



# Bronllys Well Being Park (CLT) Ltd

## Feasibility Study into Sustainability of a Well Being Park at Bronllys Hospital



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Bronllys Well Being Park (CLT) Ltd was established in 2016 as a Community Benefit Organisation dedicated to providing local people with opportunities to address local truly affordable housing need, improve their lifestyle and well-being through social and sporting activities, employment opportunities and economic and environmentally sustainable projects in the grounds of Bronllys Hospital.

For more information visit [www.bronllyswellbeingpark.org](http://www.bronllyswellbeingpark.org)

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## 0. Executive Summary

### Project Summary

This final feasibility study (Sustainability Study) aims to review all the highlights and capture the essence of the previous six feasibility studies determining how the land, buildings and resources within the Bronllys Hospital site could be enhanced, developed and future proofed. It highlights the possibilities for providing employment, housing, transport, energy, leisure and cultural opportunities for our local communities.

The overall findings could and should support any considerations or decision making by PTHB, PCC and Welsh Government for the future development of the site itself (Bronllys Hospital) to benefit the health and well-being of Bronllys, Hay on Wye, Talgarth and surrounding local communities.

The objectives aim to:

- a) Determine the opportunities and recommendations and the possible implementation programme from all the feasibility studies undertaken in line with Welsh Govt and Future Generations Wellbeing Act policy.
- b) Strengthen previous proposals from the “Enquiry by Design” report undertaken by The Princes Foundation.
- c) Provide evidence from public engagement which meets the needs, aspirations of the community while remaining realistic in the ability to provide quality services and developments.
- d) Enhance the employment, housing, transport and leisure facilities for the local and surrounding community.
- e) Demonstrate evidence inclusive of opportunities, strengths, threats and the challenges which may impact on any future development of the Bronllys site.
- f) Highlight the need for an extensive quality wellbeing survey and a research approach in respect of developing the wellbeing park to determine accurate information and an ongoing needs analysis.
- g) Establish links with an academic body to independently monitor the Well Being Park’s progress. This will involve engaging a researcher (as soon as funding, land acquisition allows) to collect, organise, analyse, interpret data and public engagement.

The study has the potential to offer an overarching needs analysis of the local population to aid the development of Community Led services such as a Well Being Park, Community Land Trust (housing) and transport hub to promote health & wellbeing, increased employment, transport and leisure facilities. A post Covid Wellbeing Survey will provide up to date information in respect of housing, transport, employment to support decision making in line with FGA and Welsh Government.

It is noted the health and social impacts of social isolation, sedentary lifestyles, and reduced cross intergenerational cohesion will increase mental health status. Thus maximising the resources available in our community, we will be encouraging an active community which can thrive and continue to build effective, robust networks that cross intergenerational boundaries and can be self-sustaining as a priority for us all.

The results were not unexpected as they were in line with the previous Enquiry by Design albeit they are updated and highlight a more in depth public engagement. The sustainability study looked at the information in regard to Bronllys and surrounding areas, the public engagement events, the surveys and feasibility studies which appear to offer the same opinion and recommendations.

The key criteria being that the Bronllys site should be fully developed and future proofed as an innovative Well Being Park, with a Health Campus at its heart.

The development of a flagship Well Being Park for the benefit of our rural community with substantial assets such as:

- Community Led Housing
- Co-Care Housing
- Homes for people with neurological needs eg dementia friendly
- Community Transport Hub with Plug-in and Electric Vehicle Centre
- International Cycling and Sports Centre
- Meeting Space
- Chapel renovation and refurbishment

Further possibilities were evident which could be developed along side the above:

- A Bron Home for neurological care
- Cafe and shop
- Office and Conference space
- Studio, Workshops and Therapy rooms
- Community Orchard and Well Being walks
- Men and Women in Sheds
- Respite Retreat
- Sports / Health Activities for all Ages eg tennis, netball, yoga
- Repair and Restore shop

**These results confirm the need to implement the Next ten Years vision to:**

To replace or refurbish existing buildings as uses change and new needs appear, based on the Kaizen approach of continuous development and improvement

To recognise and employ the principle of attraction and resulting accretion, where a successful pioneering initiative will act as a magnet for other projects. Hay-on-Wye is a local example of this principle. Richard Booth set up a second hand bookshop in a small town and created an international phenomenon.

To write a financially robust Business Plan to be reviewed / updated annually as needs, circumstances and opportunities evolve.

To recruit a seasoned, high calibre Project Director with belief in community led initiatives and total commitment to the Bronllys Wellbeing Park CLT Ltd project, with the skills to deliver the “proposal list” of community aspirations in a financially viable way over a period of years, and in a way which embraces pragmatism and manages expectations.

To draw up a Master Plan for the whole Bronllys Community Hospital site, developed in consultation with all stakeholders.

To recruit a seasoned, high calibre Marketing Manager to work closely with the Project Manager and the BWBP Board.

To create a compelling marketing plan to inform and recruit support and influence.

To undertake a major Health & Well Being Survey of our region calibrate the current views of the community. The results will inform the BWBP Business Plan and Next Steps.

To fundraise for and initiate some low capital projects that can go ahead before asset transfer however wilful be part of an agreement with PTHB, for example the Chapel renovation

To achieve the optimum basis for the transfer of Bronllys Community asset to the BWBP CLT on along lease mimimum of 125 years.

To have the asset transferred to BWBP CLT Limited initially then on to or another Community Benefitting Body [as outlined in the Princes Foundation report].

To plan a major fund-raising campaign for those elements BWBP intends to create

To market the opportunities of the site to as wide a range of organisations and enterprises as possible, to attract involvement and investment

## **CONCLUSION**

It is evident from this feasibility study and recommendations that PTHB have not engaged sufficiently with BWBP CLT Ltd or the local community in general, in respect to the future development of the Bronllys Hospital site. As the PTHB pledged to in 2018.

Given the uncertainty of current times, there is a significant danger the BWBP's plans will be delayed in the face of preoccupations with the pandemic. There was concern that the essential momentum will be lost and the current community of support will be dissipated through natural progressions of careers, political change and other factors.

This has not been the case the local interest and concerns about the site deterioration have actually stimulated an increase in membership of BWBP CLT Ltd, in the hope they can make a difference and wishing to further endorse the recommendations in the NTY document.

It is incumbent that the PTHB have an obligation to the local community and should indeed meet to discuss these proposals and highlight the action plan for Bronllys in the same way as they have in Newtown and Machynlleth to ensure equality of opportunity for all Powys residents and communities.

## **RECOMMENDATIONS:**

### **Recommended Next Steps & Proposed Action Plan**

Meet with PTHB to agree a revised Memorandum of Understanding with both PTHB and PCC and engage with WG/NHS to determine land access and asset transfer/s.

Develop a full business case with a mission statement, project definition, project organisation, financial appraisal, market assessment and marketing strategy, together with risk assessments. Ensuring research of the local market, competition and alternatives is included and fully approved with PTHB & PCC. Review existing and discover new partners to bid for inclusion on the Bronllys Well Being Park.

Undertake a quality well-being survey to ensure full community needs analysis and public engagement, to ensure that BWBP is continuing to meet the local, regional and National needs and Government policy.

Establish links with an academic body to independently monitor the Well Being Park's progress. This will involve engaging a researcher (as soon as funding, land acquisition allows) to collect, organise, analyse, interpret data and public engagement.

They will be tasked to measure and gauge public opinion regarding the wellbeing, social issues, the services offered, the political perspective and all the approaches involved. This will provide vital evidence of the successes and difficulties experienced initiating, developing and maintaining this Innovative project. Ensuring that all learned and gained in this is development shared and sustained for in for future beneficiaries such resources.



# 1. Project Overview

## 1.1 Purpose of Feasibility Study

**1.1.1** Bronllys Well Being Park Community Land Trust (BWBP) with a membership approaching 600, a Community Benefit Society registered with the FCA and established in 2016 with the aim of creating an exemplar Health & Well Being Park, envisioned as a Garden Village for the communities of mid-Wales and based on and complementing the existing Bronllys Community Hospital (BCH) and its extensive, 79 acre grounds. It was encouraged to undertake this by the Welsh Government following a detailed “Enquiry by Design” exercise by The Prince’s Foundation, commissioned by Powys Teaching Health Board (PTHB) in 2011.

