

HAFAN
DDAEAR



EARTH
HOSPICE



BUSINESS PLAN

Business Plan

Earth Hospice / Hafan Ddaear

Final Version December 2024

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Executive Summary

Earth Hospice, or Hafan Ddaear in Welsh, is a Community Benefit Society established in 2024 for the purpose of raising the capital to purchase the Cloister, a former rectory of great historical and spiritual relevance, on Ynys Môn (Anglesey) with the aim of running a centre for the benefit of the community. Our vision is to be an innovative hub for wellbeing in life and in death; a hearth space which offers support and a welcome to all.

About Earth Hospice / Hafan Ddaear

The Cloister is the former rectory of St Gallgo's Church, Llanallgo, and it has a long and profound history as a place of care and compassion at the heart of the local community and for the dead and the bereaved. The long line of ministers who lived there served the community, marked milestones in their lives and provided pastoral support in times of need. The last owner, Eileen Clarke, who died in 2023 was herself a pioneer and stalwart in establishing voluntary support for those with disabilities and their families.

Following Eileen's death the Cloister was placed on the market and her granddaughter Angharad Owen began visioning and scoping interest in a potential for future community use of the building as a space where we can return to wholeness and wellbeing. This call out by Angharad met a long-held vision of Alexandra Derwen to establish a community led centre providing compassionate care for the dying, dead and bereaved. Our third founding member is Sara Roberts, a local community chaplain, who is passionate about grassroots community support, including bereavement care and connection through the Arts and through Nature.

We have explored this vision together, researched and sought counsel from experts, we have opened it up to our communities both locally and internationally, we have developed well informed proposals and are now delighted to bring it to this point of open expression in the Business Plan and our Community Share Offer.

About the Earth Hospice Concept

Rooted in the original concept of "hospice" which was where Pilgrims found rest along the pilgrim ways, Earth Hospice, reclaims the word from the medical and clinical worlds and places it back in community. Our vision is a model of grassroots community care, grounded in "hearth space", which is as much about bringing joy and connection to life as it is about dying.

Earth Hospice at the Cloister will be a community hub which offers a death conscious and grief literate space, and a beacon in community-led care, as well as a welcoming and safe space for gathering, learning, sharing, rest and respite for the benefit of local and global communities.

Rooted in permaculture principles and sustainable practice, community collaboration and co-creation, Earth Hospice meets the gaps in our modern world and our Big Vision is that there will be an Earth Hospice in every community.

Our aims are to establish a warm, welcoming and accessible community venue which offers spaces for a broad range of activities focussed around wellbeing including around death and bereavement, as well as other life transitions. In the process of doing so we will also be preserving an important historic building for future use by the community.

We aim to offer activities and services of relevance and interest to our local community which have the outcome of improving people's mental and physical health, developing skills and confidence, and a sense of wellbeing emerging from a deeper connection with the natural world, our history, our community and ourselves.

Alongside this we aim to offer space to practitioners, both locally and globally, to form a community of practice in order to offer a diversity of learning experiences and training opportunities in North Wales and to develop a global network to exchange ideas and promote innovative community led work in various areas connected to wellbeing and life transitions, in particular support for the dying and the bereaved. In bringing together practitioners and others interested in alternative, community led models of care, we aim to create a hub for best practice and inspiration for future developments around the world.

In establishing Earth Hospice at the Cloister we also aim to bring this historical building into community ownership so we can honour its heritage and in the process preserve and restore its important role in the community as a Refuge and source of support during turbulent times.

Our Values and Principles

Our Core Values are:

Grassroots Endeavour; providing community led approaches to caring for our most vulnerable

Serving the Local Community whilst building **Global Communities** as a model and inspiration that can be replicated around the world

Working Inclusively; reaching out to the most isolated, alone and in need of community

Upholding the **Sacredness of Dying and Grieving**

Offering **Sanctuary** founded in the principles of Dignity, Respect and Trust

Building **Connection, Resilience and Peace** in our Community and around the world honouring our heritage, culture and language

Operating in **Sustainable and Regenerative** ways with **Nature Connection** at Heart

About the Community Share Offer

When the Community takes ownership of a building and land then it means no one will profit from it or sell it for personal gain. The asset of the building and land become protected by law for community benefit. As a member of our community, locally or globally, you can purchase shares as a way to show practical and material support for the vision.

A single share is worth £1 and we will be selling them in bundles of £50 with a maximum cap on share ownership of £50,000 for any individual.

The Share Offer period is short due to the time sensitive nature of the opportunity to buy the property, the share offer window is 6 weeks and we will be opting for the “keep what you raise” option on Crowdfunder which means if we fall short of the £650,000 we retain the option of keeping what we do raise.

We will only “keep what we raise” if it is significant and enables us to lever other funding such as angel investment, grants or bank finance to help us reach our target. In the event of us not being able to meet our target we have the option via the Crowdfunder platform to return your investment and we will do so.

Shares can be bought by incorporated groups and organisations as well as individuals.

Unincorporated groups may nominate a person to vote and be a named member on their behalf. Incorporated groups must nominate someone to be the named point of contact for the organisation’s shareholding and membership.

Shares can’t be transferred to anyone else other than in death or bankruptcy.

Buying a share confers membership of Earth Hospice Community Benefit Society and a say in the direction we take. Members are entitled to vote at meetings on a “one member one vote” basis and members may also nominate themselves to be on the Board.

Shares can be bought with an option of 5% or 2% Interest.

