

**‘YR HEN LYFRGELL’ WELSH LANGUAGE AND CULTURAL
CENTRE**

**REPORT OF THE COUNTY CLERK & MONITORING
OFFICER**

AGENDA ITEM: 2

PORTFOLIO: LEADER (ECONOMIC DEVELOPMENT & PARTNERSHIPS)

Reason for this Report

1. To seek final approval for the development of a Welsh Language and Cultural Centre (WLCC) in Cardiff city centre.

Background

2. At the full Council meeting in October 2013, a decision was made to establish a cross-party member group to focus exclusively on Welsh language matters, and a commitment made to engage more effectively with organisations working through the medium of Welsh in order to establish the most effective way to promote and protect the Welsh language in the city.
3. In March 2014, the Council held the Bilingual Cardiff Conference in City Hall which was attended by over 40 organisations from the public, private and voluntary sectors. The main purpose of the day was to gather their suggestions and ideas as to how we could better work together in order to promote, protect and nurture the Welsh language in Cardiff.
4. The Conference established the need and support for the development of a dedicated facility which would showcase the Welsh language and Welsh culture as well as creating new opportunities for people to socialise, participate and express themselves in a bilingual atmosphere.
5. In 2014, the Welsh Government announced a £1 million Capital Investment Fund for the purpose of developing innovative new Welsh language centres and learning spaces across Wales. At the Cabinet meeting of 9 October 2014 approval was given to:
 - a) Agree to support the Council's bid submitted to the Welsh Government for capital funding for the purpose of developing a Welsh Language Space in the city centre.

- b) Delegate authority to the Monitoring Officer, in consultation with the Leader to prepare a full business case for a Welsh Language Space.
6. In December 2014, the Council engaged external advisors to establish a vision and an outline operational plan for a new centre in Cardiff. A final draft report outlining a number of key findings and recommendations (see Appendix 1) was submitted to the Council in January 2015, presenting the following vision for the Centre:
- “Establishing a community of interests to create a unique destination attraction in the city centre offering all visitors a seamless, high quality, experience where the Welsh language is used as the vehicle to celebrate everything that is great about Wales and its capital city: its cultures, heritage, its people and their ambitions and achievements.”*
7. The report concluded that there is every potential for the initiative to succeed, utilising a partnership approach, and for the new centre to become a “highly respected, must visit, exceptional facility exhibiting international best practice and comparable to the best in Europe and beyond.” The development of such a centre would assist Cardiff in meeting a number of the aims and targets set out within the recently approved Tourism Strategy by providing opportunities to ‘discover the local’ and creating a distinctive and unique Cardiff experience based on a fusion of heritage, culture and language.
8. Following on from this report, an intensive program of research, meetings, negotiations and site visits has been undertaken to further develop the concept and to find committed partners.

Proposed Approach

9. To move from feasibility to detailed proposal a number of issues have needed to be resolved. Firstly, the Council has had to identify a consortium of partners that are strongly committed to taking forward the project. Secondly, the Council has needed to identify a suitable location capable of delivering the vision for the new centre. And finally, the Council has had to work with partners to develop a viable business plan to demonstrate that the project is capable of being delivered and sustained.
10. The ‘core’ partners committed to the project include Menter Caerdydd (as lead partner), Cardiff University, Clwb Ifor Bach, Mudiad Meithrin and Mela. A new charitable company has been created to provide a legal framework for managing the centre - known as ‘Yr Hen Lyfrgell Cyf’. The company is wholly owned by the partners, with each partner having a representative on the Board of Directors. The company has been set-up with no share capital and as such Menter Caerdydd has agreed to resource the start-up and implementation arrangements and then recharge its costs to the company over a deferred period.
11. Following an extensive trawl of potentially suitable locations across the city, it is proposed to establish the new centre alongside the Cardiff Story Museum at the Old Library in the Hayes. The Old Library offers an

accessible city centre location, in a landmark heritage building, and has space available that with some adjustments to its current configuration is able to accommodate the project. The proposal is that 'Yr Hen Lyfrgell Cyf' will lease the whole of the building, excluding the areas currently let to Marsdon's (the public house) and the areas occupied by the Cardiff Story Museum. 'Yr Hen Lyfrgell Cyf' will take a head lease for an initial period of 3 years and will take on responsibility for managing the day to day operation of the whole of the building (excluding the public house, but including the Cardiff Story Museum) and will sub-let the newly fitted out space to the core partners. It is intended that the lease and rent levels will be independently reviewed after 3 years to ensure the level of rent chargeable is commensurate to the business plan and the objectives for the WLCC project. The Council will continue to act as landlord and will retain an element of responsibility in respect of facilities management and building maintenance – particularly in regard to the outside fabric of the building. The head-lease and the sub-leases have been drafted and are ready to be circulated to partners.

12. Co-location alongside the Cardiff Story Museum is envisaged to provide mutual benefits to both facilities. It is intended that the museum will form an integral part of the WLCC offer, adding to the range of cultural facilities on offer, and thereby enhancing the appeal and attraction of the centre to visitors. Equally, the introduction of the WLCC into the Old Library building will provide demonstrable benefits to the Cardiff Story Museum. Firstly, improved branding and increased footfall will help to significantly raise the profile of the museum, attracting more visitors, and hopefully providing more potential fund raising opportunities. Also, and perhaps most importantly in regard to the short-term financial pressures, the rental income realised through the WLCC agreement will reduce the immediate financial burden of income targets on the Cardiff Story Museum. It is anticipated that the WLCC will generate circa £100,000 of rental income each year.
13. The 2015/16 base budget for the Cardiff Story Museum will need to be realigned by up to £150,000 to take account of both the reconfiguration of responsibilities in respect of FM costs, once finalised, and take into account the initial difficulty in generating previously set income targets due to the new configuration of the Old Library building. The building has an allocated FM budget of £197,000. The anticipated FM costs for the coming year based on the last few years of operation are expected to be around £140,000. It is proposed to utilise £50,000 of this FM surplus, together with the £100,000 of rental income generated by the partners to offset and realign the £150,000 shortfall in relation to the Cardiff Story Museum budgets as set out above. The adjustment to the WLCC rental income effectively eliminates the financial burden on the museum.
14. In terms of the proposed operational plan, it is intended that the centre will promote the use of the Welsh language and create new opportunities for people to socialise, participate and express themselves in a bi-lingual environment. The range of facilities that will be provided will include a café bar, book shop, teaching rooms, a flexible exhibition area, performance space and conference facilities. It is intended that the centre

will become the focus for Welsh culture in the city and provide an accessible centre for education where people can learn or practice their Welsh in a social and friendly atmosphere. It could also serve as a research lab on language and bilingualism in collaboration with other partners. A Mission Statement for the WLCC is attached as Appendix 2. The Council will also seek to establish an on-site presence for the Bilingual Cardiff service probably through a hot-desking arrangement to provide a platform for the service to generate income.

Next Steps

15. A bid was prepared by the Council in conjunction with the 'core' partners to the Welsh Government Capital Investment Fund, submitted by the deadline date of 6th February 2015.
16. A project team was then established to: identify a suitable and sustainable city centre location; identify and firm up arrangement with partners; and to develop a business plan.
17. On 8 May 2015 the Council received an offer of funding to cover the fit out cost for the purpose of establishing the WLCC at the Old Library, subject to final confirmation of Welsh Government. The Council would be the grant recipient and would be responsible for ensuring that the terms and conditions attached to the grant are fully met. The programme of works will be agreed as part of the head lease provided to 'Yr Hen Lyfrgell Cyf'. The indicative timetable below outlines the key milestones in delivering the project:

18st June	Vacation of fit-out spaces
29th June	Programme of fit-out works commences
1st Sept	WLCC transition commences
25th Sept	Programme of fit-out works is completed
1st Oct	WLCC fully operational
18. The necessary procurement exercises will need to be put in place to ensure that both sustainability and value for money requirements set-out in the terms & conditions are met and can be delivered within the timetable outlined above. Due to the in-year start position of 1st October, it is anticipated that in the current financial year the Cardiff Story Museum income targets will not be fully off-set by rental income from the WLCC, as rent will only be chargeable for 6 months of the year, equating to circa £50,000 of income. Any slippage to the above programme, and consequently the start date for receiving rent, will result in less than £50,000 of income in the current financial year being generated to off-set against the museum income target.

Issues

19. Whilst the WLCC is envisaged to provide benefits to the Cardiff Story Museum, and vice versa, their co-location in the Old Library will have an immediate impact on the Cardiff Story Museum. The museum will need to significantly reduce its footprint in the building to enable all of the WLCC

partners and associated facilities to be fully accommodated. Essentially, this means that the majority of non-public facing use of the building by the museum (i.e. their offices and storage areas) will need to be relocated out of the building. In addition, the museum's sole use of the recently refurbished First Floor Gallery will be lost. Initially the loss of the gallery space was a major concern to the Cardiff Story Museum trustees. It is fair to say this remains a concern, however, there is now a greater understanding of the potential benefits to the museum of co-location with the WLCC, and in particular the ability to significantly reduce the immediate financial pressures on the museum. The trustees also recognise that the WLCC could generate significant additional footfall into the building, which in itself should help with their fund raising effort. The Council has also sought to mitigate the loss of the dedicated gallery space by ensuring an element of access to the first floor gallery will be made available to the museum as part of the terms of the head lease provided to 'Yr Hen Lyfrgell Cyf'. The specific terms of this access are yet to be defined and agreed.

20. Further to the above, the recent fit-out of the first floor gallery space was funded through a number of capital grants and contributions from various sources totalling £113,150. Given that the WLCC is now proposing to occupy the whole of this space there is some risk of potential claw-back which is yet to be fully resolved. The Council has discussed its plans to accommodate the WLCC in the Old Library with a number of the grant sponsoring bodies with a view to ensuring that the agreed outcomes linked to the grant approvals can still be delivered alongside the WLCC proposal. Discussions are still ongoing around the level of grant claw-back risk should mitigation measures put forward by the Council not be acceptable to funders. The current assessment of the risk of claw-back in respect of this capital grant suggests a medium to high risk in respect of grants amounting to £74,700, with the remaining grant funding of £38,450 being assessed as low risk. Appendix 3 provides a detailed breakdown of the grants and their associated terms and conditions and anticipated outcomes.
21. A 3 year business plan has been produced by the 'Yr Hen Lyfrgell' partners attached as Appendix 4. The business plan is based largely on generating rental income from letting out areas of the building to individual partners as tenants. The plan predicts that the company will be able to meet the terms of the head lease over the 3 year period of the initial lease. However, given that the company is essentially a new start business there is an inherent level of risk with the plan, i.e. a lack of income/expenditure certainty. In considering these risks it is important to take account of the fact that the business plan is based on simply raising income through rent from a number of committed partners that have a vested interest in the company. Furthermore, the partners are all long established businesses in their own right. The alternative is to require the Cardiff Story Museum to generate £150,000 of income per annum, which in itself has significant associated risk.
22. In addition to the above, it should be noted that given the proposed start date of 1st October 2015 for the WLCC, there will be a shortfall of £50,000

in the anticipated rental income in 2015/16. The impact of this and other first year adjustments to the cost base means that the Cardiff Story Museum budget shortfall for 2015/16 of £150,000 will not be fully off-set by the FM reductions and WLCC rental income in this first year. The financial implications to this report therefore note the potential that additional funding of circa £41,000 may be required in 2015/16 from within the Council's overall budget.

23. The level of rental income has been calculated at a level that will assist a charitable/social enterprise to start-up and develop and thereby help to achieve the social and economic objectives of the project. In terms of city centre office accommodation, the rent chargeable is below market value as outlined in Appendix 5, discounted by around 28%. The Council has the power to charge rent below market value where it can demonstrate an economic, social or environmental benefit to the community.
24. The Council has begun the process of considering the creation of a Heritage Trust to manage its portfolio of heritage buildings. Whilst no decision has yet been made on this approach, the Old Library building is one of the buildings under consideration for inclusion. The proposal to lease space to the WLCC should have no adverse effect on the creation of a Trust compared to the current arrangements. In terms of the WLCC, it is proposed that the Council will remain as landlord and will offer a lease to the WLCC that will sit alongside other existing occupiers including a significant long-term commercial lease on the ground floor.

Member Consultation

25. The Bilingual Cardiff Member Working Group agreed to support the bid in principle in their meeting held on 17th September 2014 and received a briefing on the project at their last meeting held on 11th February 2015.

Reasons for Recommendation

26. The Old Library in the city centre has been identified as the ideal location to develop a facility that will provide a showcase of 'the best of Wales and Cardiff' increasing awareness of the heritage and contemporary vibrancy of the Welsh language within the capital city by creating a centre characterised by verve, dynamism and innovation that will excite and engage residents and visitors alike. It will complement the work of the Cardiff Story and establish a new high quality visitor attraction in the city centre.

