

## Cwrt Pibwrlwyd Feasibility Study



**Client: Coleg Sir Gar**

**Author: William Wilkins Associates**

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## 1.0 INTRODUCTION

### 1.1 The Study and Site:

The Study has been commissioned by Coleg Sir Gar and funded through the RDP LEADER FUND.

The full address of the building is:

Cwrt Pibwr Lwyd  
Coleg Sir Gar  
Pibwrlwyd Campus  
Carmarthen  
SA31 2NQ

### 1.2 The Consultant Team responsible for the study is as follows:

**Lead Consultant:** William Wilkins CBE DL Hon FRIBA

**Architect:** Craig Hamilton RIBA, Craig Hamilton Architects Ltd

**Valuer:** Peter Tompkinson RICS, Peter Tompkinson Chartered Surveyors

**Business Advisor:** Ralph Bettany FCA, Ralph Bettany Associates

**Historian:** Tom Lloyd DL OBE FSA, Architectural Historian and Wales Herald of Arms Extraordinary

**Project Management:** Claire Deacon MA IHBC

**Project Administrator:** Cheryl Kitt

## 2.0 THE BRIEF

Coleg Sir Gar have commissioned William Wilkins Associates to carry out an independent and comprehensive feasibility study and options appraisal to gain a full understanding of the potential for Pibwrlwyd House. Following research during Stage 1 of this study the site of the house is now referred to as Cwrt Pibwrlwyd.

The report needs to include extensive consultation with businesses, the wider community and the College to map and assess existing services and identify training and business needs, in order to define a sustainable development plan and use, with the aim of supporting the economy, culture, business and skills growth for the region.

Other elements include

- Assess and Analyse options
- Report Findings
- Develop an optional business cases to include cost analysis for both structural repair and delivery including a short environmental impact assessment
- Planning consultation linked to the uniqueness and architectural properties of the building.
- Determine Funding Options to realise proposals
- Indication of work package planning and implementation timescale
- Recommended next Steps

### 3.0 HISTORICAL OVERVIEW <sup>1</sup>

#### 3.1 The House and its Owners

This section is a summary of a detailed and comprehensive account of the history and architecture of Cwrt Pibwrlwyd researched and written by Tom Lloyd FSA.

Nant Pibwr is a tributary to the river Tywi. Pibwrlwyd translates as “The Grey Pibwr”. The site probably dates to the gradual conquering of south Wales during the C11 and C12, with Cwrt Pibwr the central point of the Manor of Gunnor in the Lordship of Kidwelly.

The current house has a long association with individuals of notable local and national importance including:

- Jenkin Lloyd, the first High Sheriff of Carmarthenshire in 1541.
- Gruffudd Dwinn a son of the Dwinn family (also of Picton Castle).
- Sir Gruffydd Dwinn who leased the house to Henry Philipps (also of Picton).
- C17 ownership by the Scurlock family. Mary Scurlock married Sir Richard Steele in 1707, famous playwright, essayist and editor of *The Tatler*.
- The first Lord Trevor of Bromham (1658-1750)
- In 1737 it was let to David Bowen. A Methodist, his daughter's sons were the Reverends David and Thomas Charles, heroes of the early C19 Methodist cause.

In 1820 William Lewis Evans Esq was owner, he undertook transformative works to the house which lead to the accumulation of personal debt. The details of this are recorded in a contemporary diary which reads “William Evans, eldest son of Rev Evans, Towy Castle, drowned in crossing Laugharne Ferry. A dark night, tide in, on horseback”. His body was never found. Pibwrlwyd was sold changing hands a number of times during the C19 as a tenanted farm.

The 1843 Tithe Map shows small farm buildings, an enclosed stable yard and two small buildings. The farm was sold again by auction on the 18<sup>th</sup> June 1919, it was bought by Carmarthenshire County Council, for £17,000. It was used as a teaching farm for the post war generation and Pibwrlwyd Agricultural College was founded.

#### 3.2 An Architectural Assessment

The cement exterior of Cwrt Pibwrlwyd disguises a possible medieval core, its C16 origins and an extraordinary C19 interior containing one of the most comprehensive stencil-painted fictive-wallpaper schemes in Britain. Stencilled schemes were in vogue for a short period, the fashion was fleeting, and survival is exceptional.

The early C16 house is demonstrated by the excessively thick walls, the two surviving corbels on the S elevation which must have supported a projecting first floor chimney stack or an oriel window. No Elizabethan oriel window survives in any other house in west Wales so this fragment of chimney or window is exceptional. The large projecting chimney stack and blocked doorway are both likely C17.

There is no record of who might have designed and executed the C19 work for William Evans. He renewed the roof structure creating bedrooms in the attics; inserted a new staircase lit by a tall gothic window. Two smaller gothic windows were provided on the N elevation and two Venetian sashes into the W elevation. He added a Regency pavilion with a hipped roof, lit by two Venetian sashes matching those on the W elevation and a further gothic sash. The house was decorated from top to bottom with an extensive fictive wallpaper scheme.

The Royal Commission (RCAHMW) in their 1994 report stated that “there are no other houses in Wales in which so much survives in terms of variety, quantity and completeness within single rooms”.

#### 3.3 Cultural Assessment

There is anecdotal evidence that the 1st edition of Peter Williams' Bible was translated here.

<sup>1</sup> Architectural and Historic Overview written by Tom Lloyd FSA, September 2017, revised March 2018.

## 4 PROPERTY AND CURRENT CONTEXT

### 4.1 The Site:

Pibwrlwyd, the College's SA31 site is set in approximately 26 hectares of land on the eastern approach to Carmarthen, 1.2 miles south of the town and with easy access to the A48 and the M4 corridor. The site is within walking distance of the town and the railway station and is well served by local buses. It is adjacent to the National Cycle Network – Route 4. A map showing the ownership of Coleg Sir Gar forms Appendix 16.1.

### 4.2 Planning Context:

The land is identified as a Strategic Site in Carmarthenshire's Deposit Local Development Plan which was adopted in 2014. It falls under Policy EMP5 for Mixed Use Sites:

#### **GA1/MU2 Pibwrlwyd**

Mix of uses consisting of employment, leisure and education (linked to current college campus).

Supplementary Planning Guidance has been drawn up to inform the development of the site and it has been further identified by Carmarthenshire County Council and Swansea Bay City Region as one of Carmarthenshire County Councils 6 key transformation projects over the next 15 years<sup>2</sup>.

#### **This Strategy identifies:**

“A number of commercial development sites ... around the town centre and nearby secondary retail and industrial estates such as Llangunor and Pibwrlwyd. The establishment of S4C within Carmarthen will undoubtedly bring secondary and tertiary enterprises looking for a new base in close proximity to S4C, town and the main transport links.

Via its relationship with University of Wales Trinity St David and Coleg Sir Gar, Carmarthenshire County Council shall be working to develop what is currently the Pibwrlwyd College Campus in Carmarthen as part of the wider Transformational Project of Carmarthen. Proposals for the site are integral to the long-term success of the University of Wales Trinity Saint David Group that includes Coleg Sir Gâr.

Strategically, the site represents a key area for future employment growth for Carmarthen, consolidating and enhancing the status of Carmarthen regionally by delivering sustainable growth.

The site offers potential for the consolidation and re-development of the existing elements of Coleg Sir Gâr and a business park centred on employment uses compatible with the activities of the college.

The vision for Pibwrlwyd:

- + Realising national, regional and local planning strategies and priorities
- + Providing a gateway development for Carmarthen
- + Connecting business, enterprise, learning and leisure
- + Connecting the town, county and region
- + Developing creativity and innovation
- + Developing tertiary education and skills
- + Providing a dual sector University approach based on partnership

<sup>2</sup> A strategic regeneration plan for Carmarthenshire 2015-30 – Transformations, by Carmarthenshire County Council & Swansea Bay City Region.

All opportunities throughout Carmarthen will be enhanced through sympathetic consideration given to the natural environment and heritage of the area.”<sup>3</sup>

### 4.3 The Site:

The college has 4 campuses including the separately branded Carmarthen School of Art which has been providing art education since 1854, and is one of the first Art Schools set up in Britain following the Great Exhibition at the Crystal Palace, Hyde Park, London.

Cwrt Pibwrlwyd is a Grade II Listed Building located on the southern side of the Pibwrlwyd Campus. The house and former farm buildings are now located within a campus which is a mix of 1920-30s buildings [see Section 4.1 above] and modern pre-fab structures. The 1920's buildings are also of interest with bay windows overlooking a terraced landscape.