The Financial Conduct Authority (FCA) guidance on how societies such as ours can fund the withdrawal of share capital by investors leads us to project that we will only be able to return capital to investors if we were to attract new investment from an open share offer. What this realistically means is that for the first 3 – 5 years, at least, you would not be able to withdraw the money that you invest. During that time we will be focussing on building the business and its revenue streams. After that time, we need to identify a pool of people who are interested in taking their place as owners of the society and making investments, even though the society will have bought the building.

In short, purchasing community shares is not likely to make you fabulously wealthy and should be treated as a long-term investment. You are essentially offering financial and material support to a community vision.

About the Founders (The People)

Our current board consists of 3 founding Directors, whose mission and focus is to see Earth Hospice through its start-up phase, and on to being successfully established. Once the start-up phase is complete, our intention is to recruit more Directors, bringing in new skills, expertise and knowledge.

Our founder members are Angharad Owen, Alexandra Derwen and Rev. Sara Roberts.

More About our Founders

Alexandra Derwen

MINI CV: BA (Hons) Degree in Languages, Post Grad Degree in Management from Warwick Business School, MA in International Relations and Peace Studies, ordained Interfaith Minister, author of 3 books on Death and Grief, founder and director of the Sacred Circle Training Co CIC. Formerly served on Boards as Chair of management committee for the Dingle Community Learning Programme in Toxteth, Liverpool (an Industrial Provident Society), also former manager and director of the Greenhouse in Bangor (a Community Interest Company) and currently a Trustee for a Charitable Incorporated Organisation called OA Region 9 CIO. Since 2008 has worked as consultant to the public and third sectors specialising in Community Engagement in Public Policy and policy development.

Alexandra Derwen is a death doula and funeral celebrant who is passionate about creating safe spaces for talking about the taboo, finding authentic ways to grieve, passing on and teaching the work of support for the dead and dying, and creating a community of practice in the field. Alexandra's background and expertise is in running businesses, organising and hosting retreats, and grieving on behalf of humanity. Alexandra is a Welsh Learner to GCSE standard and still going.

Angharad Owen

MINI CV: MSc Sustainable Environmental Management. Founder and Director of PixyMaps, associate with BRO Partnership, Satori Lab, Data Orchard and member of ODI Cardiff. Former Secretary for Greenhouse, Bangor and coordinator of Transition Bangor. Current roles include: Education Officer for GwyrddNi. Trustee of Rhiwlas Village Hall (a registered charity) and Caban Cynfi, Deiniolen, CIO. Director of Caban CIC. Chair of Brynrefail Community Group. Founder of Incredible Edible Rhiwlas and Prosiect Natur Llanddeiniolen, and chair of Gwynedd Local Nature Partnership.

Angharad Owen was raised at The Cloister, Llanallgo, and so has an intimate background knowledge of both the property and its surrounding environment and communities. Angharad's background is in environmental and community development projects – both in Wales and worldwide - and her experience in these fields includes spatial and stakeholder mapping, community engagement & building grass-roots networks, and external funding. She has a Masters in Sustainable Environmental Management, a keen interest in regenerative place-making, and is a storyteller and musician. Angharad is fluent in Welsh.

Sara Roberts

MINI CV: Bachelors Degree in Theology and Post Grad degree in Theology, IDVA and ISVA qualified(domestic violence advisor), Traumatic Stress and Mental Health First Aid trained. Co-founded ECOBRO Community Interest Company, Co-founded CEFN Refugee Support Organisation, Former Trustee of the Eternal Forest Trust (Natural Burial Ground) Pwllheli and currently a Director of Croeso Menai.

Rev. Sara Roberts is a community chaplain based in Bethesda, Gwynedd, who since 2020 has successfully established an innovative, community-based ministry, serving the community through holding concerts in churches, and services in the wild woods and the mountain tops. Close to Sara's heart is finding out and tending to the needs of local people. This has led her to establishing a variety of groups, using various community spaces in Bethesda, to bring about greater wellbeing in her community – e.g. 'Amser Difyr', combating loneliness and isolation, and 'Caffi Colled', which provides a safe space and supportive environment for people to talk about feelings of loss. Until recently Sara was also a Trustee of one of North Wales' only natural burial grounds, at Boduan, Penllyn. Sara's Mother Tongue is Welsh.

We also have access to range of advisors, collaborators and supporters in-kind, including:

Rob Owen, BRO Partnership (Project management & Grants);
Michael Chown, Menter y Twr, & founder of Greenhouse, Bangor (Visioning & Principles);
Hannah Morris, Cwmpas (Governance, Share Offer & funding support);
John Graham Harris, Entrepreneur & Chartered accountant (Business Plan);
Gwenllian Roberts, professional translator (Translation support);
Graham Lewis, Gwyrdd (Branding);
Claire Mace, Anadlu, and Gwyneth Jones, GwyrddNi (Marketing advice);
Lindsey Colbourne (Facilitation, Policies & Internal communication);
Alice Grey, Tyddyn Teg (Peer support and advice: Community Share Offers, Cooperative Decision-making and Community engagement)
Dave Boyle, Community Shares / Crowdfunder

How we make Decisions (Governance)

Currently the three founding members form the Board of Directors for the period of time where we will be raising the Community Share Capital. Once we have reached the target and the purchase of the property goes ahead then we will be issuing invitations for 9 more directors to join the Board, making a Board of 12 in total. We will be seeking directors with skills and experiences that are pertinent and practical for the running of such a vision led endeavour including someone to lead on Finances, Legal Matters, Human Resources, Volunteer Management, for example, as well as respected elders from our local community.

