

THE NEXT TEN YEARS

Bronllys Well Being Park



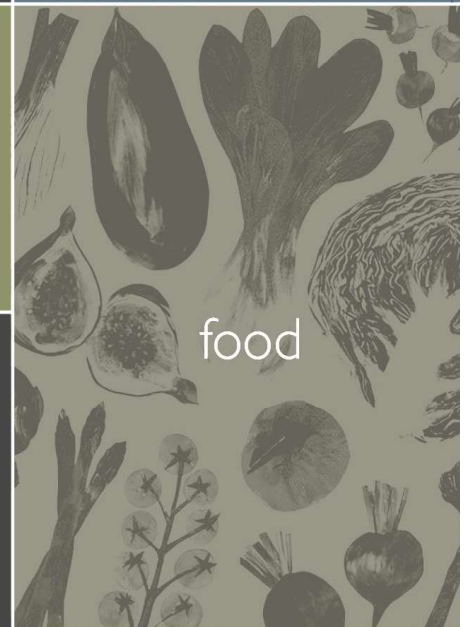
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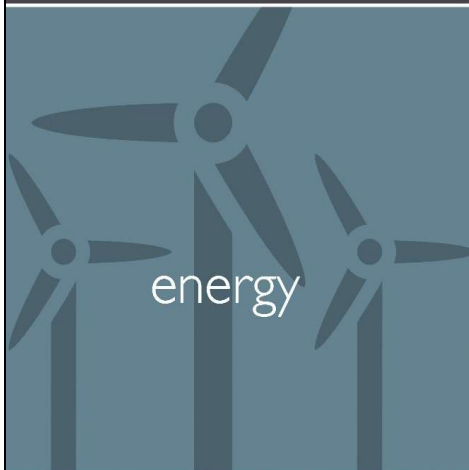
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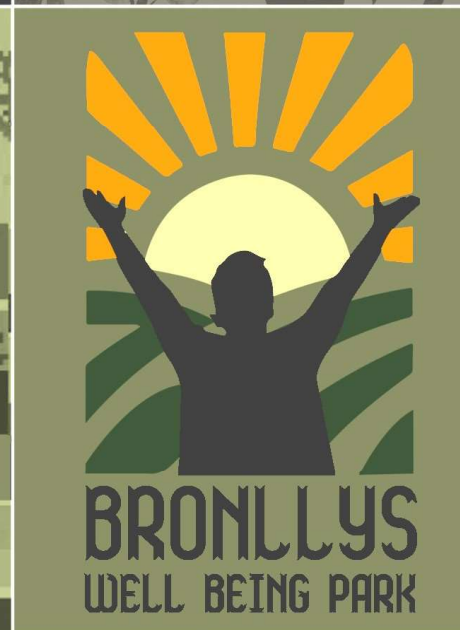
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BRONLLYS
WELL BEING PARK



THE NEXT TEN YEARS (2020 – 2030)

WORKING TOGETHER FOR WELL BEING

"The Well-being of Future Generations (Wales) Act 2015 is centred on improving the social, environmental, economic and cultural well-being of Wales. Collaborative projects, such as the Bronllys Well-being Park Community Land Trust, demonstrate the strength of local people and public bodies coming together to benefit their area. The Trust has continuously placed the Act's seven well-being goals at its core purpose, seeking to work with Powys Teaching Health Board and Powys County Council to improve the lives of people and communities, their housing and employment prospects, their transport options, and doing so in a way that seeks to prevent health inequalities. My new Future Generations Report 2020 calls for community owned projects like this one to be rolled out across Wales. It has great potential in building a sustainable and well Powys for current future generations."

Sophie Howe Future Generations Commissioner





ENDORSEMENTS FOR BRONLLYS WELL BEING PARK

"From the first meeting I attended to hear more about the Bronllys Well Being Park I was struck by the uniqueness of both the setting and the aspirations of this project. I have watched with interest how the energy and enthusiasm of a few dedicated people has developed into this major and exciting opportunity to provide a holistic approach to health and wellbeing services in and for our local community. The project should receive the fullest backing by all those who have the power and influence to make it a reality!"

Trish Richardson Clyro, Hay on Wye

"I fully endorse this document produced by the Bronllys Wellbeing Park [CLT] Ltd, which brings together in an exciting, enthralling, composite way, the views of broad aspects of the community, on what should happen to the valuable site. It should not be allowed to fail, or else we could have another derelict health service site in the middle of our community i.e. (Mid Wales Hospital). We must support BWBP with re-energised endeavour."

Malcolm Dodds Talgarth

"BWBP has been and still is widely supported by local communities and has developed and engaged with other Partner agencies. The vision of BWBP encompasses health and wellbeing in all aspects and is a perfect model for a rural area."

Janet Matthews Resident of Talgarth for last 40 years

"As a resident of nearby Glasbury I find this project very laudable. With the emphasis on sustainable development, an uplifting environment and the well-being of every member of the community, this chimes with many of my core beliefs. The prospect of having this on my doorstep is very attractive. I hope it comes to fruition in the near future."

Brenda Charlwood

"The concept of a well-being park at Bronllys is inspired and far-sighted. The body promoting it has worked tirelessly and with great patience to show how the local needs of health, employment, environment and cultural well-being could be woven seamlessly and holistically into a complete whole - a flagship for others to follow."

Janet and Mark Robinson, Hay-on-Wye

"It's encouraging to see projects like the Bronllys Well Being Park being developed by the community, for the community. Including sustainable community transport in these plans will strengthen them and also contribute to tackling global climate change. I wish the Park every success."

Ken Skates, Minister for Economy, Transport and North Wales

"I have supported the Bronllys Well Being Park project from its very inception. Having lived in the area for the past sixty years I have come to realise how poorly the Mid Wales area has been served during that time as regards the health and well-being of its residents. I applaud the Bronllys Well Being Park Project for attempting to remedy the situation. Their ideals and plans are everything I could wish for as they promise a better future for all age groups in the region."

Parry Richards

"Bronllys Well-Being Park and Black Mountains College both spring from the same desire to share the healing and teaching properties of the landscape for the well-being of all. We are delighted to support BWBP and look forward to creating together a healthy, prosperous and inquiring community for future generations."

Ben Rawlence and Owen Sheers, founders of Black Mountains College.

We support the aims and the vision portrayed by Bronllys Well Being Park to provide a community asset through sustainable development of affordable housing, transport, work and leisure opportunities, and to complement Bronllys Hospital with a range of well being facilities for the entire community.

Oscar and Susan Williams Bronllys



VISION STATEMENT

This year marks the 100th anniversary of the founding of Bronllys Community Hospital. Taking courage from this visionary initiative, we propose to re-purpose this beautiful place and co-create a cutting edge Well Being Park fit for the 21st Century.

In this endeavour we are guided, informed and inspired by the principles of the world's first well being legislation – in Wales. We are also encouraged by the policies of the Welsh Government and the ground-breaking work of many other institutions.

We are actively supported by the numerous public bodies, community groups and individuals who share our vision. It is critical that all of us recognise the extraordinary opportunities and inherent challenges we are facing at this moment in history.

Bronllys Well Being Park Community Land Trust Limited (BWBP) fully intends to be an exemplar of the power of effective, dynamic co-operation between statutory bodies, institutions, community groups and individuals. Our wish is to assemble a mutually supportive, harmonious and synchronised collection of resources and activities for building an environment of well-being for Bronllys, Talgarth, Hay-on-Wye and surrounding communities.



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1 PREFACE & ACKNOWLEDGEMENTS

1.1 Preface

This Report sets out the current context, a brief history of the BWBP project, and the organisation's responses to the challenges and the aspirations of local communities. It also describes the many exciting projects being proposed for the Bronllys Community Hospital and its surroundings and lays out how they will be realised over the coming decades. Finally, it concludes with recommendations for realising this unique and potentially influential initiative.

In 2014, in response to an invitation from the Powys Teaching Health Board (PTHB), and a petition handed to the Welsh Government (WG) in December 2012, BWBP proposed to create a unique Well Being Park, complementing and adding to the Bronllys Community Hospital. The initiative was intended to secure the long-term future of Bronllys Community Hospital and protect it from operational downgrading and possible commercial housing development.

This Report builds on the work of BWBP, formerly the Powys Health & Wellbeing Action Group, and its specialist working groups and Advisory Group over the last eight years. Since then, while needs have significantly increased, in some cases, ideas and policies around health, care and well-being have also evolved. BWBP has followed

these developments and now addresses the issues with robust and achievable proposals at the cutting edge of thought and policy on well-being.

1.2 Acknowledgements

We could not have survived over the last eight years, let alone grown in scope and stature, without the great and continuing encouragement, advice, support and validation from so many sources, as well as the many years of unpaid, voluntary work. We are proud to be recognised by such a wide range of expert colleagues and influential institutions, as referred to in the text.

We would particularly like to acknowledge the input over the years from:

- Our wonderful membership of 500plus, which has grown in size and engagement
- The Volunteers who have worked tirelessly over the years
- Our Board of Directors, which has skilfully guided this project through its journey
- Powys Teaching Health Board, which has supported us in principle and in kind with a Community Office, meeting spaces on the site and regular meetings between Directors
- Powys County Council (PCC) through their Directors, Officers and Councillors

For the current Board of BWBP (CLT) Ltd:

Cllr Malcolm Dodds RMN SRN RCNT RNT Dip N – Talgarth Town Council

Cllr James Evans – Powys County Council

Barry Farrell MA BA

Jenny Francis MAAT – BWBP Treasurer

Cllr Linda Hughes – Bronllys Community Council – BWBP Secretary

Cllr Karen Laurie Parry - Powys County Council

Jed Needs – Director, Green Valleys CIC

Zandra Pitt LLB

Lydia Powell BA (Hons) CQSW – BWBP President

Adrian Roper MSc, BA

Jacqui Wilding RGN, BN (Hons), TD – BWBP Chair

Hay-on-Wye Town Council (vacant)

“The Bronllys Wellbeing Park is an excellent example of strategy being developed around several strands of community need. I am delighted to continue to endorse and support this project which will be an asset to our local communities”

Trudy Stedman, Mayor of Hay Town Council



2 EXECUTIVE SUMMARY

This year we celebrate 100 years of Bronllys Community Hospital and experience in sharp focus the enormous value of our NHS. We also see the importance of preparing well for the next decade. It is important to take into account the many challenges we all face and the need to plan sustainably, with the well-being of current and future generations in mind.

