

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

**August 2022
Final Version**



LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

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1. Executive Summary

1.1 Background and Key Requirements

Mace was commissioned by Conwy County Borough Council (CCBC) to deliver a 10 Year Regeneration Plan (herein referenced as the Regeneration Plan) to support the future growth and investment in Llandudno and lead the continuing and sustainable regeneration of the town to 2032, and beyond.

The Regeneration Plan will shape and influence regeneration and investment activity in Llandudno for the next 10 years and support further community consultation and funding applications, including:

- Challenging existing views and persuade people to **raise aspirations** for the town.
- Embedding **imaginative design** and thorough **economic analysis**.
- Including broad **costings**, outputs and a deliverable **action plan**.
- Embedding responses from **collaboration** with key stakeholders.

Recognising that Llandudno is already a successful place to live and visit, this Regeneration Plan seeks to provide recommended further enhancements over the next 10 years. The plan will highlight how the town can become more resilient and adaptable to future socio-economic change.

1.2 Approach

We used a bespoke “Place Economics” **assessment toolkit** to assess the performance of the intervention area (see Section 2.3) through four stages. The work to deliver the Regeneration Plan was structured by three phases to align with the four stages of the assessment toolkit:

Table 1: Project Phases.

Phase	Description	Toolkit Stage
Phase 1	Develop and provide a long-term evidence-based vision for the future of Llandudno.	Analysis Understanding
Phase 2	Development Plan Framework	Evaluation
Phase 3	Delivery Plan	Assemble

For the **Analysis** stage we collated data, developed an evidence base and identified policy alignment with a suite of relevant policy and research documentation. We used four themes to structure the analysis and present our findings, including:

- People and Communities
- Business and Investment
- Access and Movement
- Living in Llandudno

For the **Understand** stage we engaged with key stakeholders to gauge their views and feedback to enable us to outline the challenge and position the vision through a set of five regeneration principles.

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For the **Evaluation** stage we used the five regeneration principles to develop packages of proposed interventions and modelled their potential economic benefits.

For the **Assemble** stage we took the interventions and developed a costed programme for delivery and identified potential funding mechanisms for the interventions.

1.3 Recommendations

We recommend Llandudno develops along five key regeneration principles that are designed to enable the town to progress from “**good to great**”:

- **Maximise Existing:** Making the most of the wealth of assets and features Llandudno already has.
- **Extra Llandudno:** Expanding the day, year and offer even more to maximise the town’s value and potential to its businesses, visitors, and residents.
- **Elevate Quality:** Creating a baseline of enhanced quality all round to generate more visitors, more demand, and more value for residents.
- **Culture Led:** Capitalising on the richness of local culture, creativity, and heritage, and activating even more local activity and engagement for residents and visitors.
- **Change Agents:** Growing a network of relationships, platforms and support for local people and partners to collaborate as agents of change.

Recognising the town’s existing success, we also recommend a **model of change** that advocates investing and prioritising improving the town for **residents first**. This means ensuring it is a successful place to live, with quality

sustainable jobs, increased prospects for young people, improved services and amenities, and a focus on improving quality of life; this forms the basis for transitioning the tourism offer towards a **more diverse and flexible offer** to suit a changing market and visitor demographic. Therefore, an approach that focusses on improving the town for residents first has the benefit of **also improving the visitor offer** as a result.

We have developed packages of interventions under each regeneration principle representing an investment of **£65.8m**, with the spend allocated as follows:

Table 2: Interventions Investment.

Regeneration Principle	Investment
Maximise Existing	£14,245,000
Extra Llandudno	£22,050,000
Elevate Quality	£23,130,000
Culture Led	£5,900,000
Change Agents	£515,000
Total	£65,840,000

Our economic modelling found that **increasing the average length of stay for overnight visitors** from 3.3 days to 4.3 days is the single biggest factor influencing Gross Value Add (GVA) growth, with increased number of day visitors and/or their average spend also being vital.

By improving the offer of the town through **providing more for people to do**, there is potential to move Llandudno from a low growth scenario (£360m GVA) to a high growth scenario (£702m GVA) by 2045.

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1.4 Delivery

The proposed interventions have been programmed for delivery over a period from 2022-2032 and can be funded through a range of different funding mechanisms including:

- **Towns fund/Levelling Up funding:** The Welsh Government's (WG's) "Transforming Towns" fund and the UK Government's Levelling Up fund have central investment funds for councils to bid for projects. These funds exist to fund projects that are not financially viable but could generate economic benefits to the local community.
- **Public development project:** CCBC could invest in or borrow money for projects that are financially viable.
- **Public funding:** Some projects do not qualify for UK Government funds. Organisations will need to find funding for these projects from other sources.
- **Major projects:** There are several initiatives relating to improving either Venue Cymru or local assets. These are key strategic initiatives that CCBC will need to review and consider.
- **Revenue projects:** The set of revenue projects will require a new income stream to fund them.
- **Private finance:** Many projects have an income stream and risk profile that may be attractive to private investors.

1.5 Outcomes

By investing in and delivering the proposed packages of interventions, we expect positive outcomes for the town's visitors, businesses and residents, including:

- High quality public realm to signal quality, well maintained assets, and the uniqueness of Llandudno.
- Creating opportunities to bring new residents to the town centre.
- Thriving and more balanced night time economy with commercial opportunities for local businesses.
- Visitors stay for longer and spend more locally because there is more to do.
- Capitalising on visitors using Llandudno as a gateway to North Wales.
- New high quality, well paid and sustainable jobs with a focus on green skills.
- Widening the visitor demographic and increasing visitor spend to the benefit of all.
- Enlivened spaces around the town with appropriate street performance, activity, and entertainment.
- Supporting and encouraging local creativity and arts.
- Fostering better engagement and sharing between businesses across Llandudno.
- Crucible for incubating and growing new businesses.
- Building local capacity and energy to deliver local regeneration.
- Young people leading and inspiring change.
- Locally inspired and delivered projects.

2. Introduction

2.1 Regeneration Plan

Mace has worked with Conwy County Borough Council (CCBC) to deliver a 10 Year Regeneration Plan (Regeneration Plan) for Llandudno.

Llandudno is a popular place to live and a successful visitor destination already. The key objective of the **Regeneration Plan** is to ensure Llandudno remains successful whilst also future proofing the town to ensure it remains resilient and adaptable to future change and opportunity.

The Regeneration Plan comprises **three core documents** which should be read in parallel. The three documents are described below:

1. The **Visioning Document** identifies a set of five regeneration principles and associated vision statements co-created with local stakeholders to articulate their shared future vision for Llandudno.
2. This **Development Framework and Delivery Plan** (herein referenced as the Delivery Plan) includes a set of interventions (with indicative costs only) for steering regeneration and investment, with a plan for delivery over 10 years.
3. The **Supplementary Technical Report** includes detailed findings and analysis from our activities to build the evidence base (see right) which underpins both the Visioning Document and Delivery Plan.

2.2 Evidence Base

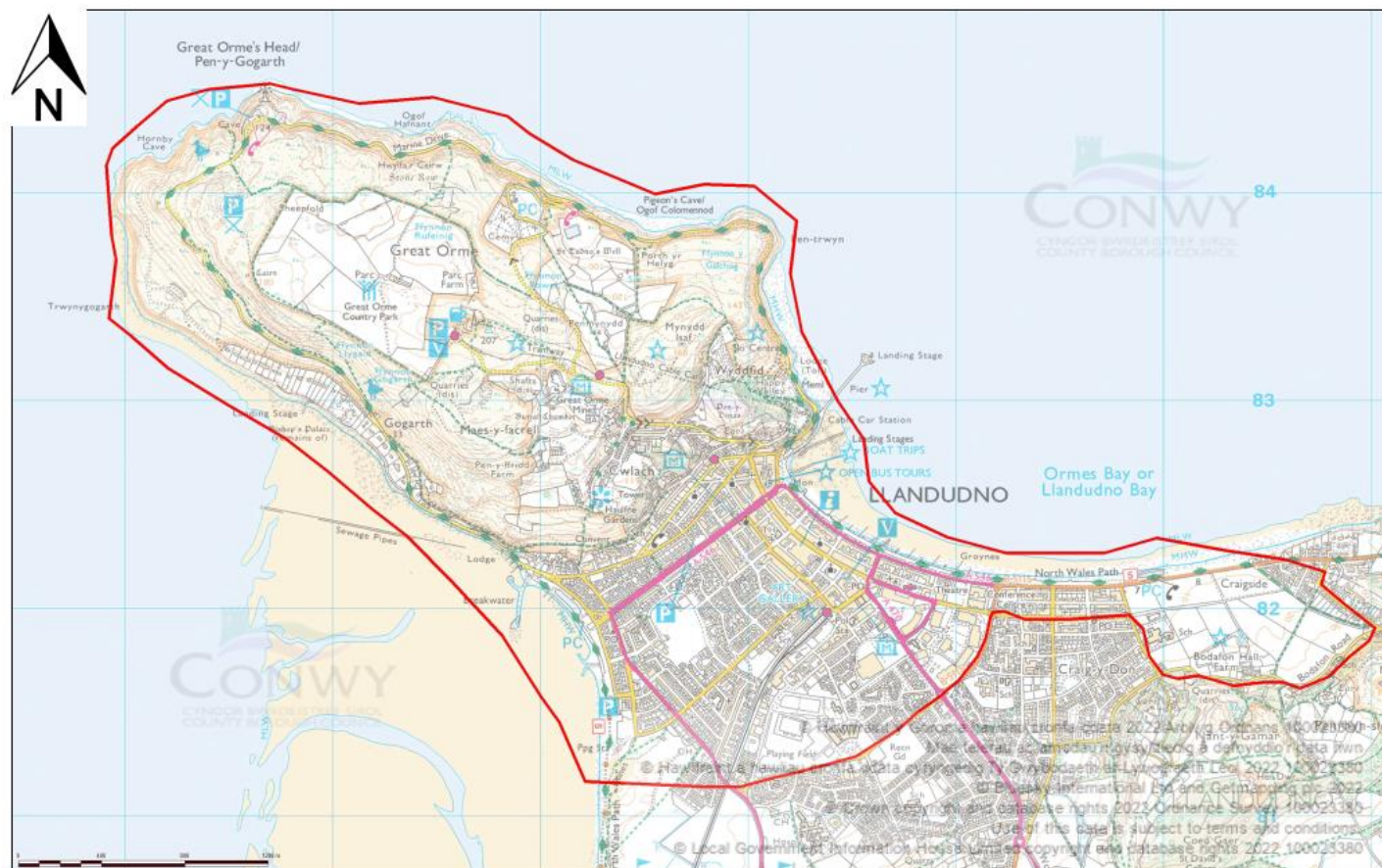
The evidence base for the Regeneration Plan includes:

- **Baseline analysis** of socio-economic data, relating to key themes of people and communities, business and investment, access and movement, and living in Llandudno.
- Detailed **policy review** of key local and regional policies and strategies, covering tourism, housing, employment and skills and transition to net zero.
- Detailed **economic impact modelling** of future tourism and revisiting the Tourism Analytical Review (2019) developed by consultants (AECOM) as the basis for creating a tourism impact economic model.
- Comprehensive **stakeholder engagement** through interviews held with 67 stakeholders as a broad representation of local businesses, local representative organisations, CCBC colleagues, Town Council colleagues, tourism and sector bodies and local landowners. This included a community engagement event.
- Summary of **emerging project ideas** garnered from stakeholder interviews and Mace's own research.

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2.3 Intervention Area

The map below provides a definition of the intervention area for the Llandudno Regeneration Plan. The core focus of the intervention area is the town centre. Any activity that takes place within the red line boundary is expected to benefit the town centre.



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3. Development Framework

3.1 Model of Change

The key objective of this regeneration plan is to enable Llandudno to progress from “**good to great**” by balancing an optimum blend of approaches and interventions that is right for Llandudno and positions the town to enable it to:

- Increase visitor and resident spend.
- Increase visitor length of stay.
- Increase demographic range and type of visitor.
- Increase resilience of communities and a broader local economy.

We used Mace’s Place Shaping Model with its seven factors for creating a thriving place and community (see Figure 1 right) to create a **Model of Change** bespoke to Llandudno’s context. The Model of Change helped identify a pathway of going from **good to great** by modelling the town as it is now to what the town could be.

We recognise that whilst Llandudno is a successful town, a focus on preserving what has made Llandudno a success in the past could risk undermining the success of Llandudno’s future in the face of social, economic, and technological change. What will be a successful town from a visitor’s perspective must be balanced with what a successful town will be from a resident’s perspective.

Therefore, a current tourism model that is focused on day trippers and older visitors needs to broaden to release the town from a reliance on low paid, low skilled seasonal jobs, limited opportunities for young people and limited services for local people (see Figures 2 and 3 overleaf).

We propose that the model is flipped to focus on improving the town for residents, by investing in local amenities, local skills opportunities, local services, and local connectivity. This could enable an increase in the attractiveness of the town to future residents and future visitors because the town offers year-round value, higher quality, and more activity. The tourism model and resident offer become more positively intertwined and cycle mutual value and benefit.

