

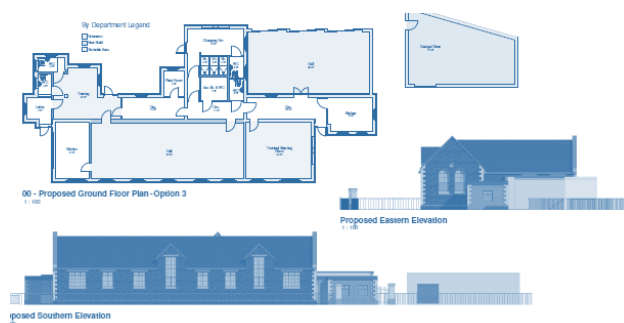


FEASIBILITY STUDY – FINAL REPORT  
May 28 2021

Cynlas Cyf and DEWIS Architecture

# PPD COMMUNITY HWB

Report for Cadwyn Clwyd &  
Pen-y-ffordd Community Council.



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## Executive Summary

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6.1 This report presents the findings of a feasibility exercise considering the viability and sustainability of developing a new community facility in Pen-y-ffordd. The community facility will be located at the former school site, which is currently home to the Youth Club and Pen-y-ffordd Scouts, as well as a place where several community groups meet.

Pen-y-ffordd is a relatively populous community, encompassing three coalesced communities, Pen-y-ffordd, Penymynydd, and Dobshell. The population is now nearing 4,000 people, with a number of prospective new housing developments likely increasing that number of the next decade.

It is a community with significant community spirit, benefits from a proactive and forward thinking Community Council, and enjoys the benefit of support from a range of groups and organisations, including the War Memorial Institute, Scouts, Guides, and local businesses, including a community initiative called Team Red, based at the Red Lion Public House.

Despite this, there is a concern that the community is increasingly becoming a dormitory for the larger conurbations of Chester, Wrexham, Manchester and Liverpool, and during the week Pen-y-ffordd can be quiet, and there are few places for people for people to meet and socialise in the day time.

There is a need to counteract this trend, and to ensure that the underlying community spirit is captured and developed before it dissipates. Ostensibly, the community needs a hub where residents, groups and businesses can meet, informally and formally, seven days a week, bringing people together to discuss common issues, or to enjoy each other's company and to develop new ideas, initiatives, and activities for Pen-y-ffordd, Penymynydd and Dobshell.

COVID-19 has reinforced the need provide local solutions to community needs and highlighted what type of services residents will need moving forward. There is an opportunity to acquire the old school site on a long-term lease from Flintshire County Council and to develop the site as a community hub.

The Council has a formal process for community asset transfers, and this project has been submitted as an Expression of Interest. This first stage process was successful, but there is now a need to submit a detailed Stage 2 proposal, supported by a robust plan evidencing the sustainability and viability of the project. This report has been designed to provide that detailed evidence.

This report has also been developed to provide the community itself with the confidence and assurance that the proposal is robust, and will stand its grounds as a sustainable project, but as importantly will provide the type of facilities, services and activities that meet community needs and are not being delivered elsewhere.

Finally, the report is also intended as the basis for a business model for the future strategic direction and operation of the hub, and as such to be used by the group who will now take the project forward to fruition.

The report considers the site; the community and its need; current policy thinking; business, sustainability, and viability issues; as well as potential funding opportunities. It also considers the governance and management arrangements required, including the establishment of a stand-alone community focused social enterprise.

We have also conducted a consultation exercise with the community and fully considered previous consultations and reports, including the Pen-y-ffordd Place Plan commissioned by the Community Council.

The study demonstrates that there is significant scope for the development of a new community facility, and further, that such a development is needed and will be supported by the residents of said community. It also demonstrates that there are a range of funding sources that could offer a way forward for the further development of the site. Most importantly, the forecasts suggest a viable and financially sound basis for the long-term success of the project, with the majority of income generated by the enterprise itself.

This report sets out a preferred model for the redevelopment of the site at a total cost of £825,000. This would see the main school building retained, but with extensions and internal modifications, and the existing Scout hut and storage buildings demolished. The redeveloped site will ensure that existing users such as the Youth Club and Scouts will be provided with enhanced and more efficient facilities and will also provide the community with a home for a range of services, activities and events.

The new hub will be called the PPD Community Hwb; PPD reflecting the names of the three intertwined communities, Pen-y-ffordd, Penymynydd, and Dobshill. The word hwb is from Welsh and can mean hub. However, hwb also means boost or encouragement. It therefore works on three levels; the Hwb is a central point for the community is a centre for support and encouragement and marks the project as quintessentially Welsh.

This study has established that the notion of a community hwb is both viable and sustainable, and that there is strong support and goodwill to make such a development happen.

# 1. Introduction

- 1.1 This report was commissioned by Cadwyn Clwyd in November 2020. The commission, undertaken with the support of Pen-y-ffordd Community Council was to prepare a report which would consider the viability of progressing a community asset transfer relating to the old school site in Penyffordd.

The site is currently owned by Flintshire Council, and accommodates a Youth Club (run twice a week), and a number of community activities. The site is also home to the Scouts and includes a Scout Hut and storage facilities.

The feasibility study needed to consider how the use of the site could be optimised and how it could be used to deliver support to the community.

- 1.2 As noted above, the site is the original school in the village, which served the community between 1872 and 1970. A new school was built in 1970, and the school then became a focus for community activities; including the Youth Club and the Scouts.

It is a relatively sizeable site, with significant potential, and is also in a central point for the community. It is also juxtaposed with a recreational field on one side, and play park, skate park, sports field, and allotments on the other.



Figure 1 -Location of the site



- 1.3 Penyffordd is a sizeable community, and ostensibly encompasses three coalesced communities, namely Pen-y-ffordd, Penymynydd and Dobshill. Together they form the ward of Pen-y-ffordd, which also encompasses the Rhyd, Bannel and parts of Pentrobin, Lower Mountain Road, Stryt Isa and East Little Mountain Road.

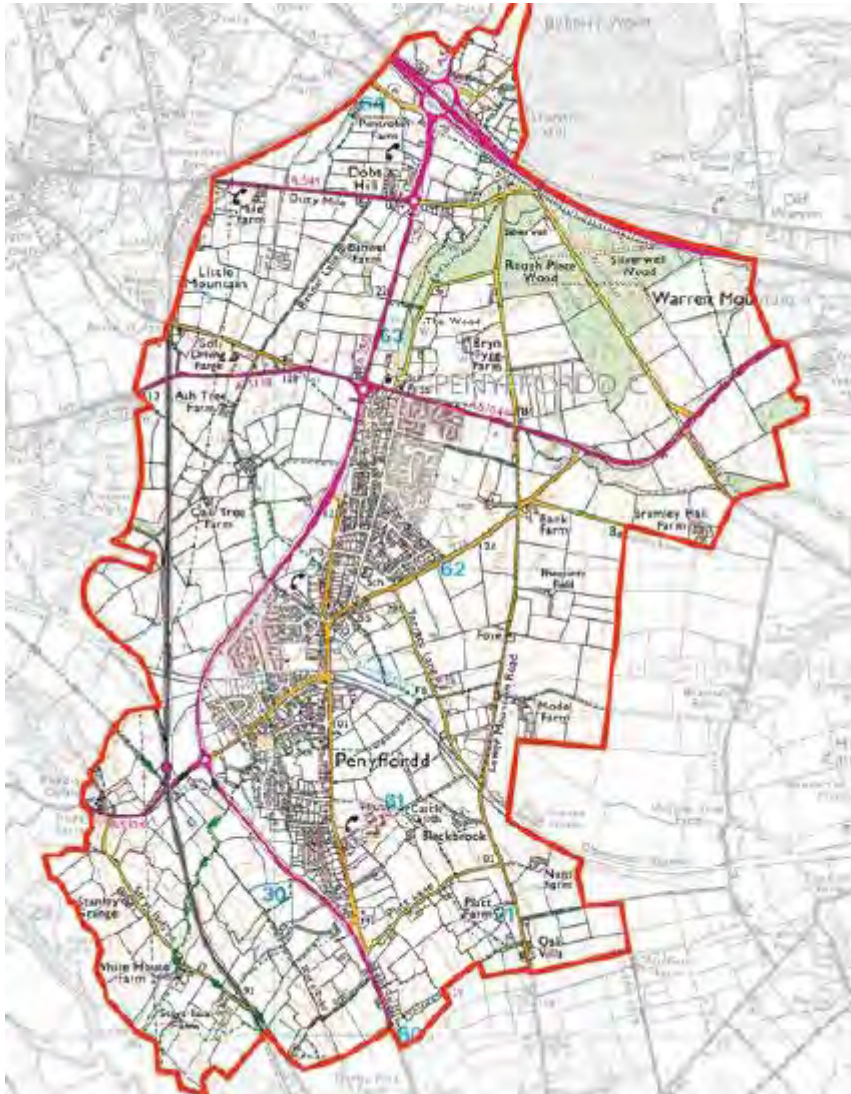


Figure 2 - Pen-y-ffordd Ward

The population of the ward at the last census (2011) was 3,715, this is expected to be higher when the results of the 2021 census data are revealed.

Penyffordd lies to the east of A550, south of its junction with the A55 (North Wales Expressway).

In terms of facilities, the community has a range of businesses, as well as a thriving community amenity, the War Memorial Institute. The Scouts and Girl Guides are active in the village, and there are also allotments and a number of community activities.

However, the size of the community is akin to some towns further into North West Wales. For example, Porthmadog in Gwynedd, one of that county's largest towns has a population

of just over 4,000, and Llanrwst in Conwy a mere 3323 (2011 Census). Population estimates by the County Council suggest that the number of people living in Pen-y-ffordd will rise to 5050 by 2030.

That growth is the result of a significant increase in housing stock, and there is a concern amongst the residents that Pen-y-ffordd will become a dormitory for larger conurbations such as Chester and Wrexham, and the community will lose its beating heart.

There is therefore a need to ensure that the Pen-y-ffordd continues to thrive as a community, and to offer facilities and support that encourage social cohesion, prosperity and wellbeing for all its residents.

This project seeks to play a major part in that agenda.

- 1.4 This work is the result of previous exercises undertaken by the community, including a detailed Place Plan developed by the Community Council in 2016 and 2017<sup>1</sup> and initial work undertaken by a group of volunteers in 2019 to seek ideas for the future use of the youth club site, as well an initial business plan that was developed to support an application for a community asset transfer (see below). Members of that group were the catalysts for this commission, and now form part of the client group.
- 1.5 As indicated above, this work has also been spawned by the opportunity to secure the site as a community asset transfer from Flintshire County Council. For a number of years, the Local Authority has set out a clear agenda for the reassignment of specific assets from the Council to communities in Flintshire. There is a structured and consistent process in place for communities to secure assets, and this project has been submitted to Flintshire as an Expression of Interest (EOI). The EOI has been accepted, and there is now an expectation that the community submits what is known as a Stage 2 Business Modelling proposal. This report has been developed partly to support that Stage 2 proposal.
- 1.6 This document fully considers the requirements of the brief, considers the site; the community and its need; current policy thinking; business, sustainability and viability issues; potential funding opportunities; governance and management; and the steps now required to realise the ambitions of securing the site from the Local Authority.

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<sup>1</sup> Pen-y-ffordd Place Plan Draft 2.2 May 2017.





## 2. Background

2.1 This study was commissioned in November 2020 by Cadwyn Clwyd Rural Development Agency and was supported financially by Pen-y-ffordd Community Council.

The Client group included six members of the community with varied backgrounds and experience, all of whom had a passion and vision for the site.

The key outcomes required for this study were to:

- Provide Wales-wide background research on Community Asset Transfers of this type, including example case studies of successful schemes.
- Consult and engage key stakeholders including members of the community, Scouts, Youth Club, Community Council, and local businesses to determine key requirements.
- Identify and cost any essential structural and building works required to ensure the building remains safe and functional.
- Provide a recommendation for building works which should be undertaken by, or funded by, Flintshire County Council prior to the asset being transferred.
- Scope a potential reformat and re-design of the building structure to incorporate additional facilities as determined by key stakeholders.
- Conduct a financial forecasting assessment of the community asset transfer based on expected usage.
- Conduct a high-level assessment of project costs and paybacks for any works required as part of the 'preferred' option including how the proposed use will complement existing community assets.
- Create a fully costed three-year business plan and cash flow, including detailed findings and options appraisal and financial modelling.
- Recommend next steps including potential funding streams and capital/revenue funding sources for any required work.

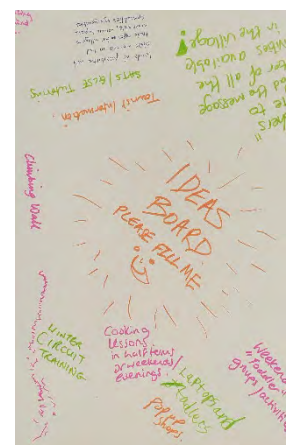
*“.... the Strategic Aims and Objectives for the Community based on the main issues the Villages face relating to the subjects of Housing, Community Facilities, Transportation, Sports & Green Space, Social, Historic, Environment and Economic Development.”*

*At the heart of the village and at the heart of the community. The original Pen-y-ffordd school was opened in 1872 (there had been the school at St Johns for 30 years before that) and it remained the main school until the new junior school was opened in 1970.*

Most significantly, reflecting both the opportunities and heritage importance of the school, the Plan describes the Youth Club site as:

2.2 As noted in the Introduction, this study was also catalysed by the opportunity to secure the site (encompassing the school and Scout facilities) through Flintshire County Council's published Community Asset Transfer Programme.

