Applied Leadership and Management in the Workplace
Module Assignment Submission

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Statement of Confirmation of Authenticity
By the act of making this submission, the student declares that this is the work of the student named above. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources it has been properly acknowledged. If this statement is untrue, the student acknowledges that an assessment offence has been committed.
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Business Information

Bay Haven

Coffee Shop and Well-being Hub
Owner – Emma Davies

www.BayHavenSwansea.co.uk

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1.0 Executive Summary

Business Name: Bay Haven: A Coffee Shop & Well-Being Hub for Neurodivergent Adults

Bay Haven is a purpose-driven social enterprise designed to support neurodivergent adults in the community. Our goal is to create an inclusive space that combines the comfort of a community coffee shop with the benefits of a structured well-being hub.

The venue will serve as a safe, sensory-friendly environment where neurodivergent individuals can engage in life-enhancing activities and build meaningful relationships. On-site support staff will be available to cater to individual needs, while a range of workshops covering life skills, health and well-being, and vocational training, will promote independence and self-confidence.

Bay Haven will operate as a dual business, income from the coffee shop with a projected annual profit of £13,940 will be reinvested to support the social directive, with a start-up grant for social enterprises of £15,000. Bay Haven will also seek funding from local authorities and liaise with care providers, and community organisations. The employment practices will prioritise inclusive recruitment, offering supported roles and training to neurodivergent adults.

By reducing isolation, promoting well-being, and providing inclusive employment and learning opportunities, Bay Haven will be a vibrant, empowering hub in the heart of the community, a haven where every person is valued, supported, and given the chance to thrive.

2.0 Introduction

Bay Haven is an inclusive community café based in Swansea, designed to support neurodiverse adults through meaningful employment, training, and personal development.

Our vision is to create a welcoming, sensory-considerate space that not only serves high-quality food and drink but also offers structured life-skills workshops tailored to the needs and learning styles of our team members, drawing on Kolb's Experiential Learning Cycle (1984) within (Ahn, 2008).

Bay Haven's training approach is based on learning through experience, providing individuals with opportunities to engage in hands-on tasks or concrete experience, reflect on what they've done reflective observation, conceptualise new approaches abstract conceptualisation, and apply their learning in real-life café tasks active experimentation.

By embedding Kolb's learning cycle into our day-to-day operations and workshops, Bay Haven enables staff and participants to build both technical and interpersonal skills in a real working environment.

Bay Haven is not just a place to eat and drink, it's a hub for growth, belonging, and transformation.

2.1 Business idea

Bay Havens objectives are addressing the needs of its target audience, particularly adults with ASD and additional needs. The aim to create a 'safe space' that offers calm, relaxed environments and workshops to enhance life-skills to those in need.

2.2 Ownership

The business will be owned and managed by Emma Davies who has several years of experience supporting neurodivergent adults. With the knowledge and genuine interest in neurodivergent adults, a quality service will be provided.

2.3 Legal Status

Bay Haven will operate as a social enterprise, with revenue being reinvested into workshops that are tailored to the target audience.

2.4 Product/Services

The services offered will be that of a small, relaxing café as well as workshops that offer a variety of life-skills such as cooking and finance. A full list of these can be found in Bay Haven's flyer in appendix C

Bay Haven's plan is to create an environment for neurodivergent adults that provides excellent services with support from local authorities, to build a sustainable and inclusive social enterprise within the local area of Swansea.

3.0 Marketing

Marketing is a vital role in any business as it involves understanding customers' needs and creates strategies to meet those needs. For a socially focused business like Bay Haven, marketing plays a crucial role in building trust and raising awareness to its target audience. (Baretta, 2025)

3.1 Marketing Strategy

Bay Haven will promote its business by creating and distributing flyers, which will be handed out to community centres, colleges and local care authorities. Bay Haven will also have a website which individuals can view our menu online and book available workshop slots. This is important as it caters to the neurodivergent adults who may have difficulty communication over the telephone.

3.2 USP

Bay Haven is not just a café, it's a welcoming hub that offers meaningful inclusion, life-skills and social interaction for adults with additional learning needs all within a professionally run social enterprise.