This Report sets out the plans of Bronllys Well Being Park (CLT) Limited (BWBP). This organisation is a not-for-profit community group that is working with the Powys Teaching Health Board (PTHB) and Powys County Council (PCC). Our goal is to secure the future of the vital services at Bronllys Community Hospital and its beautiful setting.

BWBP is working to create a unique and inspiring Well Being Park which will complement and support current services. We also hope to introduce new facilities that will strengthen the economic, health and social well-being of the communities of Bronllys, Talgarth, Hay-on-Wye and surrounding areas.

The concerns and aspirations of these communities are discussed in this Report. This document also highlights the expert advice and wide-ranging support BWBP is receiving from so many quarters.

Building on the wishes of the people in South East Powys communities, this Report outlines the numerous initiatives that are intended to create a bright and sustainable future for Bronllys Community Hospital.

It calls for the co-operation, collaboration and involvement of all stakeholders, and suggests a series of practical and achievable actions for the next twelve months that will begin the process of realising the full potential of Bronllys Community Hospital and the communities it serves, within the next decade.

"Faith communities recognise that human beings are more than flesh, bone and blood. They are body, mind and spirit, and each aspect of what they are requires stimulation, aspiration and refreshment if the entire person is to flourish and have a true experience of well-being. Christians follow a Lord who is recorded as having expressed the desire that human beings should have 'life in all its fullness' – thriving not merely surviving and those whose aim it is to nurture, sustain and develop the Bronllys Well-being Park understand this well. Their long-term vision is something which I both admire and support. We have a rich resource and facility on our doorstep in the beautiful area where we are privileged to live, and the aim of making best use of it for both present and future generations is something which I am delighted to be able to wholeheartedly endorse."

The Most Revd. John D E Davies - Y Parchedicaif John D E Davies
Archbishop of Wales & Bishop of Swansea and Brecon

The Bronllys Well Being Park is a wonderful example of a community working together to create what will be a fantastic asset for not only Bronllys and Mid Powys, but is also a real inspiration for other communities too. I am delighted the Community Land Trust has been able to work closely with Powys County Council as well as other partners to try and establish a Well Being Park in the grounds of Bronllys Community Hospital. I am thrilled The One Powys Plan was a central inspiration in what you are trying to achieve for your communities, Powys County Council and to Powys Teaching Health Board in the challenges we face in the 21st Century.

Cllr Beverley Baynham Chair of Powys County Council

I fully endorse all the Bronllys Wellbeing Park Committee are doing. They live in the area and understand the needs of the Community for health, work, housing and recreation. They have my full support and thanks for their efforts on our behalf.

Hilda Richards Gwentyfed



3 INTRODUCTION BY BWBP'S PRESIDENT & CHAIR

"We are really pleased to introduce the Bronllys Well Being Park CLT's Report: 'Bronllys: the Next Ten Years, 2020-2030 – Working Together for Well Being'.

This report provides an overview regarding the background of our organisation and its ambitions for the people of Bronllys, Talgarth, Hay-on-Wye and surrounding communities. Describing how the Board has performed to date, it highlights our key achievements and reviews the challenges and risks ahead.

Our first years aimed at building relationships with Powys Teaching Health Board (PTHB), Powys County Council (PCC) and other stakeholders. We encouraged stakeholders to support our objectives and proposals, which gained widespread affirmation from our membership, local Town & Community Councils, AM's, MP and Welsh Government.

The support for the NHS has never been stronger, especially in light of the recent pandemic and continues for Bronllys Community Hospital to remain central to our proposals. We have been working to refine these in line with local need. In October 2019 we presented our latest proposals to local communities to ensure that they were well-received and consistent with expectations.

We took the advice of the PTHB to become a legal entity, registering as a Community Land Trust, a not for profit mutual benefit organisation. Subsequently in 2019 we signed a Memorandum of Understanding with PTHB and PCC to enhance our relationship and ability to work in co-production with these organisations. As this report goes to print, we await a formal agreement (Terms of Reference) to develop small projects on the Bronllys Community Hospital site.

Our Board clearly understands that the proposals within this document are what our community needs and wishes to see developed at Bronllys. We make no apologies for the major changes being proposed in this report.

Our propositions come at a time when global, national and regional re-evaluation are evident. In that spirit, we invite PTHB and PCC to give their full and timely support to our ideas and to help the organisation take on the tasks outlined in this Report.

The proposals reflect a compassionate, equitable and sustainable resource for our Communities and we believe the development of the Bronllys Well Being Park fits perfectly with the desire for better Health and Well Being services in this next decade.

Thank you to everyone for your continued support, it is much appreciated,”

Lydia Powell (President) Jacqui Wilding (Chair)

“As the Member of the Senedd for Brecon and Radnorshire, it has been fantastic to see and support the progress of Bronllys Well Being Park. The concept is quite simply inspirational; collaborative between local people and public bodies, and keeps the much-loved Bronllys Hospital at the heart of our local communities.

I fully endorse this project and believe it has great potential to significantly improve support and services for our rural area, especially for the most vulnerable.”

Kirsty Williams AM, Member of the Senedd for Brecon & Radnorshire

“I am delighted to endorse the impressive commitment shown by the Bronllys Well Being Park CLT Ltd team, together with the strong support of its 510 members. They have engaged the surrounding community with the aim to assist Powys Teaching Health Board in developing the work initially started by The Princes Foundation in 2011. This has involved feasibility studies in respect of Housing, Transport, Leisure and Sustainability funded by an Arwain Grant. The aim being to ensure the future of the Bronllys grounds as a community asset keeping the hospital at the heart of the Well Being Park. This will be a superb community asset and benefit local communities for years to come.”

Faye Jones MP



4 CONTEXT, BACKGROUND & PURPOSE OF THIS DOCUMENT

4.1 Context

4.1.1 The National and International Picture

In the UK, our health and care system continues under enormous stress, with the pandemic bringing this into sharp focus. Likewise, affordable housing, although an issue for many years, is now high on the national Government's agenda.

The importance of access to and engagement with nature has also been highlighted as families have been confined to their homes.

Statistics tell us that we are an increasingly ageing population, with all the attendant issues of dependency, loneliness and isolation.

We are told that we are using up at least 2½ planet's worth of natural resources every year. We are, in effect, borrowing resources from future generations, but with no repayment plan. "Earth Overshoot Day" is getting nearer each year.

4.1.2 The Picture in Wales

It is with pride that Wales can claim to be the only country to have fully embraced the concept of sustainability and enshrined it in legislation. The Well-being of Future

Generations Act was passed by WG in 2016 and its Commissioner brought out her Report only a few months ago.

However, despite such courageous and innovative initiatives, Wales is not immune to the many problems faced by the UK as a whole. Housing is a case in point: in their report prepared earlier this year,¹ BWBP cited problems such as withdrawal of services from rural communities and the proportionately bigger spend on transport by those in these areas. The Report noted that a growing number of households are headed by older persons who are calling for future housing to be designed to enable them to live independently in their communities.

4.1.3 The Picture in the Bronllys, Talgarth, Hay-on-Wye and Surrounding Areas

Young economically active households are moving out of the county with good reason. Powys has the lowest median take home pay in Wales and the relatively high house prices mean that local housing is not affordable for a high proportion of Powys residents.

At a public engagement event held in Talgarth and Bronllys in October 2019, participants' comments on housing issues included:

- Need self-build sites for young people priced out of the market
- Really affordable housing is key, especially the rental sector
- We need to give thought to creating opportunities for young people, to encourage them to stay here
- Need to consider a mix of homes, not just 2 beds
- Need to consider the housing needs of victims of domestic abuse
- A co-housing project for women would be great, with workshops for hobbies and skills development
- Homes for Hospital staff that are genuinely affordable
- Flexibly designed homes
- Rental levels that allow people to save for deposits on homes elsewhere.

Comments on employment included:

- Need to create opportunities for young people to encourage them to stay here
- There needs to be a training venue and apprenticeships
- This project will bring a lot of beneficial employment to the area
- This will safeguard valuable NHS jobs that are vitally needed for our community
- Options for homeworking are important for the environment as well as employment

¹<https://www.bronllyswellbeingpark.org/FS%20housing%20Final%2015th%20of%20May%202020.pdf>

- The dementia care home and other projects will tap into caring traditions of the area
- The Rechargeable Community Transport Hub will offer new era employment opportunities.²

4.1.4 How BWBP & Others Respond to these Challenges

The range of projects suggested for the Bronllys Community Hospital site addresses many of the above issues and aspirations raised by our communities and in the research of public bodies. It is clear that the size of the site and the scope of its facilities – natural and built – lends itself to creating a community capable of delivering on these needs and doing so in a realistic, financially robust and sustainable way.

In its range and with the emphasis very much on the many aspects of well-being, BWBP follows closely many of the principles laid out in the Well-being for Future Generations 2020 Report.

Please see Sections 5 and 6 below to see the detail.

4.2 Background

4.2.1 History of Bronllys Community Hospital

Bronllys Community Hospital is located in the former parkland of the Bronllys Mansion and was opened by King George V and Queen Mary in July 1920 as a tuberculosis sanatorium. In 1948 it became part of the new National Health Service and is currently in the ownership of NHS Wales, with Powys Teaching Health Board (PTHB) managing the site.

The Hospital League of Friends was established many years ago and has worked tirelessly to protect services at Bronllys Community Hospital. The Veteran's Group has also been actively supportive, initiating such projects as the At Ease Garden, the Marking Time Sculpture and the Woodland Walk.

In May 2011, with significant funding from WG, PCC and PTHB, The Princes Foundation published the results of an Enquiry by Design process commissioned by PTHB, "A Vision for Bronllys Hospital Site"³. This report concluded the following:

- *"PTHB believes that there are exciting opportunities to deliver a sustainable vision for the regeneration of the Bronllys Hospital site and its wider context."*

² The suggestion is based on electric and hybrid buses and cars being able to recharge on the site, using electricity generated there linking villages to existing transport networks as well as Bronllys Well Being Park.

³

https://www.bronllyswellbeingpark.org/110728_bronllys_ebd_report%20CD%20lr%20Enquiry%20by%20Design%20Bronllys_Princes%20Trust%20Document.pdf

This would be based on a nationally and regionally important centre for health; a nucleus comprising the Bronllys Hospital site, Bronllys and Talgarth.”

- *“...wellbeing activities within its vicinity... would create a powerful long stay visitor magnet... [and]... a rich range of health facilities, daily needs, a refreshed local sense of place, new jobs and a boost to the local economy.”*

The report also recommended that the Bronllys Community Hospital site be transferred to a Community Land Trust (CLT).