“It will provide an accessible space to for people connect with other people of their own age, whatever the age. It will welcome new residents and old, connected through attending community events or using the community café lounge. It will provide a hub for active lifestyle and fitness groups in the community. It will provide the space for after school care and summer childcare groups to operate.”<sup>2</sup>



Later, at the beginning of November 2019 a Think Tank was held at the Youth Club encouraging people to share their thoughts and ideas about what they would like to see in a new Community Hub.

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This generated a whole host of ideas which have been fully considered and expanded upon in this feasibility study.

- 2.3 As a community, the ward of Pen-y-ffordd is relatively prosperous. The most recent iteration of the Welsh Index of Multiple Deprivation (WIMD 2019<sup>3</sup>) shows the ward to be amongst the 50% least deprived areas of Wales, with income and employment indices showing pockets of the community to be within the 5% least deprived communities of the county.

Nevertheless, there are social concerns, most particularly the relative rapid growth in the housing stock, which in turn is raising issues of social cohesion and the danger of “Penyffordd” becoming a “sleepy dormitory”, rather than a vibrant and invigorating community that is self-sustaining.

One other concern is the ageing population, although this is little more evident in Pen-y-ffordd than it is in Flintshire as a whole, or Wales (based on the 2011 census data).<sup>4</sup>

The table below demonstrates the similar age structure (although the mean age in Pen-y-ffordd is slightly older):

*Table 1 - Age Distribution of Pen-y-ffordd Population (2011 Census)*

Age	Pen-y-ffordd	Flintshire	Wales
Mean age	41.53	40.56	40.62
Age 0 to 4	4.44%	6.13%	5.82%
Age 5 to 7	3.25%	3.34%	3.25%
Age 8 to 9	2.32%	2.15%	2.08%
Age 10 to 14	6.32%	5.90%	5.80%
Age 15	1.16%	1.26%	1.21%
Age 16 to 17	2.58%	2.67%	2.52%
Age 18 to 19	2.61%	2.29%	2.77%
Age 20 to 24	5.34%	5.88%	6.92%
Age 25 to 29	4.29%	5.60%	6.06%
Age 30 to 44	19.98%	19.39%	18.64%
Age 45 to 59	22.90%	20.54%	19.89%
Age 60 to 64	6.92%	7.23%	6.69%
Age 65 to 74	11.07%	10.03%	9.81%
Age 75 to 84	4.85%	5.50%	6.12%
Age 85 to 89	1.24%	1.35%	1.61%
Age 90 and over	0.72%	0.72%	0.82%

<sup>3</sup> [WIMD - Home Page \(gov.wales\)](http://wimd.gov.wales)

<sup>4</sup> 2011 Census - <https://www.ukcensusdata.com/>

Although the age distribution is little different to the Flintshire and Wales averages, it is a general issue of concern; as the Place Plan notes:

*“....the Assessment of Local Well-being for Flintshire – Summary Draft February 2017 it identifies a number of areas where Community Led Plans can help to ensure that future development meets the needs and demands of our community, such as the increased need for affordable housing, the increase in aging population and longer life expectancy and age related illnesses such as dementia.”*

One other area of concern has been anti-social behaviour within the community. It is perhaps of no surprise that some this has happened at a time when the Youth Club was not able to operate, and many other facilities for young people were closed due to the Pandemic. It has, nevertheless, caused sufficient concern to be highlighted in the regional and local press, as well as at Community Council meetings.

On the more positive side, as emphasised in the Place Plan, the community is blessed with several facilities, activities and organisations which contribute positively to the wellbeing, health, and happiness of its residents.

Prior to the COVID-19 lockdown, a number of facilities, activities and groups were active in the community. These are detailed in Appendix I. As the Place Plan notes:

*“Pen-y-ffordd is a socially-cohesive community with activities and engagement of all ages. The village enjoys a real sense of community through its social activities.”*

2.4 In the next section we set out the strategic and policy backdrop to this proposed development.

### 3. Strategic and Policy Context



3.1 This Feasibility Study is set against a backdrop of a number of relevant policies and strategies, operating at four levels of administration:

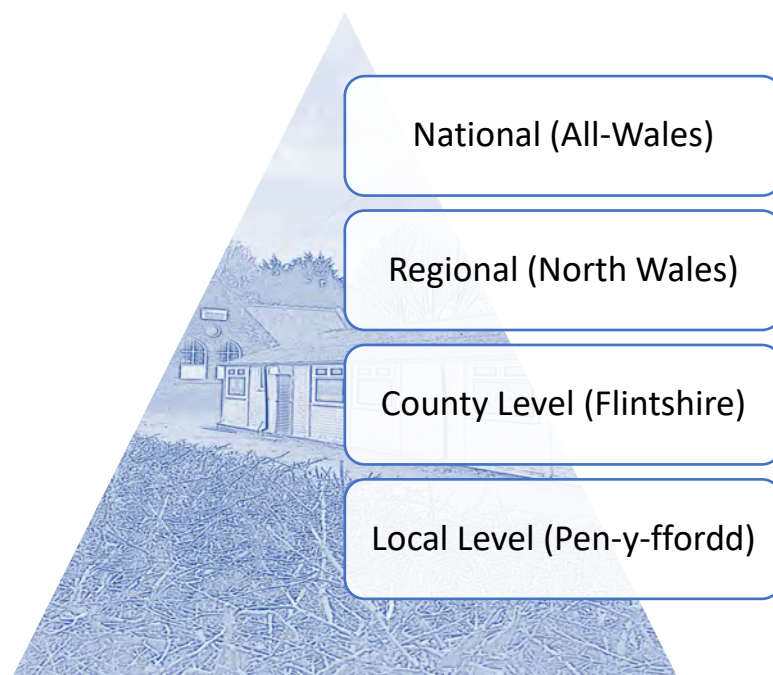


Table 2 - Policy Hierarchy Considerations

3.2 National Level Policies are underpinned by a key piece of Welsh Government legislation – the Wellbeing of Future Generations (Wales) Act 2015.

The aspirations of the Well-being of Future Generations Act 2015 aim to redefine the public sector's approach to all aspects of its work.

This core policy of Welsh Government sets out 7 Wellbeing Objectives and governs how



public bodies should work in future.

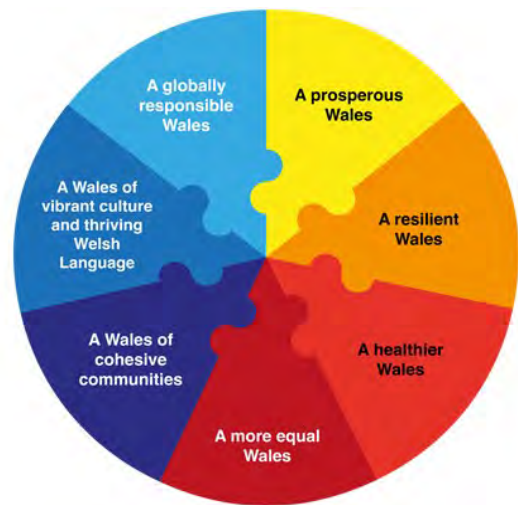


Figure 4 - Wellbeing of Future Generations Act Pillars

Of particular relevance to this project are the five ways of working proposed.

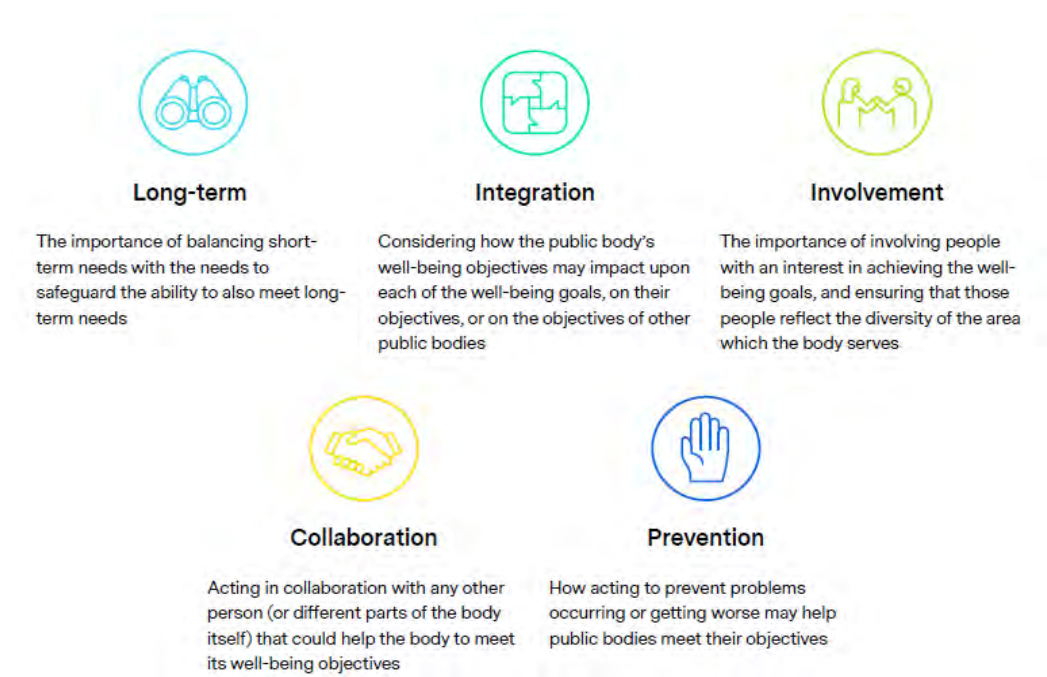


Figure 5 - Wellbeing of Future Generations Act - Five Ways of Working

Whilst the Act governs the public sector only, the underpinning ethos extends out to the work that third sector and private bodies undertake in partnership or on behalf of Government. Further, much of the funding now emanating from public bodies requires tangible evidence of alignment and commitment towards the Act by beneficiaries.

Prosperity for All, 2017

The Welsh Government's Economic Action plan was published in 2017. This sets the tone for its work in developing the prosperity of its communities.

In the foreword, the Plan notes:

*"We want a strong, resilient and diverse economy that delivers for the people of Wales - enabling individuals to realise their ambitions, businesses to prosper and communities to thrive."*

Covid Reconstruction: Challenges and Priorities, November 2020

In November 2020 Welsh Government published COVID-19 Reconstruction: Challenges and Priorities

It set out 8 actions to enable Wales to reconstruct after the Pandemic. These were:

- Employment.
- Education and Economic support for young people
- Council and Social Housing
- Investment in local town centres
- Decarbonisation
- Changing travel requirements
- Support for the foundational economy
- Support for the NHS

Perhaps, of most immediate relevance is the focus on investment in local town centres. It notes:

*"We will step up our investment in our local town centres to help build resilient communities and capitalise on how Coronavirus has re-focused people's lives on the communities in which they live, including providing better access to open spaces, the creation of remote working hubs, and making sure our public services are more accessible"*

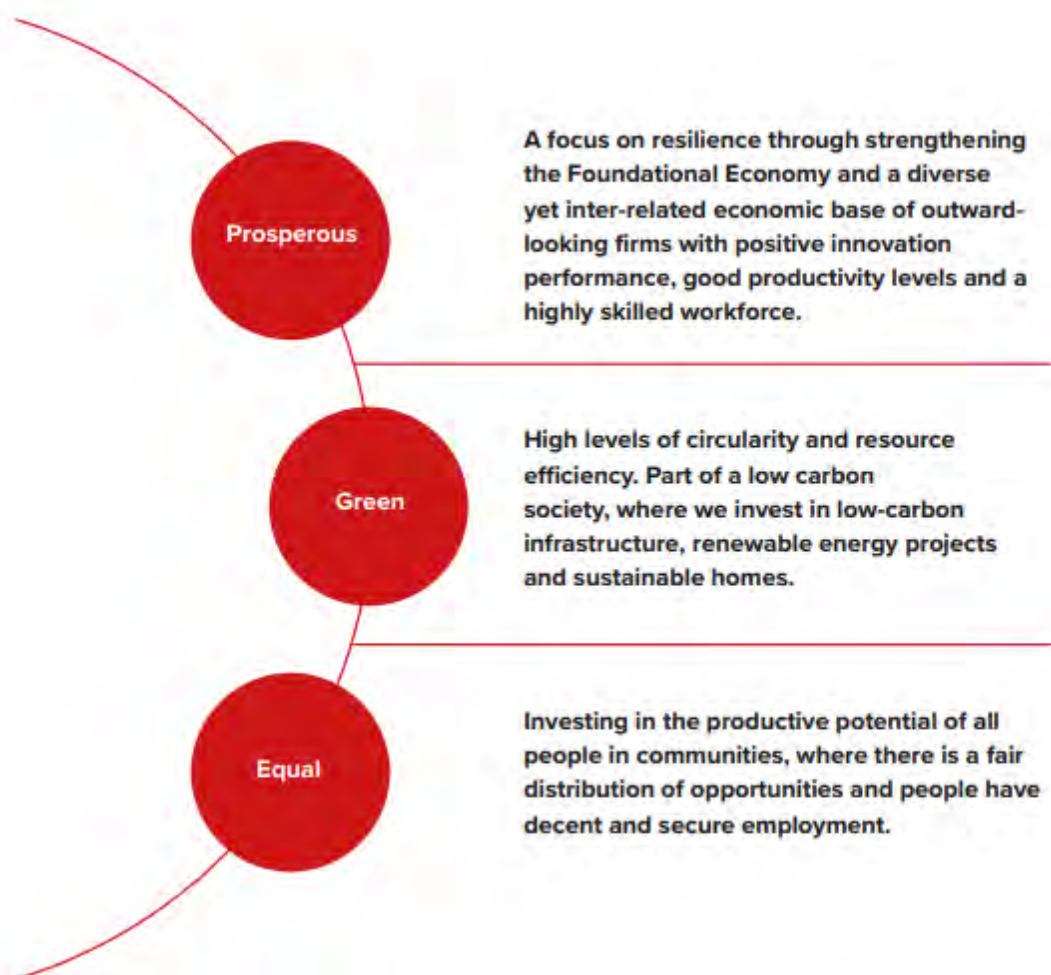
Although it should also be noted that some of the other priorities are also directly relevant, specifically employment, education and economic support for young people, decarbonisation, changing travel requirements and support for the foundational economy.

