



# MELIN DARON VIABILITY REPORT

Report for: Melin Daron Cyf

Marc Roberts  
marcconsultancy@btconnect.com

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This viability study has been commissioned by Melin Daron Cyf to determine which if any route offers the best solution for the redevelopment of the old Mill at Aberdaron. The company is in receipt of support from the Architectural Heritage Fund to progress this report, and the format follows the recommended template provided by the Fund to reach its conclusions.

Melin Daron Cyf was established as a social enterprise in 2019 by four residents of Aberdaron with the intention of redeveloping the former Mill in the village. The Mill had previously been bought by one of the Directors in order to preserve the building and its heritage for the community.

The Mill is a Grade II listed building Felin' (Cadw -building ID: 19992) and described as *"a substantial village corn-mill of vernacular type, and, despite the loss of the wheel, still retains character as a rural industrial building"*

The proposal is to renovate and reinstate the building as a working Mill. At present the building is in a serious state of disrepair, but the hope is to secure funding and the support of the community to safeguard and revitalise the Mill.

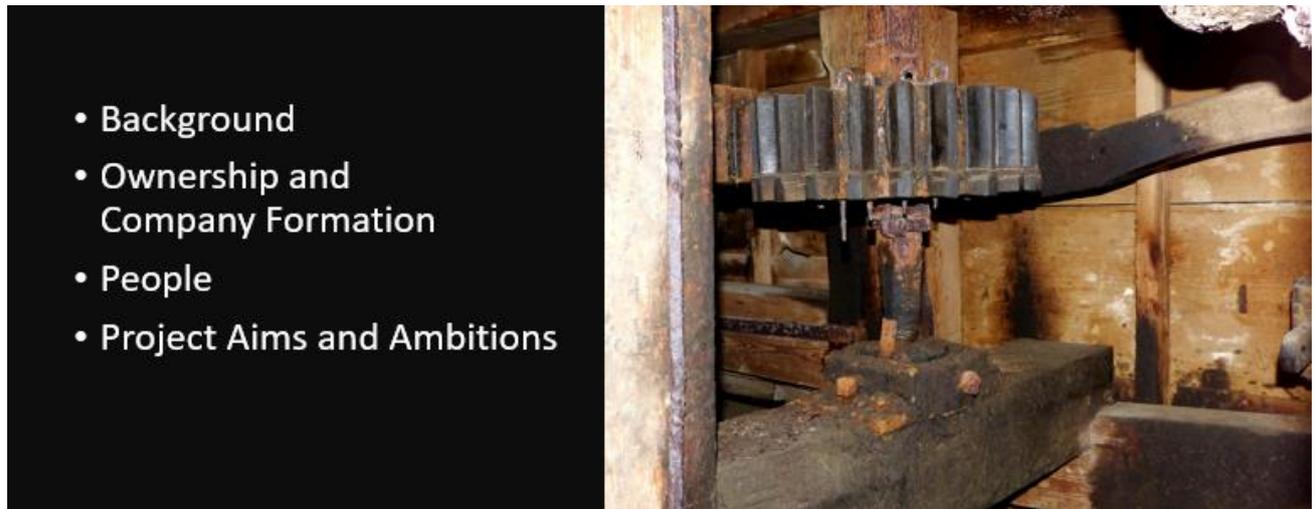
The Project will accentuate the architectural and historical importance of the building whilst also focusing on the significant economic benefits of bringing the mill back to commercial use.

The idea is to restore the building and existing machinery within the Mill. Once operational the intention will be to produce genuine welsh flour from local wheat sourced from local crops. This flour would then be used to produce breads, cakes, pastries and a range of innovative produce, including health and fitness bars.

Melin Daron will operate as a social enterprise, and as such will provide training education and volunteering opportunities as well as creating much needed jobs.

This report has considered the key issues that need to be addressed in moving forward and has considered alternative options for the site. However, the conclusion of the study is that the above option is the most appropriate and viable, and the one which will most feasibly preserve and sustain this key historic building on the Llŷn.

## 1. Introduction



- 1.1. The primary aim of Melin Daron is to redevelop the old Mill at Aberdaron, a former water mill and a key building at the heart of the village. The Mill is of particular architectural and historic interest, and has Grade II listed designation. The intention is to redevelop the building into a working mill, producing flour from locally grown crops; and is part of a wider ambition to revitalise and sustain the rural economy of this part of Gwynedd.
- 1.2. A mill on the existing site is attested in a document of 1777, but it is possible that there was an earlier mill here or nearby. The mill was enlarged in the early and mid-19th century and fell out of use in the 1930s. Melin Aberdaron is listed Grade II as 'Y Felin' (Cadw -building ID: 19992). It was included in the list as *"a substantial village corn-mill of vernacular type, and, despite the loss of the wheel, still retains character as a rural industrial building"*
- 1.3. The plan is one which would see Y Felin restored to its former glory and reinstated as a working Mill. The Project will accentuate the architectural and historical importance of the building but will also focus on the significant economic benefits of bringing the mill back to commercial use.
- 1.4. The idea is to restore the building and where feasible the existing machinery within the Mill. Once operational the intention will be to produce genuine welsh flour from local wheat on the Llŷn. This flour would then be used to produce breads, cakes, pastries and a range of innovative produce, including health and fitness bars. Melin Daron Directors are also reviewing the possibility of growing wheat on nearby Bardsey Island and ultimately producing bakery products which could be branded Bardsey Flour, Bardsey Loafs etc.
- 1.5. The Mill possesses an old kiln, and various options, including firing genuine Llŷn Pottery and developing a Welsh Pizzeria, using dough made from the flour and other locally sources produce, are also being considered.
- 1.6. A later phase of the project will be to develop the adjoining buildings, with a view to providing incubator space for new and emerging small businesses in the area. The hope is to entice associated business that can add value to the existing offer in Aberdaron, and

those that will complement Melin Daron.