- *“The Prince’s Foundation propose that the site be given over to a Community Land Trust that would be able to retain and maintain the core elements of the site upon which the ethos of wellbeing were originally built.”*

However, early in 2012, following the publication of the document “Vision for Health Care in South East Powys” by the PTHB, concerns were raised that the Bronllys Community Hospital site was to be asset stripped and partially given over to property developers.

On 4 December 2012, with support from the Hospital League of Friends, a 3,122 signature petition was presented to WG, calling for the PTHB to devise a “...*strategy to build or rebuild, improve and/or extend this NHS Hospital’s facilities and services and resource expertise; and to retain and rebuild this valuable community asset as a centre of excellence.*”⁴

WG asked PTHB to address these concerns and in December 2013 PTHB carried out a major consultation on what the community wished to see at Bronllys Community Hospital.

4.2.2 The Launch of BWBP & Progress to Date

Following the PTHB consultation, local people got together to form the Powys Health & Well Being Action Group (PHWBAG), to work jointly on developing community proposals for Bronllys Community Hospital and its grounds. These proposals addressed the concerns raised in the 2012 petition and gained the support of the wider community. The proposals called for an inspirational Park which is owned by the local community and which complements and enhances Bronllys Community Hospital through the sustainable development of housing, transport, work, leisure, health and well-being facilities.

In August 2014 a group of volunteers produced the first report: “A Vision for Bronllys”, in which it stated: *“Bronllys Well Being Park is envisioned as a Garden Village which will care for the rural community of Mid-Wales and become a Flagship Well Being*

4

https://www.bronllyswellbeingpark.org/BWBP%20Wording%20of%20the%203122%20signature%20Petition%20re_Bronllys_Hospital%20presented%20toWelsh%20Government%20041212.pdf

Project for Wales and beyond.” Its mission was to “...initiate, promote and develop wellbeing and social care facilities within Bronllys Community Hospital grounds to add value to the health services provided on site.”

It proposed to do this by:

- *“Establishing economic and environmentally sustainable well-being projects*
- *Supporting employment opportunities*
- *Initiating and organising social and sporting activities to improve lifestyle and well-being, and*
- *Provide genuinely affordable housing.”*

The group gained the support of the community CEO Bob Hudson PTHB, CEO Jeremy Pattison PCC and Powys Community Health Council. On their advice and recommendation, the report was taken to Welsh Government.

At the behest of the then Welsh Health Minister Mark Drakeford, PHWBAG were invited to Cardiff to present their report to WG Estates Department. They, in turn advised PTHB and PCC to work with the Action Group and for it to become a legal entity. PHWBAG incorporated as a Community Benefit Society and Community Land Trust, and became Bronllys Well Being Park (Community Land Trust) Limited (BWBP).

Now (September 2020) BWBP has a growing membership of over 500 local people and has been working with PTHB and PCC on a number of initiatives, including:

- A review of the possibilities and implications of restoring and repurposing the listed Chapel (2016 ongoing)
- Supporting the Veteran’s Group in completing the Woodland Walk (2017)
- Establishing a Community Office as a base for BWBP and other Community Groups (2018)
- Establishing the Eco-Therapy Network (2018)
- Working with the Veteran’s Group to organise the First World War Commemoration (2018)
- Producing a series of Feasibility Studies in relation to Bronllys Community Hospital site (2018 ongoing)
- Developing the Well Being Measured Mile project to commemorate the Hospital’s Centenary and associated grounds maintenance (2019 ongoing)
- Exploring the development of a Well Being Bronllys Hospital and Community Radio (2019 ongoing).

In 2019 a Memorandum of Understanding⁵ (MoU) was signed between BWBP, PCC and PTHB. This MoU sets out the terms of the agreement for the future of the Bronllys Community Hospital, including the following key components:

- To continuously work together and with other stakeholders to develop and deliver a clear vision for the future of the Bronllys Community Hospital site
- To work together with residents of Powys and key stakeholders to identify the best ways to deliver the Health & Care Strategy for Powys at the Bronllys Community Hospital site
- To work together to determine and secure long-term stewardship of assets for community benefit

A draft Terms of Reference (TOR) for proposed well-being projects on the site was submitted to PTHB and is awaiting approval.

BWBP have published a number of Feasibility Studies including “Food Growing (2018)⁶, “Leisure, Fitness & Cultural Activities” (2019)⁷ and “Housing” (2020)⁸, all based on responding to opportunities and needs with the facilities and unique features proposed for the Bronllys Community Hospital site. Transportation, Energy and Sustainability Studies are in preparation.

4.2.3 The BWBP Board & Advisory Panel

The BWBP CLT Limited Board is comprised of those with extensive experience and track record in the private, public and third sectors.

- ❖ Cllr Malcolm Dodds – Talgarth Town Council
- ❖ Cllr James Evans - PCC – Portfolio for Economic Development, Housing & Regulatory Services
- ❖ Barry Farrell – Organisational Psychologist, background in human resource management, recruitment, training and development
- ❖ Jenny Francis – Certificate stage of Association of Chartered Certified Accountants
- ❖ Cllr Linda Hughes – Bronllys & Llyswen Community Councils
- ❖ Cllr Karen Laurie-Parry – Powys County Council, Board member, Bronllys Community Council and Erwood Community Council
- ❖ Jed Needs – Director, Green Valleys CIC, background in green engineering and energy

⁵ <https://www.bronllyswellbeingpark.org/MOU%20-%20signed%20by%20C%20Shillabeer.pdf>

⁶ <https://www.bronllyswellbeingpark.org/Bronllys%20Well%20Being%20Park%20Food%20Growing%20Final.pdf>

⁷ <https://www.bronllyswellbeingpark.org/Bronllys%20Well%20Being%20Park%20Final%20LFC.pdf>

⁸ <https://www.bronllyswellbeingpark.org/FS%20housing%20Final%2015th%20of%20May%202020.pdf>

- ❖ Zandra Pitt – Project Officer, Connected Generation, background in women's aid and homelessness
- ❖ Lydia Powell – background in Social Care Project Development, Citizen & Community Advocacy
- ❖ Adrian Roper – CEO, Cartrefi Cymru Co-operative – background in social care, Chair, Social Co-operation Forum for Wales
- ❖ Jacqui Wilding – Powys Community Health Council – background in senior nursing and promotion of strategies and policies.

The BWBP Advisory Panel consists of:

- ❖ Max Comfort FRSA AoU –advisor on co-housing and CLTs
- ❖ Alan Fay – advisor on planning and historic gardens
- ❖ Rachel Harding – advisor on community development
- ❖ Helen Howson – CEO Bevan Commission – advisor on health matters
- ❖ Jonathan Morgan – advisor on Veteran Matters
- ❖ James Ewins – advisor on Community Radio
- ❖ Dave Palmer – Wales Co-operative – advisor on community-led housing

4.3 The Purpose of this Document

4.3.1 The Previous “Next Hundred Years” Document

“A Vision for Bronllys: The Next 100 Years” was published 6 years ago in response to the PTHB consulting on the future development of the Bronllys site. The report outlined the communities’ vision for the Community Hospital and the grounds.

PTHB, PCC and the Community Health Council recommended that the report be presented to WG. Further exploration of the development opportunities at Bronllys Community Hospital by PTHB, PCC and BWBP, working in co-production, was advised and supported by WG.

4.3.2 Purpose of This Document

The purpose of this document is to assist PTHB in the further development of their plans for the Hospital site, offering a rich vision for local community engagement and co-production in accordance with the principles of “A Healthier Wales” and the “Well Being of Future Generations Act”.

"The Bevan Commission is extremely pleased to have played a part in the early creation and thinking of such an innovative and transformative proposal. This is a great example of prudent health and care; co created by and for local people in rural communities, using all skills and resources to best effect to help address health and care needs. It also offers exciting opportunities to work with a wide range of other partners such as academia, industry and R&D to develop and test innovative ways of working and providing care for those in need."

Helen Howson – CEO, The Bevan Commission

"The grounds of Bronllys Hospital abound with potential for the aims of BWBP which local people – including local Veterans – have long recognised.

It should be remembered that the surrounding area, indeed much of Powys, has strong military connections: scratch the surface of any family just a little and you will find connections with the Military be it serving, past or future members or links through work. For some years Veterans have been promoting the concept of a place of respite within the grounds of Bronllys Hospital for ex Services personnel but also for general convalescence purposes. As a place of healing Bronllys Hospital is ideally placed to host such a respite centre and we would urge inclusion of respite care in future plans.

We are delighted that BWBP are working towards realising the enormous potential of Bronllys Hospital which fully deserves to become the jewel in the crown of the PTHB."

Mick Farrell (Veteran) and Janet Epplestone (Military Family)

"The ideas underpinning the Bronllys Well Being Park strategy is to be commended. Bronllys Well Being Park is the type of project that a future Plaid Cymru Welsh Government would like to see across Wales, involving the community, local ownership, securing affordable housing and providing jobs for young people in their community. As someone who had to move out of Powys as a young person for work ensuring employment opportunities are available for people to remain in the county is welcome. As we rebuild the economy after COVID-19 I look forward to working with the team on their journey to turn the vision into reality."

Helen Mary Jones, Shadow Economy, Transport and Tackling Poverty Minister Plaid Cymru MS,



5 ISSUES, ASPIRATIONS, OPPORTUNITIES & SUPPORT

5.1 Local Issues, Fears, Needs & Challenges

5.1.1 Young People

The migration of young people to areas and conurbations with employment and cheaper housing is a consistent problem. This is felt acutely in the Bronllys, Talgarth and Hay-on-Wye area, as demonstrated in the responses to BWBP's recent public engagement event there. Examples include the lack of a Youth Centre, the needs of young carers, the absence of a Skate Park and almost no training, apprenticeship or employment opportunities.

5.1.2 Older People

The challenges of a growing population of people over 60 are experienced locally and are expected to get worse. Projections in the "One Powys Plan" suggest that those over 80 and living alone could rise to be 14% of the population by 2036. The community is concerned as to how it will cope, particularly in view of reduced transport and other facilities, and fears any diminution of service provision at Bronllys Community Hospital.

5.1.3 Health & Well-being

As with Older People above, there are fears that provision at Bronllys Community Hospital will be reduced or lost altogether. While these fears may be unfounded, until significant investment in Bronllys Community Hospital is apparent, they are likely to persist and have adverse impacts on people's sense of well-being.

5.1.4 Environment

Recognising the unique character and setting of Bronllys Community Hospital and its many natural assets, the local community is concerned to retain and develop them and is still mindful of the perceived threat of commercial housing on the site.

