migration there has been inward migration to Bro Ffestiniog resulting in about 20% of the population now being unable to speak Welsh. It is difficult to generalise about the influence of the incomers; only a few of the adults learn Welsh, but many appreciate the feeling of community in the area. In terms of Cwmni Bro's model of community development this appreciation of community is seen as a basis for integrating newcomers and enriching the area's sense of community.
- In the past there was a tendency for bilingual members of the community to turn to English as the *lingua franca* in public and social situations but now there is a more positive attitude to the use of Welsh. At the same time, various translation services ensure opportunities for non Welsh speakers to participate.
- The role and attitude of the area's established organisations are critical. For example, over the generations most of the area's children attended the same comprehensive secondary school, Ysgol y Moelwyn. This means that many of the people living in the area know one another or at least of one another. As well as its foremost role as an educational establishment, the school plays a further important community role in having taken over a leisure centre which it runs successfully as a social enterprise. Another example is Cwmni Seren, which works mainly with adults with particular needs, which is a long established social enterprise providing an example which other enterprises can emulate.
- For over a quarter of a century, Bro Ffestiniog took advantage of a number of programmes and projects led and financed by state bodies; European Union, central and local government initiatives. Despite their top down nature some of the initiatives were successful and helped to a certain extent to ameliorate conditions in the area.
- It was only with the onset of the Communities First programme and the setting up of a community company in the area under local management that the current model of community development began to be pioneered in Bro Ffestiniog.
- The Communities First programme gave an opportunity for community workers to gain experience locally. These were paid as well as voluntary workers with their roots in the area, with a commitment to improving their community. Most were talented young people; by now they are experienced and confident in their work. The sort of leadership that has been fostered is based on community development principles. That means that facilitating the participation of the community is a central aim.
- Dealing with the bureaucratic and largely anti-entrepreneurship culture of public sector bodies often proves frustrating for Cwmni Bro. On the other hand, it means the company appreciates that itself is relatively free of bureaucratic constraints. Its democratic nature and its freedom to foster imagination and innovation to promote community entrepreneurship is key to its success.

- Cwmni Bro's aim is to promote community enterprise and an accompanying cultural change in the area. It is difficult to estimate cultural change but the increase in the number and scope of community enterprises and the greater co-operation between them indicates some degree of change toward doing more for ourselves as a community.
- Several Cwmni Bro workers and volunteers have had an opportunity to study courses on the philosophy, policies and practice of community development. Understanding theory and applying ideas to practice has been all important, as also has been the opportunity created to learn from the experiences of other communities regionally, nationally and internationally.
- Learning from the experiences of other communities has benefited Cwmni Bro. Cwmni Bro attempts to share its experience with other communities, including advocating the model of community development which is evolving locally. Other communities are beginning to emulate this model. The spread of the model is important to individual communities but it is also vital in order to strengthen the community sector generally. This in turn will help to put pressure on governments to develop the policies and support which communities need.

PART 4

CWMNI BRO FFESTINIOG'S LESSONS

Cwmni Bro Ffestiniog's experience exemplifies the value and potential of a model of integrated and holistic community development which other communities can emulate. It shows the possibilities at a community level of weaving together environmental, economic, social and cultural development. It is difficult for centralised bodies to achieve integrated development. They separate the environmental from the economic, the social and the cultural and further divide control and administration within these fields. It becomes obvious at the community level how ineffective, costly and disempowering the results are of this state bureaucratic reductionism.

Government and agency support have been key to the success of Bro Ffestiniog to date but there is a need to transform the relationship between central and local government and communities in Wales if the true potential of our communities is to be released. The Communities First programme was relatively successful in Bro Ffestiniog, partly because the Government promised support for not too short a period. It was therefore possible to offer stable employment to community development workers and feasible to make longer term plans and work to realise them. Unfortunately, stable long term support is the exception. The norm is short term funding, temporary employment contracts and projects coming to an end no sooner than they've started to take root. So much of the time and energy of community organisations is spent competing with other community groups for short term financing and distorting the needs of the community to fit criteria set by funders rather than the community.

Not only is there a need for fundamental changes to the way government supports communities, but there is also a need for communities to empower themselves and work together to collectively take responsibility for their future. There is an old and invaluable tradition of community enterprise in Wales which can be built upon today to recreate, in new forms, a culture of community venture. To an extent this cultural change has taken root in Bro Ffestiniog.

In the case of community organisations and community workers it is not enough to obediently respond to the numerous government strategy consultations based on a narrowly prescribed state agenda. Strategy documents are of little use anyway without a commitment to implementation and concrete action plans. An independent community voice is needed, setting its own community development agenda and calling on government to follow its lead.

It is imperative and feasible to bring about a more balanced and creative relationship and partnership between the state and community in order to transform the development of our communities in Wales. Central to the matter of the relationship between the state and community is the question of what sort of Wales do we want to create. Wales as a community of communities or a Wales with a state primarily serving

private capital and centralising rather than decentralising power. A state to rule us or a Welsh stae liberating and serving our communities and people?

Imagine the transformation if states in Wales and beyond prioritised investing in our communities, rather than massively subsidising transnational capitalist companies.