This development framework sets out the interventions we propose are taken forward to secure the future development and success of Llandudno, with a twin focus on:

- **reinforcing existing value** contributing to current success.
- **layering additional value** for ongoing and future success.



Figure 2: Model of Change - Llandudno As Is

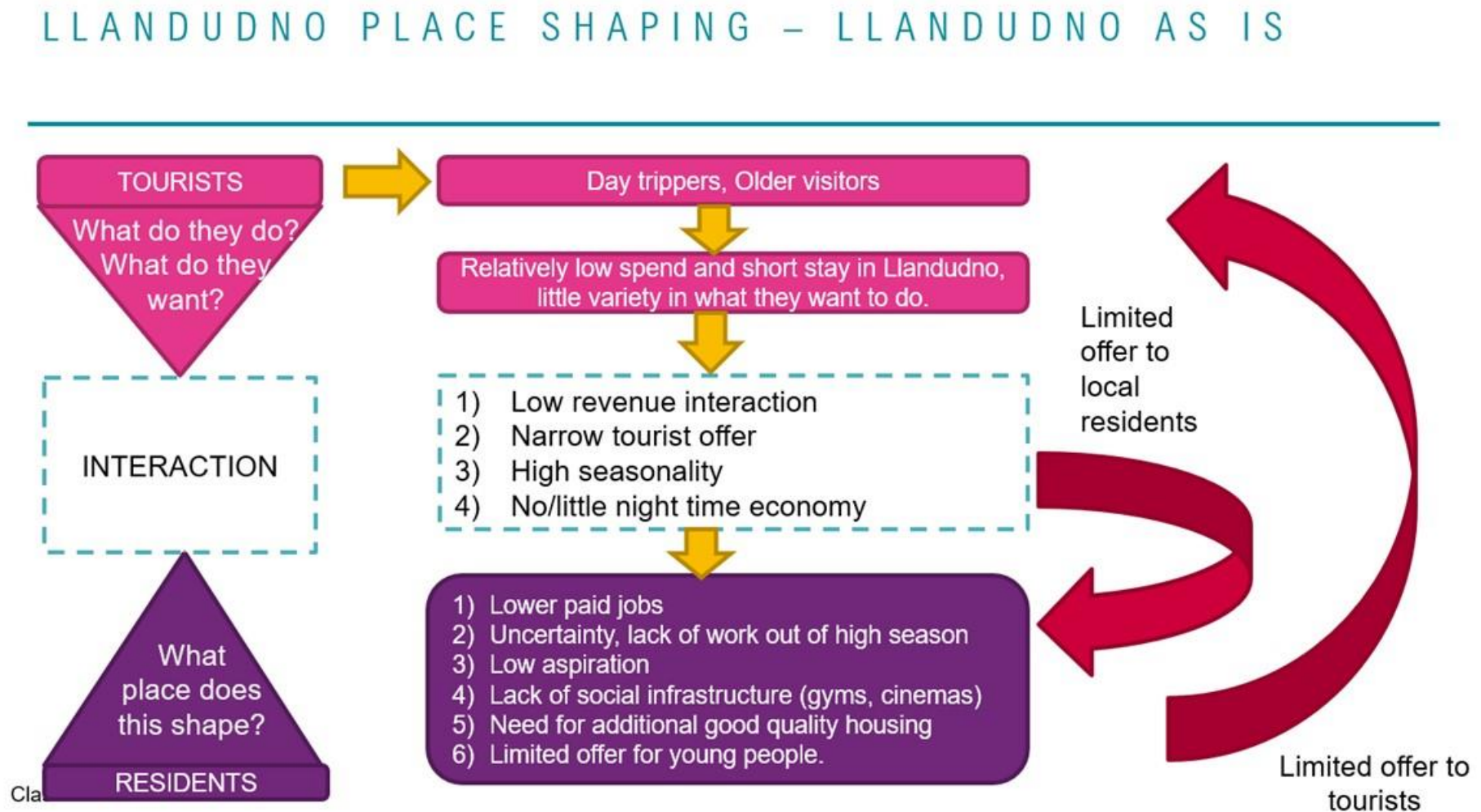
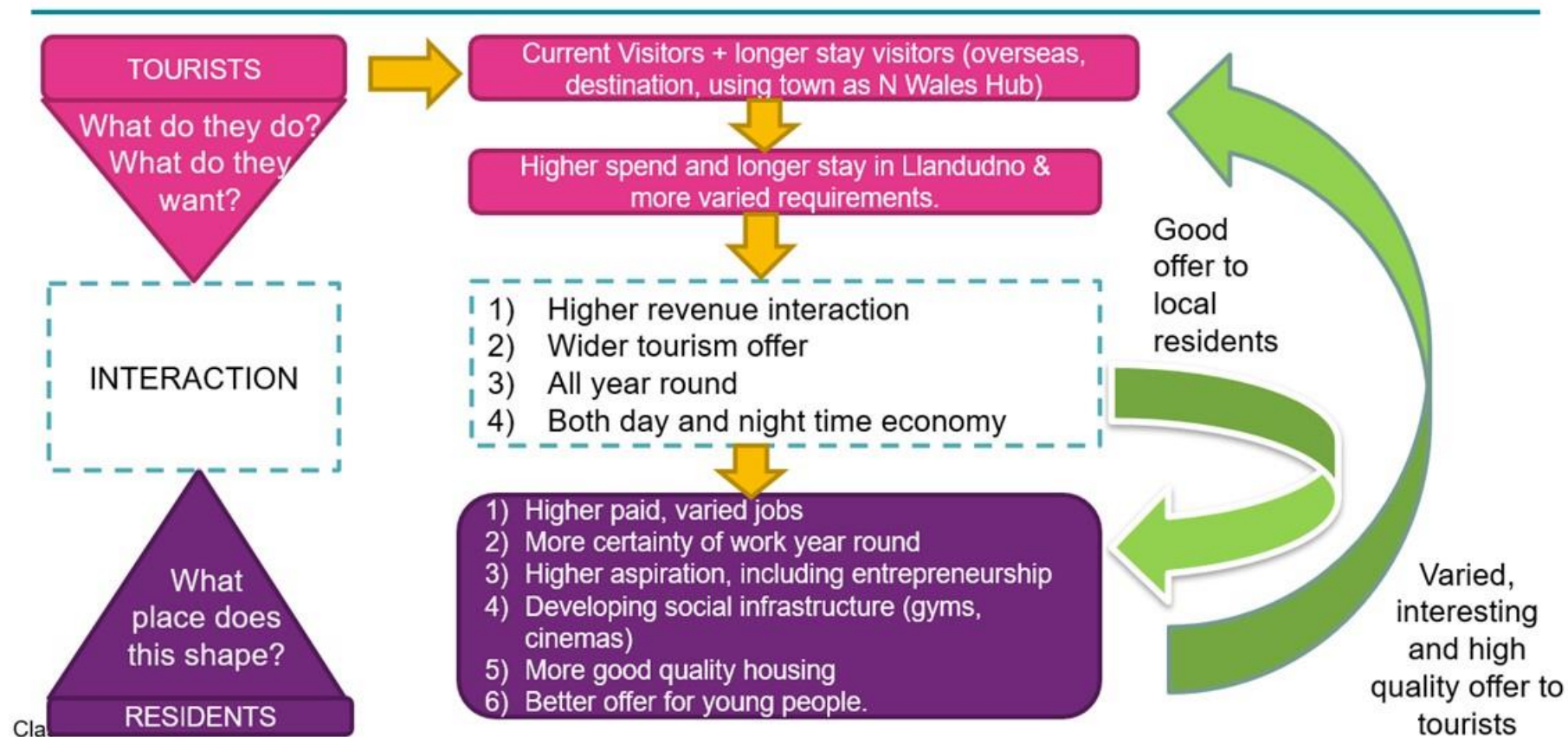


Figure 3: Model of Change – Llandudno To Be

LLANDUDNO PLACE SHAPING – LLANDUDNO TO BE



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3.2 Regeneration Principles

The Visioning Document identified five **regeneration principles**, with associated **vision statements** and **potential outcomes** for optimising Llandudno, summarised in the table below.

Table 3: Regeneration Principles and Vision Statements.

Regeneration Principle	Vision Statement	Potential Outcomes
1. Maximise Existing	Making the most of the wealth of assets and features Llandudno already has.	<ul style="list-style-type: none"> High quality public realm to signal quality, well maintained assets, and uniqueness. Celebrate the unique heritage and vernacular of Llandudno. Creating opportunities to bring new residents to the town centre. New focal points for growing place identity, civic activity, and social cohesion.
2. Extra Llandudno	Expanding the day, year and offer even more to maximise the town's value and potential to its businesses, visitors, and residents.	<ul style="list-style-type: none"> Llandudno offers better quality of life to locals and better visitor experience for visitors. Thriving and night time economy with commercial opportunities for local businesses. High season attractions and activities have a corresponding low-season offer too. Visitors stay for longer and spend more locally because there is more to do. Capitalise on visitors using Llandudno as a gateway to North Wales. Growing the business base with new high quality, well paid and sustainable jobs with a focus on green skills.
3. Elevate Quality	Creating a baseline of enhanced quality all round to generate more visitors, more demand, and more value for residents.	<ul style="list-style-type: none"> Widening the visitor demographic to the benefit of all. Hotel offer extends to external pop-ups or an outside food and drink offer to allow hotels to innovate and change whilst offering what people already love. Reputation for being a restoration and wellness destination. Hospitality as a respected and rewarding career.
4. Culture Led	Capitalising on the richness of local culture, creativity, and heritage, and activating even more local activity and engagement for residents and visitors.	<ul style="list-style-type: none"> Llandudno is recognised as a cultural hotspot in North Wales. Welsh language embedded across Llandudno's cultural programming could bring new visitors and a unique aspect to the Llandudno cultural offer. Enlivened spaces around the town with street performance, activity, and entertainment. Supporting and encouraging local creativity and arts.
5. Change Agents	Growing a network of relationships, platforms and support for local people and partners to collaborate as agents of change.	<ul style="list-style-type: none"> Fostering better engagement and sharing between businesses across Llandudno Broadening the businesses base beyond tourism and retail, e.g., green skills. Building local capacity and energy to deliver local regeneration Local people leading and delivering change, including young people.

3.3 Development Framework

Overview

We have used our understanding of Llandudno, gained from stakeholder interviews and our research analysis, to create a proposed **development framework** (see Sections 4-8).

The purpose of the development framework is to provide clarity on the recommended approach for delivering a proposed set of strategic **interventions**.

The interventions are rooted in the **Visioning Document**. They have been co-designed with the community and wider stakeholders to address the key issues and opportunities and enable the key potential outcomes for each of the five regeneration principles.

The interventions align with the **key regeneration themes** (people and communities, business and investment, access and movement, and living in Llandudno). They also align with the six principles of the **Placemaking Charter** (People & Community, Movement, Public Realm, Location, Mix of Uses, Identity) as required by the Transforming Towns placemaking grant and framework.

Therefore, the development framework is structured using the five **regeneration principles** identified in the Visioning Document.

1. Maximise Existing
2. Extra Llandudno
3. Elevate Quality
4. Culture Led
5. Change Agents

Development Framework Aspects

For each regeneration principle, we explore the following key development framework aspects:

- **Context, issues, and priorities:** outlines **why** proposed interventions are relevant and needed, based on the evidence base (see Supplementary Technical Report).
- **Packages of interventions:** outlines **how** interventions are organised under different packages, to meet the context, issues and priorities.
- **Interventions matrix:** outlines **what** the interventions are, **who** should own the intervention, **how** much they could indicatively cost and **when** they could be delivered.

Potential Economic Impacts

Taken together, the set of interventions proposed through the Development Framework have the potential to deliver the **model of change** (see Section 3.1) by:

- Increasing visitor and resident spend.
- Increasing the visitor length of stay.
- Increasing the demographic range and type of visitor.
- Increasing the resilience of the local economy and communities.

We present the potential financial and economic impacts of the proposed interventions in Section 9.

4. Maximise Existing

4.1 Context, Issues and Priorities

Llandudno is a popular place to live and a successful visitor destination already. Therefore, the **focus** for interventions proposed under the “**Maximise Existing**” regeneration principle is to make the most of the wealth of assets and features Llandudno already has.

We explored the context behind this principle through our stakeholder engagement and evidence base. This pointed to the following key context, issues and opportunities to be addressed through proposed “**Maximise Existing**” interventions:

Table 4: Maximise Existing Key Context, Issues and Opportunities.