- 1.7. The project is attracting the interest of a number of interested parties, and discussions have now been had with Welsh Government's Food Sector, Visit Wales, Cadw, the National Lottery and the Local Authority (Gwynedd Council). The adjoining Bakery was recently visited by HRH Prince Charles; and significant interest and subsequent supportive correspondence was received in relation to the proposals for the Mill.
- 1.8. The freehold owner of the site is Geraint Jones, a local businessman who has also developed the adjacent bakery. He purchased the Mill in 2015 in order to secure the building for the benefit of the village. The intention, however, was always to offer the Mill as an asset to the community.
- 1.9. Geraint is now one of four people who have come together to form the Melin Daron Cyf Limited Company. The company was set up in 2019 with the intention of realising the vision for the Mill and the village. However, work to develop the ideas and concepts for the Mill have been ongoing for the last five, with over £16,000 invested in studies and reports that have helped identify the heritage, architectural and archaeological worthiness of the Mill.

The company now has a 20 year lease on the site and will be responsible for developing the Mill. This is a tangible opportunity to move forward and realise the dream of bringing Melin Daron back to operational use. The Mill also act as a catalyst and focal point for a wider range of economic and social activities in the village and beyond.

- 1.10. The initial four directors of the company are:

**Geraint Jones.** A local businessman and entrepreneur. Geraint runs a number of businesses within the village and was responsible for buying and preserving the building. Geraint is also one of the people responsible for "Be Nesa Llŷn", a privately funded initiative designed to help young entrepreneurs in the area start and grow their businesses.

**Roy Milnes.** Trained as an electrical engineer at GEC-AEI turbine generators Trafford Park, later National Contract Manager building automation systems for JEL part of Thorn group. Roy is a key volunteer and advocate for renewable energy projects on Ynys Enlli. He is also the Walks Secretary for Eryri Ramblers.

**Jo-Anne Milnes.** An experience Hotelier & Restaurant Owner. Jo-Anne is also a qualified Secretary /PA and was previously PA to a Director of Physiotherapy in the NHS and PA to the Vice Principal of Craven College, Skipton. Jo-Anne is also the website and Facebook webmaster for Eryri Ramblers, and a volunteer on Ynys Enlli.

**Stephen Bull.** Currently Manager for Aberdaron Advent Campsite, a camp and leisure facility just outside the village. He has a construction and mechanical background and apprenticed in the crafts industry. Stephen is also trained in outdoor recreation and has a hobbyist interest in Aberdaron's industrial past. He sees this project as a way of combining his life skills experiences into one project that offers much to others as well.

## 2. The Mill

- History
- Heritage significance
- Work to date
- The need and Opportunity



### 2.1. History

According to research undertaken by historian Gwyn Roberts, a mill has been in Aberdaron since the Middle Ages and is mentioned in the census undertaken by King Edward III in 1352.

By the eighteenth century much of the land in the Aberdaron parish belonged to the Cefnamwlch estate. A document at the National Library of Aberystwyth dating from 1717 lists the lands left by William Griffith, Cefnamwlch in his will to his brother John Griffith, Cefnamwlch. These lands include Moelfre, Rhedynva, Cilbooth, a smallholding in the tenur of Thomas Frederick and Aberdaron Mill. The mill has been associated with Cefnona farm since at least the eighteenth century. William Williams was registered as a tenant of the mill and Cefnona in 1785 and several of their children were baptized in the Church in Aberdaron.

When William Williams died in 1811 his sons, Griffith, William and Hugh followed him as Millers. Cefnamwlch Estate papers from the same year also note the refurbishment of the mill at that time. It is likely that Griffith was the senior Miller and his name is noted as the tenant on the tithe map of 1845. Hugh worked at Aberdaron Mill for a while and then, on marrying, worked as a Miller at Pentrefoelas Mill.



*Figure 1 - Hugh Williams outside the Mill*

In the 1861 census, William Williams is recorded as a Miller and widower, and in the following census of 1871 is again recorded as a Miller. Death records show that he passed away three years later in 1874.

William Williams died in 1811 and his sons, Griffith, William and Hugh followed him as Millers and there is a document in the Cefnamwlch estate papers dating in to 1811 noting the refurbishment of the mill. Griffith was probably the Chief Miller and his name is noted as a tenant on the tithe map of 1845. Hugh worked at Aberdaron Mill for a while and then on marrying he worked as a Miller at Pentre Foelas Mill.