Legal Implications

27. The recommendation seeks approval for the development of a Welsh Language and Cultural Centre in the Old Library ('the WLCC'), to include the Cardiff Story. In considering this matter regard should be had to the following factors:-
28. Grants - Legal Services are instructed that the Council has received a number of grants from different bodies to facilitate the provision of the

Cardiff Story Museum at the Old Library. Put simply ,when applying for such grant funding the Council would have set out how the grant monies would be used and terms and conditions would have attached to such grants, which if breached could result in grant monies (or part thereof) being reclaimed by the funding bodies . Legal Services have previously advised that the Council should endeavour to obtain from the bodies that have provided the grant funding their written confirmation that they would not seek to reclaim any such grant funding should the Council proceed with its proposal for the WLCC at the Old Library and any implications or modifications this may entail for the Cardiff Story. At time of writing it is understood that such written consents have not been received and the risk (grant monies being reclaimed) remains. The body of the report sets out how The Cardiff Story will continue to be provided and the benefits the WLCC is perceived to bring, which in turn will help facilitate the on-going provision of the Cardiff Story. Legal services are instructed that it hoped these positive factors will reduce the risk of any of the funding bodies seeking to reclaim any grant monies paid in respect of the Cardiff Story.

29. Legal Services are instructed that the Council has made an application to the Welsh Government Capital Grant 2015/16 Capital Investment Fund. The decision maker will need to be satisfied that the Council can comply with all the terms and conditions that attach to the grant. In particular, if there are any restrictions that limit any end use of any works funded out of such grant monies or who may enjoy the benefit of the same. This point is made because it is understood that the grant monies would be use to carry out works at the Old library, which in turn would be leased (in part) to third parties, with provision to grant sub leases and for potential commercial uses.
30. The report refers to works that may be required to be carried out at the Old Library. The works will need to be procured in accordance with procurement law requirements.
31. Consultation - It is understood that a number of stakeholders have an interest in the WLC proposal and Cardiff Story and it is important that appropriate consultation is carried out and due regard had to the outcome of the consultation in determining the way forward. The Council also has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. An Equality Impact Assessment has been undertaken (and attached to this report) to assist the decision maker in ensuring that he/she is making proportionate and rational decisions having due regard to the public sector equality duty. The decision maker must consider and have due regard to the Equality Impact Assessment prior to making the decisions recommended in the report.
32. Property issues - The Council's Procedure Rules for the Acquisition and Disposal of Land provide that the advice of a professional valuer shall be

obtained in regard to disposals of land. The Council is required to secure the best consideration reasonably obtainable from a disposal pursuant to section 123 of the Local Government Act 1972. However a discounted value of £2m or less may be accepted pursuant to the General Consent (Wales) 2003 without Welsh Government consent. The discounted value must be in the interests of the economic, social or environmental wellbeing of the Council's area as referred to in its Community Strategy.

Financial Implications

33. The report outlines the establishment of a Welsh Language and Cultural Centre (WLCC) based within the Old Library building, operating as Yr Hen Lyfrgell. It is proposed that the council will enter into a head lease with Yr Hen Lyfrgell who in turn will sub-let parts of the building to a number of welsh language partners as part of the initiative. Yr Hen Lyfrgell will assume responsibility for the operation of the building, including aspects of facilities management. It is understood that Yr Hen Lyfrgell is a newly formed charitable company limited by guarantee not having any share capital.
34. The Council's checks in respect of the ability of the new company to meet its lease payments are, due its proposed legal structure wholly reliant on its assessment of any Business Plan submitted in respect of Yr Hen Lyfrgell. This increases the risk to the council of the head lease conditions not being fully discharged and its ability to recover any losses that may arise as a consequence.
35. In order to move forward the development of the WLCC, Menter Caerdydd as lead partner has agreed to take responsibility for the 'Start-up and Implementation' arrangements. This is a key role ensuring that all the necessary legal, financial and commercial due diligence checks are undertaken and completed in-line with the agreed timescales. It also requires that the all decisions including governance arrangements as set-out in Yr Hen Lyfrgell's Articles of Association are observed and discharged.
36. The Council has reviewed a draft of the indicative business plan prepared by Menter Caerdydd on behalf of the WLC partners. Whilst the business plan for Yr Hen Lyfrgell is predicated on delivering a small surplus (£1,885) in the first year of trading, there is a risk that Yr Hen Lyfrgell may not achieve its projections in the earlier years.
37. The indicative business plan includes forecasts for the first three years of trading projections and WLC partners need to take ownership for the business plan over the medium term. In addition, further information has been sought on certain areas of details in respect of the operating base identified, treatment of VAT implications and that the business plan assumptions generally reflect the proposed head lease conditions.
38. The business plan currently assumes an annual rental sum payable to the Council of £100,000 for the next 3 years. Based on the location and condition of the building, coupled with the floor area to be occupied, it is

estimated that this sum could be below market value as outlined in Appendix 5.

39. If the Council is agreeable to this level of rent, it will need to clearly set-out its justification for doing so, as part of its duty to secure best consideration for its assets. Furthermore, the Business Plan assumes a 2 month rent free period during 2015/16 and again, the rationale for accepting such terms will need to be clearly set-out. Discussions are also required to ensure any TUPE implications are fully understood and where appropriate factored into the projections accordingly.
40. The overall reduced floor space that Cardiff Story will occupy under the new proposal will result in Cardiff Story being unable to deliver existing savings targets to generate additional income streams. In summary, a full year budget shortfall of up to £150,000 (excluding FM costs see below) has been identified to meet new costs resulting from the revised accommodation arrangements and to cover revenue savings which may no longer be deliverable. This shortfall can be addressed if the rental income due from the WLCC of £100,000 is allocated to support the Cardiff Story along with a further £50,000 from the re-alignment of the Facilities Management budget.
41. Cardiff Story will need to put in place the necessary arrangements to ensure all existing contractual obligations are met, including the need to comply with extant grant funding terms & conditions. In particular the Council is currently seeking to mitigate any potential grant claw-back in respect of capital expenditure on the second floor gallery area totalling £113,150. Separately, the Council has received around £690,000 grant funding directly linked to provision of Cardiff Story Museum from the Old Library building. If the sustainability of the museum is compromised through future council funding decisions, then there remains a residual though low risk that claw-back in relation to these grants may arise. Finally, the Council will need to consider the impact this proposal may have on its wider plans to place this building in a heritage trust, a business plan for which is currently being progressed by officers.
42. The Council will remain the landlord of the building and retain responsibility for the maintenance and upkeep of the fabric of the building. Facilities Management (FM) has a budget of £197,000 in respect of this building based on the current responsibilities and configuration. Under the proposal, the projected cost of performing the revised FM responsibilities amounts to £137,000 per annum.
43. Therefore, after allowing for a budget re-alignment of £50,000 to the Cardiff Story budget, as outlined above, a potential surplus budget of £10,000 could be released for other purposes in a full year. However, based on the timetable, the potential two month rent free fit-out period and as the rents from the WLCC in 2015/16 will not commence until at least October 2015 there is a projected shortfall of £41,000 in 2015/16 that will need to be met from within existing Council resources. It should therefore be noted that additional funding of circa £41,000 may be required in 2015/16 from within the Council's overall budget.

44. The Council has received an offer of capital funding grant from the Welsh Government's 2015/16 Capital Investment Fund. Therefore, as part of its decision to accept the offer of grant and to minimise the risk of potential recoupment, the Council must satisfy itself that the proposed head lease in respect of WLCC is deliverable and that the proposed WLC operations are sustainable over the long term, without recourse to Council support. In utilising the grant the Council must be content that State Aid rules are observed and all expenditure is incurred no later than 31st March 2016.
45. As the Council will be commissioning the works, the working assumption is that VAT will be fully recoverable by the Council. However, the capital expenditure will count towards the Council's partial exemption threshold.

RECOMMENDATIONS

The Cabinet is recommended to:

- (1) Authorise the development of the Welsh Language and Cultural Centre (WLCC) in the Old Library, alongside the Cardiff Story.
- (2) If recommendation (1) is approved, delegate authority to the Director of Economic Development to progress with the proposed development and capital works programme.

MARIE ROSENTHAL

County Clerk and Monitoring Officer
22 May 2015

The following Appendices are attached:

- Appendix 1 – Yr Hen Lyfrgell – The Old Library: Creating A Unique Cultural and Heritage Centre for the Capital City of Wales (Stevens & Associates)
- Appendix 2 - Mission Statement for the proposed Welsh Language and Cultural Centre
- Appendix 3 – Grant schedule for Gallery Fit-out
- Appendix 4 – Yr Hen Lyfrgell – 3 year Business Plan
- Appendix 5 – Rationale for proposed Rent Level
- Appendix 6 – Statutory Screening Tool

YR HEN LYFRGELL – THE OLD LIBRARY: CREATING A UNIQUE CULTURAL AND HERITAGE CENTRE FOR THE CAPITAL CITY OF WALES

FINAL REPORT
STEVENS & ASSOCIATES
17th January, 2015.

VISION

ESTABLISHING A COMMUNITY OF INTERESTS TO CREATE A UNIQUE DESTINATION ATTRACTION IN THE CITY CENTRE OFFERING ALL VISITORS A SEAMLESS, HIGH QUALITY, EXPERIENCE WHERE THE WELSH LANGUAGE IS USED AS THE VEHICLE TO CELEBRATE EVERYTHING THAT IS GREAT ABOUT WALES AND ITS CAPITAL CITY: ITS CULTURES, HERITAGE, ITS PEOPLE AND THEIR AMBITIONS AND ACHEIVEMENTS.

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- An Indicative, Sustainable, Business Plan for Menter Caerdydd
- Risk and Mitigation for the Council and Menter Caerdydd
- Next Steps and the Future of the Pub

STRUCTURE OF THE REPORT

This report sets out the background and context of this project, it suggests a **VISION** for the initiative and then assesses the opportunities to deliver a wide range **economic and other community benefits**. Proposals for future **targets** to measure this success are included.

The report sets out the **key factors necessary for it to succeed** including a recommended and appropriate **organisational and operational structure**.

It ends with an assessment of the possible **risks and their mitigation** and, sets out a schedule of the **'next steps'**.

BACKGROUND AND CONTEXT

In December 2014, Stevens & Associates was given the Brief to work with Menter Caerdydd and its partners, together with staff of the Cardiff Story, to identify an operational plan that would realise the Council's ambition to create a unique cultural and heritage centre in Yr Hen Lyfrgell / The Old Library (YHL) in the capital city.

The **main goal** is to establish a 'Welsh Language Centre' (WLC) and to identify the future role and potential for The Cardiff Story (CS) in this situation.

This has to be delivered with the building as a whole being **'cost-neutral'** on an annual basis to the Council.

Over the past three weeks, an intensive program of meetings, negotiations, site visits and research has taken place. These have involved:

- Staff and the Chair of Menter Caerdydd;
- The potential partners of Menter Caerdydd to deliver the project;
- Senior staff of CCC involved in the Cardiff Story;
- Trustees Development Trust of the CS.

In addition, a 'Learning Journey' to Belfast to see An Culturlann Gaelic Language Centre and other relevant facilities has been organised for 27/28 January to which all key stakeholders are invited to attend.

THE CONCLUSIONS

- 1. There is every potential for the initiative to be succeed with this partnership approach and for the new centre to become a highly respected, must visit, exceptional facility exhibiting international best practice and comparable to the best in Europe and beyond;**
- 2. The success of this initiative will require: (a) appropriate lease conditions; (b) robust business plans; (c) a single management**

- approach with a clear organisational and operational framework; (d) high quality service standards; (g) a market focused approach with a clear marketing plan with branding the building as a single destination and (e) regular monitoring by CCC;
3. It has the potential to make a significant contribution to the economic development, to tourism and the overall profiling of the City;
 4. It will deliver a wide range of additional cultural, heritage and wider community benefits – including the further development of the ‘bilingual Cardiff’ program;
 5. The initiative can work without the presence of the Cardiff Story HOWEVER THE Cardiff Story (its exhibitions, learning / educational programs and other activities) can make a very positive contribution to the success of the ‘new’ centre as a visitor attraction; this report sets out how this can be achieved;
 6. A separate report will be prepared on how the Cardiff Story can develop as a sustainable project whether or not it is co-located within this project;
 7. At this stage the existing pub / restaurant / café area (leased by the Council to Eldridge/Marstons until 2034) is not included in the current plans for the Centre – however a section is included referencing issues and opportunities for this part of the property;

VISION

ESTABLISHING A COMMUNITY OF INTERESTS TO CREATE A UNIQUE DESTINATION ATTRACTION IN THE CITY CENTRE OFFERING ALL VISITORS A SEAMLESS, HIGH QUALITY, EXPERIENCE WHERE THE WELSH LANGUAGE IS USED AS THE VEHICLE TO CELEBRATE EVERYTHING THAT IS GREAT ABOUT WALES AND ITS CAPITAL CITY: ITS CULTURES, HERITAGE, ITS PEOPLE AND THEIR AMBITIONS AND ACHEIVEMENTS.

THE ALLOCATION OF SPACE

Discussions have taken place with MC and it partners as well as with Staff of the Council involved in the Cardiff Story.

At this stage, and for the purposes of this report, the future of the adjacent pub area has been excluded from these discussions. Its future is a material consideration and is dealt with later.

These discussions have, as their starting point, assumed the following:

1. The initial continuation of the presence of the Cardiff Story in the Basement area with The City Lab, The Learning Centre and some storage space together with the main Ground Floor Gallery; other functions of the work of the Cardiff Story will be located in another location(s)
2. There will be a need for shared circulation spaces and access to toilets and other utilities;
3. The WLC partners will have control over all other parts of the building including the main first floor gallery.