Evidence	Context, Issues and Priorities
Policy	
Conwy Economic Growth Strategy	<ul style="list-style-type: none"> Conwy could deliver a tidal lagoon which, in addition to generating energy, would also provide flood defence and add to the county's tourism infrastructure. The Growth Vision identifies three priority sectors (energy, manufacturing and construction) and four growth sectors (creative and digital; health and social care; tourism and hospitality, and food and drink). Address key challenges in the county around the low salaried, part-time, seasonal employment and the loss of our young talent through outward migration. Work with the private sector to bring forward allocated employment land across the county and also ensure the renovation/modernisation of existing employment premises so that they are suitable for modern day requirements. This will include identifying innovative solutions to find sustainable uses for vacant town centre premises. Address key challenges in the county around the low salaried, part-time, seasonal employment and the loss of our young talent through outward migration. Across the county 41% of jobs are part-time due to the dominance of the tourism and retail sectors. Develop the night time economy and a winter tourism offer across the county making Conwy a year-round visitor destination.
Conwy Culture Strategy	<ul style="list-style-type: none"> Showcasing local produce, sustainability and the diverse food offering to encourage visitors to explore the rest of the county and stay longer.
Local Development Plan	<ul style="list-style-type: none"> Improve the economic, social, environmental, and cultural well-being in Conwy by 2033 and create greater opportunities to live, work and visit. Placemaking which takes a holistic approach to the planning and design of development creating public spaces that promote well-being. A prosperous economy is designed using locations that are accessible and sustainable promoting healthy lifestyles through green infrastructure. New growth needed by 2033 with 1,800 new jobs and 4,300 homes and 1,800 affordable homes.

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Evidence	Context, Issues and Priorities
	<ul style="list-style-type: none"> Promote high quality architecture and design to strengthen local distinctiveness.
Welsh Government	<ul style="list-style-type: none"> Change of use consultation undertaken early 2022 to explore adding new use to the change of use classes to include short term holiday let and second homes and use article 4 directives and other policy controls.
Research	
Lichfields Town Centre First Study	<ul style="list-style-type: none"> Lack of appetite to convert upper units to residential because of compliance costs, concerns of access and security. Lack of sites available for new builds. Rapid increase in house prices in Conwy, at a greater rate than UK average. This is causing housing to be less affordable for local people.
Mace Access and Movement Research	<ul style="list-style-type: none"> Commission a study to explore potential access and movement interventions including: Removal of parking along one side of Mostyn Street to extend the pavements to allow outside seating and active frontages. Mostyn Street one way with changes to either Madoc Street or the Promenade to facilitate traffic in the opposite direction. Full pedestrianisation of Mostyn Street for the central three blocks with traffic diverted to Madoc Street and the Promenade. Flexible interventions to allow temporary or full pedestrianisation of Upper Mostyn Street.
Llandudno Tourism Study (2019)	<ul style="list-style-type: none"> Grow night-time economy, especially food and drink offer. Rise of flexible working has been hastened by new and mobile technologies which mean that people are able to work whilst on the move or from other locations, particularly amongst younger and more entrepreneurial workers. Balance the need to invest in the tourism offer with supporting growth of wider economy and communities. Local people will generate demand for same visitor amenities and services.
Stakeholder feedback	
Public Realm	<ul style="list-style-type: none"> High quality public realm and lighting improvements could improve and integrate four areas of the town, including: West Shore to North Shore; East to West; the Great Orme and Happy Valley to the Town; and the High Street to the two retail parks, which are within walking distance.
Car parking	<ul style="list-style-type: none"> Car parking in the main summer months is in high demand. Llandudno needs a new parking facility to alleviate traffic congestion in the summer months.
Housing	<ul style="list-style-type: none"> There is a shortage of affordable housing for local people. Many local people work in the town and the current cost of living increases will be difficult for them to absorb on relatively low wages.
New residents and businesses	<ul style="list-style-type: none"> There is an opportunity to attract new residents and businesses to the town. It has a strong lifestyle offer, with good access to local amenities, services, and attractive surroundings.

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Evidence	Context, Issues and Priorities
Food and drink	<ul style="list-style-type: none"> Most stakeholders recognise that Llandudno should be a great place to enjoy local food and drink, and there is an opportunity to improve this area.

4.2 Packages of Interventions

We have identified the following **packages of interventions** to address the context, issues, and priorities above, and deliver the “**Maximise Existing**” regeneration principle:

- **Place Promotion:** supporting visitors and residents to get the best out of what Llandudno has to offer.
- **Public Realm:** improving the appearance of the town’s physical and natural features to complement its Victorian heritage and create ambience and sense of place.
- **Activating Spaces:** bringing much loved spaces back to life and creating new uses for old buildings.
- **Town Centre Vitality:** bringing new people, uses and activity to the town centre to create jobs, and enhance amenity and quality of life.

4.3 Interventions Matrix

The table below provides a schedule of proposed interventions to deliver the “**Maximise Existing**” regeneration principle. This includes a description of the intervention, relevant key stakeholders and owners for delivery, indicative costs and timescales and the key regeneration theme the intervention supports.

The total indicative cost for these interventions is: **£14,245,000**. (All indicative costs assume a 2022 price base.) See Section 10 for the delivery programme for these interventions.

Table 5: Maximise Existing Initiatives.

Package	Intervention	Key stakeholders/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
Place Promotion	Recruit local ambassadors to support and guide residents and visitors, linked to the Conwy Ambassadors Programme.	CCBC	£10k: Revenue funded Local business sponsorship	2022-2023	Living in Llandudno	Identity People & Communities

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Package	Intervention	Key stakeholders/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	Recruit and engage a cohort of social media influencers to promote Llandudno.	CCBC	£10k: Revenue funded Local business sponsorship	2022-2023	Living in Llandudno	Identity People & Communities
Public Realm	Comprehensive programme of public realm enhancements and repairs to refresh the Victorian heritage and town centre setting.	CCBC	£3m: Grant funded works Local business sponsorship	2023-2025	Living in Llandudno	Public Realm
	Commission new wayfinding and signage scheme , including digital signage.	CCBC	£300k: Grant funded works Local business sponsorship	2023	Living in Llandudno	Public Realm, Movement
	Identify a focal point(s) for the town including a new town square or public space , e.g., North Western Gardens, supported by lighting, seating and space for outdoor entertainment.	CCBC	£750k: Grant funded works	2023	Living in Llandudno	Identity
	Develop a local equivalent to English Heritage's " Blue Plaque " scheme, building on the existing orange plaques.	CCBC/Cadw	£75k: Grant funded via e.g., Cadw and Visit Wales Revenue funded	2024-2025	Living in Llandudno	Identity
Activating Spaces	Supporting facilities to revitalise the paddling pool .	CCBC	£2m: Grant funded works	2024-2025	Living in Llandudno People and Communities	People & Communities
	Supporting infrastructure for Bodafon fields as an outdoor event space (draining, toilets and electrical supply).	CCBC/ Possible private sector investment	£1m: Grant funded works	2024-2025	Living in Llandudno People and Communities	Location

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Package	Intervention	Key stakeholders/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	Park and ride location at Bodafon fields linked to the land train and other local transport (see below).	CCBC	£1m: Grant funded works ROI via operating license Operator ROI via ticket revenue		Access and Movement	Movement
	Work with operators to develop cruise liner routes and offer day/overnight stay packages.	CCBC	N/A	2022	Business and Investment	Movement
	Work with operators to introduce electric powered sea gliders linking with Liverpool and other destinations to bring visitors to and from Llandudno via the pier.	CCBC/WG/ BF/PLG	N/A	2022	Access and Movement	Movement
	Explore activities including walkways, play, artworks cultural events and market stalls to activate the colonnades .	CCBC	£500k: Grant funded works Council funding. Income via pitch rental.	2024	Business and Investment	Location
	Pop-up and temporary use programme to activate vacant town centre and pier units.	CCBC/Possible private sector investment	£100k: Rates contribution. Rent free period. Investment from tenant.	2023	Business and Investment	Location
Town Centre Vitality	Explore policy mechanisms for conversion of existing town centre units to residential use to meet local housing demand and affordability needs.	CCBC/Possible private sector investment	£1m: Rates contribution. Rent free period. Investment from tenant.	2024-2025	Living in Llandudno	Location People and Communities

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Package	Intervention	Key stakeholders/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	Support creation of collaborative workspaces to attract live-work residents.	CCBC/Possible private sector investment	£1m: Rates contribution. Rent free period. Investment from tenant.	2024-2025	Living in Llandudno Business and Investment	Mix of Uses Location
	Permanent outside seating and more gazebos outside hotels at appropriate locations, provided at a consistently high quality.	CCBC/Possible sector investment	£500k: ME funding Council rates contribution Investment from tenant.	2023	Business and Investment	Mix of Uses Location
	Study to explore potential benefits and options for pedestrianisation and traffic management on Mostyn Street.	CCBC/Possible private sector investment	£3m: Grant funded works	2024-2025	Access and Movement	Movement
Total			£14,245,000			

4.4 Performance

The following suggested KPIs could be used to measure progress and performance in delivering packages of interventions for the “**Maximise Existing**” regeneration principle:

Table 6: Maximise Existing Key Performance Indicators.

Package	Suggested KPIs	Further Deliverables
	Defined roles and opportunities for local ambassadors to support residents and visitors.	<ul style="list-style-type: none"> Application process, defined roles and responsibilities Numbers completing a Conwy Ambassador Programme Course
	An increase in online advertisement and promoted posts highlighting Llandudno as a viable destination for varied demographics.	<ul style="list-style-type: none"> A strategy for measuring impressions, reach and conversion rate of visitors, aligned with the Visit Conwy brand.
Public Realm	An increase in delivered projects and works where the key benefit is protection and enhancement of key Victorian features.	<ul style="list-style-type: none"> Cost-Benefit Analysis Procurement framework for specialist restoration contractors High-level delivery plans for key projects

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Package	Suggested KPIs	Further Deliverables
	Defined plans, designs and mapping for physical and digital signage.	<ul style="list-style-type: none"> Town Planning exercise and consultation Form of web-based signage agreed
	Identify the most appropriate possible new town square location for Llandudno.	<ul style="list-style-type: none"> Further socio-economic analysis of key contenders. Proposed routes and simulated journeys outlined.
	A definitive list of the sites of interest within the town with plaques and information signage.	<ul style="list-style-type: none"> Supplier list outlined for signage.
Activating Spaces	All key areas and event spaces to have a base level of nearby or local, basic facilities and infrastructure.	<ul style="list-style-type: none"> Provision of toilet facilities, bins and transport links.
	Additional incentives to visit the town, underpinned by links to external locations.	<ul style="list-style-type: none"> Established routes direct to locations in Conwy and North Wales. Achieve agreement with local accommodation for package deals for a variety of guest types.
	A broadened selection of food locations and options to cater to wider resident and visitor demand and activities.	<ul style="list-style-type: none"> Categorisation of outlet types, ensuring a range of take-away, street food, hubs and sit-in restaurants. Wide variety of menu types that enhance or support elevating quality and the town.
Town Centre Vitality	Produce a map outlining key areas where a conversion commercial to <i>primarily</i> residential use would be appropriate.	<ul style="list-style-type: none"> Identify potential units and opportunities.
	An increase in facilities and spaces for remote-working.	<ul style="list-style-type: none"> Identify potential repurposing of units for open-plan working spaces with provision of power, internet, and facilities.
	A broad er selection of spaces and amenities to support high-street activity during low season.	<ul style="list-style-type: none"> Initiatives for community, youth and social activities.
	A reduction in traffic with an increase in walking connectivity and routes to support and encourage active travel.	<ul style="list-style-type: none"> Outline areas for no-vehicle access that would not impact auxiliary transport routes.

5. Extra Llandudno

5.1 Context, Issues and Priorities

Llandudno is a popular place to live and a successful visitor destination already. Therefore, the **focus** for interventions proposed under the “**Extra Llandudno**” regeneration principle is to expand the day, year and town offer even more to maximise its value and potential to local businesses, residents, and visitors.

We explored the context behind this principle through our stakeholder engagement and evidence base. This pointed to the following key issues and opportunities to be addressed through proposed “**Extra Llandudno**” interventions:

Table 7: Extra Llandudno Key Context, Issues and Opportunities.

Evidence	Context, Issues and Priorities
Policy	
Conwy Economic Growth Strategy	<ul style="list-style-type: none"> Significant number of SMEs and micro businesses within the region, that have helped the county through the recent difficult years of economic downturn. Build on local strengths by supporting business growth and innovation and capitalise on wider strategic developments. Address key challenges in the county around the low salaried, part-time, seasonal employment and the loss of our young talent through outward migration. Across the county 41% of jobs are part-time due to the dominance of the tourism and retail sectors. Establish a higher education presence in the county. The night-time economy and a compelling winter visitor offer are fundamental to establishing Conwy County as a year-round destination. To grow this market and ensure as many bookings as possible are overnight stays, Llandudno needs to offer more things for visitors to do in the evening, including offering more places that are open to eat. Facilitate the tidal lagoon and other renewable energy projects across the county. Need to grow the size and capability of the workforce. Ensure that we can respond to specific local business skills, needs and opportunities and that our regeneration programmes are integrated with employability initiatives, providing experience and sustainable opportunities. The county is becoming world renowned as a centre of excellence for adrenaline adventure. Major events have attracted new audiences to the county and made significant economic contributions. Conwy could also undertake strategic developments which would generate additional spend within the county. One of the most significant things we could do to grow the economy in Conwy would be to attract a higher education campus.
Conwy Culture Strategy	<ul style="list-style-type: none"> Spaces to become backdrops for cultural activity with a national and international appeal that gets local people excited and involved. Enable people to be confident and excited about taking cultural adventures, including people who think culture is ‘not for us. New cultural programming would be developed with local artists, creative people and organisations and where possible could make use of our many iconic cultural assets as a backdrop.

