

The Business Model Canvas

Designed for:

CAG / WIC

Designed by:

Debby Mercer

Date:

14/03/24

Version:

0.1

Key Partners



Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

UWTSO
Campaign for Wool
British Wool
Feeder College - Sparsholt

Key Activities



What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES
Production
Problem Solving
Platform/Network

Teaching
Researching

Key Resources



What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES
Physical
Intellectual (brand patents, copyrights, data)
Human
Financial

Building for Wool sorting
teachers

Value Propositions



What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

CHARACTERISTICS
Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

Degree
Short courses
Train Industry training.
Price - Fair price for farmers.
Enterprise Support.
↳ Innovative wool products
Accessibility. → Few Wool courses.

Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

EXAMPLES
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Communities of students
Student/mentor
International students - acquisition
Mutual benefit eg BW

short course = retention?

Channels



Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CHANNEL PHASES
1. Awareness
How do we raise awareness about our company's products and services?
2. Evaluation
How do we help customers evaluate our organization's Value Proposition?
3. Purchase
How do we allow customers to purchase specific products and services?
4. Delivery
How do we deliver a Value Proposition to customers?
5. After sales
How do we provide post-purchase customer support?

Online Advertising
Careers fairs @ Colleges.
Farmers markets.

Customer Segments



For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

segmented

~~Multi-sided platform?~~
Home students
International students
Short - Course
Degree
Company training

Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

IS YOUR BUSINESS MORE
Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS
Fixed Costs (salaries, rents, utilities)
Variable costs
Economies of scale
Economies of scope

Economies of Scale - 1 lecturer
more students
more = cash! \$

Revenue Streams

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

TYPES
Asset sale
Usage fee
Subscription Fees
Lending/Renting/Leasing
Licensing
Brokerage fees
Advertising

FIXED PRICING
List Price
Product feature dependent
Customer segment dependent
Volume dependent

DYNAMIC PRICING
Negotiation (bargaining)
Yield Management
Real-time-Market

Short Courses - one time
Degree - Recurring.
↳ Could be recurring with beg inter + advanced.



DESIGNED BY: Business Model Foundry AG
The makers of Business Model Generation and Strategyzer

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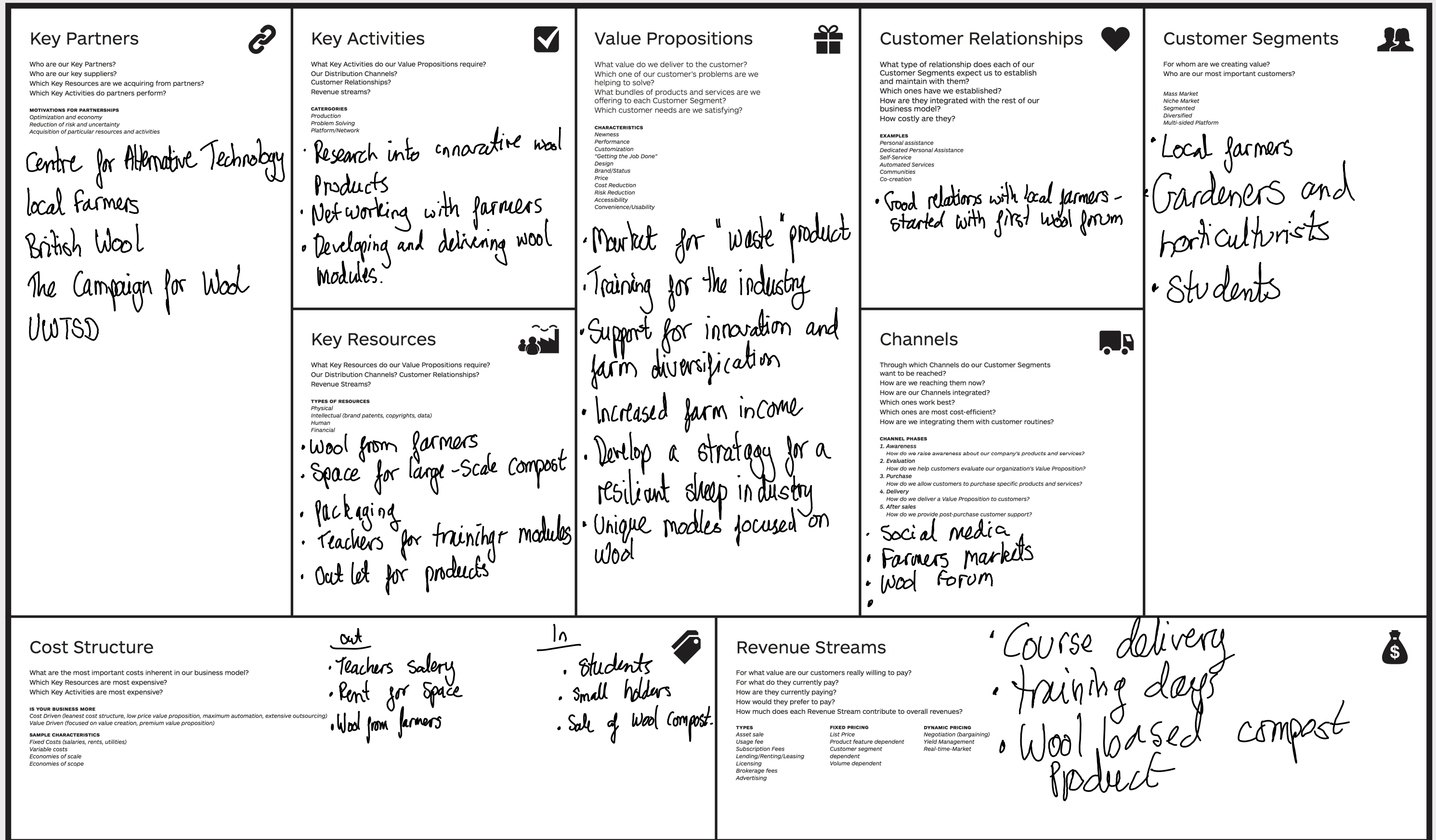
The Business Model Canvas