This is based on the availability of a total of 2,300 sq. mtrs of floor space available in the building available for the creation of the new centre.

The total floor space in the whole building is 2,614 sq. mtrs with Eldridge/Marstons having the lease of 316 sq. mtrs until 2034 for use as a pub / restaurant / café.

This will result in the CS operating within a total of 764 sq mtrs on the Ground Floor and in the Basement.

MC and its partners will operate within 1,316sq mtrs on the ground, first and second floors.

The mix of activities in this area will be determined by MC with its partners in accordance with its business plan and the vision for the centre.

There will be shared circulation and service / toilet areas totalling some 220 sq mtrs.

ECONOMIC DEVELOPMENT AND COMMUNITY BENEFITS

At the heart of this initiative is a desire to increase awareness of the heritage and contemporary vibrancy of the Welsh language within the capital city by creating a centre characterised by verve, dynamism and innovation that will excite and engage residents and visitors alike.

The support for this project is predicated on a range of community-wide benefits that have tangible impact beyond the centre. These must be clearly identified and carefully monitored by the Council on regular basis.

This project **MUST** also make a positive contribution to the economic development and overall tourism appeal of the city.

The range of benefits for the city include:

ECONOMIC

- Creating a facility that will provide a showcase of 'the best of Wales and Cardiff'
- Providing additional meetings and conference facilities in the city centre
- Generating new audiences and footfall to the city centre
- Enhancing the city's reputation as a place to work, study, visit and invest
- Providing a gateway and signposting people to other Welsh experiences and activities
- Providing skill training and development

TOURISM

- Establishing a new visitor attraction in the city centre
- Creating a fresh set of reasons to visit and stay in the city
- Creating new events and activities in the city centre and across the city
- Adding new life and vibrancy to the city centre throughout the day
- Contributing fully to the delivery of the new tourism action plan and the Welsh Government's tourism strategy and branding

COMMUNITY – HERITAGE, CULTURE, LINGUISTIC

- Supporting the development of the Welsh language across the city
- Raising awareness of the language in all its dimensions in Cardiff and in Wales
- Providing transferable skill training and development
- Creating expertise that will assist other communities in the city
- Creating a new model for community collaboration
- Providing the Cardiff Story with fresh opportunities to flourish

TARGETS

Future targets must relate to the benefits identified above.

At present the footfall to the Old Library with the Cardiff Story and the TIC and Shop is estimated at c 220,000 people per annum.

The vast majority of these walk-ups are casual users taking advantage of the shop and the TIC. According to the Council's figures, it is estimated that the TIC records approximately 150,000 active users per annum and about with the shop handing about 60,000 transactions.

There are no accurate figures maintained for the use of the Cardiff Story's exhibitions and learning centre but it seems likely that, at present, they number less than 75,000 per annum – including organised school groups and pre-booked groups.

The key targets for year two of its operation to be set for the new initiative should include agreed metrics relating to:

(a) A SUSTAINABLE BUSINESS MODEL:

- Total footfall
- Number of events and activities
- Number of school and educational groups and activities
- Overall levels of visitor satisfaction
- Spend per head by different areas of activity
- Revenue generation

(b) ECONOMIC DEVELOPMENT:

- Number of jobs created
- Number of businesses supported with training etc
- Number of business related events
- Number of businesses using the centre to showcase their products and activities

(c) TOURISM

- Number of bed nights booked
- Number of tourist enquiries
- Contribution to city promotions

(d) CULTURAL, HERITAGE AND LINGUISTIC

- Number of Welsh language courses / students
- Number of events and activities
- Number of those attending educational and training activities
- Support for other community activities

THE CRITICAL SUCCESS FACTORS

1. Everyone involved in this project must work in a collaborative way characterised by a collegiate approach – we are all in this together; transparency and openness MUST prevail - this has to be a win-win outcome for all involved;
2. All involved must be encouraged to experience best practice and regularly benchmark their activities;
3. Standards of service, design and maintenance must be of the highest quality;
4. This is a new venture with organisations working together who have not worked in this way before which means there needs to be TIME allowed to get this right;
5. This type of project needs to be assessed after a reasonable period of time and therefore stability is needed to allow it to bed-in and become established;
6. Reasonable, achievable targets must be agreed and monitored;
7. Each organisation involved MUST produce a robust business plan and there must be an overall, sustainable and robust business plan produced by MC for the overall project;
8. The centre must be managed, branded and marketed as a single destination with a common agreed approach;
9. **The initiative MUST be fully integrated with other city and Wales activities, such as tourism and economic development, cultural and arts projects (such as Cardiff Contemporary) and act as a gateway to other relevant experiences across the city.**

THE VISITOR EXPERIENCE

THE KEY ASPECT OF THE PERCEIVED SUCCESS OF THIS INITIATIVE WILL BE THE QUALITY OF THE VISITOR EXPERIENCE..... the experience and welcome received by anyone and everyone that enters the building to use the publicly available spaces for whatever purpose.

This means that it is ESSENTIAL that the visitor experience is COHERENT, SEAMLESS.

It has to be marketed, branded and MANAGED AS ONE DESTINATION TO A COMMON, HIGH STANDARD OF QUALITY.

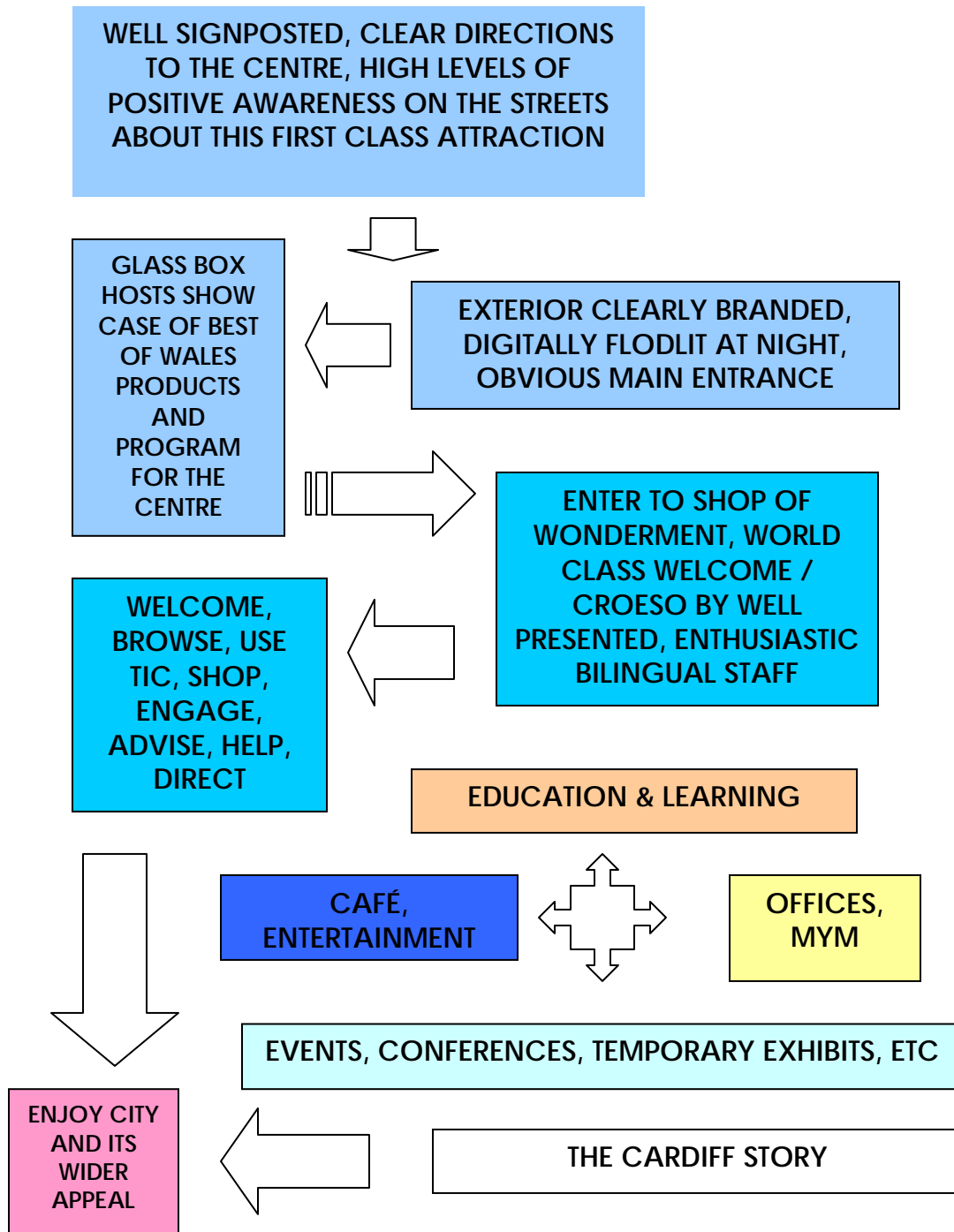
The visitor is not interested in the 'bits' that will make up the experience, they will only judge the 'whole'.

This means that the Visitor Experience (in all its guises) must be managed, marketed and operated as one entity.

All partners must accept, agree and sign up to this mission.

The organisational structure and operational structure set out below embraces this approach. The Visitor Experience is defined in Figure 1.

FIG.1: THE VISITOR EXPERIENCE: A WALK THROUGH



BRANDING AND POSITIONING

This has to be marketed and positioned as a single branded destination within the city that develops a fine reputation as a place where people want to be and a 'must visit' attraction for all visitors to Cardiff.

The centre must be branded in a manner that complements and supports the branding of Wales, the city region and of the city.

It must rapidly become known in a simple way that is self-defining. It has to become a place where word-of-mouth reputation and recommendations delivers the bulk of the footfall.

In this context, *'Yr Hen Lyfrgell / The Old Library'* has every appropriate characteristic and potential to be the overarching brand.

Its name and location are already firmly embedded in the minds of the residents of the city. It is a building with deep civic heritage and a fine architectural feature in the city centre.

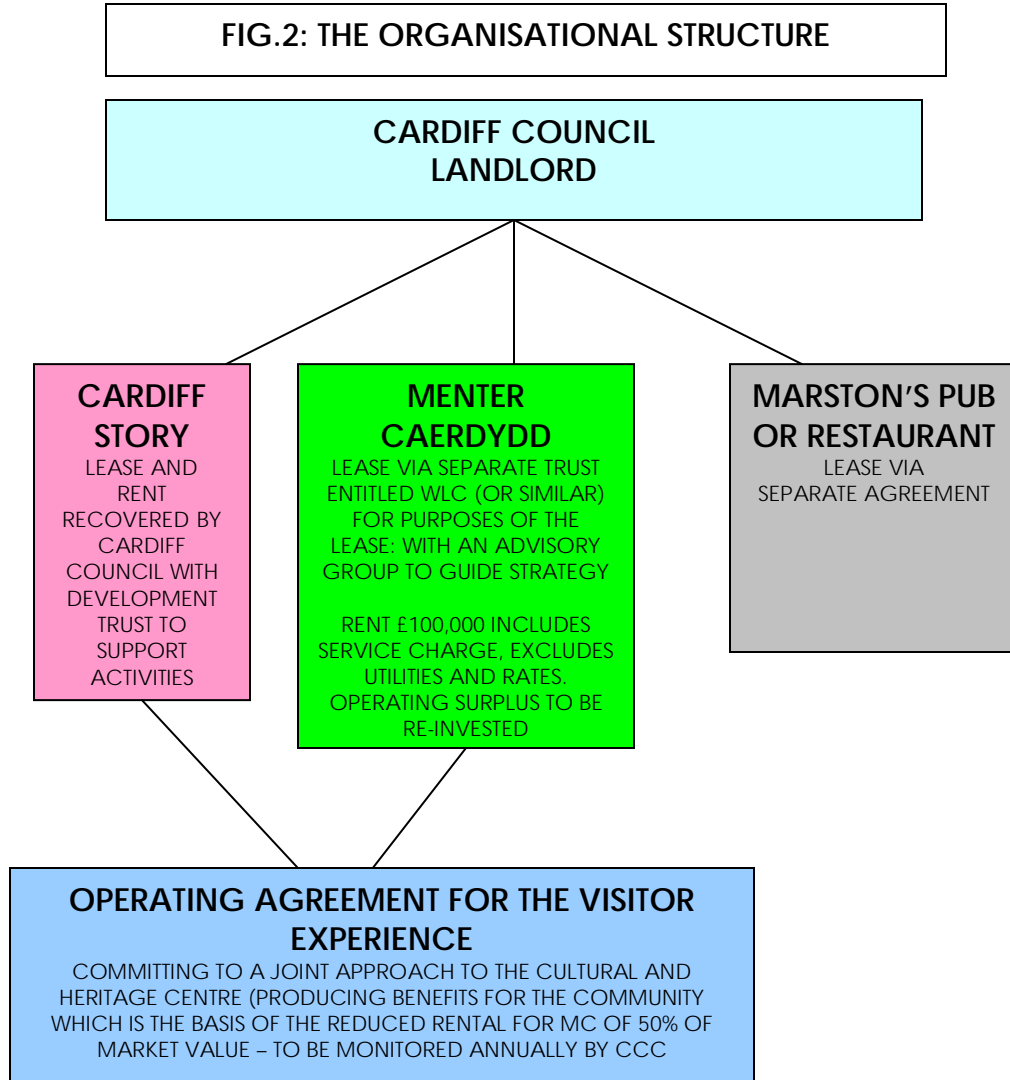
The various activities within the building can then be effectively and efficiently positioned and marketed, as for example:

- *Mudiad Ysgolion Meithrin @ Yr Hen Lyfrgell'*
- *Yr Stafell Goffi@ Yr Hen Lyfrgell*
- *Yr Oriol @ Yr Hen Lyfrgell*
- *'Stori Caerdydd @ Yr Hen Lyfrgell / The Cardiff Story @ The Old Library'*

Clearly, the brand identity and brand architecture for this (look and feel) must be developed at an early stage and agreed by all parties.

