

**P-05-1130 Dylai Llywodraeth Cymru ail-brynu ac adnewyddu Coleg Harlech, Correspondence – Deisebwyr at y Pwyllgor, 17.02.21**

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**P-05-1130 The Welsh Government should re-purchase and refurbish Coleg Harlech, Correspondence – Petitioners to Committee, 17.02.21**

### **Tystysgrifau yn y Gymraeg i gydfynd a'r ddeiseb**

#### **Sian Ifan:**

Fel y mwyafrif o ieuenctid Blaenau Ffestiniog yn y 1960au, wnes i adael yr ysgol yn bumtheg oed i ddechrau gweithio i gyfrannu tuag at gyllid y cartref. Yn y cyfnod hynny, os oeddech yn blentyn o gartref dosbarth gweithiol, lle roedd y tad yn labrwr yn y chwarel, fel yn fy achos i, doedd dim disgwyl, nac ychwaith unrhyw anogaeth yn y cartref na'r ysgol i chwi gario'n mlaen â'ch addysg. Cael hyd i waith, o unrhyw fath, cyn gynted a phosibl felly oedd y nod - ac yn y cyfnod hynny, roedd modd symud o swydd i swydd yn ddi-drafferth, heb yr orfodaeth i ddarparu tystiolaeth o gymwysterau o unrhyw fath yn y byd. A dyna fu fy hanes, ac yn yr un cyfnod, priodais yn llawer rhy ifanc, bu i fi ysgaru yn nghanol y 1970au a symudais i Ddulyn ac yna i Gaerdydd.

Tra yn byw yn Nghaerdydd, cwrddais a'r Dr Mered Evans, roeddwn yn adnabod Merêd a'i deulu yn dda, cefais fy magwraeth cynnar yn Nhanygrisiau, ar aelwyd oedd yn yr un rhesdai a chartref teulu Merêd, tra'n sgwrsio, awgrymodd Merêd y dylwn fynd i Goleg Harlech i ail gydio yn fy addysg, doeddwn i ddim yn credu bod gen i siawns o gael fy nerbyn yno o gwbl am nad oedd gen i unrhyw gymwysterau o unrhyw fath a wnes i ddim meddwl mwy am dan yr awgrym. Yna, o fewn wythnos, ffoniodd Merêd, roedd wedi gyrru am y ffurflen gais ar fy rhan ac am i ni gwrdd eto er mwyn iddo allu rhoi'r ffurflen gais i fi. Mered oedd y person cyntaf, drwy gydol fy mywyd hyd yna, i fy annog i ail gydio yn fy addysg ac i fynegi ffydd yn fy ngallu i wneud hynny. Llenwais y ffurflen a'i gyrru i'r Coleg, cefais gyfweliad ac yn mis Medi 1977, roeddwn yn fyfyrwr preswyl yn y Coleg lle roeddwn am dreilio'r ddwy mlynedd hapusaf o fy mywyd.

Roeddwn wedi dewis i letya ar y 5ed llawr, y llawr Cymraeg, yn y Neuadd

preswyl o 10 llawr, a phan gyrhaeddais ar y tren yn Harlech roedd yna nifer o fyfyrwyr o'r ail flwyddyn, oedd hefyd yn lletya ar y 5ed llawr, yn aros amdanaf ar y platfform i'm croesawu i'r Coleg. Cydiodd un yn fy nghes a cyn pen chwinciad, roeddwn yn eistedd yn y gegin fach ar llawr 5, paned o goffi yn fy llaw, yn teimlo'n hollol gatrefol yn sgwrsio ac yn chwerthin yn nghwmni'r criw o gyfeillion newydd oedd bellach wedi llenwi'r gegin fach reit at y drws.

Erbyn diwedd y diwrnod cyntaf yna, roeddwn wedi cwrdd a chyfeillgaru a phawb ar y 5ed llawr gan gynnwys y criw o fyfyrwyr newydd fel fi fy hunan, pob un yn fyfyrwr aeddfed gyda oedrannau yn cychwyn yn eu hugeinau ac yn diweddu yn eu chwedegau, a'r cyfan ohonym â phrofiadau bywyd amrywiol o dan ein belt.