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Evidence	Context, Issues and Priorities
	<ul style="list-style-type: none"> There is a clear link between a strengthened cultural offer and successful tourism. The combination of a strong creative industry base and a year-round, cultural tourism model can deliver against the key priority of creating more sustainable jobs.
North Wales Skills & Employment Plan	<ul style="list-style-type: none"> Llandudno is a key hub in North Wales as a centre of excellence for higher-value tourism. Raising awareness of the diversity of career opportunities within tourism and aspirations as a career choice. Exploring apprenticeship opportunities as a route into the hospitality and tourism sector. Maximising the opportunities of promoting the region as one of the leading locations for low carbon energy generation and energy related supply chain investment.
Conwy Local Development Plan	<ul style="list-style-type: none"> Retaining 18–40-year-olds is an issue. Ensure that communities are near existing community facilities, public services and key amenities.
Research	
Llandudno Tourism Study (2019)	<ul style="list-style-type: none"> Llandudno's visitor profile contains a large proportion within the 65+ age category (42%) and in the 55-64 age category (18%). Visitors tend to be couples (65%) or singles (24%) with a relatively small proportion of visitor's families with children (10%). While the current performance of the tourism sector is positive, focus on attracting younger generations – particularly within the family bracket – is needed to secure future tourism from changing visitor demographics. Current transport conditions, such as a lack of frequent rail services into Llandudno town centre, sporadic bus services and congestion on the A55 affect Llandudno's tourism sector. Balance the need to invest in tourism offer with supporting growth of wider economy and communities. Local people will generate demand for same visitor amenities and services. Llandudno is not currently renowned as an activity orientated destination. How family friendly facilities can be presented in the area without detracting from its attractive character.
Lichfields Town Centre First Study	<ul style="list-style-type: none"> Potential to increase capacity for additional theatre, museum and gallery space and food and drink provision identified across Conwy, based on potential increase in expenditure.
Motorhomes and camping study	<ul style="list-style-type: none"> Potentially high demand for camping and motorhome sites given the increase in adventure tourism, family group holidays and growth in more active older people seeking more adventurous holidays over traditional cruise or coach trips. Potential to tap in to the "van life" lifestyle influencers who document their lives through social media platforms showcasing the beauty of north Wales as a destination for this type of lifestyle and travel. Lack of sites and facilities as well engagement between sites and potential visitors. Llandudno could offer excellent provision for the type of visitor with the right level of facilities in place. Bodafon fields has a camping license but this is restricted to only when events are taking place.
Stakeholder feedback	

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Evidence	Context, Issues and Priorities
M&S Building	<ul style="list-style-type: none"> The former M&S building in the town was cited as a good potential location for a new modern facility, food and drink establishment, events space. The Tabernacle former church was also identified as a possible location.
Café culture	<ul style="list-style-type: none"> Continental café-style culture to attract higher spending visitors, increase dwell time and perhaps encourage more people to want to stay overnight. Hotels have innovated in response to the Covid-19 pandemic by introducing gazebos on hotels frontages to bring greater footfall and a sense of conviviality. Need to ensure they are provided and maintained to a consistently high quality.
Colonnades	<ul style="list-style-type: none"> Improvements to the colonnades will enhance the visitor experience and create an attractive walking route to Happy Valley.
Pier	<ul style="list-style-type: none"> Prince Leisure Group is considering adding an external glazed surround to bar and café, which could enhance the customer experience as well as support the pier as an indoor and out-of-season attraction.
Gloddaeth Street	<ul style="list-style-type: none"> Gloddaeth Street does not link the West Shore and the town well in terms of public realm and lighting, yet it is a wide boulevard that has significant potential. Creating green infrastructure space for walking and cycling (and perhaps with a cultural focus) in the central reservation for cultural activities and events would help to realise the potential of this area. Alternative car parking arrangements would need to be considered as the central reservation is currently used for that purpose.
West Shore	<ul style="list-style-type: none"> The West Shore has significant outdoor activity potential that could increase visitors to the area appropriate to the environment, e.g., water sports. Installing changing and shower facilities would support greater use of the water by windsurfers and kitesurfers. West Shore could also be better connected to the town.
Great Orme	<ul style="list-style-type: none"> Improvements to the summit complex visitor centre are already being considered by the Council. A 360 degree glazed panoramic building would be a unique addition to Llandudno, with an accompanying high-quality offer (viewing area/restaurant café/ shop/ bar) Based on the type of building seen at Piz Gloria, Switzerland would complement Llandudno's toboggan run and ski slope, and build on the town's twinning links with Champéry, Switzerland.
Hotel offer	<ul style="list-style-type: none"> Uncertainty on the future of the traditional bed, breakfast and evening meal model offered by many hotels Hotels should adapt their offer, i.e., as an independent restaurant seeking to attract residents and visitors to dine at the hotel.

5.2 Packages of Interventions

We have identified the following **packages of interventions** to address the context, issues and priorities above, and delivering the “**Extra Llandudno**” regeneration principle:

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- **Food & drink and the night time economy:** creating opportunities to increase the diversity of the food and drink offer during the day and to grow the night time economy.
- **Year-round activity:** improving the range of activities, services, and amenities to support enjoyment of Llandudno by visitors and residents throughout the year.
- **New experiences and amenities:** creating new reasons for people to love Llandudno even more.
- **Employment and enterprise:** creating new opportunities for people to grow their skills, create new enterprises and thrive in Llandudno.

5.3 Interventions Matrix

The table below provides a schedule of proposed interventions to deliver the “**Extra Llandudno**” regeneration principle. This includes a description of the intervention, relevant key stakeholders and owners for delivery, indicative costs and timescales and the key regeneration theme the intervention supports.

The total indicative cost for these interventions is: **£22,050,000**. (All indicative costs assume a 2022 price base.) See Section 10 for the delivery programme for these interventions.

Table 8: Extra Llandudno Initiatives.

Focus	Intervention	Key stakeholder/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
Food & drink and the night time economy	Grant towards conversion of former vacant units.	CCBC/Possible private sector investment	£3m: Rates contribution. Rent free period. Investment from tenant.	2024-2025	Business and Investment	Location
	Grant funding to encourage local hotels to extend their food and drink offer outside the hotel setting, either as pop-up restaurants or offering food in outside spaces.	CCBC	£250k: Rates contribution. Rent free period. Investment from tenant.	2023-2024	Business and Investment	Location
	Creation of a night bus service to improve transport between rural areas of Conwy County and Llandudno and	CCBC/Welsh Government (WG).	£100k:	2023-2024	Access and Movement	Movement

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Focus	Intervention	Key stakeholder/owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	support workers travelling between work and home.		Local Revenue funded via CCBC. Revenue grant from WG.			
	Provide moorings and infrastructure on shore and on the pier to enable development of a set of floating restaurants and bars , accessible via the beach. (See example of the River Exe Café, a floating barge in the Exe estuary in Devon, with a restaurant offering locally sourced food and drink.)	CCBC	£600k: Council funded moorings and infrastructure investment. ROI via council rented berths.	2023-2024	Business and Investment	Location
	Repurpose the historic toll building at Happy Valley as a new restaurant or café.	CCBC	£2m: Grant for works. Council ROI via rent and rate free period.	2024-2025	Business and Investment	Location
	Regular farmers market in Bodafon Fields and associated annual food festival .	CCBC	£250k: Council funding. Income via pitch rental.	2023-2024	Business and Investment	Location
	Expand the pier's food and drink offer including pop-ups .	Pier Leisure Group (PLG)	£250k: PLG funded PLG income via lease.	2023	Business and Investment	Location
	Reactivate the outdoor theatre space in Happy Valley as a glaze-fronted high-end seafood restaurant and entertainment space.	CCBC	£2m: Grant funded with income from lease. Rent and rate free period on offer.	2024-2025	Business and Investment	Location People & Communities

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Focus	Intervention	Key stakeholder/owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
Year-round activity	Explore new venue for comedy film, community theatre use, e.g., repurpose the Tabernacle Chapel .	CCBC/Possible private sector investment	£1m: Possible private sector funded investment with ROI via lease and rate free periods.	2024-2025	Living in Llandudno	Location People & Communities Mix of Uses
	Create a new glazed viewing platform at the top of the Great Orme to maximise the setting and great views.	CCBC	£3m: Grant funded via Heritage Lottery Fund. More attractive catering facilities retendered. Retendering exercise to enable ROI with high quality operator.	2025	Living in Llandudno	Location People & Communities Mix of Uses
	New entertainment facility on the pier.	PLG	Underway.	2024	Business and Investment	Location Mix of Uses
	External glazing to surround to bar and café at the end of the pier.	PLG	PLG funded.	2023	Business and Investment	Location
	Extend the tram's operation to operate just beyond peak season, possibly as a franchise or social enterprise to a local operator.	CCBC	£100k: Council use a franchise model to include an operator maintenance regime. Council ROI from operating license. Operator ROI via ticket revenue.	2023-2024	Living in Llandudno	Movement
	Explore providing a land train focussed on the promenade and linking North and West Shore and Bodafon fields park and ride.	CCBC	£500k: Grant funded with ROI from operating license.	2025-2026	Living in Llandudno	Movement

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Focus	Intervention	Key stakeholder/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
			Operator generates income from ticket revenues.			
	Create an urban sports park with ramps and design features for urban sports (including skate, BMX, scooters, parkour), at the end of the promenade.	CCBC	£250k: Revenue funded.	2025-2026	Living in Llandudno	Location People & Communities
	Create a summer urban sports festival aligned with the adventure sports culture in North Wales.	CCBC	£50k: Revenue funded. Ongoing revenue model fund via local businesses and brand sponsorship.	2026-2027	Living in Llandudno	Location People & Communities
	Repurpose an existing park to create a high-quality adventure playpark close to the promenade to suit ages 0-15. Well designed and inclusive to consider the needs of different age ranges, accessibility needs, and sensory needs, as an exemplar play space for Llandudno and the wider region.	CCBC	£1m: Revenue funded. Local vouchers and discounts for residents. Paid entry for visitors.	2025-2026	Living in Llandudno	Location People & Communities
New experiences and amenities	Create a comprehensive map of the town centre with themed and curated routes to be deployed across the town in multiple formats.	CCBC/Possible private sector investment	£50k: Funded by local business sponsorship and local advertising.	2023	Living in Llandudno	Location Identity Movement Mix of Uses
	Maximise the wide boulevard at Gloddaeth Street , by removing parking on the central reservation, adding public realm and greening treatment and additional deck parking on existing car parks.	CCBC	£5m: Council funded ROI via increased parking fees	2024-2025	Living in Llandudno	Movement

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Focus	Intervention	Key stakeholder/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	Provide facilities at West Shore to support water sports events and participants, with opportunities for hiring water sports equipment, and food and drink.	CCBC	£500k: Grant funded with ROI via operating license. Private sector community/social value contribution (utilities/energy sector).	2024-2025	Living in Llandudno	Location People & Communities
	Create an indoor maker space at West Shore with food and drink offer.	CCBC	£300k: Grant funded with ROI via operating license.	2025-2026	Business and Investment	Location Mix of Uses
	Build on the existing indoor gaming café (Geek Retreat) with provision of space and equipment to work and incubate new businesses in this high-tech and creative sector and provide courses in coding and game design.	CCBC	£500k: External grant funding for employment, youth engagement and educational support. Funded via private sector contribution (e.g., low carbon energy sector) and delivered in partnership with Llandrillo College.	2024-2025	Living in Llandudno	Location Mix of Uses People & Communities
	Create a high quality “ glamping ” site in an appropriate location in Llandudno.	CCBC	£1m: CCBC funded with income via private operating license.	2026-2027	Business and Investment	Location Mix of Uses
	Refresh the cable car shed to provide a more attractive visual amenity and viewing platform.	CCBC	£100k: Grant funded.	2023	Living in Llandudno	Location Identity
Employment and enterprise	Add to existing Community Skills and Learning Campus with a focus on green skills, as community-based	CCBC/ Llandrillo College	Allocated in existing budgets.	2027-2028	Business and Investment	People & Communities

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Focus	Intervention	Key stakeholder/owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	teaching space in partnership with Llandrillo College .					
	Refresh the shelters along the promenade as additional space for existing businesses or for micro-enterprises .	CCBC/Possible private sector investment	£250k: Funded by private sector supported by CCBC via rate free periods and ROI via rental and lease agreements.	2024-2025	Business and Investment	Location Mix of Uses
Total			£22,050,000			

5.4 Performance

The following suggested KPIs could be used to measure progress and performance in delivering packages of interventions for the “**Extra Llandudno**” regeneration principle:

Table 9: Extra Llandudno Key Performance Indicators.