Our Economic Resilience and Reconstruction mission, February 2021

The Welsh Government published this document with a view to taking forward the discussion presented in the Covid reconstruction document which itself built upon the economic development priorities outlined in "Prosperity for All".

It saw its reconstruction mission building on the early progress it had made in raising the profile and challenges in the Foundational Economy, recognising that there was more to be done to spread and scale the approach.

The document emphasises that the drive for a well-being approach is no longer a fringe report. The priorities within that mission statement are described graphically:



*Figure 6 - Economic Resilience and Reconstruction mission, February 2021*

Cognisance and appreciation of these priorities will provide a foundation for the project's strategic aims as it develops as a community facility and amenity for the people of Pen-y-ffordd.

### 3.3 The Regional Approach.

The regional perspective is encompassed within the work of the Economic Ambition Board.

The North Wales Economic Ambition Board (NWEAB) is a partnership comprising of the 6 Local Authorities in the region, along with representatives from the private sector, Bangor University, Glyndwr University, Coleg Cambria and Grŵp Llandrillo Menai. The Board was established in 2012 to develop a regional approach to economic growth and to addressing

the challenges and barriers facing the North Wales economy.

The Board has developed a vision for growth, encapsulated in its Growth Deal which was signed with UK Government in December 2020. The Growth Plan has three core principles:

- Connected North Wales
- Smart North Wales
- Resilient North Wales

It is, in reality, a high level, strategic programme of intervention designed to focus efforts on tangible growth opportunities for the region. There are, however, relevant areas of focus. The emphasis on resilience and the aim of ensuring that the region retains its young people, raises employment levels and improves skills, resonates with the aims of this project.

### 3.4 Flintshire level policies perhaps offer the most immediate relevance and resonance for the community of Pen-y-ffordd.

As a county it has a number of policies and programmes of specific relevance. Its statutory obligations obviously have a bearing on the Local Authority's priorities, but those obligations also help define how and in what form Penyffordd community can and will work with Flintshire and other county such as Flintshire Local Voluntary Council.



Figure 7 - Flintshire County Council Wellbeing Priorities

As a county, Flintshire's obligations to the Wellbeing of Future Generations Act are graphically presented within its Wellbeing Statement strategy<sup>5</sup>.

This strategy is a reflection of the Public Service Board's ambitions – the Board comprises representatives from the public sector, and includes for statutory bodies; the Local Authority, Betsi Cadwaladr University Health Board, Natural Resources Wales and North

Wales Fire and Rescue.

Further exploration of the Flintshire's Wellbeing priorities demonstrate significant relevance to this project. For example, the focus on Resilient Communities equates to the following:

- Enabling and inspiring communities to be confident, cohesive, and forward thinking.

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<sup>5</sup> A Well-being Plan for Flintshire 2017 - 2023

- Developing an approach that ensures that when any public service is working in an area that additional skills and capacity are strengthened within that community.
- Co-ordinating an approach across public service delivery that maximises the impact of community benefits.
- Further developing community ownership models including Community Asset Transfers (CATS), micro social enterprises and community shares

3.5 At a Flintshire level, there are other salient and resonant policy and strategy documents of key importance to this project. Two key documents are:

- **Flintshire Local Development Plan (LDP) 2015-30<sup>6</sup>**. This recognises Pen-y-ffordd as a Tier 3 Sustainable Community i.e., where there are some services and facilities; it also sets out the Local Authority's position regarding development, including housing, transport, and economic development.

The LDP also has a number of ancillary Topic Papers that have relevance, and need to be considered, including Topic Paper No 9, Health, Community Wellbeing and Cohesion.<sup>7</sup>

- **Flintshire Council Plan 2019-23<sup>8</sup>**. This sets out the Local Authority's programme of work and there are many themes within it that bear relevance to this project. Of note is the theme of Resilient Communities. This sets out an ambition to work with communities, helping them develop skills and resources to be able to deal with challenging and difficult situations which exist or when they occur. This Plan was prepared pre-COVID-19, but its relevance and significance has become even more profound since 2020.

A historical, but nevertheless important document is the county wide green space assessment undertaken by Flintshire in 2006. This shows a 5-hectare deficit of adult and youth play space. Within the community there is a desire to increase this and there is a potential for the Hwb to play a role in that.

3.6 Pen-y-ffordd. As noted earlier, the Community Council and others have worked together to develop a Place Plan for the ward. This is a comprehensive and detailed Plan which places a revitalised and refurbished youth club at the centre of its ambitions.

The Plan sets out a vision for the community:

***The residents of Pen-y-ffordd ward continue to enjoy an attractive, viable, safe and well-connected community and for the area to evolve and modernise in a sustainable way without compromising the rural setting or community spirit.***

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<sup>6</sup> Flintshire Local Development Plan 2015 – 2030. Deposit Plan, September 2019

<sup>7</sup> Flintshire Local Development Plan February 2015, Health, Community Wellbeing and Cohesion. Topic Paper No 9.

<sup>8</sup> Flintshire Full Council Plan 2019-23.



Within this context, the Plan recognises the number of existing assets, facilities and services that already deliver a spirited and cohesive community. But it also recognises that there more to do, and that facilities must be maintained and upgraded.

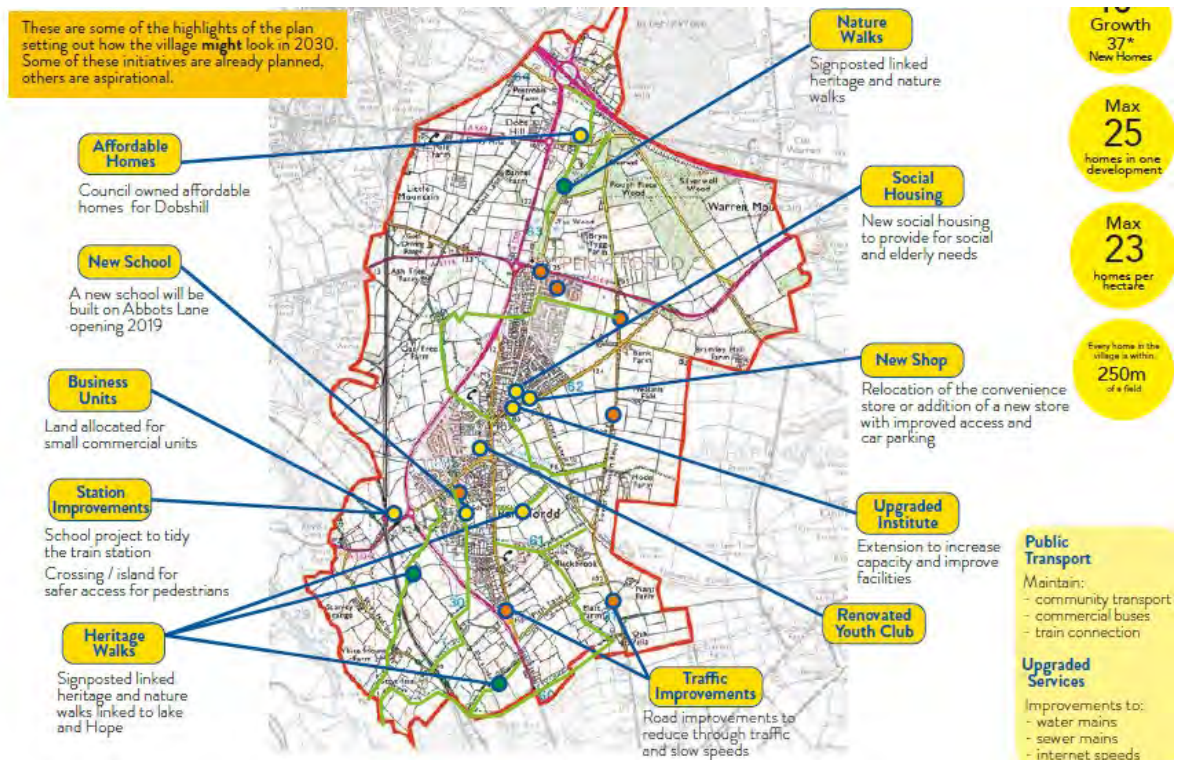


Figure 8 - Pen-y-ffordd PLace Plan Vision for 2030

Again, this Plan was prepared pre-COVID-19, but its focus and relevance has become even more profound since 2020.

A vision of how the community will look by 2030 is included within the Plan:

Since this Plan was prepared a number of projects have been delivered, including a new school, a new shop (Co-operative) and upgraded Institute.

As can be seen from the above, the Renovated Youth Club is another key project included within the plan.

It is also important to emphasise that this Plan was formulated with significant input from the community, including an online and offline survey that generated 793 responses, representing 42% of the households at the time. As importantly, as noted by the Community Council *"The content was written and designed by volunteers in the community and the second draft of the plan was adopted by the Community Council in May 2017."*

One can therefore accurately say that the Place Plan offers a document that represents the views and thoughts of the community and is therefore a key consideration for this project.

3.7 We can see from the above, that there are a number of relevant strategies and policies that need to be considered in developing this feasibility study. Within Welsh Government in particular, there will no doubt be more detailed policy documents and strategies that provide more specific guidance that have a bearing on initiatives emerging from this study, e.g., in relation to the circular economy and decarbonisation, issues in which the community hub can play a proactive part. These ideas will be outlined in detail in section 7.

It should also be emphasised, that the more local the policy, the more obvious and poignant the relevance for projects such as this. This study is fortunate in that there is a comprehensive and detailed Place Plan in place; one that has successfully captured the voice of the community, and one that clearly demonstrates alignment with Flintshire, Welsh Government, and other stakeholders.

3.8 One other key factor that needs to be considered is the relationship between relevant stakeholders and the community hub. Above, we have demonstrated the wider strategic relationship, but there are a plethora of other relationships with stakeholders, particularly at community and county level that needs to be considered. We have elaborated upon these relationships later in the report.

GP surgery Playgroup community local Fitness area youth activities  
meet Play group activities teenagers meet roads Regular bus service Police  
Better bus service Chester clubs  
meeting Better bus people younger children Children library Doctors surgery  
space Cafe teenagers shops kids centre police dog football support  
Better public transport Better facilities village GP surgery

## 4. Community Needs



- 4.1 The success or otherwise of this project will largely be dependent upon the effectiveness of the project to respond to the needs of the community of Pen-y-ffordd (in the context of the wider ward community).

The purpose of the project, as set out in the brief was to provide a solution to the threat of the community becoming a “dormitory” where:

*“...people come to the village to sleep and spend their time and energies elsewhere for work and leisure”*

- 4.2 The development of a community hub is premised on this need and to demonstrate to residents that there is an active and vibrant community life. In essence for the hub to contribute proactively to the vibrancy, wellbeing, and prosperity of Pen-y-ffordd.
- 4.3 As outlined in the previous section, there is already a Place Plan that offers a wider vision for Penyffordd. Whilst written pre-COVID-19, it is relatively recent, relevant, and reflective of the views of the community.

There is much within the Place Plan that provides guidance on what the community needs. As shown in Figure 8 on Page 15 there are a host of projects that, between them form an infrastructure fit for 2030. As already indicated, the Plan was also underpinned by a comprehensive survey of residents. That has provided detailed information on pre-COVID-19 behaviours, perceptions, and community needs.