Designed for: WIC / CHG

Designed by: Debby Mercer

Date: 17/03/24

Version: 0.2



The Business Model Canvas

Designed for:

CAG/WIC

Designed by:

Debby Mercer

Date:

22/03/24

Version:

0.3

Key Partners Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities UWTSO & Tir Glas Campagin for Wool British Wool Feeder Colleges Centre for Alternative Technology Local Farmers	Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? CATEGORIES Production Problem Solving Platform/Network Teaching Researching Networking with farmers and businesses Developing and delivering wool based modules	Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? CHARACTERISTICS Newness Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability Unique Degree program Short courses Industry training Fair price for wool from farmers Enterprise support for farm diversification and innovative wool uses Accessibility to specific wool knowledge Market for "waste" product Develop a strategy for a resilient future for sheep farming in Wales Knowledge of wool Passion for wool	Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? EXAMPLES Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation Community of Students mutual benefit good relationships with local farmers - Wool Forum established Networks with businesses / farmers / research Institutes	Customer Segments For whom are we creating value? Who are our most important customers? Mass Market Niche Market Segmented Diversified Multi-sided Platform Home students International Students Short courses Degree Company Training local farmers Gardeners / hortaculturists Distance students
Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? IS YOUR BUSINESS MORE Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition) SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope Economy of Scale 1 teacher - many students	Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? TYPES Asset sale Usage fee Subscription Fees Lending/Renting/Leasing Licensing Brokerage fees Advertising FIXED PRICING List Price Product feature dependent Customer segment dependent Volume dependent DYNAMIC PRICING Negotiation (bargaining) Yield Management Real-time-Market Short Course = One time, could be recurring with beg, int, adv. Degree = recurring Course delivery Training days Fixed prices for products			

Business Canvas Model 0.1

The first canvas focused on the educational elements of WIC, including short courses and industry training days. However, there did not seem to be enough connections between some of the Value propositions, the customer segments, and key activities. Most importantly, "fair price for farmers" is an important Value proposition for strengthening the connections between academia and the agricultural community. The fact that this important value sits in isolation shows me that this canvas is incomplete. I believe this canvas shows fast thinking. It shows some of the key components of WIC but fails to create or emphasise how these elements connect.

Business Canvas Model 0.2

This canvas is more structured with the ideas being organised with bullet points. It focuses on the product innovation and farm diversification aspect of the Wool Innovation Centre. The Wool Innovation Centre aims to be self-supporting and able to run without the need for extensive funds from UWTSD. BMC 0.2 highlights the use of knowledge through collaboration by tapping into the training courses on sheep shearing and wool handling already offered by British Wool. By offering a new farm on which these courses can take place, WIC can use the experts already employed by British Wool without having to hire or train new teachers. BMC 0.2 also uses the idea of joint utilisation for the creation of wool based compost as a research avenue and income stream. The Centre for Alternative Technology has an area dedicated to researching different compost types and methods, however they do not yet have wool-based compost. By partnering with CAT, the Wool Innovation Centre will be able to draw on the data already collected by CAT, while also adding value to their research and enabling the initial research to be off site, negating the need for a dedicated space. Despite this, version 0.2 has the same failing as version 0.1. In version 0.1 the focus was on the educational aspect of the Wool Innovation Centre, version 0.2 is heavily weighted towards innovative product development.

Business Canvas Model 0.3

With the third canvas, I combine both previous versions into one canvas. This showed where there was overlap between education, community and innovation. Several organisations appear in the key partners box of both version 0.1 and 0.2.

For version 0.3, I created some causal loop diagrams to aid in understanding what influencing factors I may have missed (which can be seen in black on the BMC) and to identify possible "cobra effect" areas. For example, at the Llandovery Sheep Festival 2023, I had a conversation

with a board member of British wool regarding black fleece. Coloured fleeces generally fetch less than white fleeces as they are more difficult to dye, however the price of coloured wool had gone up. I was told that, as Welsh farmers generally have few coloured sheep, many of them decided to keep their coloured fleece for a year so they could bring a larger amount to the British Wool sorting office, but this did not work out how they expected. The lack of availability of British coloured fleece meant that companies looked elsewhere, and the price plummeted.

WIC is not intended to make all Welsh sheep farmers wool farmers. It is to encourage farm diversification with a secondary income from fleeces that will enable sheep farmers to think more sustainably about their livestock and land without causing financial strain.

I believe version 0.3 is suitable to share with a critic and with potential stakeholders, however it could be improved before showing to investors. Using different colours to highlight which part of WIC the point belongs to, helps stakeholders and investors see what they are directly supporting and influencing, as well as their position in the larger structure.

Bibliography

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Cyngor Sir
CEREDIGION
County Council



**Funded by
UK Government**

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**LEVELLING
UP**



Cynnal y Cardi Fund

¹ **UK Shared Prosperity Fund – Mid Wales Region**

Application Form

Summary of Comments on application_WIC_0.3.pdf

Page: 1

	Number: 1	Author: Deborah Mercer	Subject: Comment on Text	Date: 27/04/2024 14:49:31
I chose to apply for this fund as the Wool Innovation Centre hits many of the key aims of the UK Shared Prosperity Fund: Communities and Place, Supporting Local Business and People and Skills. WIC aims to develop and empower rural communities through training and educational programs. This will help stimulate economic activity and promote farm diversification by supporting local businesses that seek to increase the value of their wool clip. By working with partners within the wool industry, WIC will promote increasing skills around wool, including shearing and wool handling. The UK Shared Prosperity Fund is a large fund that has supported a diverse range of projects. The size of this fund makes it a viable option for this project as it has the means to fulfill the financial start-up costs of WIC in a single application. In researching suitable funds and grant available, I discovered that UWTSD has plans to draw from this fund, further supporting the chance of a successful application.				

