

# Bryneglwys Canolfan Iâl

DRAFT

Prepared for Bryneglwys Community Council  
by NCompass Consultants

Business Plan



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# Introduction

Bryneglwys is a rural village in Denbighshire, north east Wales. Geographically Bryneglwys covers 25km<sup>2</sup> with a number of remote farms situated on the outskirts of the village, and small housing developments and streets in the centre. There are no shops, pub, school or library facilities in the village, and residents need to travel to the nearest towns of Ruthin or Corwen to access services. Whilst services have declined, the population of Bryneglwys has shown some growth over the last 15 years, with a resident population of 369 recorded in the 2011 census, 36% of whom speak Welsh.

After the closure of the village school in 2012, Bryneglwys Community Council were offered the opportunity to take ownership of the school building for community use, through an asset transfer arrangements with the Yale Estate.

Bryneglwys Community Council commissioned a scoping study to ascertain the local interest in supporting a community facility and the types of activities that would generate participation and community engagement. The consultation process was well-supported by residents and there was considerable enthusiasm for the project with many ideas being put forward for activities and sustainability. Alongside the scoping study, a Building Condition Survey was carried out to examine the extent of any structural works required and associated costs.

In order to address the structural works highlighted in the Building Condition Survey and achieve the vision for the former school as a first-class community facility, it is estimated that around £120,000 of funding will be required. Bryneglwys Community Council has been proactive in raising funds through the community precept to meet a portion of the anticipated costs, which can be used as match-funding in order to secure the necessary investment.

As a result of conducting the scoping study, Building Condition Survey and examining the work and costs involved through the business planning process, Bryneglwys Community Council wants to develop the ideas arising from the community consultation and create a first-class community facility in the village to meet expressed need.

To take the project forward, the project has been entitled 'Canolfan Iâl' and it is proposed that a Canolfan Iâl Management Committee will be established as a separate governing body from the Community Council, which will be comprised of members of the Community Council as well as interested and skilled members of the community. At the time of writing this Business Plan, the Community Council is in the process of establishing the Canolfan Iâl Management Committee, setting up governance procedures and securing registration with the Charity Commission.

This Business Plan outlines the project, provides a situational analysis, documents evidence of need that arose from the community consultation, assesses risk, examines costs and puts forwards options for the future. It is intended as an outline which will be updated when the Canolfan Iâl Management Committee has been established and the organisation secures its Registered Charity status.

## 1.1 Project description

Bryneglwys Community Council's project focuses on the refurbishment and development of the former village school in Bryneglwys, to transform the building into an accessible community facility - to be known as Canolfan Iâl. The refurbished building will provide flexible spaces in a high-quality and sustainable environment for community groups and enterprises to utilise for their activities. It will act as a fit-for-purpose community hub that facilitates social engagement, participation, education and community wellbeing. The Canolfan Iâl project will be a unique model for community facilities by the nature of the design of its interior spaces and the support offered to encourage innovation in group and individual community activity. The management approach for the community facility will focus on what the community can develop in the facility and how the space can accommodate creative ideas.

## 1.2 Project aim

The Canolfan Iâl Project will revitalise Bryneglwys by transforming the former village school into an accessible and sustainable community facility with flexible spaces that facilitate social engagement, participation, education and wellbeing.

## 1.3 Summary of project proposals

The Canolfan Iâl Project comprises 5 key elements:

- **Structural improvement** to make the former school building structurally sound with an attractive exterior that enhances and complements the appearance of the village.
- **Refurbishment and reconfiguration of the building's interior spaces** to be fully accessible and include a large communal space, Equalities Act compliant bathroom facilities (with 3 toilets), a well-equipped community kitchen, an innovative wellbeing-focused lobby and small group meeting area, and adequate storage facilities.
- **Installation of sustainable energy technologies** to minimise environmental impact and operational running costs.
- **Equip the facility for flexible use** through the installation of dynamic-space furniture and equipment that will accommodate space reconfiguration, multiple seating areas, break-out spaces, a drop-in self-service coffee area for walkers and local residents, and large group social and activity areas.
- **Introducing a new Bryneglwys Volunteer Creative Hub Programme** with the ambition of attracting new volunteers to develop their own group activities within Canolfan Iâl to meet community need, and work alongside partners to upskill volunteers in managing their activities effectively.

## 1.4 Conclusions drawn from the feasibility phase

An independent feasibility and scoping study for the development of the Canolfan Iâl project was conducted in 2016. The study involved extensive consultation with the community of Bryneglwys, via an all day drop-in staged in the former school building and through a questionnaire that residents could complete online or by hand. The study also incorporated the commissioning of a Building Condition Survey on the existing building, which can be found in the Appendix to this Business Plan. The feasibility study concluded that the Canolfan Iâl Project proposal was viable and feasible subject to additional funds being secured. The study also reached 4 conclusions, presented here as key messages:

### **KEY MESSAGE 1 - Fast action is required to refurbish the building**

The Canolfan Iâl Project is in a limbo situation. The former school building requires remedial repair works to make it more comfortable and to bring it up to a reasonable condition, but these works may not have much impact on the use of the space due to the limited facilities and inflexible interior. The A comprehensive programme of works would have a major impact on the community—fostering community pride in the building and stalling the fragmentation of groups and individuals who have no comfortable meeting space or social and learning opportunities. This will require additional levels of funding but the potential for the building and the positive impact on the community will be worth the effort and investment.

### **KEY MESSAGE 2 - An assessment of the project deemed it feasible**

The Canolfan Iâl Project proposal scored high on feasibility. Whilst there may be uncertainties about the extent of refurbishment works required to address expressed community needs and funding for these refurbishments, these are not unsurmountable. The possibility of Canolfan Iâl housing co-located and community-led integrated activities and services will be an innovative development for Bryneglwys. It is anticipated that this approach will aid sustainability and help future-proof both the building and voluntary participation in the community. The site presents few risks in terms of capital investment, governance and management, and a project of this scale is well within the capacity of the Canolfan Iâl Project Management Committee.

