



Research, Development & Production of a Business Case

CALON: A CULTURAL CENTRE FOR CAERPHILLY

Client:
Cynefin Caerffili CIC





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Research, Development and Production of a Business Case for Calon: A Cultural Centre for Caerphilly

Client: Cynefin Caerffili CIC

Budget: In the region of £30,000 (exclusive of VAT)

Anticipated value of the Final Calon Project: £10m-£15m ex vat





Executive Summary

This is a rare opportunity to help shape a project from an early stage—one that has genuine community backing, strong strategic support and the potential to transform one of Wales' most recognisable town centres.

We are looking for a consultant or team of consultants who can help shape the £10m-£15m project from an early stage. Calon is an ambitious community-led project to create a new cultural heart for Caerphilly. By bringing new life to the historic Grade II listed Caerphilly Workmen's Hall and its surrounding area through careful restoration and thoughtful redevelopment, it will create a place where culture, creativity, enterprise and everyday life come together. More than a building, Calon is an opportunity to reconnect people with their town centre, celebrate Caerphilly's identity and create a lasting focus for community life.

This project has genuine community backing, strong strategic support and the potential to transform one of Wales' most recognisable town centres.

- The budget for this commission is £30,000 exc VAT
- The deadline for submission is 14th September 2026
- Delivery deadline is 29th January 2027

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1. Project Vision

Calon – A Cultural Heart for Caerphilly

Calon is an ambitious community-led project to create a new cultural heart for Caerphilly. By bringing new life to the historic Grade II listed Caerphilly Workmen's Hall and its surrounding area through careful restoration and thoughtful redevelopment, it will create a place where culture, creativity, enterprise and everyday life come together. More than a building, Calon is an opportunity to reconnect people with their town centre, celebrate Caerphilly's identity and create a lasting focus for community life.

Cynefin believes this project must be built with local people rather than for them. Our approach combines culture, restoration, regeneration and participation, and we're looking for a consultant who shares those values while bringing the strategic thinking, commercial insight and technical rigour needed to turn a shared vision into a compelling, comprehensive Business Case and to satisfy the project stage requirements of RIBA Stage 1. This work will be used to secure investment to further refine and test the Business Case whilst undertaking work to RIBA Stage 2.

This is a rare opportunity to help shape a project from an early stage—one that has genuine community backing, strong strategic support and the potential to transform one of Wales' most recognisable town centres.

Located in a prominent position opposite Caerphilly Castle, Calon has the potential to become a landmark cultural destination. Through the sensitive restoration and redevelopment of the Grade II listed Caerphilly Workmen's Hall and the potential repurposing/development of adjacent land/buildings including the current Job Centre, restoring the Hall's historic fabric and character will sit at the heart of the project, ensuring its heritage is celebrated and safeguarded for future generations while enabling it to serve a new generation of uses. Calon will be an



independent and sustainable hub that celebrates Caerphilly's identity, supports the town's future growth and contributes to the regeneration of the northern gateway.

As Caerphilly continues to grow, including through significant housing development and changing demographics, there is an opportunity to create a more vibrant and inclusive town centre where people can meet, create, learn and participate.