By the 1861 census, Griffith was a widower, and continues to be noted as a Miller by profession (as is his brother). The following census in 1871 also notes him as a Miller. Death records show that he died three years later (1874). By 1871 their sister Elizabeth was responsible for the farm and the mill, and had six servants, all of whom were either nephews or nieces.

After Elizabeth died, her niece, Margaret Jones, a native of Enlli took over the farm and mill. By 1891 Hugh Jones her nephew was working the mill and it was likely that the mill was in his care until his death in 1953.

It is believed that the middle part of the existing Mill is the earliest part of the building, with an extension to the east being used as a stable, with some equipment used with the horses still in situ.

To the West two extensions have been built; the southern extension is the room used as a drying kiln, and the northern extension contained cleaning equipment and a pollinator were located.

There is also an extension to the original building towards the North, and a date of 1851 has been cut into this wood. As Gwyn Roberts notes, mice also appear to be a problem 170 years ago.

Only the middle axis remains of the water wheel, but old photographs and the size of the axis suggest it was approximately about twenty feet across and about a yard wide.



Figure 2 – 1851 Graffiti

The wheel turned the large cogged wheel which in turn turned two bars of stones, a sack chain and the machinery to clean up the grain and pilot the flour.

As suggested above, documents indicate that a lot of renovation work took place on the Mill in the early 1860s. It is likely that much of the equipment dates from this time, for example the cogged wheels seem to be fairly recent and of a high standard.

## 2.2. Heritage Significance

There are a several evidential documents which testify to the importance of the Mill, architecturally, historically and archaeologically.

### **Cadw – Grade II status (See Appendix I)**

The Cadw designation of the Mill as Grade (1998) notes it as a:

*“Village corn-mill, probably earlier C19 extended in later C19, comprising a central cross-range and wings E and W, with additional range parallel and to N of W wing. Cross-range appears to be the oldest part, marked on 1844 Tithe Map, and the wheel, now gone, was on the N end of this range”*

**Reason for designation**

*“Included as a substantial village corn-mill of vernacular type, and, despite the loss of the wheel, still retaining character as a rural industrial building”*

**Archaeological Assessment – Govannon Consultancy 2015 (See also Appendix II)**



Govannon was commissioned in 2015 by Geraint Jones to undertake an Assessment of the Archaeological significance of the Mill.

This noted:

*Melin Aberdaron consists of a central cross range (b), possibly the oldest part of the present structure, with two wings to the west (a) which contains substantial brick-built kiln for drying corn before grinding or storage. In addition, there is a further unit to the east. It is built of large rubble-stone and was until recently richly covered in ivy. It stands close to and below the B4413 road into the village of Aberdaron.*

*Unit (a) is a two-storey structure but access is not possible to the first floor. The first floor ...was accessed by a stair... This is now dangerous. The slate roof is supported on pine timbers. The slates include Arfon slates ('Bangor blues') as well as poorer quality Ordovician slates”*

The report summarises the significance of the Mill as follows:

*“The study area is of archaeological significance as the site of a well-preserved early 19th century rural corn-mill, which survives in good condition, including much of its machinery. Whilst these were common features in the rural economy, and many survive, their importance in sustaining the communities they served make them significant features. The survival of the corn-drying increases the significance of Melin Aberdaron.*

*“The study area has considerable archaeological potential for the possibility that it might shed light on pre-19th century corn-milling.”*

**Melin Aberdaron Conservation Plan 2015 – Govannon Consultancy (See also Appendix III)**

This correlated report, also undertaken by Govannon Consultancy also emphasised the critical importance of the building from an educational and historical perspective, noting:

*The survival of the fabric of at least two significant phases of Melin Aberdaron, one pre-1841, one pre-1889, can potentially inform us about the capacity of a small rural community to construct, maintain and enlarge such a building in the 19th century. The survival of parts of the waterwheel, the stones, hoppers and control mechanism and the kiln can potentially inform us as to the capacity of a small rural community to equip and operate a corn mill in the 19th century.*

*“Melin Aberdaron is of regional historic value as a rural corn mill of 19th century construction with older, possibly Medieval, origins.*

*“Melin Aberdaron is a known and appreciated element in the village of Aberdaron, a settlement with strong cultural, religious, literary and historical traditions and which has also attracted visitors to the area since the 19th century. It is located adjacent to the road by which most people reach the village and forms an important part of the ‘village-landscape’.*

**Melin Aberdaron Archaeological Survey 2015 / 13. I.P.Brooks. (See also Appendix IV)**

A further study by Ian Brooks, also commissioned by Geraint Jones, further emphasised the archaeological and heritage significance of the Mill.