### **KEY MESSAGE 3 - There is strong community support for the Canolfan Iâl Project**

Feedback from stakeholders and community members suggests that there is strong support for the Canolfan Iâl Project. The community consultation event to discuss the former school building and its potential uses was well-attended and enthusiasm was overwhelming. The effort of Bryneglwys Community Council to secure a future for the former school was commended. The notion of the building as an integral part of the community, and the potential of the Canolfan Iâl Project to enhance community cohesion and support creative ideas within the building was evident, and around 20% of consultation attendees expressed an interest in volunteering activity.

### **KEY MESSAGE 4 - A new governance model will open up more possibilities**

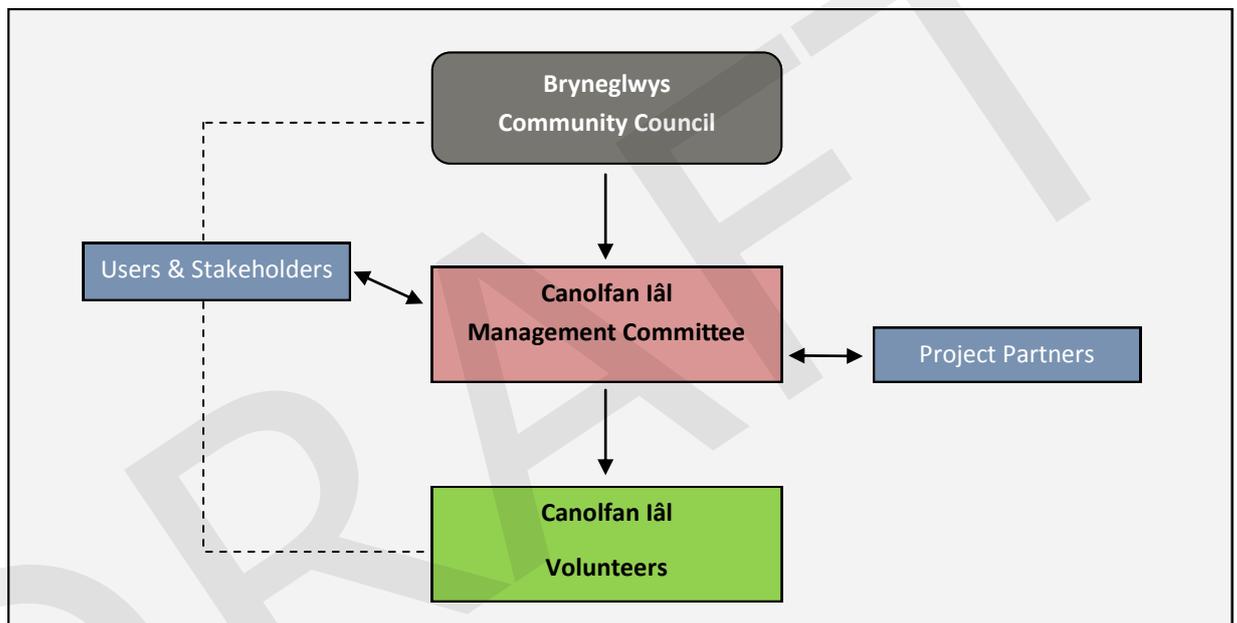
An Incorporated Association with charitable objectives is the most suitable model of governance for this project. If the Canolfan Iâl Management Committee seeks to take the project forward, the current model of governance will need review to ensure it is fit-for-purpose.

# 2

## Structure and operation

### 2.1 Project structure

Bryneglwys Community Council agreed to take on the responsibility of the former school after the building was offered to the community by the Yale Estate. The Community Council has established a new constituted organisation with charitable aims and objectives and the ability to own and manage property, with advice from Denbighshire Voluntary Services Council. This constituted and incorporated group, the Canolfan Iâl Management Committee, will oversee the management and operation of the Canolfan Iâl Project, and provide monthly feedback to Bryneglwys Community Council as part of the regular meeting structure.



### 2.2 Legal status

Canolfan Iâl is a Charitable Incorporated Organisation (ICO), registration number (insert number here ) (England and Wales).

### 2.3 Operational address

The operational address for Canolfan Iâl is:

Canolfan Iâl

Yr Hen Ysgol

Bryneglwys

Corwen

Denbighshire

LL21 9LL

# 3

## Situational Analysis

### 3.1 Closure of the former village school

The provision of a school building in Bryneglwys was granted by the Yale family in the 19th century, and parts of the existing building date from 1872.

The school was closed in 2013 as part of Denbighshire Council's modernising schools programme. After a period of negotiation, the asset of the building and the land on which it is constructed was transferred to Bryneglwys Community Council, subject to the facility being used for community benefit.

*"The school closing was a big loss to the village. It was a focal point and we all went there, so it's different now because you don't get to meet people as much as we used to. It would be nice if we could make it a focal point again."*

### 3.2 Building in a poor condition

A structural survey commissioned by Bryneglwys Community Council identified £11500 of remedial repair works that are required to make the building safe and useable. However, this remedial investment will not be sufficient to address the medium-term-impact problems that were identified in the surveyors report, including the condition of the windows, the stabilisation required on the gable end wall, the inevitability of breakdown of the old heating system, the condition of the kitchen and toilets, and the lack of insulation in the building.

To upgrade the existing building and to refurbish the former school in a way that allows flexible community use in a high-quality and environmentally sustainable environment, it is estimated that the costs will be at least £100,000. This estimate will be refined and accurately costed during a phase one funding bid process.

Please refer to the Building Condition Survey for remedial repair costs (Appendix 1).



### 3.3 Loss of community facilities

Like many rural communities, Bryneglwys has not escaped the loss of community facilities and services over the last 20 years.