**1.1.2** In 2016 Bronllys Community Council carried out a survey to capture local desires for the BCH site, resulting in a clear message from the communities of Bronllys, Talgarth, Hay-on-Wye and other settlements: BCH should not be downgraded or sold off for speculative development. It should be significantly upgraded. The creation of a Health & Well Being Campus was included in the Powys Local Development Plan (2011-2026) adopted in 2018. Over the past seven years, BWBP has received significant Government funding to develop its proposals. These were set out in its “The Next Ten Years” document, published on 27 April 2021. It is highly recommended that “The Next Ten Years” document be read in conjunction with this Sustainability Study.<sup>1</sup>

**1.1.3** This Sustainability Study is intended to take forward the proposals set out in the “The Next Ten Years” document and test their appropriateness and viability against a number of criteria including:

- Expressed local needs, challenges and aspirations
- The developing national needs, challenges, policies and aspirations
- The growing understanding and planning for the needs of future generations
- Technical/operational and resource realities
- Financial needs and realities
- Political challenges and opportunities.

**1.1.4** The results together with the recommendations of all the feasibility studies undertaken by BWBP which followed on and came to much the same conclusions as The Princes Foundation Enquiry by Design Report inform the Sustainability Study. These suggest the project proposals should be further developed and implemented in practice. This will require extensive community consultation and public engagement events and further information gleaned via an extensive wellbeing survey. The data and information will culminate in the production of a fully costed and detailed business plan to implement and develop “The Next Ten Years” proposals.

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<sup>1</sup> BWBP’s “The Next Ten Years” Document (2020)

## 1.2 Key Definitions & Terminology Used

Bevan Commission	BC
Bronllys Community Hospital	BCH
Bronllys Well Being Park Community Land Trust Ltd	BWBP
Powys County Council	PCC
Powys Teaching Health Board (headquartered at Bronllys Community Hospital)	PTHB
“The Next Ten Years” document	NTY
The Prince’s Foundation	PF
The Future Generations Commission	FGA
The Future Generations Commissioner for Wales (Sophie Howe)	WFGC
Welsh Government	WG

## 1.3 Context: Brief History of Bronllys Community Hospital and Site and PTHB Position

**1.3.1** Originally opened as a TB sanatorium in 1920, BCH became part of the NHS in 1948 and is currently in the technical ownership of PTHB. Following community concerns that PTHB was intending to asset-strip the BCH site and encourage speculative development, a 3,122 signature petition was presented to WG calling on PTHB to significantly retain, rebuild and develop “this valuable asset as a centre of excellence”.

**1.3.2** Despite noting community engagement has taken place, PTHB have not engaged in any significant way with BWBP, despite the latter’s best efforts to meet with PTHB to discuss proposals for the site. Unfortunately, it took over **3 years**] for the Health Board to agree to a very basic Memorandum of Understanding which was eventually signed between PCC, PTHB and BWBP. A promised Terms of Reference (TOR) for Project Developments remains with the Health Board is yet to be agreed and signed awaiting their approval [3 year waiting] already]. It is totally recognised by BWBP that PTHB have rightly been engrossed in managing the pandemic for the past two years. However, the Executive team have elected to put management and exceptional capital resource into developing Newtown and Machynlleth hospital sites and their related services. Again, unfortunately it has however put management effort into preparing a detailed repudiation of BWBP’s and our community’s proposals within the NTY document for the BCH. The PTHB asserts they are misleading, albeit without discussion or acknowledgement that these proposals are based on The Princes Foundation “Enquiry by Design” report and the detailed feasibility studies recommendations undertaken with local community involvement and public engagement events.

**1.3.3** Many of the buildings on site are deteriorating including two Grade II listed buildings; the Chapel and the Basil Webb Building. Fortunately, after many years the Basil Webb Building is now being restored to be a state of art training department. Other buildings of which there are many, are actually derelict or in an extremely poor state of repair and appear not to be maintained whatsoever for future use.

A significant part of the estate, the original Mansion House was sold off for commercial development by PTHB in 2018. These actions concern the local community together with the unknown quantity with which the Health Board refuses to provide any future proposals for the overall Bronllys site.

**1.3.4** Disappointingly a detailed funding application prepared by BWBP in 2020 for the restoration of the Chapel, at the request of the Health Board, could not actually be submitted. The PTHB declined at the last minute to provide a “Letter of Comfort” as site managers. This was after identifying this as a joint project in 2016 and having a series of developmental meetings over the intervening years. Obviously, this remains a real concern as the Chapel likewise continues to deteriorate. [In 2016 a survey estimated it was in need of £60, 00 to stabilise its fabric]

**1.3.5** In April 2021 PTHB withdrew from the Memorandum of Understanding with PCC and BWBP without any explanation other than “no surplus land is available”. Clearly the PTHB had not studied the community’s proposal document the Next Ten Years document which addresses the issue of available space. This demonstrated the Health Boards inability to be inclusive, engage appropriately with the local community and undertake any consultation. Despite pledging to do this in writing 2018 and at a Public Meeting. As of July 2021, PTHB declined to meet with BWBP CLT with an explanation. They have however met with other volunteer organisations during the pandemic. It is a great concern they do not have the capacity to meet during all of this time possibly highlighting a lack of resource and capacity.

#### **1.4 Current Situation & Future Direction for Provision of Health, Care and Well Being Services in Powys**

**1.4.1** BWBP currently finds itself in a curiously difficult position, with the publication of the NTY paper acting as a catalyst. Despite being asked on three occasions in 2014 2015 and 2018 to come up with proposals for BCH (On two instances by PTHB and on the other the Welsh Government). The NTY proposal document has received widespread support from local and national sources – see Appendices for a list of endorsements – including the FGC, local politicians, the BC, the recently retired Archbishop of Wales and our local communities. Conversely it has aroused condemnation and repudiation of its proposals from the PTHB – see letter of 22 April 2021 in Appendices. BWBP is nevertheless hoping that a meeting can be arranged with PTHB at which concerns can be expressed in a neutral setting that is supportive of collaboration and constructive agreement on a way forward that addresses the concerns and aspirations of the local communities.

**1.4.2** At this present time (January 2022), no agreement has been possible between BWBP and PTHB, however PCC remain in discussions. To date the Health Board continue to refuse to discuss the NTY document or meet with BWBP. PTHB have communicated that they will consider meeting with BWBP Board Members in the near future. BWBP find this somewhat difficult to believe after several years of waiting for a Board to Board meeting.

The PTHB have seemingly reneged on their pledge to review jointly and discuss community proposals as collated in the Next Ten Years document or to share their own.

**1.4.3** Developmental thinking and policy around future provision of health care and well-being in Powys includes the following:

- The Bevan Commission is calling for a move away from the traditional “medical model of care” which places “power” with the professionals delivering care to people as passive recipients of care, not partners of their care. It cites as the necessary alternative the “social model” which recognises the shared responsibility of society starting with the individual, a model which places the responsibility of improving health and wellbeing across society as a whole. Bevan

Commission “A New Way of Thinking: Exploiting the Welsh Health Legacy” Papers 1, 2 and 3. Published Jun 11 2017