Cwrs dwy flynedd oedd y cwrs diploma yn y Coleg ac ar ddiwedd y dwy mlynedd, a chyn belled a bod yr arholiadau terfynol yn cael eu pasio, byddai'r myfyrwyr yn gymwys i gael y Diploma a oedd yn gyfystyr a dwy lefel A. a dyna oedd yr allwedd a fyddai'n agor y drws i allu cario'n mlaen ag addysg uwch mewn prifysgol.

Dewisais Atudiaethau Cymraeg fel pwnc i astudio yn y Coleg, gyda'r annwyl [REDACTED] yn ddarlithydd Llenyddiaeth Cymraeg arnaf, a'r amryddawn [REDACTED] a'r [REDACTED] yn ddarlithwyr yn yr amrywiol elfennau o hanes oedd yn berthnasol i'r cwrs.

Wnes fwynhau pob eiliad o'r darlithoedd a'r trafodaethau yn y dosbarth ac fe cefais flas ar ddysgu fel na gefais erioed yn yr ysgol, a doedd y dysgu a'r broses o agor ffiniau ym mhob cornelyn o'r ymennydd ddim yn diweddu yn y dosbarth, roedd cymdeithasu a thrafod pob math o bynciau gyda myfyrwyr o bob rhan o Gymru a thu hwnt. Rhai o Loegr, yr Alban, ac Iwerddon ac o Batagonia hyd yn oed, yn agoriad llygaid ac yn addysg dibrisiadwy yn ei hunan, ac roedd y coleg yn unigryw yn y ffaith iddo fod yn ddigon bach i wneud i ni gyd, boed i ni fod yn fyfyrwyr, darlithwyr neu staff, deimlo i ni gyd fod yn rhan o deulu clos

Daeth y dwy flynedd i ben yn llawer rhy gyflym, cefais fy niploma ac es i'r brifysgol yn Aberystwyth i astudio drama a hanes Cymru. Yn ddiweddarach, enillais ol-radd MBA mewn Rheoli Twristiaeth yn Ngholeg y Drindod Caerfyrddin.

Oni bai am y Dr Merêd Evans, byddwn byth wedi cael y fraint a'r pleser o fod yn fyfyrwr yn Ngholeg Harlech, ac onibai am Coleg Harlech, byddwn byth wedi mynd i'r brifysgol yn aberystwyth ac wedi hynny i ddilyn cwrs ôl-radd yn y Drindod yn Nghaerfyrddin. Doedd petha felna ddim yn digwydd i rhywun fel fi, plentyn o'r dosbarth gweithiol oedd wedi gorfod gadael yr ysgol yn 15 oed heb fawr o addysg i son amdano.

Gelwid Coleg Harlech yn "Goleg yr Ail Gynnig" ond i aelodau o'r dosbarth gweithiol a amddifadwyd o addysg teilwng tra yn yr ysgol, Coleg Harlech, mewn gwirionedd, oedd eu "cyfle cyntaf" am addysg teilwng a fyddai'n gallu cyfoethogi a gwella eu byd. Gan ei fod, ei hunan, yn blentyn i chwarelwr, roedd y Dr Meredydd Evans yn deall yn iawn faint mor bwysic ac unigryw oedd Coleg Harlech ac dwi'n sicr, petai'n gweld y trybeini mae'r Coleg ynddo ar hyn o bryd, byddai'n troi yn ei fedd.

Mae'n anodd credu fod methiant rheolaeth wedi achosi i Goleg Harlech gael ei gau a'i werthu o gwbl - ac am bris afresymol o rhad tra, ar yr un adeg,, roedd £6miliwn o arian cyhoeddus yn cael ei wario ar bont fechan i groesi'r ffôs rhwng y maes parcio a chastell Harlech er mwyn gwella'r profiad o ymweld a'r castell i ymwelwyr! Mae Coleg Harlech a'r difreintiedig yn Nghymru yn haeddu gwell a dylai Llywodraeth Cymru ail brynu'r Coleg a'r theatr yn ô yn ddi-oedl ar gyfer dibenion pobl Cymru.

### **Dewi Prysor (Williams)**

Mae Coleg Harlech yn haeddu Ail-Gyfle!