*“Melin Aberdaron is a multi-phased building with an initial phase consisting of a building set at right angles to the mill leat. This developed with the addition of an attached corn drying kiln, a new range to house two flour dressers, a stable and a store. Although the waterwheel has collapsed, the mill range contains most of the works, although a few of the parts are missing. The gear train is somewhat compressed with the whole of the gear train being housed in a Hurst frame on the ground floor. This required for a somewhat unusual pattern with a crown ring on the Great Spur Wheel driving a lay shaft on the ground floor. The upper lay shaft was driven by a leather belt from the lower lay shaft. There is also an unusual fan set in the edge of the Hurst Frame which is assumed to aid in the cooling of the all metal gear train.*

*“There is (sic) also several incidents of graffiti throughout the building. Of particular note are the representations of three ships on the trusses and a series of dates on several of the timbers.”*

### 2.3. Work to date

The following costs have so far been incurred:

Melin Daron costs incurred to date	
Purchase	200000
Archaeological Report	7200
Architectural Review	1500
Planning Consent and Listed Building Report	3000
Species Study	2000
Engineering Report	2500
General site clearance and maintenance	6000
	<b>£222,200.00</b>

The primary driving force behind the project has been Geraint Jones. He bought the property in order to ensure its preservation, and over the last 5 years has invested significant sums in both securing the property and obtaining the appropriate advice on the future development.

However, he recognised that to fully realise his ambitions for the Mill, securing the support of the community was essential, and additional skills and knowledge from within that community critical to the future success of the project.

Therefore, “Melin Daron Cyf”, a company limited by guarantee was formed in 2019 with the express purpose of restoring the Mill to operational use, and to use that restoration as the stimulus for a number of socio-economic interventions designed to improve the wellbeing and prosperity of Aberdaron and the wider area of the Llŷn Peninsula.

The members of the company have begun to raise the profile of the project through various means. This has included:

- A website. <https://melindaron.org/>
- Attendance at events, including a 3-day exhibition at Sarn on the Llŷn last August (23<sup>rd</sup> – 25<sup>th</sup>)
- Collection Jars in shops locally.
- Social media platforms - currently being developed, and by the end of the Summer Melin Daron will also be on Facebook, Twitter and Instagram.
- A crowd funding initiative, including an online platform is proposed for the Autumn. This will be complemented by an event in Aberdaron to which the community, local stakeholders and businesses will be invited.

### 3. Ownership and Management



#### 3.1. Background.

As stated in the previous section, the freehold of the Mill is owned by Geraint Jones. A 20-year lease with Melin Daron was agreed in June 2019 which allows the company to develop and operate the Mill for until 2039.

As noted in the previous section Melin Daron is a company limited by guarantee and was established to drive the project forward.

At the heart of the company are two fundamental principles:

1. The Mill is part of the heritage of the village and its development and operation is supported and guided by the community itself.
2. The restoration of the Mill is a catalyst and focal point for a wider range of measures designed to help support the wellbeing and prosperity of Aberdaron and the wider area of the Llŷn Peninsula.

#### 3.2. Melin Daron Cyf.

The company is a social enterprise, limited by guarantee, with all profits being reinvested into the Mill and its associated activities.

##### 3.2.1. Aims

The specific aims of the company are:

- a) To redevelop and restore Aberdaron Mill, preserving and sustaining its heritage status. Further, to manage, operate and promote the facilities as a key community and asset for Aberdaron and the surrounding areas*

- b) *To promote asset transfers and redevelopment key buildings for the benefit of the community*
- c) *To support, champion and promote local produce*
- d) *To provide volunteering, training and employment opportunities, developing skills and abilities allowing them to enter or re-engage with the employment market*
- e) *To co-ordinate events and social activities, designed to improve community cohesion, encourage local facilities and promote area's strengths*
- f) *To stimulate and support other regeneration and economic development activities*
- g) *To manage and improve the facilities and services of the Company which, in the opinion of the Directors, may enhance the sustainability of the Company.*

### 3.2.2.Membership.

It is intended that Membership of the company will be as open as possible but has a focus on ensuring that the core membership is made of members of the community itself.

Melin Daron's Memorandum and Articles note the following:

*"The Board of Directors may admit to membership:*

*"any person who has attained the age of eighteen years and who is in agreement with the objects of the Company, without discrimination between persons by reference to wealth, politics, race, religion, sex or disability; or*

*"any person under 18 years of age may be admitted as Junior Members.*

*any society, company, local authority or unincorporated association which is in agreement with the objects of the Company."*

The governing document also specifies the following:

*"Every Member upon admission shall be allocated one of the following categories of membership at the absolute discretion of the Board of Directors:*

*a) "Community Members" shall be members who have an interest in or who live in the community of Aberdaron and the surrounding areas and support the aims and objectives of the Company.*

*b) Corporate Members shall be Members admitted under Article 7(c)."*

In essence the intention is to ensure that the membership of the company is open to the people of Aberdaron and its environs, irrespective of age, as long as they support

the objectives of the company.

However, as specified above, the Articles also allow for corporate membership to any society, company, local authority or unincorporated association in agreement with the objects of Melin Daron.

This means that once more fully established the company will seek to recruit members from within the community but also bring key stakeholders who have a presence and/or relevance to Aberdaron and the project.

### 3.2.3. Stakeholders.

There are several stakeholders operating in Aberdaron or across the Llŷn, and many will have a key interest in the project. Work has already begun in engaging with a number of these organisations, including:

#### **National Trust.**

The National Trust developed Porth y Swnt is a ground-breaking interpretation centre developed by the Trust at Aberdaron.

<https://www.nationaltrust.org.uk/porth-y-swnt>

#### **Llŷn Area of Outstanding National Beauty.**

In 1956, a large part of the Llŷn Peninsula was designated an Area of Outstanding Natural Beauty (AONB) under the National Parks and Access to the Countryside Act 1949. At present there are two full time members of staff, and they promote a range of initiatives and projects under the auspices of the AONB.