Applying to the UKSPF Cynnal y Cardi Fund

This round of funding opens on the 1st of February 2024.

There is only 1 application form for BOTH Business and Community grants.

The detail of the call, and the application guidance are available on the Ceredigion County Council's website.
[Cynnal y Cardi UK Shared - Ceredigion County Council](#).

Please ensure you have read the grant guidance before completing this application form.

[application-guidance-community-development-and-support-fund.pdf \(ceredigion.gov.uk\)](#)

[application-guidance-supporting-local-business-fund.pdf \(ceredigion.gov.uk\)](#)

You are required to complete this application form and submit it electronically. We will not accept paper applications.

Project delivery must not exceed DECEMBER 31st 2024

Please note that you must complete all sections of this form in full and submit all relevant supporting documents. This includes the completion of Annexes 1, 2, 3 and 4.

The level of information provided should be proportionate to the size and complexity of the project proposed.

If there are gaps in the form, mistakes or missing supporting documents – this may result in a delay/rejection of your application.

Please ensure that the application form is completed with accurate information – taking particular care on the financial and outcomes sections. You will need to be confident that you can incur the spend and achieve outputs within the financial years of the programme.

There is limited scope for project slippages.

Top Tips:

- Ensure that your proposal has clear evidence/rationale of need.
- Set out clearly the problem that you are trying to address and clearly justify the need for UKSPF Cynnal y Cardi fund to deliver your project.
- Evidence that the project is not duplicating any other existing activity – we need to see how you have considered this issue in detail.
- Additionality – set out clearly the need for the UKSPF Cynnal y Cardi fund to deliver the outputs.

Part 1 – Lead Applicant Information

1 Applicant Organisation Name	University of Wales Trinity Saint David
2 Application Main Contact	Debby Mercer
3 Application contact job title	Development Manager-Wool Innovation Centre
4 Contact telephone number	XXXXXX XXXXXX
5 Applicant Email address	1902778@student.uwtsd.ac.uk
6 Additional applicant contact name	Hazel Thomas
7 Additional Email address	h.thomas@uwtsd.ac.uk
8 Postal address	College St, Lampeter SA48 7ED
9 Company or Charity Registration Number	UNKNOWN
10 Confirm the type of organisation	☐ Local Authority ☐ Private sector ☐ Voluntary sector ☐ Social enterprise ☐ Government department ☒ University ☐ FE College ☐ Other (please specify below)
11 VAT Registered?	☐ Yes ☐ No
11a VAT Registration Number	UNKNOWN

All applicants to confirm that:

N.B. If you cannot fulfil these requirements, your application will be rejected.

12a The project will be delivered by a constituted or corporate body that has ability or permission to receive public funds.	X Yes
12b You have submitted a fully completed application, including the annexes	X Yes
12c No Cynnal y Cardi funds will be spent on items or activities excluded from UKSPF support, as set out at 7.5.1 of the prospectus UK Shared Prosperity Fund: prospectus - GOV.UK (www.gov.uk)	X Yes
12d You have read and will comply with all aspects of the Fund's branding and publicity requirements UK Shared Prosperity Fund: branding and publicity (6) - GOV.UK (www.gov.uk)	X Yes
12e If you are not a public sector organisation, please confirm you have attached copies of the 2 most recent full financial year's accounts and the current year's management accounts for the lead applicant.	X Yes
12f Please confirm that within the past 5 years your organisation or any person who has powers of representation, decision or control within the organisation, has not been convicted anywhere in the world of the offences listed below:	X Yes

- Participation in a criminal organisation
- Corruption
- Fraud
- Terrorist offences or links to terrorist activity
- Money laundering or terrorist financing
- Child labour or any form of trafficking human beings

Part 2 – Project Summary

13 Project Name	Canolfan Arloesi Gwlan (CAG)/The Wool Innovation Centre (WIC)	
14 Project short description (100 words or less)	Tir Glas is a new institute within the University of Wales Trinity Saint David focusing on food, wood, enterprise and sustainability. The Wool Innovation Centre is a branch of the Tir Glas Institute focused on adding value to wool through education, research, enterprise, and community. The centre will work with partners in the British wool industry to increase the economic potential of wool through educational courses and supporting research into innovative, non-textile uses for wool.	
15 Select which investment priority is being covered by this project (select only one).	☐ Communities and Place ☒ Supporting Local Business	
16 Confirm which UK Shared Prosperity Fund intervention you will deliver. (Please complete Annex 1)	W19	
17 Proposed start date for project activities	April 2024	
Proposed end date for project activities (no later than 31.12.24)	Dec 2024	
18 Total Project Cost (£)	2023/2024 £25,000	2024/2025 £25,000
The project's budget should primarily be revenue funding.		
19 Project Location: specify town(s), community/(ies)	Lampeter	

Part 3 - Project Details and Impact

Be as concise as possible and limit your responses to less than 500 words per section.

20 What are the specific activities that will be undertaken as part of the project?
• Development and delivery of wool based modules for UWTSD degree programs under Tir Glas and Institute of Education and Humanities. The aim is to develop three wool based modules:

Page: 4

 Number: 1 Author: Debby Mercer (1902778) Date: 19/03/2024 14:53:00 Z
Loving Critic: Is Tir Glas adequately explained?