The College is currently in discussion with both Welsh Government and Carmarthenshire County Council regarding the development of a new Campus and the wider development of their landholdings.

Cwrt Pibwrlwyd is on the southern side of the site and is surrounded by the Equine and Small Mammal, Avian, and Reptile teaching areas and the Automotive workshops.

The site also houses indoor and outdoor riding arenas with disabled access; Merlin's training restaurant and catering teaching areas. Merlin's restaurant is open to the public and available for private meetings and seminars; a large refectory and café and a learning centre and library.

Carmarthen School of Art houses a dedicated Art, Design and Fashion facility with modern ICT equipment and laboratories. It is about 2 miles from Pibwrlwyd but forms part of the Pibwrlwyd Campus for administrative purposes.

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<sup>3</sup> P.40 *ibid*

## 5 STATEMENT OF SIGNIFICANCE (ARCHITECTURAL/ HISTORICAL/ CULTURAL/ ECOLOGICAL)

### National Significance

Cwrt Pibwrlwyd House is included on the Welsh Assembly's list of listed buildings of national significance as a building of architectural and historic interest and is listed Grade II. It is a rare and astonishing example of a Georgian survivor of provincial attempts at being a smart home.

### Details of Significance

The purpose of the traffic light system is to visually flag the most significant elements. Areas which are coloured red in all columns are of the highest priority, those which are green the lowest etc.

#### 5.1 Summary Table

| Element                | Significance<br>(Highly significant,<br>Significant, Moderately<br>significant, low<br>significance) | Vulnerability<br>(Highly vulnerable,<br>Vulnerable,<br>Moderately robust,<br>Robust) | Capacity for Improvement<br>to character and setting of<br>building<br>(Very High, Moderate,<br>Low, Very Low) |
|------------------------|--|--|--|
| Setting                |  |  |  |
| West                   | Significant  | Moderately robust  | High   |
| South                  | Significant  | Moderately robust  | High   |
| East                   | Significant  | Moderately robust  | High   |
| North                  | Significant  | Moderately robust  | High   |
| Ecology / Bats         | Significant  | Moderately robust  | High   |
| <b>Exterior</b>        |  |  |  |
| Elevation - front (SW) | Significant  | Vulnerable   | High   |
| Elevation - side (NW)  | Significant  | Vulnerable   | High   |
| Elevation – rear (NE)  | Significant  | Vulnerable   | High   |
| Elevation – side (SE)  | Highly significant   | Vulnerable   | High   |
| Roof                   | Significant  | Vulnerable   | High   |
| Stone Extension (SW)   | Low  | Low  | High   |
| Windows                | Significant  | Highly Vulnerable  | High   |
| <b>Interior</b>        |  |  |  |
| Ground Floor           | Moderately significant   | Vulnerable   | High   |
| First Floor            | Highly significant   | Highly Vulnerable  | High   |
| Second Floor           | Highly significant   | Highly Vulnerable  | High   |
| Architectural Detail:  |  |  |  |
| Main Stair             | Highly significant   | Highly Vulnerable  | High   |
| Doors (attic)          | Highly significant   | Highly Vulnerable  | High   |

## 6. CONSERVATION PHILOSOPHY

### Restoration Philosophy:

It is essential that the restoration of any historic site has a structured and logical approach and that when it is complete the historic progression of the building is clearly understood. This is especially important when a building is going to be open to the public and its interpretation is going to be an integral part of any future use and offer.

If the project is to attract public funding and to present optimum learning opportunities for the College through the exploration of this historic fabric and the associated development of skills training opportunities, it is essential that the building is restored and presented.

The research undertaken into the history of Cwrt Pibwrlwyd (Section 4) demonstrates:

- The site has an early foundation, possibly as early as the C13 making it potentially the earliest domestic site in Carmarthenshire (excluding Castles). It is not known if any elements from this structure survive but it is highly likely that an early core does exist.
- the large projecting chimney, blocked up doorway and part of a corbel table [S elevation], the lateral chimney and some of the wall thickness give sufficient information to be able to comfortably assume that the shell of the C16 building survives. It will be possible to expose and restore some of these elements as part of the work, as the cement render and modern plasters are removed.
- The late Georgian elements include the construction of the pavilion to the NW side to create a new drawing room with bedroom over, the staircase with associated pointed stair light (echoed also on N elevation), large sash windows to the pavilion, their matching windows to the W elevation, and to the raising of the roof, and of course the fictive wall paintings.

The extensive survival of the C19 elements should allow restoration of the 1820s house alongside the C16 building, where it survives. It is essential that a phase of archaeological investigation is funded and planned. This will present significant learning opportunities for the college and can further inform the restoration approach. Archaeological investigation will need to:

- (1) establish archaeological evidence of any C13 elements which may survive
- (2) provide further information on the C16 elements
- (3) establish the extent of the covering of fictive wall papers in areas where they are known to have been covered – specifically the first floor.

## 7. CONSTRAINTS

Constraints initially identified include:

- That as a Listed Building it has to be protected and maintained;
- any potential scheme will have to provide alternative roosts for bats;
- activities are currently constrained by college activities which include the movement of heavy traffic within the vicinity
- the exceptional rarity of the wall paintings may limit the uses of the building;
- while equal service provision can be provided, as required by the Equalities Act, it is highly probable that access provision throughout will not be possible.



## 8. SWOT ANALYSIS

A Strengths/ Weaknesses/ Opportunities and Threats analysis has been undertaken to focus on and summarise the key issues. It should be noted that threats and weaknesses are also strengths and opportunities, for example the poor condition of the building threatens the future of the building, but its level of risk and the high significance of the fabric and in particular the earlier archaeology of the house and survival of the stencilled wall paintings also present strengths and tremendous opportunities for the project.

### Summary:

| Issue                        | Summative Analysis  |
|------------------------------|---|
| Physical condition           | Currently in a dangerous condition, once restored the buildings have the potential to be at the heart of a quadrangle, closely attached to the campus and new business park, but if the building is to be a showcase, work will also be required to reorganise and improve the surrounding buildings. A maintenance programme will be strictly adhered to ensure that the good condition of the building is maintained once restored. |
| Significance                 | Cwrt Pibwrlwyd is a rare and astonishing example of a Georgian survivor of provincial attempts at being a smart home. A carefully implemented restoration and carefully considered use will have significant benefit to Coleg Sir Gar and the wider regional and Welsh economy.   |
| Equal Access                 | The Equalities Act (2010) requires that services the building provides should be equally accessible to all. Careful adaptation and planning of the end use can ensure that the end project is free from all barriers [physical and other] and in accordance with Coleg Sir Gar's Strategic Equality Plan.   |
| Access                       | The building and all its facilities must aim for the best physical and sensory access within the physical constraints of the building. A newly configured campus will allow for reasonable parking within a redesigned landscape and the necessary access for deliveries etc. Users from the College and Business Park will be encouraged to walk to the site through the creation an attractive network of pathways.                 |
| Business Planning            | Careful and considered business planning will be required to provide a use which will benefit the college, its students and the wider economy of Carmarthenshire and Wales. It is difficult to see how the house in isolation, with any amount of business planning, can be commercially sustainable  |
| Environmental sustainability | Options will be examined for energy conservation and sustainable operations which can also contribute to operational savings. Provision of low carbon technology will be carefully integrated so that it does not impact on the historic fabric of, or detract from the significance of the House and its setting.  |
| Other relevant issues        | Language, culture and historic influences and issues will be woven into the project.  |