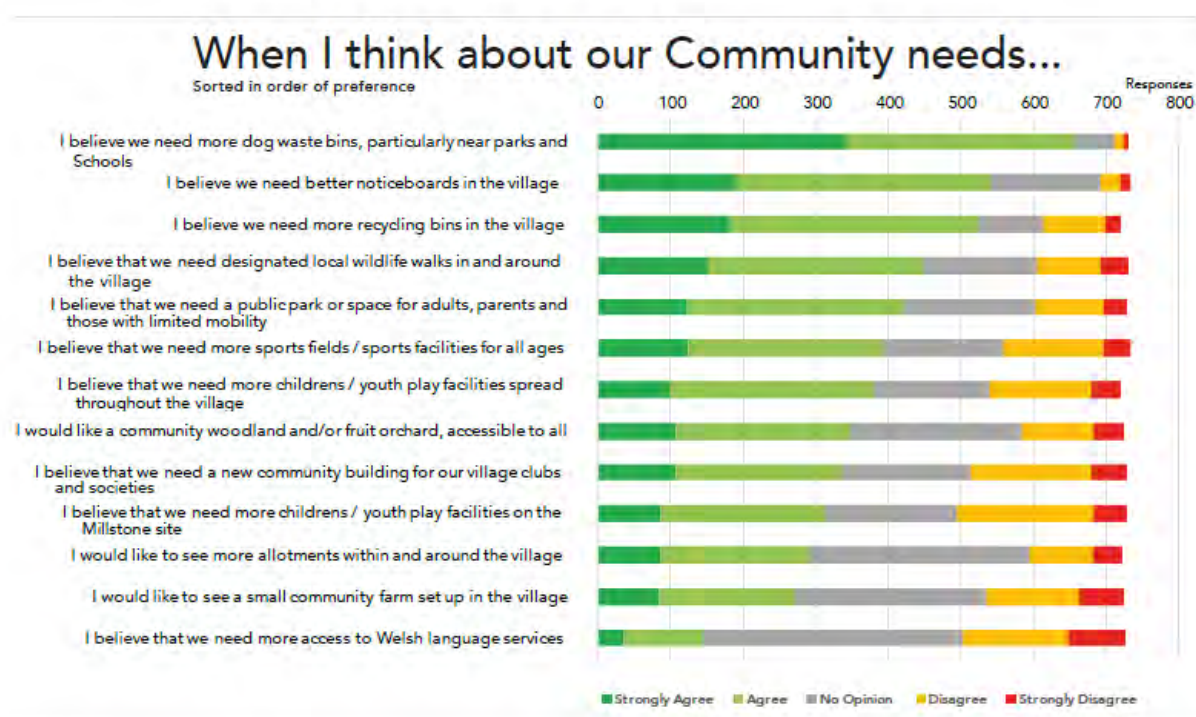
Some key facts from the Place Plan:

- The vast majority of people responding have lived in the community for 10 years or more, with the largest cohort of respondents residing in the Pen-y-ffordd area for 30 years or more.
- 31% of respondents are dog owners.
- 88% walk regularly, with 58% saying they walk regularly on public footpaths.

- 138 people expressed an interest in contributing to the history of Pen-y-ffordd in some way.
- 27% have been affected by crime or antisocial behaviour.
- 31% attend, sports, social or faith related events
- 89% of respondents own their own home, and over 50% of homes (of those responding) are detached.
- 12% of respondents could speak Welsh, but another 32% expressed an interest in learning.
- 97% of people own a car, and 67% own two cars or more
- 18% cycle regularly

Of specific relevance to the development of a community hub, the following table reflected the community's priorities for facilities, as of 2019:

*Table 3 - Community Facilities Priorities Pen-y-ffordd Place Plan 2019*



This shows that, at the time, dog waste bins, noticeboards, and recycling bins were top of the list in 2019. The need for children and youth facilities, and a new community building came somewhere in the middle.

Whilst useful, there are two specific caveats that need to be applied.

First, the survey predates COVID-19, and one would suspect that had the survey been

undertaken now, the responses for some questions would have been different.

Second, in terms of facilities, the questions are very specific, and in relation to a community facility, it refers to a new centre. One suspects that responses may well have been tempered by the fact that Pen-y-ffordd already has two such facilities, namely the Institute and the Youth Club (albeit that at the time of preparing the report, both were in need of investment and redevelopment).

Nevertheless, it does provide tangible, empirical and relevant data that should not only be considered in developing this study, but also in the future development and operation of the project.

4.4 Think Tank 02 November 2019. The publication of the Place Plan no doubt instilled a sense of focus in the community and gave it the foundation to take projects forward. This was particularly true of the Youth Club site, and in November 2019 a specific think tank session

was organised by the community to seek people's views on a revitalised community hub on the site.

Budgeting Advice	Dancing	Film Nights	Place for people to get together	Replica lounge for people with dementia	Men in sheds
Drop in space	Reclamation	Pop up shops	Meeting space for groups/meetings/training etc	Breastfeeding Clinic	Local midwife
Baby massage	Playgroup	Yoga	DIY lessons for beginners	Car maintenance classes	Children's sensory café
Back to work support	Elderly cuppa and cake	Card Nights 'whist drives'	Lunch Clubs	Ballroom dancing	Life skills Finance, First aid, Etc
Bingo	Credit union / savings club	Community choir	Slimming world		

A number of local people attended this session on November 2, 2019 and it proved a worthwhile exercise, eliciting a number of new ideas, suggestions and comments.

From this session, several areas of focus were developed, and helped shaped the follow-on survey that was issued in March 2021.

What would you like / Ideas Board

Dog Exercise Area	Keep Fit Classes	Music, whether events or lessons	Need to keep a youth club / activity to keep kids and teens occupied	Working Space Small business co-operation e.g. jellies	Tea Coffee Cake Natter
Creative Writing	Flower gardening allotment seed swap club	Mother and Baby groups Soft Play activities	Model Railway/ Scalextric	Knitting or craft clubs	Repair Café
MP Surgery / other representatives	Art Classes	Vegetable Delivery Centre	Food Bank / Pay as you feel shop	Teracycle Centre	CV Workshops Job support
Makers Market (crafty, baker, artists)	Doctors out of hours	Stop "them" smoking cannabis behind the bike sheds	Life Saving or CPR courses etc (perhaps twice a year)	Climbing Wall	Tourist Information
SATs/GCSE tutoring	Cooking lessons in half terms or weekends / evenings	Pop up shops	Laptops and Computers, games club	Weekend "Toddler activities" groups	NCT meetings
Reclamation yard	FRESHERS FAYRE of local business and activities	Winter Circuit Training			

Figure 9 - Ideas generated at the Think-Tank.

4.5 Community Consultation Exercise March 2021.

Due to the ongoing COVID-19 restriction, a further public meeting seeking views on the proposed redevelopment of the Youth Club site was not viable. Instead, it was agreed to undertake a consultation via an on-line survey, with hard copy versions available if preferred.

The survey went live on the 2<sup>nd</sup> of March 2021 and was kept open during March and April.



The survey built upon the ideas suggested during the 2019 think thank session, and a total of

A total of 243 responses were received, containing 24 questions focused on resident's views on Penyffordd, the proposed redevelopment of the Youth Club site, the type of services and activities that could be offered, and the facilities that could be available.

### Q1 What is the best thing about living in Penyffordd and Penymynydd?



Figure 10 - Word Cloud showing residents thoughts on the best things about the Pen-y-ffordd ward.

Some of the key responses are set out below:

### Q.2 What additional support for the community do you think is needed in the villages of Penyffordd and Penymynydd?

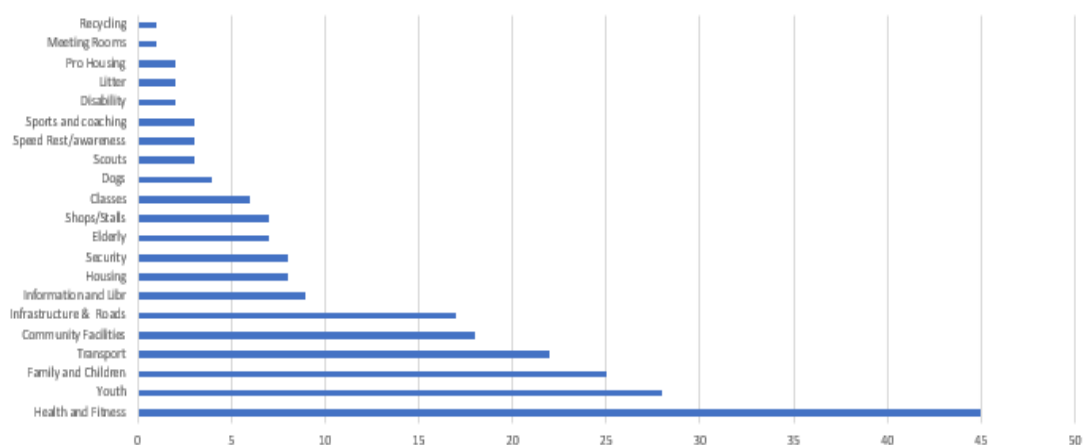


Figure 11 - Residents views on the additional support needed in the ward.

Q3 Are you in favour of redeveloping the Youth Club and Scouts Hut to provide a modern community hub and home for the Scouts?

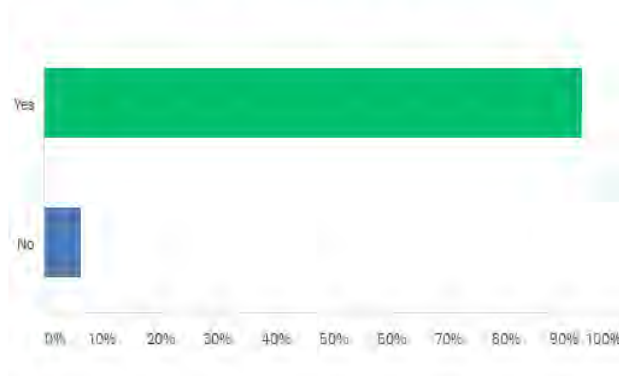


Figure 12 - Support for the redevelopment of the Youth Club.

Q.4 Thinking of the people of the community, please score the following areas of advice, support and guidance that could be offered in the new Community Hwb in terms of their importance and relevance to you. 1 = Very Important 5 = Not At All Important. You can score each category as you see fit.

	1-	2-	3-	4-	5-	TOTAL-	WEIGHTED AVERAGE-
-Life Saving Courses	39.20% 49	24.80% 31	16.00% 20	7.20% 9	12.80% 16	125	2.30
-Local Business Fair	20.16% 25	33.06% 41	23.39% 29	12.10% 15	11.29% 14	124	2.61
-MP/MS surgeries	17.89% 22	18.70% 23	37.40% 46	14.63% 18	11.38% 14	123	2.83
-Enterprise and Business Support	17.89% 22	23.58% 29	29.27% 36	13.01% 16	16.26% 20	123	2.86
-Back to Work Support	26.02% 32	14.63% 18	21.95% 27	13.82% 17	23.58% 29	123	2.94
-Credit Union/Savings Club	9.02% 11	13.93% 17	30.33% 37	18.85% 23	27.87% 34	122	3.43

Figure 13 - Types of advice, support and guidance considered important.

Please note the lower the weighted average the higher the score as 1= very important, and 5 = least important.

Q.5 Thinking of families and your own home, please score the following areas of advice, support and guidance that could be offered in the new Community Hwb in terms of their importance and relevance to you (again using the same scoring criteria)

–	1–	2–	3–	4–	5–	TOTAL–	WEIGHTED AVERAGE–
–DIY for beginners	25.81% 32	25.81% 32	27.42% 34	8.87% 11	12.10% 15	124	2.56
–Basic Car Maintenance	20.16% 25	25.00% 31	29.03% 36	12.90% 16	12.90% 16	124	2.73
–Fraud Awareness	18.55% 23	24.19% 30	27.42% 34	16.94% 21	12.90% 16	124	2.81
–Cooking Lessons	18.55% 23	25.00% 31	26.61% 33	16.13% 20	13.71% 17	124	2.81
–Budgeting	17.74% 22	20.97% 26	29.03% 36	16.94% 21	15.32% 19	124	2.91

Figure 15 - Advice, Support and Guidance Priorities

Q6 Do you have any other ideas for the type of support and advice that could be offered in the new Community Hwb?

local young people parents baby coffee mornings best space place  
Mental health activities classes facilities community  
toddler groups club youth club support well groups  
advice meet young children dementia elderly help shop adults people  
Sports

Figure 14 - other ideas for the new community hub.

### Q17 What would encourage you to visit the Hwb?



Figure 16 - What factors would encourage people to come to the new community hub?

### Q19 What can we do to make you feel safe and comfortable in the Hwb?



Figure 17 - Factors that would make people feel safe and comfortable.

The above provides a summary of the responses. A more detailed overview of what was gleaned from the exercise is attached as Appendix II.

The response level was considered good, and the quality and quantity of ideas offered, both insightful and constructive.

A summary of the key conclusions from the survey is set out below:

- From the responses received, there was overwhelming support for the project.
- 'Health and wellbeing' is right at the top of the agenda, with family/children also important (although this is predominantly focused on a lack of GP facilities).
- A multi-use -model i.e., the delivery of a number of different activities and services is preferred.

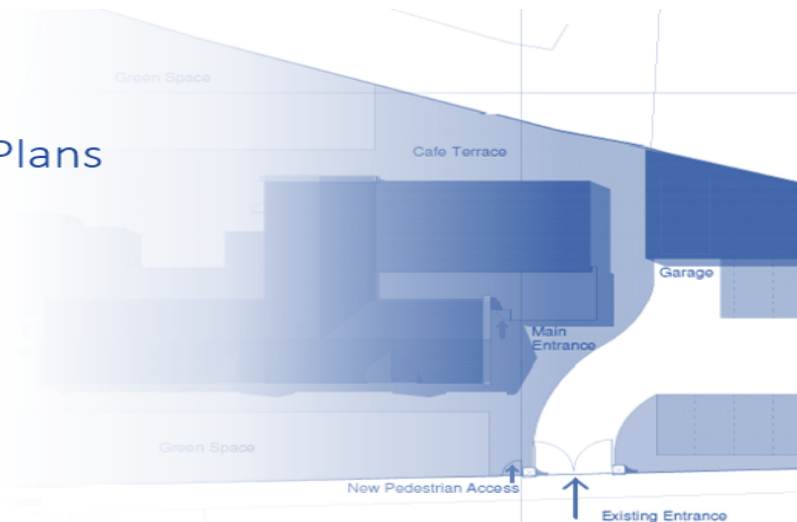
- Preserving the centre for support the young people of Pen-y-ffordd is also supported.
- Green space is important the residents, and the relationship between the new hub and the green spaces around it needs to be formalised/rationalised.
- Ensuring that there is appropriate security and making the hub feel safe is a big issue.
- Transport and infrastructure (quality of the roads) is a side concern that has come through forcefully.
- Need to ensure that there is sufficient provision on site for both the Youth Club and the Scouts.
- Some raised concern that the development could possibly displace some of the business / activities of the War Memorial Institute.
- Also need to ensure that the redeveloped community hub doesn't compete with the businesses within Pen-y-ffordd.
- Need to consider equality issues and provide a welcome for all faiths

4.6 The other element of consultation undertaken was with key stakeholders in the community. This included:

- War Memorial Institute Committee
- Pen-y-ffordd Community Council
- Pen-y-ffordd Scout Leaders
- Red Lion Public House
- Flintshire County Council Enterprise Manager
- Flintshire County Council Chief Officer, Housing and Assets
- Flintshire Youth Services
- Individual members of the client group
- Peter Williams, Development Trust Association (Wales)
- Sara Parker, Mynydd Isa Café
- Hywel Lovgreen, National Lottery

From these individual elements, as well as site surveys, desk research and workshops with the client group a proposed programme of activities, and services is outlined in the next section.