<http://www.ahne-llŷn-aonb.org/1/en-GB/Home>

#### **Coleg Meirion Dwyfor.**

Coleg Meirion Dwyfor is part of the Grwp Llandrillo Menai Higher Education Consortium. It has three campuses, Dolgellau, Pwllheli and Glynllifon. It has a strong Food and Agriculture specialism, and is proactive in the Llŷn area; working closely with other stakeholders such as the AONB and Gwynedd Council.

<https://www.gllm.ac.uk/>

#### **Gwynedd Council**

The Local Authority for the area has played a significant role in supporting rural communities and is an essential stakeholder.

<https://www.gwynedd.llyw.cymru/en/Council/Council.aspx>

### 3.3. Charitable Status.

It is also proposed to establish a charity to sit alongside the main company. This will be implemented once the plans and ideas for Melin Daron are fully developed. Initial discussions have been held with the Charity Commission, but the Directors have been advised to revisit the issue once there are full plans and proposals available.

### 3.4. Company Recruitment and Management Process

Proposals for widening the membership and ensuring that the project is strategically aligned are set out below:



### 3.5. Board of Directors

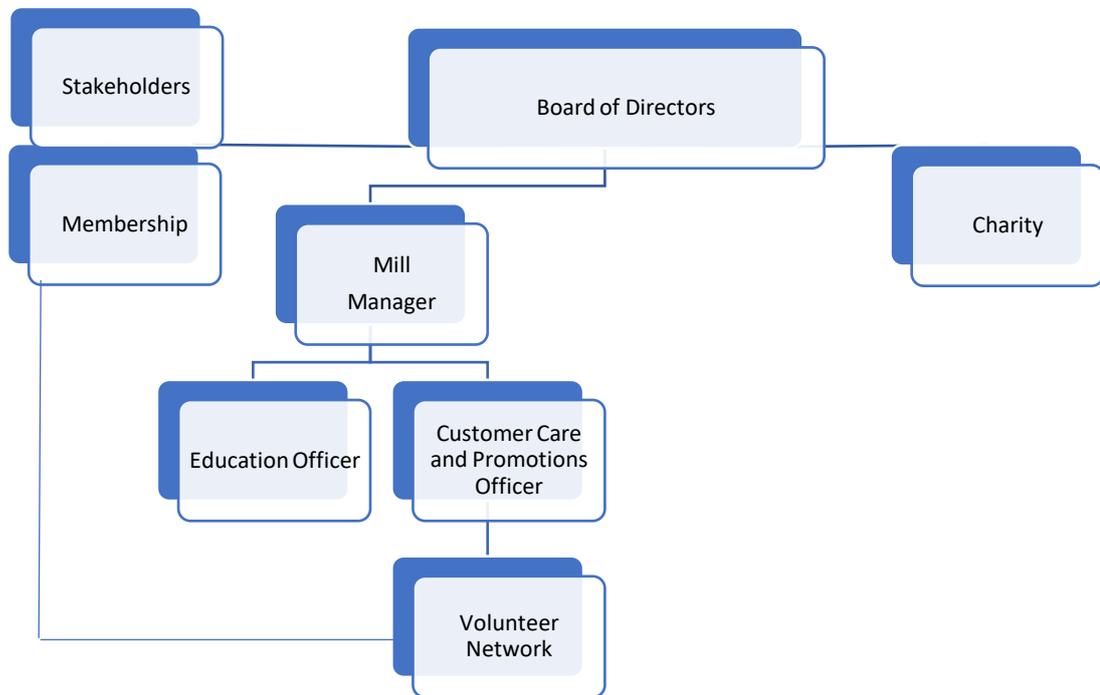
There are currently four Directors, which is the minimum number specified by the Articles of Association. The maximum is currently eight, although this can be increased at a General Meeting of the company. This number will be reviewed as Melin Daron grows.

Once sufficiently resilient the Board will seek to recruit a small number of dedicated staff, supported by a team of volunteers.

### 3.6. Management and Operations.

The proposals for running the company are set out diagrammatically on the following page:

3.6.1. The Company will be strategically governed by the **Board of Directors**. The Board of Directors will be recruited from the membership and from key stakeholders.



3.6.2. **A Charity** will be established in 2021. This will sit alongside Melin Daron and will be responsible for driving forward purely charitable activities relating to the restoration of the Mill and the provision of Education. It will also serve as a receiving body for donations for which Gift Aid can be applied.

3.6.3. **Key Stakeholders** will be invited to join the company. This invitation will be at the discretion and consideration of the Board of Directors.

3.6.4. The Board will appoint a **Mill Manager** who will drive the project forward on behalf of the Board. The Mill Manager will be responsible for reporting to the Board and will ultimately act as Company Secretary.

The Mill Manager will be responsible for recruiting the Education Officer and Customer Care and Promotions Officer.

3.6.5. The **Education Officer** will be responsible for designing the Educational Offer and for engagement with schools and colleges. The Education Officer will also be responsible for preparing materials and online information.