5.1.5 Transport

Reduction in investment in public transport has had a significant impact on the local community. People on low incomes cannot afford the costs of travel to places of employment; older people cannot easily access the services they need. Of necessity, car use is high, unavoidable and costly in rural areas. Villagers who can't or no longer drive feel cut off from towns and other facilities.

5.1.6 Employment and Housing

These issues have been outlined in 4.1.3 above but, together with the above, combine to create anxiety and a lack of well-being, as well as practical challenges, which currently the communities are unable to address.

5.1.7 Residual Concerns

With the selling off of the Mid Wales Hospital in Talgarth in 2000, local anxiety about the potential fate of Bronllys Hospital remains. This, with the lack of General Hospitals in Powys, the largest land area in Wales, heightened concerns. Recent reassurances from the Health Board's CEO Carol Shillabeer are welcomed:

"The health board is committed to maintaining the Bronllys hospital site as a fully operating hospital and the main administrative centre ...Further increases in staff numbers are anticipated on site with the general development of services and we are currently in the design stages to develop the Basil Webb building into a health and Care Academy. This extra activity is positive and exemplifies the health board's commitment to the site".

5.2 Aspirations, Specific Desires & Opportunities

5.2.1 Aspirations as Expressed Through 2016 Survey

In June 2016 Bronllys Community Council carried out a survey intended to capture local desires for the Bronllys Community Hospital site. Of the 54 questionnaires

returned, these were the responses, with a clear message: the Bronllys Community Hospital should not be downgraded but upgraded:

54 wanted to keep the existing facilities	100%
53 wanted care for older people	98%
49 wanted a market garden	90%
46 wanted sheltered housing	85%
46 wanted open areas	85%
44 wanted care for veterans	81%
43 wanted affordable housing	79%
42 wanted workshops – health related	77%
37 wanted renewable energy/solar park	68%

Other comments were as follows:

- Affordable housing kept for locals only
- More trees
- Bus routes through from East to West Lodge
- Mansion House used as Welsh Hedley Court or halfway house for veterans*
- Development must be sustainable – no carbon footprint. (Not as currently built by local builders)
- Engage local community – old and new together – through activities
- Houses available for rent
- Mental Health rehabilitation unit to prevent out of area transfers
- Local use and employment
- Nursing home
- There is enough affordable housing already
- The land must not be idle
- The site has tranquillity and natural beauty and should be kept for healing and aiding mental and physical well-being
- Further ward or hospital
- Market garden not a priority
- Fully support all the schemes – a positive expansion of health services already at Bronllys
- Centre for dialysis
- Local community have the skills already to incorporate these developments for the current and future community

*The Mansion House and Walled Garden was sold by PTHB in 2018

5.2.2 Aspirations Expressed at 2019 Public Engagement Events

At the public engagement events held in Bronllys and Talgarth in October 2019, the display drawings stimulated lively debate around a number of ideas that residents would like to see manifested on the Bronllys Community Hospital site, some already part of the display, some new. The responses were consistently positive and the suggestions built on the vision already established by BWBP. Comments ranged from the strongly affirmative -

- “The most brilliant of projects”
- “The Community Needs This!”
- “A wonderful far sighted project and well needed facility for the community”
- “An exciting project!”
- “The Planet Needs This!”

– to the more down to earth and insightful:

- “I like the transport hub concept.”
- “This would connect the community.”
- “Can see this will bring in a lot of beneficial employment to the area.”
- “This will safeguard valuable NHS jobs that are vitally needed for our community.”
- “The dementia care home and other projects will tap into caring traditions of the area.”
- “The Rechargeable Community Transport hub will offer new era employment opportunities.”
- “The idea of having a Repair Shop is great especially if it is like the TV programme.”
- “Shepherds Huts brilliant idea.”

5.2.3 Specific Desires Expressed at 2019 Public Engagement Events

Partly building on the ideas already suggested by BWBP, partly out of lived experience in the community, the following desires were expressed in relation to the creation of a well-being park at Bronllys Community Hospital:

- 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 behavioural 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 cycles library
- 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 polytunnels 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

5.2.4 BWBP's Role in Realising These Desires

The desires outlined above clearly indicate common overlapping and complementary themes. The ecological, environmental and sustainable servicing of new buildings can be accomplished since there is ample space to do so. Recreation is also easily accommodated, and therapeutic activities – including equine therapy – and green therapy (growing etc. can be based there. The re-use and/or replacement of currently redundant buildings facilitates such initiatives as care-co housing, residential housing and more.

The Bronllys Community Hospital site is physically capable of housing the aforementioned elements in a mutually positive arrangement, based on the principle of creating a critical mass of activity, where loss-making activities attract visitors and users to other, profitable activities. In this way they share between them the marketing and financial responsibilities and benefits. The mnemonic Together-Everyone-Achieves-More (TEAM) could be said to apply here.

BWBP believes it has the vision, the will, capability, momentum and wide support to realise many of the desires indicated. Moreover, the organisation believes it can do so in a way that optimises, complements and boosts existing resources and activities on the Bronllys Community Hospital site.

In making this vision come to life it will create an exemplar well-being facility which will have a significant and far-reaching influence on the unfolding development of well-being in Wales and beyond.

The public engagement events demonstrated the vital local community support for its proposals to partner with PCC and PTHB in taking on this task. Implementation of these proposals will hugely benefit the immediate communities of Bronllys, Talgarth, Hay-on-Wye and surrounding areas, bringing investment, employment, enhanced facilities and services and environmental, economic and social sustainability and stability.

Below we document the wide-ranging support we have received from institutions, statutory bodies, community groups and individuals for our proposals and our methodologies.

5.3 Support for BWBP Proposals

5.3.1 Statutory Support

- ❖ BWBP is being supported by WG. Former Minister for Health Mark Drakeford encouraged closer co-operation between BWBP and PTHB and assigned the Deputy Head of Estates Valerie Whiting to assist us. Our AM and Welsh Education Minister Kirsty Williams attends our meetings, writes letters of support and advises us.
- ❖ The Well-being of Future Generations Commissioner, Sophie Howe, has advised and supported us, and assigned us a case-worker, Petranka Malcheva. In addition, the recent Future Generations 2020 Report is inspiring and affirming of BWBP.
- ❖ PTHB is providing office and meeting space at Bronllys. Regular meetings take place with the Planning Director and the Estates Manager. BWBP has

presented to Board Members in 2018. PTHB signed a MoU with us and PCC in 2019.

- ❖ PCC Directors, Officers and Councillors are attending meetings and advising us. Early in our development we presented our proposals to the full Cabinet. PCC signed a MoU with us and PTHB in 2019.
- ❖ Chris Jones, Deputy Medical Officer for Wales has spoken at two BWBP AGMs and shared the philosophy of a Healthier Wales.

5.3.2 Institutional Support

- ❖ The Reverend John D E Davies, Archbishop of Wales and Bishop of Swansea and Brecon, wrote to Vaughan Gething, Minister for Health & Social Services, endorsing the BWBP and encouraging close collaboration between PCC, PTHB and BWBP.
- ❖ David Palmer, Casey Edwards and Alan Shepherd, Wales Co-operative Housing Centre, advise us on community-led housing strategy and attend our meetings.
- ❖ The Powys Association of Voluntary Organisations (PAVO) has supported BWBP with fundraising, HR and other advice since the outset.
- ❖ In 2014, following our presentation, the Community Health Council advised us to take our proposals to WG with their support.
- ❖ The Arwain Leader Programme awarded BWBP major funding to employ our Project Development Officer, our part-time Admin Co-ordinator and soon to be appointed Action Co-ordinator. This has enabled BWBP to commission Feasibility Studies on relevant areas and undertake a range of community engagements.
- ❖ The Bevan Commission and its CEO Helen Howson, who gave us advice from the outset and went on to raise BWBP's profile by inviting us to present at the 2018 NHS 70th Anniversary Conference.
- ❖ The BWBP Advisory Panel with its invaluable range of expertise.
- ❖ The authors of the BWBP Feasibility Studies: "Food Growing", "Leisure, Fitness & Cultural Opportunities", and "Housing", Jon Adams and Hedda Kaphengst.

5.3.3 Individual Support

- ❖ Seza Eccles has advised us on Ecotherapeutics, Biophilia and publishing.
- ❖ James Ewins has advised us on Community Radio
- ❖ Dr Alan Rothaul BSc, PhD has advised us on the potential of employment in medical sciences and virtual pharma business
- ❖ Dr Derek Wilson FRCGP former Secretary of Welsh RCGP advised us on historical matters
- ❖ Five hundred plus members of the Bronllys Community Land Trust Ltd

5.3.4 Further Support Needed

While our support network is continuously growing in scope and size, it is hoped that this Report will encourage others to join it, particularly as we are now beginning preparations for our Business Plan.

As the project unfolds and grows, we will soon need to reinforce and strengthen our current skills and expertise with specialist input and support in:

- Accountancy/Auditing
- Business Advice/Analysis
- Business Development/Sales
- Community Development
- Financial Management
- Fundraising Strategy
- HR
- Marketing Strategy
- Property & Homes Management
- Rural & Town Planning
- Social & Co-operative Business
- Strategic Mentoring & Coaching

"Recent months have reminded us all of the fundamental importance of good-quality affordable housing and working collaboratively to support people's health and wellbeing. Bronllys Well Being Park is a fantastic example of a community doing just this and coming together to support local people with affordable housing that they can call home."

Julie James, Minister for Housing and Local Government

"Communities Creating Homes is pleased to be supporting Bronllys Well Being Park [CLT] Ltd at the relaunch of their "Next 100 Years" document. This is a great example of a likeminded community coming together to protect and repurpose local assets, by developing a long term vision which will provide much needed affordable housing, sustainable transport, energy and food for existing and future generations of Bronllys and its surrounding areas."

Dave Palmer, Co-Manager, Communities Creating Homes



6 PROPOSALS FOR BRONLLYS COMMUNITY HOSPITAL & GROUNDS

6.1 Building on Unique Existing Assets

6.1.1 Existing Buildings

The Bronllys Community Hospital complex was designed by Edwin and Stanley Hall, London architects specialising in hospital design, and follows a strong layout pattern common in the early part of the 20C. The spaces between the buildings, together with their connecting walkways, are part of the historic character, as are the views out to the 18th and 19th century parkland and the Brecon Beacons beyond.

According to the Enquiry by Design Report commissioned in 2011 by PTHB, a “...proportion of remaining buildings are not fit for purpose as a long-term option for health services provision.” Many of the buildings are now regarded as being of sub-standard construction and should be replaced – possibly on the same footprint – by buildings that set the standard for sustainability.