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## SWOT Overview - STRENGTH

| Strength  | Response  |
|---|---|
| Building: Architecture                          | Within a short space of time we have been able to establish that Cwrt Pibwrlwyd is an outstanding house and is a significant physical asset. The survival of the wall stencils is of great importance, in a Welsh and British context.  |
| Building: History and Cultural Strengths        | A long history has been established which touches national and local events and has some intriguing stories associated with it. This will help, with the visual impact of the stencils as a potential motif for the project, create a seductive narrative for the identity of the building in the regional and national consciousness.  |
| Well known site                                 | The site is well known as the local HE & FE site  |
| Ownership                                       | <p>The purchase of this building in 1919 by the Local Authority to form a college of agriculture means that the building is not only at the heart of the college campus but also at the heart of the institute's history.</p> <p>The centenary of the college in 2019 creates an opportunity and focus not only for the project but also for celebration and the creation of a Centenary Fund to support the restoration of the house.</p> <p>Cwrt Pibwrlwyd's ownership by an educational institution means that the potential for learning through the delivery of a restoration project is both recognised and considered a high priority. The leadership and staff all have a positive and strong vision on the potential for the site.</p> |
| Local Authority and Welsh Government Commitment | The house and site are at the heart of the regions' Strategic Development Plans [Carmarthenshire County Council and Swansea Bay City Region] for a C21 redevelopment of the College, the creation of a Business Park and a new improved access from the A48.  |
| Listing   | The emerging significance of the site means that it could be a candidate for a higher level of protection of Grade II* or possible Grade I. A higher status can help with funding applications. Cadw have been approached in this respect and a regrading to II* is likely during March 2018. They have also commented that following archaeological investigation there maybe the potential for a further regrading if significant early fabric survives.  |
| Local pride                                     | The Coleg Sir Gar, and the Carmarthen School of Art in particular, is recognised as a place for pride and a history dating back to 1919 and 1854 respectively. The unveiling of a newly restored building combined with a business use which also creates a showcase for the college will not only make a substantial improvement to this area but also provide a considerable asset locally and within Wales.  |

| Strength                        | Response   |
|---------------------------------|--|
| Story/ History                  | Its relatively unknown significance can be used as a positive as the history of the building becomes uncovered during any restoration  |
| Equality of Access              | Through careful and innovative handling of the restoration design physical, intellectual and cultural barriers can be eliminated.  |
| Site Location                   | The site is near to and easily accessible from the town centre and transport links (road/ rail/ bus/ cycle ways) and a new access is planned from the A48.   |
| College Reputation and Capacity | The College's growing reputation and capacity for innovative research into agricultural techniques and track record in building commercial partnerships in this respect (ie/ slurry dewatering and purification system); their track record in producing high level catering students; the exceptional quality of the Art College, mean that it is well situated to rise to the challenge of restoring the site, and deliver a forward thinking exciting solution. |
| Other Regional Initiatives      | There is the opportunity to work in partnership to develop the quadrangle with other regional developments, in particular the new S4C headquarters – Yr Egin   |

### SWOT Overview - Weaknesses

| Weakness                     | Response   |
|------------------------------|--|
| Vision                       | The project will require a clear vision and mission statement.   |
| Finance                      | CSG will need to raise sufficient funds to ensure proper restoration and allow sufficient investment to kick-start the new business and showcase.<br><br>There is considerable competition for grant funds and a carefully developed funding strategy will need to be developed to support this including a strong and clear vision.   |
| Condition – re/edit / reword | The poor condition of the site and its location in the heart of a busy part of the college campus will require that a wider re-organisation of the site will be required and the costs of restoration will be high.  |
| Building Form                | The form of the building combined with its vulnerable condition makes public access difficult. A lift will need to be installed, or added as an adjacent structure, but changes of levels at first and second floors is likely to make physical access to the building prohibitive. Any lift will need to ensure that it does not compromise the character and significance of the building. |
| Recruitment                  | New staff expertise will need to be recruited. In particular, a Manager with both a commercial skill set and a creative vision will be required to create a market for the centre and to ensure it is operational throughout the year.   |

|                           |   |
|---------------------------|---|
| Educational Timetables    | The site will need to be open throughout the year requiring a departure from the normal rhythm of college life.   |
| Low Carbon Technologies   | The listed status of the building will mean that low carbon technologies may not always be easily integrated into the site and structure.   |
| Commercial Sustainability | If the end use is to create a business model which can showcase the college skills to the wider public, and benefit learners, potential profit is likely to be minimal. The investment and commercial return will be through strengthening the richness of a vibrant new identity to the college and local skills base. |

### SWOT Overview – Opportunities

| Opportunities                            | Response  |
|--|---|
| Creation of New Asset                    | <p>The creating of a new heritage asset for Carmarthen and Wales of considerable interest which will generate opportunities for, and inspire, young people, Carmarthen and visitors to the County.</p> <p>The poor condition of the site and its setting and the significance of the interior means that the transformation will have an extremely high impact</p>      |
| Interpretation                           | While physical access to all parts of the building maybe prohibitive, opportunities for the creative interpretation of the attic floor in particular, through a virtual reality immersive experience offers the opportunity to provide equal service provision to the historic interpretation of the site and to involve students with the creation of this experience. |
| Learning Opportunities                   | The careful integration of any restoration with the College's teaching allows for learning opportunities for Students during the restoration and for the integration of students in the running of the site in the longer term.   |
| Streams of revenue funding available     | A business which showcase college skills is likely to need additional funding to help sustain the operation in the first 1-3 years.   |
| Converting political interest to support | Through the Swansea Bay City Region and Carmarthenshire County Council and Welsh Assembly Ministers.  |
| Community support base                   | Community Support could be generated through the celebration of the Centenary and the development of an Alumni data base and Foundation.  |
| Commercial Sustainability                | While commercial income from showcase units is likely to be low the investment is in the skills and potential of personal   |

|                                 |  |
|---------------------------------|--|
|                                 | growth of the students and the growth of the reputation of the skills and qualities of the college.  |
| Strategic Business Planning     | The project strategy will need to ensure careful business planning so that proper provision is made for the sustainable operation of the showcase once it is complete. This needs to include marketing and PR resources. The Manager will need to ensure a flexible business model which can respond quickly to commercial patterns after opening to ensure that losses are minimised through in-efficiency of staffing, buying and waste. |
| College Reputation and Capacity | A widened scope would allow the College to develop, with its existing track record, as a centre of excellence in agricultural innovation, building on potential benefits from new farming and agricultural policies as a result of the UK leaving the EU.  |
| Setting                         | The setting of the house within its a range of C19 farm buildings gives the potential, if the scope of the study can be extended, to create a quadrangle to accommodate showcase units and modern services within these units creating an attractive and dynamic courtyard and mini-campus.  |

## SWOT Overview – Threats

| Threat   | Response   |
|--|--|
| Physical Condition                                     | The condition is extremely poor and the building is insecure. There is a danger that lack of action now could lead to permanent loss of historic fabric either through decay/ collapse or vandalism.   |
| Access   | Level access provision to the building and compliance with the Equalities Act is going to be extremely difficult without significant impact and damage to the historic fabric. Imaginative solutions will be required to ensure equal service provision is provided.   |
| Failing to identify and exploit latent market elements | The offer of the proposed business showcase must capture the public imagination for exciting new creative opportunities for the College and students, and ensure it is a place that people will want to visit to become inspired. It must create a sense of pride teaching and student potential.  |
| Recruitment Difficulties                               | Resourcing suitable operational Staff  |
| Choice of showcase skills                              | To inspire and create repeat visits  |
| Further capital renewal                                | Proper planning for maintenance or subsequent phases of work.  |
| Revenue viability                                      | It is essential that the business model is self sustaining   |
| Changing political priorities                          | Ensure relationships are nurtured and that the role of regeneration is valued, that the restoration is seen as the heart of the “regeneration” of this area.   |
| Competing venues – not co-operating                    | The vision needs to be woven into the wider regional vision at the earliest opportunity. As well as understanding the role of the site within the CSG Campus, a clear understanding of the potential interaction that the site can have with the proposed Business Park and other local venues will be need to ensure that the site responds to the local market needs.  |
| Limitations of an historic building                    | It may be impossible to reconcile all desirable uses with the historic fabric of the building, especially the use of the upper floors to ensure the proper conservation and projection of the wall paintings.  |
| Limited Scope of Brief                                 | During the course of this study it has become increasingly clear that the house alone will not offer sufficient benefit or income to make the proposal financial sustainable. If it is not financially self sustaining grant support from the Heritage Lottery Fund, European Structural Funds and other grants is highly unlikely to be forthcoming. It is essential that the scope of the site is widened to incorporate the other buildings to create increased capacity to generate commercial income, to improve the appearance and atmosphere of the site, and to generate vibrancy at the heart of the college. |

## 9. OPTIONS APPRAISAL

### Potential Options Considered

A range of options were considered against a realistic criteria and that the choices considered addressed the need to:

- Conserve [and restore] the significance of the site
- The need to raise substantial support for any proposed scheme so that the conservation deficit can be met [end value minus cost of restoration]

The Consultant Team held a Brain Storming Session and the following Options were presented to the Client at a Client/ Consultant meeting on the 10<sup>th</sup> November 2017. The Client Team subsequently expressed a preference of Option 7 below which required a widening of the original scope of the Study.