I have been thinking of the WIC as an addition to Tir Glas but I had not mentioned what Tir Glas is in this application. I added a single sentence to give an idea of what Tir Glas is.

 Number: 2 Author: Debby Mercer (1902778) Date: 31/03/2024 14:17:00
Personal Resource Mobilization:

I already have a network of contacts involved in wool including people at British Wool, the Welsh Wool Alliance, Bangor Biocomposite centre and many local fibre flocks.

 Number: 3 Author: Debby Mercer (1902778) Date: 31/03/2024 14:20:00
Personal Resource Mobilization:

I have a huge amount of knowledge on wool and I also have contacts within different departments of UWTSD, helping me to create multidisciplinary modules.

1. Wool (Practical) <i>Outcome: Demonstrate an understanding of wool handling on farm and competency in using and maintaining shearing equipment.</i> 2. The History of Wool. <i>Outcome: Demonstrate a critical understanding of the importance of sheep and wool in history through a variety of source types.</i> 3. Wool Innovation. <i>Outcome: Demonstrate a comprehensive understanding of the different properties of wool and how these properties can be utilized to create sustainable products.</i> • Create joint research project with the Centre for Alternative Technology looking at wool based compost. CAT has a well-established compost research area; however, they have not yet included wool in their experiments. By partnering with CAT, we can begin gathering data without allocating UWTSD space and use the data already gathered to inform the experience and create effective marketing strategies for the new compost. • Create partnerships within the wool industry to increase training and funding opportunities such as British Wool, the National Wool Museum and the Welsh Wool Alliance. • Continuation of Annual Wool Forum, supported by Tir Glas.
21 Describe the resources (e.g staff) the project will have to deliver the activity(ies)? What experience do they have in delivering this type of project?
Debby Mercer (BA MSc) Debby has spent her academic career researching the history of sheep and wool and the problems facing the sheep industry in a world of climate change. She has spent several years working within the modern sheep industry and has many connections to people and organisations that work with wool. Debby has also spent time curating interactive exhibitions focused on education people about the past, present and future of wool.
22 How will the activities be delivered?
• The modules will be developed and delivered by Debby Mercer as part of the UWTSD programs under Tir Glas. • Wool related lectures to be given by Debby Mercer in current humanities where relevant (eg. Households in the Ancient World, Desert Myths to Sheep Tales, Animal Bones in Archaeology etc). These lectures will support the aims and objectives of the modules as set out in the UWTSD module handbook. • Co-ordinate with the Centre for Alternative Technology to add wool based compost to there current compost research area and find a suitable location to upscale the composting for small scale commercial production. • Wool Forum to continue as established in 2023 with a meeting in mid-May at the Tafern Jem on a Monday after the local sheep market.
23 Where will the activities take place?
• The majority of the lectures will take place in Lampeter, with the option of on-line participation where possible. The practical module will take place on a UWTSD farm. • Research will be started in collaboration with the Centre for Alternative Technology in Machynlleth. • The Wool Forum will follow the same plan as established last year and be held at the Tafern Jem in Lampeter
24 Who will be the beneficiaries of the activity(ies)?
• Students of Tir Glas and other UWTSD degree programs across institutes. The wool modules can be open to students of history, art, engineering, agriculture and business and would give them a unique opportunity to see how wool is relevant in their chosen degree program. • Researchers at UWTSD and the Centre of Alternative Technology. • The forum aims to build positive relationships with the local sheep farming community in order to create mutually beneficial relationships in the future.
25 Confirm that you have provided output & outcomes targets in Annex 2 and provided accompanying rationale.
Output Indicators.xlsx (ceredigion.gov.uk) Outcome Indicators.xlsx (ceredigion.gov.uk)
X Yes

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Number: 1 Author: Debby Mercer (1902778) Date: 27/03/2024 11:10:00 Z
Loving Critic: What are the modules?

I have added the title of the proposed modules and a brief description of the key outcome of the module to show what the modules could bring to UWTSD degree programs.

Number: 2 Author: Debby Mercer (1902778) Date: 31/03/2024 14:22:00
Personal Resource Mobilization:
I am currently a student at CAT. This will help me to identify the best person to approach about the collaboration and help to foster relationships between CAT and Tir Glas/WIC

Number: 3 Author: Debby Mercer (1902778) Date: 31/03/2024 14:21:00
Loving Critic: how is this an application of relevant research?

I have expanded this to include more information on the compost research already at CAT to show why this would be a good research collaboration

Number: 4 Author: Debby Mercer (1902778) Date: 27/03/2024 11:21:00 Z
Loving critic: who could you partner with

I have added some examples of possible partners

Number: 5 Author: Debby Mercer (1902778) Date: 27/03/2024 11:22:00 Z
Loving critic: are the degrees Tir Glas or UWTSD?

Clarified they are UWTSD degree programs under Tir Glas

Number: 6 Author: Debby Mercer (1902778) Date: 31/03/2024 14:26:00
Personal Resource Mobilization:
Many people from industry and local farmers came to the first meeting because it was me that asked. A huge part of engaging with the farming community is about gain their confidence.

Number: 7 Author: Debby Mercer (1902778) Date: 27/03/2024 11:28:00 Z
Loving critic: where exactly will the lectures be given? Could there be some online participation?

Specified Lampeter as main activity location and the possibility of online attendance where possible.

Number: 8 Author: Debby Mercer (1902778) Date: 27/03/2024 11:30:00 Z
Loving critic: this isn't in Ceredigion

Despite the funding being county specific, I have chosen to keep this in as it shows cross county collaboration.