The Enquiry by Design Report further stated that “...Bronllys Community Hospital site is far too large for any future NHS purpose, and a new vision and future for the site needs to be developed.” The Report continues: “The Prince’s Foundation proposes that the site be given over to a CLT that would be able to retain and maintain the core elements of the site upon which the ethos of well-being were originally built.”

There are two Listed Buildings on the site. The Basil Webb Hall was built in memory of Thomas Henry Basil Webb, killed in the First World War, and is currently used by PTHB as office and meeting space. The Chapel was built with a gift from Sir David R Llewellyn and H Seymour Berry (Lord Buckland of Bwlch) and is currently closed, deemed unsafe and in need of repair. Both buildings are designed in the Arts & Crafts style.

The Concert Hall is currently used as a venue for PTHB training events, for meetings and as a facility to run patient-focused groups and classes. In 2018 the Talgarth Short Mat Bowling Club requested PTHB that it be allowed to return to its former base in the Concert Hall and several small businesses have expressed interest in running exercise classes there.

One unusual built feature is the 140m long covered “spine” walkway connecting wards and other buildings.

6.1.2 Existing Environmental Assets

The whole area lies within the Middle Wye Valley Landscape of Historic Interest, and the hospital grounds are listed Grade II on the list of Historic Gardens of Special Interest (CADW Register). The immediate landscape is stunning, with stands of mature trees, orchards and grazing land, and extensive views to the Brecon Beacons and the Black Mountains to the south. There are remnants of the extensive growing and cultivation that took place as in its early days the hospital was largely self-sufficient in vegetables and fruit, grown in its heavily planted gardens and orchards.

Although the orchard is being maintained, the site is now devoid of other food growing activities, but there is interest from groups such as the PTHB Integrated Autism Service and Brecon MIND Eco-Therapy Group in utilising the site to develop an Ecotherapy group. In 2018 an application was made to PTHB by BWBP for an area of land to support a food growing project. This followed the publication in 2016 by WG of its “Guidance on Allotments and Community Led Gardening Projects”. See also BWBP’s 2018 report “Feasibility Study into Food Growing Projects at Bronllys Hospital”.

There are still the remnants of a croquet/bowls lawn and a tennis court. See also BWBP’s report “Feasibility Study into Leisure, Fitness and Cultural Opportunities at Bronllys Hospital Site”, 2019.

6.1.3 Existing Services

BWBP supports the retention of the excellent existing services at Bronllys Community Hospital. These include:

- The Llewellyn Ward, a 15-bed GP led ward, with beds used flexibly as demand requires. GPs tend to admit patients from the community and Consultants from the District General Hospitals, mainly Hereford and Abergavenny. Patients are admitted for a variety of conditions including medical, post-operative rehabilitation, Parkinson's disease and palliative care.
- The Pain & Fatigue Management Centre – renowned in Wales
- The Day Hospital
- The Adult Mental Health Unit
- The Mental Health Ward
- Podiatry Service
- The Falls Programme
- The Physiotherapy & Occupational Therapy Service
- The Occupational Health Department
- Learning Disability (community service only)
- Psychology
- Public Health
- Outpatients

6.2 Demonstrating Sustainable Development Principles

6.2.1 Collaboration, Involvement & Governance

In its Enquiry by Design Report (2011), The Prince's Foundation stated that it *"...believes that effective and continuous community engagement and co-design in the planning process leads to greater community empowerment and leadership, essential elements of success and sustainability."* Further, it advocates a Community Capital approach, embodying the four elements of "Natural", "Financial", "Social" and "Built".

In "Proposed Outcomes" the Prince's Foundation recommends the setting up of a not-for-profit Company with a Board of Directors and an independent Chair, comprised of PTHB, the local community, WG, tenants, users, the local authorities, all supported by an executive team.. The Company would own the land leasehold or freehold and would have a wholly owned operational company to deliver core services and activities. It would be advised by a specially constituted Strategic Advisory Panel.

BWBP builds on this proposal and with support from the National CLT Network, has set up of a Community Land Trust which it proposes will own the land in perpetuity on behalf of the local community, and be managed by that community. Representatives from the following bodies would be present:

- WG
- PCC
- PTHB
- BWBP
- The clinical multi-disciplinary team
- Bronllys Community Hospital League of Friends
- Bronllys, Talgarth and Hay-on-Wye Community Councils
- Local medical practitioners
- On-site enterprises
- On-site residents
- Other representatives of the local community
- Local stakeholders and interest groups
- The Third Sector.

In the Future Generation 2020 report, Commissioner Sophie Howe 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”.

Commissioner Howe points to the barriers to long-term thinking of short-term funding cycles, corporate planning requirements and performance requirements set by WG for public bodies. She also points to 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”. Highlighted as well was a lack of integration and the need for collaboration to happen in the best, locally determined ways. She noted that opportunities for sharing information and learning appear limited and do not involve a wide cross-section of organisations or partners, and that this could lead to what she called “frustrated champions”.

BWBP believes that all members of the CLT bring something vital to share and are equal to one another. It will bring a requirement for and a strong emphasis on local community engagement and active involvement and oversight. Mutual respect between all parties and an appreciation of the value of lived experience is also an essential element in any deliberations, as without it plans may falter and not succeed.

6.2.2 Planning for the Future

In all its initiatives and their implementation, BWBP will be guided by the principle that economic, social, environmental and future considerations are given equal weight in decision making and one is not allowed to eclipse another.

In the 1980s the Triple Bottom Line movement began, calling for social, economic and environmental considerations to be considered equally in all commercial decisions and cost-benefit analyses. Quadruple Bottom Line adds a fourth pillar, a future-oriented approach, taking into account the needs of future generations, intergenerational equality etc. It enables organisations to take a longer-term perspective and plan sustainably, placing a company's primary responsibilities with current and future stakeholders rather than only shareholders.

6.2.3 Sustainable Buildings and Architectural Design

BWBP sees the current situation as an opportunity to demonstrate how to future-proof the sustainability of the built environment, to leap-frog over the current slow evolution of the traditional building industry into cutting-edge modular construction techniques.

BWBP will apply rigorous Passivhaus standards of design and construction, meaning that optimally comfortable homes will hardly need any heating. Where practicable, existing building footprints will be adopted. New and re-furbished buildings will embody and be connected to new forms of on-site energy generation and waste management such as solar arrays, turbines, ground source heat pumps and grey-water recycling.

Such buildings will also complement in physical form the social and well-being innovations being developed on the site, adding to the exemplar offer. None of these technologies are new. All are thoroughly tested in the field and their slow roll-out in some quarters is simply due to a lack of political will and imagination.

In commissioning new buildings, BWBP will aim to organise an architectural competition that encourages the most prestigious designs, inviting submissions from local and international architectural practices. This will enhance the chance of getting beautiful and efficient buildings and also raise the profile of the BWBP project. In all cases, new buildings must complement and echo the qualities of the existing listed buildings.

6.2.4 BWBP's Goals for the Bronllys Community Hospital Site over the Next Five Years

Echoing the visions proposed in PTHB's Enquiry by Design report, BWBP plans to create a "*nationally significant health nucleus*" on an "*...exciting multi-faceted campus for health and care related activities, ranging from research and development to care*

living” as well as the existing centres of excellence referred to in 6.1.3 above. It seeks to diversify the uses of the site, retaining and developing existing uses, and to “...co-create the Bronllys, Talgarth [and Hay-on-Wye] area as a nationally and internationally recognised centre for health and well-being, providing a focus for employment and pride in the community.”

Based on the sustainability principles set out in 6.2.1 above, BWBP’s goals are:

- Provide affordable and sustainable housing
- Utilise 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

6.3 Policies & Principles that Guide BWBP’s Proposals

6.3.1 Policies, Acts and Papers Reviewed/Noted

The following documents have been taken into consideration in drawing up our proposals:

- “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)

Our vision takes into consideration the forthcoming “Powys Decarbonisation Strategy” (Powys Public Service Board 2020)

6.3.2 Principles Reviewed and Noted

The following principles have been taken into consideration in drawing up our proposals:

- COPE principles (Community, Opportunity, People, Environment) – as included in PTHB’s Enquiry by Design document
- Centre for Sustainable Healthcare guidelines, emphasising importance of the overlap between well-being and environmental sustainability, connections between health and the environment, and adopting sustainable practices
- Sustainable Development Commission, citing the value of spending time in the natural environment and calling for easy access to it for communities
- The 5 Leader Themes (“Adding value to local identity and cultural resources”, “Facilitating pre-commercial development, business partnerships and short supply chains”, “Exploring new ways of providing non-statutory local services”, “Renewable Energy at Community Level” and “Exploitation of digital technology.”)
- The Sustainable Development Principle as referred to in the Future Generations 2020 Report. (Long-term, prevention, integration, collaboration and involvement.)

- “A Healthier Wales” – 2018 – the basic message is to adopt a “whole-system approach which is focused on health and well-being, and on preventing physical and mental illness”. It lists five key ways to change health and social care⁹

6.4 Philosophy and Approach behind BWBP Proposals

6.4.1 Guiding Principles and Themes

As well as the five principles of the Sustainable Development Principle as advocated by the Well-being for Future Generations Commissioner, and the policies, advice and themes listed above, BWBP is guided by 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, social collaboration and complementary health and well-being treatments readily available in the community, as well as through the Community Hospital.

9

<https://www.bing.com/search?q=healthier+wales+plan&form=ANSPH1&ref=020fbb9bb8e84e02beb71f022b2da7b1&pc=U531&sp=1>

- **The Environment**, upon which we all depend, is a major factor and includes the design, construction and equipping of our buildings and the way they are serviced. A guiding principle is to deal with effluent on site through sustainable drainage and reed-bed systems. Similarly, 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 transport hub, enabling easy access to the region without recourse to cars. Such cars as there are should largely be part of a car club and electric – charged from an on-site turbine – or hydrogen. Since the Mid-Wales portion of the national grid is over-loaded and cannot accept any further micro-generation, there is an unfolding project of the Black Mountains College 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.
- **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. This is BWBP's aim.

6.4.2 BWBP's Overall Approach to Addressing the Issues

The BWBP proposals for Bronllys Community Hospital site are reflective of earlier proposals. In the Prince's Foundation's Enquiry by Design Report, commissioned by PTHB, it proposes a Welcome Centre or Hub, a core comprising reception functions, a fitness suite, hydrotherapy, a spa, pool, a café and social space, a clinical suite and a heritage centre, effectively the heart of the complex.