St Tysilio's Church does have a small Parish Room and kitchen facility that can be used for gatherings of up to 20 people, but there are restrictions on its use and it is not big enough to accommodate the needs of many of the village groups, including the youth club.

The closure of the local pub was a major blow to the community, and the subsequent closure of the school could have resulted in the loss of all community based assets that were large enough to accommodate groups and teams, if Bryneglwys Community Council had not agreed to take on the management of the school building as a community facility, and to explore its potential.

In a workshop conducted with Bryneglwys Community Council members in 2015, three key problems were identified as the risks of not taking on the management of the former school building for the benefit of the community:

- The community of Bryneglwys does not have access to a venue of a sufficient size that can act as a social activity hub and facility for residents;
- The community of Bryneglwys lacks access to services and provisions and residents have to travel more than 4 miles to the nearest hubs;
- Children and young people lack opportunities to access basic services that meet their social and educational needs, and over time the younger age groups in the village are becoming increasingly fragmented from each other due to attending different schools in the locality.

### 3.4 Recognising the challenges

A key component of the workshop with Community Council members was to explore and discuss the potential challenges of taking on the management and operation of the former school building. The results of those discussions were broken down into six categories, and these form the challenges of developing the Canolfan Iâl project as identified by Community Council members:

#### **ETHOS**

- Making sure we present what the community wants (and not necessarily what we want)

#### **FINANCES**

- To ensure projects are viable
- Funding - the complexity of grants

#### **COMMUNITY DEVELOPMENT**

- Ensuring the community is 'on-side'
- Reversing the trend of a fragmented community
- Responding to any negativity we may come up against in encouraging ways

#### **EXTENT OF THE TASK**

- The current state of the building
- Ensuring the centre has good facilities to attract bookings

#### **VOLUNTEERING AND PARTICIPATION**

- Lack of time - constraints on volunteers
- Getting people with enough commitment
- Attracting volunteers to run projects

#### **SKILLS**

- Hoping we have the necessary skills to enable success

### 3.5 Project funding

Bryneglwys Community Council recognises that the Canolfan Iâl Project needs to be financially sustainable. The Community Council members have been proactive in raising the community precept in order to assist with raising the necessary funds to make improvements to the building, but the structural survey has highlighted that the funds raised to date are not sufficient to carry out the level and extent of refurbishment works required to transform the building into a viable and sustainable community asset. This situation presents a number of issues:

- The inability to afford to meet the rising costs of remedial repair works in the longer-term, resulting in spending money on ‘patching problems’ and not being able to afford the major refurbishment required to make the building accessible and attractive.
- Building stagnation arising from lack of use because community members will not feel encouraged to use a venue that is cold, damp and uncomfortable.
- Missed opportunities for cooperation projects, co-located services and associated funding streams;
- Volunteer ‘burn-out’ and recruitment difficulties, because people will not feel encouraged to develop activities in a building that is not fit-for-purpose.
- Community frustration at a rise in their community precept that results in only small remedial repair work that may not necessarily be a visible improvement or contribution to the way in which they can utilise the spaces.
- The need to seek and secure funds for major repair and refurbishment works.



### 3.6 Volunteer capacity

Volunteer recruitment, retention and training is an issue that is being explored on a county-wide basis.

The Canolfan Iâl Project benefits from a group of eight committed Trustees who are passionate about the development of the former school as a high-quality community facility.

A wider network of volunteers will be required to develop and manage activities in Canolfan Iâl, and a volunteer strategy and policy will be required in order to ensure that volunteers can be recruited, retained and supported to provide services at the centre. The community consultation revealed that there were a number of people interested in offering their services to run groups, activities or provide general assistance in the management and running of the centre.

Identifying how this interest can be harnessed and nurtured in the next phase of the project development, perhaps alongside Denbighshire Voluntary Services Council, will be a key consideration for any future funding applications.

### 5.1 Community consultation feedback

As part of the preparation for the development of the Canolfan Iâl Business Plan, a community consultation drop-in event was held in the former school building in 2016. The consultation was advertised through social media and leaflets were posted to each resident in the community. Community members who were unable to attend the event were offered the chance to complete questionnaires online or in hard-copy format.

A total of 47 people attended the consultation event and questionnaires were completed by 14 residents. This total of 14 respondents equates to approximately 20% of the population of Bryneglwys.

The feedback in this section of the report comprises direct quotes given by consultation respondents, as well as numerical tallies of the number of people who suggested an idea, or supported an idea that had been previously put forward by a member of the public during the consultation event.

*“This space has such great potential to be of benefit to the community.*

*We need a meeting place because we have become disassociated from each other since the closure of the pub, school, Post Office and shop.*

*It would revive the spirit of the village.”*

Consultation respondent

### 5.2 Questionnaire respondent demographics

AGE	No.	% of 14 respondents
<11	0	0%
12-19	2	14%
20-39	1	7%
40-59	5	36%
60-69	5	36%
70+	1	7%

### 5.3 How did questionnaire respondents rate the current condition of Canolfan Iâl ?

CONDITION	No.	% of 14 respondents
Excellent	0	0%
Quite good	8	57%
Not very good	6	43%
Very poor	0	0%

### 5.4 How likely would questionnaire respondents be to use the building or attend activities there when it's in its current condition?

CONDITION	No.	% of 14 respondents
Definitely	3	21.5%
Quite likely	8	57%
Not very likely	3	21.5%
Definitely not	0	0%

## Consultation drop-in question A

What ideas do you have for activities, facilities or projects that could be offered here?