## 5. The Site and Plans



5.1 The Community Hwb will be located of what was the original primary school. The school served the community from 1872 until 1970 when it was replaced by Ysgol Penyffordd on Penymynydd Road. In September 2019, a totally new school open on Abbots Lane.

The main property is a single storey brick building, the majority of the roof is pitched and flat felt roofs to the rear of the building. There is a shared entrance with the Scout Hut.

5.2 Flintshire County Council commissioned a condition survey in 2018, which noted the following:

- The tarmac surface around the buildings is now in poor condition, pot-holed and requiring complete renewal to remove slip/trip hazards.
- Boundary walls to the highway require localised repair where brick work is damaged and poor joints need repointing.
- The entry gate and ironwork fencing require painting during the survey period.
- The ceilings in the building are mainly boarded and plastered and there is some staining in some areas which may be caused by the missing or loose tiles on the roof, or it could be historic, further investigation is required.
- Walls consist of exposed brick work, plastered walls, and boarded skimmed walls. There is evidence of damp to the lower exposed brickwork in some areas of the building and further investigation is required.
- In the majority of the building non-slip flooring and pvc tiles are in satisfactory condition. In one of the rooms the block wooden flooring needs to be refilled and



sanded down to improve its condition

- Doors are generally in reasonable condition along with door furniture. Kitchen units and side boards have no defects and are in satisfactory condition. There is some PVC skirting that is loose.
- The majority of the rooms in the building require redecorating.
- Heating is provided by two Remeha Quinta gas fired boilers and is circulated via cast iron and copper pipework to steel panel radiators.
- Pipework provides heating in toilet and circulation areas. The boiler plant consists of pressurization system, boiler controls and Grundfos circulation pumps all of which are in satisfactory condition.
- The steel heat emitters have no external corrosion, and the valves and associated pipework are all visibly in sound mechanical condition.
- Hot water is provided by electric water heaters and the one in the corridor 0/001 is currently not working and needs repairing or replacing. Cold and hot water pipework is copper and there is thermostatic mixing valves are located at wash hand basins in the toilets.
- Circuit protection is provided by Square D and MEM switchgear located in the main hall and there is a Contactum distribution board in the boiler house. The above switchgear is in satisfactory condition and five-year electrical testing is due in 2020.
- PVC/SWA/PVC sub main cables and PVC sub circuit cables and associated accessories such as power outlets and lighting switches are in satisfactory condition.
- There are a number of linear fittings and self-contained emergency lighting fittings that are due for replacement due to their age and condition. The remaining lighting consists of linear and 2D fittings.
- Emergency lighting consists of self-contained, illuminated exits and integral fittings.
- The fire alarm panel is aged and it is recommended that it be replaced during the survey period.
- Emergency call alarm is installed in the female toilet which is also used as an accessible toilet.
- The rising damp in a number of areas requires investigation
- Water marks to ceiling areas require investigation

The general conclusion from the 2018 report was as follows:

“Structurally the building is fine but the pitched roof is at the end of its economic life. Some minor repairs are required and the whole building requires redecoration.”

DEWIS Architecture have fully considered the options available for redeveloping the site to make it fit for purpose, appropriate for the future needs of its primary tenants, and as importantly the current and future needs of the 4,000 and more people of the community of Penyffordd.

Appendix III offers 3 options for the site developed in consultation with the Community Hwb group.

Please note these options are work in progress following ongoing consultation. The proposed elevations are indicative to give an idea of massing. The drawings will help with discussions and progressing the design forward to the next stage. The final design will be subject to planning approval and a pre-planning application will be required to ensure proposals are in line with planning policy. We would recommend this is submitted as soon as possible.

**Option 1:** This option looks at having a stand-alone new building for the Scouts with a link to the existing building, with the addition of a Garage and store. The construction of these elements could be prefabricated off site. Part of the Scouts storage is demolished to make space for the new build.

#### **Pros**

- Off Site construction, less risk on site, and not dependent on weather
- Less waste
- The existing building could continue to be occupied.
- Facilities within the existing building can be stand-alone.

#### **Cons**

- Narrow external spaces – security issue, litter
- One main entrance for all user groups
- Café remains the same size, offering little capacity for increasing revenue.

**Option 2:** This option looks at multiple extensions off the existing building and a new build garage with the Scouts area designated for the right of the building (hall extension) and the community the left (café extension). The existing Scout store and hut would be demolished.

#### **Pros**

- Flexibility of space
- Separate entrances for different user groups
- Areas overlooked reducing security concerns
- Optimises space for income generation
- Maximises use and offers opportunities to have multi activities running at the same time.

- More secure, fewer corners and remote areas.

#### **Cons**

- Traditional build – longer on site, dependent on weather.
- The building would need to be closed down during the construction period due to disruption and safety.

**Option 3:** This option proposes the main part of the existing building is utilised by the scouts, with the proposal for a new Hall which overlooks the playing field occupied by the community. The Scout storage sheds are demolished, and a new garage is proposed to the right for the scouts.

#### **Pros**

- Separate entrances
- New Café and hall

#### **Cons**

- Does not provide the flexibility needed to maximise revenue.
- Hall and Café in the same space.

### **5.3 Estimated Costs are as follows:**

Option 1 – estimated £600,000 not including inflation, taxes, ground works and landscaping.

Option 2 – estimated £750,000 not including inflation, taxes, ground works and landscaping.

Option 3 – estimated £550,000 not including inflation, taxes, ground works and landscaping.

**5.4** Option 2 is considered the most favourable. Although the most ambitious, it is considered more appropriate for managing existing tenants and accommodating new uses. It offers better opportunities for generating revenue and opens up the opportunity for linking in with the green space to the rear of the site – especially important in terms of sports development and larger community events. It also provides discrete segregation between the Youth Club and Scouts facilities, so that both can feel free to use their space without interruption or disruption.



## 6. Projects and Ideas

6.2 As set out in the previous section, the projects and ideas formulated below are partly premised on the significant consultation that has already taken place with the community, first by the Community Council and then by the Group bringing this project together.

They are also drawn from examples elsewhere, research and workshop sessions with the Client Group.

They are also shaped by the nature of the site, and what the site itself offers in terms of opportunities, and what restrictions and limitations emanate from the character and layout of the building.

6.3 As has been emphasised throughout, the primary focus of the development should be the wellbeing, happiness, and prosperity of the people of Pen-y-ffordd. Throughout this process, the project has been informally known as the PPD Community Hwb. PPD stands for the initials of the three communities, reflecting the aim of providing a facility for the everyone within the wider ward of Pen-y-ffordd. The word hwb is from Welsh and is often used to describe a hub. However, it is not a literal translation of the English – Hub, but instead means boost or encouragement. It therefore works on two levels.

This is a play on words which helps to convey three things:

- It is a central point for the community.
- It is a centre that provides encouragement, support, and development for all the citizens of Pen-y-ffordd.
- It also marks the project as quintessentially Welsh. Whilst only 12% of residents speak Welsh (according to the Place Plan survey), there is still a general sense of being a “Welsh” community.

The PPD Community Hwb will seek to be a pivotal part of the community; as described by the Community Council – *“A vibrant community at the heart of the borderlands.”*

As set out in the brief, the Community Hwb will contribute proactively and positively to active and vibrant community life in Pen-y-ffordd.

6.4 In support of that ambition, the projects, and ideas for the Hwb have been categorised as follows:

- Facilities.
- Direct Service Delivery.
- Facilitated Delivery.

6.5 Facilities.

The previous section set out the site and individual buildings. The preferred option provides significant scope for continuing and extending the use of the main buildings for community use.

As we have also noted, it is accepted that the two main users, Youth Services and the Scouts will continue to be primary users of the facility. It is hoped that usage and activities for these two users may well increase, and certainly the enhanced and improved facilities and amenities on offer will provide the opportunity for this to happen.

However, there are two fundamental principles also need to be considered:

**Sustainability.** The running costs for the building will significantly exceed the income likely to be generated by Youth Services and the Scouts. There is therefore a need to encourage other users to rent out space.

**Community Vitality.** Neither the Scouts or the Youth Club are likely to use the facilities during the daytime, Monday to Friday, and these are the times when a Community Hwb should come into its own; counteracting the threat of Pen-y-ffordd becoming a “sleepy” dormitory.

The new Community Hwb will therefore be looking to optimise the use of space for rental use, including previous community group users, new community users and smaller businesses and social enterprises.

But, most importantly it will offer a place for the people of Pen-y-ffordd to meet and socialise. A true community hub where residents can meet, have a cup of tea, listen to a talk, partake in a hobby or keep fit. The vision is to provide a welcoming, vibrant, interesting, and bustling centre, which has the stamp of the people of the community in all that it offers.

The Hwb will also offer a café facility. This facility will be developed gradually, with a limited offer initially available. As the overall project develops, the need for, and extent of the catering facilities required will be monitored and evaluated.



There will be two kitchens, one of which will support the café, toilets, and showers, reflecting the needs of potential users, and 23 car parking spaces.

Finally new garage and storage facilities will be provided, primarily for the Scouts.

The key facilities are summarised below:

*Table 4 - List of key facilities in the new Hwb.*

Facility	Specification
Large Hall (existing building)	98m <sup>2</sup> Potential to be partitioned into smaller spaces.
Large Hall (New build)	75m <sup>2</sup>
Training / Meeting Room	40m <sup>2</sup>
Training Room / Café area	29m <sup>2</sup>
Shower Room / Changing Room	21m <sup>2</sup>
WCs	X5
Café Area / Meeting Room	41m <sup>2</sup>
Kitchen	12m <sup>2</sup>
Car Parking	22 Spaces

## 6.6 Direct and Facilitated Service Delivery.

The think tank of 2019 and survey of 2021 have between them provided a range of ideas that would be fitting and welcomed at the Hwb. There are also a number of other sources of ideas that we have been able to use to develop a portfolio of projects and ideas; including consultation with stakeholders, desk top research, our own experience of similar projects, and a review of projects across Wales and the UK of relevance.

COVID-19 has also highlighted some key areas of need (across all communities) that would be appropriate for a new community hub.

We have defined Direct Service Delivery as those projects, activities and services that are provided directly by the management, staff and volunteers of the Community Hwb.

Facilitated Service Delivery is the provision of space, support and promotion of projects, activities and services that are provided by other agencies or third parties.

In most instances, activity at the centre would be delivered by third parties, with the Management, staff and volunteers providing the support to enable that activity to happen.

This is partly due to the capacity of the Community Hwb, but also, most importantly, in most instances there are organisations and agencies who have the experience, knowledge and facilities to deliver such services more efficiently and effectively.