PROPOSED ORGANISATIONAL AND OPERATIONAL STRUCTURES

Figures 2 and 3 illustrate the recommended organisational and operational structures.

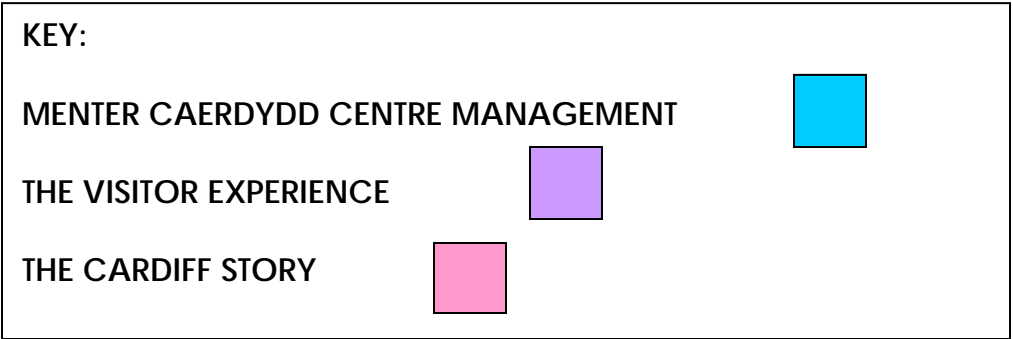
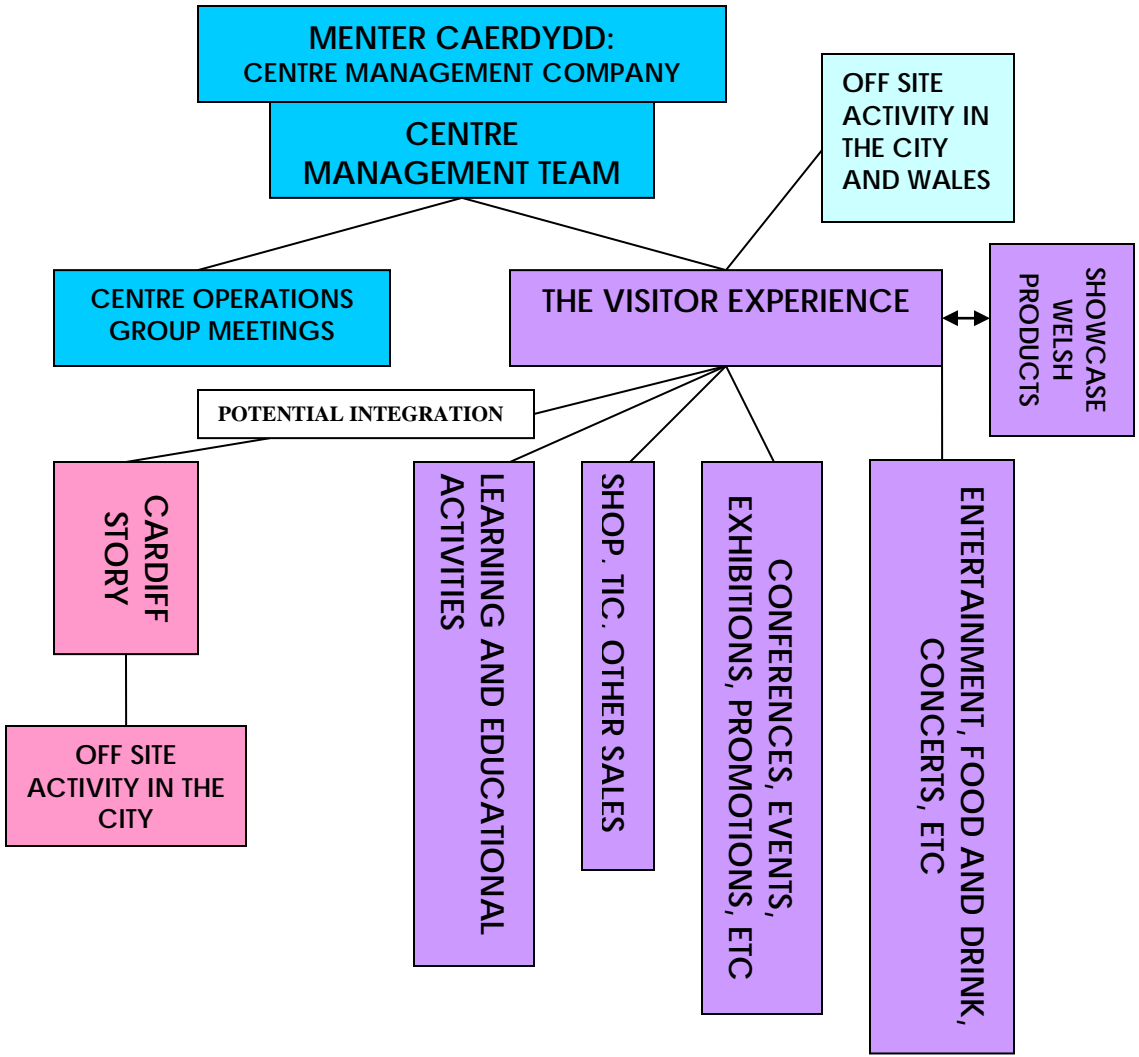


NOTE:

(1) Cardiff Council as Landlord to be responsible for the externals of the building and normal landlord costs. Menter Caerdydd to be responsible for the management of the building and Cardiff Story / Menter Caerdydd to be responsible for all their own internal normal tenants costs including rates.

(2) Operating Costs for both Cardiff Story and Menter Caerdydd to be separately covered in their separate business plans feeding into the operational plan for the Culture Centre.

FIG.3: THE OPERATIONAL STRUCTURE



YR HEN LYFRGELL

OUR MISSION

To create a welcoming Open Space in the heart of our capital city that celebrates, promotes and facilitates Welsh as a living language for all citizens of Cardiff and its visitors.

OUR VISION

To offer people of all ages and background every opportunity to engage with the Welsh language and its vibrant culture through a wide range of activities in a contemporary and exciting public environment.

To become a high profile, inspirational platform for Cardiff's Welsh culture.

To demonstrate our bilingual capital at work and play and highlight the importance of the Welsh language to its future.

OUR STORY

“Yr Hen Lyfrgell” brings together a group of partner organisations committed to seeing the Welsh language thrive in our capital city. Representing a wide range of sectors including private, public, not for profit, education, media, museum and community, the partners have worked in close collaboration on a shared vision.

All want to see a high quality, modern centre in a historic setting which seeks to attract as many members of the public as possible through its doors to engage with the Welsh language at every level. It will offer a range of opportunities where people can use, learn, practice and hear Welsh in a social and inclusive setting.

It will house an open space café bar, Welsh shop, learning rooms, The Cardiff Story, interactive spaces for children and young people, exhibition & performance area, business hub, a Welsh medium nursery and spaces for community groups to use.



APPENDIX 3

In October 2013, the Cardiff Story Museum secured a series of external grants for their *Cardiff's Communities* project. This project was designed to meet the Museum's visitor, partner and stakeholder needs and expectations, following the decision to postpone the Museum's phase 2 development.

The project aimed to:

- Create a suitable temporary exhibition gallery for Museum and partner created exhibitions, fixing problems that impacted on visitor comfort and on environmental conditions in which collection items are displayed, etc
- Create a structured, high quality temporary exhibition programme, satisfying visitors' wishes to explore themes of Cardiff's culture, leisure, sport and communities and provide greater capacity for the Museum to satisfy the growing demand by community groups to host their exhibitions. This temporary exhibition programme will aid the Museum by enabling it to display a changing offer and therefore encourage repeat visitors.
- Continue to work proactively with the Cardiff community, and young people in particular, to record, collect and preserve the heritage (both tangible and intangible, object and memory) of themes currently not represented in the phase 1 galleries of the Museum – those of communities (including all seven strands of diversity, suburbs and the 'county of' Cardiff), culture, leisure and sport - the identity and 'soul' of the city. Sustaining and furthering the partnerships and relationships the Museum has built up over time.
- Work with community partners – both existing and new – to co-create content for the Museum and temporary exhibitions, increasing volunteer opportunities. Emphasis will be placed on engaging young people who are socially excluded, at risk of offending, NEETS, etc., those from a BME background and those with disabilities, thereby diversifying the Museum's volunteer profile.

The total project budget was £138,200 with £113,150 being secured from external funding bodies as follows:

- Heritage Lottery Fund = **£53,700**
- Cardiff Museum Development Trust = **£21,000**
- Landfill Communities Fund = **£13,450**
- Waterloo Foundation = **£25,000**

(remainder funded from Cardiff Story Museum revenue budget)

While all funding secured was on the basis of the grants funding the full project, two of the grants specifically funded discreet projects within it:

- Landfill Communities Fund grant funded specifically work to upgrade the gallery to one suitable to host exhibitions (upgrades to CCTV and door hold systems, security and safety work on windows, general decoration)
- Waterloo Foundation grant funded work with young people at risk of exclusion to create a film exploring their lives and views on Cardiff and their identities within it. This grant was to be displayed within the temporary exhibition gallery as an interim, and then displayed as part of the phase2 development permanent galleries when progressed.

Anticipated outcomes/risk of clawback:

From discussions with the funders in question, it is anticipated that the risk for clawback of the grants received is as follows:

- Heritage Lottery Fund = £53,700 = Medium
- Cardiff Museum Development Trust = £21,000 = High
- Landfill Communities Fund = £13,450 = Low
- Waterloo Foundation = £25,000 = Low

Grant conditions:

Potential relevant extracts from the funding conditions and contracts for the grants received follow:

Heritage Lottery Fund

1. You must only use the Grant and the Property (if any) for the Project. Changes to the Project may be agreed in further correspondence with us. You cannot transfer the Grant.
11. You must continue to own the Property and keep exclusive control over what happens to it. [...] you must not sell, let or otherwise part with it, or any interest in it, or give any rights over it to anyone else (or take any steps to do so) without our approval beforehand. If we give you our approval, it may depend on any of the following requirements.
 - a. that you pay us a share of the net proceeds of selling or letting the Property within one month of parting with the assets or other goods;
 - b. that you sell or let the Property at its full market value;
 - c. any other conditions we think fit.
19. [...] You must repay to us immediately any Grant that we have paid you (and we will stop any future instalments of the Grant) if:
 - [...] e. there is a significant change in your status
 - [...] g. you fail to keep to any of these terms of grant

- 20 If you sell or otherwise part with all or part of the Property without our permission under paragraph 11, or you receive money in some other way as a result of you not following these terms of grant, you may have to pay us immediately a share of the net proceeds if that share is more than the amount we would otherwise be entitled to under paragraph 19.

Landfill Communities Fund

8. Project income: Any profits, operating surplus or income generated/derived by the project must be reinvested in the project or returned to CFR as a qualifying contribution to the LCF scheme.
9. Site compliance: It is your responsibility to ensure that the project site remains in compliant use (as defined by Entrust and in accordance with the project registration) after completion of the works. If the project site should fall into non-compliant use then the project would be deemed to be non-compliant and the EB (CFR) would be able to reclaim the monies expended.
11. If the Project Sponsor sells, disposes of or transfers an asset acquired with LCF monies then the EB (CFR) is entitled to some of the proceeds, in proportion to the LCF contribution, unless otherwise agreed. Any equipment purchased using LCF monies is to be used for the purposes of the project only.
12. Revocation of Agreement: CFR will be entitled to revoke this offer and withhold, or request repayment of this grant if:
- (a) The Project Sponsor fails to comply with Entrust guidelines or instructions. Cardiff Story Museum must ensure that any items purchased with LCF monies are fully insured and remain compliant during the asset write-off period[...]
- (b) The Project Sponsor fails to comply with the terms and conditions set out in points 1 to 11 of this offer and fails to remedy such breach within 21 days of written notice from CFR.
- [...]

Waterloo Foundation

1. The grant the Foundation makes to you[...] will be used solely for the purpose(s) in the manner specified in your offer letter.
2. Any part of the grant that is not required or used by you for the purpose(s) will be returned to the Foundation unless agreed in writing.
3. If the Foundation concludes that (in its sole opinion) any part of your grant application is misleading or false or you are in breach of any of these terms and conditions the Foundation has the right to require the immediate repayment of the grant by you in full.

6. The purpose(s) may not be altered or amended in any way without the prior written approval of the Foundation and you must notify the Foundation in writing of any proposed change to the purpose(s) or the manner in which the grant is to be applied for the purpose(s) as soon as such proposal is made.