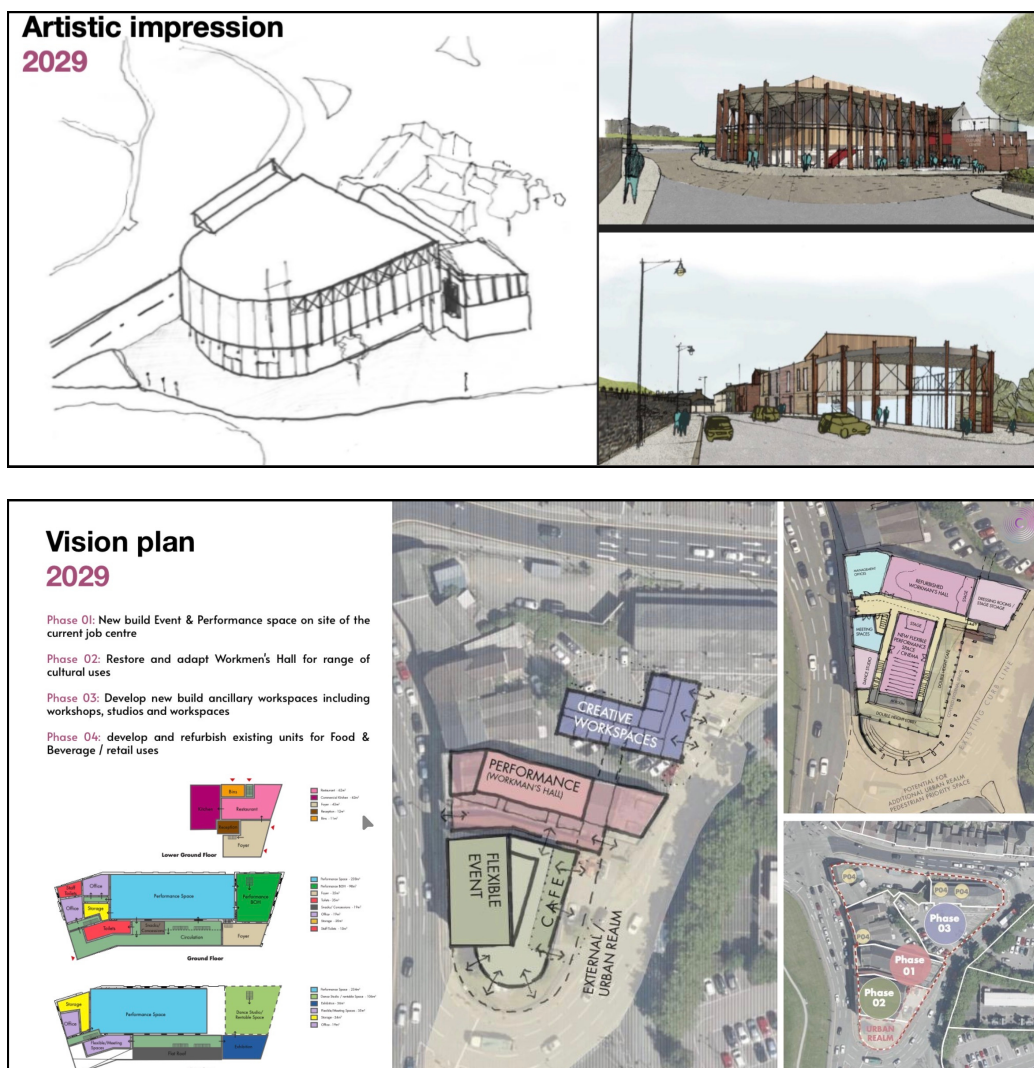
Calon will bring together these areas of activity:

- Live performance: theatre, music, comedy and other events.
- Cinema, Visual Arts and digital media.
- Talent Development: Learning, training and skills development.
- Participation: Community engagement and creative workspaces.
- Food, Beverage and social spaces.
- Enterprise opportunities such as hires, co-working and resident companies.

The project will be designed around creating a sustainable and resilient operating model, combining diverse income streams, creative enterprise, strategic partnerships and appropriate commercial activity to support its long-term resilience. It will explore innovative approaches to building an inclusive, circular economy in Caerphilly, creating opportunities for local people, businesses and creative practitioners. Accessibility, environmental sustainability and resource-efficient design will be embedded throughout the development, strengthening both the building's future resilience and its wider social, cultural and economic impact.

At its heart, Calon will be a welcoming, playful place where people feel they belong - a place to gather, create, connect and experience culture.

2. The Commission



Cynefin Caerffili CIC is seeking to appoint an experienced consultant or consultancy team to test the feasibility of the project and develop the strategic, economic, commercial, financial and management cases, broadly aligned with the UK Treasury Five Case Model to Outline Business Case equivalent or



alternative proposition to form the basis of further funding and project development.

The appointed team will have the opportunity to engage with activity taking place at Caerphilly Workmen's Hall and Y Banc, Cynefin's town-centre meanwhile space, where ideas around programming, participation and community engagement are already being tested in practice. Rather than starting with a blank sheet of paper, you'll be joining a project with real momentum, strong local relationships and a community that is actively shaping its future.

Why this commission matters

This Business Case will shape the future direction of Calon, provide confidence to funders and partners, and through development to RIBA Stage 1, will establish the foundations for a new cultural destination in the heart of Caerphilly.

This commission forms part of the wider regeneration ambitions for Caerphilly town centre and aligns with local and national priorities, including Caerphilly County Borough Council's Placemaking Plan 2035 and the Well-being of Future Generations (Wales) Act 2015.

The commission will provide the research, evidence, analysis and strategic direction needed to move Calon from an ambitious vision to a compelling, investable, deliverable project.

Alongside this work, Cynefin is developing a **creative programme strategy** and a **fundraising strategy**, including a development funding application to The National Lottery Heritage Fund. These workstreams sit outside the scope of this commission, although consultants are welcome to outline how they could



support them should additional resources become available.

Subject to securing development funding from The National Lottery Heritage Fund, the project will progress into its next phase to a refined business case including land assembly, design development through to RIBA Stage 2, further technical and feasibility work, and continued project development.

The current programme is funded by the Welsh Government's Transforming Towns Fund and Caerphilly County Borough Council, with additional support for cultural programming from Arts Council Wales and Ffilm Cymru Wales.

This is an opportunity to help shape a significant cultural asset for Caerphilly. We are looking for a consultant or team that can combine strategic thinking, commercial understanding and meaningful community engagement to ensure Calon becomes a viable, sustainable and valued part of the town's future.