Number: 9 Author: Debby Mercer (1902778) Date: 27/03/2024 11:35:00 Z
Loving critic: a bit vague

I have added different types of degree programs that could participate in wool modules.

26 Have you considered other avenues of funding? Would the project be able to proceed without Cynnal y Cardi funding?
Other funding has been considered but the project does not fit into the rules. The Project would be able to continue without Cynnal y Cardi funding however it would delay the development of modules and partnerships and increase the overall time for the project to be delivered.
27 What key challenges and opportunities will the project address as outlined in the Regional Investment Plan (Mid Wales Regional Investment Plan for the UK Shared Prosperity Fund 2022-25 - English - Growing Mid Wales (qosshosted.com))?
The key challenge the Wool Innovation Centre seeks to address is climate and biodiversity crisis by adding value to wool as a resource and developing viable markets to increase farm diversification, making it easier for sheep farms to comply with new sustainability aims under Agriculture (Wales) policy. The key opportunity the Wool Innovation Centre will open is in green innovations for business by supporting farmers looking to develop non-textile wool based products that can replace environmentally damaging products and generate income for farms. This¹ will be achieved by creating a network of farmers and businesses to facilitate the development of innovative wool products, and by increasing awareness of wool as a resource at a higher education level. The research collaborations with other institutes and businesses will create academic support for innovations to make them less risky for industry uptake, e.g. The efficacy of wool compost in comparison to other composts currently available.
28 How does the activity align with and support the Ceredigion Economic Strategy (boosting-credigion-economy-a-strategy-for-action.pdf) and/or other local, regional or national strategies and/or existing programmes being delivered? Please give evidence.
The Wool Innovation Centre aims to become a centre for wool innovation in Europe, bringing new opportunities that will benefit the local economy. It will facilitate collaboration between farmers and academia to support farm diversification and sustainability goals.
29 What steps have you taken to ensure that your project will not duplicate existing provision?
We have researched what other institutes are doing regarding wool and developed the Wool Innovation Centre on areas that are not currently being tapped into and partnering with individuals and organisations to support wool projects already happening such as Gwlad a Gwlan (a Mentor Mon project) and the wool Eisteddfod organised by the Welsh Wool Alliance.
30 Describe what need and demand you have for the project. What engagement have you undertaken with local stakeholders and the community to inform your application and what support do you have from them? Please include any letters of support if applicable.
The Tir Glas institute has held a wool forum to engage the local stakeholders. The response of the first forum was a curious, if cautious, interest with several farmers giving their details for further opportunities. Research has been conducted into other institutes offering similar degree programs as proposed by Tir Glas. The research has shown a distinct gap in the topic of wool as a subject as most of these degree programs focus on growing food sustainably and do not look at innovative uses for farm byproducts, such as wool. Alternative uses for wool are becoming more prominent in the market and academia, as can be seen by the creation of Innovation in Wool Awards in 2018, the publication of <i>Wool Fiber Reinforced Polymer Composites</i> in 2022, and the first Wool Eisteddfod in 2023 organised by the Welsh Wool Alliance. This shows that there is a growing body of interested parties for wool research outside of textiles. While CAT is currently researching different composts, they do have wool based compost, which has the potential of providing an alternative to peat based compost.

Page: 6

 Number: 1 Author: Debby Mercer (1902778) Date: 27/03/2024 11:47:00 Z

Loving critic: have linked how your project will meet these challenges and opportunities?

I have added a paragraph showing how WIC will aim to address these challenges and opportunities.

 Number: 2 Author: Debby Mercer (1902778) Date: 27/03/2024 11:50:00 Z

Loving critic: what projects have you looked at

I have added some wool projects that are currently on going.

 Number: 3 Author: Debby Mercer (1902778) Date: 31/03/2024 14:33:00

Personal Resource Mobilization:

I have a good relationship with Elen Parry, Project Manger of Gwenaed a Gwlan and a good knowledge of what projects they have run and which have been successful.

 Number: 4 Author: Debby Mercer (1902778) Date: 29/03/2024 11:38:00 Z

Loving critic: is there a demand for wool research?

I have added some key academic and social initiatives in the area of wool and showed how WIC can add to research already happening in Wales.

31 Describe how your project will ensure equality, and not discriminate the relevant affected groups based on protected characteristics.

The Wool Innovation Centre will be accessible to anyone in Ceredigion who works with sheep or wool, who wish to develop innovations with wool. Some of the modules are suitable for long distance learning via online teaching, enabling people from all over the world to engage with WIC and encourage collaboration across disciplines. Short courses and social outreach initiatives, such as the wool forum, are open to anyone with an interest in wool. The educational and community aspects will empower young farmers to take information home to their families to make real world changes to their farming practices.

32 What effects will the activity have on the Welsh language, and are those positive or negative?

The activities will be bilingual and aim to promote the Welsh language and its use in business. A percentage of the degree program will be available in Welsh to enable students to apply for scholarships and grants, such as the *Incentive Scholarship* offered by Coleg Cymraeg Cenedlaethol to students who are studying 33% of their course in Welsh.

33 How does the project support the Government's net zero ambitions or wider environmental considerations? You may wish to refer to the following: [Net Zero Strategy: Build Back Greener - GOV.UK \(www.gov.uk\)](https://www.gov.uk/net-zero-strategy) / [Welsh Government Net Zero strategic plan | GOV.WALES](https://www.gov.wales/welsh-government-net-zero-strategic-plan)

NEEDED

Part 4 – Project and Risk Management

Be as concise as possible and limit your response to less than 500 words.

34 List the key milestones in the delivery of your project. Include start and completion dates.

Milestones may include, for example, procurement, building work commencement, recruiting staff, planning permissions, etc.