3.3 Target Market.

Bay Haven's target market is Neurodiverse adults in Swansea. Statistics taken from Swansea Council Population, shows 15% of the UK's population or 1 in 7 adults are neurodiverse, there is an open market to cater to those in need of such services. That indicates that there would be an estimated 51,900 adults in need of these services within Swansea and surrounding areas within a 5-mile radius. (Swansea, 2023).

3.4 Swot Analysis

A SWOT analysis has been used to evaluate external marketing conditions, helping to shape Bay Havens strategic development. Below I will indicate these strategies. (Yusuf et al., 2022),

Strengths, (internal),

- Strong emotional appeal and community support.
- Bay Haven's name suggests a place of safety and calm community space.
- Targeting adults with ASD or additional learning needs.
- High relevance, Bay Haven can partner with care providers, councils and colleges as well as disability organisations.

Weaknesses (internal)

- Limited marketing budget, initially reliant on low-cost strategies like social media.
- Bay Haven's brand is new so hasn't built its trust and customer awareness
- Time limitations, handling all marketing strategies solo at the start.

Opportunities (external)

- Social media can show a real impact through testimonials, staff feedback and behind the scenes content.
- Strong chance for media coverage due to social value.
- Event based marketing, launch day sensory afternoons, inclusive holiday events.

Threats (external)

- Competitive local café's offering stronger budgets and existing loyalty.
- Misunderstanding of the brand, some may perceive Bay Haven as a support centre instead of a café.
- Lack of awareness, people may not understand neurodiversity focused spaces.

By capitalising on its inclusive directive and community partnerships, Bay Haven is well positioned to build a loyal customer base and grow sustainably through authentic, purpose driven marketing.

3.5 Marketing Objectives

Marketing objectives are clear, measurable goals that understands the factors that impact a products adaptability to online marketing. Bay Haven's objectives are to ensure that the local community in Swansea knows what Bay Haven is, where it's located and what make it unique. (Kiang et al., 2000).

Bay Haven aims to build a loyal customer base, offer loyalty cards and provide a consistent service. Bay Haven will aim to attract at least 80 regular customers per week by month 6 and to fill at least 75% of workshop spaces weekly.

3.6 Marketing tactics

- Bay Haven will use marketing tactics such as social media platforms. This will enable Bay Haven to promote and post photos of menu's, up-coming workshop schedules and testimonies from customers and family members.
- Bay Haven will also use community networking. This will engage local services by distributing flyers to GP surgeries, care homes, support groups and colleges.
- Bay Haven will use press and PR to contact local newspapers, pitch stories about the unique, inclusive mission and community workshops and invite journalists to launch day
- Loyalty card will be promoted, e.g. buy 6 drinks and get the 7th free. Reward frequent attendees to the workshop with a free drink and pastry and refer a friend for 10% off.

3.7 Marketing Segmentation

Bay Haven's primary target market includes Neurodivergent adults aged 18 and above as well as their families, friends and support staff. Bay Haven has segmented the market to three key areas as displayed in the table below.

Demographic Segmentation	Bay Haven will focus on adults with additional learning needs along with their support networks. This will include those in supported living, in college, or adult learning programmes as well as their families, support staff or care managers.

Geographic Segmentation	Bay Haven targets the local community in Swansea and nearby areas. Bay Haven aims to build strong connection within the region, particularly with local charities, colleges and health services.
Psychographic Segmentation	Bay Haven's hub is designed to appeal to individuals who may find typical high-street cafés and coffee shops overwhelming or inaccessible.

3.8 PESTLE Analysis

PESTLE is a technique used to measure the impact of several factors which can be used effectively in external risk identification. (Trivedi & Rastogi, 2016).

By using this analysis, Bay Haven can evaluate the external factors that may affect the business. These factors are as follows:

- Political – Bay Haven benefits from current government and local council initiatives that support social inclusion and employment opportunities for neurodivergent adults. Legislations such as the Equality Act (2010) reinforces the need for accessible, inclusive services within communities.