Further, in the aforementioned Report, it proposes that this core be surrounded by such activities as local produce sales, a College of Medicine, provision for Military rehabilitation, hospitality training, a 3★☆☆ hotel, self-catering multi-purpose accommodation and Care Giving Plus. As stated above, BWBP supports a "critical mass of activity" approach and proposes to build on and develop the elements proposed by the Prince's Foundation.

BWBP also plans to use these ideas and its own for a thorough review of what might be required in the next 10 years and where this is unclear or impossible to predict, to ensure that current and short-term plans do not compromise future needs and create costly un-doing or demolition in the future.

Conversely, our proposals do not represent an expediency of choice, a falling back on what is already there, but a marrying of essential and successful current activities with those that represent both current and future aspirations and innovation, as indicated in Section 5 above. In this review we will be advised by national and regional statistics, predictions and trend-spotting reports as far as possible, whilst still addressing the immediate needs of the current stakeholders.

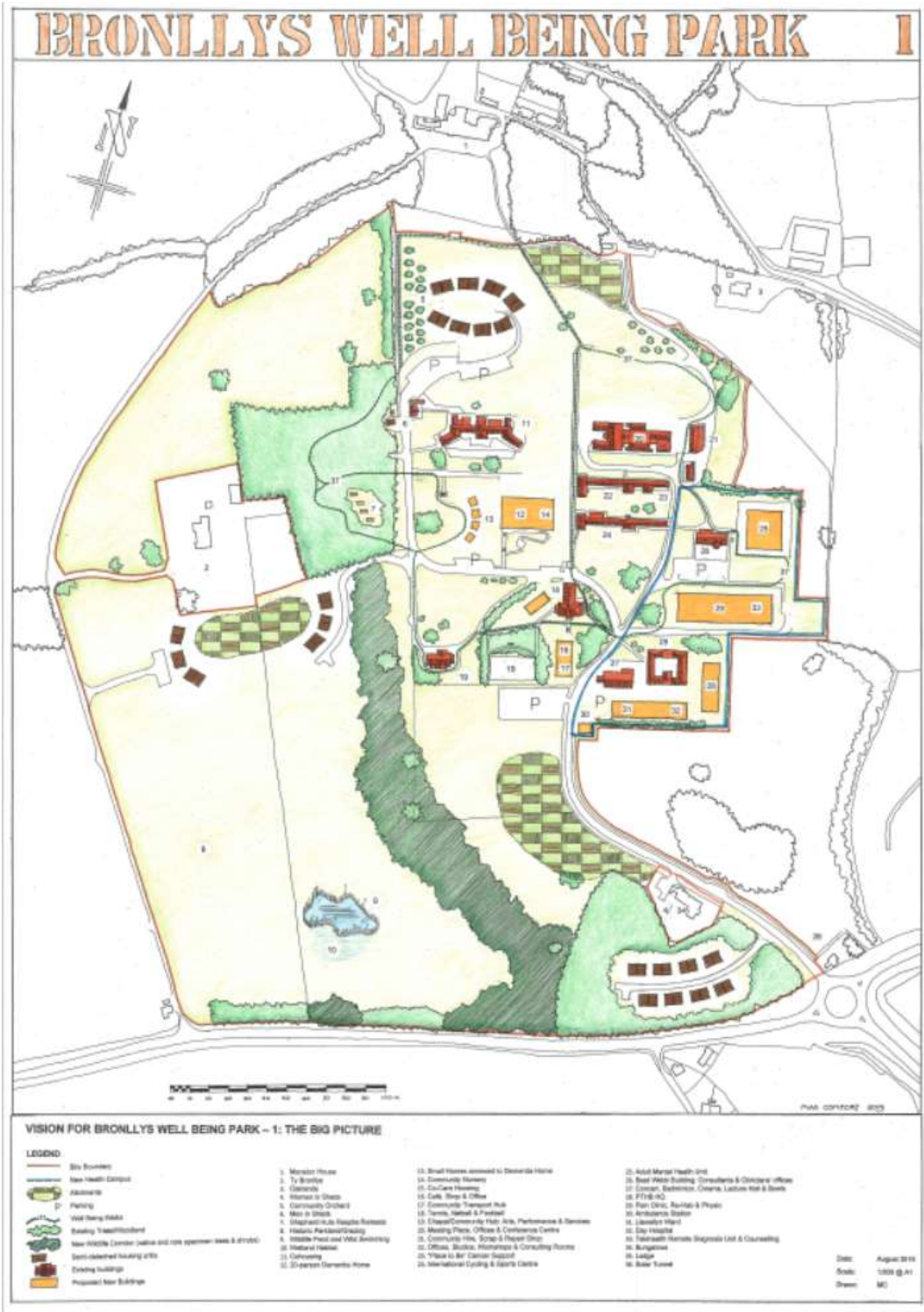
6.5 List of BWBP Proposals

6.5.1 General Overview of Proposals and Big Picture Vision Drawing

Each proposed project is described briefly, focusing on what it is and does, the beneficiaries and how it contributes to the whole. The proposals have been alphabetised for ease of access and not in order of importance.

Activities and locations in the proposed Health Campus, a consolidation of the services currently provided by Bronllys Community Hospital and lined in blue in the fig. above, are marked thus: ##. To see an enlargement of the figure, click on the link below.¹⁰

¹⁰ [Drawing of the Big Picture Vision for Bronllys.pdf \(bronllyswellbeingpark.org\)](https://www.bronllyswellbeingpark.org/Drawing%20of%20the%20Big%20Picture%20Vision%20for%20Bronllys.pdf)



6.5.2 Adult Mental Health Unit ##

Located within the Health Campus in a new, purpose-designed building on the old croquet/bowls lawn, this AMHU would continue to provide the facilities that Felindre had, offering 12 acute beds and two crisis beds. The NHS staff team currently includes a ward manager and a team of registered mental health nurses and health care support workers. This multidisciplinary team includes two consultant Psychiatrists, an occupational therapist and an assistant OT. These teams would offer the support they do currently and would be supported by the PTHB's clinical and administrative structures. Further resources for mental health rehabilitation could be available when the Well Being Park resources are developed, for example Art Therapy Classes, Gardening Therapy and Cookery Classes.

6.5.3 Ambulance Station ##

This would be a new building located within the Health Campus where it would be more accessible to the main road and to the Community Hospital facilities. Currently the ambulance has to take a tortuous route around the Hospital grounds.

6.5.4 Basil Webb Building ##

This restored building could be a base for Consultants, Therapists and Clinicians offering support to the new AMH adjacent. This would be very much at the centre of the Health Campus, along with the PTHB HQ, offering a collegiate and congenial space conducive to comfortable treatment. It would be a fitting commemoration for Basil Webb.

6.5.5 Bron Home for Neurological Care

This is proposed to be built on the vacated site of the old Adult Mental Health Unit and would offer extra care on the site and serve the south Powys area and beyond, providing residential care for those with dementia or needing neurological care. It would also support those unable to live in their own home or when their carer needs a break. It would benefit from the presence of the Well-being Walk and other facilities on the site, bringing residents and visitors to use other BWBP facilities. The 20-person facility is intended to be in a purpose-designed building adjacent to the Day Nursery, sharing its enclosed outdoor space with it, with suitable division. The design will be to the highest, cutting-edge standards for buildings that promote the well-being of residents and their carers.

6.5.6 Café, Shop & Office

Located at the point people enter the Health and Well Being Campus, this building would be a welcoming Hub, providing the missing heart for all who frequent Bronllys. It will link with the nearby Community Transport Hub for ease of arrival and departure. People can relax and be signposted to the part of the complex they require.

6.5.7 Chapel

The refurbished Chapel would be a cultural hub for the surrounding communities, providing a venue for arts, meetings, performance, cultural activities, and religious services. This is intended to be a flexible space offering a welcoming focus for creative learning and skills exchange, (for example intergenerational teaching of IT skills). Therapeutic Art Courses for people and their carers, Art and Writing for Self Expression, and Expressive Art Workshops are just some of the proposed uses. The Veteran's Group has expressed the wish to use the building and is prepared to help raise funds for its restoration.

6.5.8 Co-care Housing

Co-care housing is proposed to be housed in the re-purposed Nurses Home building (currently the Pain Clinic) and be homes for families who have a disabled member. Based on co-housing principles with an enhanced level of co-operation and sharing, with specialist facilities available – e.g. a Namaste Room – it aims to improve the lives of those with various conditions and to give regular respite to their Carers. It is an innovative solution to the challenge of increased care needs and will help combat the isolation that caring can bring.

6.5.9 Co-housing

Possibly located in the re-purposed Training, Personnel & Library building, this would be a multi-generational complex offering a balance of community and privacy with its own garden for cultivating vegetables, a hen-run etc. The complex could probably include about 20 to 25 units of varying size, ranging from 3 bed units to studio flats. A mixture of tenures including purchase for life, shared ownership and social renting, with no profit on re-sale.

6.5.10 Community Hire, Restore & Repair Shop

This is where people can borrow, hire, restore and exchange things or repair them. Consisting of a shop and a workshop adjoining, it would encourage re-use as well as recycling, working to reduce the need for the large amount of “stuff” it is so easy to accumulate. It could also be one of the many social spaces on the site and also offer not for profit employment and/or fundraising opportunities.

6.5.11 Community Nursery

The Community Nursery would deliberately be located in a new, purpose-designed building adjacent to the Dementia Home in order to encourage inter-generational interface as appropriate. Both facilities require a secure, gated space and to a degree this can be shared. The nursery would provide for children of those working on the site as well as children from the surrounding communities.

6.5.12 Community Orchard

Located near the “top” of the site and inspired by the Ein Berllan (Our Orchard) at the University Hospital site in Cardiff, this could provide fresh fruit for the community on the site and the surrounding communities as part of a Growing Club, which can expand to include vegetable growing and bee-keeping. The existing orchard with its rare apple varieties is already being brought back into full use by a local group and would be augmented with other varieties such as damsons, pears and other fruits including berries. Two or more areas of allotments are proposed and could be managed by a Growing Club.

6.5.13 Community Transport Hub

This is located next to the Hub and is intended to be the principle stopping point for rechargeable community bus services. Other stops would be provided around the site, (for example close to the Chapel and the Bron Home), bringing easy access from remote settlements into the centre and other parts of Bronllys Community Hospital. This would complement and support the Bronllys-based re-chargeable community transport network for local villages, offering connectivity for treatment, shopping, employment and cultural events, cutting down on loneliness, social isolation and carbon emissions. Timebanking volunteer drivers could sustain scheduled vital links.