Everyone who purchases Community Shares will be a member of the Cooperative and we will hold our inaugural Annual General Meeting in a hybrid form with in-person and online participation (as our membership will be global as well as local). This first AGM will adopt proposed rules and guidance and vote to delegate day to day decision making to the Board of Directors, the Board will always be answerable to the membership and will provide updates through a newsletter and hold quarterly meetings for all interested in active governance to have a say. A protocol will be established as to which decisions can be delegated to the Board and which need approval of the whole membership.

Once the broadest membership approves the Board of Directors and their delegated powers then the Board can operate on a Consensus Basis, meaning each of the 12 directors gets a Voice, Vote and Veto. Only decisions which are unanimously agreed will go ahead, the culture that Consensus decision making is based in is one of welcoming dissent and disagreement as fertile opportunities for growth. So if someone vetoes a decision it would be assumed it was in good faith and for a good reason and the Board would hear out the rationale for the Veto and adapt the proposed motion until all can agree.

The kind of decisions this applies to are those that impact the alignment to vision, reputation, legal standing or viability of the Project. Day to day decisions can be entrusted to the Director with the lead focus with clear guidance as to when and how to engage the Board for support as no one should act alone.

The Directors Report to the Annual General Meeting gives members the opportunity to inform themselves of the progress, ask questions and offer input. Quarterly, voluntary, questionnaires for the membership will act as touchstones of engagement and feedback. And members at any time can raise a query, concern or share an idea with the Board of Directors monthly meeting.

Conflicts of interest

Conflicts of interest will be declared and relevant decisions will be made by excluding affected Directors or put to the Membership.

Conflicts of interest acknowledged at the outset are:

Alexandra Derwen is the founder and Director of Sacred Circle CIC, who intend to become a customer of Earth Hospice

Angharad Owen is a relative of the Clarke family, who are selling the Cloister as part of the estate of Angharad's grandmother, Eileen Clarke. Anghard does not stand to profit in any way from the sale.

Asset Lock

As a Community Benefit Society, neither Directors nor Members can make any personal gain from any of the society's activities, other than taking part in its Share Offer. Its assets are held under a lock for the benefit of the public, for now and for future generations, which protects them from being resold for profit.

In the event of dissolution of the Society, assets would be liquidated in order to resolve liabilities, repay Members the value of their shares, and if any surplus remains, this will be redistributed to other charitable and community groups of similar aims and purpose.

About our Offerings (The Products and Services)

We will offer a variety of spaces for a broad range of activity consistent with our values. We will run some activities and events ourselves and we will also be offering spaces to hire to community groups, local organisations, retreat organisers and individual therapy practitioners.

These spaces include:

- Two quiet rooms for therapy practitioners (ground floor, accessible)
- Accommodation for 6 – 15 guests for residential events, as pilgrim accommodation and a live in manager
- Group Room (ground floor, accessible, seating around 20 people)
- Outbuildings suitable for future development into Respite / Hospice rooms
- Grounds with already established food growing gardens offering development potential for community gardening activities, low impact accommodation pods and volunteering opportunities

Examples of Activities (based on known partnerships and community engagement):

- Courses in support of the Dying and Bereaved
- Courses in support of Birth and Postpartum care
- Retreats focusing on wellbeing eg mindfulness, spirituality, nature connection
- Therapies for example massage, aromatherapy, counselling, acupuncture, reiki, physiotherapy
- Therapy and support specifically around dying and bereavement
- Parent support for example antenatal and parenting courses, baby massage
- Carers and young carers groups and activities
- Day care activities for disabled and care home residents
Addiction recovery programmes
- Classes including art or creative writing for example
- Clubs and Community Groups for example Craft Clubs, book groups, interest groups
- Men's Shed and Repair Café

Our "in house" activities would include:

- Open Days during the fundraising period
- Seasonal Gatherings (for example apple pressing at Harvest time)
Grief Circles and Caffi Colled (bereavement café)
- Concerts and Talks
- Heritage Walks
- Exhibitions
- Volunteer Weeks

Market Analysis and Marketing Strategy

The detailed Market Analysis is contained within Appendix 1 of this document and the Marketing Strategy also stands alone as document you can read on the website. What follows is a summary of both which draws upon active community engagement, in person and desk-based analysis of retreat centres and local services. The main take away from the Market Analysis is that there is no like-for-like comparable venue; Earth Hospice is unique and, as our community engagement shows, much needed at this time.

Partnerships: One of the cornerstones of the success of our Business Model is that we already have a commitment by Sacred Circle Training Co CIC, a local social enterprise led by Alexandra Derwen, to become one of the primary customers of the Earth Hospice as their training base offering retreats, courses and workshops. We have also attracted interest from and built connections with a number of local, national and international organisations that would be interested in using the venue as a retreat base.

Local potential partnerships include Moelfre Community Association, Eglwys St Gallgo, North Wales Recovery Communities, Riding for the Disabled Ynys Mon, Community Arts Organisations, Local Musicians, Historians, Storytellers and a long and growing list of complementary health practitioners.

Marketing our offer

You might ask whether there is enough support and will within our communities to crowdfund £650k and the answer to that lies in our multiple communities of both geography and shared interest; in the fact that the building itself serves the local community but the crystallisation of a concept of community led grassroots care of the dying and the bereaved is also of global value.