- Economic – The cost-of-living crisis may influence spending habits but Bay Haven's commitment to affordable pricing aims to minimise exclusion. Bay Haven will additionally plan to explore grant funding and social enterprise support to offset operational costs.

- Social – There is a growing societal awareness and acceptance of neurodiversity. More people are actively seeking inclusive environments for themselves and loved ones. Bay Haven's business meets this social demand by offering both social and sensory-safe spaces. (Chapman & Botha, 2022).

- Technological – Technology will support both accessibility and promotion, for example, visual menus and assistive devices. Social media marketing will help improve the users experience by creating specifically designed posts and events.

- Legal – Bay Haven will adhere to all relevant health and safety regulations for coffee shop and workshop environments. Safeguarding policies will be included for Bay Haven's operations.

- Environmental – Bay Haven will be committed to sustainability through ethical resourcing, recyclable packaging and waste reduction. Bay Haven will align with eco-friendly initiatives within the local community.

3.9 7P's Marketing Mix

Bay Haven's marketing strategy uses the 7P's model to ensure a consist approach as detailed below.

Product	Bay Haven's key offers include high quality drinks, snacks and light lunches alongside well-being workshops such as art therapy, life skills and mindfulness sessions. Bay Haven will also offer a sensory-friendly structured environment that is designed for neurodivergent comfort.
Price	Bay Haven adopts a value-based pricing model to keep our products accessible. Bay Haven will also explore a loyally scheme via a loyalty card for regular customers.
Place	Bay Haven's physical location in Swansea City Centre has been chosen with accessibility and close to public transport links. The interior of Bay Haven will be calm, comfortable and suited to sensory needs with quiet areas and minimal visual clutter to suit targeted audience's needs.
Promotion	Marketing efforts will focus on Bay Haven budling community relationships. Social media will be used to share stories, events and updates. Flyers will be distributed to colleges, Universities, health centres and local disability organisations.
People	Bay Haven staff will include trained support workers and customer service team members with experience in inclusivity. Volunteers and supported employment will be offered to give opportunities to individuals with additional learning needs.
Process	The process at Bay Haven will be smooth and predictable, from ordering food to participating in workshops. There will be visual schedules with simplified communication to ensure a stress-free experience.
Physical Evidence	The environment itself is part of Bay Haven brand. From accessible signage and printed menus to the interior décor and feel of the café, it will all promote inclusivity, well-being and community.

The table above shows how using the 7P's, Bay Haven can develop competitive marketing strategies. These strategies are vital in marketing techniques. (Jain & Jain, 2022).

3.10 Competitor Analysis

To understand Bay Haven's position within the market of similar business in Swansea, a competitor analysis was conducted to compare three existing cafés. These establishments represent a mix of the local social enterprises and national chains. The following table shows key aspects of each competitor and highlights the comparison with Bay Haven.

Competitors	Social Bean	Aubergines Café Cymru	Costa
Profile	Supportive, inclusive café that provides training for people with anxiety and learning needs.	Wales's first full owned café staffed entirely by neurodivergent adults.	Large UK chain that is owned by Coca Cola. Offers a wide menu.
Strengths	Inclusive setup with a strong community impact through social training.	Authentic neurodivergent ownership with a unique identity.	Has a strong brand recognition. High level of convivences with multiple stores.

Weaknesses	Limited scale compared to national chains. Limited drinks/menu variety.	Smaller scale than national brands. Limited opening hours and menu variety is limited.	Lacks the niche audience of neurodivergent adults.
Objectives	Ties with mental health services, gain media attention through their social media posts. Hosts mental health events and training programmes.	Promotes its autistic ownership and neurodivergent staff. Uses ethical branding and fundraising platforms such as GoFundMe.	Known brand with loyal customers. Limited seasonal drinks menus. Uses Digital ordering such as Deliveroo & Uber Eats.
Threats	They have a shared target. Have local recognition as an established business. May have support from partners that Bay Haven wishes to partner with.	Seen as a symbol of empowerment for autistic adults. Has gained regional press and community attention that may outshine competitors.	It has brand loyalty Their presence in the city centre may overshadow Bay Haven and similar independent companies.