YR HEN LYFRGELL

Welsh Language and
Cultural Centre, Cardiff

BUSINESS PLAN
SUMMARY 2015



Yr Hen Lyfrgell Cyf
Private Limited
Company Number
95108013





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OUR MISSION

To create a welcoming public space in the heart of our capital city that celebrates, promotes and facilitates Welsh as a living language for all citizens of Cardiff and its visitors.



OUR VISION

To offer people of all ages and background every opportunity to engage with the Welsh language and its vibrant culture through a wide range of activities in a contemporary and exciting public environment.

To become a high profile, inspirational platform for Cardiff's Welsh culture.

To use the Welsh language as a vehicle to celebrate everything that is great about Wales and its capital. To demonstrate our bilingual capital at work and play and highlight the importance of the Welsh language to its future.

OUR STORY

“Yr Hen Lyfrgell” brings together a group of partner organisations committed to seeing the Welsh language thrive in our capital city.

Representing a wide range of sectors including private, public, not for profit, education, media, museum and community, the partners have worked in close collaboration on a shared vision.

All want to see a high quality, modern centre in a historic setting which seeks to attract as many members of the public as possible through its doors to engage with the Welsh language at every level.

It will offer a range of opportunities where people can use, learn, practice and hear Welsh in a social and inclusive setting.

It will house an open space café bar, shop, learning rooms, the bilingual Cardiff Story Museum / Amgueddfa Stori Caerdydd, interactive spaces for children and young people, exhibition and performance area, business hub, a nursery and spaces for community groups to use.

INTRODUCTION

This business plan and its associated forecasts present information and recommendations with a view to enable Yr Hen Lyfrgell in partnership with Cardiff Council, the Welsh Government and other relevant funders, to provide a major new cultural facility in Cardiff. The Yr Hen Lyfrgell development will house the new Welsh-language cultural, learning and social space as well as the award winning bilingual Cardiff Story Museum / Amgueddfa Stori Caerdydd.



PROJECT BACKGROUND

In March 2014, Cardiff Council held the 'Bilingual Cardiff' conference in City Hall which was attended by over forty organisations from the public, private and voluntary sectors. The main purpose of the day was to gather suggestions and ideas as to how organisations could better work together in order to promote, protect and nurture the Welsh language in Cardiff. A key aim was the development of an action plan for a variety of organisations to implement under the 'Bilingual Cardiff' banner with the council acting as co-ordinator.

The 'Bilingual Cardiff Action Plan' has been prepared based on information collated during the conference. The ambition shared by the vast majority, if not all, attendees and partners, was the need for the development of a Welsh Language Centre which would showcase the language and culture in the city, as well as creating new opportunities for people to socialise, participate and express themselves.

Following the conference, Menter Caerdydd conducted a survey which demonstrated that 94% of all respondents were in favour of establishing a 'Welsh language centre in Cardiff for the community and tourists alike'. These findings were subsequently published in Cardiff Council's Services Survey Results Report in July 2014.

The 2011 Census showed that through migration trends and education Cardiff has seen an increase in Welsh speakers over the past 10 years, 11.1% of the city's population are now fluent Welsh speakers (approx 37,500). Cardiff has seen a dramatic rise in Welsh speakers during the past 30 years, especially among children and young people, with over 24.5% fluent speakers within this category. The city has also seen a slight increase of Welsh speakers within the 20 – 44 adult age group.

Yr Hen Llyfrgell will ensure that Welsh speakers, learners and anyone interested in Cardiff life have improved access to Welsh language services, promoting a sense of identity and bringing people together to promote a comfortably bilingual city. We want to ensure that the Welsh language continues to thrive in Cardiff as the population grows at an unprecedented rate

For tourists, the centre would act as a 'gateway to Wales' signposting visitors to attractions and other parts of the country as well as raising awareness and promoting the fact that Wales is a bilingual country. It would also help differentiate the city in a European context, whilst emphasising to businesses that there are no transactional costs associated with operating in Welsh.



SUMMARY OF PROPOSALS

Yr Hen Lyfrgell will become a centre point for engaging people with a wide variety of activities and experiences involving the Welsh language. The centre will be open and inclusive, providing opportunities to experience the language, as well as delivering a package of activities that significantly add to the Cardiff offer.

Yr Hen Lyfrgell will offer a range of opportunities, including café bar, gift/book shop, teaching rooms as well as a flexible exhibition area, performance space and conference facilities. It will be a focus of Welsh culture in the city as well as an accessible centre for education where people can learn or practice their Welsh in a social and friendly atmosphere. There is every potential that it could also serve as a research laboratory on language and bilingualism in collaboration with other partners.

The centre will promote the use of the Welsh language in Cardiff and create new opportunities for people to socialise, participate and express themselves. It will be home to a number of Welsh language organisations, adding value and increasing our visibility, and would host a variety of events and opportunities for visitors, young people and Welsh learners in particular throughout the year.

However the unique selling point is the availability of high quality open space at the heart of the city that can be used by people and communities in any way that promotes the language, culture and heritage of the city.

Yr Hen Lyfrgell development will be a prominent new facility bringing together a variety of services which should prove attractive to both Welsh and non-Welsh speaking patrons, whilst retaining some key activities currently showcased at the Old Library.

Yr Hen Lyfrgell will offer people of all ages and background every opportunity to engage with the Welsh language and its vibrant culture through a wide range of activities in a contemporary and exciting public environment.

The proposals include the following main elements and partners:

- Cafe/bar – Clwb Ifor Bach
- Shop – Selling the best of Welsh produce made in Wales
- Adult Learning Centre – Lead by Cardiff University
- Office Space – Mela Media Company
- Crèche – Mudiad Meithrin (National Welsh Language Nursery organisation)
- Conference & Exhibition Centre / Meeting Rooms
- Cardiff Story Museum – Cardiff Council

STRATEGIC CONTEXT

At the heart of this initiative is a desire to increase awareness of the heritage and contemporary vibrancy of the Welsh language within the capital city by creating a centre characterised by verve, dynamism and innovation that will excite and engage residents and visitors alike.

The support for this project is predicated on a range of community-wide benefits that have tangible impact beyond the centre. These must be clearly identified and carefully monitored by the Council on regular basis.

Yr Hen Lyfrgell will make a positive contribution to the economic development and overall tourism appeal of the city. We will create a facility that will provide a showcase of the best in Wales and Cardiff, as well as signposting people to other Welsh language experiences and activities within the city organised by the 100+ voluntary organisations that deliver services on a community level within the city. We will act as a catalyst in generating new audiences and footfall to the city centre. *Yr Hen Lyfrgell* will be a hub of new events and activities that will add new life and vibrancy to the city which in turn will lead to new people visiting the city centre throughout the day and night. On a community level, *Yr Hen Lyfrgell* will raise awareness of the language in all its dimensions in Cardiff and beyond, creating a new model of community collaboration as well as providing the bilingual Cardiff Story Museum / Amgueddfa Stori Caerdydd with a fresh opportunity to flourish.

Yr Hen Lyfrgell will be 'Cardiff's Welsh Language Experience'.

LINKS TO STRATEGY

Relevant Policies

The key national strategies relevant to this project proposal include:

- Partnership for Growth – The Welsh Government Strategy for Tourism
- Cultural Tourism Action Plan 2012-15
- Welsh Government Welsh Language Strategy 2012 - 2017
- Tourism Strategy and Action Plan 2015-2020
- Sustainable Tourism for Wales
- Spatial Plan for South East Wales
- Wales: A Vibrant Economy
- Wales: A Better Country
- One Wales
- Regional Strategic Framework for South East Wales: Delivering a Future with Prosperity
- Welsh Language (Wales) Measure 2011

These strategies develop a very strong theme of creating high quality jobs, raising quality and value added more generally and a particular focus on sustainability and enterprise / innovation in Wales.

Of particular relevance here is the recently adopted Cardiff Tourism Strategy and Action Plan 2015-2020. The development of the centre would assist Cardiff in meeting a number of the aims and targets within the Strategy by 'providing opportunities to discover the local' and creating a distinctive and unique Cardiff experience 'based on an amalgam and fusion of heritage, culture and language..... most visitors will come into contact with Wales' culture during their trip – either through generic encounters (sense of place, language, local food and drink, craft and music) or through specific visits to heritage and cultural attractions.'

Further, the UN World Tourism Organisation's latest report on "City Tourism" (2012), and the recently published Tourism Intelligence International report "Cities on the Rise" (2014), identifies a number of new drivers of demand fuelling growth in city tourism, specifically the need for the local narratives including heritage, culture, language and products as well as the importance of signature cultural events and festivals.

Yr Hen Lyfrgell will also assist Cardiff in meeting a number of the aims and targets within the Welsh Language Strategy (2012 – 2017) 'Encourage people to use the language on a daily basis, such as providing opportunities for people to use Welsh socially when enjoying entertainment.... The strengthening of the position of the Welsh language in our communities.'

ORGANISATIONAL AND OPERATIONAL STRUCTURE

Yr Hen Lyfrgell is a collaborative partnership between the Welsh Language partners (lead by Menter Caerdydd), Cardiff Story Museum / Amgueddfa Stori Caerdydd, Cardiff Council and Welsh Government.

A new company, Yr Hen Lyfrgell Cyf, has been established to manage the facility and coordinate the work of the partners. *Yr Hen Lyfrgell* will have its separate bank account but will come under the supervision and control of Menter Caerdydd, at least until such a time as it begins to make a success of itself. Menter Caerdydd are the Lead partner and Sian Lewis, Chief Executive of Menter Caerdydd has been allocated the post of Chairperson for the new company – Yr Hen Lyfrgell Cyf. There are currently four company directors of Yr Hen Lyfrgell Cyf but it is intended that the partners who have space within the building will all become Corporate Directors within the company.

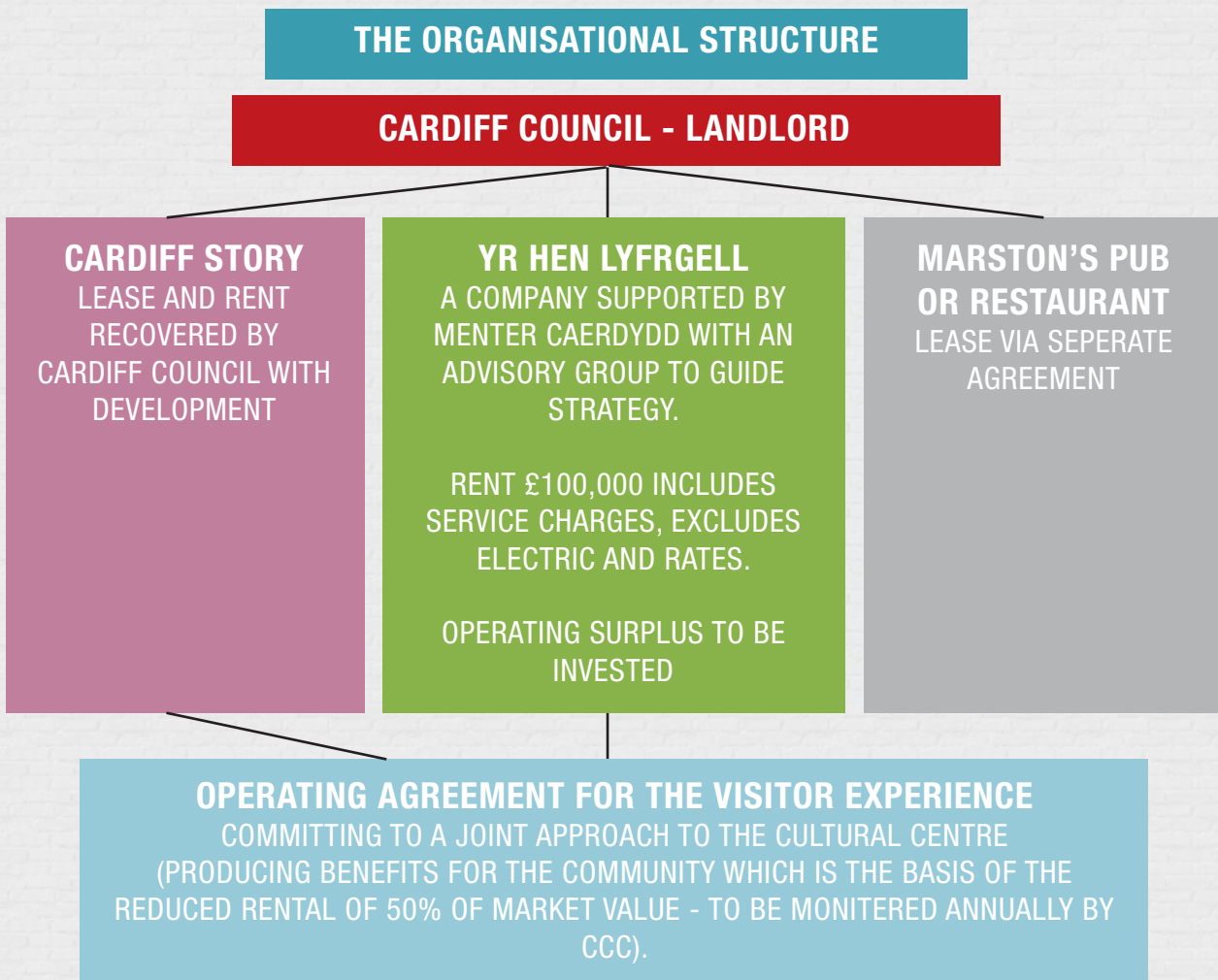
Menter Caerdydd will act as the representative for the Welsh language partners when dealing with all organisational and operational issues involving Yr Hen Lyfrgell Cyf and Cardiff Council from day one of operating.