As funds are currently not available to incorporate this wider scope of work, it has been agreed that the Feasibility Study be completed to its original brief, so Option 5 has been developed to reinforce the need, for a widening of the scope of the study ambition and physical site area, and the need for a further Stage 2 Feasibility Study.

| POTENTIAL OPTION   | POSITIVE (+) / NEGATIVE (-)  |
|--|--|
| 1. Disposal: Commercial Sale [House with some land to create curtilage]      | <p>(+) college would be free of liability</p> <hr/> <p>(-) loss of significant asset<br/>           (-) would have to create a new curtilage out of college grounds and separate access<br/>           (-) relatively low price would be attracted due to condition of building, listing status will have an onerous impact on the potential value<br/>           (-) loss of significant opportunity to create historic core to new campus and wider business park</p>  |
| 2. Disposal: to a Charitable body such as the Landmark Trust or a local BPT. | <p>(+) college would be free of liability</p> <hr/> <p>(-) loss of significant asset<br/>           (-) would have to create a new curtilage out of college grounds and separate access<br/>           (-) relatively low price would be attracted due to condition of building, listing status will have an onerous impact on the potential value<br/>           (-) loss of significant opportunity to create historic core to new campus and wider business park<br/>           (-) it is likely that the College would have to make a financial commitment to help with the development of any such scheme, but would not retain control</p> |
| 3. College Use: Education  | <p>(+) college would retain the asset</p> <hr/> <p>(-) teaching areas would be limited due to delicate historic fabric<br/>           (-) access to historic building would be limited to college staff and students<br/>           (-) strict code of conduct would have to be implemented and retained to restrict activities to protect fabric<br/>           (-) reduced opportunity for public access making attraction of capital funding difficult</p>  |

|   |   |
|---|---|
| <p>4. College Use:<br/>Administration</p>                             | <p>(+) college would retain and make use of asset<br/>(+) administrative use could be designed to ensure proper protection of fabric</p> <hr/> <p>(-) public access to historic building would be limited<br/>(-) little or no additional income would be generated from new use making grant support difficult to achieve<br/>(-) strict code of conduct would have to be implemented and retained to restrict activities to protect fabric<br/>(-) reduced opportunity for public access making attraction of capital funding difficult</p>   |
| <p>5. Commercial Venue<br/>within the House</p>                       | <p>(+) commercial venue providing offers including café, historic attraction, functions, Alumni Office<br/>(+) with good business planning and marketing would generate some income<br/>(+) provides potential for onsite learning and experience for students<br/>(+) tourism and hospitality students will also be integrated into the day to day operation of the site<br/>(+) opportunity for Art College merchandise and skills to be sold in and presented through a shop</p> <hr/> <p>(-) would be in competition with a growing number of other historic sites and venues within the area<br/>(-) the house unlikely to be able to accommodate weddings and functions of any reasonable size making potential market small<br/>(-) restrictions on use would be presented by the neighbouring equestrian activities</p>   |
| <p>6. Commercial Venue<br/>within the House and<br/>wider grounds</p> | <p>(+) commercial venue providing offers including café, historic attraction, wedding venue<br/>(+) a larger site than no. 4. above with service facilities accommodated within outbuildings and barn, combined with relocation of these activities, with good business planning and marketing could generate a reasonable income<br/>(+) provides potential for onsite learning and experience for students<br/>(+) tourism and hospitality students will also be integrated into the day to day operation of the site</p> <hr/> <p>(-) would be in competition with a growing number of other historic sites and venues within the area<br/>(-) restrictions on use would be presented by the neighbouring equestrian activities unless moved<br/>(-) would restrict day to day operation and discourage people from making visits if access not available due to wedding or function</p> |



|  |   |
|--|---|
| <p>7. College Use within House and Quadrangle: College Showcase: a combination of commercial incubation units and college showcase units based on mix of skills learnt and using real college outputs including: café, shop, visitor centre, textiles, looms, sculpture, screen printing, graphics and 3D animation, workshops and showrooms plus access to house to general public to facilitate learning in hospitality and tourism.</p> | <p>(+) bespoke solution by its very nature, nobody else can offer this<br/>         (+) the house could be open to the public as part of the offer<br/>         (+) can take advantage of the philosophy which promotes regeneration around a historic core<br/>         (+) would allow for the re-location of the equestrian facility to a new purpose built modern facility<br/>         (+) would provide a showcase for the college<br/>         (+) would provide onsite training and experience for students before they enter the workplace<br/>         (+) and emphasis on the output from the School of Art will create a rich and diverse texture of the visual arts combined with the latest 3D and virtual reality technologies<br/>         (+) tourism and hospitality students will also be integrated into the day to day operation of the site<br/>         (+) would create the natural setting for an Alumni Foundation and the celebration of the history of the college</p> <hr/> <p>(-) surplus income maybe difficult to generate - investment needs to be quantified in context of wider regional benefits of skills, teaching and spin off for local regional economy – this will be more difficult to quantify and measure.</p> |
|--|---|

## 9.1 Option 5: Assumptions & Constraints

To work through a detailed proposal for Option 5 a number of assumption have to be made about the use of the building. Indicative layouts are shown in Sections 10.3 & 10.4 below.

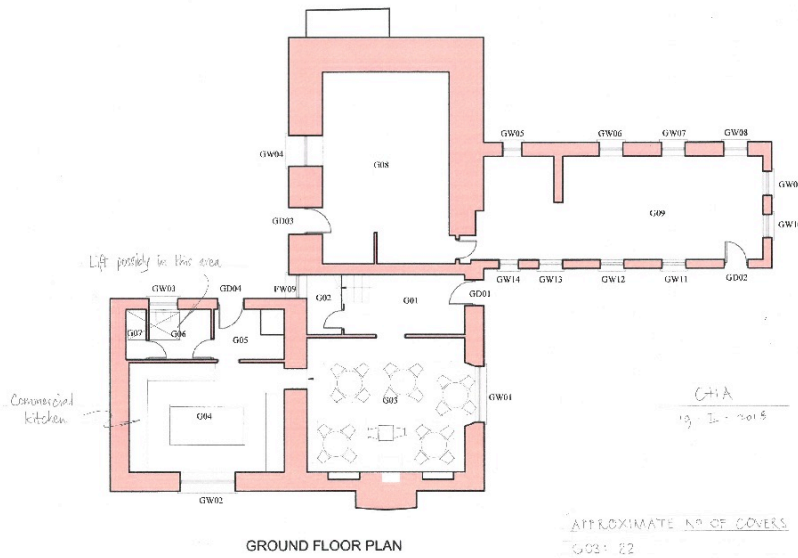
Assumptions include:

## 9.2 Architectural and Physical Constraints:

- The setting of the house is poorly maintained and there is no clearly defined curtilage, funds will be included for the general enhancement and landscaping around the house, including the re-organisation of the parking
- the later C19 dairy extension should be removed to allow for the re-presentation of the C16 and 1820 house within a courtyard.
- That the house presents an opportunity for the highest quality restoration project
- It is assumed that level access will be possible throughout the ground floor through both the rear and front access points.
- The ground floor will contain a cafe and retail area (G03); a function room (G08) and a kitchen (G04).
- The currently blocked door between (G03) and (G08) will be reinstated and level access should be achieved throughout the ground floor.
- **Option A** allows for a lift to be provided in G06 to the first floor within the current building footprint, but this will only provide level access to F06 as the change of levels, steps and stairs between F06 and F05 is too complex. An opening could be considered directly between both rooms but any associated ramp or steps would not be guaranteed to create more usable space and may actually reduce the space available.
- A lift through a rear entrance is not considered to be good practice equal service provision, access would otherwise be required through the kitchen (also not good practice). This would make a reception on the ground floor, which then moves to the first floor, difficult to negotiate.

- It is assumed that a lift will be provided to allow access to a function room on the 1<sup>st</sup> floor. Careful consideration will need to be given to the design of this so that it does not compromise the external elevations (i.e. by blocking the view from the stair window), or if it is located within the existing structure that it doesn't damage any highly significant fabric. The College will have to consider whether the cost of a lift is worth the provision of such limited access to the first floor. In Option A the location of the WC still has to be established as the current location [FO4] would not be equally accessible.
  
- **Option B** allows for a new lift tower to be constructed on the E elevation. If this was created in conjunction with a new / alternative entrance into the G08 function room, this provides improved equal access to the first floor with WC facilities in FO4. However, the architecture and archaeology within this area is not yet fully understood [with the wall thickness indicating C16 or earlier origins with possibly C18 bed recesses] so the impact on the significance of the structure cannot be measured without further research. It would allow for the recreation of the C19 pavilion drawing room.