This competitor analysis above reveals that each café offers its own strengths however, there are noticeable gaps that Bay Haven can fill. By combining elements of social enterprises, sensory-aware design and structured workshops, Bay Haven can differentiate itself from its competitors.

4.0 Operations

4.1 Daily Running of Business

Bay Haven will operate 6 days a week (Monday-Friday), opening from 8am to 6pm. When business is up and running, the opening hours will increase. The daily responsibilities will include food and drink preparation, customer service, cleaning and preparation for the next day. Initially the owner (I) will manage the day-to-day operations including opening and closing, stock orders and overseeing service quality. Two to three volunteers will assist with front of house tasks such as serving customers and supporting workshop activities.

4.2 Staffing Structure

- Recruitment Strategy

Initially, Bay Haven will be reliant on volunteers from local collages and community groups. Bay Haven will recruit paid staff (baristas and support workers) when monthly revenue becomes sustainable. Applicants will be selected based on their experience and attitude towards inclusive working environments.

- Profit per Employees

When paid staff are employed, estimated net profits per staff member will be monitored quarterly. If the net profit grows to an estimated £1200 per month, and two part time barristers are employed, profit would be £600 per month. As Bay Haven grows, productivity targets will be adjusted accordingly.

4.3 Rent/Lease Agreement

The premises will be leased under a 3-year contract at a monthly rent of £1800. The location will be a small-to-medium sized unit in central Swansea with additional space for hosting workshops. The lease includes kitchen access, customer seating, and accessibility features.

4.4 Stock Management & Quality Control

Stock will be ordered from local suppliers weekly, with an inventory system maintained to monitor usage and reduce waste. Quality control checks will include:

- Regular temperature checks for refrigerated items.
- "First in, first out" stock rotation.
- Volunteer and staff training on food hygiene.
- Weekly cleaning logs and supplier reviews.

4.5 Location Analysis

Bay Haven will be situated close to Swansea City centre, accessible by both bus and train and within walking distance of several support services and community centres.

- Advantages
  High visibility.
  Proximity to public transport.
  Nearby footfall from retail, offices and health services.
  Close ties with local authorities and care teams.

- Disadvantages
  Higher rent costs.
  Competitive café market in Swansea.
  Potential noise or space limitations for workshop areas.

4.6 Footfall Estimate

Based on research from (Inclusive Cafes Swansea - Google Search, 2018) and (Tripadvisor 2025), similar cafés and workshops in the central Swansea area have an estimated daily footfall of between 70-80 customers. The potential
workshop attendance is estimated at 40 people per week; this is expected to increase through target marketing and collaboration with local care organisations.

4.7 Risk Analysis

The table below shows what risks are likely and the level of impact they can have on Bay Haven.

Risk	Likelihood	Impact level	Strategy
Low customer turnout.	Medium	High	Local authority partnerships, promotions and community events.
Equipment failure.	Low	Medium	Regular maintenance, supplier warranties.
Volunteer unreliability.	Medium	Medium	Recruitment of volunteers, long term contracts.
Economic downturn	Medium	High	Budget flexibility, focusing on core product profitability.
Health & Safety issues.	Low	High	Regular training, compliance with food safety regulations.

As shown above, the strategy for each risk allows for any complications that may arise and how to deal with that risk.

4.8 Contingency Plans

It's essential to have contingency plans in place for when issues arise. These can include the topics below.

- IT System/Card Reader Failure: Use a manual backup card reader and cash till. Record transactions for later digital input.
- Late Deliveries: Build a buffer by ordering non-perishables in advance and maintaining relationships with multiple local suppliers.
- Cancelled Deliveries: Have emergency contacts for local food suppliers and maintain a limited "emergency menu."
- Licences: All relevant licences (food hygiene, premises, and music if needed) will be acquired before launch. Renewals will be tracked in a digital calendar and paper logbook.

Having a back-up plan in place can provide a proverbial safety net and eliminate any concerns or worries.

4.9 Suppliers

The local supplier that will be used would be Bidfood Corp which is based in Swansea Morfa so stock would be on hand for the busy periods. Bunzl will be used for cleaning products and take away cups and food storage. Workshop equipment will be bought online through carefully selected providers.