## 6.7 The ideas for delivery are set out in the table on the next page:

Table 5 - Suggested Ideas and Projects

Theme	Activity	Direct/Facilitated
<b>Help and Advice</b>	MPs / Councillor Surgeries	Facilitated
	Credit Union / Savings Club	Facilitated
	Back to work support	Facilitated
	Local Jobs Fair	Facilitated
	Local Business Fair	Facilitated
	Life Saving Course	Facilitated
	Enterprise and Business Support	Facilitated
<b>Family Support</b>	Fraud Awareness	Facilitated
	Budgeting	Facilitated
	DIY for beginners	Facilitated
	Basic car maintenance	Facilitated
	Cooking lessons	Facilitated
<b>Community Facilities</b>	Drop in Space	Direct
	Café	Direct/Facilitated
	Repair / Upcycling Cafe	Direct/Facilitated
	Meeting Rooms	Direct
	Tool Hire Facility	Direct / Facilitated
	Library of things / toys	Direct
	Offices and space for small businesses	Direct
	Local and Tourist Information	Direct
	Fresh food and vegetable delivery	Direct / Facilitated
	Food bank	Direct / Facilitated
	Book Swap	Direct
<b>Community Activities</b>	Photography Club	Direct
	Pensioners' Cuppa, Cake, and a Chat	Direct
	Lunch Club	Direct/Facilitated
	Community Choir	Direct
	Men in Sheds	Facilitated
	Arts and Craft Classes	Direct / Facilitated
	Music Lessons	Facilitated
	Book Club	Direct / Facilitated
	Local History Club	Facilitated
	Creative Writing Course	Facilitated
	Welsh Language for beginners	Facilitated
	Christmas Party	Direct
<b>Health and Wellbeing</b>	Yoga	Facilitated
	Slimming Classes	Facilitated
	Dog Exercise Area	Direct

Theme	Activity	Direct/Facilitated
<b>Health and Wellbeing (cont'd)</b>	Keep Fit	Facilitated
	Wellbeing Sessions	Facilitated
	Pilates	Facilitated
	Zumba	Facilitated
	Dementia Support	Facilitated
	Circuit Training	Facilitated
	Dietary Advice	Facilitated
	Counselling	Facilitated
	Martial Arts	Facilitated
<b>Support for the Older Generation</b>	Pensions, Benefits and Savings Advice	Facilitated
	Fraud Awareness	Facilitated
	Fitness Classes	Facilitated
	How to become more familiar with IT and technology	Facilitated
	Lunch Club	Facilitated
	Coach excursions	Facilitated
<b>Support for Young People</b>	Youth Club	Facilitated
	Exams Tutoring	Facilitated
	Life Skills	Facilitated
	Home for Junior Football and other sports	Facilitated
	Exam Proficiency and Accreditations	Facilitated
	Careers Advice / Careers Fair	Facilitated
	Online Gaming	Facilitated
<b>Young Families and Children</b>	Baby Massage	Facilitated
	Health and wellbeing advice	Facilitated
	Playgroup	Facilitated
	Childcare and Preschool facilities	Facilitated
	Breastfeeding Clinic	Facilitated
	Children's Sensory Café	Facilitated
	Mother and Baby Group	Facilitated
	Weekend Toddler Group	Facilitated
	Midwifery Support	Facilitated
	Children's Sports Clubs	Facilitated
	Children's Drama, Dance, Music and Performing Arts Classes	Facilitated
<b>Community Events</b>	Pop Up Shops	Direct / Facilitated
	Artisan and Craft Markets	Direct / Facilitated
	Music, comedy, and Entertainment Events	Direct / Facilitated
	Themed Food Nights in partnership with local businesses	Direct / Facilitated
	Bingo	Direct

Theme	Activity	Direct/Facilitated
<b>Community Events (cont'd)</b>	Dancing	Direct / Facilitated
	Cards / Whist Drive	Direct
	Charity Fund Raising Events	Direct
	Flower arranging	Facilitated
	Gardening Club	Direct / Facilitated
	Table-Top Sale	Direct
	Chess Club	Direct
	Strategy Board Games	Direct
	Dominos Club	Direct
	Knitting Club	Direct
	Embroidery and Sewing	Direct / Facilitated
	Arts and Crafts Club	Facilitated
	Wine Tasting Evenings	Direct / Facilitated
	Christmas, Easter, and other faith events	Direct / Facilitated

the above ideas are the culmination of the work undertaken in developing this feasibility study, and the previous work undertaken by the community.

It is not suggested that all these ideas and projects are implemented from day one, nor that all of them will be fully feasible or viable. It will be for the Management Team of the Hwb to further determine what projects are appropriate, viable and meet community need.

We would also suggest that further work is developed in identifying organisations and providers to deliver specific activities directly or in partnership with the PPD Community Hwb.

In Appendix IV we list a number of organisations with whom it would be advisable to begin engaging in relation to specific activities e.g., Age Cymru for support for the older generation, Flintshire Voluntary Services, Flintshire County Council and Business Wales for Business and Social Enterprise Support.

We also consider that there are certain areas that merit further early exploration. These include:

- **Community Activities.**

We would suggest that work is undertaken to work with other providers of activities in the community, specifically the War Memorial Institute, Red Lion as well as those business providing food, specifically Jemoleys and Millstone.

- **Environmental and Circular Economy.**

The demand for activities such as repair cafes, and upcycling and reuse projects are becoming increasingly popular. We believe that the Community Hwb can be a key focal point for such activities in, not only the Pen-y-ffordd area, but the wider borderlands.

- **Support for Young People.**

The Building has been the focal point for the youth of the area for many years. The indication from Flintshire's Youth Services is that they will continue to utilise the facilities post completion of the Asset Transfer (should that prove successful).

However, there is an opportunity to further develop this area of work, both directly and in partnership with Flintshire Youth Services.

- **Health and Wellbeing**

The one good thing, perhaps, that the Pandemic produced, was the focus on supporting the wellbeing and health of communities, and the realisation that the communities themselves play a key role in that support.

Pen-y-ffordd has sustained itself through the last 14 months, primarily as a result of the endeavours of the people, businesses and community organisations of the area. Perhaps this is not unusual, as many communities across Wales have similarly met the challenges with aplomb. However, it does inspire confidence that there is sufficient goodwill and appreciation of such civic responsibility with Pen-y-ffordd to see the Community Hwb thrive and grow.

Undoubtedly, the Pandemic has had a transformational impact on society, and some things now in place will likely remain in future. This is particularly true of health and wellbeing support. As Table 5 illustrates, there are a whole range of Health and Wellbeing activities that are most appropriately delivered at the local level. Working with key agencies and organisations, Pen-y-ffordd Community Hwb should, from the outset, look to deliver activities, projects and services that support the wellbeing, health, and happiness of all the people of the community, from babies to old age pensioners, women, men, teenagers, and young families.

- **Youth Football and other sports**

There is a significant opportunity to explore how this a youth system for both girls and boys can be reinstated in the community. Initial discussions with interested parties suggest that there is a will and interest in exploring the matter further.

The Community Hub is ideally placed to act as a home for youth football. It has the facilities including showers and WCs, changing rooms and kitchen/café area, as well as adjacent fields both sides of the building.

There are also further opportunities to hold youth football tournaments, which could prove financially beneficial for both the Community Hwb and Youth Football.

6.8 One key issue that needs to be considered fully is competition with other facilities and businesses in the community. It is essential for the Community Hwb to complement rather

than compete with other organisations and businesses, and to seek opportunities for collaboration where appropriate.

This would include:

**War Memorial Institute.** This newly refurbished facility offers room hire for a variety of local organisations. During the consultation with the community, a small number of respondents raised concern that investment in the old school could possibly threaten some of the business now being generated at the Institute.

However, our consultation with the Institute committee indicates that there is no concern amongst their members, and indeed believe that there is more than sufficient demand for both the Institute and Community Hwb.

Further, there may a possibility to share diaries and redirect enquiries when either facility is fully booked.

#### **Red Lion / Team Red.**

During the Pandemic the Red Lion became more than just a local pub, it became a key focal point for community support, offering a range of services to help people during this difficult period.

The Pub has a successful football team, and as importantly a volunteer community group, Team Red.

#### **Jemoleys / Millstone**

These are the two other main eateries in the community, and both are well regarded and patronised by the people of Pen-y-ffordd. It is suggested that, together with the Red Lion, opportunities for joint working and collaboration are considered. This is particularly true of community events such as Christmas Parties, themed supper nights or wine tasting. It is recommended that if feasible, the existing businesses are brought in to provide some of the food and drink provision.

6.9 However, we believe that there is sufficient demand (considering the sizeable population) to provide both additional room--hire and a café facility on site. These facilities will reinforce the resilience of the community of Pen-y-ffordd; should not, if managed properly, displace business from any of the existing providers, and will provide the income generation to ensure that the Community Hwb is viable and sustainable.

6.10 The vision for the new Community Hwb is one that:

- Provides a community facility for all residents of the community of Pen-y-ffordd.
- Provides a warm, welcoming, safe, and invigorating environment, and is a community facility for all the people of Penyffordd and the wider environs of the



Borderlands.

- Offers convivial, inspiring and enticing space for meeting, socialising, organising, and informing.
- Delivers meaningful and relevant activities, and information and support for the people of Pen-y-ffordd.
- Continues to provide and seeks to enhance and further develop the facilities and amenities available to existing users, including the Youth Club and Scouts.

6.11 In the next section we consider the way in which the project will be managed in the short, medium and long term, and offer a possible governance and management structure for the effective delivery and operation of the facility day to day.

## 7. Governance and Management



- 7.1 Ownership of the site currently rest with Flintshire County Council. This report is being prepared on the basis that the site will be the subject of an Asset Transfer from the Local Authority to the group. Flintshire County Council’s definition of an “Asset Transfer” as:

*“The leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose and who plan to use the asset for the benefit to the local community”.*

The key issue for the community group is to now form into an incorporated form so that there is a legal entity in place with the appropriate social purpose, and that has plans to use the asset for the benefit of the local community.

- 7.2 As already set out in this document, the purpose of using the site will be to deliver a number of benefits to the local community. That clarity of purpose needs now to be translated into a constituted form.

The group have engaged and consulted with appropriate advisory bodies, including Flintshire Voluntary Services Council and Flintshire County Council. Initial discussions have also been had with Social Business Wales on the most appropriate social enterprise model to adopt.

- 7.3 The group behind the project are:

### **Sally Richards.**

Sally can trace her family in the village back to 1901 when her Great, Great Grandparents moved here to run The Red Lion Pub. Her Grandfather, John Griffiths, was the village Butcher for over 40 years but he was also a Scout Master and was instrumental in setting up the village Scouts, firstly in a turkey barn on Les Hewitts farm, before he secured the current hut. Sally grew up in the village before leaving to go to university and subsequently work in London for 13 years. In 2013 she moved back to the village to settle here. Sally has a daughter at Ysgol Penyffordd, professionally Sally is a business Manager, but in her time off can often be found at her allotment on the Millstone Park.

### **Emma Woolfall**

Emma is a qualified project manager who has worked in the public, private and third sector. She has also been responsible for volunteer coordination and support.

Emma has lived in the village for almost 3 years with her partner and daughter and has a passion for community development.

### **David Williams.**

Born in Hope, moved to Pen-y-ffordd at the age of four and lived here all his life. Married with three children and two young grandchildren. Educated in Pen-y-ffordd, Castell Alun and Elfed High, David served as an engineering apprenticeship at British Steel Shotton working there for nine years, followed by ten years aircraft engineering at British aerospace. He then re-trained as a Technology Teacher working at Whitby High school in Ellesmere Port for 23 years.

David has also been a County and Community Councillor for the ward since 2007.

### **Susan Parnaby**

Susan moved to Penyffordd in October 2015 after previously living in County Durham and Cheshire. Susan previously worked as a tutor in adult education teaching IT to adults and RE to teenagers, and is passionate about community support, having been involved in a number of groups and charities over the years.

### **Richard Memmory**

Born in Derby, Richard moved to Hope in 1996 and, with the exception of two years in Chester, has lived in North Wales ever since, finally settling at Penyffordd in 2006. Richard is an active member of the community having been a member of the Penyffordd Scout Group Exec Committee for close to 10 years and was a founding member of the Penyffordd Run Club. Richard has a daughter at Ysgol Penyffordd and can be seen running around the village, along with other members of the run club, in their green t-shirts.

#### **7.4 The intentions of the company will be to:**

- Secure an Asset Transfer, in the form of a long-term lease (27 years), for the whole site, as shown on Page 1 of this report.
- Take responsibility for the further development of the site, modernising, updating and enhancing the site, buildings and premises. To include applications for funding, fund raising activities, commissioning designs, procuring capital works and project managing all elements of build and development.
- Manage the whole site as a Community Hwb and be responsible for all aspects of the operations of the facility day to day.

- Recruit and manage staff and volunteers.
- To ensure that the Community Hwb is sustainable and viable through continued efforts to generate income through room hire, office rental, café income, events, fund raising and fees for the delivery of specific projects.
- Engage and collaborate with other stakeholders and agencies to deliver a programme of community activities 12 months of the year.
- In taking the project further forward will also be responsible for:
  - Funding Applications
  - Project Development and Design
  - Business Planning
  - Partnership working
  - Further Community Engagement and Consultation
  - Consents and Regulatory Considerations

7.5 Governance and Management. The intention is to establish Penyffordd Community Hwb as a social enterprise. The specific model e.g., CIO, CIC, etc is still to be agreed, but will be finalised by the end of June 2021.

The following are recommended as draft objects for the new company:

- a) To provide a range of community facilities and activities for the residents of Pen-y-ffordd ward and the wider environs.*
- b) Secure assets and facilities that support the wider objectives of the company.*
- b) To deliver programmes, services and amenities that improve the wellbeing, happiness, and prosperity of the residents of Pen-y-ffordd ward and the wider environs.*
- c) Develop productive local partnerships to provide such programmes, services, and amenities where appropriate and advantageous.*
- d) encourage and demonstrate community best practice throughout all elements of activity and education.*

The group is currently served by 5 members but has also benefitted from the support of FLVC. There is a strong mix of experience, knowledge, and aptitude. However, it is recognised that once the social enterprise is established additional members of the company will need to be recruited, both as Directors/Trustees and ordinary members.

There is a recognition that, in the early stages of the company, there will be significant reliance on volunteers, at all levels. However, this will need to be balanced with salaried staff (albeit limited) providing a dedicated resource to support the growth and further development of the project.

## 7.6 Stakeholders.

There are several stakeholders who are either currently working alongside or will play a pivotal role in the future development and successful operation of the Community Hwb.

### **Flintshire County Council.**

The Local Authority for the area has played and will continue to play a primary role in the redevelopment of the Youth Club site. It is the primary planning authority, has a focus on social enterprise and community development, and is one of leading Welsh local authorities in terms of its Community Asset Transfer position.

### **Welsh Government**

Much of the funding that drives community regeneration emanates through various Welsh Government initiatives and schemes, including programmes such as the Community Facilities Programme.

As elaborated earlier in the report Welsh Government also provides the context and policy steer, including the Wellbeing of Future Generations (Wales) Act 2015, and its key statements on recovery after COVID-19.