- Further, the BC states that the challenge is “...how we ensure we effectively rebalance the relationship between people and the state in a meaningful and prudent way”. It lists some of the key initiatives and documents recently undertaken and/or published, including the Parliamentary Review into Health & Care Policy in Wales, a cross-party call for radical change – revolution not evolution – in health and care. “A Healthier Wales” is the WG’s long-term plan for health and care and has at its heart the prudent, social model. “The Future Generations Act” also referenced, includes the Sustainable Policy Plan, Clinical Pathways and the Decarbonisation Plan.
- The BC states that it is “...the people in the system and those who use the system that are best placed to change the system.” It “...translates its thinking into radical action by supporting people, communities and health and social care professionals to make bold, innovative changes.” It states that: “Patients in Wales want: a more equal role in managing their own health and care.”
- The Welsh FGC’s Commissioner calls for the use of the Sustainable Development Principle to be employed by Health Boards, other public bodies and others to achieve their vision and for them to work with the five principles of “Long-term,” “Prevention,” “Integration”, “Collaboration” and “Involvement”. She points to the barriers to long-term thinking as being short-term funding cycles, corporate planning requirements and the performance requirements set by WG for public bodies.
- The WFGC points out the need to embrace a shift to prevention as a basis for a national well-being system, as advocated in a “Vision for a Healthier Wales”. Also highlighted was a lack of integration and the need for collaboration to happen in the best, locally determined ways. The Commissioner noted that the opportunities for sharing information and learning appear limited and do not involve a wide cross-section of organisations or partners, and that could lead to what she called “frustrated champions”. (*Sophie Howe FGA Commissioner*).
- A review of the following reports and documents also points to the need for a more radical approach to health, care and well-being in Powys and Wales as a whole:
  - ❖ “Ecotherapy” (MIND 2007)
  - ❖ “Creating an Active Wales” (Welsh Government 2009)
  - ❖ “One Wales, One Planet” (Welsh Government 2009)
  - ❖ “Community Grown Food Action Plan” (Welsh Government 2010)
  - ❖ “Delivering Care in the Countryside” (Institute for Rural Health 2011)
  - ❖ “The Good, the Bad and the Ugly” (Public Policy Research 2011)
  - ❖ “Rural Health Innovation Programme” (Welsh Government 2011)
  - ❖ “Community Grown Food in Wales” (Welsh Government 2012)
  - ❖ “The Housing Crisis, Get the Data: The Crisis in the UK’s Affordable Housing Supply System” (Bureau of Investigative Journalism 2013)
  - ❖ “The Social Services and Well-Being Act 2014” (Welsh Government 2014)
  - ❖ “The Natural Health Service” (The Natural Health Service 2016)
  - ❖ “A Healthier Wales” 2018 (Welsh Government 2018)
  - ❖ “The Powys Well Being Plan 2040” (Powys County Council 2018)
  - ❖ “Hearts & Minds Together for Mental Health in Powys” (Powys County Council & Powys Teaching Health Board 2018)

- ❖ “Counselling & Psychotherapy Outdoors” (CAPO 2018)
- ❖ “The Local Development Plan for Powys” (Powys County Council 2018)
- ❖ “The Future Generations Report 2020” (Future Generations Commission, 2020)
- ❖ “Coronavirus reconstruction: challenges and priorities” (Welsh Government 2020)
- ❖ “Powys Decarbonisation Strategy” (Powys Public Service Board 2020)

**1.4.4** It is difficult for BWBP to ascertain to what extent PTHB intention is in implementing these policies in Bronllys, since they have yet to publish anything on the matter, other than general statements of policy in their annual plan document (Powys Teaching Health Board Annual Plan 2021/22).

## 2. Needs, Aspirations & Challenges and Meeting Them

### 2.1 Local Health & Well Being Challenges

**2.1.1** Challenges experienced in the Bronllys, Talgarth, Hay-on-Wye and surrounding communities are those experienced in much of rural Wales and rural UK generally, and can be summarised as follows:

- A lack of affordable homes, due in part to the popularity of second homes and the resulting high purchase prices, which are usually well beyond the means of young families.<sup>2</sup> In many villages in Wales a majority of the houses are second homes; in one community – Cwm-yr-Eglwys in Pembrokeshire – only two homes out of fifty are occupied by local people. In a local village there is only two household in fulltime residence out of 8 Households. There is a severe lack of genuinely affordable homes available for people living locally in the Bronllys Community Hospital and surrounding areas.
- A lack of locally-based employment opportunities, particularly for those just out of education.
- Poor local public transport facilities, making commuting to urban areas expensive and/or impossible, contributing to individual travelling costs and potentially increasing isolation for those with no private means of transport. Currently, to access the Bronllys site, patients have to travel to the Hospital, a journey which could take anything from 15 minutes to over an hour. Buses travelling to and from the hospital from Bronllys, Talgarth, Hay-on-Wye and surrounding areas are very limited and their timings very intermittent on most days. It is not accessible for people who would have difficulties walking from the main road.
- The continuing loss from communities of those who grew up in them and for whom they represent their familial and cultural base, in order to find affordable homes and ready employment. Lack of local affordable housing and employment opportunities preventing their return to rejoin their families and make sustainable caring communities.
- Reduced economic activity in the communities, leading to a diminution of commercial activity and the loss of vital services that traditionally act as the “glue” for a community, such as shops, post office, pub, petrol station, school, doctors’ surgery etc. adding to the concomitant reduction in cultural activities.<sup>3</sup>
- Increased dependency on visitors and an emerging seasonal economy, leading to part-time and low-wage employment.

<sup>2</sup> For more detail, see BWBP’s paper on “Housing” (2020) -

<sup>3</sup> Ditto: “Leisure, Fitness & Cultural Activities” (2019)

**2.1.2** Access to Health and Well Being services locally is very limited despite the excellent, existing health services available at Bronllys Community Hospital, including a 15-bed, GP-led ward, a renowned Pain & Fatigue Management Centre, the Adult Mental Health Unit and the Day Hospital. Elsewhere in Powys and wider afield, health and care services are being rationalised which in real terms has meant longer journey times for many patients needing vital and specialist services. Powys is currently poorly served by fully-functioning health and care facilities. It is not clear at present what the County-wide plans are, either in planning or having been decided as the annual plan isn't explicit.

Nor is it clear what proposals if any the PTHB has for the Bronllys Community Hospital and Site as they are currently not publishing or sharing them. This has caused some disquiet in the communities and the threat of speculative housing development remains an ever-present concern, despite reassurances from the PTHB's CEO that the Board is "...committed to maintaining the Bronllys hospital site as a fully operating hospital..." and "...we are currently in the design stages to develop the Basil Webb building into a Health and Care Academy." The fact that the majority of the site would still remain un-used under these proposals. This is not lost on the community with some speculating that this is the reason for withdrawing from the MOU and avoiding meetings with BWBP.

## **2.2 Evidence Supporting Community-Stated Needs, Aspirations & Challenges**

**2.2.1** Surveys and public engagement events carried out over the last five years by Bronllys Community Council and BWBP have demonstrated both concerns and aspirations in the communities. The clear messages that came from the communities via these surveys and events was that the Bronllys Community Hospital should be upgraded, not downgraded and that the unique site should be made better use of for the benefit of the community whose site it is.

**2.2.2** Typical results within the feasibility studies undertaken include the unanimous, 100% wish to keep the existing facilities; 98% of the respondents wanted care for older people, 90% wanted a market garden, 85% wanted sheltered housing, 79% noted affordable housing was a real necessity.

Reactions to BWBP's proposals at public engagement events held in late 2019 ranged from ecstatic to insightful. To quote a few:

- "The Community Needs This!"
- "An exciting project!"
- "The Planet Needs This"
- "This could connect the community."
- "Shepherds Huts brilliant idea."
- "Can see this will bring in a lot of beneficial employment to the area."
- "This will safeguard valuable NHS jobs that are vitally need for our community."

**2.2.3** A long list of aspirations for the Community Hospital and its site included reactions and support for BWBP's proposals, partly out of lived experience in the communities. These Included:

- A Dementia Village where residents are free to walk about, use the café, sensory garden etc. in a safe, contained space
- A Community Nursery to be placed alongside a day centre for elderly people, to encourage intergenerational contact, e.g. those from Llewellyn Ward
- Well-being therapeutic activities for children
- Supported workshops for disabled people
- A Sculpture Park through the woods joining a path with a selection of dragons of different Welsh materials
- Outdoor gym
- Cyber help and training in the café
- Invite schools and local clubs to offer support to the Well Being Park
- Ensure that Llewellyn Ward stays open and increases bed numbers as it's essential for palliative and restorative care
- An end of life unit/hospice
- A hydro pool
- Carers support and respite care for relatives of patients, cared-for people, children with behavioral issues etc.
- Mental health provision for children – e.g. eating disorders
- Accommodation for care professionals at minimal rent in exchange for assisting on site
- Emergency services to be sited there (fire brigade, ambulance, first responders)
- Safe cycling route around site including adapted cycle rentals
- Restrict site to electric vehicles only with provision of charging points and solar car park canopy
- Bus stops on site
- Co-care housing for live-in groups with people with dementia and Alzheimer's
- Animal and equine assisted therapy unit
- More areas of trees to provide building shade
- A young people's shed
- Public art – permanent displays and visiting exhibitions
- Market garden with poly tunnels to supply shop, chickens, beehives etc.
- Craft and cooking courses, e.g. "cooking from scratch", using recycled products and produce grown in community gardens on site

- Sharing economy – Bronllys Time Banking, Tool Library/Exchange to reduce use of carbon-embedded equipment
- Zero-carbon housing, ground source heating, solar panels, green roofs and grey water recycling on new builds, and a small – 50kW – turbine
- Combined heat and power plant
- Sustainable drainage system linked to reed-bed foul water treatment
- Incorporate options for home-working to benefit environment and stimulate local economic activity

Clearly, some of these proposals are longer-term than those proposed by BWBP, but none of them are unachievable if supported and they become part of an established, multi-symbiotic range of facilities and services.