Milestone	Timescale
Development of Wool (practical), History of Wool, and Wool innovation modules for UWTSD	May-August 2024
Accreditation of above Modules	October 2024
Delivery of modules; Wool (practical) can only be delivered in May and June due to the need for sheep in full fleece).	January-June 2025
Begin collaboration with Centre for Alternative Technology on wool based compost	April 2024
Evaluate progress of compost and evaluate opportunity of a product	Sept 2024

	Number: 1	Author: Debby Mercer (1902778)	Date: 29/03/2024 11:46:00 Z
Loving critic: is it only people in Ceredigion? Is there location based discrimination?			
I have added information about online possibilities and included young farmers influencing the processes of the family farm.			
	Number: 2	Author: Debby Mercer (1902778)	Date: 29/03/2024 11:49:00 Z
Loving critic: what about scholarships for studying in Welsh?			
I have added specific information on available scholarships.			
	Number: 3	Author: Debby Mercer (1902778)	Date: 30/03/2024 16:24:00 Z
Loving Critic: What modules? How many?			
Added three specific modules, mentioned in part 3 of this form.			

35 What are the main risks in delivering your project and how will you mitigate these risks?	
Risk	Mitigation
Module accreditation	Use ¹ established module as a guide and seek advice from current UWTSD lecturers.
Module attendance	Ensure modules are properly advertised to students as early as possible. Gather as much student feedback as possible.
Course uptake	Work closely with the student experience and PR departments to make sure all current and perspective students are aware of the modules available.
Wool ³ Forum attendance	Ensure the forum is well advertised at markets and Agri-merchants. Attend markets with leaflets in the weeks before the forum to have conversations with interested parties and encourage them to come.
Wool compost collaboration	Ensure good communication with the Centre for Alternative Technology and identify a single collaboration partner.

36 Describe the process that will be used to monitor and manage project risks.
The Wool Innovation Centre will be monitored by the Tir Glas Institute. A clear timeline with objectives and risks will be outlined and monthly meetings to discuss with Tir Glas how the activities are progressing, the time scale and any barriers that have been encountered.
37 Describe what governance arrangements are in place to manage the funding and the activity(ies)
UNKNOWN

Part 5 - Funding Package

Be as concise as possible and limit your response to each question to 250 words or less if you can.

38 Confirm you have completed Annex 3 to explain what the funding will be spent on?
X Yes
39 Confirm that you have included at least 20% match funding in Annex 3
X Yes
40 Where has the match funding been secured from? (I.e. Loan, Savings etc)

Page: 8

 Number: 1 Author: Debby Mercer (1902778) Date: 31/03/2024 14:35:00

Personal Resource Mobilization:

I have already had conversation with current lectures about how to structure a module and what needs to be on the module descriptor. Ann Beven has offered to give advice whenever needed.

 Number: 2 Author: Debby Mercer (1902778) Date: 30/03/2024 16:28:00 Z

Loving critic: What about course uptake?

Added course uptake as a risk and mentioned specific departments within UWTSD to liaise with.

 Number: 3 Author: Debby Mercer (1902778) Date: 30/03/2024 16:30:00 Z

Loving critic: it seems to be about the modules, what about the other parts of WIC?

I have added risks around external research partnerships and community engagement.

 Number: 4 Author: Debby Mercer (1902778) Date: 30/03/2024 16:35:00 Z

Loving critic: include some general information about UWTSD governance.

I do not think it is necessary for this assignment. Tir Glas is still in development and it would not be prudent to ask questions about a hypothetical addition to a project still in development.

 UWTSD internal funds

41 Explain how you estimated the project budget.

The estimated budget is based on an average Associate Lecturer salary. UWTSD already has much of the physical infrastructure needed to create the Wool Innovation Centre or plans within Tir Glas for such expenses. The main addition needed for the Wool Innovation Centre is the person with the required expertise, skill set, and network to create the modules and place the centre within the wool industry.

42 Have you provided quotes to support the costs noted in Annex 3. **Please follow procurement guidelines as outlined in the section 7 of the grant guidance ([Cynnal y Cardi UK Shared - Ceredigion County Council](#)).**

Part 6 – Subsidy Control (Previously known as ‘State Aid’)

A subsidy is where a public authority provides support to an enterprise that gives them an economic advantage. All Applicants must consider how they will deliver in line with subsidy control (previously known as State Aid) as per UK Government [guidance](#).

Where applicants do not adequately demonstrate that the proposed project is compliant under the UK Subsidy Control Regime, it may be considered ineligible and your application could be rejected.

We require you to provide accurate and honest answers to the following questions, to help us determine if a subsidy is likely to be present in your project – and if so, what compliant route we can take to award the funding.

43 As part of the Subsidy Control requirements a Minimal Financial Assistance (MFA) allows public authorities to award low value subsidies to organisations operating in a competitive market (up to £315,000) during the previous 3 fiscal years (i.e the current fiscal year and the previous two fiscal years).

Please outline if your organisation has received the following De minimis aid (previous support under State Aid) and/or Minimal Financial Assistance during the last 3 fiscal years:

Name of Public Body	Value of Assistance	Date of Assistance
Total:	£	



Number: 1 Author: Debby Mercer (1902778) Date: 30/03/2024 16:36:00 Z

Loving critic: Be spesific about what internal funds could be used.

I do not think it is necessary for this assignment. Tir Glas is still in development and it would not be prudent to ask questions about a hypothetical addition to a project still in development.

Note: Support can not only be in the form of a grant but also assistance such as free or subsidised consultancy services, marketing advice etc. If you are unsure, your grant award letters from the funder will stipulate if the award is subject to the above state aid/subsidy control considerations.