IDEA	NO.
Shop	39
Post Office	18
Welsh classes / conversational club	16
Library / book exchange library	12
Coffee / Tea Rooms / Cafe	12
Give and take stall	12
Sales of work / rent area for craft sales	10
Approach local GPs to see if any would provide evening surgery 1/52	10
Bring and buy sales / Table top sales	9
Venue for hire: clubs / topic groups	9
Bring your own drink night	9
Ceildh	8
Venue for hire: parties	8
Short-mat bowling	8
Food demonstrations – international cuisine	8
Pool and darts team	7
Yoga	6
Further education classes, eg Welsh history	6
Wedding venue	6
Excess out of gardens	5
Produce exchange	5
Youth club	5
Regular income for the hall, eg Bonus Ball	5
Educational talks – eg. Folk history	5
Nursery	4
Self improvement classes - exercise	4
One-stop-shop	4
Art gallery – monthly shows	4
Exercise classes for older people	4

IDEA	NO.
Place to pick papers up	3
U3A Groups	3
Badminton	3
Dinners e.g. curries, barbeques	3
Gardening club	3
Club for younger children / activities for younger children	3
Fundraising activities eg table top sales	3
Exhibitions (activities around them)	3
Darts	3
Noticeboard for people to advertise (could be a small charge)	3
5 Rhythms and Mindfulness	3
Bingo	2
Quizzes	2
Fun nights	2
Games: table tennis / pool / cards etc	2
Christmas parties	2
Children's games	2
Book club	2
Food Co-op	2
Venue for hire: social groups	2
Collection centre – selling shares	2
Drop-in centre	1
History club / talks – Judith	1
Talks (invited speakers)	1
Drama club	1
Dance club	1
Flim club	1
Cookery club	1
Music classes	1
Cheese and wine	1
Bar	1
Themed nights	1
Advertising space for local services	1
Coffee afternoons	1

## Consultation drop-in question B

What would encourage you to use the spaces in Canolfan Iâl ?

IDEA	No.
Warmth	19
Tea and coffee making facilities	17
Friendly people	15
Good facilities	14
Reasonable price	13
The range of activities (examples: 5 Rhythms / Yoga / Ceildh / Exercise )	13
Improved facilities – kitchen	13
Bring the community feel back to Bryneglwys	11
Comfortable seating	11
Ease of access (e.g. keyholder nearby)	11
Warmth and redecoration	10
Furniture is needed – people could donate	10
Cleanliness	9
Cost of hire	8
Improved facilities – heating	7
Flexible spaces	6
Refreshments and snacks	6
Linked to outside space - playground	5
More socialising events	3
No damp	2
Benches as seats	2

## Consultation drop-in question C

When we apply for funds to refurbish the building, what are the most important things we need to think about?

IDEA	No.
Core group of reliable volunteers / pool of volunteers	19
Paid staff eg caretaker/cleaner	14
Drinks licence	13
Community involvement – bring all community together	12
Renewable energy – ground source heat pump	11
Renewable energy – photovoltaic panels	9
We should all volunteer to decorate	8
Renewable energy – biomass pellet boiler	6
Car parking	5
Renewable energy	4
Sustainability	4
Figure out demographic of Bryneglwys and target activities	4
Linked to playground	4
Accessibility	4
Renewable energy – rainwater collection	3
Cost of running the establishment	3
Refurbish kitchen	2
Examine examples of successful ventures eg Pwllglas Shop	2
Equipment	1

## Consultation drop-in question D

What do we need to do to promote the opportunities in the centre to the wider community?

IDEA	NO.
A good website	21
Facebook page	15
Letters circulated in good time (eg a weeks notice), and circulated to the outlying houses, not just in the village	13
A good caretaker to keep school clean a must	11
Volunteer drivers	10
Advertise for people to rent	6
Information posters (not seen if in cars)	6
New notice board outside the school here	6
Information about coming events: letters delivered early	5
Regular newsletter to every residence in Bryneglwys	5
Distribution of leaflets	4
Tie-in with Bryneglwys show – e.g. comedy night held in hall	4
Get young locals to volunteer (Millenium volunteers) help enhance people's C.V's	3
W.I	2
Local press (Free Press etc)	1



## Consultation drop-in question E

What activities have worked really well here in the past, and how would you like to see them developed?

IDEA	No.
Youth club	25
All of the above (everything here)	15
Club for younger children	15
Hire for private functions	11
Craft club	11
Hired out for private birthday parties	10
Fund raising sales	10
Sewing group / quilting	10
Licenced bar	8
BBQs	8
Available for meetings	7
OAP Club	6
Pool team	6
Hire for workshops	6
Sales of work	5
Exercise classes	3
Fundraising events	3
Gardening club	2

# 6

## Assumptions & risk assessments

### 6.1 Using assumptions to assess risk

All businesses and projects operate on a series of assumptions, whether they are documented or undocumented. Considering the risk factors in light of identified assumptions helps us assess whether elements of the project are feasible, and what needs to happen to make it feasible if the final objective is affected.

The list of assumptions we could make about different projects is endless, but for the purpose of this study we have focused on the 'baseline assumptions'. All of these elements are required to ensure a solid foundation for the Canolfan Iâl Project. The most important is governance — a project's success is based on good governance.

Risks change with differences in the size and scale of projects. The Canolfan Iâl Project risk assessment is based on the project costing less than £200,000.