Package	Suggested KPIs	Further Deliverables
Food & drink and the night-time economy	A delivery timeline for a market hall or food quarter.	<ul style="list-style-type: none"> A confirmed source for grant funding. Business case and delivery plan for the project.
	Approach an initial selection of hotels with a brief business case and proposed offering.	<ul style="list-style-type: none"> Defined list of available spaces for hotels to utilise. A confirmed source and value for grant funding.
	Explore extension or introduction of a night bus to support rural connectivity.	<ul style="list-style-type: none"> Proposed routes and high-level timetables. Discussions held with relevant bus company.
	Locations and progressed Options Analysis for floating bars and restaurants.	<ul style="list-style-type: none"> Engage specialist contractors to discuss infrastructure requirements infrastructure and cost-benefit analysis.
	Delivery Plans on the new use of Happy Valley toll building.	<ul style="list-style-type: none"> Agreed use for the building. Engagement with potential vendors.

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Package	Suggested KPIs	Further Deliverables
	Advertisement and Early Engagement of stall owners and vendors for event sites to host farmers markets and festivals.	<ul style="list-style-type: none"> A marketing strategy and events management plan for event sites in the town. A defined and sustainable calendar for market events.
	An increase from current options for food & drink.	<ul style="list-style-type: none"> Wide variety of menu types that enhance or support the town.
	Recommencement of the Happy Valley theatre space into operational use .	<ul style="list-style-type: none"> A calendar of events and ongoing roster of tenants/users.
Year-round activity	Ongoing and increasing operation of existing spaces as entertainment venues e.g., Tabernacle Chapel.	<ul style="list-style-type: none"> A calendar of events and ongoing roster of tenants/users.
	An increased number of entertainment options on the pier with improved glazing to improve year-long success of businesses.	<ul style="list-style-type: none"> Categorisation of outlet types, ensuring a range of options. Wide variety of activity types that enhance or support the town theme.
	Operation of a wider catchment area for the Land Train services, measuring increase in potential passengers.	<ul style="list-style-type: none"> Proposed routes and high-level timetables. Discussions held with relevant operating organisations.
	An increased offering for sports and activity focused facilities in the promenade area.	<ul style="list-style-type: none"> Wide variety of activity types catalogued that enhance or support the town brand.
New experiences & Amenities	An improvement in pedestrianisation in the area around Gloddaeth Street with increased densification of surrounding parking areas.	<ul style="list-style-type: none"> Increased footfall measurements. Reduction in traffic peaks and congestion in key areas.
	A growing calendar of water sports culture and events at West Shore.	<ul style="list-style-type: none"> Calendar of events, training, competitions and suitable community and private led activities to embed a suitable culture.
	A wider range of opportunities for young people to engage with IT skills and gaming culture and green skills.	<ul style="list-style-type: none"> Calendar of events, training, competitions and suitable community and private led activities to embed a suitable culture.
	Delivery of a refurbished cable-car shed with an improved appearance.	<ul style="list-style-type: none"> Suitable designs to complement the setting and local heritage.
Employment & Enterprise	Number of courses and enrolment rates at the learning Campus	<ul style="list-style-type: none"> Teaching timetables, course infrastructure and resources committed.
	An increase in use of shelters as space for small businesses to operate along the promenade.	<ul style="list-style-type: none"> Defined and varied tenancy agreements to ensure a suitable variety and range of options available.

6. Elevate Quality

6.1 Context, Issues and Priorities

Llandudno is a popular place to live and a successful visitor destination already. Therefore, the **focus** for interventions proposed under the “**Elevate Quality**” regeneration principle is to create a baseline of enhanced quality all round to generate more visitors, more demand, and more value for residents.

We explored the context behind this principle through our stakeholder engagement and evidence base. This pointed to the following key issues and opportunities to be addressed through proposed “**Elevate Quality**” interventions:

Table 10: Elevate Quality Key Context, Issues and Opportunities.

Evidence	Context, Issues and Priorities
Policy	
Conwy Economic Growth Strategy	<ul style="list-style-type: none"> 1 in 4 jobs in Conwy are directly linked to tourism. If we improve the quality of tourism jobs, we improve the economy of the county as a whole. Conwy will need to operate as a truly international destination across all aspects of the visitor experience throughout the County. There are a range of subjects a campus could offer which would link with the region's economy and meet local need. Higher education level courses in tourism would contribute to the county's aspiration to be a consistently world-class visitor destination. Sustainable destination management and engagement of the community is needed alongside targeted investment to continue to improve our food and retail offer and develop our night-time economy particularly within town centres. If we are to transform a significant proportion of the jobs within the tourism sector, increasing average salaries and spending power, we will need to create a vibrant, compelling winter visitor experience to make Conwy a year-round destination. This will require investment in all-weather attractions, a calendar of events across the county and the 'tuning' of accommodation and food offer for winter months. Conwy could also undertake strategic developments which would generate additional spend within the county. One of the most significant things we could do to grow the economy in Conwy would be to attract a higher education campus.
Conwy Culture Strategy	<ul style="list-style-type: none"> Changing perceptions of the tourism and hospitality sector to offer exciting and diverse career prospects. Creating a year-round cultural tourism model which can help create more sustainable jobs and ensure growth, especially with the night-time economy.
North Wales Skills & Employment Plan	<ul style="list-style-type: none"> Exploring how to provide skills that build on self-management, social intelligence, and innovation so the workforce can be more agile and resilient to economic and social drivers behind how work is changing. Maximising the opportunities of promoting the region as one of the leading locations for low carbon energy generation and energy related supply chain investment.

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Evidence	Context, Issues and Priorities
	<ul style="list-style-type: none"> Llandudno as a key hub in North Wales as a centre of excellence for high-value tourism. Raising awareness of the diversity of career opportunities within tourism and aspirations as a career choice. Exploring apprenticeship opportunities as a route into the hospitality and tourism sector.
Llandudno Tourism Study (2019)	<ul style="list-style-type: none"> Llandudno faces different challenges to the past, with an increasingly competitive market both domestically and internationally. Llandudno must continue to adapt and innovate to remain a prime tourism location for people in the UK and beyond. Embrace emerging trends facing the tourism sector and be proactive to plan for changes such as the increasing focus on gathering “experiences” across all demographic groups to invest in its tourism product. Differences in needs and preferences for different demographics and between different generations, driving change in technology, social awareness, economic activity. Increase accommodation capacity, widen type of accommodation, invest in quality of existing. Adding more serviced apartments/aparthotels in diversifying its accommodation mix.
Research	
Lichfields Town Centre First Study	<ul style="list-style-type: none"> Potential to increase capacity for additional theatre, museum and gallery space and food and drink provision identified across Conwy, based on potential increase in expenditure. Floor space capacity exists across Conwy for growth in food & drink and leisure & cultural use. Some hospitality businesses report an increase in bookings to 2022 owing to the increase in staycations. The sense of arrival to the town at the railway station is relatively poor and could be improved.
Stakeholder feedback	
Pricing	<ul style="list-style-type: none"> Raise room rates and attract a higher spending market – “value over volume” –through raising the visitor offer to increase wages and the ability to retain people working in the sector.
Hotels	<ul style="list-style-type: none"> Better quality hotels will adapt to a changing market with the right vision, but they are currently not well suited to a younger age profile. Some larger hotels can be adapted to other activities e.g., spas, weddings etc. Many hotels and shops/ cafes are family owned and are managed by a small number of people. They tend not to open for longer in the evenings as they prioritise an early breakfast service.
Skills	<ul style="list-style-type: none"> There are many job opportunities emerging in North Wales (Hydrogen production, tidal energy, nuclear). Over the next 10 years these will require a mixture of specialised, skilled, and lower skilled positions. Planned growth of the premium hospitality sector in Llandudno will require a well-trained (and commensurately better paid) workforce.

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6.2 Packages of Interventions

We have identified the following **packages of interventions** to address the context, issues and priorities above, and delivering the “**Elevate Quality**” regeneration principle:

- **Accommodation:** maximising the potential of existing and new accommodation to cater for all types of visitors; now and in future.
- **Skills:** building local skills capacity to deliver the quality of service and experience that will underpin a successful career in the sector and which visitors expect; now and in the future.

6.3 Interventions Matrix

The table below provides a schedule of proposed interventions to deliver the “**Elevate Quality**” regeneration principle. This includes a description of the intervention, relevant key stakeholders and owners for delivery, indicative costs and timescales and the key regeneration theme the intervention supports.

The total indicative cost for these interventions is: **£23,130,000**. (All indicative costs assume a 2022 price base.) See Section 10 for the delivery programme for these interventions.

Table 11: Elevate Quality Initiatives.

Focus	Intervention	Key stakeholders/ owners	Indicative Costs/Funding	Indicative Timescales	Key Theme	Place Making Charter Principles
Accommodation	Purchase the Grand Hotel to bring it back to its former glory.	CCBC/Private Sector	£10m: Grant for acquisition and works ROI via sales receipts Operator ROI via revenue	2030	Business and Investment	Identity Location
	Encourage hotels to remodel internal configuration of hotel accommodation to offer serviced apartments as well as hotel rooms.	CCBC/Hotel Owners	£1m: Rates contribution. Rent free period. Investment from tenant.	2025-2026	Business and Investment	Location

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Focus	Intervention	Key stakeholders/ owners	Indicative Costs/Funding	Indicative Timescales	Key Theme	Place Making Charter Principles
	Encourage hotels to invest in additional alternative holiday accommodation types, e.g., alpine-style cabins, serviced apartments, cottages.	CCBC /Hotel Owners	£1m: Rates contribution. Rent free period. Investment from tenant.	2025-2026	Business and Investment	Location
	Identify sites for motorhome users , with associated supporting facilities and sites for sustainable camping and glamping opportunities.	CCBC	£1m: Council funded works ROI via pitch rents	2024-2025	Business and Investment	Location
	Explore units in the town that could be marketed for conversion to new independent boutique hotels or holiday apartments.	CCBC/Private Sector	£30k: Rates contribution. Rent free period. Investment from tenant.	2024-2025	Business and Investment	Location
Skills	Partner with hospitality establishments in Champery for skills shares and exchanges .	CCBC/Visit Wales	£100k: Revenue funded and Visit Wales. Contributions from local businesses.	2024-2025	Business and Investment	Location People & Communities
	Explore options for an element of the Tourism and Hospitality Academy to serve the wider region as a strategic investment in future skills to be located in Llandudno, e.g., partner with Grŵp Llandrillo Menai.	CCBC/WG/	£10m: Grant funding Existing education budgets. Contributions from local businesses.	2027-2028	Business and Investment	Location People & Communities
Total			£23,130,000			

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6.4 Performance

The following suggested KPIs could be used to measure progress and performance in delivering packages of interventions for the “**Elevate Quality**” regeneration principle:

Table 12: Elevate Quality Key Performance Indicators.

Package	Suggested KPIs	Further Deliverables
Accommodation	A broader variety of accommodation types.	<ul style="list-style-type: none"> • Buy-in from a range of hotels and accommodation providers. • Organisations in place for renting and management of Motorhome facilities. • Completed and actioned analysis of suitable units for conversion into holiday accommodation.
	Explore the future renovation and operation of the Grand Hotel.	<ul style="list-style-type: none"> • Identification and implementation of a suitable operator. • Long-term business plan for renovation and operation of the Grand Hotel.
Skills	Provision of multiple learning pathways with a focus on tourism and hospitality.	<ul style="list-style-type: none"> • An established list of hospitality partners engaged to support. • Teaching models, research qualification frameworks and curriculum, delivery plan.
	Programme of skills shares and exchanges in Champéry.	<ul style="list-style-type: none"> • Feedback and learning sessions. • Defined learning and skills framework.
	Local ambassadors to complete employment module of the Conwy Ambassador Programme Course.	<ul style="list-style-type: none"> • Numbers completing a Conwy Ambassador Programme Course.

7. Culture Led

7.1 Context, Issues and Priorities

Llandudno is a popular place to live and a successful visitor destination already. Therefore, the **focus** for interventions proposed under the “**Culture Led**” regeneration principle is to capitalise on the richness of local culture, creativity, and heritage, and activate even more local activity and engagement for residents and visitors.

We explored the context behind this principle through our stakeholder engagement and evidence base. This pointed to the following key issues and opportunities to be addressed through proposed “**Culture Led**” interventions:

Table 13: Culture Led Key Context, Issues and Opportunities.

Evidence	Context, Issues and Priorities
Policy	
Conwy Economic Growth Strategy	<ul style="list-style-type: none"> • Improve food & retail offer and develop night-time economy in town centres to underpin further growth with the core in Venue Cymru • Encourage the growth and establishment of businesses that can create jobs to support thriving communities, language and culture within Conwy. • We need to continue building and strengthening our arts offer to complement other initiatives, reinforce a ‘sense of place’ and contribute to higher visitor spend. • The night-time economy and a compelling winter visitor offer are fundamental to establishing Conwy County as a year-round destination. Venue Cymru attracts a wide variety of conferences and business bookings throughout the year. • To grow this market and ensure as many bookings as possible are overnight stays, Llandudno needs to offer more things for visitors to do in the evening, including offering more places that are open to eat. • Core to attracting more visitors through the winter months will be programmes to invest in attractor events at this time of year and developing/investing in attractions which can be enjoyed through the winter.
Conwy Culture Strategy	<ul style="list-style-type: none"> • Create a cluster of cultural Launchpads focused upon the county’s five largest towns, Abergele, Colwyn Bay, Conwy, Llandudno, and Llanrwst. These areas will bring local people and their ideas and creativity together through local projects. The focus is on building stronger networks between venues and fostering joined-up projects. • Establish local cultural partnerships or Town Teams to oversee and deliver the 5 Launchpads. These creative alliances will feed in to the larger strategic ‘Culture Conwy’ body. • New cultural programming developed with local artists, creative people and organisations and where possible could make use of iconic cultural assets as a backdrop.
Llandudno Tourism Study (2019)	<ul style="list-style-type: none"> • Opportunities to grow activities base with new attractions and events.