We welcome fresh thinking, a willingness to challenge assumptions where appropriate, and a collaborative approach to building the strongest possible case for investment.

3. Scope of Work



Overview

We're looking for the development of a business case that creates a grounded and evidenced proposition for Calon's future for an ambitious £10m-£15m anchor cultural redevelopment in the heart of the town. Is there demand? What is the strongest operating model? How should the project be delivered? And how can it become financially resilient while staying true to its community purpose?

You will develop a comprehensive Business Case aligned broadly with the UK Treasury Five Case Model, that establishes the strategic, economic, commercial, financial and management case for Calon to Outline Business Case equivalent or



alternative proposition to form the basis of further funding and project development.

The work will build on existing activity undertaken by Cynefin Caerffili and provide the evidence, analysis and recommendations required to support the next stage of development, including design progression and future capital and operational funding applications.

We are not looking for research for its own sake. We need evidence and insight that inform decisions and strengthen the case for investment. Existing evidence should be used wherever possible, with new research focused on addressing genuine gaps and providing clear value to the Business Case.

We recognise there is no single way to develop a successful business case. We are looking for consultants who can apply sound judgement, proportionate research and creative thinking to develop the strongest possible case for investment.

Working Process

3.1 Vision Development

The consultant will work with Cynefin Caerffili to review and refine the vision, objectives and intended outcomes for Calon, testing existing assumptions where appropriate and making recommendations informed by evidence. This work should ensure the project remains ambitious yet deliverable, aligns with local, regional and national priorities, and has clear outcomes and measures of success.

3.2 Research and Market Appraisal

Through analysis of existing and new evidence, the consultant should



demonstrate the need and demand for Calon, who it will serve, and how it can become financially and culturally sustainable. This should include market analysis, audience and user analysis, and consideration of the wider local and sector context.

3.3 Options Appraisal

The consultant will explore and assess options for the future development and operation of Calon, including site and building options, operating and programming models, the balance between cultural, community, creative and commercial activity, delivery partnerships, phasing, revenue generation and long-term sustainability. The appraisal should identify the approach that best supports the project's vision, viability and deliverability acknowledging the retention of The Workmen's Hall as a key at risk heritage asset.

3.4 Community Engagement and Co-Production

Calon is a community-led project, with the Workmen's Hall being valued for the opportunities it creates for the people of Caerphilly. The vision has been shaped through local engagement and leadership, and the appointed consultant will be expected to build on this foundation, ensuring that diverse community perspectives continue to inform the project's development while respecting the trusted relationships established by Cynefin Caerffili.

As part of this development phase we have taken on Y Banc in the town centre as a temporary test bed space to explore the creative programming ideas, provide space for local creative companies and to build our audiences.

3.5 Environmental Sustainability

We are looking for practical, proportionate approaches that strengthen the environmental performance and resilience of the project. This should include opportunities to embed circular economy principles throughout construction, operation and procurement, while recognising the relationship between



sustainability, operating costs, future funding opportunities and wider public benefit. We welcome alternative methodologies where they strengthen the overall outcome and remain aligned with the brief.

3.6 Business Case Production

The consultant will bring together the findings from the project development workstreams to prepare a coherent and evidence-based Business Case for Calon. The Business Case should demonstrate the strategic, economic, commercial, financial and management case for the project, providing a clear and compelling basis for future investment decisions.



4. The Deliverables

The Consultant will be required to produce a final Business Case suitable for submission to prospective funders, including The National Lottery Heritage Fund, alongside supporting materials. The Business Case should broadly align with the UK Treasury Five Case Model to Outline Business Case equivalent or alternative proposition to form the basis of further funding and project development and include:

- **Strategic Case:** Revised Vision and Strategic Objectives reflecting the community need and opportunity for Calon, alignment with local, regional and national priorities, community needs and intended outcomes.
- **Economic Case:** Options appraisal, evidence supporting the preferred approach including competitor comparison, value for money and wider social, cultural, economic and environmental benefits.
- **Commercial Case:** Delivery model including organisational overview, governance arrangements, partnerships, procurement approach and project phasing.
- **Financial Case:** Capital and revenue requirements, income generation and projections, funding strategy, financial modelling and long-term sustainability.
- **Management Case:** Development and Delivery programme, risk register, monitoring and evaluation, governance and operational readiness.

Additional outputs should include:

- An Executive Summary suitable for Board members, stakeholders and



fundes.

- An accessible plain English summary document for wider community engagement.
- Supporting evidence and technical appendices, including consultation findings, market research, financial assumptions and modelling.
- Presentation materials and attendance at meetings with Cynefin and key stakeholders, as required.
- Conclusions and Recommendations.