44 Self-Assessment. If the award falls outside the MFA it must be determined whether the award of UKSPF is a potential subsidy (as defined by the UK Subsidy Control Regime). We ask you in this section to self-assess your project application against the following criteria. Subsidy is only present if all four criteria are met. If you require help interpreting the wording below – there are a number of helpful articles online on the GOV.UK website ([guidance](#)).

Criteria	(✓ / X)	Rationale
1. Is the financial assistance given, directly or indirectly, from state / public resources by a state / public authority?	✓	<i>UKSPF is public funding from the UK Government, administered via Ceredigion Council.</i>
2. Does the financial assistance confer a selective economic advantage on one or more enterprise?		
3. Is the financial assistance specific, such that it benefits one or more enterprises over one or more enterprises with respect to the production of goods or services?		
4. Is the financial assistance capable of affecting trade or investment within the UK or international trade or investment?		

45 If as part of your self-assessment you consider this to be a subsidy, confirm how you intend to comply with the UK's subsidy control regime as set out in UK Government guidance e.g. what subsidy cover is in place?

46 Does any aspect of the activity(ies) involve the provision of a subsidy to end beneficiaries? (i.e. are you intending awarding funding to end beneficiaries beyond your own organisation?)

☐ Yes ☐ No

47 If yes, provide details. If no, briefly explain the rationale for this response.

48 Please describe systems in place to report and monitor on any subsidy provided by the activity(ies).

Part 7 – Monitoring & Evaluation

The UKSPF Monitoring and Evaluation Strategy can be accessed here: [Evaluation Strategy](#)

49 Confirm that you will retain all relevant data on your project, including beneficiary data, and provide this on request to the County Council, for monitoring or evaluation purposes.

Yes X

50 If you intend to carry out an evaluation of your activity(ies), please describe any plans you have to evaluate its delivery and its impact on your intended beneficiaries.

- Module delivery will be monitored and evaluated through the use of module feedback questionnaires.
- Efficacy of Wool Forum will be monitored through attendance numbers collected at each forum.
- Success of Wool Compost as a product will be monitored through volume sold in bulk to farmers and volume sold to gardeners. This will be monitored on an annual basis as need for compost fluctuates depending on the season.
- Collaborative research projects will be evaluated on a quarterly basis to ensure adequate resource management and successful outputs.

The personal data provided in the application form will be processed in accordance with the requirements of the UKGDPR and as set out in the privacy notice accompanying this form. Ceredigion County Council is the Lead Authority for the UK Shared Prosperity Fund. In discharging that role, the information and data pertaining to projects in both Ceredigion will be shared with the Lead Authority, as required. This will include the creation of an electronic and / or paper record of your application and subsequent financial claim and monitoring evidence to enable the application to be processed and implemented.

Personal data will be held and may be shared with Local Partnership Organisations and Advisors, Internal Ceredigion County Council Service areas, UK Government Departments for the purposes of audit, research, meeting statutory obligations and, where appropriate, for the prevention and detection of fraud.

Information about you will not be given to anyone else or used for other purposes unless permitted by law. The information will be kept securely and will be kept no longer than necessary.

Part 8 – Exit Strategy

Please limit your response to 500 words or less. Be as concise as possible.

Currently the UK Shared Prosperity Fund is operating to 31st December 2024

51 Please outline your exit strategy i.e. how will the project continue once this funding has come to an end. Consider what, if any, activities will continue and how these will be funded.

Once established, the Wool Innovation Centre aims to become self-sustaining through several revenue streams. The unique wool-focused modules being developed for the Tir Glas degree programs will generate income for the centre through added value. Additionally, the collaborative research with the Centre for Alternative Technology on wool-based compost has the potential to create a marketable product. If successful, revenues from commercializing this innovative use of wool could fund the centre's continued operations and expansion into new educational offerings, research projects, and enterprise support activities within the British wool industry. The annual Wool Forum will also help maintain relationships and identify new opportunities with businesses and farmers looking to diversify and add value to wool. With this multi-pronged approach, the Wool Innovation Centre can transition from relying on initial grant funding to a self-funded model driven by its academic programs, research commercialization, and industry partnerships.

Number: 1 Author: Debby Mercer (1902778) Date: 30/03/2024 16:41:00 Z

Loving critic: Are you only going to monitor the modules?

I have added systems for monitoring other aspects of WIC, including research and community engagement.

Number: 2 Author: Debby Mercer (1902778) Date: 30/03/2024 16:46:00 Z

Loving Critic: It's a bit vague here.

For this text I uploaded the whole document to claude.ai and asked it to re-write what was in this box based on the whole document. I made some changes to the sentences to make them flow better and corrected some grammar before copying it into the document.

Annex 1: Interventions

In response to Question 16 above, select **ONE INTERVENTION** from the list below that applies to your project.

Intervention	Tick ONE intervention
Investment Priority: Communities and Place	
W1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.	
W2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding, and investment in locally owned renewable energy generation and waste management to improve the transition to low carbon living This could cover capital spend and running costs.	
W3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features and biodiversity improvements into wider public space.	
W6: Support for local arts, cultural, heritage and creative activities.	
W7: Support for active travel enhancement and other small-scale green transport infrastructure projects, having regard to the Wales Transport Strategy.	
W9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.	
W10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.	
W11: Investment in capacity building and infrastructure support for local civil society and community groups.	
W13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.	
W14: Funding to support relevant feasibility studies	
W15: Investment and support for digital infrastructure for local community facilities.	
Investment Priority: Supporting Local Business	
W16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.	
W17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.	
W18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions including artificial intelligence; robotics and autonomous systems; additive manufacturing; industrial internet of things; virtual reality; data analytics. The support is proven to leverage high levels of private investment into technologies that drive growth, productivity, efficiency and resilience in manufacturing.	
W19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities, in both economically important and emerging areas. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices. Investment in doctoral training centres.	✓
W21: Funding for the development and support of appropriate innovation infrastructure at the local level.	
W22: Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places.	