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Evidence	Context, Issues and Priorities
Conwy Local Development Plan	<ul style="list-style-type: none"> Raising the profile of the Welsh Language.
North Wales Skills & Employment Plan	<ul style="list-style-type: none"> North Wales has highest proportion of Welsh speakers in Wales, at an estimated 42.7%. Achieve a million Welsh speakers by 2050.
Stakeholder feedback	
Venue Cymru	<ul style="list-style-type: none"> Successful venue, hosting circa 700 events per year and with strong acts with good visitor appeal. Key enabler for the town, bringing people who stay, driving overnight bed space and attracting notable organisations to host conferences. The venue has an austere and functional feel with little sense of place. It needs to reconfigure its internal spaces to maximise their use and ensure the venue is fit for purpose for staging modern shows.
Community based arts	<ul style="list-style-type: none"> Create pockets of cultural activity to drive more community level arts and creativity and support better collaboration.
Collaboration	<ul style="list-style-type: none"> Build on the success of the CALL (Culture – Action- Llandudno) project delivered over 5years, collaborative arts and cultural capacity building focus.
Great Orme	<ul style="list-style-type: none"> Need to build a stronger narrative for visitors about the Great Orme. They are not aware that it is one of the most important prehistoric sites in Europe, with one of the earliest known artefacts of portable ice age art in Wales. It is an important site of pilgrimage, ritual, a magical place for people and human social development over thousands of years. The Great Orme national trust farm which still uses ancient farming methods is totally unique and a real asset we can build a culture and food strategy around.
Llandudno museum	<ul style="list-style-type: none"> Need to make use of the Llandudno Museum archives to tell the story of Llandudno and bring our history alive.

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7.2 Packages of Interventions

We have identified the following **packages of interventions** to address the context, issues and priorities above, and delivering the “**Culture Led**” regeneration principle:

- **Events:** using events to tell the unique story of Llandudno and showcase its amazing assets.
- **Arts and entertainment:** bringing arts to all through community based and accessible formats that everyone can enjoy.
- **Natural history:** using Llandudno’s spectacular and unique natural history as a platform for showcasing the town to the world.
- **Venue Cymru and Llandudno Museum:** creating a sense of place and a powerful setting for these anchor assets to elevate their role and contribution to the town’s identity.
- **Communication and awareness:** enabling access to arts and culture for all by making it easier to know what is happening, where and when.

7.3 Interventions Matrix

The table below provides a schedule of proposed interventions to deliver the “**Culture Led**” regeneration principle. This includes a description of the intervention, relevant key stakeholders and owners for delivery, indicative costs and timescales and the key regeneration theme the intervention supports.

The total indicative cost for these interventions is: **£5,900,000**. (All indicative costs assume a 2022 price base.) See Section 10 for the delivery programme for these interventions.

Table 14: Culture Led Interventions.

Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
Events	Reinstate the Llawn Festival with an emphasis on involvement of local artists and creatives, with Oriel Mostyn.	CCBC/Possible private sector investment	£250k: Council and ME funded Support from wider local businesses and brand sponsorship. ROI via ticket revenue	2024	Living in Llandudno	Identity Location

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Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
	Promote Bodafon fields as an events space.	CCBC/Possible private sector investment	£25k: Revenue funded Council ROI from ticket revenue and licenses	2024	Living in Llandudno	Location People & Communities
	Great Orme festival to create a platform to tell the story of the Great Orme using art, film, archive material, storytelling.	CCBC	£100k: Council funded with support from Cadw, National Trust. Engage event operator Council ROI from license Operator revenue from ticket revenue	2025	Living in Llandudno	Identity Location
	Create additional festivals for low season e.g., Welsh food festival, children's festival, Christmas markets, winter sports festival.	CCBC	£250k: Grant and Revenue funded	2025-2026	Living in Llandudno	
Arts and entertainment	Create a community cinema and a local film society to films in different Llandudno venues, with an outdoor cinema in summer months.	CCBC/Possible private sector investment	£100k: Grant funding Local business sponsorship Rate contribution and rent free period ROI from ticket revenue	2024	Living in Llandudno	People and Communities Mix of Uses
	Create spaces for quality street performance , e.g., music and recitals, storytelling, poetry, managed through auditions and licenses.	CCBC/Private Sector/PGL	£50k: Council funded	2024	Living in Llandudno	Identity Location

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Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
Natural history	Create an artist's retreat , with curated walks and tours of sites, including the Great Orme, and an international landscape art festival and competition .	CCBC/Possible private sector investment	£150k: Private sector funded in collaboration with Oriel Mostyn	2025-2026	Business and Investment	Identity Location
Venue Cymru and Llandudno Museum	Revitalise Venue Cymru's external appearance to make it more inviting as a flagship attraction and embrace local and Welsh identity.	CCBC	£1m: Grant funding for works	2026-2027	Living in Llandudno	Identity Location
	Create art works to enliven the interior and exterior of Venue Cymru, enhancing it as a space for showcasing local artists.	CCBC	£250k: Grant funding for works Private sector sponsorship	2026-2027	Living in Llandudno	Identity Location
	Reconfigure and modernise Venue Cymru's internal events spaces to maximise flexibility and accommodate more modern and technical productions.	CCBC	£2m: Grant funding for works ROI from ticket and catering revenues	2027-2028	Business and Investment	People and Communities Mix of Uses
	Support community-based arts activity at Venue Cymru using a moving stage to engage community participation and activate the foyer.	CCBC	£250k: Council funded Private sector sponsorship	2025	People and Communities	People and Communities Mix of Uses
	Redesign Venue Cymru's outside spaces as a public space to activate Venue Cymru's frontage and create a sense of place .	CCBC	£500k: Grant funding for works Private sector sponsorship	2026-2027	Living in Llandudno	Identity Location
	Programme of Welsh language and arts activities and events at different venues, including Venue	CCBC/Possible private sector investment	£200k: Council funded Private sector sponsorship	2025-2026	People and Communities	Identity People and Communities

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Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
	Cymru, Llandudno Museum and Oriel Mostyn.					
Communication and awareness	Create a weekly bulletin of events and activities using printed, digital and social media channels .	CCBC/Business Forum/Local associations	£75k: Council funded Local business sponsorship	2023-2024	Business and Investment	Location People & Communities
	Digital signage and installation of more noticeboards to advertise cultural activities	CCBC	£500k: Grant for works Private sector sponsorship	2023-2024	Business and Investment	Location People & Communities
	Introduce live messaging using digital signage and push notifications to promote events and advise on services using Smart Towns data .	GF/Sponsor	£200k: Grant and private sector sponsorship	2023-2024	Business and Investment	Location People & Communities
Total			£5,900,000			

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7.4 Performance

The following suggested KPIs could be used to measure progress and performance in delivering packages of interventions for the “**Culture Led**” regeneration principle:

Table 15: Culture Led Key Performance Indicators.

Package	Suggested KPIs	Further Deliverables
Events	Implementation and annual operation of several festivals.	<ul style="list-style-type: none"> Event plans that target a wide demographic and varied potential attendees. Establish festivals that complement the need for year round activity and to reinforce the town branding.
Arts and entertainment	Designated and maintained spaces for outdoor performances.	<ul style="list-style-type: none"> A growing and live register of suitable and diverse street performers. Overlapping, high-level timetables for performers, ensuring varied selection across Llandudno.
	Development of a film society and film showings.	<ul style="list-style-type: none"> Advertisement and management of suitable spaces for potential community cinema in town. Engagement with a suitable organisation to manage a seasonal outdoor cinema.
Natural history	Development of art and creative opportunities with increased participation figures.	<ul style="list-style-type: none"> Established routes and guides for art production. Suitable facilities and venue to embrace an art culture in town.
Venue Cymru and Llandudno Museum	A growing symbiosis between Venue Cymru and art and Welsh identity.	<ul style="list-style-type: none"> An increased number of art installations, and displays and events both internally and externally. A demonstrated support mechanism for local art.
	Defined points of enhancement to the interior and exterior appearance of the venue	<ul style="list-style-type: none"> Establish an optimal point between style and functionality. Improved technical functions list.
Communication and awareness	Further embrace technologically enhanced communication, advertisement and media.	<ul style="list-style-type: none"> An increased number of digital methods of communication. Community interaction and engagement with Smart Towns data and social media feeds.

8. Change Agents

8.1 Context, Issues and Priorities

Llandudno is a popular place to live and a successful visitor destination, already. Therefore, the **focus** for interventions proposed under the “**Change Agents**” regeneration principle is to grow a network of relationships, platforms and support for local people and partners to collaborate as agents of change.

We explored the context behind this principle through our stakeholder engagement and evidence base. This pointed to the following key issues and opportunities to be addressed through proposed “**Change Agents**” interventions:

Table 16: Change Agents Key Context, Issues and Opportunities.

Evidence	Context, Issues and Priorities
Policy	
Conwy Economic Growth Strategy	<ul style="list-style-type: none"> Conwy's strength is in the diversity of the small businesses that operate within the county and the expertise and quality products/services they deliver. Conwy boasts a thriving entrepreneurial culture with levels of self-employment and business start-ups increasing year on year, and the county is performing above national averages for numbers of self-employed workers. Dynamic leadership through close collaboration of the public, private and third sectors. Address key challenges in the county around the low salaried, part-time, seasonal employment and the loss of our young talent through outward migration. Across the county 41% of jobs are part-time due to the dominance of the tourism and retail sectors. Establish a higher education presence in the county. Develop the night time economy and a winter tourism offer across the county making Conwy a year-round visitor destination. The Council will work with the private sector to bring forward allocated employment land across the county and also ensure the renovation/ modernisation of existing employment premises so that they are suitable for modern day requirements. This will include identifying innovative solutions to find sustainable uses for vacant town centre premises and also create rural workshop space.
Conwy Culture Strategy	<ul style="list-style-type: none"> Seeks to put meaningful cultural experiences at the heart of post-Covid-19 regeneration to drive positive change. To enable this there is a strong focus on accessibility and inclusivity to ensure culture is accessible, fun, and relevant to everyone, including those that have not traditionally been engaged. There are also strong evidential links drawn between culture and wellbeing and encouraging people to be more connected with cultural and civic life. Establish local cultural partnerships or Town Teams to oversee and deliver the 5 Launchpads. These creative alliances will feed in to the larger strategic 'Culture Conwy' body.

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Evidence	Context, Issues and Priorities
Conwy Local Development Plan	<ul style="list-style-type: none"> Retaining 18–40-year-olds is an issue.
Llandudno Tourism Study (2019)	<ul style="list-style-type: none"> Differences in needs and preferences for different demographics and between different generations, driving change in technology, social awareness, economic activity.
Stakeholder feedback	
Young people	<ul style="list-style-type: none"> Lots of projects in the pipeline for young people and want to see more youth engagement over the next 10years.
Business ecosystem	<ul style="list-style-type: none"> There is a community of small businesses but there is no in/formal structure for coming together to share ideas/issues/resources – would welcome this and support with growing it. The Llandudno Business Forum has just been created, chaired by Mostyn Estates, and this is a welcome step towards building new business networks in the town. Small businesses feel on the fringe of things but want to be more active and involved for mutual benefit. Need for support to be available for starting, supporting and growing local independent businesses, including funding business planning, strategy and advisory.

8.2 Packages of Interventions

We have identified the following **packages of interventions** to address the context, issues and priorities above, and delivering the “**Change Agents**” regeneration principle:

- **Business Ecosystem:** promoting sharing and networking between local businesses to support collaboration and joint initiatives for growth and success.
- **Peer Support:** enabling businesses to support each other and grow the next generation of successful Llandudno businesses.
- **Delivery:** bringing together a coalition of interests and expertise to oversee the future development and regeneration of Llandudno as a collaborative partnership.
- **Community led regeneration:** enabling local people to take the lead and deliver projects that are meaningful and important to them.
- **Youth led regeneration:** supporting young people to take the lead, share their voice and ideas for making Llandudno better for everyone, and support making them happen.

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8.3 Interventions Matrix

The table below provides a schedule of proposed interventions to deliver the “**Change Agents**” regeneration principle. This includes a description of the intervention, relevant key stakeholders and owners for delivery, indicative costs and timescales and the key regeneration theme the intervention supports.

The total indicative cost for these interventions is: **£515,000**. (All indicative costs assume a 2022 price base.) See Section 10 for the delivery programme for these interventions.