If we presume shares sell at £50 (although we know that big benefactors could purchase shares of upto £50,000) then to raise £650k as our preference we need to sell 13,000 “units” of £50 each. We have strong reason to believe that we can easily sell 1000 “units” of £50 locally to our existing networks, community and supporters but the most important thing is that those that contribute also act as our agents and promoters, if everyone who contributes £50 convinces a further 10 people each to contribute £50 then we very soon reach £600,000.

It is so plausible that through our local contacts 1000 people would contribute £50 and promote our crowdfunder to 10 more people each who also sign up?

That is before we start to tap into the International following and we might imagine that the same cascade could happen, if 1000 people internationally contributed £50 and enthusiastically promoted our work to another 5 people each then we pass our target.

There are some key principles of Marketing that apply here:

The first is to have **good quality, easy to read, easy to access information** in the public realm and that the **routes to signing up and contributing are as simple as possible** (we

don't want to lose people because of onerous bureaucracy).

Once we have the information about what we are doing we will need to ensure that it **reaches the right people**. This is where the skills, experiences and networks of the three founder members are **perfect**; Angharad and Sara are both much loved and well respected members of the local community, welsh speakers, with a level of responsibility and influence that people trust. Alexandra has hard won, long built connections across UK, Europe and globally of people who have expressed a desire to support this work.

We have a list of people locally and internationally (and no, we won't include it here for data protection reasons) of folks that we would consider "hubs" and that means they are influential people with large followings and connections, with mailing lists and existing sympathetic community connections. We will invite the local hub people to attend a gathering at Earth Hospice / Hafan Ddaear and we will make time to "court" them, respectfully of course, to have a cup of tea with them and to explain in depth the value of Earth Hospice / Hafan Ddaear to them and their community. We will ask them to sign up to the pledge of ethics and values that Earth Hospice / Hafan Ddaear stands for and as they do so we would encourage them to monetise their support either as an individual or on behalf of their organisation or company. We will impress upon them the importance of enthusiastically passing on our information and marketing and ask if they would be willing to include what we are doing in their community newsletters or mail outs?

The same principle applies to "courting" the international hub-folk, the influencers and leaders in community grassroots death care and grief workers. It is down to the personal connections, we need to call and have conversations with people not rely on social media or email. Alexandra has a list of podcasters and broadcasters who have previously hosted them to speak about the Earth Hospice vision; so a campaign of re-appearing on podcasts, speaking on radio shows and writing articles for local and national press will also support the campaign.

Alexandra already pays to be part of a forum for journalists and entrepreneurs called Lightbulb which gives the participants the possibility of pitching to journalists from major media outlets including BBC, ITV and the Guardian, in addition to all other media outlets and independent journalists and in pitching you can very easily be taken up by an influential journalist and spotlighted. So at the point of Launch there will be pitch made to the Lightbulb forum to catch the eye of the media nationally.

In terms of local press and media, including local radio we already have connections and contacts for Radio Cymru and BBC Radio Wales as well as the Daily Post. There are also online magazines dedicated to the North Wales area including Network News which showcases positive news stories for the locality.

The two phases of Marketing are:

- 1 Fundraising
- 2 Operational development

It also reflects that our work has a global community of interest as well as local.

Fundraising phase

During our fundraising phase – particularly on launch of our Community Share Offer - it's crucial that we reach out to a broad range of potential investors and stakeholders, not only to raise the required funds to purchase the property, but to ensure there is a broad range of representation in our membership, strong support for the project, and a guiding steer for future development from our Membership.

National and international community of interest

The Earth Hospice concept is already of great interest to those who wish to see the model replicated in their own communities - such as the trainees and followers of Sacred Circle, and their extended networks of practitioners, celebrants, and those who are just curious.

Earth Hospice at The Cloister could become the 'blueprint' for the founding of other similar centres globally - so its establishment here will be a symbol and inspiration for many others. There is a vast number of people who have settled elsewhere in the world for whom the Celtic nations represent their ancestry and roots; the displacement of diaspora for some gives a very strong sense of identity and belonging but for others leaves them feeling ungrounded, adrift and vulnerable. The work to remember death rites and shared mourning practices gives the diaspora an opportunity to reconnect with their ancestors and forgotten rituals that would have given comfort in times gone by. The celtic diaspora is vast, complex and troubled and this work gives them solace and a focus for their intergenerational and ancestral grief.

There certainly is a large and growing interest internationally in the work, which can be leveraged here to raise income. Through our connection with Sacred Circle, and their established contacts and channels, we will tap into this network for support in order to raise investment in our Community Share Offer.

Local community of interest

Our vision is equally of interest to those locally who recognise that holistic community development requires such a place where death, grief and all the difficult topics in life are well held and centred, in order to remember the joy and connection of community. We will tap into our collective and extended local networks, bringing a sense of excitement and momentum for the community ownership of such a local resource on our doorsteps.

Based on the networks of the 3 founding members we are confident that we can directly reach 5000 people by leveraging existing social media followings, mailing lists and connections. Among our networks are individuals and organisations of significant influence who can be easily encouraged to share the vision and the community share offer to their communities, lists and followings.

A run-up of pre-launch PR is required, followed by sustained leverage through regular updates and encouragement throughout.

Local supporters of community ownership and resilience of Welsh communities

Another local market we hope to engage with is the growing interest in community-led initiatives, and community owned assets – in itself, tapping into a strong desire among Welsh communities to be resilient and independent. Other local groups who have been successful in raising share capital to purchase assets for community benefit include: Menter Ty'n Llan, Tyddyn Teg Farm, and Menter y Twr, Pwllheli – and they have largely tapped into this grass-roots support, and desire for community resilience. It's crucial that we bring people on board, and aren't seen as alienating, or coming from outside of this community. Bilingual marketing is particularly important in this context (whilst being important an important part of our values, and essential for equality and accessibility).