“Dwi’n nabod cymaint o bobl a fu mor lwcus i gael y cymorth, gwerth, cyfle a’r budd yr oedd Coleg Harlech yn ei gynnig. Dwi’n un o’r bobl hynny. Mi wnaeth Coleg Harlech newid llwybrau cannoedd o fywydau, gan roi ailgyfle i oedolion oedd wedi methu’r trêen academaidd oherwydd cefndir neu amgylchiadau personol a.y.b. – neu jysd erioed wedi meddwl am y peth pan oedd y trêen yn gadael y platfform. Dwi’n un o’r bobl yma hefyd – oedolion oedd eisiau ail-gyfle, eisiau ffordd a ail-fynediad i addysg. Ond heb gymwysterau i gael mynediad i’r sefydliadau addysg, roedd y drysau i gyd ar gau.

Diolch bod Coleg Harlech yno, sefydliad unigryw yng Nghymru, oedd yn cynnig

yr addysg a chymwysterau oedd ei angen i bontio rhwng Ysgol Uwchradd a Prifysgol. Roedd cael Diploma Prifysgol Cymru gan Coleg Harlech yn cyfateb i Lefel A yr ysgolion, ac yn ein caniatâu i ymgeisio i fynd i Brifysgol, a cael ein derbyn, a chael bwrw mlaen yn ein diddordebau academaidd a cael ehangu gorwelion. Sut yn y byd y gellid caeu sefydliad fel hwn?

Roedd pobl yn dod i Coleg Harlech o bob cwr o Gymru ac o ardaloedd gwahanol o Brydain, pob rhan o Iwerddon – ac yn bellach hefyd, o lefydd fel Patagonia a Mozambique. Nid yn unig roedd budd academaidd a phersonol i'w gael yng Ngholeg Harlech, ond roedd pawb yn gwneud ffrindiau o bob cwr o'r byd – llawer ohonynt yn ffrindiau agos sydd yn dal mewn cysylltiad heddiw. Roeddau ni'n deulu mawr lliwgar yng Ngholeg Harlech, pobl o bob lliw a llun a iaith a chefnidir a rhywioldeb a chredoau, yn deulu aml-ddiwylliannol. Mae'r atgofion yn fyw o hyd.

Yn 1997 ro'n i wedi bod yn byw mewn fflats a lojings a soffas ffrindiau am flwyddyn neu ddwy. Gwnaeth hyn i fi feddwl be o'n i isio'i wneud efo fy mywyd. Wedi gweithio yn y diwydiant adeiladu am flynyddoedd yn y gorffennol, roedd fy meddwl yn crwydro mwy a mwy at y byd creadigol. A'r mwya'r o'n i'n meddwl am y peth, y mwya rhwystredig ro'n i'n mynd – achos doeddwn i ddim yn gweld bod unrhyw ffordd i wireddu'r freuddwyd. Roedd y rhwystredigaeth wedi troi yn anobaith, ac mi allai pethau fod wedi troi yn dywyll yn fy myd. Does dim byd gwaeth nag edrych yn ôl a difaru o hyd ac o hyd, yn gofyn yr un hen gwestiwn, lle fyddwn i rwan os fyswn i wedi neidio ar y trê academaidd hwnnw yr holl flynyddoedd yn ôl.

Ac ar ddechrau mis Medi 1997 daeth cnoc ar ddrws fy fflat. [REDACTED] oedd yno, fy ffrind o'r fflat uwchben. Roedd hi'n cynnig dodrefn i fi. Doedd hi ddim eu hangen nhw, gan ei bod hi'n symud allan, wedi cael ei derbyn i Coleg Harlech. Roeddwn i wedi clywed am y Coleg, wrth gwrs, ond rioed wedi meddwl bod modd i rywun fynd iddo heb gymwysterau. Erbyn dallt, roedd siawns i unrhyw un geisio am gael lle yno – unrhyw un rhwng 18 a 55 oed. Ro'n i'n nesu am fy 30 oed, ac er fy mod i'n gwybod fod y tymor ar fin dechrau a byddai dim lle ar ôl, penderfynais fynd i lawr yno i drïo fy lwc. Ges i air efo [REDACTED] yn y Swyddfa, ac mi roddodd alwad i'r hanesydd [REDACTED] – un o diwtoriaid yr adran 'Hanes, Llenyddiaeth a Syniadau'. O fewn pum munud roeddwn yn ei swyddfa fo yn cael sgwrs am be o'n i isio'i wneud. "Hanes, ysgrifennu creadigol, a

gwleidyddiaeth,” medda fi. “I have just the thing for you,” atebodd [REDACTED].  
“History, Literature and Ideas.”