3.6.6. The **Customer Care and Promotions Officer** will have responsibility for ensuring that the Mill always provides an excellent service and will be expected to develop specific events and initiatives to promote the Mill. Along with the Manager, the Officer will be

also be expected to liaise with local stakeholders to ensure a holistic approach to regenerating and promoting Aberdaron.

The Customer Care Officer will also coordinate volunteer activity, making sure that there is sufficient volunteer support at all times.

3.6.7. **Volunteers** will be recruited from both within the company membership and others within the community who have an interest and the time to support the aims and objectives of Melin Daron.

### 3.7. Aberdaron and the Community

Aberdaron is a former fishing village which has been a tourist hotspot for over a 100 years. The village lies at the western tip of the Llŷn Peninsula 14.8 miles west of Pwllheli, and the wider community encompasses Bardsey Island.

Aberdaron lies 14.8 miles west of Pwllheli and 33.5 miles south west of Caernarfon and has a population of 965. This includes historic Bardsey Island (Ynys Enlli), the coastal area around Porthor, and the villages of Anelog, Llanfaelrhys, Penycaerau, Rhoshirwaun, Rhydlios, Uwchmynydd and Y Rhiw.



The coastal waters are part of Pen Llŷn a'r Sarnau Special Area of Conservation, one of the largest marine designated sites in the United Kingdom. The coast itself forms part of the Aberdaron Coast and Bardsey Island Special Protection Area and was designated a Heritage Coast in 1974. As noted

earlier, in 1956 the area was included in Llŷn Area of Outstanding Natural Beauty, has been designated a Landscape of Historic Interest.

Aberdaron hosts numerous sailing regattas featuring clinker-built boats unique to the area; there is a popular regatta every August where the races are open to everyone.

The village is also a popular walking centre and lies on the Llŷn Coastal Path; a path which stretches for 84 miles around the Gwynedd coast.

Most recently, in 2014, Porth y Swnt, the new National Trust Coastal Tourism Centre of Excellence designed to allow locals and tourists to discover and more fully appreciate the essence of the area.

Despite the vibrancy of the village during the summer months, it is not bereft of problems. The community is included in Pwllheli and Llŷn Regeneration Area and has been identified in the Welsh Index of Multiple Deprivation (WIMD 2019) as the most deprived electoral division (Aberdaron / Botwnnog & Tudweiliog) in Gwynedd in terms of access to services; and ranked 11th overall in Wales.

Further enhancing and diversifying the local economy, this project will add to the tourism appeal of Aberdaron and the Llŷn Peninsula, but will also provide employment and training facilities, and access to much needed services.

Aberdaron itself is seen as an exemplar model of how local indigenous businesses can come together to provide a new impetus and sense of vitality for a community. There is a dedicated website - <http://www.aberdaronlink.co.uk/> and open access Wi-Fi for the community and visitors alike.

Geraint Jones is also one of a group of 11 local business people who have set up “Be Nesa Llŷn” (What Next Llŷn?), a loan fund for businesses on the Llŷn Peninsular, both existing and new, who want to grow and develop in the area. The focus is very much on young people and providing them with the help that is not available from mainstream lenders or the public sector.

Melin Daron will further develop this concept; training young people to become bakers, potters, and other disciplines, providing them with a more convivial and appropriate environment to start up or grow their businesses.

## 4. Options for Future Use



- Working Mill (Social Enterprise)
- Working Mill (Private)
- Residential
- Holiday Lets

- 4.1. The primary objective of buying the Mill in the first instance was to secure its ownership from within the community. As a building of significant historic, architectural and archaeological importance, its loss to an investor with insensitive ideas for its redevelopment would have been a significant blow to Aberdaron.
- 4.2. However, a need to consider the best options for the site is critical. In developing this report a workshop was conducted with the Directors to consider the most viable, sustainable and appropriate option moving forward. The conclusions are presented below.

Option 1	
Use	<i>Tourist Accommodation.</i>
Works necessary	<i>This would likely involve stripping out all the machinery and works inside, and ostensibly gutting it. The only remaining features would be the façade of the building.</i>
Cost	<i>£500k</i>
Pros and Cons	<p><i>Pros:</i></p> <ul style="list-style-type: none"> <li>• <i>Depending on the type of accommodation proposed. If it is serviced accommodation, then the project would potentially qualify for grant support from Visit Wales.</i></li> <li>• <i>There is definite demand for more serviced accommodation in the Llŷn.</i></li> <li>• <i>It would be a unique offer.</i></li> <li>• <i>Job creation</i></li> <li>• <i>Increased visitor spend.</i></li> </ul> <p><i>Cons</i></p> <ul style="list-style-type: none"> <li>• <i>Removing the internal fabric of the building would ostensibly take away a significant part of the architectural and archaeological importance of the</i></li> </ul>