**9.3 Lift Option A**

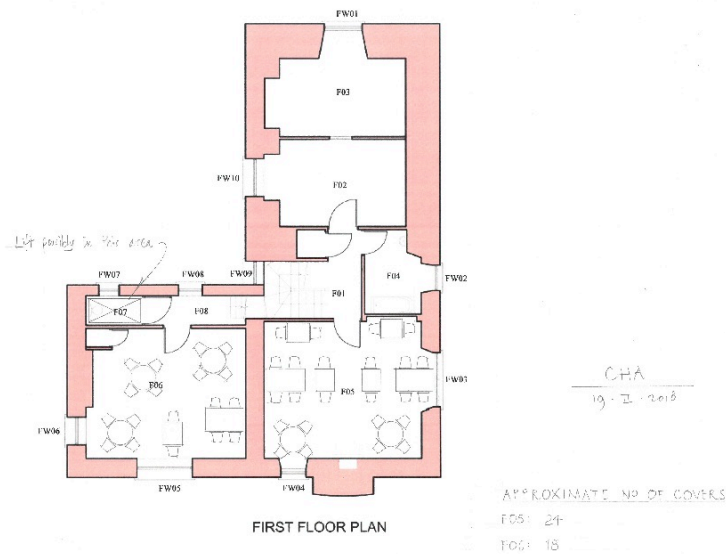


| REV | DATE | NOTES |
|-----|------|-------|
|     |      |       |

CHECK ALL DIMENSIONS CAREFULLY ON SITE AND REPORT ANY DISCREPANCIES  
DO NOT SCALE FROM THIS DRAWING

**CRAIG HAMILTON ARCHITECTS LTD**  
 GOLD MANE FARM, HUNDRED HOUSE, RADNORSHIRE LDI SEP. T. 01942 553312

PROJECT: Pibwr Lwyd  
 DRAWING TITLE: Ground Floor Plan  
 DRAWING NO: - REVISION: -  
 DATE: September 2017 SCALE: 1:100 A3



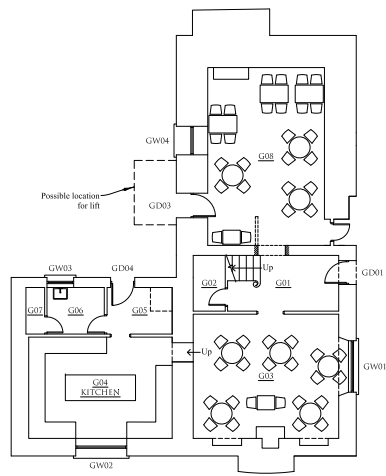
| REV | DATE | NOTES |
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**CRAIG HAMILTON ARCHITECTS LTD**  
 GOLD MANE FARM, HUNDRED HOUSE, RADNORSHIRE LDI SEP. T. 01942 553312

PROJECT: Pibwr Lwyd  
 DRAWING TITLE: First Floor Plan  
 DRAWING NO: - REVISION: -  
 DATE: September 2017 SCALE: 1:100 A3

**9.4 Lift Option B**



APPROXIMATE NUMBER OF COVERS:

|               |           |
|---------------|-----------|
| G03:          | 22        |
| G08:          | 26        |
| <b>Total:</b> | <b>48</b> |

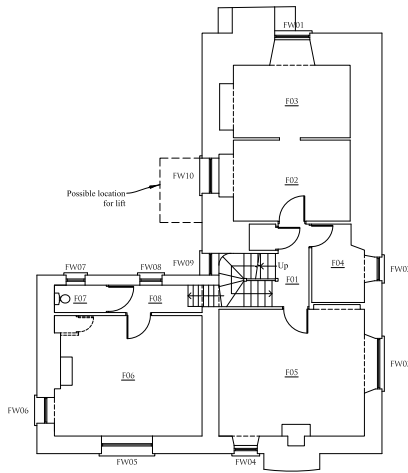
**PRELIMINARY**

**CRAIG HAMILTON ARCHITECTS LTD**  
 COLD MAWR FARM, HUNDRED HOUSE, RADNORSHERI LDI 3RF. T: 01782 553312

PROJECT: Pibwr Lwyd  
 DRAWING TITLE: Ground Floor Plan - Without G09 Option  
 DRAWING N<sup>o</sup>: SK02 REVISION: A  
 DATE: September 2017 SCALE: 1:100 @ A3

| REV. | DATE | NOTES |
|------|------|-------|
|      |      |       |

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**PRELIMINARY**

**CRAIG HAMILTON ARCHITECTS LTD**  
 COLD MAWR FARM, HUNDRED HOUSE, RADNORSHERI LDI 3RF. T: 01782 553312

PROJECT: Pibwr Lwyd  
 DRAWING TITLE: First Floor Plan - Without G09 Option  
 DRAWING N<sup>o</sup>: SK03 REVISION: -  
 DATE: March 2018 SCALE: 1:100 @ A3

| REV. | DATE | NOTES |
|------|------|-------|
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CHECK ALL DIMENSIONS CAREFULLY ON SITE AND REPORT ANY DISCREPANCIES  
 DO NOT SCALE FROM THIS DRAWING

## 9.5 Operation:

**Ground Floor:** both options would generate income through café, shop sales and functions, with a total of 44 covers. The Café (G03) would have 22 covers with a further 22 covers in the Function Room (G08). Students and training opportunities would be integrated within the commercial operation. The café operation will be open for 52 weeks of the year, and open to students, staff and the general public. It is hoped with sufficient parking and enhancement and associated marketing, it could attract local people, those visiting Carmarthenshire and those travelling along the M4 corridor to Pembrokeshire on onwards to Ireland or back to London and the East. The development of the wider site for housing and as a business park also present opportunities for further customers.

Functions would have a ready market from the College including using the restored house as a backdrop for graduation ceremonies, providing graduation hospitality, Alumni activities and other college hospitality. Christmas, Mother's Day and other events could also be incorporated to create a busy and vibrant atmosphere.

The shop would specialise in College produced merchandise and merchandise associated with exhibitions being held at the Art College. The Art College would build on their success in producing textiles for Cardigan Castle and potentially using the fictive wall papers as inspiration for branding and some key design items. Other sale items objects could include jewellery, ceramics, paintings and textiles.

**First Floor:** Alumni Offices and Function Room. An office on the first floor could be accommodated with care, but care would need to be taken to accommodate staff and students with mobility problems as level access provision is probably not possible. Difficulties with access would also prohibit teaching in these areas.

**Second Floor:** the extensive survival of the fictive wall paintings, and the associated fragile floor boards, doors and fireplaces makes a use, other than one which presents, interprets and allows public access to an exceptional time capsule difficult to envisage. This will attract a number of visitors in its own right. Tours would be available on a booking system. Virtual tours would be developed to allow for access to those who can't manage the stairs or when a guided tour is not available with virtual reality viewers being available in the café or function room. The innovative interpretation, alongside the traditional restoration, of the second floor offers considerable learning opportunities and skills development for college students and the wider public.

## 10. SUMMARY PROJECT COSTS AND PROJECT DELIVERY

### 10.1 Project Costs

Project development and delivery has been assumed over a 3 year timescale, with Cwrt Pibwrlwyd opening for business either in late 2021 or 1<sup>st</sup> January 2022. It has been assumed that the operational forecasts run from 2022 onwards.

Costs have been analysed using recent rates received on other south Wales based restoration projects. Due to the need to restore and conserve the fictive wall papers the higher cost estimate has been assumed.

**TABLE 10.1**

| Cwrt Pibwr Lwyd<br>Indicative Cost Study Report<br>Preliminary Schedule of Repair Works | for<br>at £3,500 per m2            | for<br>at £5,000 per m2            |
|---|------------------------------------|------------------------------------|
| Cost Range  | 436<br>m2<br>£3,500.00             | 436<br>m2<br>£5,000.00             |
| Schedule of Repairs   | <u>£1,526,000.00</u>               | <u>£2,180,000.00</u>               |
| Lift and Kitchen<br>Total   | £55,266.75<br><u>£1,581,266.75</u> | £55,266.75<br><u>£2,235,266.75</u> |
| Project on costs plus emergency works   | <u>£140,967.50</u>                 | <u>£140,967.50</u>                 |
| Design Team fees @ 20% of Construction Costs  | <u>£316,253.35</u>                 | <u>£447,053.35</u>                 |
| Contingencies @ 7.5% of construction costs  | <u>£118,595.01</u>                 | <u>£167,645.01</u>                 |
| <b>Sub Total</b>  | <u><b>£2,157,082.61</b></u>        | <u><b>£2,990,932.61</b></u>        |
| VAT @ 20%   | <u>£431,416.52</u>                 | <u>£598,186.52</u>                 |
| <b>Overall Total Cost</b>   | <u><b>£2,588,499.13</b></u>        | <u><b>£3,589,119.13</b></u>        |

Based on Parry and Dawkin Study & Report  
6th November 2017 and March 2018

These costs have been set against an anticipated project programme to illustrate a 3 year timescale for delivery and to show what funding is required to move the project forward and deliver the various stages.