Our fundraising phase is Dec 2024 to Feb 2025. During this phase our marketing campaign will focus on gaining momentum, extending our networks, and gather support for our Community Share Offer. We will do this through:

- a sustained social media campaign
- regular updates via email, leading to a countdown towards the end of the share offer
- building a greater web presence
- engaging with local and national media, from village news-letters to national outlets

Operational Phase

Once the fundraising phase is complete, we will proceed with purchasing the building and setting up to being hosting activities and events straight away. Our operational phase marketing will focus on sustaining and building on a local networks (including Members, local residents, and those interested), in order to:

- promote events to relevant target audiences,
- attract local practitioners and other customers,
- advertise job and volunteer opportunities,
- build partnerships to collaborate and strengthen local resilience.

We will also engage with and market to our community of interest globally, building and strengthening our wider network, in order to bring emergent best practice, and the benefits of enriching global connections, to Earth Hospice, and to North Wales.

FINANCIAL SUMMARY & BUSINESS MODEL

The 5 year Financial Forecast is available as Appendix 2 of this document, what follows below is a summary of the key points.

The Cloister Capital Costs

	Net	VAT	Gross
Purchase of Cloister	£555,000		£550,000
Legal Fees	£5,000	£1,000	£6,000
Land Transact. Tax	£40,000		£40,000
Start Up Costs	£5,000	£1,000	£6,000
	£600,000		£602,000

£650K is our share offer target
£600K will go on capital expenditure

Balance Sheet, Summaries	0	1	2	3	4
	2024	2025	2026	2027	2028
Balance sheets					
Fixed assets					
Cloisters	550,000	539,000	528,000	517,000	506,000
Legal fees	5,000	4,900	4,800	4,700	4,600
Land transaction tax	40,000	38,000	36,000	34,000	32,000
Refurb and equipment	5,000	4,900	4,800	4,700	4,600
Feasibility study and prof fees	0	0	27,720	27,160	26,600
Build costs and ground works	0	0	148,500	145,500	142,500
Solar PV	0	0	38,667	36,000	33,333
Heatpump	0	0	19,444	18,111	16,778
Other	0	0	0	0	0
	600,000	586,800	807,931	787,171	766,411
Current assets					
Stock	0	0	0	0	0
Debtors	0	0	0	0	0
Prepayments	29	48	60	80	99
Bank - current a/c	35,101	57,478	71,449	95,914	118,802
	35,130	57,526	71,509	95,994	118,901
Creditors					
Bank overdraft	0	0	0	0	0
Trade creditors	0	(1,209)	(1,477)	(1,521)	(1,567)
Loan	0	0	0	0	0
VAT	0	0	0	0	0
PAYE/NI	0	(41)	(127)	(200)	(237)

Corporation tax	0	0	0	0	0
Share Interest	0	0	0	0	0
Loan Interest	0	0	0	0	0
Accruals	0	(3,000)	(2,833)	(2,917)	(3,005)
	0	(4,249)	(4,436)	(4,638)	(4,809)
Net current assets	35,130	53,276	67,073	91,356	114,092
Creditors due > 1 year					
Loan	0	0	0	0	0
AHF	0	0	(9,817)	(9,617)	(9,417)
Nat Lott	0	0	(98,167)	(96,167)	(94,167)
Renewables Grant(s)	0	0	(23,854)	(22,604)	(21,354)
Fundraising Capital	0	0	(4,771)	(4,521)	(4,271)
NET ASSETS	635,130	640,076	738,396	745,619	751,295
CAPITAL AND RESERVES					
Share capital	650,000	650,000	750,000	750,000	750,000
Retained profit and loss account	(14,870)	(9,924)	(11,604)	(4,381)	1,295
SHAREHOLDERS FUNDS	635,130	640,076	738,396	745,619	751,295
	0	0	0	0	0
	0	0	0	0	(0)

A Cash Positive Projection

The Business Plan and financials show how the centre will more than cover its costs over the first 5 years trading as a retreat centre, community spaces and offering self guided retreat in B&B form.

	Year 0	1	2	3	4
Profit & Loss Accounts	2024	2025	2026	2027	2028
Retreats Sacred Circle	0	13,020	14,648	19,902	21,494
Retreats Other	0	6,060	6,818	9,726	10,407
Room hire	0	6,240	6,240	8,902	9,526
BandB	0	25,920	24,300	36,720	36,720
Other	0	0	0	0	0
Total Sales	0	51,240	52,005	75,250	78,147
Less Cost of Sales	0	0	0	0	0
Gross profit	0	51,240	52,005	75,250	78,147