4.10 Income streams

The main income stream will be the coffee shop. The products will include a list of items that can be found on the menu in appendix B. Bay Haven's other income will be that of the support workshops. The combined estimated monthly income will be on average £6000. The profits will be reinvested into the business to maintain a sustainable revenue.

4.11 Health and safety/ Licences

As a social enterprise, several licences and health and safety regulations are needed. These are as follows:

- Food business registration. This will be applied for with local council 28 days prior to opening. There are no costs for this.
- All staff will be trained in Food hygiene level 2 to comply with Food Safety Act (1990) and Food Hygiene Regulations (2006) (Hutter, 2011).
- Keep cleaning and temperature logs.
- Comply with Health and Safety at Work Act (1974), carrying out risk assessments for slips, trips and falls.
- Display a HSE (Health and Safety Law) poster.
- Record accidents and incidents in an accident book.
- Comply with fire safety regulations
- Safeguarding, using DBS checks for staff and volunteers to ensure the safety of vulnerable adults.
- Comply with Equality Act (2010).

5.0 Financial Information

Bay Haven's business plan outlines the projected income, expenses and overall financial liability. There will be detailed overviews of revenue streams, operating costs and estimated profits during the first year of business.

5.1 Financial Cashflow Projection

Below, an annual cashflow spreadsheet will show cash sales, cash injections and all outgoings.

	Pre-startup	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
1. CASH IN BANK (Beginning of month)	15,000	15,000	17,000	19,100	21,300	22,160	23,120	23,580	23,540	24,800	26,160	27,620	28,080	
2. INCOME														
(a) Cash sales		6,200	6,300	6,400	6,500	6,600	6,100	5,600	6,900	7,000	7,100	6,100	6,500	77,300
(b) Collections from credit accounts														
(c) Loan or other cash injection	15,000													
3. TOTAL Income (a+b+c)		6,200	6,300	6,400	6,500	6,600	6,100	5,600	6,900	7,000	7,100	6,100	6,500	
4. TOTAL AVAILABLE (Total Income Plus CASH IN BANK)		21,200	23,300	25,500	27,800	28,760	29,220	29,180	30,440	31,800	33,260	33,720	34,580	
5. OUTGOINGS (and Pre-Startup)														
Rent	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
Utilities	300	300	300	300	300	300	300	300	300	300	300	300	300	
Internet	60	60	60	60	60	60	60	60	60	60	60	60	60	
Insurances	100	100	100	100	100	100	100	100	100	100	100	100	100	
Stock	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	
Staffing		-	-	-	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	
6. Outgoings Sub Total		3,000	3,000	3,000	4,440	4,440	4,440	4,440	4,440	4,440	4,440	4,440	4,440	48,960
Loan principal payment														
Capital purchases (specify)														
Other start-up costs														
Reserve / Savings														
Owner's withdrawal		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
7. TOTAL OUTGOINGS (Total Paid Out)		4,200	4,200	4,200	5,640	5,640	5,640	5,640	5,640	5,640	5,640	5,640	5,640	63,360
8. FINAL BALANCE (Total Available - Total Outgoings)		17,000	19,100	21,300	22,160	23,120	23,580	23,540	24,800	26,160	27,620	28,080	28,940	

5.2 Profit and Loss

Based on 2 income streams, a £15,000 social enterprise grant injection, neutral pricing strategy and bundling offers, my projected annual costings are:

- Cash Sales - £77,300
- Outgoings - £63,360
- Profit - £13,940

5.3 Break-Even Analysis

I will calculate the break-even costs in 2 phases.
Phase 1 – Initial set-up, (months 1-3) volunteer run. Based on the projected outgoings of £4640 and monthly cash sales with an average of £6500, my break-even amount would be an estimated £3093, or 119 items sold per day.

Phase 2 – After hiring, (Months 4-12) I would need an estimated income of £5040 per month to break even.

5.4 Maximum Capacity

working an average 8-hour workday, the maximum number of customers I could serve would be 288 with an estimated number of items sold being 432.