### **Pen-y-ffordd Community Council**

The support of the Council for the Community Hwb has been unwavering. Despite being a community council, it represents 4000 people, and has a relatively strong financial position (with a precept just shy of £100k in 2020/21).

It is a progressive Town Council with a cogent and comprehensive Place Plan. We also understand that a new Place Plan will be commissioned next year; by which time it is hoped that the redevelopment of the Youth Club will be underway.

### **Flintshire Voluntary Service Council**

The Voluntary Council is one of 19 across Wales and provides invaluable advice and support to community focused organisations in Flintshire. As well as specific programmes of advice and support, it also offers networking opportunities to meet with like-minded organisations, charities, and social enterprises.

### **Local Level Stakeholders**

Key to the success of the Project will be its relevance to the people of the community and the wider environs. There are a number of organisations working in the area who need to be engaged. It is essential that these relationships are nurtured and embraced, and opportunities for collaboration optimised. Obviously, this includes Flintshire's Youth Services and the Scouts, but care must be taken to ensure that there is an equitable approach to engaging with all other community groups and societies in Pen-y-ffordd.

### Specialist / Single Issue Stakeholders.

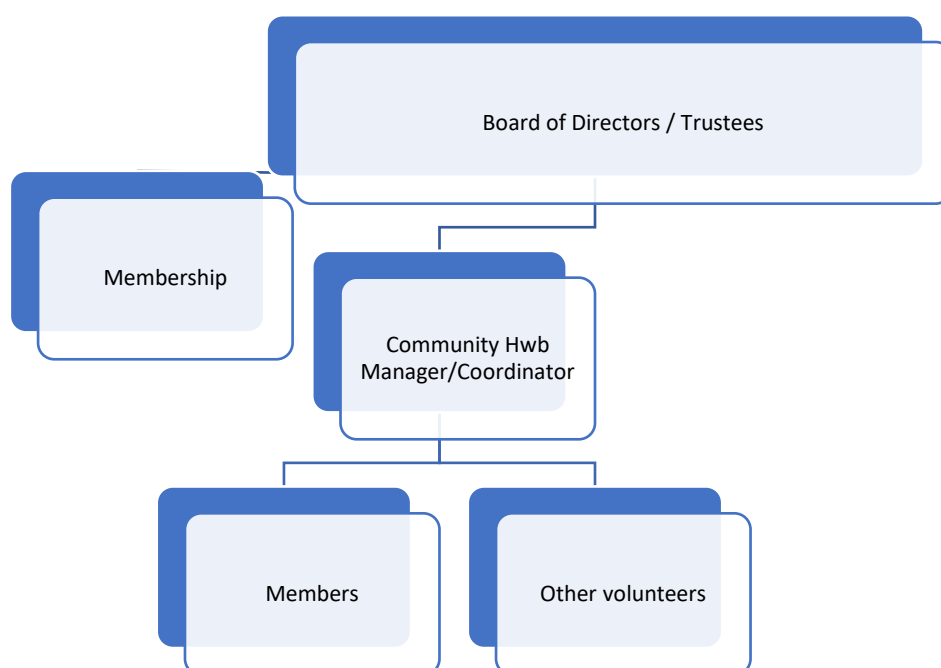
The success of Penyffordd Community Hwb will also rely on securing a strong and meaningful relationship with organisations that provide specific support, advice, and guidance on a range of topics.

The Community Hwb team have begun to develop relationships with a range of organisations, across a range of thematic areas. Organisations such as Age Cymru, Citizen's Advice Bureau, North Wales Police, Menter Iaith Fflint a Wrecsam, Coleg Cambria, Glyndwr University, MIND, FareShare, all offer potential opportunities for collaboration and joint working. THIs is by no means an exhaustive list, and the Community Hwb team will need to begin to develop a notional programme of activities in anticipation of taking over the buildings in due course.

### 7.7 Management and Operations.

The proposed initial structure is set out below:

*Table 6 - Initial Management Structure Proposed*

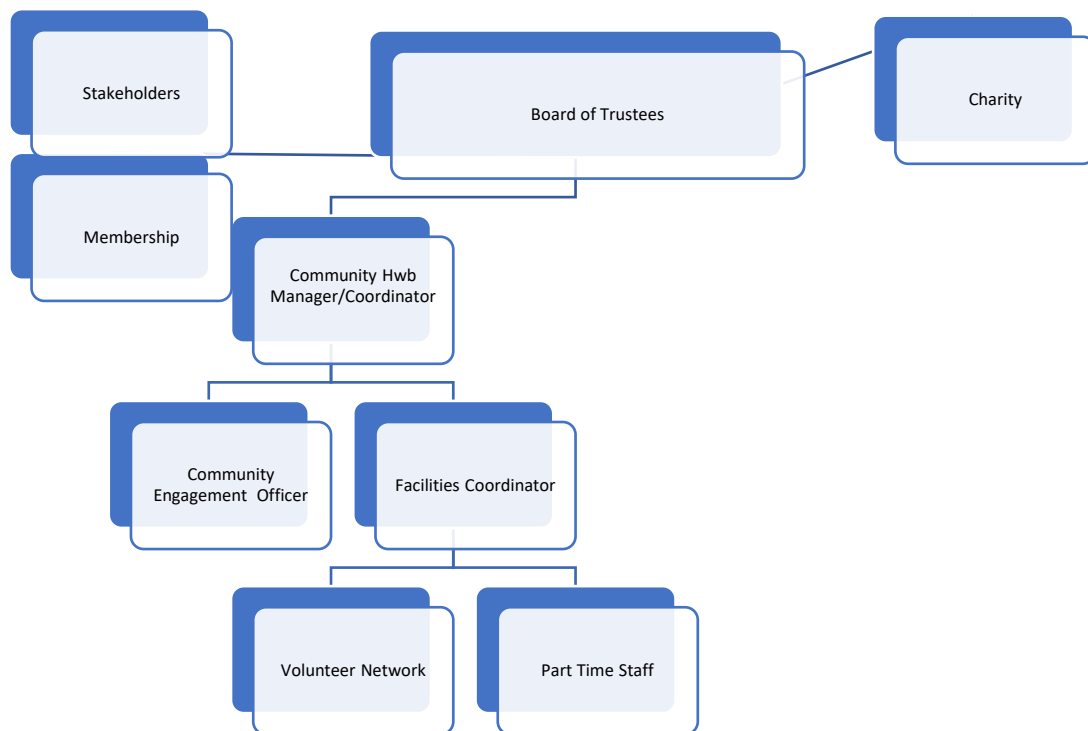


As the project develops the management and governance of the project will need to be “ramped up” on all fronts.

Ultimately, the will need to have a balance between volunteer staff and salaried posts. The structure below shows the proposed structure once the Community Hwb is fully operational.



Table 7 – Long term Governance and Management Structure proposed.



It is proposed that the Member of the Board are the guardians of the company, and have overall responsibility for compliance, governance and financial oversight and strategic directions.

However, one established it is also proposed that key stakeholders are invited to board meetings as observers. It is recommended that this arrangement particularly includes the Community Council. Whilst separate to the Council, such an arrangement will offer transparency and oversight, as well as providing opportunities for sharing ideas and developing joint initiatives and projects.

#### **Community Hwb Coordinator / Manager.**

The Community Hwb Coordinator / Manager will be responsible for the overall management of the facility and its operations day to day. The post holder will also be expected to be responsible for:

- Financial Management
- Strategic and management advice to the Board and Charity
- Liaison with stakeholders
- Funding and Project development
- Representing the Community Hwb on strategic fora

- Providing administration support to the Board (Company Secretary)

### **Community Engagement Officer**

The post holder will be responsible for the development of community projects and promotion of events, activities, and social events.

The post holder will be expected to be responsible for:

- Project development and management of community facilities and activities.
- Liaison with community stakeholders o projects
- Representing the Hwb on other community projects.

### **Facilities Coordinator**

The post holder will be responsible for the management, maintenance, and efficient day to day operation of the buildings and wider site.

The post holder will be expected to be responsible for:

- All aspects of Health and Safety, including compliance.
- Room bookings
- Room preparation and clearing
- Day to day maintenance of the buildings and site.

## **7.8 Charitable\_Status.**

it is possible that a charitable arm will, at some point sit side by side with the Trust. The Charity will be responsible for driving forward purely charitable activities relating to the redevelopment of the site, and specific initiatives that have purely social aims. It would also serve as a receiving body for donations for which Gift Aid can be applied, as well as providing other tax benefits.

## **7.9 In the next section we set out the suggested marketing and promotion required to ensure that the Community Hwb reaches its target audiences, as well a communications plan for engaging with relevant stakeholders.**

## 8. Marketing and Communications



8.1 The approach to marketing will be developed and enhanced as the project further developed.

Moving forward it is proposed to deploy a range of traditional and more novel approaches to promote the Community Hwb. Many similar community centres and hubs deploy a range of marketing activities to reach their target audiences.

8.2 Websites. These provide an important entry point for services and many include facilities for online bookings.

below is a screenshot from Canolfan Ni's website.

Figure 18 - Canolfan Ni website



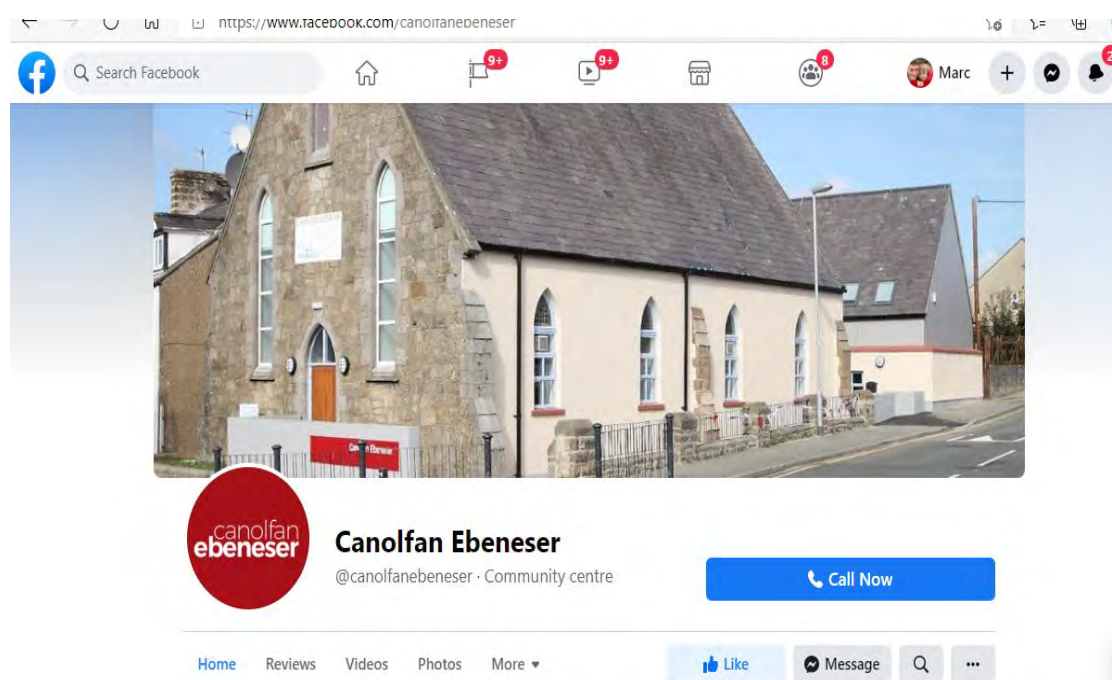
Canolfan Ni is the home of South Denbighshire Community Partnership, a not-for-profit company and a registered Charity. The Partnership's purposes are to promote the benefit of the inhabitants of South Denbighshire and the surrounding areas, and to improve the conditions of life for those inhabitants.

In many ways it is very similar in its ethos and operation to what is envisaged for Pen-y-ffordd Community Hwb. Facilities are locally based at the community centre in Corwen, promoting social welfare and the well-being of the community.

8.3 Social Media. Facebook, Twitter, Instagram and LinkedIn are useful tools for updating the community and stakeholders and are again used effectively by many community organisations and social enterprises.

Another community hub based in Anglesey, Canolfan Ebeneser, uses Facebook effectively.

Figure 19 - Canolfan Ebeneser Community Hub Facebook Page - Screenshot



8.4 There will also be a need to provide hard-copy collateral. This will be particularly important for the older generation within the community.

8.5 PR and Communications. At present there is no formal Communications Plan. During 2021/22 a plan of engagement and communications will need to be developed and rolled out which will raise the profile the Community Hwb.

8.6 Target markets for the Hwb include:

- Young families.
- Older Generation.
- Other community groups

- Schools
- Youth of Pen-y-ffordd.
- Children's football and other sports clubs.

8.7 This is an area which will need further development during 2021/22.

## 9. Finance



9.1 This section looks at both the capital cost of the project, and the income and overhead costs of the project once operational.

### 9.2 Capital cost.

At this stage we can only provide outline costs on the three options set out in section 7.

**Option 1** – estimated £600,000 not including inflation, taxes, ground works and landscaping.

**Option 2** – estimated £750,000 not including inflation, taxes, ground works and landscaping.

**Option 3** – estimated £550,000 not including inflation, taxes, ground works and landscaping.

For each option we are assuming the roof and building structure is in sound state.

These are very broad estimates at this stage, we would recommend the appointment of a Quantity Surveyor once the plans have been finalised. Furthermore, additional fees for planning and building regs and consultants fees will need to be considered.

The preferred option at this stage is Option 2.