**TABLE 10.2 Project Programme Including Client Project Team [Revenue] Costs**

| CWRP PIBWRLWYD PROJECT DELIVERY COSTS  |   | 2018/19  | 2019/20                                     | 2020/21                                      | 2021 - operation                             | sub-totals   | excluded from final project cost |
|--|---|--|---|--|--|--|----------------------------------|
| Summary Sheet  |   |  |   |  |  |  |                                  |
| EXPENDITURE  |   |  |   |  |  |  |                                  |
| S1   | Initial Feasibility Study [complete]<br>Professional Fees   | £ 16,000.00  |   |  |  | £ 16,000.00  |                                  |
| S2   | Widening the Scope - a Sustainable Solution<br>Feasibility Study - Stage 2<br>Emergency Works<br>Project On Costs<br>HLF Stage 1 Submission | £ 21,898.00<br>£ 71,500.00<br>£ 63,115.00<br>£ 17,900.00 |   |  |  | £ 21,898.00<br>£ 71,500.00<br>£ 63,115.00<br>£ 17,900.00 |                                  |
| S3   | Development Work -<br>December 2018 to March 2020 [18 months]<br>Professional Consultants<br>Project Team<br>Maintenance Emergency Works    | £ 44,705.54<br>£ 18,627.23                               | £ 2,682,232.04<br>£ 74,508.90<br>£ 6,352.50 |  |  | £ 312,957.38<br>£ 93,156.13<br>£ 6,352.50                |                                  |
| S4   | Project Delivery<br>March 2020 - December 2022 [21 months]<br>Main Contract<br>Professional Consultants<br>Project Team                     |  |   | £ 1,213,430.66<br>£ 73,763.81<br>£ 74,508.90 | £ 1,021,836.34<br>£ 60,352.21<br>£ 55,881.68 | £ 2,235,267.00<br>£ 134,116.02<br>£ 130,390.58           |                                  |
| CONTINGENCIES  |   |  |   |  |  |  |                                  |
| Contingencies @ 7.5% of construction costs   |   |  |   |  |  |  |                                  |
| Contingencies for Client Project Team/<br>Revenue Costs @ 2.5% of construction costs |   |  |   |  |  |  |                                  |
| <b>Sub Total</b>   |   |  |   |  |  |  | £ 174,413.00                     |
| VAT @ 20%  |   |  |   |  |  |  | £ 34,882.60                      |
| <b>Overall Total Cost</b>  |   |  |   |  |  |  | £ 412,426.01                     |
|  |   |  |   |  |  |  | £ 167,645.03                     |
|  |   |  |   |  |  |  | £ 55,881.68                      |
|  |   |  |   |  |  |  | £ 3,310,139.30                   |
|  |   |  |   |  |  |  | £ 662,027.86                     |
|  |   |  |   |  |  |  | £ 3,972,167.16                   |

## 11. VALUATION AND CONSERVATION DEFICIT

From the valuation and the estimated costs we can calculate the developers deficit – this is the value of the building after conservation work has been completed, or the developers return. This figure is required to demonstrate the level of financial intervention, or grant aid, to restore historic assets where the increase in value of the property is less than the costs of restoring the property, but where nevertheless, it is desirable that the asset is retained and restored for wider public benefit.

### Cwrt Pibwrlwyd

#### CONSERVATION DEFECIT CALCULATIONS: Based on Option 5 Use

draft 26/03/2018

|                  |   |                      |   |
|------------------|---|----------------------|---|
| (a)              | Value Before Works  | £0.00                |   |
| (b)              | Value After Works [no commercially viable use]                    | £0.00                |   |
| (c)              | Increase in Value   | £0.00                |   |
| <b>(d)</b>       | <b>Delivery Costs</b>   |                      |   |
| 1                | Phase 2 Report (widening study scope & Stage 1 submission to HLF) |                      |   |
| 2                | Revenue Costs (project development & delivery)                    | £263,324.70          |   |
| 2                | Revenue Contingency @ 2.5% of construction cost                   | £55,881.68           |   |
|                  | <b>Capital Costs</b>  |                      |   |
|                  | Preliminary Works (investigation) Project On                      | £140,967.50          |   |
| 3                | Capital Building Works  | £2,235,266.75        |   |
| 4                | Design Team @ 20%   | £447,053.35          |   |
|                  | Contingencies @ 7.5% of construction                              | £167,645.01          |   |
| <b>Total (d)</b> | <b>Sub Total</b>  | <u>£3,310,138.99</u> | * |
| (e)              | Conservation Deficit (d-c)  | £3,310,138.99        |   |

\* Assumes full VAT recovery

## 12. FUNDING SOURCES

This report has been funded through the Rural Development Plan's Leader Fund. To enable the proposal to become commercially sustainable and resilient, it is the view of the Consultant Team that a second stage of work is required and the scope of the study needs to expand to include the wider farm site including the stables and outbuildings. This would increase the capacity of the site to provide a distinct and marketable offer which would include the conversion of the stables and outbuildings to incorporate. It is further their view that no formal approach to the key funding bodies, such as the Heritage Lottery Fund or formal consultation with local business or communities should be made until a more financially robust proposal has been developed, otherwise the initial negative outcome of this report will be the first exposure the public have to the project. Consultation has been undertaken with all the course leaders within the college, with Alumni (who have expressed excitement at the proposal) and Venture Wales, as representatives of the Welsh Business Community – all have stressed the need to ensure a sustainable business model is established before further consultation is undertaken. It is the intention, following the publication of this report, that a further grant is sought from the Leader Fund to commission this second stage of work.



The proposed second stage of the study fits well within the Leader Themes, specifically Theme 1 which include:

- piloting new ways of promoting the use and economic value of the Welsh language, including employment opportunities for Welsh speakers and increasing the take up of Welsh Language in the work place
- supply chain developments between tourism providers, heritage and cultural assets and wider business sector and local communities to enhance tourism produce and experience
- piloting innovative ways of interpreting heritage and cultural assets eg. Adaptive use of digital technologies
- development of new activities relating to our natural assets

With a potential conservation deficit of £3,300,000.00 the makeup of a funding package is going to have to be strategically approached, and the main funders should only be approached when a robust sustainable business model has been achieved. Potential main funders include:

- the Heritage Lottery Fund
- European Structural Funds (available up to 2025)
- Welsh Government Grants, such as Tourism Investment Schemes and the Community Facility Fund.
- Welsh Government: funding though the 21<sup>st</sup> Century Schools Programme could help with the re-organisation of the site.

The Heritage Lottery process would work well for this project as the development funded first phase of a Heritage Grant or a Heritage Enterprise Scheme would allow for the investigative work to be undertaken while the restoration is carefully designed and specified, the interpretation and college activities are developed and the business model is refined. Once a sustainable business model has been established a project enquiry should be submitted to the Heritage Lottery Fund. They are currently undertaking a strategic review of their grant programmes and further advice will be sought from them on the submission of an enquiry during the Stage 2 Feasibility Study work. Once a steer has been received from them, a detailed funding package can be drawn up.

The Funding Matrix note illustrates a list of possible sources of funding from private and charitable trusts which could include those with specific interest in heritage, the Welsh language and culture and those who seek to improve learning and training opportunities. Potential Trusts would include the Esmé Fairburn Foundation, Garfield Weston, the Ashley Family Foundation, the Pilgrim Trust, the Henry Smith Foundation and the Trust House Charitable Trust. An application for funding through the Landfill Tax Scheme should also be considered.

The development of a strongly branded Alumni initiative could assist with a crowd funding campaign from former students of the college, this might include the formation of an Alumni led Community Benefit Society to delivery part of the project, or manage part of the operation once completed. This would allow for funds to be raised by issuing shares. This is an approach which is being promoted by the Architectural Heritage Fund, not just as a way of raising funds, but also as a way of embedding communities within a project.