A dyna ni. Does gen i ddim byd ond diolch a pharch anferth tuag at [REDACTED] am fy nerbyn i Coleg Harlech. Roedd y tiwtoriaid i gyd yn ymroddedig, egwyddorol a chyfeillgar, a dwi’n ddiolchgar iawn i’r tîm Hanes, Llenyddiaeth a Syniadau – [REDACTED], [REDACTED], [REDACTED], [REDACTED] – a staff modiwlau eraill, [REDACTED] a [REDACTED], a [REDACTED] ([REDACTED] ddysgodd ni i ddefnyddio cyfrifiadur). A staff y swyddfa a’r cantîn. Diolch i bawb am yr atgofion, yr hwyl a’r agor llenni.

Cyrsiau un flwyddyn o hyd oedd erbyn yr adeg roeddwn i yn y Coleg, ac yn 1998 gefais fy Diploma Prifysgol Cymru yn Hanes, Llenyddiaeth a Syniadau, a cael fy nerbyn i Aberystwyth. Ond ym mis Ebrill 1998 ganwyd y cyntaf o dri o feibion i [REDACTED] a minnau, a gohiriais fynd i Brifysgol Aberystwyth. Gohiriais eto yn 1999 pan anwyd yr ail fab. Ond o’r diwedd, yn 2000 fe gymerais fy lle yn Aberystwyth, ac fe symudon ni i lawr yno fel teulu am dair mlynedd. Wedyn, yn 2003 ges i fy ngradd BA Dosbarth Cyntaf yn ‘Hanes a Hanes Cymru.’ Aeth â’r gradd â fi i sawl swydd yma ac acw, gan hyd yn oed gael job fel cyflwynydd tair cyfres o Darn Bach o Hanes, a cyfres o Stori Pêl-droed Cymru i S4C! Dwi hefyd wedi gneud cyrsiau (rai i Coleg Harlech) a nosweithiau hanes, ac yn sgwennu erthyglau i gyhoeddiadau. Dwi wedi cyhoeddi 6 nofel ac un llyfr travelogue am fy nheithiau yn Ffrainc yn dilyn Cymru adeg yr Ewros. Er mai dosbarthiadau Saesneg oedd rhai [REDACTED], dwi’n siwr imi ddysgu llawer am arddull ac yn y blaen.

Fyddwn i wedi cyflawni’r pethau hyn? “Na,” fyddai fy ateb. Does dim amdani, Coleg Harlech roddodd i mi’r cyfle i astudio Hanes fy ngwlad fy hun – peth sydd yn enwedig o bwysig i ni yma yng Nghymru, lle nad ydan ni’n cael llawer ddim o’n hanes yn yr ysgolion.

Rhoddodd Coleg Harlech obaith i gymaint o bobl. Gobaith ac ailgyfle, a llwybrau newydd i i’w dilyn, a chael ehangu gorwelion. Ac wrth roi i ni’r holl bethau hyn, roedd y Coleg hefyd yn rhoi i ni brofiad arbennig iawn. Dwi’n gobeithio y gall myfyrwyr ddod i Goleg Harlech eto, i gael y gwerth a’r budd, a’r profiad, o fod yn y lle – a’r sefydliad – arbennig hwn. Dwi’n gobeithio y gall Coleg Harlech gael ail-gyfle hefyd.