### 6.2 Canolfan Iâl management risk assessment

1. GOVERNANCE					
Assumption		Low Risk	Medium Risk	High Risk	Rationale or Situational Analysis
a	The organisation's legal structure and governance model is fit-for-purpose		✓		Review of constitution required to open grant opportunities and reduce restrictions.
b	The governing body (Trustees) have the commitment and enthusiasm to drive the project forward	✓			Trustee group is small but capable. Project is a manageable size and it is not likely to be overwhelming.
c	The governing body (Trustees) have the necessary skills and expertise to plan, develop, manage and implement the project		✓		Trustee group is highly skilled and knowledgeable, but support may be required to access start-up funding.
d	The governing body (Trustees) have the capacity in the organisation to lead the project to completion	✓			Trustee group is skilled and capable with the necessary capacity and expertise to lead the project to completion.
2. POLICIES, LEGAL DOCUMENTS AND INSURANCES					
Assumption		Low Risk	Medium Risk	High Risk	Rationale or Situational Analysis
a	The organisation has the necessary policies in place to safeguard staff, volunteers and visitors involved in the project	✓			The expertise of Trustees will ensure this is a low risk exercise
b	The organisation's insurance policies are fit-for-purpose and cover all project activities	✓			Current insurance is fit-for-purpose and will require little change for a small redevelopment.
c	A legal document is in place detailing leased or purchased assets, rights and responsibilities of stakeholders in accordance with minimum terms	✓			The expertise of Trustees will ensure this is a low risk exercise

### 3. STAFFING AND HUMAN RESOURCES

Assumption		Low Risk	Medium Risk	High Risk	Rationale or Situational Analysis
a	The organisation has sufficient numbers of staff, with the capacity and skills, to dedicate time to the development of the project			✓	The organisation does not have any paid staff to develop the project and relies on volunteer activity.
b	The organisation has sufficient numbers of staff, with the capacity and skills, to implement the project after the development phase		✓		The organisation does not have any paid staff, support may be needed during development phase but not delivery.
c	The organisation has sufficient numbers of volunteers, with the capacity and skills, to dedicate time to the development of the project		✓		Volunteer capacity may be stretched in the development phase, but capacity is sufficient after delivery stage.
d	The organisation has sufficient numbers of volunteers, with the enthusiasm and interest, to sustain involvement in the project long-term		✓		Current volunteers are enthusiastic and committed. The volunteer network will be strengthened going forward.

### 4. FINANCES

Assumption		Low Risk	Medium Risk	High Risk	Rationale or Situational Analysis
a	The project will attract start-up funding and development funding until it becomes sustainable		✓		Level of funding required is relatively achievable and match funding is in place
b	The organisation can demonstrate through its annual accounts and reports, that it can manage finances in accordance with funding regulations	✓			Trustees have expertise and capacity to manage finances and grants effectively
c	The organisation has experience of handling, managing and reporting on large multiple grants		✓		Some support may be required for management of multiple grants

### 5. MARKET ANALYSIS

Assumption		Low Risk	Medium Risk	High Risk	Rationale or Situational Analysis
a	There is a shared vision among stakeholders in terms of the audience they would like to attract	✓			Trustees have a united understanding about their potential audience
b	There is an understanding among stakeholders of the investment required to market a rural product to reach audiences required		✓		A marketing budget for the centre will need to be included in future financial planning

### 6. PROJECT VISION

Assumption		Low Risk	Medium Risk	High Risk	Rationale or Situational Analysis
a	There is a shared vision among stakeholders (primary and secondary) in terms of the vision, aims and objectives for the project and what each stakeholder wants to achieve	✓			The vision is shared and this was confirmed during a workshop conducted in 2015 prior to commencement of the business plan.
b	There is a shared vision among Trustees in terms of the aims and objectives for the project which matches the problems they are trying to solve	✓			The vision is shared and matches the problems the trustees and the community are trying to solve.

### 6.3 Canolfan Iâl site assumptions risk assessment

Site Assumptions Scoring Checklist	CANOLFAN IÂL
<b>1 = Low 2 = Medium 3 = High</b>	
	<b>Risk Score</b>
<b>Governance</b>	
The building is of significant interest to Trustees	<b>1</b>
The Trustees currently have the capacity to manage this scale project (see Risk Assessment)	<b>1</b>
<b>Availability and support</b>	
The building or site is available for use or purchase	<b>1</b>
The community is supportive of the site or concept	<b>1</b>
The project can / will be able to access the site with no restrictions	<b>1</b>
The project can / will be able to make changes to the building / site with no restrictions	<b>1</b>
<b>Location and accessibility</b>	
The location is accessible to the local community	<b>1</b>
The location is accessible and visible to tourists / visitors / incidentals	<b>1</b>
The building / site will enable the meeting of Equality Act regulations	<b>1</b>
<b>Partnership and Use</b>	
The site / building will enable partnerships and multiple uses to meet need	<b>1</b>
<b>TOTAL</b>	<b>10</b>

### 6.4 Conclusions on risk

Out of the 18 core assumptions, derived from the baseline requirements of running successful projects, the risks of embarking on the Canolfan Iâl Project with costs of **less than £200,000** have been assessed by NCompass as follows:

- Low Risk: 9 assumptions = 50%
- Medium Risk: 8 assumptions = 45%
- High Risk: 1 assumption = 5%

The main risk is centred on the reliance on voluntary activity throughout the delivery stage of the project when major building works are being undertaken. However, this risk will reduce after the delivery phase as the project management workload is likely to lessen after the construction phase has been delivered.

The 'site assumptions risk assessment' score was 10 out of a possible 30, and therefore this falls into the 'low risk' category.

Overall, the project poses a low to medium risk, and it's likely that many of the components currently scored as medium risk will reduce to low risk when funding has been secured and the delivery phase of the project is completed.

With the right resources, dedication and time, the feasibility to redevelop the former school as a high quality community facility is unquestionable. The Canolfan Iâl Project has the support of the community and key stakeholders. NCompass are confident that pursuit of this project will result in an innovative and sustainable community-led facility in Bryneglwys.

## 7.1 A governance model that suits the vision

Good governance is the bedrock of any successful project or business. It is always recommended that groups 'incorporate' into a separate legal entity, which means that all grants, contracts etc are held in the name of the organisation rather than in the name of individuals. This ensures that no one individual is personally liable for the project, unless they act negligently or fraudulently.

Incorporated organisations give funders assurances and they prefer giving grants to incorporated groups. Community Councils are the most local tier of statutory duties and they have a governance document and procedures for their operation and they are therefore classed as incorporated. However some funders will not give grants to organisations classed as 'arms of' or 'tiers of' statutory duties, and sometimes establishing a separate group that is constituted beyond the remit of the community council is useful to access external grants.