Table 17: Change Agents Interventions.

Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
Business Ecosystem	Create a guide to developing pop-ups with useful information on the process, requirements, support available for creating a pop-up.	CCBC/Possible private sector investment	£30k: Council and ME funded	2023	Business and Investment	People & Communities Location
	Create Llandudno Business Week where local businesses open up their doors allowing local businesses to come together and collaborate.	CCBC/Private Sector/Town Council	£75k: External funding Local business sponsorship	2023-2024	Business and Investment	People & Communities Location
Peer Support	Build on the Llandudno Business Forum with a panel of local business people to provide mentoring and support to small businesses, pop-ups, and microbusinesses.	CCBC/Private Sector/Business Wales	£30k: External funding Local business sponsorship	2023	Business and Investment	People & Communities Location
	Create a Business buddy system where larger businesses buddy with smaller businesses to provide joint events and joint promotion.	Local Businesses	£30k: Local business sponsorship	2023	Business and Investment	People & Communities Location
Delivery	Llandudno Regeneration Programme Board (LRPB) to oversee delivery of the Llandudno 10year Regeneration Plan and projects linked to this.	LRPB	Part of the normal remit of the LRPB	2024-2025	People and Communities	People & Communities Location

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Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
Community led regeneration	Create a local community development fund to provide funding for local people's ideas for developing and supporting the town.	CCBC/Possible private sector investment	£150k: Shared Prosperity Fund Local business sponsorship	2024-2025	People and Communities	People & Communities Location
Youth led regeneration	Work with CCBC youth services to link with local youth groups and facilitate ideas and access to funding.	CCBC	£50k: Grant funded Local business sponsorship	2023-2024	People and Communities	People & Communities Location
	Create a Young Change Agents fund for funding youth-led projects, with mentoring and capacity building support.	CCBC	£150k: Shared Prosperity Fund Local business sponsorship	2024-2025	People and Communities	People & Communities Location
Total			£515,000			

8.4 Performance

The following suggested KPIs could be used to measure progress and performance in delivering packages of interventions for the “**Change Agents**” regeneration principle:

Table 18: Change Agents Key Performance Indicators.

Package	Suggested KPIs	Further Deliverables
Business Ecosystem	Develop a guide to support pop-up businesses.	<ul style="list-style-type: none"> Established governance and licensing for the set up and operation. Mechanisms to support access to short term leases.
	Operation of an annual Business Week.	<ul style="list-style-type: none"> Defined list of participating businesses. Event management and communications plan outlining incentives for businesses.
Peer Support	Establishment of a panel group of local business leaders.	<ul style="list-style-type: none"> Defined application process and criteria. Roles, responsibilities and procedures established for the panel to operate within. Collaboration incentives between larger and smaller scale businesses.

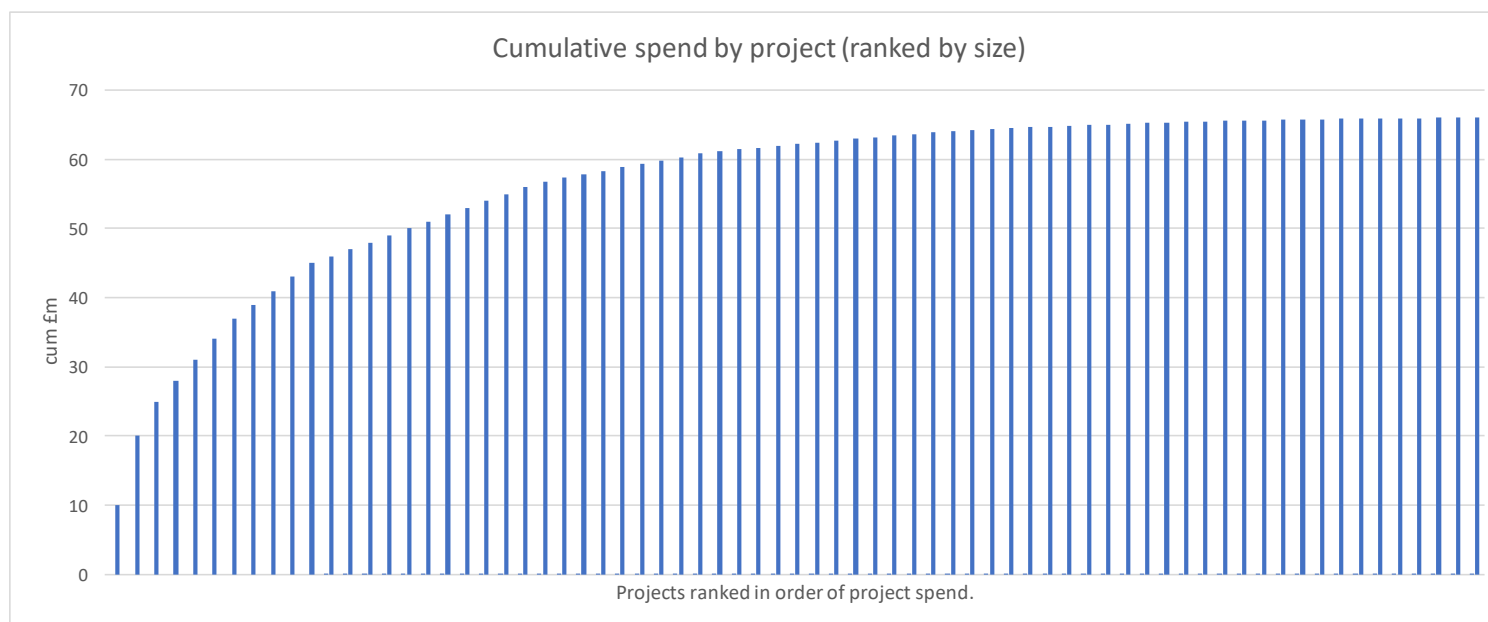
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Package	Suggested KPIs	Further Deliverables
Delivery	Llandudno Regeneration Programme Board (LRPB) oversees delivery of projects.	<ul style="list-style-type: none"> • Project delivery outcomes and outputs • Successful funding applications
Community led regeneration	Funding secured and distributed to suitable candidates.	<ul style="list-style-type: none"> • Confirmation of funding source and criteria for distribution. • Process for application scoring that compliments gaps in the town economy and cultural offer.
Youth led regeneration	Youth groups supported and accessing funding.	<ul style="list-style-type: none"> • Defined engagement plan for ensuring wider input from diverse demographic.
	Funding secured and distributed to suitable candidates.	<ul style="list-style-type: none"> • Confirmation of funding source and criteria for distribution. • Process for application scoring that complements gaps and needs. • Further incentives and programmes for youth engagement.

9. Financial and Economic Analysis

9.1 Financial Analysis

There are 74 individual initiatives listed above under the five regeneration principles. There are five initiatives with no current project cost, 19 are revenue projects that will require continuous funding. The remaining 49 initiatives are capital projects. These projects have a total value of £65.840m. There are 21 projects with a project value above £1m. Cumulatively these projects have a total value of £55m, meaning the remaining 50 projects have a total value of £11m, see Figure 4 below.



There are several potential funding routes for these projects, including:

- **Towns fund/Levelling Up funding:** The Welsh Government's (WG's) "Transforming Towns" fund and the UK Government's Levelling Up Fund have central investment funds for councils to bid for projects. These funds exist to fund projects that are not financially viable but could generate economic benefits to the local community.
- **Public development project:** CCBC could invest in or borrow money for projects that are financially viable.
- **Public funding:** Some projects do not qualify for UK Government funds. Organisations will need to find funding for these projects from other sources.

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- **Major projects:** There are several initiatives relating to improving either Venue Cymru or local assets. These are key strategic initiatives that CCBC will need to review and consider.
- **Revenue projects:** The set of revenue projects will require a new income stream to fund them.
- **Private finance:** Many projects have an income stream and risk profile that may be attractive to private investors.

Some of the initiatives could sit in more than one funding stream and the final decision will depend on factors nearer the time. For example, this analysis assumes that the redevelopment of the Grand Hotel is a public development project, but it could easily be a private finance project if a developer wishes to take on the project.

This analysis splits the initiatives by regeneration principle and funding route, see Table 19 below:

Table 19: Initiatives Split by Regeneration Principle and Funding Route.

£k	Maximise Existing Offer	Add Extra to the offer	Elevate Quality	Enhance Culture	Community Agent	Total	Number of Projects	Maximise Existing Offer	Add Extra to the offer	Elevate Quality	Enhance Culture	Community Agent	Total
Towns Fund/Levelling up	500	4,150	10,000	0	0	14,650	Towns Fund/Levelling up	1	4	1	-	-	6
Tourist Development	0	5,000	11,000	0	0	16,000	Tourist Development	-	3	2	-	-	5
Public Realm	10,625	11,850	30	950	0	23,455	Public Realm	8	9	1	4	-	22
Venue Cymru's funding	0	0	0	4,200	0	4,200	Venue Cymru's funding	-	-	-	6	-	6
Bodafan fields investment	2,000	250	0	25	0	2,275	Bodafan fields investment	2	1	-	1	-	4
Revenue Funded	120	300	100	725	515	1,760	Revenue Funded	3	4	1	5	7	20
Private investment	1,000	500	2,000	0	0	3,500	Private investment	1	2	2	-	-	5
No Value	0	0	0	0	0	0	No Value	2	4	-	-	-	6
TOTAL	14,245	22,050	23,130	5,900	515	65,840	TOTAL	17	27	7	16	7	74

At this stage, all the financial analysis is at indicative stage and would require further work to develop proposals that would pass governance oversight. All numbers are real numbers, exclude inflation and present values that are calculated using a discount rate of 3.5%.

Towns Fund/Levelling Up funding

There are two main types of projects that may be suitable for a transforming towns fund bid or a levelling up bid. These are the development of projects that seek to develop sites for additional food/drinks offer; such as the redevelopment of the former M&S building, developing moorings for floating restaurants and supporting pop-up food stalls.

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Public Development Projects

Three main public development projects are proposed:

- **Redevelopment of the Grand Hotel:** CCBC could work with a private investor to purchase the existing building, refurbish it and then sell it to a private operator for a development profit. Ideally CCBC would engage a private operator before commencing the refurbishment.
- **Improvements at Happy Valley:** Build a large window fronted seafood restaurant and a smaller café in the toll house. The council would then receive rents from the business operators and may be able to sell the freehold at a later date.
- **Improvements for Camping:** This includes developing a motorhome site and a “glamping” site to widen the accommodation offer in Llandudno. The council could either operate the sites commercially, retain the freehold but subcontract the operations to an operator, or sell the freehold.

The core assumption with all three projects is that they are commercially viable and so the council could potentially raise debt finance to fund these projects. Tables 21 below show some indicative analysis for all three projects. The Happy Valley development assumes that the council can earn £300,000 per annum in rents. The camping offer assumes annual pitch fees for motorhomes and glamping sites across Llandudno of £262,500. All three projects generate acceptable IRRs.

Table 21: Initial Analysis of Public Development Projects.

Develop the Grand Hotel £K	Nom total	PV total	Develop the Happy Valley £K	Nom total	PV total
Costs	-10,000	-7,594	Costs	-4,000	-3,608
Financial benefits	12,000	8,507	Financial benefits	8,700	4,880
IRR	9.5% Net Value	2,000	IRR	6.2% Net Value	1,272

Develop Camping offer £K	Nom total	PV total
Costs	-2,000	-1,773
Financial benefits	7,613	4,270
IRR	13.6% Net Value	5,613

Public Realm Projects

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There are 22 public realm projects that could improve the look and feel of Llandudno and make it more attractive to potential visitors, see Table 22 below:

Table 22: Public Realm Projects.

Theme	Focus	Initiative	Cost £k
Extra Llandudno	New experiences and amenities	Maximise the wide boulevard at Gloddaeth Street, by removing parking on the central reservation, adding public realm and greening treatment and additional deck parking on existing car parks.	5,000,000
Maximise Existing	Public Realm	Comprehensive programme of public realm enhancements and repairs to refresh the Victorian heritage and town centre setting.	3,000,000
Maximise Existing	Town Centre Vitality	Explore options for pedestrianisation and traffic management on Mostyn Street.	3,000,000
Extra Llandudno	Year round activity	Create a new glazed viewing platform at the top of the Great Orme to maximise the setting and great views.	3,000,000
Maximise Existing	Activating Spaces	Supporting facilities to revitalise the paddling pool.	2,000,000
ExtraLI	Year round activity	Repurpose the Tabernacle Church as a new venue for comedy, arts, film, community theatre use.	1,000,000
Maximise Existing	Town Centre Vitality	Support creation of collaborative workspaces to attract live-work residents.	1,000,000
ExtraLI	Year round activity	Create a high quality adventure playpark close to the promenade to suit ages 0-15	1,000,000
MaxExist	Public Realm	Identify a focal point(s) for the town including a new town square or public space, e.g., West Gardens, supported by lighting, seating and space for outdoor entertainment.	750,000
Other		13 smaller projects	3,705,000
TOTAL			23,455,000

These projects are key to improving the sense of place in the town but will not earn significant revenues; other than a small amount of car parking revenues and possibly some rents. Equally it will be difficult to tie any improvements in visitor numbers or spend directly to any one initiative. As such, the council will probably have to fund these projects from either its own capital budgets or else from other capital grants available from the Welsh Government.