Less overheads					
Staff costs	0	(18,809)	(22,848)	(30,371)	(34,407)
Overheads	0	(17,505)	(20,809)	(21,433)	(22,076)
Depreciation building	0	(11,000)	(11,000)	(11,000)	(11,000)
Depreciation Legal fees	0	(100)	(100)	(100)	(100)
Depreciation Land Transaction tax	0	(2,000)	(2,000)	(2,000)	(2,000)
Depreciation Refurb	0	(100)	(100)	(100)	(100)
Depreciation: Feasos and Prof fees	0	0	(280)	(560)	(560)
Deprecaion: Build costs and ground works	0	0	(1,500)	(3,000)	(3,000)
Deprecaion solar PV	0	0	(1,333)	(2,667)	(2,667)
Deprecaion heatpump	0	0	(556)	(1,333)	(1,333)
Consultancy Fees	(2,520)	0	0	0	0
Share Offer Costs	(13,000)	0	0	0	0
Fundraising costs	0	0	0	0	0
Other income: fundraising (revenue)	0	2,750	1,995	0	0
Other income (AHF)	0	0	183	200	200
Other income (Nat Lott)	0	0	1,833	2,000	2,000
Other income (Renewable)	0	0	1,146	1,250	1,250
Other income (fundraising capital)	0	0	229	250	250
	(15,520)	(46,764)	(55,139)	(68,865)	(73,543)
Profit before Interest and Tax	(15,520)	4,476	(3,134)	6,386	4,603
Interest costs					
Bank interest	650	470	1,454	837	1,073
Loan interest	0	0	0	0	0
Share interest	0	0	0	0	0
Total	650	470	1,454	837	1,073
Profit before Tax	(14,870)	4,946	(1,681)	7,223	5,676
Tax	0	0	0	0	0
Profit after Tax	(14,870)	4,946	(1,681)	7,223	5,676
Retained profit/(loss)	(14,870)	(9,924)	(11,604)	(4,381)	1,295
		10%	-3%	10%	7%

- Year zero is loss making because no income
- Year one 2025 small surplus
- Year two 2026 making improvements, small loss of £1600
- Years three and four 2027 and 2028 make a small profit

For those interested in the detail of our finances you will find our Spreadsheets for year 0 – 4 useful.

Some key points to note:

For the purposes of our financial model we have included land transaction tax at a higher rate but if in the end we are not required to pay the higher rate then an additional £25k would be in our cash flow.

We remain “cash positive” throughout.

In theory being cash positive would mean we could be able to offer some shareholders payment of interest in years 3 and 4 but we have put a clause in the share offer that notifies that we are unlikely to repay shares or make interest payments until year 5 in order to be prudent and to manage expectations from people.

The project will “wash its face” ie breakeven without additional grants or donations but we remain open to the prospect of receiving additional funds. We are being prudent in terms of making sure we have enough cash, particularly in the first 3 years, to ensure the smooth running of the business operations.

This model shows heavy depreciation and that this is only partially offset by grants raised for development however there remains every possibility that such a property in a prime location such as Ynys Mon (Anglesey) will increase in value over time with investment. Again, the model is prudent but there’s many reasons to be optimistic.

Until our turnover exceeds the VAT threshold we have to consider VAT as a cost to the business.

In the projections we see growth showing in the B&B over the 4 years and the coordinator hours increase accordingly.

The value of your Shares may go down if the value of the underlying assets of the society fall; the value can never rise. The Community Benefit Society will only be able to return shares back to you once we have a profitable trading record. Community Share can pay interest, but that is capped at 5% or 2% above Bank of England base rate, whichever is higher; investors are able to decline interest and allow the money to be reinvested into the organisation.

To purchase community shares visit our crowdfunder page
<https://www.crowdfunder.co.uk/p/earth-hospice-hafan-ddaear>

Appendix 1 Detailed Market Analysis

Trends and gaps in the market

Trends in the market indicate a general rise in awareness of our wellbeing – not only physical, but mental, emotional and spiritual wellbeing. Activities such as meditation, yoga and natural therapies – all of which are centered around better knowing ourselves are becoming increasingly popular globally – and this is reflected locally in the popularity of classes and retreats offered.

Holiday accommodation is not in demand in the area – and that isn't what we are about. Aside from accommodation for residential retreats, we hope to be able to offer rooms to those who are looking for a simple space for a 'solo retreat', or 'pilgrims' who are walking the Wales coast path or the Angelsey Saints' Way (which is currently a niche activity, but may become much more widely known about following the popular TV series 'Pilgrimage'). Our community engagement and research has shown that there is also a demand in the local area for group meeting spaces in general – both for grass-roots community group use, and for organisations and agencies to offer support and services which members of the community could access. (This is discussed further in Community Engagement). On the other hand, there is also a perception that existing community assets and venues need to be used and supported – so it's vital we ensure that whatever we do offers synergy and complementary offerings to other similar places in the area, recognising what is already offered and done well – and where possible, offers grounds to work together for mutual benefit. (See 'Competition & Collaboration' for further detail on the landscape of other local community assets and potentially similar organisations.)

Our USPs

1. *Community-led support for dying and bereaved*

We perceive there is a very clear and well-defined gap in the provision of services and support specifically around death and bereavement – specifically in a non-clinical, community-based setting, which is holistically integrated with other offerings centred around wellbeing in life. This applies not only in the local area, but worldwide. We believe that this will be increasingly acknowledged in the years to come - particularly as the NHS and other institutions we rely on begin to struggle and fail - and that in this respect we have the potential to become market leaders and pioneers of an emerging trend.

This is our main unique offering, and is a key part of our vision and our brand.

2. *A community centre with a hearth*

Many of our community centres are of a similar format, with large, multi-purpose hall spaces or function rooms, and facilities such as toilets and kitchens. There is often a sense of hard edges, and sometimes an unpleasant echo. What most of these spaces lack is a sense of homeliness, a place to rest, and a hearth (metaphorical or literal) around which we can gather.

3. *A unique property and location*

The Cloister is a unique selling point in itself. Its historic value as a building that once served the community through times of grief and hardship, is felt and appreciated by many in the

area - as well as further afield. In particular, its role in the Royal Charter ship-wreck has earned it a mention in Charles Dickens' 'The uncommercial Traveller', and a degree of fame - not just locally but across the world. Travellers from America regularly visit graves of their ancestors in the sleepy village, and school children make regular trips to learn about the history of the wreck. Its location, next to St Gallgo's church, and nestled in a cluster of prehistoric sites near the coast, gives The Cloister a history, a presence and a quality of atmosphere that is impossible to replicate elsewhere.