The head lease will be the responsibility of the Directors and Menter Caerdydd. They will also hold the responsibility of dealing with all administrative, personnel, staffing, day-to-day management and accounting arrangements involving the running of *Yr Hen Lyfrgell* on behalf of the Welsh language partners.

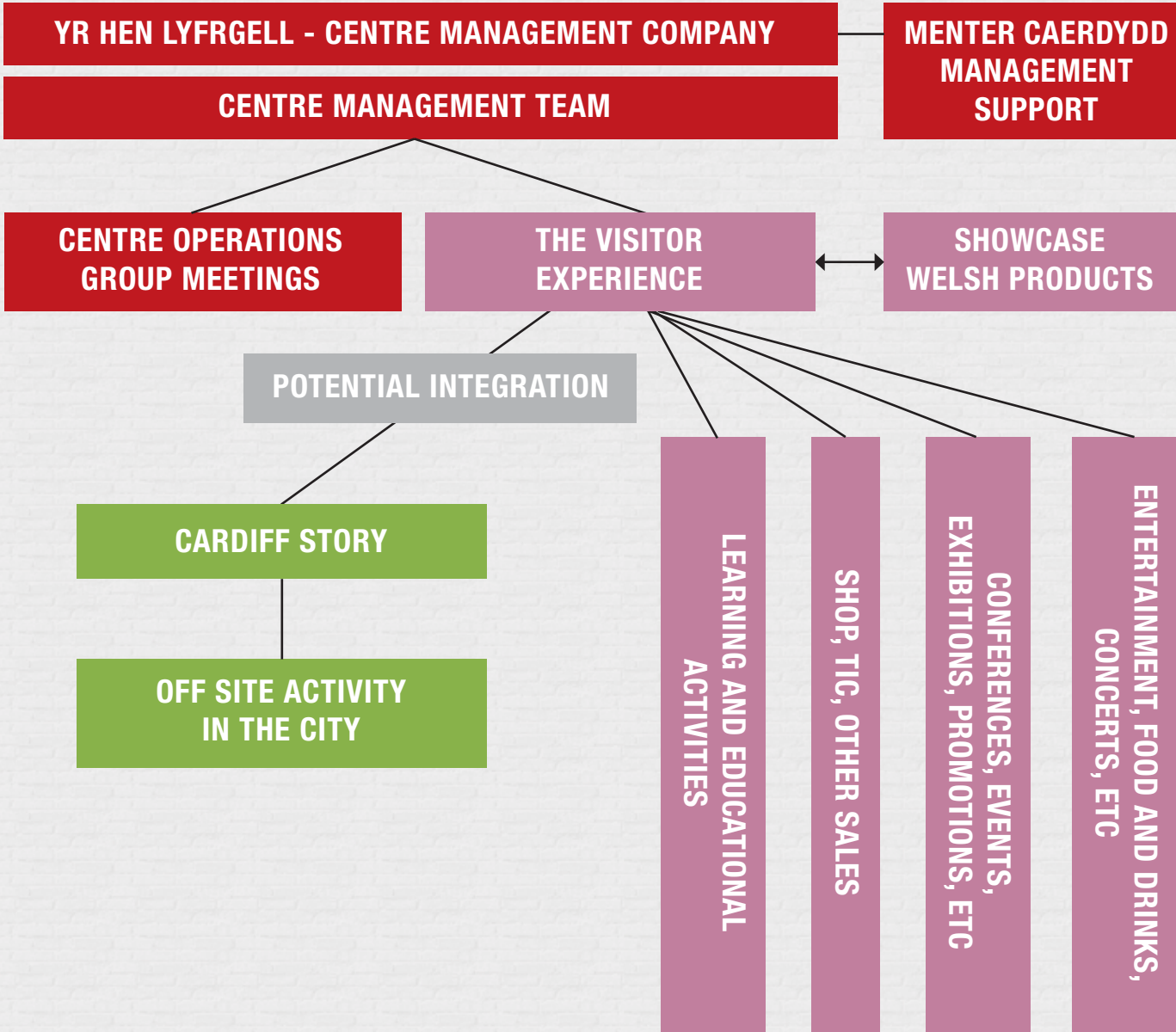
It has been agreed that each partner will pay an additional fee in addition to the rent to Yr Hen Lyfrgell Cyf to cover all the above costs.

The centre's operational aspect will be marketed, branded and managed as one destination to a common, high standard of quality. All partners have accepted, agreed and signed up to this mission. This means that the visitor experience will be operated as one entity.

The organisational structure and operational structure set out below embraces this approach. The Visitor Experience is defined in Figure 1.



THE OPERATIONAL STRUCTURE



INCOME AND EXPENDITURE

Time has been spent discussing the expenditure and income opportunities for this business plan. For the first year of trading the Annual Income and Expenditure and Cash Flow are shown below. However, it will be the responsibility of the Centre Manager once settled in post to create other revenue streams of by developing a comprehensive package of events and activities all year round at *Yr Hen Lyfrgell* in order to secure and stabilise any financial risks to the Company.

Although we want to ensure the success of *Yr Hen Lyfrgell* it is difficult to predict how much profit or loss there will be in the first few years of trading. Our intention will be to reach 100% of the rent and establish clear guidelines to other revenue streams. These could include – a comprehensive package of events and activities (as mentioned above), tourists evenings, weddings, themed nights, 'pop up' activities, Welsh language historical tours, 'Friends of Yr Hen Lyfrgell Scheme', special one off events, founders/sponsorship and partnering opportunities, donation and gift aid, fundraising events.

Annual Income and Expenditure Forecast	
Office rent (5 partners)	152400
Room hire / Activity income	37500
Overhead contribution	5600
Exhibition/Meeting Room	14400
Supporters Contributions	6000
Total Income	£215,900
Site rent	100000
Rates - conference room	1740
Staff costs and travel	43848
Cleaning costs	22500
Caretaker salary	6240
ITC	3045
Office	6000
Insurance	1200
Prof fees	2040
Mkting	10000
Lead Partner	10000
Contingency	1200
Total Costs	£208,000

Full Year Cash Flow														
	2015					2016								
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Apr	May	June	July	Aug	Total
Office rent (5 partners)	15000	0	0	11200	11200	11200	11200	11200	11200	11200	11200	11200	11200	127000
Room hire / Activity income			2083	2083	2500	2500	2500	2500	2500	2500	2500	2500	2500	26666
Overhead contribution							5600							5600
Exhibition/Meeting Room				1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	12000
Supporters Contributions			500	500	500	500	500	500	500	500	500	500	500	5500
Total Income	15000	0	2583	14983	15400	15400	21000	15400	15400	15400	15400	15400	15400	176766
	2015					2016								
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Apr	May	June	July	Aug	Total
Site rent	0	0	0	0	0	0	25000	0	0	25000	0	0	25000	75000
Rates - conference room			145	145	145	145	145	145	145	145	145	145	145	1595
Staff costs and travel	3083	3083	3583	3583	3583	3583	3583	3583	3583	3583	3583	3583	3583	45579
Cleaning			1667	1667	1667	1667	1667	1667	1667	1667	1667	1667	1667	18337
Caretaker		260	260	260	260	260	260	260	260	260	260	260	260	3120
ITC	0	0	0	0	750	0	0	750	0	0	750	0	0	2250
Office	875	0	0	0	875	0	0	875	0	0	875	0	0	3500
Insurance		100	100	100	100	100	100	100	100	100	100	100	100	1200
Professional fees	1000	0	0	0	0	0	0	0	0	0	0	0	2000	3000
Marketing								5000					5000	10000
Lead Partner								5000					5000	10000
Contingency	100	100	100	100	100	100	100	100	100	100	100	100	100	1300
Total Costs	5058	3543	5855	5855	7480	5855	30855	17480	5855	30855	7480	5855	42855	174881
Monthly Balance	9942	-3543	-3272	9128	7920	9545	-9855	-2080	9545	-15455	7920	9545	-27455	1885
Cumulative Balance	9942	6399	3127	12255	20175	29720	19865	17785	27330	11875	19795	29340	1885	

	2016				2017								Total
	Sept	Oct	Nov	Dec	Jan	Feb	March	Apr	May	June	July	Aug	Total
Office rent (5 partners)	12700	12700	12700	12700	12700	12700	12700	12700	12700	12700	12700	12700	£152,400
Room hire / Activity income	3125	3125	3125	3125	3125	3125	3125	3125	3125	3125	3125	3125	£37,500
Overhead contribution						5600							£5,600
Exhibition/Meeting Room	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	£14,400
Supporters Contributions	500	500	500	500	500	500	500	500	500	500	500	500	6000
Total Income	17525	17525	17525	17525	17525	23125	17525	17525	17525	17525	17525	17525	£215,900

	2016				2017								Total
	Sept	Oct	Nov	Dec	Jan	Feb	March	Apr	May	June	July	Aug	Total
Site rent	0	0	25000	0	0	25000	0	0	25000	0	0	25000	£100,000
Rates - conference room	145	145	145	145	145	145	145	145	145	145	145	145	£1,740
Staff costs and travel	3654	3654	3654	3654	3654	3654	3654	3654	3654	3654	3654	3654	£43,848
Cleaning costs	1875	1875	1875	1875	1875	1875	1875	1875	1875	1875	1875	1875	£22,500
Caretaker salary	520	520	520	520	520	520	520	520	520	520	520	520	£6,240
ITC	750	0	0	765	0	0	765	0	0	765	0	0	£3,045
Office	875	0	0	875	0	0	875	0	0	875	0	0	£3,500
Insurance	100	100	100	100	100	100	100	100	100	100	100	100	£1,200
Prof fees	0	0	0	0	0	0	0	0	0	0	0	2040	£2,040
Mkting						5000						5000	£10,000
Lead Partner						5000						5000	£10,000
Contingency	100	100	100	100	100	100	100	100	100	100	100	100	£1,200
Total Costs	8019	6394	31394	8034	6394	41394	8034	6394	31394	8034	6394	43434	£205,313
Monthly Balance	9506	11131	-13869	9491	11131	-18269	9491	11131	-13869	9491	11131	-25909	£10,587
Cumulative Balance	11391	22522	8653	18144	29275	11006	20497	31628	17759	27250	38381	12472	

	2017				2018								
	Sept	Oct	Nov	Dec	Jan	Feb	March	Apr	May	June	July	Aug	Total
Office rent (5 partners)	12700	12700	12700	12700	12700	12700	12700	12700	12700	12700	12700	12700	£152,400
Room hire / Activity income	4167	4167	4167	4167	4167	4167	4167	4167	4167	4167	4167	4167	£50,004
Overhead contribution							5600						£5,600
Exhibition/Meeting Room	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	£14,400
Supporters Contributions	500	500	500	500	500	500	500	500	500	500	500	500	6000
Total Income	18567	18567	18567	18567	18567	24167	18567	18567	18567	18567	18567	18567	£228,404
	2017				2018								
	Sept	Oct	Nov	Dec	Jan	Feb	March	Apr	May	June	July	Aug	
Site rent	0	0	25000	0	0	25000	0	0	25000	0	0	25000	£100,000
Rates - conference room	145	145	145	145	145	145	145	145	145	145	145	145	£1,740
Staff costs and travel	3727	3727	3727	3727	3727	3727	3727	3727	3727	3727	3727	3727	£44,724
Cleaning Estimate	1734	1734	1734	1734	1734	1734	1734	1734	1734	1734	1734	1734	£20,808
Caretaker salary	780	780	780	780	780	780	780	780	780	780	780	780	£9,360
ITC	765	0	0	780	0	0	780	0	0	780	0	0	£3,105
Office	875	0	0	875	0	0	875	0	0	875	0	0	£3,500
R & M	0	0	0	0	0	0	0	0	0	0	0	0	£0
Prof fees	0	0	0	0	0	0	0	0	0	0	0	2081	£2,081
Mkting	833	833	833	833	833	833	833	833	833	833	833	833	£9,996
Lead Partner	833	833	833	833	833	833	833	833	833	833	833	833	£9,996
Contingency	100	100	100	100	100	100	100	100	100	100	100	100	£1,200
Total Costs	9792	8152	33152	9807	8152	33152	9807	8152	33152	9807	8152	35233	£206,510
Monthly Balance	8775	10415	-14585	8760	10415	-8985	8760	10415	-14585	8760	10415	-16666	£21,894
Cumulative Balance	21247	31662	17077	25837	36252	27267	36027	46442	31857	40617	51032	34366	



APPENDIX I

SUMMARY OF PARTNERS

1. Cafe/bar – Clwb Ifor Bach

Clwb Ifor Bach is a Cardiff institution. Set up as a 'not for profit' unincorporated association in 1983 to provide a social space for Welsh speakers in the city centre its use has altered and evolved over the years and Clwb is now primarily recognised as a music venue and nightclub, one that is highly regarded within the UK's live music sector. The promotion of Welsh language events is still an integral part of the company's ethos, with regular events held throughout the year, but many of the other ideas envisaged by the company's original trustees provided difficult to maintain over the long term due to the location and the layout of the building.