Intervention	Tick ONE intervention
W23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.	
W26: Support for growing the local social economy, including community businesses, cooperatives and social enterprises.	
W28: Export Grants to support businesses to grow their overseas trading, supporting local employment and investment.	
W29: Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity	
W31: Funding to support relevant feasibility studies.	
W32: Funding to support progression of small businesses into productive medium sized firms.	
W33: Investment in resilience infrastructure and nature based solutions that protect local businesses and community areas from natural hazards including flooding and coastal erosion.	

Annex 2: Outputs and Outcomes

In response to Question 26, please select appropriate Outputs and Outcomes from below that apply directly to your project. Include the number of each that will be achievable in the timescale along with rationale for your choice (selecting from the relevant Investment Priority as identified in Question 15). You should only be choosing outputs/outcomes from **ONE** investment priority.

[Output Indicators.xlsx \(ceredigion.gov.uk\)](#)

[Outcome Indicators.xlsx \(ceredigion.gov.uk\)](#)

Investment Priority: Communities and Place

Outputs	Number (eg: 2 buildings developed)	Rationale (What buildings and how are they being developed)	Outcomes	Number (eg: 2 Jobs Created)	Rationale (e.g: Job titles and reason for posts)
Number of commercial buildings developed or improved			Increased footfall		
Amount of commercial buildings developed or improved			Increased visitor numbers		
Number of rehabilitated premises			Increased number of properties protected from flooding and/or coastal erosion		
Amount of public realm created or improved			Increased users of facilities/amenities		
Number of low or zero carbon energy infrastructure installed			Increased use of cycleways or paths		
Square metres of land made wheelchair accessible/step free			Jobs created		
Number of organisations receiving non-financial support			Jobs safeguarded		
Number of neighbourhood improvements undertaken			Improved engagement numbers		
Amount of rehabilitated land			Improved perception of events		
Square metres of land made wheelchair accessible/step free			Number of community-led arts, cultural, heritage and creative programmes as a result of support		
Amount of green or blue space created or improved			Volunteering numbers as a result of support		
Number of new or improved cycleways or paths			Number of new or improved community facilities as a result of support		
Number of trees planted			Greenhouse gas reductions		
Number of local events or activities supported			Increased take up of energy efficiency measures		
Number of volunteering opportunities supported			Increased number of projects arising from funded feasibility studies		
Amount of new or improved cycleways or paths			Number of premises with improved digital connectivity		

Number of projects					
Number of facilities supported/created					
Number of households receiving support					
Number of household supported to take up energy efficiency measures					
Number of feasibility studies supported					

Investment Priority: Supporting Local Business

Outputs	Number (eg: 2 markets supported)	Rationale (e.g which markets and how will they be supported)	Outcomes	Number (eg: 2 Jobs Created)	Rationale (e.g: Job titles and reason for posts)
Number of local markets supported			Increase footfall		
Number of local events or activities supported	1	Wool Forum	Increased visitor numbers		
Number of businesses receiving grants			Improved perception of markets		
Number of people attending training sessions			Number of organisations engaged in new knowledge transfer activity		
Number of potential entrepreneurs provided assistance to be business ready			Increased amount of investment		
Number of businesses receiving financial support other than grants			Number of businesses introducing new products to the firm		
Number of commercial buildings developed or improved			Number of businesses with improved productivity		
Number of rehabilitated premises			Number of businesses adopting new to the firm technology or processes		
Number of businesses engaged in new markets	3	3 famrrers showed an interest in innovative wool products at the wool forum 2023	Increased number of businesses supported		
Number of low or zero carbon energy infrastructure installed			Number of new businesses created		
Number of feasibility studies supported	1		Number of premises with improved connectivity		
Number of properties better protected from flooding and coastal erosion			Jobs created		
			Jobs safeguarded		
			Greenhouse gas reductions		
			Increased number of projects arising from funded feasibility studies		

Annex 3: Financial profile

Please complete the financial profile spreadsheet.



CYC Project costings
spreadsheet V3 - Lock

Annex 4: Supporting Document Checklist

Please fill the below tick list. Please ensure you have supplied the correct supporting documents with your application.

Please tick if included (✓)	Type of supporting document
	Application Form
	Annex 1 Intervention
	Annex 2 Outputs and Outcomes
	Annex 3 Excel Spreadsheet 'Financial Profile'
	Any supporting documents in support of the project I.e., supporting letter, planning approval
	Recent bank statement (with name, address, bank account number and sort code)
	Two years most recent formal accounts (if you are a newly set up business and don't have accounts, please include business plan)
	Supporting match funding letters or proof of match funding
	Written quotes as per procurement and guidelines in section 8 of this document.
	Job descriptions (if project includes employing a new member of staff)
	Business Plan (if you are a newly set up business and unable to provide formal accounts)

Part 9 - Project Applicant Statement

As Senior Responsible Owner for the above project application I hereby submit this request for consideration on behalf of the above-named applicant organisation and confirm that I have the necessary authority to do so.

I confirm that the above-named applicant organisation will have all the necessary statutory powers and other relevant consents in place to ensure the planned timescales in the application can be realised.

For and on behalf of the Lead Applicant Organisation

Application Manager Name: _____

Application Manager job title: _____

Application Manager signature: _____

Date: _____

Please submit this form by email to ce.cynnalycardi@ceredigion.gov.uk