## 2.3 The Principles Guiding BWBP’s Proposals for the Bronllys Community Hospital and Site

**2.3.1** BWBP is mindful of the future trends in health-care, as set out in 1.4.3 above and the stated community needs and aspirations – as set out in 2.2 above - and has adopted a holistic approach to well-being. It has worked with the communities of Bronllys, Talgarth, Hay-on-Wye and surrounding settlements to develop a range of activities and facilities which when brought into being at BCH will not only complement, enhance and support existing NHS provision but also create a cutting-edge, innovative Well Being Park that will inspire local, national and international communities and Health Boards to follow suit. Elements will develop over time as “quick win” enterprises begin to develop markets of visitors, enterprises, home-owners etc. and further facilities become financially viable.

**2.3.2** As well as the five principles of the Sustainable Development Principle as advocated by the WFGC, and the policies, advice and themes listed above, BWBP is guided by an acute awareness of the cross-cutting themes representing the following needs:

- **Young People** need affordable housing, ideally in a cluster such as multi-generational co-housing, enabling greater levels of collaboration and sharing, reduced carbon emissions and costs savings, and access to family support. They need an effective transport system to access employment and, ideally, locally-based employment. As young families, they need close access to health and care services and a nurturing and supportive social network. Homelessness, much of which can be hidden, is also best tackled locally and with a supportive, local community, can be largely avoided.
- **Older People** need affordable housing designed for their needs and which enables them to stay longer in their homes. They need effective transport to access services and, ideally the majority of those services should be available in the local community. They need a vibrant social structure to combat isolation and loneliness, ideally based on a multi-generational co-housing cluster, balancing independence with the dignity of involvement, and easy access to family. As with younger people, they need to be able to maintain and contribute to strong links with their communities.



- **Health and Well-being** support needs to be locally accessible, with services close by and as comprehensive as possible. Well-being is seen as being delivered in a wide variety of ways, including interface with nature, high quality sustainable housing, social collaboration and complementary health and well-being treatments readily available in the community, as well as through the Community Hospital.
- **The Environment**, upon which we all depend, is a major factor and includes the design, construction and equipping of the BWBP buildings and the way they are serviced. The drainage systems will be sustainable. A guiding principle is that energy should be as locally generated as possible and its use reduced through design. The production and distribution of local food is to be encouraged, providing both employment and well-being opportunities.
- **Public Transport** between small settlements needs to be improved in order to reduce isolation and enhance access to employment and services. The site should be an integrated rechargeable community transport hub, enabling easy access within the region reducing carbon. Since the Mid-Wales portion of the national grid is over-loaded and cannot accept any further micro-generation. So community turbines and off grid generation will be used. The Black Mountains College plan to create an off-grid renewable energy installation in the local communities “...allowing Mid-Wales to put its abundant energy-producing resources ... to good use.”
- **Employment** needs to be created in the community to reduce transport dependency, car use and migration out of family and social circles. By initiating activities and services on site, direct and indirect employment and enterprise can be stimulated, boosting the local economy and strengthening social cohesion. This will be addressed by “work from home” features in the BWBP housing provision.
- **Housing** for older people and others is one of the most pressing problems in the area and needs to be addressed in a bold and innovative way as old patterns of provision have clearly failed many seeking a home of their own. A more collaborative form of housing such as co-housing – where the balance between privacy and community is the choice of the individual – has been proven to reduce isolation for older people, to build strong community spirit and to offer a more financially effective lifestyle. Since people share in some activities, they get to know one another, reducing discrimination and prejudice and celebrating diversity. Specialist housing, such as co-care housing for people with dementia and other conditions, enables a greater quality of life for the cared-for person and their carers. Appropriate housing as part of a community and which supports social cohesion, promotes well-being.

The picture emerging from this brief overview demonstrates the essential interconnectedness of all the major elements in a person’s life. With foresight, imagination, collaboration and involvement – and a degree of courage, the interconnectedness of problems can be transformed into an interconnectedness of solutions.

Downward spirals of deprivation and hardship can be replaced with the conditions and building blocks for a better and more purposeful life, for real well-being for our communities. This is BWBP’s aim.

### 2.3.3 BWBP's approach to developing BCH and site is guided by the following principles:

- This is and will continue to be a community-led initiative, embodying among others one of the principles espoused by BC: a re-drawing of the relationship between the Citizen and the State.
- All elements in the BWBP are considered to be in a multi-symbiotic relationship, encouraging diversity and providing a rich experience for users. In this way, non-profit making enterprises will be accommodated if their presence on site addresses identified needs and attracts more users and visitors to the profit-making enterprises. Support and training facilities will be on hand to facilitate their establishment. The list of elements below is by no means exhaustive and will develop as needs and opportunities arise. The site is capable of accommodating many different and multi-symbiotic functions and will be planned with both future expansion and contraction of initial elements and the advent of new ones.
- In this way, organisational and financial responsibility is to be spread across the site, encouraging and supporting local initiative and entrepreneurialism. BWBP's role will be to create a facilitating legal and governance structure into which the various elements can fit and be supported.
- All elements to address local needs, challenges and aspirations, recognising that – for example – good quality housing is conducive to well-being and a dynamic local social scene can mitigate against isolation and loneliness. Similarly, locally available employment for – particularly – young people will underpin and ultimately enhance community cohesiveness.
- Provide help and support for developing a thriving local economy with the concomitant reduction in travel.
- Encourage local self-sufficiency in health and care provision, reducing reliance on hospital provision and other services a long journey away.
- Employ a quadruple bottom line approach to strategic thinking and decision making, having regard for the likely/possible needs of future generations.
- Adopt a zero-carbon approach to energy-generation, transport, building technologies etc.
- Make re-use where possible of existing buildings and infrastructure and recycling redundant materials.
- Provide sustainable housing with for optimum affordability and local management.
- Act and provide the means for BWBP to be a testing ground for new ideas associated with health, care and well-being, for example Co-care Housing.
- Utilize vacant and unused land and buildings to encourage SMEs and social enterprises to set up and create local employment
- Employ vacant and unused facilities to offer sporting, recreational and wider social activities
- Facilitate community food growing initiatives
- Engage with the local community to encourage and support renewable and sustainable energy projects
- Encourage alternative ways of delivering non-statutory well-being services
- Connect with others to offer sustainable local community transport solutions
- Develop new events to encourage sustainable living within the community
- Provide facilities that encourage residents to take part in healthy living activities, and that promote healthy mental health and involvement in social and environmental activities

- Work with PTHB to provide community health and well-being services which complement and do not replace NHS services
- Recycle any surpluses to the BWBP CLT for community benefit
- Support the NHS to redevelop a new Health Campus for existing and improved facilities at Bronllys.




**2.3.4** Examples of elements proposed for the site, as below, are all based on existing and successful experience elsewhere. But the list is by no means exhaustive: innovation and the addressing of needs and opportunities unique to Bronllys, Talgarth, Hay-on-Wye and surrounding communities will fully involve those communities in creating new elements as yet not envisioned. All elements proposed 2.4 have a brief description of the facility/service to be provided. They also have a brief outline of the organisation type that would take on management and financial responsibility, including some community initiatives that are already supplying or planning to supply the services. Where this is not indicated the element would be managed by an umbrella trading body established by the BWBP CLT.