Our community engagement

Moelfre is a mixed community, with pockets of the local community experiencing high levels of deprivation and poverty – consequently people's priorities are currently focussed on basic needs and relief from compound problems. There is also the sense that once support is in place for these, it will generate potential for more broadly holistic benefits – as well as a more resilient community, resulting in stronger local partnerships, and sustainable community development.

We have held initial conversations with the Community Council and others in the village, suggesting the following priorities:

Activities for older people

There was previously a daycare centre located in Moelfre primary school, however its services were discontinued after covid-19, and nothing has taken its place.

Food poverty relief

e.g. food banks/pantries, or community meals. There was also a food bank provision previously in Moelfre, which has been discontinued. Community meals such as Partneriaeth Ogwen's 'Swpar Chwara!' (Quarry Supper) have proved popular, and have brought multiple benefits, reducing isolation and building connections.

Practical activities

e.g. Men's Sheds, craft clubs, community gardens. Activities like these would provide people with opportunities to talk in informal environments, whilst engaged in rewarding activity with a practical outcome and a sense of camaraderie. Men's Sheds were discussed as particularly relevant, given the stigma for men around expressing feelings.

Opportunities to come together in general

Recognising that reducing loneliness and isolation is the root of improving many other aspects of wellbeing, and gives us natural opportunities to plan the future together. We would hold regular and seasonal get-togethers for both members and the local community. We hope to work with Moelfre Community Association to ensure we offer activities of the type and timing that fit in with theirs, and can actively support their events.

There is also a part of the population who have settled here from elsewhere - and a need for opportunities for community integration within inclusive spaces, and support to keep the Welsh language alive in the community.

The potential for deriving a wide range of uses and multiple benefits from The Cloister as a venue for community activities is enormous. Our engagement so far in the local community of Moelfre (and its rural surroundings, including Llanallgo) suggests sympathy with our vision, and a strong support for any community use of the building from which local people might derive benefit, and which would at the same time preserve and honour its historic value.

Our survey

Our community survey, conducted in March 2024, gathered around 50 responses from within the local community. The responses indicate a broad level of support across the board for our suggested range of activities and offerings, with the three highest priorities being:

1. - support around death & loss,
2. - mindfulness & relaxation,
3. - wellbeing through nature (e.g. bushcraft, forest school).

There were also many general comments of support for the vision, e.g.:

"It would be lovely to have some sort of holistic centre on our doorstep"

The specific forms these offerings could take are still fluid, and to be shaped further by dialogue with the local community, by trialling activities, and by adapting over time to changing needs.

More detail on our initial engagement methods and insights can be found in our Fundraising Phase Community Engagement Report. We intend to follow this up with more detailed engagement over summer 2024, to find out more about the community's needs and wishes, as well as exploring barriers to participation. The Clarke family have also allowed us to hold events at the house while we are fundraising - meaning we can trial different types of events to see what works well and what local people need, and want to attend.

Local context: 'Competition' & collaboration

In terms of places where people can go to access support around death and bereavement in a community-led context, offering homely facilities, there is very little competition for these services, as they are fairly unique – although, whilst the nature of this work may seem niche, the reality is that everyone suffers loss and everyone dies. The development of community hub resources and space for this work will be a huge boon to the communities of Anglesey and Gwynedd, as well as an exemplar for development of similar services elsewhere across the globe.

In order to look at the local market 'competition', we have looked at places which fulfil broadly similar functions, but which focus on offering only aspects of our intended scope. In reality, areas of potential competition can be mitigated by reaching out to others and communicating our intentions, in order to avoid duplication and saturation of demand for particular services. Not only that, but they can be seen as opportunities for collaboration, and building something for the greater good.

The following is not an exhaustive list, but gives an idea of the nearest and most similar places.

1. Retreat Centres

1. [Cae Mabon](#)

An eco retreat centre on the shores of Llyn Padarn lake, which offers earth-built and off-grid accommodation for a wide range of retreats based on wellbeing, nature, the arts, self awareness and spirituality. This would likely be our nearest and most similar competitor – however, we already have a close working relationship with the management, and would seek at all stages to avoid competing, but rather work together and cross-refer customers to each other.

Cae Mabon's retreat capacity is consistently booked up, which suggests there is enough business to go round. In addition, Cae Mabon would be likely to refer customers to us if they are unable to meet their customers accessibility needs (as Cae Mabon is located down a steep track not easily navigated by those with mobility problems).

2. [Trigonos](#)

A large, up-market retreat centre based in the historic house and grounds of Plas Baladeulyn in the Nantlle Valley. Their centre is also fairly consistently booked up. Their prices are higher, reflecting that they have larger capacity (& larger spaces to maintain), and offer access to extensive grounds.

3. [Ashtanga life](#)

A retreat centre on the north of Anglesey, which has similarities not just in terms of nearby location, but also in that it is based in a former rectory. This centre is privately run, and focusses exclusively on yoga retreats, so is unlikely to be in direct competition with Earth

Hospice. Ideally we would build up a relationship to be able to cross-refer people to each other's services.