### 9.3 Cost and Source of Funding.

Below is an indicative table of potential funding sources for the redevelopment of the Youth Club. Further, more detailed work will of course be required at the next stage.

*Table 8 - Estimated Cost Option 2*

<b>Capital Costs</b>	<b>£k</b>
Build	750,000
Professional Fees	75,000
<b>Total</b>	<b>825,000</b>



Table 9 - Potential Sources of Income

Source of Funding	Estimated Input £k
Welsh Government Community Facilities Programme	250
Flintshire County Council CAT support	50
Social Investment Cymru (WCVA)	200
Social Business Growth Fund (WCVA)	100
Lottery People and Places	200
Own Resources / Fund Raising	50
<b>Total</b>	<b>850</b>

Appendix V provides more detail on the potential funding sources.

9.4 We have prepared a five-year Profit and Loss forecast which is set out on the next page. The income and overhead costs are premised on a number of factors:

- Running costs for the site provided by Flintshire County Council.
- Estimates of income from the following:
  - Room Hire (based on option 2)
  - Café Income (from year 2)
  - Fund Raising
  - Events
  - Service Delivery
  - Grant Funding (Revenue)

**Fund Raising.** We have assumed that the Hwb will continue to seek to raise funds post completion of the development. We would recommend that this be partly in the form of sponsorship and support from private sector companies in the area. We would further recommend that a detailed fund-raising strategy is prepared as part of the next stage of the development of the project.

**Events.** We have noted earlier the importance of the Hwb delivering specific events during the year. This is also a potential way of generating income directly, as well as generating additional income for the café.

**Service Delivery.** We have assumed that the Hwb will, in the longer term, be in a position to deliver specific services and projects for other organisations.

**Grant Funding.** The intention is to ensure that the operation is sustainable and not reliant on grant funding. However, there will be specific opportunities to secure grant funding to deliver specific activities for the community. We have estimated no more than 15.1% will be generated through grant funding.

Table 10 - 5 Profit and Loss Forecast.

## Pen-y-ffordd Community Hwb

	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL	% of OI
<b>Operating Income</b>							
Room Hire	£ 26,884.00	£ 29,572.40	£ 41,401.36	£ 47,611.56	£ 49,992.14	£ 195,461.47	45.2%
Café Income	£ 5,200.00	£ 10,400.00	£ 14,560.00	£ 18,200.00	£ 21,840.00	£ 70,200.00	16.2%
Fund Raising	£ 4,000.00	£ 5,000.00	£ 7,500.00	£ 8,625.00	£ 8,797.50	£ 33,922.50	7.8%
Events	£ 1,500.00	£ 1,650.00	£ 4,125.00	£ 6,187.50	£ 6,187.50	£ 19,650.00	4.5%
Service Delivery	£ 2,000.00	£ 2,100.00	£ 4,200.00	£ 6,300.00	£ 9,450.00	£ 24,050.00	5.6%
Grant Funding (Revenue)	£ 15,000.00	£ 15,000.00	£ 18,000.00	£ 19,800.00	£ 21,780.00	£ 89,580.00	20.7%
<b>Total Operating Income (OI)</b>	<b>£54,584</b>	<b>£63,722</b>	<b>£89,786</b>	<b>£106,724</b>	<b>£118,047</b>	<b>£432,864</b>	100.0%
Cost of Goods	2,080	£ 3,640.00	£ 4,277.00	£ 5,025.48	£ 5,528.02	£ 20,550.50	4.7%
<b>Total Cost of Goods Sold</b>	<b>£2,080</b>	<b>£3,640</b>	<b>£4,277</b>	<b>£5,025</b>	<b>£5,528</b>	<b>£20,550</b>	
<b>Gross Profit</b>	<b>£52,504</b>	<b>£60,082</b>	<b>£85,509</b>	<b>£101,699</b>	<b>£112,519</b>	<b>£412,313</b>	95.3%
Salaries	£ 18,488.00	£ 25,485.60	£ 53,059.16	£ 66,928.34	£ 68,266.91	£ 232,228.01	53.6%
Premises Costs	£ 4,525.64	£ 4,616.15	£ 5,308.58	£ 5,414.75	£ 5,523.04	£ 25,388.16	5.9%
Administration	£ 1,000.00	£ 1,020.00	£ 1,040.40	£ 1,144.44	£ 1,167.33	£ 5,372.17	1.2%
Travelling and Subsistence	£ 500.00	£ 510.00	£ 561.00	£ 673.20	£ 686.66	£ 2,930.86	0.7%
Training	£ 500.00	£ 600.00	£ 1,000.00	£ 1,100.00	£ 1,122.00	£ 4,322.00	1.0%
Marketing	£ 1,000.00	£ 1,200.00	£ 1,320.00	£ 1,452.00	£ 1,481.04	£ 6,453.04	1.5%
Telephone & ICT	£ 900.00	£ 900.00	£ 918.00	£ 936.36	£ 955.09	£ 4,609.45	1.1%
TV License	£ 159.00	£ 159.00	£ 162.18	£ 165.42	£ 168.73	£ 814.34	0.2%
Utilities	£ 2,400.00	£ 2,400.00	£ 2,448.00	£ 2,496.96	£ 2,546.90	£ 12,291.86	2.8%
Insurances	£ 800.00	£ 816.00	£ 832.32	£ 848.97	£ 865.95	£ 4,163.23	1.0%
Annual Service Agreements	£ 1,540.00	£ 1,540.00	£ 1,570.80	£ 1,602.22	£ 1,634.26	£ 7,887.28	1.8%
Governance	£ 1,000.00	£ 2,000.00	£ 2,040.00	£ 2,244.00	£ 2,692.80	£ 9,976.80	2.3%
Professional Fees	£ 8,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00	£ 20,000.00	4.6%
<b>Total Operating Expenses</b>	<b>40,812.64</b>	<b>47,886.75</b>	<b>77,537.44</b>	<b>93,032.13</b>	<b>95,638.73</b>	<b>354,907.69</b>	82.0%
<b>Total Operating Expenses</b>	<b>£40,813</b>	<b>£47,887</b>	<b>£77,537</b>	<b>£93,032</b>	<b>£95,639</b>	<b>£354,908</b>	82.0%
<b>Net Profit/Loss Before Taxes</b>	<b>£13,771</b>	<b>£15,836</b>	<b>£12,249</b>	<b>£13,692</b>	<b>£22,408</b>	<b>£77,956</b>	18.0%

ore detailed financial assumptions are set out in Appendix VI

## 10. Next Steps



- 10.1 The completion of this report merely marks the beginning of the next stage of the journey. There are a number of tasks now required to realise the ambitions of the Pen-y-ffordd Community Group.

The key steps in the journey are set out below:

- 10.2 Submission of a Stage 2 CAT application to Flintshire County Council.

Armed with this study and supporting documentation the project is now in a position to begin the formal process of submitting the application to the Local Authority. The next meeting of the panel considering applications is scheduled for the 8<sup>th</sup> of July, 2021, with the next on the 2<sup>nd</sup> of September 2021.

Based on the maturity of the project, the evidence of support, and the conclusions of this study, we believe that it is realistic to aim for submission by July 8<sup>th</sup>.

- 10.3 **Incorporation of the company.**

The legal transfer of the Asset through a 27-year lease cannot happen unless there is a legally incorporated entity with social aims and community purpose in place. The group has had good advice and guidance on the forms of social enterprise and charitable status, and now needs to agree two things:

- The specific objects of the Community Hwb. Section 7.5 of this report sets out a suggested list of objects; but the group needs to review and agree a common set of objectives and aims for the new company.
- Incorporation of a new legal entity. We have been advised that this not necessarily be fully complete by the date of submission of the Stage 2 application. Nevertheless, the application needs to be supported by tangible evidence that significant progress has been made in this area.

#### **10.4 Business Plan.**

The primary purpose of this document was to determine whether the proposed transfer of the site to the community is feasible. This is not, in essence, a business plan. More detailed empirical financial forecasts, market analysis, marketing and communications plan, as well as an agreed pricing structure and operations plan will be required as part of the next phase.

#### **10.5 Full designs and costings.**

Again, what has been provided for this report is a high-level assessment of what is feasible architecturally. More detailed designs and a fully costed programme of development will be necessary.

This should also incorporate a more logistical assessment of how the building can be developed, including possible phasing and minimising disruption to existing tenants, most especially the Scouts and Youth Club.

We would also recommend that the appointed Architects engage with both the Scouts and Youth Club to seek their views and thoughts on the detailed designs. It is important to ensure that the character of the buildings is not lost, and consultation with the two groups to assess what they like and don't like about the site is critical.

Consultation with young people from both cohorts was not feasible during the time of the preparation of this report (due to COVID-19). However, Flintshire Youth Services indicate that a workshop session or consultation evening with the Youth Club members could be feasible by September. We would hope that a similar arrangement could be made with the Scouts.

Finally, as suggested in section 5, early engagement with Flintshire's Planning Officers and the submission of a Pre-Application is considered.

#### **10.6 Funding Applications**

We have provided a preliminary list of possible funding sources. This clearly demonstrates that there are, in principle, several sources of funding with sufficient levels of grant / repayable finance to realise the ambitions of this project.

However, work now needs to begin in developing applications further, submitting Expressions of Interest where applicable, and identifying other sources of finance, most especially Trusts and Foundations. Whilst some Trusts and Foundations only fund charitable bodies, this is not true of all, and a significant number will support organisations with social aims.

This work should be accompanied by a Fund-Raising Strategy. As shown in Table 9, we have anticipated that this will include an element of funding generated from direct fund raising. This is also something that many funding bodies will expect to see as part of any application.

We would also recommend further engagement with Flintshire Voluntary Services Council, the Enterprise Team at Flintshire County Council and Social Business Wales to help identify and apply for funding.

#### **10.7 Community Engagement – next phase.**

This report is predicated on strong evidence of community engagement and consultation, beginning with the work undertaken for the Place Plan. However, continued engagement and collaboration with the community is essential if the project is to succeed, not just in securing the buildings and the funding, but also operationally.

In addition, funders, and in particular the Lottery, will want to see evidence that the community is a tangible part of the project, and helps shape its direction and development.

Side by side, work to develop a website and social media profiles is recommended as an early action.

#### **10.8 Further Advice and Guidance**

The steps set out above will be more successfully achieved with the ongoing support of relevant agencies. We have already noted the importance of the work of Flintshire County Council's Enterprise Department, and the support of Flintshire Voluntary Services Council. Their continued support and advice and guidance will be pivotal. Social Business Wales, the third sector arm of Welsh Government's Business Wales service, can also provide a range of important services. We understand that contact has already been made, and this should be progressed alongside work with the Local Authority and Flintshire Voluntary Services.

#### **10.9 Capacity.**

Much of the work that has been undertaken over the last 3-4 years has been the result of the hard work of a few members of the community, some of whom are no longer directly involved in the project.

At present the group behind the project is five-strong, but all of the group have other competing demands on their time. It is important to seek additional support from within the community and identify individuals with complementary strengths to enable the project to further grow and develop with expediency. This will be essential both during the development, and operationally when the new Hwb is open.

This can be augmented by developing a team of volunteers and ensuring that advice from relevant agencies is sought and fully optimised. Nevertheless, strengthening the group with 2 or 3 other people is recommended as a priority.

#### **10.10 Collaboration and Joint-Working.**

As we have set out earlier in the report, there are a significant number of community activities and services that could be run from the Community Hwb. Work in more fully identifying what services and which organisations can help deliver those services needs to

be considered as an early priority.

Agreements and arrangements will need to be in place well before the new Hwb opens.

#### **10.11 Fact Finding and Case Studies.**

In this report we have suggested a couple of community hubs that can offer lessons for the future. Most especially we would recommend that the group arrange to talk to Canolfan NI in Corwen.

Working with support agencies, especially Social Business Wales and Development Trust Association (Wales) can also help identify other like-minded organisations across Wales who may well be available to share experiences, offer advice, and possibly consider opportunities for future collaboration on project.

We have provided a list of possible relevant projects, some of which were subject to Community Asset Transfers. As Appendix VII.





- 11.1 The outcome of this study demonstrates that there is a clear plan in place for the development of a Community Hwb in Pen-y-Ffordd.
- 11.2 The plan can demonstrate tangible community support for the project and support of key organisations is also significant, and the encouragement and backing of the Community Council the Local Authority and the Voluntary Council has been key to the progress of the project so far.
- 11.3 There is a significant opportunity to work collaboratively with other organisations to deliver a full programme of community events, week in week out. But this will need to be developed and progressed effectively over the next 6-12 months.
- 11.4 Funding of the project does present a challenge, but not an insurmountable one. There are a number of funding opportunities available, and as the country emerges from the Pandemic the emphasis placed by Welsh Government on the foundational economy, wellbeing, prosperity and the circular economy gives hope that further support and funding may well be in the offing in the near future.
- 11.5 The existing team have clearly demonstrated a commitment to pursuing this project to its successful conclusion, and have the wherewithal, experience, and appreciation of the issues to realise their ambitions. They group will need strengthening over the next 12 months, but the core of the group is sufficiently robust and able to manage this process effectively.
- 11.6 Finally, the vision for the new Hwb is one which resonates with current policy thinking, is appropriate to the needs of the community of Pen-y-ffordd and is one premised on a viable and sustainable business model.

It is therefore, considered that a Community Asset Transfer from Flintshire County Council to the community of Penyffordd, via an incorporated entity with social aims and a community focus, is viable and feasible.

We would therefore recommend that the project now be submitted as a Stage 2 CAT Application.