## **2.4 BWBP's Proposals for the Bronllys Community Hospital & Site**


**2.4.1** The existing BWBP CLT will be strengthened and augmented and its Board widened to include representatives – voting and non-voting – of stakeholders and interest groups, as well as specialists in relevant fields. As recommended by the PF Enquiry by Design report, checks and balances need to be built into legal agreements, service level agreements, leases and tenancies as appropriate.

The key to enabling the communities to commence the creation and support of the elements list below is the transfer of the freehold of the BCH site, infrastructure and buildings from PTHB to BWBP, with a simultaneous long-lease to PTHB of those buildings and other assets that it requires to operate and expand the Community Hospital. By creating a Health Campus – as outlined below – adequate space will be preserved for the BCH's needs – now and in the future – whilst also clarifying that part of the site which will be available for current and future elements of the BWBP.

Once this freehold transfer is agreed in principle, one of the first activities of BWBP is to draw up a detailed masterplan for the whole site, optimising existing infrastructure and building in a high degree of flexibility to accommodate future needs. This masterplan will be created in tandem with the BWBP Business Plan.

**2.4.2** The symbol  indicates a separate legal entity with a Service Level Agreement and/or sub-lease with BWBP. The symbol  indicates an element being housed in a re-furbished existing building. The symbol  indicates an element leased to and managed by PTHB within the Health Campus.

**2.4.3** Set centrally in the BWBP will be a **Health Campus**, managed by the PTHB and comprising of the following elements:

- **Adult Mental Health Unit**, as existing but re-located into a new, purpose-built building which, as the BWBP develops, could include Art Therapy, Gardening Therapy and Cookery Classes. 

- **The Ambulance Station**, again in a new building and better located for the main road access to A438. 🏠 🚑
- **The Basil Webb Building**. The heart of the Health Campus, will be the base for Consultants, Therapists and Clinicians Training and Education. 🏠 🚑
- **The Concert Hall**, a magnet for local social and cultural activities including indoor sports, concerts, film, theatre and conferencing facilities. 🏠 🚑
- **The Day Hospital**, housed in a new, purpose-built facility and aimed at minimising unnecessary admissions and encouraging early discharges. 🚑
- **The Llewellyn Ward**, now delivering general medical, post-operative rehabilitation, Parkinson’s disease and neurological disorders support and palliative care. 🏠 🚑
- **The Pain Clinic, Re-Habilitation and Physiotherapy** would be in a new, purposed-designed building, responsive to unfolding needs and demands. 🚑
- **PTHB Headquarters**, located in the re-purposed Estates Building but designed for possible expansion when required. 🏠 🚑
- **Telehealth** (Technology Enabled Care Services – TECS), enabling digital appointments, remote diagnosis monitoring facilities, video-conferencing and other telehealthcare services. 🚑

**2.4.4** Other elements will be located around the site, their location dependent on or influenced by the need for privacy, isolation, ease of access and proximity to associated services. Elements that are part of the health provision will include:

- The **Bron Home** for those with dementia or needing neurological care will be in a new purpose-designed building. [The financial and managerial responsibility, by an outside agency with requisite track record, experience and capacity. To be resourced.](#)
- The **“Place to Be”** Cancer Support Centre, based on the Maggie’s Centres vision and providing support, information and practical advice for those having treatment for cancer and their carers. 🏠 [The financial and managerial responsibility, outside voluntary agency with requisite track record, experience and capacity. Using a re-purposed building and volunteer workforce.](#)

**2.4.5** Among the innovative elements expanding the range of well-being, outdoor and sport facilities on the site will be:

- **Shepherd Huts Respite Retreats**, for vulnerable people and their carers in need of a quiet and peaceful place for contemplation, reflection and recovery. At least 20% to be accessible. 🏠 [The financial and managerial responsibility of a local B&B social enterprise, working with local builders to construct and site the huts.](#)
- **Tennis, Netball and Walking Football**, utilizing the existing, refurbished tennis court. 🏠 [The financial and managerial responsibility of a local sports club or company with requisite track record, experience and capacity.](#)
- **Well-Being Walks**, fully utilizing the unique landscape of the 79 acres of BCH’s site and providing a range of lengths, inclines and environments for those seeking to gently develop their physical well-being. 🏠 [The financial and managerial responsibility will be supported by the BCH Veterans’ Group, developing and maintaining in conjunction with PTHB with predetermined, agreed Terms of Reference.](#)

- **Men in Sheds** – a facility aimed at helping men overcome isolation and loneliness through making and repairing things together. 🏠 The financial and managerial responsibility run by its user and supporters with the support of Men in Sheds Cymru.
- **Women in Sheds** – as with Men in Sheds, a place to make things together and help overcome isolation and loneliness. 🏠 The financial and managerial responsibility run by its user and supporters with the support of Men in Sheds Cymru
- **Woodland Planting**, a wildlife corridor supporting the rich natural diversity of species in the area and proving an opportunity for would-be tree-planters. 🏠 The financial and managerial responsibility of local woodland group and/or Forestry Commission or similar?

**2.4.6** General facilities on the site, serving patients, visitors, workers and community enterprises alike, would include the following:

- **Café, Shop & Administrative Office**; the heart of the site offering a welcome and a place to rest, wait and refresh. It would be on the route of the community transport route and act as a signpost to the rest of the site. Local produce would be on sale and artworks on display, showcasing local artists. To be managed by BWBP together with local business and/or groups.
- **The Chapel**, hosting services of all denominations, meetings, conferences, performance and other cultural activities. 🏠 To be managed by BWBP in partnership with the Veterans' Group and local volunteers.
- **A Community Nursery**, providing for children of those working on the site as well as the wider communities. 🏠 The financial and managerial responsibility will rest with ideally a local social enterprise, with requisite skills, track record, certification and capacity
- **A Community Orchard**, growing rare varieties and supplying those on site as well as the wider communities. 🏠 The financial and managerial responsibility will rest with Growing Club however advice should first be sought on other potential volunteer organisations that could take on the task, working with and training young local people.
- **A Community Hire, restore & Repair Shop**, where people can borrow, hire, restore and exchange things or repair them in a fully equipped workshop. 🏠 The financial and managerial responsibility of this element would rest with a newly formed social enterprise, ideally formed of local people and providing employment and training opportunities to young local people.
- **A Community Transport Hub**, with electric or hydrogen bus services connecting all local communities and dropping people off on key points on the site, facilitating increased inter-village/town visiting and social interaction, encouraging local shopping and participation in cultural events. 🏠 The financial and managerial responsibility for running this would be the subject of a further study and research into and discussions with other players in the field and possibly incorporating Time Banking. Review of Government Policy and plans for Off-grid renewable energy installation which would ideally supply the charge for the transport fleet would need to be fully investigated.
- **An International Cycling & Sports Centre**, acting as the Sports Hub of the site, connecting with the National Cycle Racing bodies, attracting visitors to the site and also providing easy-incline cycleways around the site for aiding recovery. Cycles, electric cycles and tricycles would be on hire from the Community Hire Shop. 🏠 The financial and managerial responsibility for this element could be taken on by a new entity with advice and support from Welsh Cycling.