By creating a prudent marketing plan, Bay Haven can achieve financial sustainability and growth, to become an established and trusted social enterprise.

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Appendix A - CV

Emma Davies

17 Sebastopol Street, St Thomas, Swansea, SA18BN
emmadav101@gmail.com
07510666206

Personal Profile

Experienced and dedicated support worker with several years of experience in providing support for neurodivergent adults. Skilled in leading/managing a team. Great knowledge of stock, distribution and ordering/invoices.

Relevant Skills

- Experience in managing/supervising teams.
- Student rep in collage, performing presentations for department funding.
- Very organised and efficient.
- Open and honest and very hard working.
- Fast learner.
- Performs well under pressure.
- Able to meet targets and goals.

Work experience:

Pobl Group 2020-present

- Community support worker.
- Liaising with Social workers and finance managers on behalf of the individuals.
- I support adults with learning difficulties to live their day-to-day lives.
- I help individuals to attend appointments, take them shopping, and do daily household tasks.
- Complete care plans, support plans and risk assessments.

Compass group/Sodexo - Liberty Stadium Swansea 2010-2020

- I worked in retail and logistics for the Swansea City football team.
- I supervised teams of 30 + staff on match days.
- Acting assistant retail manager during concerts and events.
- I ordered & distributed stock throughout retail and hospitality bars.
- Assisted with Rota planning and staffing issues.

Education:

Degree in Applied leadership and management - UWTSD
I am currently studying in my first year for the ILMI in management.
I will continue studying towards my full degree in applied leadership and management.

QCF Level 3 Health and social care - Pengwyn
I studied for 1 year and combined level 2 and 3 in Health and Social Care.

City and Guilds – Gower Collage, Swansea
C&G award in Customer service level 1.
C&G award for Information and communication technology level 1.
C&G award in Essential skills Communication level 1.

Language skills

Fluent in English as my first language and I am currently studying Welsh in my spare time.

IT Skills

- Highly competent in Microsoft Office, Teams, Word, PowerPoint, Forms.
- Effective user of social media platforms such as Twitter, Facebook, Instagram and LinkedIn.
- Excellent typing skills.

References are available upon request.

Appendix B – Menu

BAY HAVEN

Hot Drinks

Flat White	*£2.80*	*Hot chocolate*	*£2.80*
Latte	*£2.80*	*Tea*	*£2.00*
Cappuccino (V)	*£2.80*	*Americano*	*£2.50*

Add oat milk for £0.40

Soft Drinks

Coca-Cola	*£1.20*
Diet Coke	*£1.20*
Sprite	*£1.20*
Water	*£1.00*
Juice carton	*£1.20*

Sandwiches

Cheese & Tomato (V) £3.20

Ham and Cheese £3.20

Tuna Mayo £3.50

Pastries

Croissant (V)	*£2.20*
Vegan Brownie (V)	*£2.80*
Muffin (chocolate-blueberry)	*£2.80*
Flapjack	*£2.40*

Meal Deals

Hot Drink & Sandwich	*£5.50*
Sandwich & Soft Drink + Pastry	*£6.00*
Any 2 pastries + Hot Drink	*£5.00*

Allergens

Staff are happy to assist with special dietary needs. Quiet time menus and easy-read formats are available upon request.

Appendix C - Flyer

BAY HAVEN

Workshops available:

Life-skills including,
Cooking & Nutrition,
Tenancy Support,
Cleaning & Hygiene,
Time management,
IT & Digital Skills,
Money Management.

Bay Haven also offers a relaxing and sensory friendly coffee shop with quiet areas for those well-needed quiet afternoons. With affordable prices and an ambiance that suits all.

Opening hours:
Mon-Fri 8am-6pm
Sat – 9am-5pm

Free WIFI available

Coffee Shop & Well-Being Hub

This exciting new coffee shop is tailored towards adults who have additional learning needs such as ASD, ADHD as well as sensory needs. We offer a wide range of workshop classes to enhance individuals' life-skills.

Friends, family members, carers & support staff are all welcome to come along to enjoy the workshops whilst having delicious snacks and drinks available.

Visit our website: www.BayHavenSwansea.co.uk