Last year a new board was appointed to spearhead the future development of the company. One of their aims was to look again at the ideas that inspired the creation of Clwb and see how they could be incorporated into the new business plan. They hoped to develop opportunities to further engage with Cardiff's Welsh language community and examine ways in which to further interact with other companies and organisations that represent the sector. The proposed development of the Welsh Centre at Yr Hen Lyfrgell both mirrors their aspirations and provides an unique opportunity to truly engage with Cardiff's Welsh language heritage; past, present and future.

Clwb Ifor Bach was invited to be a core partner in the Yr Hen Lyfrgell initiative following the Bilingual Cardiff conference in 2015. Our remit was to utilise the gallery space on the first floor and develop it into the social hub of the centre. Given the library's central location, the building's stunning architecture and the gallery's great views over The Hayes we determined that a vibrant, contemporary cafe bar would be the best use of this space. Not only would it service the needs of those who used the centre on a day to day basis but it would also be seen as an essential destination for city centre clientele and thereby create regular footfall for other services within the centre.

Its location at Yr Hen Lyfrgell, a grade 2 listed building, coupled with the unique attributes of the Welsh language Centre would give the cafe bar a prominent position within a very crowded city centre service sector.

Following consultation with different sectors of the target market it was decided that later opening hours during the week would make the venue a viable post work destination. As such the opening times will be 9am - 11pm, Sunday - Thursdays and 9am - 1am on Friday and Saturday nights. Private hire events previously planned for the gallery will now be held in one of the two conference rooms. In addition to the regular trade the café/bar will also be able to provide catering for any conferences and events held at the centre.

2. Marketing and Media Services - Mela

Mela is a bilingual communications agency working with private, public and third sector clients across Wales, specialising in Welsh language affairs and support. It is a limited company (registered as Mela Media Ltd) employing 5 core staff and other project based freelance staff. The agency has grown steadily since its launch in 2011 and is currently based in offices on Cathedral Road, Pontcanna in Cardiff. Its last three years of company accounts are available from Companies House.

As a core partner, Mela will relocate its offices to Yr Hen Lyfrgell and occupy space on the 2nd floor in an open plan office. This equates roughly to what the agency uses at its current base and envisages it will need in the immediate future. It also leaves room for staff expansion as numbers can increase with specific projects with subcontracted staff.

Mela is a fully bilingual agency which is strongly committed to supporting business and organisations improve the way they communicate with Welsh language audiences. Its clients include the Welsh Government, Menter Caerdydd, Rondo Media, Boom Pictures, Literature Wales, Football Association of Wales and the Welsh Language Commissioner. In the past year Mela has devised and managed national campaigns to promote the use of Welsh on behalf of the Welsh Government. Mela understands the Welsh speaking landscape nationally as well as in the capital itself. In terms of recognising the role and potential of Yr Hen Lyfrgell within the general and specific Welsh language marketplace, Mela is well positioned. It has expertise in identifying and reaching audiences, knowledge of the best communication platforms to use for which target group, creativity in devising eye-catching communication campaigns as well as a wide-ranging network of contacts in the public, private and creative sectors.

Mela will not directly benefit financially from its relocation to Yr Hen Lyfrgell, as it will be paying rent for office space over and above its current rental costs and its business rates will also increase. However, the company sees the project as a longer-term investment and expects to gain new clients in Years 2 and 3 as a result of being part of what will be a high-profile project.

3. Learning Centre – Cardiff University

Cardiff University's status as a core partner will provide it with two adjacent rooms in the building. The predominant use will be for delivering Welsh for Adults courses (see <https://welshforadults.cardiff.ac.uk/>).

The location will be ideal for offering Welsh in the Workplace courses (<https://welshforadults.cardiff.ac.uk/workplace>) to city-centre businesses—Cardiff University is the largest provider in this field in Wales. The proposed on-site crèche facilities will provide opportunities to develop Welsh for the Family courses (<https://welshforadults.cardiff.ac.uk/family>). Welsh for Adults classes usually run during school term time, but the Cardiff University's Welsh for Adults Centre also holds summer schools (2 to 8 weeks: <https://welshforadults.cardiff.ac.uk/learning/summer-welsh-course>) for which Yr Hen Lyfrgell would be an ideal location.

Other uses by the wider University community may include public lectures, talks, workshops (e.g. for schools), outreach events, open days, book launches, receptions, etc. When the rooms are not in use by the University there is the potential of hiring out them alongside other facilities at Yr Hen Lyfrgell (e.g. the conference centre). Cardiff University would also benefit in a general sense from having a visible city centre presence.

4. Child Care – Mudiad Meithrin

The proposed facility will be registered with the CSSIW for full day-care provision. This will allow flexibility to provide a range of services with the predominant service being a crèche for children between the ages of 2 and 8. In addition to this the crèche will also provide services on weekends and school holidays. This is to maximise the space and also to compliment the other services offered at Yr Hen Lyfrgell.

It is proposed that the space allows registration for up to 16 children, but this will be dependent on CSSIW registration in accordance with the regulations. Parents will be able to book sessions up to 3 hours per day. Mudiad Meithrin has developed a detailed business plan which includes projections for the business, however as the facility cannot be registered with CSSIW until the space has been adapted these projections need to be fluid. The current projections sets the session price at between £20-30. Mudiad Meithrin will be investing time and money towards the development in its first year, but the aim is that the provision will break even at the end of the 12 months. It is not foreseen that this will be a profit making business and this coincides with the Mudiad's not for profit ethos.

A comprehensive safeguarding system will be developed following best practice for this type of service. The facility will be managed by Mudiad Meithrin senior staff who will have responsibility as a 'responsible person' with CSSIW. This in itself carries regulatory duties and responsibilities but Mudiad Meithrin also has procedures and policies which ensures each of its facilities following the highest possible standards.

5. Shop (Gift/Book) – Bodlon

Over the past six years, Bodlon has led the way in changing the way consumers from all over the world view and source Welsh produce. The quality and provenance of all goods is paramount, but equally important is the integrity of their design. Bodlon grew from a desire to showcase award-winning Welsh food produce in hampers that have been sold all over the world. The company knew that the best of Wales could go head to head with market leading products from anywhere and come out as winners. And they were right.

It is this unshakable belief in Wales, and our idiosyncratic view of the world that has helped Bodlon grow. The company wanted to demonstrate how contemporary Welsh goods could stand proudly next to the best designs from across the UK and beyond.

So whether it's kitchenware or cushions, posters or pottery, and whether you live in Kensington, Kuwait or Kidwelly, Bodlon is certain that you'll find something at Bodlon that will help make your home a cartref.

6. Conference centre – Responsibility of Centre Director

The conferencing facility will be the responsibility of the Centre Manager working for Yr Hen Lyfrgell Cyf. Menter Caerdydd will provide HR and financial management of the project.

The conferencing market remains very competitive with ample supply within the Cardiff area. The proposed conference room should be capable of supporting events of 50 plus people. Assuming one conference (or cumulative meetings equivalent to) a week an average delegate rate of 50 people – this yields 2500 people annually. A quality venue should expect to charge £25 per person day including teas/coffees but without dining – so potential revenue base of £62,500. This is a very conservative

estimate and therefore should be achievable. Food revenue should flow to CIB - at approx. £5 for the teas and coffees then the gross profit should come to around £50,000. This is an upper limit which is forecast in the 3rd year. For planning purposes it may be prudent for the project to charge a more competitive rate (e.g. £15 per person – net £10 pp) therefore yielding £25,000 (presumed a floor) with increased charges in subsequent years. We also anticipate a small revenue through room hire to community groups that will give an overall total income of £26,666.

7. Co-working Space – responsibility of Centre Director

There are a numerous individuals working across the capital as freelancers, consultants or micro-businesses and using the Welsh language everyday.

The co-working space will be a bookable facility for such individuals and businesses, providing cost-effective desk-space in a vibrant, productive and flexible business space.

But co-working is not just about the space, it is also about working with like-minded people and we see this as creating a network of people who can share ideas, advice and business goals.

Along with the other facilities available at Yr Hen Llyfyrgeall – café bar, meeting spaces and crèche – we envisage that the facility will be a popular alternative to the kitchen table, or ‘coffice’.

8. The Cardiff Story Museum - Cardiff Council

The Cardiff Story Museum’s mission is to be an inclusive, exciting and inspirational resource; bringing people together to help them discover more about themselves, each other and about Cardiff, through social interaction and learning.

Opening to the public in 2011, the Cardiff Story Museum is the only venue in the city that tells and celebrates the Cardiff’s history – how the city we know today has been created, what makes it unique, and how important the people who have lived and worked here are to that story. It is the only organisation that collects, saves and preserves Cardiff’s heritage for future generations to understand and learn from. It is the only place that visitors or tourists can come and find out what Cardiff is about, and what makes it so special. We are a community and cultural venue, a location that celebrates Cardiff’s heritage for tourists and visitors to the city, and a place which encourages active citizenship and active engagement with the area’s history and diverse communities.

The museum is a great, free resource that acts as a hub for Cardiff’s heritage, encouraging Cardiffians to value, explore and represent their past, present and future. It equips people to learn from it, and be inspired by it, creating empathy and understanding between individuals and communities, challenging stereotypes and long held views, and stimulating pride and enthusiasm in the city and its shared heritage.

The museum is accessible for all and commended for being so. The interactive galleries involve people in their heritage, providing different ways of accessing the information for those of different ages, disabilities, language groups and interest groups. The museum works outside its walls as well as within them, taking the museum to those who are not able to visit for economic, social or physical reasons. Listening to visitors and the community, it asks them what they want from their museum, and how to make their visit better, and then acts on it.

The museum is at the heart of the community, created by the community. Cardiff’s amazing diversity is reflected throughout our displays and outreach work, ensuring the key contributions of the huge mix of communities that make up the city is integral to the story it tells.

9. Lead Partner – Menter Caerdydd

Menter Caerdydd was established in 1998 and is a voluntary organisation and a registered charity working in partnership to raise the profile of the Welsh Language in Cardiff, promote activities and strengthen existing networking links. It organises social activities through the medium of Welsh in Cardiff in order to promote and widen social and language inclusion Cardiff wide throughout the year. Menter Caerdydd chairs the Welsh Language Forum in Cardiff, represent Welsh Language organisations on numerous partnerships across the city as well as advising Welsh Government on Strategic matters relating to the use of the Welsh language socially, within the workplace and also through educational opportunities. It currently employs a workforce of 11 staff, 132 seasonal staff and are steered by a Management committee and a Board of Directors. It organises a robust and comprehensive timetable of events through the year that reflect the needs of its customers (families, children, young people, adults and Welsh learners). Menter Caerdydd interacts regularly with its customers to ensure that the voice of the user is at the forefront of service planning.

Menter Caerdydd currently has 25,887 service users, 18,202 followers on social media, 1,283 individual events annually, 11 staff on full time contracts as well as 132 casual staff per year, 109 volunteers assisting on services, it works closely with over 89 local and national partners, organise 51 weekly events and generates £640,000 economic value to Cardiff per year.

Tafwyl is the annual festival established by Menter Caerdydd in 2006 to celebrate the use of the Welsh language in Cardiff and has been organised with support from Cardiff Council, Welsh Government and Wales Arts Council at Cardiff Castle since 2012. Tafwyl is by now Wales's largest Welsh language community festival attracting an anticipated audience of over 25,000 customers to the festival in July 2015. Tafwyl attracts local, regional and national visitors to Cardiff for a festival that puts the city on the country's cultural and Arts events map.

The festivals vision is to be inclusive to all, to give every citizen in Cardiff and beyond the opportunity to access a Welsh language Cultural Festival that is well organised and well received.

Behind the scenes, the Festival is developing a professional and executive approach, allowing for stable administration and business development.





WWW.MENTERCAERDYDD.ORG

Chief Executive:

Sian Lewis

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menter caerdydd

WELSH LANGUAGE CENTRE: Rationale for Proposed Rent Level

An indication of the rental value of the Old Library (excluding the area already let as a pub, '1876') was provided by the Council's valuers in November 2014. The indicative value provided was based on the total remaining area of the premises, including the area occupied by The Cardiff Story Museum, and was calculated at circa £275,000. The area occupied by the Cardiff Story Museum accounted for £136,000 of this and the area which was proposed for occupation by the Welsh Language and Cultural Centre was calculated at £139,000. These figures should be regarded as 'asking rents' and subject to downward negotiation by a prospective tenant.

Under the proposed head lease, the head lessee will assume responsibility for the management of all of the building except that part let to the pub company (v. Para 32). The head lessee will therefore be responsible for management of the area occupied by The Cardiff Story Museum but will not collect a rent for that area (v. Para.22). The head lessee will also assume the risks associated with being a landlord, e.g. in respect of voids and bad debts risks from sub-lettings.

The Welsh Language and Cultural Centre will provide social, economic and cultural benefits for Cardiff. It will assist the Council in meeting a number of the aims and targets set out in its recently approved Tourism Strategy (v. Para.7), and the chosen partners will provide a focus for Welsh as a living language not only for all Cardiff's citizens but also for its visitors, giving them an opportunity to hear the Welsh language in use in the heart of its capital city.