**Llythyr ar gyfer sylw aelodau o'r Pwyllgor Deisebau parthed y ddeiseb a agorwyd yn gorchymyn i Lywodraeth Cymru brynu Coleg Harlech yn ôl.**

Annwyl Aelodau,

Hoffwn eich atgoffa pan agorwyd y ddeiseb dan sylw, ,mai 5,000 o lofnodion oedd y gofyn os oedd y pwnc dan sylw i'w ystyried ar gyfer trafodaeth yn Siambr y Senedd ond, yn ddiweddarach, newidiwyd y nifer o lofnodion roedd eu hangen ar ddeisebau i 10,000! Beth bynnag oedd y rhesymeg dros y newid, mae'n symudiad hollol anemocrataidd i newid y gofynion ar beth oedd yn gytundeb rhwng y deisebydd a Llywodraeth Cymru.

Gwlad bychan iawn yw Cymru gyda cwta 3 miliwn o ddinasyddion tra bod Lloegr, drws nesa, a dros 56 miliwn o ddinasyddion ond, tydi Llywodraeth San Steffan ond yn gofyn am 10,000 o lofnodion ar ddeisebau os yw pwnc i'w hystyried am drafodaeth yn Senedd San Steffan felly, mae'n amlwg bod Llywodraeth Cymru yn gweithredu'n annheg i fynnu 10,000 o lofnodion ar ddeisebau allan o boblogaeth sy'n llawer llai na phoblogaeth Lloegr.

Mae'r ddeiseb dan sylw wedi dod i ben gyda 6,645 o lofnodion arni ac oherwydd yr anghysondeb ac anhegwch yr amlinellir uchod, rydym yn galw ar y Pwyllgor Deisebau i anrhydeddu'r cytundeb a wnaed pan agorwyd y ddeiseb ac i gytuno i'r pwnc gael ei drafod yn y Siambr fel pwnc sydd, yn amlwg, yn un pwysig i Gymru a'i phobl.

Yn gywir

Sian Ifan

Peter Evans

Padi Phillips.

## Coleg Harlech Regeneration

Some thoughts.

My simple view is that you need a successful mix of:

- Capital & Revenue (aka the budget)
- Vision and Purpose
- Sponsors and political will
- Land assembly
- People and community engagement
- Business case
- Function
- Project management

To pull off a Regeneration project.

If you think about what created the original Coleg Harlech these are the basic elements that combined. Then it was a project, so the first, third and fourth bullets were probably 'relatively' easy. Whilst now it's a would be a regeneration project, which buildings apart, means that to be successful, all the elements need to be in place, some at the outset and some in succession.

**Capital.** A successful regeneration project needs money. It needs both capital to undertake the costly stuff and revenue to pay for the immediate and the future. Too often the capital is the easy bit and the revenue is both the difficult part and the risk.

My view is that a basic regeneration of the current Coleg Site would cost about £10 / £12m.

It's crazy really, but with 'Sponsors and political will', I think that the Capital, say £12m would be relatively easy to get. For a a) Regeneration of the Coleg for learning project I would be looking to a combination of sources which would be WG and the Heritage lottery fund as well as Gwynedd and a potential Educational Institute (say Aber or Bangor for example as partners) and charities like the Theatres Trust. . For a b) Housing Regeneration project substitute a Housing Association for Educational Institute.

Revenue. Is trickier, as ALW found and presumably WEA and Coleg Harlech before it. .It's the life blood / cash flow that keeps the system alive, it can expand and contract, but it needs a minimum to keep the system viable. The greater the asset, the larger the liability and the more need for revenue and cash flow.

Budget. Both pots need to be allocated against a work programme into the relevant budgets of the organisations involved. Over the project life.

Here's a link to some evaluation on community led regeneration projects. It's not the final word, but

it's a good framework to start thinking about regeneration and engagement.

[https://laisygoedwig.org.uk/wp-content/uploads/2013/12/Community\\_Planning\\_Approaches\\_July\\_13.pdf](https://laisygoedwig.org.uk/wp-content/uploads/2013/12/Community_Planning_Approaches_July_13.pdf)

I've seen some great regeneration projects in Wales fail because they had the capital 'Rhondda life', but not the revenue ...or insufficient capital to create the conditions to generate sufficient revenue. The Red House in Merthyr was a great Regeneration project, but it looks as if recently, because of internal 'management conflicts' it's struggling. Chapter in Cardiff though as we know is a pretty amazing success. But it's Cardiff and how even it will fare post pandemic is moot.