It is worth noting that whilst charitable status can provide some tax and fundraising advantages, as well as rate relief, these advantages are irrelevant if turnover is low. In addition, whilst over the last few years there have been changes to charitable trading rules, charities are not naturally enterprising or trading organisations, and do not necessarily lend themselves to a project that will be running commercial activities or perhaps tendering for contracts.

The potential for Canolfan Iâl to generate more income after refurbishment is considerable. As well as a likely increase in centre bookings, it may provide further opportunities for a stronger retail presence in the village, through pop-up shops or self-service café facilities.

Safeguarding the personal assets of Canolfan Iâl's Trustees is also important.

A fitting model of governance that ensures that Canolfan Iâl is able to freely trade as a business with charitable objectives, and that it can own and sell assets and employ paid staff, will future-proof the centre and the services offered within it.

Under that scenario, there are two legal governance models that Canolfan Iâl Trustees may want to consider:

- **A Community Interest Company (CIC)**

CICs are designed specifically for social enterprise. A CIC will provide limited liability for individual member Directors to a stated sum (normally £1), unless they act fraudulently or negligently. CICs demand an annual Community Interest Statement to be produced, which is like a simple annual report. They also require organisations to have an Asset Lock, where on winding up, all assets are passed to a similar organisation with community benefits. CIC's are quite easy to set up, and affordable.

- **Charitable Incorporated Organisation**

The CIO structure was introduced in 2014 to allow organisations with charitable objectives to trade without detracting charitable status. There are two models of CIO: association and foundation.

The association model requires a governing document and a membership that votes on important decisions such as the election of committee members. The foundation model uses your original governance structure and it is suitable for organisations run solely by its trustees and that don't have a voting membership.

### 8.1 Developing the options

Analysis of the research undertaken for the feasibility study and the risk assessment leads to a number of options for the Management Committee of Canolfan Iâl to consider. These are outlined in this section, along with an estimate of costs associated with each one presented. These options can form the basis of further discussions and the planning of a secondary development phase.



OPTION 1: DO NOTHING	
<b>Likely outcomes:</b>	Canolfan Iâl will continue to operate at its current level and it is unlikely to attract new users or volunteers. The maintenance needs of the building will likely reach a point where they outstretch the resources available annually if major works are not undertaken.
<b>Estimated capital cost:</b>	£0
<b>Estimated revenue cost:</b>	£0
<b>Timetable:</b>	None
<b>Risks:</b>	The capacity plateau may result in building stagnation, loss of community interest and rising costs.
<b>Benefits:</b>	The Community Council is not subject to project management, costs or commitment
<b>Conclusion:</b>	With the financial resources already collected through the precept for the purpose of developing the building, this is a last resort scenario.
OPTION 2: UNDERTAKE REMEDIAL WORKS ONLY	
<b>Likely outcomes:</b>	Canolfan Iâl will continue to operate either at the same level or with a slight increase in user groups, but not substantial enough to provide a firm sustainability footing for the future of the building. User groups may not see the impact of the investment due to their structural nature.
<b>Estimated capital cost:</b>	£15,000
<b>Estimated revenue cost:</b>	£0
<b>Timetable:</b>	4 months
<b>Risks:</b>	User groups may become frustrated with activity limited to remedial structural works and they may not see how the investment benefits their use and enjoyment of the spaces. It's likely that major maintenance costs will be ongoing.
<b>Benefits:</b>	Managing a single contractor to undertake the remedial works identified in the structural survey will require little management time and no additional funding.
<b>Conclusion:</b>	This is a second resort scenario which allows the community access to an improved building, but not a building that is 'as good as it could be'. It's recommended that time is dedicated to exploring additional funding options before resorting to this measure.

### OPTION 3: APPLY FOR AND SECURE ADDITIONAL FUNDS TO ACHIEVE THE VISION

<b>Likely outcomes:</b>	The outcome could be one of North Wales’ best examples of a rural community centre that is operated in a way that encourages creativity and non-clinical spaces that are accessible to residents and visitors.
<b>Estimated capital cost:</b>	£120,000
<b>Estimated revenue cost:</b>	£20,000
<b>Timetable:</b>	2 years
<b>Risks:</b>	Recruiting and retaining a sufficient bank of volunteers and group leaders who will run an innovative programme of activities within the centre to maximise its use.
<b>Benefits:</b>	Canolfan Iâl could become a model of community centre design and programmes which will enhance community cohesion and potentially attract funding and increase visitor numbers.
<b>Conclusion:</b>	With the high level of match-funding that Bryneglwys Community Council has saved, it is recommended that the potential to ‘be the best the project can be’ is a good option to pursue in the short to medium term. Such a development will meet community expectation, foster community pride, engender participation and address the fragmentation of the community resulting from the closure of local amenities.

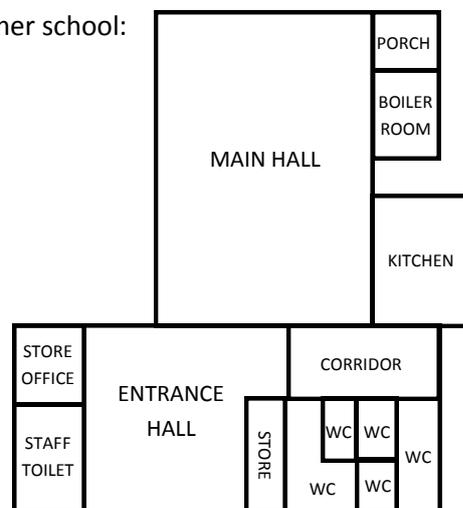
## 8.2 Taking forward ‘option 3’

Transforming Canolfan Iâl into a high-quality, environmentally sustainable community space, will require additional funds to match those raised through the Community Precept by Bryneglwys Community Council. An investment of this scale will prevent the need for small-scale ‘patching’ investment to address problems in the building as they arise, and it will ensure the long-term future of the building as a community legacy.