6.5.14 Concert Hall##

It is proposed that the current uses for the existing Concert Hall be continued and augmented, bringing back such activities as bowls and badminton and becoming one of a number of social centres on the site. It could be equipped with cutting-edge technology to enable a number of functions, including training – as now – and small conferences. Showing films and offering theatre facilities could again become part of the local community cultural scene.

6.5.15 Day Hospital##

It is proposed that this would be re-housed in a new, purpose-designed building within the Health Campus and next to the re-housed Llewellyn Ward. This would continue to prevent unnecessary admissions, enable early discharge from hospital as well as undertaking its other essential roles. Central to this valuable work will be the range of NHS professionals who work in the Day Hospital.

6.5.16 Housing

Two storey housing is proposed in three areas of the site, by the Community Orchard, immediately south of Ty Bronllys and near to the wooded area close to the main entrance. Like the co-housing, it would offer a mixture of tenures including purchase for life, shared-ownership and social renting. The “open-market” house sales would cross-subsidise the capital cost of shared-ownership and rented units. “Open-market” homes would follow the principle of alms-houses and not be re-sold at a profit. There would be minimum 50% affordable units with “blind” tenancy models, as all homes

would be built to the same exacting standards. All 44 houses would largely be 2 bed units and include some units designed to facilitate home-working, and some with annexe or “House Plus” facilities. This enables the residents to respond to the evolving needs of young adult family members and/or older relatives needing a degree of independence.

All housing would be to Lifelong standards and some will be specially equipped as “Fit Homes” suited to those residents with age-related conditions, with smart technology, adaptable floor plans and soft and hard landscaping to accommodate changing needs of older people and those with multiple needs.

All housing would be designed to a high standard and be zero-carbon, with Passiv Haus standards as a minimum. Energy generation and waste management would be localised to the site, with surplus electricity delivered to local homes via the national grid.

In order to accommodate these various needs, houses are proposed to be of modular construction. A factory could be established on the site or nearby to construct the components, providing local employment opportunities and potentially expanding its market into Wales as a whole.

6.5.17 International Cycling & Sports Centre

This complex could be located in the re-purposed Erwood House building, and form the recreational and sports centre of the BWBP. It is hoped that it could become part of the National Cycle Racing scene among other events, and attract visitors to Bronllys. Although it will symbolise the highest levels of fitness it will also promote safe and assisted cycling. It is envisaged that there will be safe cycleways in the vicinity.

6.5.18 Llewellyn Ward##

Located within the Health Campus in a new, purpose-designed building adjacent to the Concert Hall, it would be run as now by the Haygarth Surgery and be at the heart of the NHS Bronllys Community Hospital, ensuring the full continuation of the vital services the League of Friends and others have fought to preserve over the years. As now, it would comprise a 15-bed, GP led ward offering medical, post-operative rehabilitation, Parkinson’s disease support and palliative care, together with the services described in 6.1.3 (above).

6.5.19 Meeting Place, Offices, Therapy Room/Studio & Conference Centre

Located in the former Canteen Support Service and Vera Vallins Building, this facility is intended to attract SMEs, therapists, social enterprises and others, increasing local employment opportunities. Part of it could be an Incubator Unit, offering affordable, shared office space and hot-desking to start-ups and those wishing to move from home into a more professional environment. To add to the attraction, there would be

meeting rooms and small seminar facilities and a catering school for local schools and others, supplying the café and using produce from the Growing Club.

6.5.20 Men in Sheds

This is inspired by “Men’s Sheds Cymru”, supported by Hafan Cymru Housing Association, and by providing a basic building will aim to help men overcome isolation and loneliness through getting together to fix and make things, and to relax. The group of men that takes it on would fit it out and equip it according to their needs, for example restoring old tractors or furniture. This could be run on a co-operative basis and be self-managed.

6.5.21 Offices, Studios, Workshops, Therapy Room/Studio & Consulting Rooms

Located in the original Glasbury Ward Building, this is proposed as a multi-function facility with the flexibility to accommodate the growing and changing needs of both the health services and local enterprises. Unlike the Meeting Place, this would be fitted out as individual office units and suites.

6.5.22 Pain Clinic, Re-hab & Physio##

This would be a new, purpose-designed building fitted with the latest equipment and designed to be easily responsive to unfolding needs and demands for the services located there. Ideally, it is positioned in the heart of the Health Campus.

6.5.23 “Place to be” Cancer Support

This is intended to be located in the re-purposed Glasbury House Building, next to the Consulting Rooms, and equipped as a local service based on the “Maggie’s Centre” vision, a drop-in facility offering a caring environment that can provide support, information and practical advice for those having treatment for cancer and their carers.

6.5.24 Powys Teaching Health Board Head Quarters##

PTHB HQ would ideally be located partly in the re-purposed and extended Estates Building, partly in a new facility next door. The size of the new-build would be informed by the range and scope of services and activities provided by the PTHB and it is proposed to be located and designed to accommodate expansion as required.

6.5.25 Shepherd Huts Respite Retreats

It is intended that these fully equipped huts be provided for use by vulnerable people and their carers, for example Military Veterans, in need of a quiet and peaceful place for contemplation, reflection and recovery. Some of the huts would be wheelchair accessible. It is proposed that a Social Enterprise be established on the hospital site

or nearby to construct and service these retreat huts and that, if appropriate this could be then handed on to the manufacturers of the modular building components.

6.5.26 Small Homes for People with Neurological Needs

It is proposed to site these close to the Bron Home in order that they can share some facilities with it, primarily offering accommodation for cared-for people and their carers with the backing of the outreach, satellite support available close by on the site.

6.5.27 Solar Tunnel

The Spine Corridor is a unique feature of Bronllys Community Hospital and can be given a solar array for electricity generation as well as being incorporated into the network of Well Being Walks. It is already used as an exercise venue due to its gentle incline and is a remarked upon local feature.

6.5.28 Telehealth (Technology Enabled Care Services - TECS) ##

Bronllys Community Hospital could provide an ideal base for a regional Telehealth service, a Telehealthcare hub. This would develop e-Health care, video-conferencing, digital appointments to aid diagnosis, decision making and remote monitoring. It could introduce TECS including Telehealth, Telecare, Assistive Environmental controls, and mHealth, together with Telemedicine. These services could assist with the following:

- Stroke care and cardiac rehabilitation
- Specific condition management and prevention such as diabetes, Epilepsy, Parkinson's disease, hypertension etc.
- Dementia care at home
- Education and training, for example Vision care, Tobacco cessation, Diet & Weight management
- Counselling and guidance
- Numerous other conditions.

As well as saving poorly people from upheaval, time can be saved for the busy patients and professionals, providing care for people that is convenient, accessible and cost-effective. It can also help reduce barriers to care for people who live far away from specialists or who have transportation difficulties. The services support people to live safely and independently in their own homes, and can be helpful to people at risk for example of falls etc.

6.5.29 Tennis, Netball & Walking Football

The existing tennis court could be repaired and re-surfaced in all-weather material and provided with equipment to enable it to second as a netball court and walking football pitch. This would afford a great way to re-introduce activity to people who require it for their recovery and ongoing health maintenance.

6.5.30 Well Being Walks

The site could be provided with easy gradient Well Being Walks with access to nearly all parts and taking in a variety of natural habitats. These Walks would be circular, have as their starting node the Hub, with its café and other facilities, building on the network of Woodland Walks already initiated by PTHB and incorporating the popular Well-being Measured Mile. At the suggestion received at the 2019 public engagement event, a series of sculptures could be placed at intervals along the Walk. This has already been done by the Veteran's Group with their Marking Time sculpture.

6.5.31 Wetland Habitat, Wildlife Pond & Wild Swimming

This would be a new facility, providing opportunities for exercise through swimming and associated health-enhancing activities in a secluded and peaceful location. It could be managed by the Ecotherapy Group.

6.5.32 Women in Sheds

As with "Men in Sheds", this would be a place for women to relax, feel comfortable and able to raise and discuss issues around mental health and other concerns. There would also be facilities for woodwork, crafts and general making, involving skill-sharing and a sharing of projects.

6.5.33 Woodland Planting

The gradual growth of native and rare specimen trees and shrubs will form a visually pleasing green belt along the western edge of the hospital site. It will also create a wildlife corridor connecting the woods to the north with the land to the south via a tunnel under the road, supporting in this way the rich natural diversity of species in the area.

"This Community Land Trust could be one of the most important developments in community ownership in Wales, and the United Kingdom. Their vision is for the community to provide long-term stewardship for local well-being, and they have the energy, leadership and partnerships to make this a reality. They will be following in the footsteps of over a hundred Community Land Trusts elsewhere in the UK, but producing something of a scale and ambition that is unique."

Tom Chance Co-CEO NCLTN

"It is always encouraging to learn that the outcomes of our workshops have been taken up by communities and are being enacted as part of ongoing development. It is especially heartening to understand that following on from the successful workshop in 2011 with stakeholders, community representatives and Powys THB that the Bronllys Well Being Park [Community Land Trust] Ltd was established and that there is a strong working partnership with the Powys Teaching Health Board and Powys County Council . We are also pleased that the partners are now moving on to the next stage and refining proposals in their new document "Bronllys: the Next 10 Years".

Kim Hitch The Prince's Foundation





7 REALISING THE VISION

7.1 The Next Ten Years

7.1.1 Basic Objectives

- To replace or refurbish existing buildings as uses change and new needs appear, based on a 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 literary 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 Manager with belief in and total commitment to the BWBP project and with the skills to deliver the “wish-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 and Well Being Survey of our region to ascertain the current views of our 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 but be part of an agreement with PTHB, for example the Chapel.
- To achieve the optimum basis for the transfer of the Bronllys Community Hospital asset to the BWBP CLT.
- To have the asset transferred to BWBP CLT Limited.
- 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.

"To William

....and all the rest.

Bronllys Well Being Park.

All strength and keep the faith.

You are not mad.

Be brave."

Tim Smit of the Eden Project and the Lost Gardens of Heligan, writing in the fly leaf of a book for William Boyd, then Chair of BWBP.

7.1.2 Simple Gantt Chart

The simple Gantt Chart below illustrates one possible timetabling scenario.