Vision and Purpose. What's it going to do and how's it going to do it. A vital debate and one that it's vital to get right. A successful vision creates the route map to how you might do it. This needs to be debated out with the potential; community who will use, benefit, engage and often operate the asset. It also needs to be either shared with or lined up with the Sponsors and Political Will.

Let's think about what we currently have:

Options as a future for learning. There's is genuine potential (people might not like the vision and purpose) for developing a new generation of 'mini nuclear reactors' at Traws and a Space centre for 'Horizontal Space Take off' at Llanbedr. If the remaining Admin Block, Library, Theatre, Tower Block site and say the St David's site was used, it could be the eco system for a College training people in the relevant skills and qualifications needed to work in these worlds. It could be an FE Centre operating alongside this, or possibly say linked to Coleg Cambria, a residential centre in its own right. It could be a centre for Welsh language, Welsh History, Social Work, Teachers training linked to say Aber or Bangor (who I always hoped would step in and take it on), particularly because of the former ties with Aber. There may be other possibilities that I haven't thought of (Hence the need for a Community voice). Of these above the Traws and Space Centre options appeal to me, because of the link with future operating needs at scale. Airbus at Broughton for example take on 60 apprentices a year for a 5000k operation. And these are high quality, highly sought STEM roles.

Another project might be social housing and a mix of use for learning at the library, admin block and Arts and Learning at the Theatre. For me this is the most plausible future. Why? Basically because Harlech now is a different place to the one we went to in the 70's or 80's. Then, the Coleg assets apart, there was a fairly thriving small (less than 2k pop) town, with a night time economy. Now I believe that the only pub still open is the Queens. It's not I think, a particularly appealing place in the 2020's for a residential type Coleg of any sort. On the other hand Social Housing gives something back to the Community. A development could be also linked to community workshops and community ownership and use of the Library, Admin and Theatre. A social housing partner, whilst needing to be initially incentivised on the capital front, would bring its own capital contribution and also vital project management skills in managing the quality of the regeneration programme whilst the social housing was enabled and the heritage sites were regenerated. Social Housing also helps regenerate Harlech itself and is key to the vision of at least two of the local Housing Associations. Whilst there are varying degrees of quality within Social Housing organisations, basically I trust them as partners, largely because they get their own revenue stream from the relationship. I would hedge bets at the moment and say many people want it to be as it was a residential adult learning centre for the people of Wales, but it may be that there are different viable options and the community needs a clear voice in articulating this. I'd be interested in hearing what possible Senedd sponsors



think is viable and how they would play the process.

### Sponsors and political will

Juxtapose with the founders of Coleg Harlech, we don't have any – yet! They were vital then, they will be vital now. WE don't have an Irene White (for good or bad), or a Michael Sheen – yet. We do have 6.5k people who signed a petition and probably more out there. Counterbalance this though with the many voices (some loud) in the Senedd and unfortunately the community also who are either passive or don't want to unpick the CH story, or want it to quietly go away.

The 6.5k potentially gives us a voice and hopefully a debate. The debate needs to know what it is looking for which' not discounting the cost on capital and revenue' I would say is largely about connecting Vision and Purpose, with Sponsors and political will, with People and community engagement.

If the potential Senedd 'debate' took us some way on the Vision and Purpose, got us the Sponsors and Political will and led to the third as an outcome, with some commitment to putting the Harlech Regen plan into a Manifesto and someone's work programme (say WG, Gwynedd and a Housing Association) and an initial allocation of the budget funding to start toward creating project milestones and a plan, I would be very happy.

An additional possibility is if 6k people were actively willing to buy into the Vision and willing to give say £100 each to create shares for a community regeneration trust that supported the revenue of operating the library, Admin and Theatre as community assets. Then that's an initial £6m crowd sourced fund. It's bold but it can and has been done.