## 8.3 The current building layout

The layout of the building is concurrent with its use as a former school:

To meet expressed community need and to attract new users to Canolfan Iâl, reconfiguration of the building’s internal spaces would allow for a communal kitchen space, compliant toilet facilities, ample storage for equipment, an office area and large and small community spaces to accommodate different groups and space requirements. The costs for the services of an Architect to examine the consultation information and develop innovative solutions, has been built into the development phase of the cost plan. The architect will develop a plan that takes into account the community’s vision for the facility.



## 8.4 What will the 'option 3' building improvements include?

### **Structural improvements**

All major repair works required in the professional structural survey will be undertaken. The building will be insulated to exceed the minimum standards required by current building regulations and to increase thermal efficiency. New windows will be installed with glass that is thermally insulative. Spaces will be reconfigured to maximise community participation and wellbeing. The installation of a new energy-efficient and environmentally sustainable heating system will reduce environmental harm, increase comfort and limit ongoing heating costs. The building will be re-plastered throughout and all building works will reflect the need for accessibility for all users.

### **Toilet facilities**

There will be three accessible toilet facilities installed in the reconfigured building. Advantage will be taken of existing water-supply and waste connections to reduce costs. The toilets will facilitate use by electric-wheelchair users and they will also contain suitable hand-washing facilities, baby-changing equipment, and emergency notification apparatus.

### **Community kitchen**

A new, modern kitchen will be installed in the building. The kitchen will contain a range of electrical equipment, as well as cupboard storage space and countertop space that will be installed in compliance with regulations that will allow for commercial food preparation. The community kitchen area will enable community groups to prepare and store food for events, serve refreshments and undertake group-cooking activities.

### **Meeting space**

The meeting space will be open for community use and community and visitor drop-in on a daily basis. Its design will focus on a wellbeing-space that reflects a 'sense of place' and offers a comfortable environment in which to socialise and hold formal or informal meetings. The meeting space will be equipped with sofa and armchair seating areas, small tables and a coffee machine. The walls will be decorated with framed photographs that show the beauty of the area and local walking trails. A Tourist Information Point will also be available for visitors to pick up leaflets about local trails, attractions and services. Indoor planting will increase the sense of wellbeing and contribute to air-moisture in the space. This area will also facilitate pop-up shops, a book-swap library, community information and local information surgeries.

### **Main Hall**

The main hall in the building will be a multi-use space, with flexible furnishings to accommodate the needs of a wide range of community groups, education sessions, events and agencies. It will be equipped with a smart-board and projector, as well as tables and chairs that can be reconfigured or stored away as necessary. The floor of the main hall will facilitate indoor sports and fitness activities as well as offering a large social area and meeting venue.

### 9.1 How have the costs been calculated?

The project costs have been based on Bryneglwyns Community Council pursuing 'Option 3' in the previous section. They have then been calculated over two phases: development and delivery. They are based on the costs outlined in the Building Condition Survey, information gathered from similar projects, and estimates based on experience. Any estimates will be reassessed and the total costs confirmed during the quotation-gathering process in the development phase.

<b>OPTION 3 - CANOLFAN IÂL PROJECTIONS DEVELOPMENT PHASE</b>				
<b>COST HEADING</b>				
<b>EXPENDITURE</b>	<b>COST</b>	<b>VAT</b>	<b>TOTAL £</b>	<b>Calculation</b>
<b>Professional Fees</b>				
Architect + structural spec	5000.00	1000.00	6000.00	Based on 10 days average fee @ £500 per day
Support Consultant	5000.00	1000.00	6000.00	Based on 20 days bid writing @ £250.00 per day
<b>New staff costs</b>	0	0	0	
<b>Recruitment</b>	0	0	0	Sell 2 Wales to recruit architect + consultant
<b>Other</b>				
Planning consent + building regs	535.00	107.00	642.00	Based on standard planning + regs fees (if required)
<b>Full cost recovery</b>	0	0	0	
<b>Contingency</b>	250.00	0	250.00	Based on 2.5% of development phase costs
<b>Non-cash contributions</b>	0	0	0	
<b>Volunteer Time</b>	720.00	0	720.00	Based on 15hrs per month @ £12p/g over 4 months
<b>SUB TOTAL</b>	<b>11505.00</b>	<b>2107.00</b>	<b>13612.00</b>	
<b>INCOME</b>				
<b>Local Authority</b>	0.00		0.00	
<b>Other Public Sector</b>	0.00		0.00	
<b>Central Government</b>	0.00		0.00	
<b>European Union</b>	0.00		0.00	
<b>Private Donation Individual</b>	0.00		0.00	
<b>Private Donation Corporate</b>	0.00		0.00	
<b>Commercial Business</b>	0.00		0.00	
<b>Own Reserves</b>	1000.00		1000.00	Allocation from money raised through precept
<b>Other Fundraising</b>	0.00		0.00	
<b>Non-cash contributions</b>	0.00		0.00	
<b>Volunteer Time</b>	720.00		720.00	
<b>Grant Request</b>	11892.00		11892.00	
<b>SUB TOTAL</b>	<b>13612.00</b>		<b>13612.00</b>	