- **The Meeting Place**, attracting SMEs, therapists, social enterprises and others, partly an incubator unit offering affordable shared office space and hot-desking for micro businesses and start-ups, and capitalising on the changing nature of working patterns post-pandemic. Meeting rooms and seminar spaces would be available. This could also be a home for a catering school, involving local schools and others to supply the Café and using produce from the Growing Club. 🏠 🏢 The financial and managerial responsibility for managing this element would be the remit of a new social enterprise, building on experience elsewhere – e.g. the Exchange in Stroud and Mezzanine in London.
- **A multi-function facility**, accommodating the growing and changing needs of both the health services and local enterprises, and offering individual office units and suites. 🏠 🏢 The financial and managerial responsibility for this element would rest with another or ideally the same social enterprise as for the Meeting Place.
- **The Solar Tunnel**, utilizing the unique Spine Corridor for energy generation and easy recreation and exercise linked to the network of Well Being Walks. Also a possible venue for art exhibitions. 🏠

**2.4.7** Housing provision on the site, aimed at accommodating local needs – present and future – will be provided a mixture of tenures but all affordable homes for life. Elements will include:

- **Co-care Housing**, adopting and adapting the basic principles of co-housing – enhanced levels of co-operation and sharing of common facilities, will accommodate families with a member suffering from dementia or other life-limiting conditions. The primary aims are to enable families to stay together longer and also to enhance the lives of the carers through sharing some of the caring responsibilities. 🏠 🏢 A new entity – probably a Community Benefit Society with a long lease from BWBP – will be established to own and manage this element, drawing on experience within the BWBP Board and elsewhere in establishing multi-generational co-housing projects.
- **Co-housing**, offering 20 to 25 self-contained homes of varying sizes and sharing common facilities. A mixture of tenures but on the basis of no profit on re-sale, and sharing of growing spaces. 🏠 🏢 A new entity – probably a Community Benefit Society with a long lease from BWBP – will be established to lease and manage this element, drawing on experience within the BWBP Board and elsewhere in establishing multi-generational co-housing projects. The entity will be separate from that running the Co-care housing.
- **General Truly affordable housing**, will be offered and remain in perpetuity as community benefitting resources. A proportion will be sold as homes for life no-profit to enable cross subsidize the minimum 50% affordable for shared-ownership and home rentals. All homes to be to Passivhaus standards across all tenures and remain as community assets. In this case, BWBP will work closely with a locally-based Housing Association.
- **Small Homes** for people with neurological needs sited close to the Bron Home and sharing facilities with it. These homes will primarily be for cared-for people and their carers. 🏠 A new entity – probably a Community Benefit Society with a long lease from BWBP – will be established to own and manage this element, working closely with local care organisations and the residents’ group.

**2.4.8** Overall ownership and management of the elements, whether directly or through leases/service level agreements with entities as outlined above, will rest with BWBP CLT LTD, which will have the long-term lease-hold ownership of the Well Being Park site.

## 3. Resources

### 3.1 Required Resources for BWBP Project

#### 3.1.1 Financial resources required by BWBP

Revenue funding will be required for the following:

- Development, pre-purchase and pre-establishment costs:
  - ❖ Legal costs
  - ❖ Accountancy costs
  - ❖ Business Planning costs
  - ❖ Master planning costs (architect, cost consultant, master planner etc.)
  - ❖ Project Manager (overall project)
  - ❖ Management and administrative staff salaries/fees
  - ❖ Recruitment costs
  - ❖ Planning approval and Listed Building fees
  - ❖ Any CIL payments or Section 106 liabilities
  - ❖ Various ecological, bat, GCN, flooding and ground surveys associated with planning and LB applications
  - ❖ Planning Consultant
  - ❖ Architect, Structural Engineer, Environmental Engineer etc.
- Post-development, post-purchase and launch costs:
  - ❖ Legal costs
  - ❖ Accountancy costs
  - ❖ Insurances
  - ❖ Management and administrative staff salaries
  - ❖ Maintenance, repair and building staff (possibly on freelance or competitive bid basis)
  - ❖ Management and office building costs
  - ❖ Training costs
  - ❖ Maternity/SSP and other costs
  - ❖ Staff pensions etc.

#### 3.1.2 Organisational resources required by BWBP

- Staff:
  - ❖ CEO
  - ❖ Treasurer
  - ❖ Marketing Director
  - ❖ Project Director
  - ❖ Administrative staff in support
  - ❖ Maintenance/repair staff

- Premises – offices, meeting/training room etc.

Capital will be required for the following when the Well Being Park is set up:

- Purchase of equipment, machinery etc. for maintenance/cleaning of the site.
- Fencing the site as appropriate/necessary
- These capital resources will eventually be refurbished and paid into a Community Benefitting Fund CBF.
- The CBF will be replenished initially via a portion of home for life purchases to initiate development. Later premise and home rental portions will contribute. When this fund is built up, the surplus can be used for general up keep and developing community facilities and resources in the Bronllys Well Being Park. E.g. as in Garden City models.

### **3.1.3 Support, Endorsement & Influencer Resources required by BWBP**

- Advisory Board
- Local People
- Elected Members
- Community Leaders
- Community Groups
- Local Entrepreneurs

## **3.2 Evidence**

### **3.2.1 Supporting evidence**

This study gathered evidence from all the feasibility studies undertaken by BWBP:

- 1) Food Growing Projects Feasibility Study
- 2) Transport Feasibility Study
- 3) Wellbeing Feasibility Study
- 4) Housing Feasibility Study
- 5) Leisure, Sport and Cultural Activities Feasibility Study
- 6) Energy Feasibility Study

These were supported and funded by an Arwain Leader grant and followed on from The Princes Foundation Enquiry by design, as discussed above. Many aspects of the previous assessments made by The Princes Foundation noted in the report Enquiry by Design are actually evident as the same or very similar to the results which BWBP found in their studies.

### **3.2.2 Enquiry by Design - The Princes Foundation**

The vision raised from the Enquiry highlighted “a real opportunity to develop a complex that redefines the concept of health and well-being in a holistic manner.

An approach that puts the Bronllys site at the heart of a ‘ brave new Wales ’as envisaged in “One Wales: One Planet” – the new national sustainable development strategy for Wales.

The Prince’s Foundation recommended that an organisational structure be introduced, based upon successful business models that exist in many rural destinations in Europe and North America. This structure can be used for developing the concept and taking the project forward. It is based upon creating an organisation that:



- addresses the development aspirations of the destination as a whole; and
- is structured and populated by the expertise and skills needed to deliver a strategic vision as proposed for Bronllys.

The recommended organisation would be a not-for-profit company limited by guarantee with a Board of Directors and an independent chair. The Community Benefitting Company would be the owners of the land (leasehold) and would have a wholly centred operational company to

- (i) deliver core services and activities to a series of tenants (who will pay an appropriate rent for their use of land and buildings) and
- (ii) undertake commercial activities as required.

### 3.2.3 Feasibility Studies –

#### 1) Food Growing Projects Feasibility Study

This feasibility study reviewed and highlighted how land assets within the Bronllys Hospital site could enhance food growing opportunities for the local communities.

The site was largely self-sufficient in its early years however this changed in later years. A south facing walled-garden previously included bespoke wooden framed greenhouses, and this was used for propagating and the production of plants. The maintenance of the gardens, fruits, flowers and vegetable plants was done, largely, by a team of gardeners and by the patients as part of their rehabilitation.

Wales has a strong tradition of farming and food growing. The economic, environmental and social benefits to communities and the environment are well understood. Increased physical activity, and mental wellbeing, fresh organic food, and well used, cared for public spaces are all significant benefits of ‘grow your own’ projects.

Community food growing is the cultivation of land by local groups who come together with a common desire to grow vegetables, fruit and other foods locally for individual and community benefit. Often groups rely on dedicated volunteers whilst some larger community farms and gardens may employ workers. Land may be available on either a permanent or a temporary basis. Private and public landholders can be encouraged to provide land that is earmarked for development, for community groups to cultivate temporarily (sometimes called “meanwhile spaces”).

Communities responded to the desire to grow food locally by creating new models of community food growing, generally on land that is derelict or underused. Derelict or underused land is often used as a community food growing area and includes: hospital grounds. Sustain, (2014).

#### 2) Transport Feasibility Study

This feasibility study reviewed and highlighted how sustainable transport within and beyond Bronllys Hospital could enhance health and well-being, supporting people to become and remain mobile in their community.

The study examined the causes and effects of the current transport and energy system in Wales in relation to the climate crisis. How this relates to tenure, place, demographics, incomes, wealth distribution and life chances, as well as the social and economic impacts.

It explored and proposed workable solutions for low and zero carbon transport (big and small).

Raised awareness of the concerns and solutions (among practitioners, decision makers and the public). It engaged stakeholders (PTHB and PCC) in an attempt to build a consensus for change. It provided suggestions/examples for BWBP in line with aspirations and requests made by local community members, including a rechargeable community transport service.