Taking into account the management work to be taken over by the head lessee and the risks associated with property management coupled with the social, economic and cultural benefits offered by the Centre, a head rent of £100,000 has been agreed with the head lessee, representing a discount of around 28%, including negotiation and quantum, on the indicative headline rent shown above.

Cardiff Council Statutory Screening Tool Guidance

If you are developing a strategy, policy or activity that is likely to impact people, communities or land use in any way then there are a number of statutory requirements that apply. Failure to comply with these requirements, or demonstrate due regard, can expose the Council to legal challenge or other forms of reproach.

For instance, this will apply to strategies (i.e. Housing Strategy or Disabled Play Strategy), policies (i.e. Procurement Policy) or activity (i.e. developing new play area).

Completing the Statutory Screening Tool will ensure that all Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. Where a more detailed consideration of an issue is required, the Screening Tool will identify if there is a need for a full impact assessment, as relevant.

The main statutory requirements that strategies, policies or activities must reflect include:

- **Equality Act 2010 - [Equality Impact Assessment](#)**
- **Welsh Government's [Sustainable Development Bill](#)**
- **Welsh Government's Statutory Guidance - [Shared Purpose Shared Delivery](#)**
- **[United Nations Convention on the Rights of the Child](#)**
- **[United Nations Principles for Older Persons](#)**
- **[Welsh Language Measure 2011](#)**
- **[Health Impact Assessment](#)**
- **[Habitats Regulations Assessment](#)**
- **[Strategic Environmental Assessment](#)**

This Statutory Screening Tool allows us to meet the requirements of all these pieces of legislation as part of an integrated screening method that usually taken no longer than an hour.

The Screening Tool can be completed as a self assessment or as part of a facilitated session, should further support be needed. For further information or if you require a facilitated session please contact the Policy, Partnerships and Citizen Focus Team on 2078 8563 e-mail: siadavies@cardiff.gov.uk. Please note:

- **The completed Screening Tool must be submitted as an appendix with the Cabinet report.**
- **The completed screening tool will be published on the intranet.**

Statutory Screening Tool

Name of Strategy / Policy / Activity: Welsh Language Centre	Date of Screening: 23/10/14
Service Area/Section:	Lead Officer: Ffion Gruffudd
Attendees:	

What are the objectives of the Policy/Strategy/Project/Procedure/Service/Function	Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]
<p>The project, subject to working through and agreeing a full business case with partners, would have the capacity and expertise to deliver on all six areas of the Welsh Government's Welsh Language Strategy:</p> <ul style="list-style-type: none"> • to encourage and support the use of the Welsh language within families • to increase the provision of Welsh-medium activities for children and young people and to increase their awareness of the value of the language • to strengthen the position of the Welsh language in the community • to increase opportunities for people to use Welsh in the workplace • to improve Welsh language services to citizens • to strengthen the infrastructure for the language, including digital technology. 	<p>In March 2014, the Council held the Bilingual Cardiff conference in City Hall which was attended by over 40 organisations from the public, private and voluntary sectors. The main purpose of the day was to gather their suggestions and ideas as to how we could better work together in order to promote, protect and nurture the Welsh language in Cardiff, and to draft a Bilingual Cardiff Action Plan for all organisations to implement under the 'Bilingual Cardiff' banner with the Council acting as Coordinator.</p> <p>The Bilingual Cardiff Action Plan has been drafted based on information collated during the conference. The main objective shared by the vast majority, if not all, of our partners, was the need for the development of a Welsh Language Centre which would showcase Welsh language and culture in the city as well as creating new opportunities for people to socialise, participate and express themselves.</p> <p>Following the conference, Menter Caerdydd conducted a survey which demonstrated that 94% of all respondents were in favour of establishing a 'Welsh language centre in Cardiff for the community and tourists alike'. These findings were subsequently published in the Services Survey Results</p>

	<p>Report in July 2014.</p> <p>In 2012 Cardiff's Welsh Language Forum, in partnership with Cardiff Council, undertook a Welsh Medium Social Provision and Family Support consultation exercise in order to give us a greater understanding of the Welsh medium social provision available, as well as the demand, across Cardiff. Of the 1095 total respondents, 87% responded that they wanted to see more Welsh language activities on offer in Cardiff outside the school and outside of school hours.</p> <p>Further, in the parental support section of the same consultation, respondents answered that out of all the services offered, they would be most likely to use childcare (66.2%) if it was available through the medium of Welsh. There is currently only one Welsh speaking nursery in the whole of Cardiff and none in the centre of town.</p>
<p>What Legislative Framework does the policy fall under? <i>i.e. Rights of Children and Young Persons (Wales) Measure, Local Government (Wales) Measure...</i> Please be clear about the statutory and policy framework within which the report is being developed. It is important that any requirements are properly addressed and considered at the outset.</p>	<p>Welsh Language (Wales) Measure 2011</p>

Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:		
+	Positive	Positive contribution to the outcome
-	Negative	Negative contribution to the outcome
ntrl	Neutral	Neutral contribution to the outcome
Uncertain	Not Sure	Uncertain if any contribution is made to the outcome

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.1	People in Cardiff are healthy; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc, vulnerable citizens and areas of multiple deprivation Addressing instances of inequality in health 			√		
1.2	People in Cardiff have a clean, attractive and sustainable environment; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> the causes and consequences of Climate Change and creating a carbon lite city 			√		
	<ul style="list-style-type: none"> encouraging walking, cycling, and use of public transport and improving access to countryside and open space 			√		
	<ul style="list-style-type: none"> reducing environmental pollution (land, air, noise and water) 			√		
	<ul style="list-style-type: none"> reducing consumption and encouraging waste reduction, reuse, recycling and recovery 			√		
	<ul style="list-style-type: none"> encouraging biodiversity 			√		
1.3	People in Cardiff are safe and feel safe; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> reducing crime, fear of crime and increasing safety of individuals addressing anti-social behaviour protecting vulnerable adults and children in Cardiff from harm or abuse 			√		

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.4	<p>Cardiff has a thriving and prosperous economy; <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> • <i>economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity)</i> • <i>Assisting those Not in Education, Employment or Training</i> • <i>attracting and retaining workers (new employment and training opportunities, increase the value of employment,)</i> • <i>promoting local procurement opportunities or enhancing the capacity of local companies to compete</i> 	√				<p>The Welsh language Centre will be based in the Old Library and will be cost neutral to the Council. It is envisaged that it will form a legal entity such as a social enterprise or Trust within a specific timeframe.</p>
1.5	<p>People in Cardiff achieve their full potential; <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> • <i>promoting and improving access to life-long learning in Cardiff</i> • <i>raising levels of skills and qualifications</i> • <i>giving children the best start</i> • <i>improving the understanding of sustainability</i> • <i>addressing child poverty (financial poverty, access poverty, participation poverty)</i> • <i>the United Nations Convention on the Rights of a Child and Principles for Older persons</i> 	√				<p>Menter Caerdydd will run community courses from the centre and Cardiff University will hold Welsh language classes as well as a community based research project on the history, language and literature of Cardiff.</p> <p>Mudiad Meithrin will be offering pre-school provision through the medium of Welsh.</p>
1.6	<p>Cardiff is a Great Place to Live, Work and Play <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> • <i>promoting the cultural diversity of Cardiff</i> • <i>encouraging participation and access for all to physical activity, leisure & culture</i> • <i>play opportunities for Children and Young People</i> • <i>protecting and enhancing the landscape and historic heritage of Cardiff</i> • <i>promoting the City's international links</i> 	√				<p>The centre will be inclusive and promote bilingualism in the city as well as introducing people of all cultures and backgrounds to the Welsh language.</p> <p>Menter Caerdydd will use the centre as their office and from there will promote a variety of opportunities and access to physical activities, leisure and culture opportunities.</p> <p>There will be play opportunities through Mudiad meithrin and Cardiff Story activities</p> <p>Locating the Welsh Language Centre in the Old Library involves protecting and enhancing the landscape and historic heritage of Cardiff as the building becomes cost neutral to the Council/.</p>

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.7	Cardiff is a fair, just and inclusive society. Consider the potential impact on	√				The Centre will be a focal point for the Welsh language community and associated groups but will also serve to demonstrate that the Welsh language is available to all and through a variety of learning opportunities and activities offered could introduce all visitors to the benefits of bilingualism.
	<ul style="list-style-type: none"> <i>the elimination of discrimination, harassment or victimisation for equality groups</i> 					
	<ul style="list-style-type: none"> <i>has the community or stakeholders been engaged in developing the strategy/policy/activity?</i> <i>how will citizen participation be encouraged (encouraging actions that consider different forms of consultation, through more in depth engagement to full participation in service development and delivery)?</i> 	√				Proposal discussed in Cabinet meeting in October and agreed in principle in the Bilingual Cardiff Member Working Group meeting in September. 40 stakeholders and partners in Bilingual Cardiff conference in March demonstrated need for such a facility and core partners and associated partners have been consulted with throughout the development of the project.
	<i>Will this policy foster good relations between communities?</i>	√				All communities will be welcomed in the centre and the languages and cultures of Cardiff celebrated.
	<i>Will this Policy/Strategy/Project have a differential impact on any of the following:</i>					<i>Please give details/consequences of the differential impact (positive and negative), and what action(s) can you take to address any negative implications?</i>
	<ul style="list-style-type: none"> Age (including children and young people aged 0-25 and older people over 65 in line with the United Nations Conventions) 	√				<i>Learning and developmental opportunities and training for all ages</i>
	<ul style="list-style-type: none"> Gender Reassignment 					
	<ul style="list-style-type: none"> Marriage & Civil Partnership 					
	<ul style="list-style-type: none"> Pregnancy & Maternity 					
	<ul style="list-style-type: none"> Race Religion/Belief Sex Sexual Orientation 					
<ul style="list-style-type: none"> Welsh Language 	√				The centre will have positive impact on the Welsh Language in the city, for visitors and residents alike.	

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
			Yes	No		As the centre will be positive for equalities (with no negative impact) a full EIA is not required.
	Is a Full Equality Impact Assessment Required?			√		
	Is a Full Child Rights Impact Assessment Required			√		
1.8	<p>The Council delivers positive outcomes for the city and its citizens through strong partnerships</p> <p><i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>strengthening partnerships with business and voluntary sectors</i> <i>the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</i> 					

SUMMARY OF APPRAISAL (highlight positive and negative effects of the policy / plan / project being assessed, demonstrating how it contributes to the economic, social and environmental sustainability of the city):

WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:

Part 2: Strategic Environmental Assessment Screening

		Yes	No
2.1	Does the plan or programme set the framework for future development consent?		
2.2	Is the plan or programme likely to have significant, positive or negative, environmental effects?		

Is a Full Strategic Environmental Assessment Screening Needed?	Yes	No
<ul style="list-style-type: none"> ▪ If yes has been ticked to both questions 2.1 and 2.2 then the answer is yes ▪ If a full SEA Screening is required then please contact the Sustainable Development Unit to arrange (details below) 		

If you have any doubt on your answers to the above questions regarding SEA then please consult with the Sustainable Development Unit on 2087 3228
sustainabledevelopment@cardiff.gov.uk

Part 3: Habitat Regulation Assessment (HRA)

		Yes	No	Unsure
3.1	Will the plan, project or programme results in an activity which is known to affect a European site, such as the Severn Estuary or the Cardiff Beech Woods?			
3.2	Will the plan, project or programme which steers development towards an area that includes a European site, such as the Severn Estuary or the Cardiff Beech Woods or may indirectly affect a European site?			
3.3	Is a full HRA needed?			

Details of the strategy will be sent to the County Ecologist on completion of the process to determine if a Habitat Regulation Assessment is needed. For further information please phone 2087 3215 or email biodiversity@cardiff.gov.uk

Appendix 1 – Statutory Requirements

It is possible that the Impact Screening Tool will identify the need to undertake specific statutory assessments:

- **Equality Impact Assessment:** *This assessment is required by the Equality Act 2010 and Welsh Government’s Equality Regulations 2011.*
- **Sustainable Development Bill:** *The Bill, when it comes into effect, will require sustainable development (SD) to be a central organising principle for the organisation. This means that there is a duty to consider SD in the strategic decision making processes.*
- **Shared Purpose Shared Delivery-** *The Welsh Government requires local authorities to produce a single integrated plan to meet statutory requirements under a range of legislation. Cardiff Council must therefore demonstrate its contribution towards Cardiff’s own integrated plan; “What Matters”.*
- **United Nations Convention on the Rights of the Child:** *The Children Act 2004 guidance for Wales requires local authorities and their partners to have regard to the United Nations Convention on the Rights of a Child.*
- **United Nations Principles for Older Persons:** *The principles require a consideration of independence, participation, care, self-fulfillment and dignity.*
- **The Welsh Language Measure 2011:** *The measure sets out official status for the Welsh language, a Welsh language Commissioner, and the freedom to speak Welsh.*
- **Health Impact Assessment:** *(HIA) considers policies, programmes or projects for their potential effects on the health of a population*
- **Strategic Environmental Impact Assessment:** *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*
- **Habitats Regulations Assessment:** *The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.*