## 13. FINANCIAL ANALYSIS: INDICATIVE PROJECTIONS

Section 10.2 describes the physical constraints and historical features of Pibwrlwyd House, and Section 10.3 the potential uses to which the various floors and rooms of the house could be put. Leaving aside the attic rooms, which are clearly the jewel in the crown from a conservation standpoint, the historical features on the first floor and problems of disabled access presented by the difference in level of the various rooms would mean that all commercial activity involving members of the public would need to take place on the ground floor.

### 13.1 Income

Given this constraint, the sources of income that are envisaged are:

#### Tea Rooms

One of the ground floor rooms could be converted to a small cafeteria able to serve hot and cold beverages, cakes, snacks and light meals. This would be likely to appeal to college staff, students and visitors alike. Appropriate marketing and the use of signage, including brown tourist attraction signs, will encourage local usage, especially passing trade from the nearby A484 Carmarthen to Llanelli road. Parking could be an issue, however.

The forecast assumes a slow seasonal build-up from 200 visitors per month in January 2022 up to a peak of 1,400 visitors in the summer months of July and August. Total anticipated visitor numbers of 10,600 in 2022 and 12,500 in 2023 compare favourably with smaller tourist attractions in the vicinity. Average spend per head has been estimated at £6 (inclusive of VAT)

#### Gift sales

It is envisaged that a range of merchandise could be produced depicting some of the unique patterns found on the walls of Pibwrlwyd House. Items could include ceramics, textiles, jewellery, stationery, pens and fridge magnets as well as books, dvd's, calendars and confectionery. Some of these items could be designed and/or manufactured by the students themselves.

There is insufficient physical space on the ground floor for a bespoke gift shop, therefore it is envisaged that a gift counter be placed in the cafeteria. The website will also incorporate an on-line shop.

For the purposes of the forecast it has been assumed that 50% of all visitors will buy merchandise with an average spend once again of £6 (inclusive of VAT). In practice the percentage is probably going to be lower than this, but there will be additional sales via the website as noted above.

#### Tours

Due to the delicacy of the wall paintings in the attic, as well as for health and safety reasons, access to this part of the building will only be possible by means of conducted tours. For this a small charge will be made of £6 (inclusive of VAT) per individual. Due to the specialist nature of the attraction a highly conservative figure of 10 people per month has been used in 2022, rising to 12 per month in 2023. The impact of this particular income source therefore is negligible. The development of virtual tours will be part of any proposal.

#### Weddings and Functions

The uniqueness of the house together with the availability of a fully equipped kitchen provides an opportunity for the provision of small functions. One room on the ground floor (G08) would be suitable for this purpose, with a capacity of 22 covers.

Three types of function are envisaged, as follows:

- Small weddings
- Graduation lunches for students and their families
- Evening functions, e.g. Christmas works outings

The following table illustrates the revenue possibilities from each function type. The prices are based on those of a similar nearby competitor:

| Component                        | Price per Head (ex VAT) | Covers | Evening       |             |               |
|----------------------------------|-------------------------|--------|---------------|-------------|---------------|
|                                  |                         |        | Weddings      | Luncheons   | Functions     |
| Venue Hire                       | N/A                     | N/A    | £250          | £0          | £250          |
| Main courses                     | £39                     | 22     | £858          | £858        | £858          |
| Drinks (Bar)                     | £20                     | 22     | £440          | £0          | £440          |
| Evening buffet                   | £10                     | 22     | £220          | £0          | £0            |
| Evening Drinks                   | £20                     | 22     | £440          | £0          | £0            |
|                                  |                         |        | <u>£2,208</u> | <u>£858</u> | <u>£1,548</u> |
| Anticipated number of functions: |                         | 2022   | 3             | 3           | 4             |
|                                  |                         | 2023   | 8             | 3           | 11            |
| Total anticipated revenue        |                         | 2022   | £6,624        | £2,574      | £6,192        |
|                                  |                         | 2023   | £17,664       | £2,574      | £17,028       |

### Other income

This has been estimated at £100 per month from sundry sources such as casual room hire, video permits, donations for upkeep, etc.

## 13.2 Costs

### Direct Costs

Gross Margins have been estimated at 70% for food and drink, and 45% for gift items. Consumables have been estimated at 1% of food and drink sales.

### Staff Costs

The minimum staffing requirement is likely to be 3 full time and 2 part-time staff, plus additional temporary staff to cover functions. The full time staff requirement identified consists of:

- A Centre Manager on a gross salary of £30,000 to be responsible for all aspects of running the house and associated businesses, including marketing, facilities management, college liaison, finance and general administration
- A Catering Manager on a gross salary of £25,000 to be responsible for the running of the cafeteria, kitchen and all function activity including procurement, menu development and the recruitment and supervision of catering staff. This person is likely to be a fully qualified chef
- A Cook on a gross salary of £20,000, reporting to the Catering Manager and capable of deputising for that person in their absence.

The part time staff will be two assistants in the cafeteria each on £7.50 per hour working an average of 20 hours per week each. Key skills requirements will be customer service and cash handling

Additional staff will be required on a temporary basis to assist at functions. The forecast assumes that the cost of employing these staff will equate to 10% of function income

All permanent staff will be automatically enrolled into a suitable pension scheme

### Service Level Agreements

As a part of the college campus, Pibwrlwyd House will be able to take advantage of certain services provided to the college as a whole, including buildings maintenance, security and cleaning. It is to be expected however that there will need to be a payment for such services which will ultimately be negotiated with the college authorities, however for the purposes of these financial projections we have provided the following:

- Cleaning £3,600 per annum
- Maintenance £3,000 per annum
- Security £1,200 per annum

#### Other Establishment Costs

These are based on those at similar local attraction adjusted for the difference in floor area, where applicable

- Water £400 per annum
- Rates - exempt
- Light & Heat £5,400 per annum
- Repairs & renewals £1,200 per annum
- Insurances £6,000 per annum
- Licenses £2,400 per annum

#### Marketing

An initial budget of £6,000 has been set to include such items as website development, launch advertising and the design and print of brochures and flyers. Thereafter costs will be kept to a minimum – a figure of £100 per month has been proposed

#### Professional fees

An initial budget of £5,000 has been proposed for legal fees to cover contracts of employment and other legal agreements. Thereafter we have included a figure of £250 per month to cover accountancy, payroll and other advisory services

#### General Overheads

Again these have been a comparable project and are as follows:

- Postage & stationery £600 per annum
- Telephone & internet £1,200 per annum
- Sundry expenses £1,200 per annum

#### Fixed assets and Depreciation

Aside from the building restoration work (which is not being depreciated for the purposes of these financial projections), estimated expenditure and depreciation on fixed assets is set out in the following table:

|                          | COST   |     | DEPRECIATION  |
|--------------------------|--------|-----|---------------|
| Equipment (Kitchen/lift) | 91,476 | 20% | Straight line |
| Furniture and Fixtures   | 10,000 | 10% | Straight line |
| Office equipment         | 5,000  | 33% | Straight line |

#### Finance costs

The main cost is the interest on the commercial bank loans which will be required to finance the building works less the grants obtained, as well as the cost of equipment, furniture and fixtures as set out above. It is assumed that a commercial mortgage will be taken out for the shortfall in funding of the initial works of £66,000, at an interest rate of 5%, and a repayment term of 10 years, and that a further 5-year loan for £15,000 will be taken out in January 2022 to finance the purchase of restaurant furniture, fixtures and office equipment.

In addition there will be an ongoing requirement for working capital, which it is assumed will be financed by an overdraft facility at an interest rate of 8%

Bank charges are estimated at £60 per month, and credit card processing charges have been included in the forecast at a rate of 1% of sales revenue

### 13.3 Commercial Viability and Implications

Based on the above assumptions, the financial projections in terms of profit/loss and cash flow are set out in the following table:

|                        | 2022  | 2023  |
|------------------------|-------|-------|
|                        | £'000 | £'000 |
| <b>P&amp;L ACCOUNT</b> |       |       |
| SALES                  | 105   | 152   |
| Direct costs           | 42    | 62    |
| GROSS PROFIT           | 63    | 90    |
| Staff costs            | 101   | 101   |
| Overheads              | 43    | 33    |
| Depreciation           | 21    | 21    |
| OPERATING LOSS         | -102  | -65   |
| Interest               | 9     | 14    |
| NET LOSS               | -111  | -79   |
| <b>CASH FLOW</b>       |       |       |
| Receipts               | 146   | 183   |
| Payments               | 237   | 248   |
| NET OUTFLOW            | -91   | -65   |
| Opening bank           | 0     | -91   |
| CLOSING BANK           | -91   | -156  |

#### Contribution Analysis

Although it is obvious from the above figures that Pibwrlwyd House as a cost centre will not make money for the college, in order to assess whether or not the establishment of businesses in the house is financially beneficial in terms of reducing the operating deficit it is necessary to carry out a Contribution Analysis. Such an analysis identifies those costs which will be incurred purely in maintaining the house without any commercial activity, and compares the total of these costs with the forecast deficit. Should the forecast deficit be lower than the total costs with no commercial activity it can be concluded that there is a potential benefit in establishing these businesses, as they should make a positive contribution to the overall cost of maintaining the house.