### Land assembly

A lot trickier than it was when the initial ALW site was picked up for a song. Crown Lodge and the Wardens House have long gone. Some parts of the second sale (amenity centre) have started development. I think that the debate needs to mandate a process that effectively starts an immediate and long term process of land assembly. I think now it's a compulsory purchase order on the Library, Admin Block, Theatre as well as the St Dai's site and former Block. Compulsory purchase isn't easy and Councils don't like doing them, consequently Political Will is needed. The longer term, depending on the purpose of the site, is then part of the future. Much as the old Coleg itself grew organically as time and opportunity flowed. For example if it was a residential college, would you purchase the former Rum Hole as a Student Amenity site? The current Amenity centre build in the 80's was sold and I believe work has started to transform it into something tangible. Good luck to it, but it might be a future possible asset target too.

### People and community engagement

You can't untangle vision and purpose, sponsors and political will from people and community engagement. Once you have captured the political will to the initial vision of 'something must be done' and a few ideas that test future viability of purpose, the people in the community must engage to interrogate and be part of the decision around the future.

BUT, the purpose that comes out of this must be viable. If it's a predominantly housing association

play, supporting a community arts centre fine, but is the demand proven in the community and more importantly has the community the skills and stamina to operate management effectively and generate future revenue around purpose. If not it's just an AWL albatross, with no options other than constantly testing the private sector and hoping a commercial solution comes forward. The same applies to a future residential college. There are milestones in developing a regeneration programme and community engagement is a very early part of this process. The link above gives some examples of how this has been tackled.

We mustn't discount community fatigue either. A lot of good smart, people will have been fighting for the initial vision, or some version of it, for Coleg Harlech for 30 years. Many of the voices that have been through these battles will have become cynical or old or tired. The only tangible example of a community response to date has been Sheila Maxwell's 'Arc' of CH at the Old Library and whilst this is a wonderful achievement, it's sadly not a hub of activism around revival and lessons need to be taken from this. There have also been two large and costly examples of studies that look to provide the answers that this petition also seeks. One was the WEA ALW led Coleg Harlech plan: [https://www.adultlearning.wales/UserFiles/Files/Public\\_Documents/Feasibility\\_Study/Coleg\\_Harlech\\_Site\\_Feasibility\\_Study.pdf](https://www.adultlearning.wales/UserFiles/Files/Public_Documents/Feasibility_Study/Coleg_Harlech_Site_Feasibility_Study.pdf)

and the second, the Harlech Regeneration plan.

<https://www.gwynedd.llyw.cymru/en/Businesses/Documents-Busnes/Regeneration/Harlech-Regeneration-Consultation-Panels.pdf>

<https://www.gwynedd.llyw.cymru/en/Businesses/Documents-Busnes/Regeneration/Harlech/Harlech-Strategic-Guide.pdf>

I'm not aware of how these were developed and delivered but nothing feels as if it's been achieved by either and I'm guessing that because of lack of Vision and Purpose and Sponsors and political will and because this is a small town in a low population region, where resource and human capital is in short supply. What's different about us now, to where we were recently? Well really only that 'nothing has been done and we have 6500 signatures on a petition. But the people who don't want to do anything and have the political will to stop anything being done will point to the work, time and money above. We believe that something should be done that honours the past, because it's important to us and hopefully 6.5k people. Not all will feel like this and I the community doesn't it's another failed initiative costing public resource.

This is for me another treason pointing toward a Social Housing solution.

## **Business case**

The business case is essential, but (although you might need to start a 5 case plan early in order to catch budget) it is a process that is dynamic and flows from the combinations above. It proves the viability of the Function that is decided on and provides a route map and milestones in achieving this. Once everything is up and running, then it becomes 'business as usual' and subject to effective management by

the Board and management of the operation. Subject if you want it to and its purpose, future reviews on achieving outcomes and benefits realisation.

Function Simple to say. Form follows function. Difficult to do, However as long as the processes above are effectively determined, managed and evolutionary then you have an entity which should survive for say 20 years.

Project management The glue that sticks it all together, once the process is agreed and the vision underway. There are phase's, first the organisation of the campaign, then the public awareness, transfer to 'project owners', then the build and then the operation. Again another reason I like Housing Associations. Often they are great at this. <http://www.pentan.co.uk/project/bargoed-library/>

And there are companies like: <https://www.themeans.co.uk/contact-us>

<http://www.theurbanists.net/> Who are good at project managing the build elements of regeneration in partnership with a housing association? But all this would be down to tender and future choice.