### 3) Wellbeing Feasibility Study

The aim of this study is to provide recommendations on the potential for promoting Well Being at Bronllys Hospital for local communities. As part of the work it aimed to identify the Well Being factors that are integral to the Study Area itself. Completing an audit of potential well-being resources that could be achieved with co-productive collaboration between the community and public bodies. The overall study area is The Bronllys Hospital and grounds. The constraints of this study, are that key assets such as the land within the study area have all been considered albeit all land and buildings are currently in the ownership of NHS Wales, with Powys Teaching Health Board (PTHB) managing the site.

### 4) Housing Feasibility Study

This feasibility study reviews and highlights how land assets within the Bronllys Hospital site could be transferred through asset locked long lease transfer offering a range of homes for life for the local community. The findings can support any considerations for the future development of land assets and resources for the benefit of the local community, now and for years to come i.e. in perpetuity. The aims were to determine the possibilities for:

- Providing truly affordable and sustainable housing by working closely with the PTHB, staff groups, housing associations, self-build groups, the planning authorities and appropriate natural resource specialists.
- Utilizing existing vacant and unused land and buildings within the grounds of Bronllys Hospital estate to encourage small businesses and social enterprises (particularly in the health and well-being sectors) offering local employment opportunities
- Employing existing vacant and unused facilities at the Bronllys Hospital estate to offer sporting, recreational and wider social activities
- Developing new methods to encourage sustainable living within the community
- Providing facilities that ensure residents can experience and take part in various physical activities, encourage healthy living, promote a positive mental state and become involved with life enhancing social and environmental activities.

### 5) Leisure, Sport and Cultural Activities Feasibility Study

This study reviewed the current Leisure, Fitness and Cultural Opportunities around Bronllys and South East Powys geographical area. It examines the scope of developing opportunities within the Bronllys Hospital Grounds using available accommodation and land-based assets. The study examines how green spaces for enhancing health and wellbeing are being developed within NHS estates elsewhere in Wales and this report focuses on considering the feasibility of any next steps in the process of utilizing opportunities at Bronllys Hospital which are not currently accessed by the Health Board.

A mixed method type of research was initiated where the researcher combined elements of qualitative and quantitative research approaches. (e.g. use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) to ensure a broad, in depth understanding and corroboration of the information gleaned. The purpose of descriptive research was to gain an accurate profile of events, people and local situations.

This study was not operating to compete with current businesses and services. It aimed to seek and identify how the Bronllys Hospital site could help. What assets could be offer to improve leisure, fitness and cultural opportunities for the local communities of South East Powys.

Several private companies and individuals provide access to Leisure, Fitness and Cultural opportunities in South East Powys. In July 2015, the County Council formally transferred the management and operations of its sports and leisure centres to a new commercial operating partner Freedom Leisure. There are no Leisure Centres easily accessible to Bronllys, Hay-on- Wye and Talgarth. Village halls in Powys are at the heart of rural community life, they do provide a hub for social activities, classes and services. The closest village halls to Bronllys Hospital are Bronllys Royston Hall and Talgarth Town Hall.

## 6) Energy Feasibility Study

This study reviewed a variety of energy sources, the strengths and weaknesses of them all, looking at the primary sources of energy, fossil fuels and how long term these can be support energy generation and conservation efforts at Bronllys Hospital site, the buildings and operations together with the wider community and transport use.

Our primary sources of energy, fossil fuels, are running out, and burning them causes pollution (greenhouse gas emissions) — a leading cause of global warming. Due to global warming the world is getting hotter and could get 1.5°C hotter as soon as 2030. That’s only a decade from now, well within the lifespan of most people alive today.

Extracting fossil fuels through mining and drilling have serious consequences for our environment and health. That is why new forms of clean energy are emerging to help us reduce our dependence on “dirty energy” sources.

At a 2016 United Nations Climate Change Conference, nearly 50 countries agreed to exclusively use renewable energy by 2050. And roughly a fifth of the world’s electrical power production now comes from renewable sources. (4)

De-carbonising energy is driving a global shift in the energy world and is key to Wales achieving its carbon budgets. There is a huge opportunity to use its own natural resources to provide low carbon energy which will retain value within the local economy. Current carbon-based energy costs have become even more costly accelerating fuel poverty. Lower costing carbon requiring homes, premises and transport will be a priority in the BWBP.

### 3.2.4 Study Recommendations

It was evident that the majority of the results from all the studies, inclusive of The Princes Foundation “Enquiry by Design” and the six BWBP studies have similar results that impact on the sustainability of the Bronllys site. All the results are available within the actual feasibility studies however the main recommendations include:

#### **FOOD GROWING**

- PTHB embraces the vision and works with local partners to identify the scope for permitting collaborative on site food growing opportunities and supports their implementation
- BWBP CLT and its partners support the wider community to engage in a long-term collaboration with PTHB in order to achieve effective and sustainable food growing opportunities at Bronllys Hospital.
- BWBP CLT to be a voice for its members and local communities and raise awareness of any land and open space under threat from any proposed future private development at Bronllys Hospital.

#### **TRANSPORT**

- BWBP to work with PTHB to determine best locations and grid capacity issues.
- Identify user needs - e.g. staff on site all day can be slow chargers (3 -7kw)
  - visiting staff/deliveries etc. will need faster (10 – 30Kw)
- BWBP to work with PCC, PTHB, Community CIC’s, local Town council delegates together with other bodies The Green Valleys, Open Newtown, Trydani, Renew Wales, PAVO, Community Transport Associations to develop low carbon transport solutions in Powys. This to include:-  
Promoting Electric Vehicle charging points / off grid charging/ Supporting Social Enterprises to providing community supporting/reducing Transport poverty/ Setting up Social Enterprises that compliment zero carbon developments, car clubs, valet services, Time Banks

#### **WELLBEING**

- All efforts should be made to support the PTHB and PCC to re embrace their original vision and commitment to working with local partners in coproduction to ensure the components that the Well Being Park could offer are made available at the Bronllys site.
- The involvement of local communities will be respected as promoted and supported Government policies.
- BWBP CLT should be engaged to identify partnership organisations and make applications to fund the component developments on the Bronllys site as highlighted and included in Local Development Plan.
- BWBP CLT Ltd is well positioned to and should apply for funding that is not available to local authorities, County Councils and Health Boards to progress the Well Being Park.
- BWBP together with representatives develop an organisational Not for Profit structure with strategic partners to take the project forward.

- Continue with effective and continuous community engagement and co-design in the planning process leads to greater community empowerment and leadership, essential elements of success.
- The PTHB works with local partners PCC and BWBP to identify the scope for permitting collaborative Well Being gains at Bronllys Hospital grounds and supports their implementation.

## ***HOUSING***

- All efforts should be made to support the PTHB and PCC to re embrace their original vision and commitment to working with local partners in coproduction to ensure more truly affordable homes are made available at the Bronllys site. (Progress will only be possible through open and transparent interactions amongst all the collaborating parties. The involvement of local communities will likewise promote and support Government policies).
- BWBP CLT Ltd should be raising awareness of any land or open space which may come under threat from any proposed future private or commercial development at Bronllys Hospital preserve the interests of the local communities and members.
- BWBP CLT should be engaged to identify partnership organisations and make applications to fund housing developments on the Bronllys site as highlighted in Local Development Plan.
- BWBP CLT Ltd is well positioned to and should apply for funding that is not available to local authorities, County Councils and Health Boards.
- BWBP CLT determine innovative sustainable housing developments with mixed tenure for key workers, older people and local community.
- BWBP CLT should ensure that the homes must be delivered at a high standard and be specially equipped “Fit Homes” with smart technology.
- BWBP CLT has to ensure that zero carbon design and construction with localised waste and energy generation on site.
- BWBP CLT should determine the numbers required of Care Assisted Living housing, Co-Care Housing and Co-Housing options that must be part of the development on the Bronllys Hospital site.