2. Community Centres

1. Moelfre Community Hall

is a reasonably sized hall space hosting weekly yoga classes and other groups. Moelfre Community Association has taken over running of the hall, and is now reinstating seasonal events (e.g. Christmas and Easter fairs) and creating a community garden. Strong potential for partnership and cross-referring groups to each other, as fundamentally different types of venue and activity provision, but with some synergy – e.g. retreats held at The Cloister could also make use of Moelfre Hall as space additional for group sessions).

2. Penrhoslligwy Community Hall

is a former chapel space with pews, and meeting space upstairs, ideal for conferences and talks. The resource is possibly under-used, and there is potential for partnership (e.g. hiring use of their conference space as part of retreat or residential training).

3. Brynteg Community Hall

is a similarly underused community hall

4. Benllech ex Servicemens' Hall

Hall in larger village of Benllech (within 5 minutes of Moelfre) which focusses on hosting performances (e.g. local choirs and theatre troupes) as well as Benllech community groups.

3. Accommodation

Whilst there is no shortage of holiday accommodation locally (- Moelfre itself, as a seaside village, has a disproportionate number of holiday lets), the increasing popularity has driven up prices, creating niches for lower-cost options suitable for 'low-maintenance' and 'low impact' visitors, e.g. walkers on the coast path, or 'heritage tourists'. In particular, an exciting niche is that The Cloister, as the rectory of St Gallgo's church, sits on Anglesey's main pilgrimage route, the 'Saints' Way', meaning it would lend itself to being a pilgrim's hostel for this route.

Taking account of existing offerings, we aim to provide a space which is 'in between' a community centre and a retreat centre, where the benefits of both can be maximised. This will be pitched in the mid range between upmarket venues and more grass roots offerings.

We will work with our partners and 'competition' to ensure we are offering services and facilities which don't directly compete, but rather builds a broad range of complementary offerings for the local community, and a selection of different venues which suit different types of events. We have faith in a world where we can work together, not only to play to each other's strengths, but to truly develop collaborative opportunities for joined-up operating which benefits everyone, and builds a thriving and resilient network of community spaces across North Wales (and the world!)

3. Our Customers & Partnerships

Existing partnerships

We have a pre-established partnership in that one of our founders runs a social enterprise which offers services around death and grief, and would likely form a regular customer for bookings, particularly of retreats and residential courses. This relationship requires management of conflicts of interest, but represents a reliable source of income from a service consistent with our aims, based on an established need.

1. Sacred Circle CIC

A locally-based training organisation providing education specifically around death, dying and grief. It has been Sacred Circle's driving vision for 7 years to see the establishment of a base for bringing people together around this work, and a centre for delivering training courses. Their work has been flourishing in the last few years, and they have begun to establish a global following and a network of practitioners who might use our space.

2. Emerging & potential partnerships

In the course of scoping viability of our project ideas, we have begun weaving threads of partnership with other groups, organisations and individual practitioners in the area, and started having conversations with people and organisations including:

1. Moelfre Community Association

There is a strong sense of mutual support for each other's current and future projects, in the interests of a thriving and resilient community.

2. Eglwys St Gallgo

Formal partnership negotiations are likely to take a long time to go through official hierarchical channels, but initial feedback from the vicar and lay preacher is one of warm encouragement, and sympathy with our aims. We hope that through establishing a hub at The Cloister we will be supporting the continued use of the church and its preservation as a historic building.

1. - North Wales Recovery Communities, Bangor

There is a potential to work together in order to offer addiction recovery support – e.g. AA meetings - from The Cloister, tapping into the expertise that NWRC have in this field.

2. - Riding for the Disabled Ynys Mon

The charity was founded at The Cloister, and still operates sessions from the fields across the road, so there are strong grounds and benefits to collaborating again.

3. Community arts organisations - e.g. Letters Grow, Bangor

Letters Grow have focussed on providing opportunities for young people, but are able to cater for all ages. They would be keen to host workshops from The Cloister for the benefit of the community.

4. - Local Musicians

Local musicians who perform for care homes and for disability groups have already contacted us, and would love to offer performances and sessions from The Cloister.

5. - **Local historians (Gillian Kellett-Hodgkinson, Rhys Mwyn)**

6. - **Local practitioners of:**

Yoga,
Tai chi,
Meditation,
Massage, & oncology massage,
Reiki & spiritual healing
Birth doula support & training

8. Other customers

Other customers booking our retreat space are likely to be small businesses and individuals in the fields of wellbeing and the arts. Local examples who may become regular customers include:

- **Anadlu storytelling retreats**
- **Work That Reconnects practitioners**
- **The Circle of Women retreats**

Many others from further afield are likely to travel to offer their retreats in North Wales (as has been Cae Mabon's experience) – particularly given North Wales' popularity as a destination for holidays, its reputation for alternative lifestyles and routes to health, and its lower prices in comparison to the South of England and city centres. In addition to retreat bookings, we hope to attract corporate bookings for training courses of a sympathetic nature to our aims and principles. This is an area yet to be scoped and looked into.

Bookings for individual rooms could come from either:

Agencies which may book rooms to offer services or run training courses or events – e.g.

- **Flying Start**
- **Course providers commissioned by the NHS**
- **Ecclesiastical training**
- **Age UK**
- **Mencap Mon**
- **Medrwn Mon**
- **Menter Mon**

Local community groups (e.g. Merched y Wawr) or **Groups of interested locals** who would like to get together for, e.g. craft groups, book clubs, & other interest groups. We would want to keep things as affordable as possible for locals and grass roots not-for-profit groups, and in some cases, where there is a compelling enough community benefit, spaces may be offered for free, or on a pay-as-you-feel basis.