	<p><i>Mill.</i></p> <ul style="list-style-type: none"> <li>• <i>Potentially insensitive development.</i></li> <li>• <i>There would likely be a presumption against such use for the specific building on a Planning basis.</i></li> <li>• <i>It does not meet community need</i></li> <li>•</li> </ul>
<b>Option 2</b>	
Use	Residential
Works necessary	Complete restoration of the external and internal of the building.
Cost	£1m+
Pros and Cons	<p><i>Pros</i></p> <ul style="list-style-type: none"> <li>• <i>Would protect and secure the building</i></li> <li>• <i>Potentially contributes to the overall environmental impact of Aberdaron</i></li> <li>• <i>Is sensitive to the wider area e.g. AONB</i></li> </ul> <p><i>Cons</i></p> <ul style="list-style-type: none"> <li>• <i>No economic or social impact</i></li> <li>• <i>Unlikely to secure planning permission</i></li> <li>• <i>Unlikely to garner support from the community</i></li> </ul>
<b>Option 3</b>	
Use	Restoration and Preservation (without any business or community activity) – led by third sector.
Works necessary	Complete restoration of the external and internal of the building.
Cost	£1m
Pros and Cons	<p><i>Pros</i></p> <ul style="list-style-type: none"> <li>• <i>Would protect and secure the building</i></li> <li>• <i>Contributes to the overall environmental impact of Aberdaron</i></li> <li>• <i>Is sensitive to the wider area e.g. AONB</i></li> </ul> <p><i>Cons</i></p> <ul style="list-style-type: none"> <li>• <i>No sustainable plan</i></li> <li>• <i>High risk of not securing funding</i></li> <li>• <i>Recurring maintenance cost</i></li> <li>• <i>No tangible economic or social contribution to the community.</i></li> <li>• <i>Would require significant intervention through public sector, Lottery and trusts and foundations.</i></li> <li>• <i>Unlikely to garner support from the community</i></li> </ul>
<b>Option 4</b>	
Use	Restoration and Preservation. Operated as a Private Business.
Works necessary	Complete restoration of the external and internal of the building, and installation of interpretative displays, offices, visitor facilities and toilets. Also work the curtilage and car park.
Cost	£1.2m
Pros and Cons	Pros

	<ul style="list-style-type: none"> <li>• Protects and Secures the building</li> <li>• Limited grant opportunities</li> <li>• Delivers a unique project in the Llŷn</li> <li>• Will result in some economic benefits, including jobs.</li> <li>• Complements other developments in the locality e.g. Porth y Swnt</li> <li>• Contributes to the further development of food tourism</li> </ul> <p>Cons:</p> <ul style="list-style-type: none"> <li>• Requires significant intervention from grants to make it viable.</li> <li>• Questionable return on return on investment from a private sector perspective</li> <li>• No private organisation in place or demonstrable interest in the project.</li> <li>• No guarantee on ensuring community and economic benefits</li> </ul>
Option 5 (Preferred Option).	
Use	Restoration and Preservation with business and community activity – led by third sector. Promoted as a working water mill producing flours from locally sourced crops.
Works necessary	Complete restoration of the external and internal of the building, and installation of interpretative displays, offices, visitor facilities and toilets. Also work the curtilage and car park.
Cost	£1.2m
Pros and Cons	<p>Pros</p> <ul style="list-style-type: none"> <li>• Protects and Secures the building</li> <li>• Range of grant and funding opportunities, including Lottery, Visit Wales, Welsh Government Food Business and generic business support, Cadw, Trusts and Foundations</li> <li>• Delivers a unique project in the Llŷn</li> <li>• Will result in economic and social benefits, including jobs, training and volunteer opportunities</li> <li>• Complements other developments in the locality e.g. Porth y Swnt</li> <li>• Significant tacit support already in place</li> <li>• Incorporated organisation in place to take the project forward</li> <li>• Contributes to the further development of food tourism</li> </ul> <p>Cons:</p> <ul style="list-style-type: none"> <li>• Requires significant level of intervention from public sector, Lottery and trusts and foundations.</li> </ul>

The preferred option is Option 5. The Board considers this the most advantageous option in terms of:

**Community need and desirability** - the degree to which each option meets the community's need and demands, but also the strategic objectives and priorities of stakeholders, both locally and regionally. Option 5 has been developed through ongoing discussion with the community and a profound appreciation of what Aberdaron needs and wants.

**Viability.** the degree to which each option is financially viable and sustainable  
The initial assessment suggests that Option 5 will attract a wider range and higher level of grant support. Initial market analysis also indicates that there would be demand and interest in the type of operation proposed under Option 5.

**Feasibility** - the degree to which each option can be implemented. None of the options proposed are uncomplicated; however, Option 5 has a number of strengths that enhance the feasibility of the project. These include an incorporate body with clear objectives; a small team of Directors with complementary skills and knowledge; strategic alignment with key stakeholders, and potential funding from a number of grant and funding bodies.

**Economic and Social Impact** – the degree to which each option impacts positively on the community of Aberdaron and the wider area. As shown in the table below, there will be a variety of economic and social outcomes from Option 5.