## ***LEISURE, SPORT and CULTURAL ACTIVITIES***

- The PTHB embraces the vision and works with local partners to identify the scope for permitting collaborative leisure, fitness and cultural activities on Bronllys Hospital site and supports their implementation.
- BWBP CLT and its partners to support the wider community to engage in a long-term collaboration with PTHB in order to establish opportunities for leisure, cultural and fitness activities at Bronllys Hospital.
- Low cost green health leisure and fitness opportunities are expanded at Bronllys Hospital for the benefit of patients, staff and local communities. This can include developing paths for walking, the siting of green health gym equipment within the park, nature trails with signage identifying local flora and fauna as envisaged in the proposed Measured Mile Walk.
- Leisure, fitness and cultural opportunities at Bronllys Hospital site need to be inclusive and engagement of volunteers and additional local support networks developed to enable accessibility for those needing additional support.
- Innovative applications need to be considered such as technology, media and radio to support the development of creative activities. E.g. Hospital and Community Radio and the Chapel as a cultural hub

- In 2011 (Census) 19% of citizens said they could speak Welsh with the main pockets of Welsh speakers found in the North West and South West of the county. Promotion of the Welsh language needs to be continued and developed into existing and future leisure, fitness and cultural opportunities at Bronllys Hospital site

## **ENERGY**

There are a number of energy demands and solutions identified by a Green Valleys CIC initial assessment that could be addressed in BWBP development. The learning shared with key stakeholders like the PTHB, local communities and organisation.

- Undertake a more detailed appraisal as understanding current energy demand and patterns of use will be essential to assess potential cost benefits.
- **Energy generation** and conservation efforts to be targeted at: The BWBP buildings and operations the PTHB buildings and the wider community. Transport needs could also be addressed and offer significant cost saving for all.

Potential generation options raised Solar PV, Solar thermal, Wind, Biomass AD, Air and Ground Source pumps, Biomass timber.

- **Efficiency Options**

**The existing buildings** require surveying for energy saving opportunities including insulation to walls/floor/roof, glazing, lighting, heating, catering facilities, office appliances and any specialist services such as laundry.

**New builds:** should be built to the highest insulating standards. Passive House standard results in very low heating demands, thereby lowering operating costs. The hospital site has potential to develop south facing buildings to maximize solar gain through windows and electricity from solar PV.

## **4. Project Strengths, Weakness, Opportunities & Threats (SWOT)**

### **4.1 Analysis of Strengths**

- Fully endorsed and supported by Bronllys Community Council, Hay-on-Wye Town Council and Talgarth Town Council
- Large and growing membership approaching 600
- Positive encouragement and support by Powys County Council
- Supports from Welsh Government. Wales Coop Community Led Housing, Future Generations
- Outstanding geographical location
- Exceptional environmental setting
- Extensive spread and range of public, voluntary and private sector management skills and expertise at board level

- Local and surrounding area community support and 550+ BWBP CLT LTD members
- Supports and develops The Princes Foundation Report Recommendations

#### **4.2 Analysis of Weaknesses**

- BWBP CLT Ltd Start-up business
- Presently no formal agreement for land acquisition with Powys Teaching Health Board Area of influence within the Bronllys Park Estate yet to be defined / confirmed
- Lack of funds to deliver full vision / proposals
- Phased approach / timeframe

#### **4.3 Analysis of Opportunities**

- Build and develop a unique, flagship community enterprise focused on delivering world class well-being services
- Exploit existing and future funding opportunities
- Enhance local cultural, recreational and sporting capacity
- Reach short term agreement to manage and monitor enquiries for use on behalf of PTHB [Don't understand what this is about]
- Work closely with PTHB and PCC to provide innovative well-being services
- Utilize locally available skills and expertise
- Support and use new, locally sources, sustainable living technology
- Support local community, employment, transport, housing, climate change and energy conservation

#### **4.4 Analysis of Threats**

- Negative changes to Welsh Government well-being policy
- PTHB identifies alternative uses for the park and built environment
- Failure to reach agreement with PTHB on the acquisition of the site on viable terms
- Inability to identify and source suitable funding
- Site sold off to property developers to fund Corporate HQ Buildings and Losses.
- Leaving Llewellyn Ward and other NHS facilities to deteriorate out of existence.

## 4.5 BWBP SWOT Analysis

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>- The Well-being of Future Generations (Wales) Act 2015</li> <li>- Positive encouragement and support by Powys County Council</li> <li>- Endorsement by Bronllys Community Council, Hay-on-Wye Town Council and Talgarth Town Council</li> <li>- Outstanding geographical location</li> <li>- Exceptional environmental setting</li> <li>- Extensive spread and range of public, voluntary and private sector management skills and expertise at board level</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>- Start-up social enterprises</li> <li>- Formal agreement for asset transfer with Powys Teaching Health Board yet to be received</li> <li>- Area of influence within the Bronllys Park Estate yet to be defined</li> <li>- Lack of funds to deliver vision without asset transfer.</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>- Build and develop a unique, flagship community enterprise focused on delivering world class well-being services</li> <li>- Exploit existing and future funding opportunities that public bodies cannot.</li> <li>- Enhance local cultural, recreational and sporting capacity</li> <li>- Reach short term agreement to manage and monitor enquiries for use on behalf of PTHB</li> <li>- Work closely with PTHB and PCC to provide innovative well-being services</li> <li>- Utilise locally available skills and expertise</li> <li>- Support and use new, locally sources, sustainable living technology</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>- Negative changes to Welsh Government well-being policy</li> <li>- PTHB identifies alternative uses for the park and built environment</li> <li>- Failure to reach agreement with PTHB on the acquisition of the site on viable terms</li> <li>- Inability to identify and source suitable funding</li> <li>- Site is left to deteriorate and sold off to fund deficits elsewhere.</li> </ul>



## 5. Conclusions, Recommended Next Steps & Action Plan

### 5.1 Conclusions

The overall results conclude that a Wellbeing Park would provide substantial benefits to the local community and ensure the long-term future of the Bronllys Hospital site.

Having engaged and produced seven feasibility studies which were formulated and developed as a follow up to the previous extensive assessments, undertaken by The Princes Foundation it is evident that the recommendations should be implemented on the site.

### 5.2 Recommended Next Steps & Proposed Action Plan

Meet with PTHB to agree a revised Memorandum of Understanding with both PTHB and PCC and engage with WG/NHS to determine land access and asset transfer/s.

Develop a full business case with a mission statement, project definition, project organisation, financial appraisal, market assessment and marketing strategy, together with risk assessments. Ensuring research of the local market, competition and alternatives is included and fully approved with PTHB & PCC. Review existing and discover new partners to bid for inclusion on the Bronllys Well Being Park.

Undertake a quality well-being survey to ensure full community needs analysis and public engagement, to ensure that BWBP is continuing to meet the local, regional and National needs and Government policy.

Establish links with an academic body to independently monitor the Well Being Park's progress. This will involve engaging a researcher (as soon as funding, land acquisition allows) to collect, organise, analyse, interpret data and public engagement.

They will be tasked to measure and gauge public opinion regarding the wellbeing, social issues, the services offered, the political perspective and all the approaches involved. This will provide vital evidence of the successes and difficulties experienced initiating, developing and maintaining this Innovative project. Ensuring that all learned and gained in this is development shared and sustained for in for future beneficiaries such resources.

## 6. Appendices/Links

- 1 Link to NTY paper
- 2 Copy of PTHB Letter to BWBP – dated 22 April 2021
- 3 Link to Prince’s Foundation Report on Enquiry by Design – May 2011
- 4 Link to Bevan Commission -  
A New Way of Thinking - Exploiting the Link - Welsh Health Legacy  
<https://www.bevancommission.org>
- 5 Link to Future Generations Commission website  
<https://www.futuregenerations.wales>
- 6 Vision for a Healthier Wales 2018 -  
<https://gov.wales/sites/default/files/publications/2019-10/a-healthier-wales-action-plan.pdf>
- 7 Powys Health Board Annual Plan 2021-2022  
<https://pthb.nhs.wales/about-us/key-documents/strategies-and-plans/powys-teaching-health-board-annual-plan-2021-22/>
- 8 Links to Feasibility Studies undertaken by Bronllys Well Being Park (CLT) Ltd
  - 1) Food Growing Projects Feasibility Study
  - 2) Transport Feasibility Study
  - 3) Wellbeing Feasibility Study
  - 4) Housing Feasibility Study
  - 5) Leisure, Sport and Cultural Activities Feasibility Study
  - 6) Energy Feasibility Study