The Business Case should incorporate relevant considerations including Welsh language, environmental sustainability, equity, diversity and inclusion, community benefits, creative economy impacts, risk assessment and measures of success.

5. Consultant Requirements & Approach



Photography: S Mark Gubb

We are looking for a consultant or consultancy team that can combine strategic expertise, practical experience and a genuine understanding of community-led cultural development.

We're looking for a team that can demonstrate:

- Experience of cultural, heritage or regeneration business cases.
- Strong community engagement and co-production skills.
- Understanding of Welsh policy and funding, environmental sustainability, equity, diversity and inclusion.
- The ability to balance commercial realism with community ambition.
- Clear communication for both technical and public audiences.

We are not seeking an “off-the-shelf” approach. The successful consultant will need to understand the unique context of Caerphilly and help shape a proposal



that is authentic to the town, its communities and its future ambitions.

6. Working Arrangements

The appointed consultant will work closely with Cynefin Caerffili throughout the commission to ensure that the Business Case reflects the project vision, evidence gathered and stakeholder priorities.

You will have the opportunity to connect with the work that Cynefin are undertaking within Y Banc, the town centre 'meanwhile space' which is operating as a test bed for programme and community engagement.

6.1 Project Working Group

A Project Working Group will oversee the commission.

You will attend regular project meetings, provide monthly progress reports and work collaboratively with Cynefin, CCBC and project partners.

The Working Group will provide strategic guidance, support access to information and stakeholders, and help ensure the commission progresses effectively.

6.2 Review and Approval Process

Draft outputs will be reviewed by Cynefin Caerffili and the Project Working Group.

You should allow time within the programme for:

- Review of draft documents.
- Feedback and discussion.
- Amendments and refinement.

The final Business Case will require formal approval by Cynefin Caerffili and CCBC



You should include provision for up to three rounds of revisions following feedback.

6.3 Engagement with Caerphilly County Borough Council (CCBC)

Caerphilly County Borough Council is a key strategic partner in the development of Calon.

You will be expected to engage with CCBC at appropriate stages of the commission and consider feedback provided through the review process.

6.4 Programme and Reporting

The consultant and Cynefin will agree a detailed delivery programme at the start of the commission.

The programme will identify:

- Key stages of work.
- Milestone review points and deliverables.
- Engagement activity.
- Draft and final delivery dates.

Regular progress updates should be provided to Cynefin Caerffili, highlighting:

- Completed activity.
- Upcoming work.
- Emerging risks or challenges.
- Any decisions required.



7. Project Timetable & Submission Requirements

The anticipated timetable for the commission is:

W/c 17/08/26	Brief Issued
31/08/26	Deadline for Clarification Questions
14/09/26	Submission Deadline
25/09/26	Shortlisting
05/10/26	Interviews / Presentations
12/10/26	Appointment Confirmed
12/10/26	Commission Commencement
29/01/27	Final Business Case Completed

Tenderers should submit a proposal that demonstrates their understanding of the commission and their ability to deliver a high-quality Business Case.



The client team is open to including proposals for work areas or requirements that have not been covered in the above in order to develop a robust business case suitable for securing further project investment.

Tenderers are invited to submit a proposed approach and methodology for delivering the commission, including:

- methodology and approach to service delivery;
- project programme and key milestones;
- proposed project team, roles, and relevant experience;
- examples of comparable commissions and relevant track record;
- fee proposal, payment schedule and pricing information.

Submissions should be sent to info@cynefincaerffili.org

Please include **“Calon Business Case Submission”** in the email subject line.

Deadline for clarification questions is 31st August 2026.

If you have any questions about the brief or would like an informal conversation before submitting a proposal, please contact: info@cynefincaerffili.org



8. Assessment Process

Submissions will be assessed using a quality and cost weighting:

Quality and technical approach – 60%

Cost – 40%

The quality assessment will consider:

- Understanding of the brief.
- Proposed methodology.
- Relevant experience.
- Skills and capacity of the team.
- Quality of comparable projects.
- Value for money and transparency of costs.
- Approach to managing risks and challenges.

Shortlisted consultants may be invited to attend an interview or presentation session to discuss their proposal and answer questions from the evaluation panel.

The evaluation panel will include representatives from Cynefin Caerffili and may include representatives from strategic partners, including Caerphilly County Borough Council, where appropriate.

Cynefin Caerffili will seek clarification from tenderers as required during the assessment process. Cynefin reserves the right not to make an appointment. In making a submission tenderers acknowledge that submissions are developed at their own cost and that Cynefin is not responsible for any cost of development of tender submissions under any circumstances.

We're looking for a partner rather than simply a supplier.

We know there isn't one 'right' way to approach this commission. It's about more than producing a Business Case. It's about helping shape a project that has been built with and for the people of Caerphilly. If you're excited by the opportunity to combine rigorous analysis with creativity, collaboration and community impact, we'd love to hear from you.