**OPTION 3 - CANOLFAN IÂL PROJECTIONS DELIVERY PHASE**

<b>OPTION 3 - CANOLFAN IÂL PROJECTIONS DELIVERY PHASE</b>				
<b>COST HEADING</b>				
<b>CAPITAL COSTS</b>	<b>COST</b>	<b>VAT</b>	<b>TOTAL £</b>	<b>Calculation</b>
<b>Purchase price of items / property</b>	0.00	0.00	0.00	
Purchase of kitchen fittings/equip	5000.00	1000.00	6000.00	Based on costs for Penmaenmawr Museum
Purchase of DDA bathroom fittings	7000.00	1400.00	8400.00	Based on costs for Penmaenmawr Museum
<b>Repair and conservation work</b>	0.00	0.00	0.00	
<b>New building work</b>				
Repairs, plastering, plumbing, elec	40000.00	8000.00	48000.00	Based on minimum in structural survey + desirables
Installation of new wood windows	20000.00	4000.00	24000.00	Based on online estimates
<b>Other capital work</b>	0	0	0	
Decorating interior and exterior	3000.00	600.00	3600.00	Based on similar costs in Sir Henry Jones Museum
Installation of sustainable heating	15000.00	3000.00	18000.00	Based on quotation from Hafod Renewables
<b>Equipment and materials</b>				
Projector and smartboard	4000.00	800.00	4800.00	Based on online estimates
Furniture	10000.00	2000.00	12000.00	Based on similar costs for Penmaenmawr Museum
Self-service coffee area equipment	2000.00	400.00	2400.00	Based on similar costs for Penmaenmawr Museum
<b>Other costs (capital)</b>	0	0	0	
<b>Professional fees relating to above</b>	0	0	0	
<b>SUB TOTAL</b>	<b>106000.00</b>	<b>21200.00</b>	<b>127200.00</b>	
<b>DELIVERY PHASE ACTIVITY COSTS</b>				
<b>New staff costs</b>	0.00		0.00	
<b>Training for staff</b>	0.00		0.00	
<b>Paid training placements</b>	0.00		0.00	
<b>Training for volunteers</b>	1000.00	200.00	1200.00	Based on 10 volunteers @ £100 each allowance
<b>Travel for staff</b>	0.00		0.00	
<b>Travel/expenses for volunteers</b>	0.00		0.00	
<b>Equipment and materials</b>	3000.00	600.00	3600.00	Based on online estimates of sports equipment costs
<b>Other costs (activity)</b>	0.00		0.00	Allocation from money raised through precept
<b>Professional fees (activity)</b>	0.00		0.00	
<b>SUB TOTAL</b>	<b>4000.00</b>	<b>800.00</b>	<b>4800.00</b>	

### OPTION 3 - CANOLFAN IÂL PROJECTIONS DELIVERY PHASE

OPTION 3 - CANOLFAN IÂL PROJECTIONS DELIVERY PHASE				
COST HEADING				
OTHER COSTS	COST	VAT	TOTAL £	Calculation
Recruitment	0.00	0.00	0.00	
Publicity and promotion	800.00	160.00	960.00	Based on average design + printing costs
Evaluation	500.00	100.00	600.00	Based on 2 day summative evaluation
Full cost recovery	0	0	0	Aim to be sustainable from the offset
Contingency	2000.00	400.00	2400.00	Based on 5% of build costs
Inflation	0	0	0	Aim to be timely to avoid inflation increases
Increased management/maintain	0	0	0	Aim to be sustainable from the offset
Non cash contributions	0	0	0	
Volunteer time	9360.00	0	9360.00	Based on 15 hrs p/w @ £12p/h x 52 weeks
<b>SUB TOTAL</b>	<b>12660.00</b>	<b>660.00</b>	<b>13320.00</b>	
DELIVERY PHASE INCOME				
Local authority	0.00		0.00	
Other public sector	0.00		0.00	
Central government	0.00		0.00	
European Union	0.00		0.00	
Private donation - individual	0.00		0.00	
Private donation - Trusts/Charities	0.00		0.00	
Private donation - Corporate	0.00		0.00	
Commercial business	0.00		0.00	
Own reserves	17000.00		17000.00	
Other fundraising	0		0	
Non cash contributions	0		0	
Volunteer time	9360.00		9360.00	Based on 15 hrs p/w @ £12p/h x 52 weeks
Grant request	118960.00		118960.00	
<b>TOTAL</b>	<b>145320.00</b>		<b>145320.00</b>	

### CANOLFAN IÂL DELIVERY PHASE FINANCIAL SUMMARY

	TOTAL £
Total delivery costs	145320.00
Total delivery income	26360.00
Grant requests	118960.00
Delivery grant request % of total funds required	82%

## 9.2 Potential funding avenues

The project costs have been calculated over two phases: development and delivery. They are based on the costs outlined in the structural survey, information gathered from similar projects, and estimates based on experience. Any estimates will be reassessed and the total costs confirmed during the quotation-gathering process in the development phase.

Funder	Common grant size	Scope in context	Rationale
Lottery Awards for All	£3000.00	Sports or health equipment (eg mats) Furniture for activities	To facilitate the various interests that emerged from the consultation – good chairs and tables, or mats to accommodate the yoga and wellbeing ideas, as well as children’s play
Lottery People and places	£150,000	Refurbishment works, building works, kitchen and kitchen equipment, furniture, decorating	This fund would cover all the necessary refurbishment works and allow you to push the quality of the refurbishment beyond a standard facility
Welsh Government Community Facilities Programme	£200,000	Refurbishment works, building works, kitchen and kitchen equipment, furniture, decorating	As above – this could be a first choice instead of the lottery, because not many grants have been awarded in this area
Elsbeth Thompson Bursary	£1000.00	Landscaping and gardening	Curb-appeal of exterior of building through community-led planting, and also for use of those who expressed an interest in gardening through the consultation
People’s Health Trust	£5000.00	Health equipment	Mats, active play and wellbeing equipment, for use of those who expressed an interest in wellbeing and fitness programmes in the centre
Esme Fairbairn Trust – Place category	£1500.00	Pop Up Shop Equipment or Kitchen refurbishment and equipment	Place category is suitable for a community kitchen facility or to encourage participation in social enterprise by accessing equipment
Bryneglwys Community Council	£17,000	Allocation for renewable energy through a air source system	Own funds could be used as match funding (a requirement) to pay for a renewable energy heating system. The project will receive annual payments for 7 years to assist with paying for the system.