Economic development outcomes and outputs of the preferred option	
Floor space and usage	173m2
Economic outcomes	<p><i>Economic Outcomes include:</i></p> <ul style="list-style-type: none"> <li>• £1.2m investment, providing contracts worth the equivalent to local suppliers.</li> <li>• Ongoing supply chain opportunities for local suppliers in the food and craft sector, maintenance and construction.</li> <li>• Will increase local and wider visitor spend to Aberdaron, most importantly out of the main season.</li> <li>• Will increase Aberdaron's holistic offer as a honeypot destination.</li> </ul>
Employment	<ul style="list-style-type: none"> <li>• Minimum of 3 full time jobs initially.</li> <li>• Additional 4 seasonal jobs.</li> </ul>
Volunteers	<ul style="list-style-type: none"> <li>• 20 volunteer opportunities per annum, across a range of disciplines, including maintenance and construction, customer care, event management and retail.</li> </ul>

## 5. Action Plan

- Full Design
- Community Engagement
- Capital Strategy
- Market Analysis
- Pricing Strategy
- Governance and Management
- Recruitment
- Financial Forecasts

An architectural floor plan of a building, tilted at an angle. The plan shows various rooms and corridors. Red lines are drawn across the plan, likely representing a specific layout or path. A north arrow is visible in the top left corner of the plan.

5.1. In line with the guidance for the Viability report we have prepared a considered Action Plan setting out the key tasks required to see the project through to fruition. This is set out on the following pages.

## Melin Daron Action Plan

Action	Description	July-Sep 20	Oct - Dec 20	Jan-March 21	April-June 21	July-Sep 21	Oct-Dec 21	Jan-Dec 21
<b>Full Design and Technical Reports</b>	<p>The commissioning of detailed studies, reports and drawings to ensure that:</p> <ol style="list-style-type: none"> <li>1. The full scope and logistics of the task in hand is fully understood.</li> <li>2. To support applications for consent and planning approval</li> <li>3. To support applications for funding</li> <li>4. To help in conveying the project to stakeholders and the community.</li> </ol>							
<b>Regulatory Applications and Consents</b>	Prepare and submit applications for Planning, Building Consent etc.							
<b>Community Engagement</b>	<p>Twofold approach to engagement.</p> <ol style="list-style-type: none"> <li>1. To recruit members for the company and to identify potential Directors.</li> <li>2. To ensure that the community is appraised of developments and can offer opinion and thoughts at all stages of the project (including post completion).</li> </ol>							

<b>Capital and Investment Strategy</b>	<p>Development of an Investment Plan that i) identifies potential funding sources ii) makes applications to specific funding bodies iii) establishes crowd funding platform iv) launches crowd funding campaign.</p> <p>Funding sources identified thus far:</p> <ol style="list-style-type: none"> <li>1. AONB Llŷn</li> <li>2. Cadw</li> <li>3. Visit Wales</li> <li>4. Gwynedd Council (Arfor)</li> <li>5. Lottery (Heritage and Big Lottery)</li> <li>6. Trusts and Foundations</li> <li>7. Welsh Government Food Sector</li> <li>8. Welsh Government Business Development</li> <li>9. WCVA</li> </ol> <p>A key part will be crowd funding. We will work with WCVA and Mantell Gwynedd in developing a local initiative, supported by a world-wide campaign on-line.</p>							
<b>Market Analysis</b>	Preliminary research has been undertaken. However, more sophisticated analysis of the potential of the various markets will need to be actioned over the next 12 months.							

<b>Market Analysis (cont'd)</b>	<p>The Mill's offer is multi-faceted, and there is no one discrete market.</p> <p>In developing a detailed business plan an analysis of the following markets has been identified (not an exhaustive list):</p> <ol style="list-style-type: none"> <li>1. Education Market (schools)</li> <li>2. Education Market (FE and HE)</li> <li>3. General Tourist Market</li> <li>4. Coach Trade</li> <li>5. Specialist interest groups e.g. WI, Merched y Wawr, History Societies</li> </ol>							
<b>Pricing Strategy</b>	<p>This will complement the Market Analysis and will determine the pricing policy of the operation of the Mill. This will consider the outcome of the market analysis, and review similar operations and their pricing policies. It will also consider local influences.</p> <p>In delivering social outcomes, the company also consider discounted and free access for particular cohorts and groups.</p>							
<b>Governance and Management</b>	<p>The overall structure of the company has been set out in the Viability Report. This process will build upon that structure, and put into place policies and operational guidelines, including Financial Regulations, Employment and Recruitment Policies, Equal Opportunities, Conflict of Interest Policy for Board Members, Anti-Slavery Policy, Welsh Language,</p>						<b>Charity Formation</b>	

<b>Governance and Management (cont'd)</b>	<p>Disability Access etc.</p> <p>Other key Actions will include:</p> <ol style="list-style-type: none"> <li>1. Volunteer Policy, including non role specifications, non financial remuneration and recruitment.</li> <li>2. Job Descriptions for paid staff.</li> <li>3. Code of Conduct.</li> </ol> <p>This element of the Action Plan will also fully consider when and in what form the Charity will be formed.</p>							
<b>Recruitment</b>	<p>One of the final stages of the Action Plan will be the recruitment of the three key members of staff, namely the Mill Manager, the Customer Care Officer and the Education Officer.</p>							
<b>Business Plan and Financial Forecasts.</b>	<p>This is an ongoing process and will be further developed and enhanced as the project developed. In essence it will be a live document that will take all of the other elements of the Action Plan into consideration.</p>							
<b>Marketing and Promotion</b>	<p>Specific Elements of Marketing and Promotion will be undertaken at key stages of the development of the Project. This will include i) community engagement ii) crowd funding iii) membership recruitment iv) post completion</p>							