APPENDICES

APPENDIX 1

CWMNI BRO FFESTINIOG's ECONOMIC IMPACT

Introduction

This appendix is an adaptation of an interim report, prepared by Elin Hywel, on an evaluation of the economic effects of the social enterprises that are members of Cwmni Bro Ffestiniog on the communities of Bro Ffestiniog.

Cwmni Bro was set up to improve the success, value and social impact of the social enterprises operating in the area. The community company provides a framework for co-operation between the social enterprises without them losing any of their independence and self-determination. Cwmni Bro, acting as a network of enterprises, provides strength through combining resources across the constituent enterprises. This network company provides a source of data and economic and social information pertaining to Bro Ffestiniog. Cwmni Bro is in an ideal situation to initiate and action low risk projects with a high chance of success which arise from a real community need across the constituent social enterprises.

Nature and Extent of the Research

The research looks at the current situation of the Bro Ffestiniog social enterprises and their effects on the local economy. The social enterprises that are members of Cwmni Bro Ffestiniog were studied. The work aims to be the basis for further understanding and a useful tool to communicate the social entrepreneurship activities in Bro Ffestiniog. The research was supported and financed by Social Business Wales and it is related to their recent report, Local Fairer Stronger: Social Business Creating Growth in Wales. Turnover is analysed in accord with the brief for this research. Data pertaining to employment, suppliers and assets are analysed in order to understand the direct effects of the social enterprises's activities. A piecemeal picture was expected, showing positive economic effects and varying degrees of money leaking out of the area. These results are compared with an analysis of the motivation and aims behind decisions made by the social enterprises. As a continuation of the 'Local, Fairer, Stronger,' report this work should shed light on how best to support and promote social ventures.

Interim Report

This interim report provides an evaluation of the economic effects of the social enterprises that are members of Cwmni Bro Ffestiniog on the communities of Bro Ffestiniog. Co-operation and a shared vision are central to Cwmni Bro's activity and has been a key factor in this research. The research has had to come to terms

with time restrictions and complexities regarding quantitative data. Different software needed harmonising as well as different methods of handling and analysing data and measurements over different periods needed standardising. It was necessary to work with the available data and information in order to get reliable and useful interim results. An example of this flexible approach was the definition of local area. Much of the time local post codes could be used. However, due to low population density and low economic activity results based on post code localities were not always meaningful. Participants were asked about their definition of local in the context of their economic activity. The answers meant expanding local in this context beyond LL41. What was meaningful for factors such as the location of the workforce and suppliers were looked at. As a result our definition of 'local' changed and varied thus:

Turnover / Income generation: Bro Ffestiniog which represented the geographical spread of the social enterprises.

Employment: Post code - LL41

Suppliers: 25 miles. In considering suppliers particular areas fed in to the definition of 'local suppliers'; including Porthmadog (12.5m), Harlech (14.3m), Penygroes (14.6 m) and towards Conwy.

Assets: Post code - LL41.

This flexible approach to the research reflected the nature and purpose of the investigation and ensured meaningful results which could be confidently used to create a realistic picture of the economic impact of the social enterprises in Bro Ffestiniog. The results are a credit to Cwmni Bro and proof of its ability to succeed.

Results

For the purposes of the interim report data consistently returned by the enterprises were analysed. What the results tell us about the impact of the enterprises on Bro Ffestiniog were considered. It is concluded:

Every £1.00 of income in the form of grants or loans generated £1.04 of sales. The total turnover and the income in the form of grants and loans ensures expenditure which is retained and circulates locally.

In order to work out how much of the money spent on employment stayed in LL41 the take home pay of local residents in the 2016/2017 financial year was looked at. The results showed that £1,587,000.00 were kept in LL41. This represented 53% of the total employment costs.

The data on suppliers showed 46% of expenditure was local. It should be noted that it was not possible to locate every supplier, some 13% could not be pinpointed and were removed from the calculation. This is a valuable interim result confirming the positive economic effects of the social enterprises in the area.

The next step will relook at the basic data to create a more complete picture. Qualitative information will help to look at the gaps between the aims and the outcomes of enterprises. The results for Bro Ffestiniog will, if possible, be compared with other areas. The results will be discussed by the enterprises in a workshop

aimed at learning lessons from the research. Cwmni Bro will incorporate the lessons within the framework that it uses to support and promote social enterprise in Bro Ffestiniog.

APPENDIX 2

ORGANISATIONS AND PARTNERS

Arloesi Gwynedd Wledig (LEADER): www.arloesigwyneddwledig.com

BROcast Ffestiniog: facebook.com/BROcastFfestiniog

Canolfan Cydweithredol Cymru: www.cymru.coop

Gwesty Seren: www.gwestyseren.co.uk

Pengwern Cymunedol: www.ypengwern.co.uk

Social Business Wales: www.businesswales.gov.wales/ socialbusinesswales

Sylfaen Cymunedol: www.sylfaencymunedol.org

Talwrn: www.talwrn.org.uk

www.seren.org

www.cellb.org

www.gwestyseren.org

www.anturstiniog.com

www.drefwerdd.cymru

www.barnardos.org.uk/cabanbach.htm

www.orielcafficroesoratcnicht.co.uk

APPENDIX 3

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