The costs which will be incurred without commercial activity taking place will include all or a proportion of the following:

- Manager's salary
- Repairs and renewals
- Water
- Heat & light
- Insurances
- Service level agreements
- Core loan interest

These are set out with the estimated non-business proportions in the following table:

|                          | <b>Total<br/>Forecast<br/>Cost</b> | <b>Non -<br/>Business<br/>Percentage</b> | <b>Non -<br/>Business<br/>Cost</b> |
|--------------------------|------------------------------------|--|------------------------------------|
| Repairs and renewals     | £1,200                             | 75%                                      | £900                               |
| Water                    | £400                               | 25%                                      | £100                               |
| Light & heat             | £5,400                             | 50%                                      | £2,700                             |
| Insurances               | £6,000                             | 60%                                      | £3,600                             |
| Service level Agreements | £7,800                             | 90%                                      | £7,020                             |
| Manager's salary         | £30,000                            | 100%                                     | £30,000                            |
| Employer's NI & pension  | £4,950                             | 100%                                     | £4,950                             |
| Core loan interest       | £8,594                             | N/A                                      | <u>£3,181</u>                      |
| <b>TOTAL</b>             |                                    |  | <u><u>£52,451</u></u>              |

### 13.4 Financial Analysis: Conclusion

It is clear from the above analysis that the anticipated income from limited potential business activities that could take place at Pibwrlwyd House as a singular cost centre is well below the costs which would be incurred in generating such income.

It therefore makes no commercial sense to proceed with setting up these business activities in the scenario envisaged by this study

### 13.5 Wider Project

At the meeting with the College Management Team on 10<sup>th</sup> November 2017 it was agreed that the objectives of the project as set out in the original tender document could only be met fully by a more ambitious development, i.e. Option 7 (Quadrangle development). Although considerably more expensive, such a development would allow for the establishment of commercially sustainable businesses in purpose built units surrounding the grounds around the house itself. These business units would consist of bespoke offices, incubator units and workshops primarily to support spin-out businesses of the college itself, and those established by recent college alumni. Any remaining units would be let at commercial rates to young entrepreneurs from the local area, thus fulfilling the original stated objective of the tender brief to “enable the provision of services that will benefit the community, businesses and young people in the area”.

## 14. CONCLUSION AND RECOMMENDATIONS

It was clear from the discussion held on the 11<sup>th</sup> November 2017, that Coleg Sir Gar value the house as an asset and a historic resource in its own right; for the potential of in the learning opportunities that it presents and as a key component of the future development and promotion of the college and its commitment to the residents and businesses of Carmarthenshire and West Wales. Disposal of the building was not considered a viable option either economically or in the interests of developing a strong positive identity for the future development and of the College.

Stage 1 of the Study has shown that the house is of greater historical and architectural importance than originally considered with research demonstrating that it is the site of one of the earliest domestic dwellings in Carmarthenshire and that the fictive wall papers are likely to be the most extensive surviving examples in England and Wales.

The current scope of the study includes only Cwrt Pibwrlwyd house. Its emerging historic and architectural importance makes the integration of modern facilities and services within it challenging if they are not to disrupt the historic fabric and fictive wall papers. If the house could sit as the central focus of a wider site which can promote college initiatives and provide wider facilities for both the business and residential communities of Carmarthen it will not only better present the house but also have greater capacity to integrate modern facilities and services, and the potential to create a vibrant atmosphere where the College can present and provide opportunities for nurturing student's learning and developing their work based skills. It can create an attractive and vibrant courtyard which would become an attraction in its own right.

As Option 7 above discusses, this can be done through the establishment of facilities, such as a café and heritage interpretation, which can be open to the wider public, and through the provision of incubation units for students setting up businesses with particular emphasis on the School of Art and the development of industries relating to the creative arts (textiles, fine arts and digital graphics). There will then be the opportunity to open a proportion of incubation units up to other developing local businesses. The house can be used as a central focus for visitors and heritage interpretation, hospitality for college and external businesses. All of these activities will allow for students to develop and refine their college and work based skills.

There is no doubt that ensuring the sustainable operation of the site is going to be a significant challenge. It is considered essential by the Consultant Team that if the study can proceed with a wider brief which allows for a more robust business, this will help ensure success.

Additional funding is essential if the Consultants are to be instructed to proceed with Option 7 as the level of business planning and architectural design work, in particular increases considerably. A breakdown of these anticipated additional costs has been drawn up and submitted to the Client.

To secure these funds and sustain the current momentum, tremendous impetus needs to be created by the College in the form of a dedicated team of in house staff and supporting consultants who can champion and lead the project forward.

Immediate further work required include:

- a) Stage 2 Study: Widening of the site – advanced business planning
- b) Archaeological Investigation/ digital 3D survey
- c) Bat monitoring
- d) Governance Review/ ownership of the centre – once scope of the report has been widened. Possible formation of Community Benefit Society.
- e) Emergency maintenance and repair works

## 15. APPENDICES

### 15.1 Land Ownership

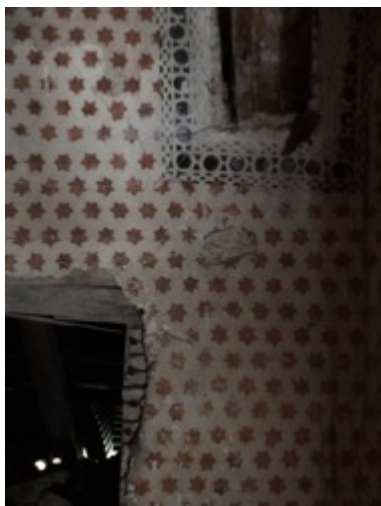
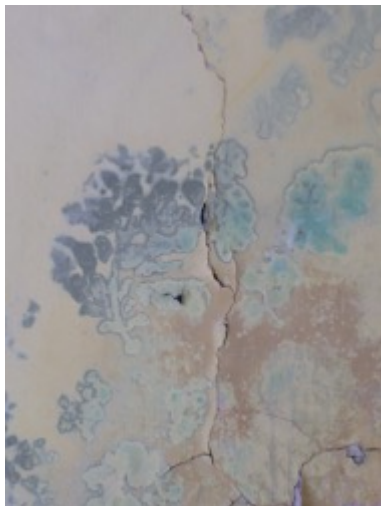




### 15.2 External Photographs



**15.2 Internal Details of Wall Paintings/ Stencils**



### 15.3 Operational Floor Areas

| <b>Net Internal Areas (excluding all walls and partitions)</b> | <b>Area - m<sup>2</sup></b> |
|--|-----------------------------|
|--|-----------------------------|

|               |                     |
|---------------|---------------------|
| Ground Floor: | 171.4m <sup>2</sup> |
| First Floor:  | 129.1m <sup>2</sup> |
| Second Floor: | 69.8m <sup>2</sup>  |

|               |                           |
|---------------|---------------------------|
| <b>TOTAL:</b> | <b>370.3m<sup>2</sup></b> |
|---------------|---------------------------|

| <b>Gross Internal Areas (excluding external walls but including internal walls and partitions)</b> |  |
|--|--|
|--|--|

|               |                     |
|---------------|---------------------|
| Ground Floor: | 187.5m <sup>2</sup> |
| First Floor:  | 139.2m <sup>2</sup> |
| Second Floor: | 77.4m <sup>2</sup>  |

|               |                           |
|---------------|---------------------------|
| <b>TOTAL:</b> | <b>404.1m<sup>2</sup></b> |
|---------------|---------------------------|

## 16 Supplementary Documentation

### 16.1 Valuation Report: Peter Tompkinson RICS, Peter Tompkinson Chartered Surveyors

### 16.2 Financial Forecasts 2018-2023

### 16.3 Funding Matrix

### 16.4 Historical Overview