Activity/Goal	Target in Time/Years									
Organisational	1	2	3	4	5	6	7	8	9	10
Business Plan written/signed off	✓									
Master Plan for the site	✓									
BWBP CLT Board augmented	✓									
Asset transfer agreed in principle	✓									
Major funding drive										
Terms of asset transfer agreed		✓								
Site transferred to BWBP CLT		✓								
Proposed Projects A to Z:										
Adult Mental Health										
Ambulance Station built										
Basil Webb restored										
Bron Home										
Café/Shop/Office opened										
Chapel restored/used										
Co-care housing built										
Co-housing opened										
Community Hire/restore/Repair										
Community Nursery										
Community Orchard										
Community Transport Hub										
Concert hall, badminton/cinema										
Day Hospital										
Housing clusters										
International cycling/sport facility										
Llewellyn Ward expanded										
Meeting Place/Offices/Conference										
Men in Sheds										
Offices/Studios/workshops etc.										
Pain Clinic, re-hab/physio										
Place To Be cancer support										
PTHB new offices										
Shepherd retreat huts										
Small houses										
Solar tunnel										
Telehealth										
Tennis/netball/walking football										
Well being walks										
Wetland habitat, pond & swimming										
Women in sheds										
Woodland planting										



8 SWOT ANALYSIS

8.1 Strengths Weakness Opportunities & Threat Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">- Alignment with the Well-being of Future Generations (Wales) Act 2015 and the Future Generations Report 2020- Strong community support for proposals- Strong encouragement and support from PCC- Endorsement by Bronllys Community Council, Hay-on-Wye Town Council and Talgarth Town Council- Outstanding geographical location- Extensive spread and range of public, voluntary and private sector skills on BWBP Board- Future-focused Board- Strong community backing for proposals to retain Bronllys Community Hospital	<ul style="list-style-type: none">- New organisation relying on individual Board members' experience and track record- Formal agreement for site acquisition yet to be agreed with PTHB- Full financial Business Plan not yet developed to prove concept- Lack of funds to initiate and deliver vision

Opportunities	Threats
<ul style="list-style-type: none"> - Create a unique, exemplar well being park and health campus that will be world-class - Work with local communities to achieve socially, environmentally and economically robust future - Create unique regional, national and international destination - Increased employment and enterprise opportunities using locally available skills and expertise - Work closely with PTHB and PCC to develop innovative services - Demonstrate future-proofed housing and services technologies 	<ul style="list-style-type: none"> - PTHB decides not to co-operate and disposes of surplus land for commercial housing - Failure to acquire the site - Change of policy at WG - Failure to secure adequate funding - A new recession and potential for further austerity measures and stagnation - Disagreements within BWBP Board

“Why should a hospital just be a hospital when it has the potential to play an even greater role in community life and the local economy? We wholeheartedly support the innovative approach of the Trustees and Members of Bronllys Wellbeing Park, demonstrating a holistic approach to the development of a flagship community owned asset and the planning of community led services. The Development Trusts Association Wales has been proud to support this project through a number of our programmes, and look forward to watching their endeavours realised.” **Dr Nicola Perkins, DTA Wales**



9 NEXT STEPS

9.1 Immediate Aims & Milestones – 2020/2021

9.1.1 Business Plan

BWBP intend to seek funding for the required research and consultation, and for writing a full Business Plan, including the following elements:

- BWBP's aim and the resulting projects and products
- Analysis of other potential players and the potential for their collaboration in the project
- The needs of and demands for the proposed elements – an analysis of the “markets” and how to reach out to those markets
- The essential operational detail required to deliver to the identified markets, including personnel, product development, organisational structures etc.
- The costs – capital and revenue – of delivering the services and products
- Analysis of the sources of capital and revenue income
- Detailed programme of activities
- Cashflow forecast and sensitivity analyses

This Business Plan will need to be contributed to and signed off by major supporters and partners and is expected to be completed by Summer 2021. It will form the basis for the actions set out below.

9.1.2 Master Plan

BWBP intends to seek further funding for the development of a Master Plan for the Bronllys Community Hospital site and its immediate surroundings including the village of Bronllys. This Master Plan could form the basis for a competition, attracting some of the best practices in the country and thus raising the profile of the project.

9.1.3 Project Manager

To ensure the thorough implementation of the Business Plan, BWBP will seek funding for the appointment of a full-time Project Manager. The role should include the following key responsibilities:

- Working with and over-seeing the Marketing Manager in promotion of the BWBP project and managing the expectations and motivation of all stakeholders
- Managing the process of negotiation and agreement with PCC and PTHB on the transfer of the Bronllys Community Hospital asset to BWBP CLT and the terms of that transfer
- Creating and managing the creation of a Fundraising Strategy and its implementation
- Managing any staff and/or consultants brought in
- Reporting regularly to the BWBP CLT Board and all stakeholders
- Supervising financial management of the BWBP project

9.1.4 Marketing Manager

BWBP also plans to seek funding for the recruitment of a Marketing Manager, to work closely with the Project Manager, with responsibility for:

- Marketing materials, press releases etc.
- Presentations, conferences etc.
- Recruitment of supporters and partners
- Reporting regularly to stakeholders

9.1.5 Staffing

As part of a comprehensive funding package, BWBP needs to cover staff costs for a realistic period – say three years – in order that resources are focused on managing the development of projects. Existing funding from Arwain should be extended.

9.1.6 Fundraiser

BWBP proposes to recruit a professional fundraiser. This role could either be fund-raised for or – more likely – conducted on a “success fee” basis.

9.1.7 Asset Transfer Campaign

BWBP plans to conduct a thorough and wide-ranging campaign amongst existing and new supporters to garner support for the BWBP project and the essential asset transfer that will kick-start it.

9.1.8 First Tranche of Projects

To demonstrate its intention and purpose, BWBP plans to fund-raise for some initial projects, for example the Chapel, Men and Women in Sheds etc.

9.1.9 Health & Well Being Survey

To complete a wide-ranging Health and Well Being Survey to inform planning.

“The Bronllys Well-Being Park is an opportunity to create a new model for delivering integrated services to improve the health and well being for the people of Wales and do so in a community focused and sustainable way. It is clear that to create the prosperous, healthy and happy Wales we all want requires new methods of working, greater community involvement and the principles of sustainability at the core of how these services are developed and delivered. Combining the huge opportunities at an under-utilised site such as Bronllys Hospital with the vision of the CLT demonstrates how collaborative working, involving numerous stakeholders, can positively address a number of social and environmental issues, bringing these together to be solved in a coordinated way that places community benefit at its heart. The Green Valleys CIC is proud to be able to offer our support for the Bronllys Well-Being Park and we aim to contribute alongside many others to see the vision for the project become a reality.”

Gareth Ellis from Green Valleys CIC



10 CONCLUSIONS & RECOMMENDATIONS

10.1 Conclusions

10.1.1 The Challenges

BWBP has created a strong momentum for securing the future of the Bronllys Community Hospital and creating a Well Being Park in its grounds. It now needs to find ways of maintaining that momentum. It also needs to involve more of the stakeholders in the process of preparing this initiative by facilitating collaboration and harnessing the enormous goodwill of many bodies. The communities have made their wishes known and now the time has come for all statutory bodies to fully engage.

10.1.2 The Opportunities

The substantial size of the Bronllys Community Hospital site and its outstanding location provide an exceptional opportunity to realise an exemplar Well Being Park that will serve the immediate and wider communities of Powys and inspire others further afield to create their own well-being facilities.

10.1.3 The Dangers

Given the uncertainty of current times, there is a significant danger that BWBP's plans will be delayed in the face of preoccupations with the pandemic. We are concerned 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.

10.2 Recommendations

10.2.1 An Evolving Document

This Report is seen as the first version of this document and consequently we anticipate that it will be reviewed and up-dated regularly. As the future unfolds it will be necessary to consider new circumstances and opportunities, to include advice and feedback from supporters and generally to keep up to date.

10.2.2 Recommendation #1: Establish a Consultation Programme

We recommend that the PTHB and BWBP work closely with PCC, the Town and Community Councils of the area, other key stakeholder bodies, and with the full involvement of the Local Community, to establish a programme of consultation activities that will inform the formalisation of short- and long-term plans for the site. This Report will be the tool for opening discussions and identifying priorities. The first action in this consultation programme will be our wide-ranging Health and Well Being Survey.

10.2.3 Recommendation #2: Write a Comprehensive Business Plan

A committee representative of as many stakeholder groups as possible should be established in a timely manner to guide the writing of a Business Plan, which will be based on feedback received from supporters and influencers reviewing this report. The primary objective of this committee is to demonstrate BWBP CLT's appropriateness and its ability to oversee and manage the Bronllys Community Hospital asset. Another important objective of this committee is to plan for a smooth transfer of assets and the maintenance of all current activities.

10.2.3 Recommendation #3: Draw up a Master Plan

A Master Plan is the translation of the operational aspects of the Business Plan into proposed physical form, showing where the various proposed elements might go, how they would interact with each other and contribute to the whole. It will demonstrate the benefits in social, environmental, economic and future-proofing terms.

10.2.4 Recommendation #4: Recruit Personnel

As mentioned in Section 9.1 above, key personnel should be recruited as soon as funding is secured.

10.2.5 Recommendation #5: Commence Fundraising

A professional fundraiser should be employed to secure funding for the writing of the Business Plan, the drawing up of the Master Plan and the recruitment of personnel to carry out its recommendations.

"Social Farms & Gardens has an enviable 40 year history of supporting communities to 'grow', and not just in the food growing sense. We know and value the importance that community groups such as BWBP bring to their communities. By building strong links with BWBP, Powys Teaching Health Board will be delivering directly against many of the Wellbeing Goals we have set ourselves here in Wales. Taking a community led approach will; add diversity of thinking, allow creativity, promote a real sense of place, provide jobs, improved health and wellbeing, affordable homes and solutions to many of the issues our communities face in these uncertain times. We are proud to be a supporter of the initiatives the BWBP are delivering on both in the past, the present and we hope long in to the future."
Gary Mitchell (Wales Manager – Job Share) Social Farms & Gardens.

The idea of a Bronllys Well Being Park truly is the most inspiring local idea to surface for a very long time and we trust that the idea will receive all the support it needs to come to fruition.
Tina and Paul Anderson, Llanigon

"I hear every day about the smaller projects and people who have fought to get an initiative off the ground because they know it is the right thing to do. The people who see a different way of doing things and are unafraid to call out those with their blinkers on..... I get my hope from this growing number of frustrated champions out there agitating, ruffling feathers, speaking truth to power and challenging leaders to make it a reality"
Sophie Howe Future Generations Commissioner FG 2020

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Entries in blue denote Sections and sub-sections

Entries in black denote general points, reports, Acts etc.

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The links are to our website

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