Major projects – Venue Cymru and Bodafon fields

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A key set of initiatives focus on redeveloping Venue Cymru so that it is a more flexible and welcoming space that can be used by a diverse range of users from local amateur dramatic groups to major touring West End productions. Six initiatives, at a total cost of £4.2m are focussed on achieving this. Under present analysis, it is not clear if this investment will generate sufficient returns to be financially viable, as local groups will struggle to pay significant levels of usage fees. As such the net spend on Venue Cymru will require investment either by the council or a partner.

Bodafon fields currently stands as an underutilised asset in Llandudno. There are four initiatives, costing £2.275m that seek to develop this site. The bulk of this investment (£2m) will go towards providing basic utilities to the site, such as water and electricity, and on developing a park and ride facility with a land train stop. The aim is that the site will provide a flexible mass car parking site for up to 1,000 cars on busy summer weekends and then converting to a festival venue and farmer's market when needed. This will likely earn sufficient income from parking charges, pitch fees for festivals (such as fees to catering operators) and site entry for festivals to make it viable. The high-level financial analysis for the major projects is set out in Table 23 below.

Table 23: Initial Analysis of Major Projects.

Venue Cymru (£k)	Nom total	Present Value	Bodafon fields development (£k)	Nom total	Present Value
Cost of the initiatives	-4,200	-3,493	Cost of the initiatives	-2,275	-2,052
Possible income (usage fees)	2,068	1,097	Possible income (car park and pitch fees)	11,281	6,328
Net Value	-2,132	-2,396	IRR	16.9% Net value	9,006
					4,276

On these numbers, there may be merit in combining the two projects as the net value from the Bodafon fields development will cover the losses on the Venue Cymru development.

Revenue Funded Projects

In total there are 19 revenue projects with an annual cost of £1.8m. Some of these projects will generate their own income, whilst others, such as improved signage, will attract business sponsorship. These projects will require an ongoing annual commitment to fund them

Table 24 below summarises these projects.

Table 24: Revenue Projects Funding

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Revenue Projects	Nom total	Present Value
Other income (charges & sponsorships)	7,235	4,208
TOTAL INCOME	7,235	4,208

Revenue projects (19))	-52,010	-29,541
TOTAL COSTS	-52,010	-29,541

Net position	-44,775	-25,333
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Private development

There are six projects that could attract private sector investment to fund them, see Table 25 below:

Table 25: Potential Private Sector Projects.

Theme	Focus	Initiative	Amount
MaxExist	Town Centre Vitality	Support conversion of existing town centre units to residential use to meet local housing needs.	£ 1,000,000
ElevQual	Accommodation	Encourage hotels to remodel internal configuration of hotel accommodation to offer serviced apartments as well as hotel rooms.	£ 1,000,000
ElevQual	Accommodation	Encourage hotels to invest in additional alternative holiday accommodation types, e.g., alpine-style cabins, serviced apartments, cottages.	£ 1,000,000
ExtraLI	Food & drink and the night time economy	Grant funding to encourage local hotels to extend their food and drink offer outside the hotel setting, either as pop-up restaurants or offering food in outside spaces.	£ 250,000
ExtraLI	Employment and enterprise	Create outdoor chalets or cabins (x5) for businesses along the promenade as additional space for existing businesses or for micro-enterprises.	£ 250,000

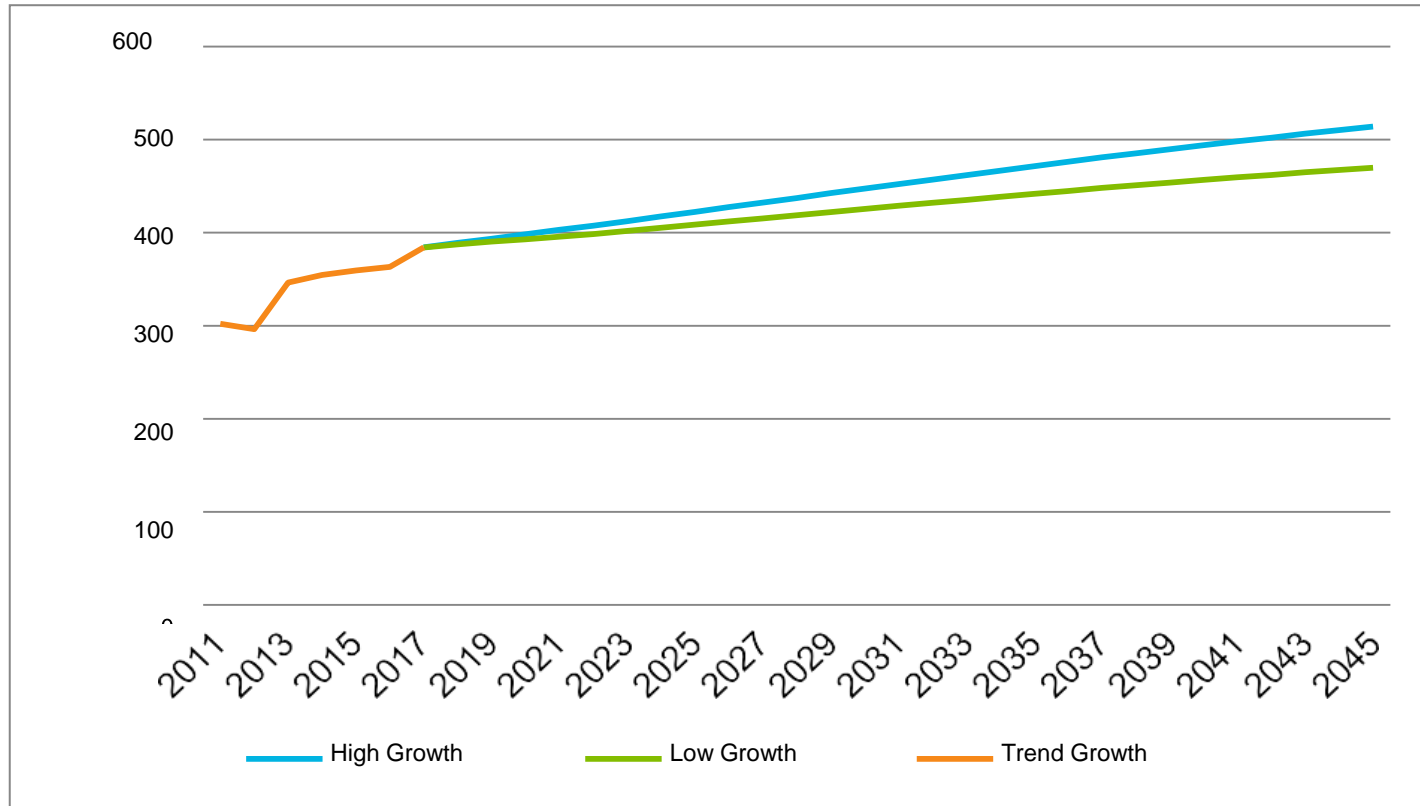
9.2 Economic Analysis

Conwy County Borough Council (CCBC) commissioned a tourism analytical review from consultants AECOM in 2019. This produced a range of values for the future Gross

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Value Added (GVA) between 2019 and 2045, based on how key variables move over time. Figure 5 is a reproduction of AECOM's GVA forecast for Llandudno between 2011 and 2045.

Figure 5: AECOM Forecast Economic Impact of Tourism in Llandudno



Mace has built a simple economic model based on the AECOM data to analyse what are the key levers that affect tourism GVA. The aim of this model is to highlight what metrics have the main impact on GVA and so aid the formation and selection of interventions to support and grow tourism in the town of Llandudno.

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The model has six main input variables:

- **Age mix of visitors:** AECOM forecast that the age mix would mature over time in line with how the UK population would age. Generally, people between 25 and 65 spend more than young adults or older people.
- **Growth in day visits:** AECOM forecast this would be 3.07m in 2023 rising to between 3.66m and 4.08m by 2045.
- **Average expenditure per day visitor:** In 2023 AECOM assumed the average day visitor would spend £34.99 per person per day. In 2019 the average day visitor to a UK seaside town spent £32.77 (source: UK tourism alliance), so £34.99 4 years later is slightly low. Interestingly the same report noted that the average day visitor in the UK across all tourist destinations spent £37.45 per visit. This higher number stems from 2 factors. More affluent AB social groups are less likely to visit the seaside than other destination types and the greater range of things to spend money on in other destinations such as large cities.
- **Growth in overnight stays:** AECOM forecast this would be 0.464m in 2023 rising to between 0.513m and 0.564m by 2045.
- **Average expenditure per overnight visitor:** In 2023 AECOM assumed the average night visitor would spend £64.95 per person per night. This is similar to the UK tourism alliance's analysis for 2019 (£65).
- **Average length of stay per day visitor:** AECOM assumed this was 3.3 nights per stay. This is in line with the UK Tourist Alliance's figure for 2019 (3.1 days) but is lower than a specific survey in 2016 for the UK seaside (4.5 days). Generally, people may stay longer on a seaside holiday than a city break.

The matrix in Figure 6 below shows the impact of putting each variable on 1 of 3 scenarios. These are the AECOM high forecast (called target), the AECOM low forecast (called low) and a stretch target that is generally 10% above the AECOM high target (called high).

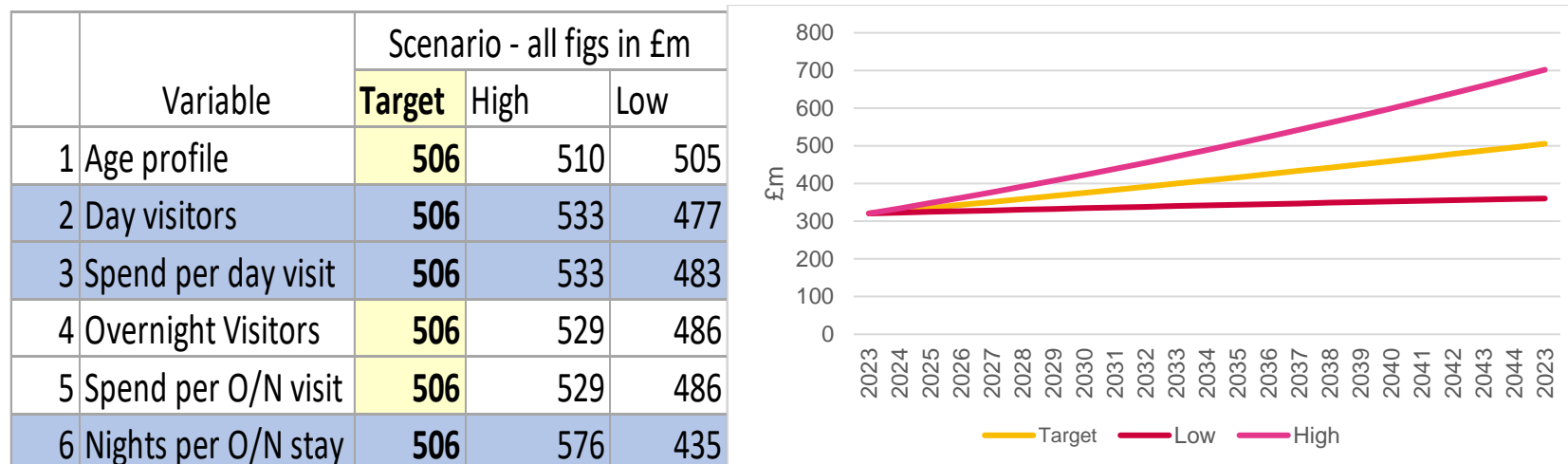
For the average length of stay for overnight visitors the target scenario assumes this remains at 3.3 days per visit, whilst the high scenario assumes an increase over time from 3.3 days to 4.3 days, whilst the low scenario assumes a reduction over time to 2.3 days.

The high scenario assumes that all or most of the initiatives detailed above take place. This has the economic benefit of making the town more appealing to visitors.

The table on the left shows that this modelling produces a GVA in 2045 of £505m under the target scenario. It then shows how that GVA changes as each variable is individually moved to the other scenarios. The graph on the right shows the impact on GVA over time of putting all variables on a target, high or low scenario.

Figure 6: Impact of the Variables on 2045 GVA & GVA Trends Over Time Using the Three Scenarios

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The table in Figure 6 highlights that increasing the average length of stay for overnight visitors is the single biggest factor in influencing GVA, whilst increasing both the number of day visitors and/or their average spend per visit also helps. If the full high scenario plays out, then GVA by 2045 will be nearly double the value of the low scenario (£702m compared to £360m).

This suggests that the key tourist lever to affect will be to give people (both day and overnight) things to do and places to explore whilst they are in Llandudno, especially for the affluent AB demographic group. This is the size of the price available to Llandudno should the initiatives work.

10. Delivery Plan

10.1 Delivery Programme

We have produced a delivery programme which can be found in a separate annex (see Annex 1).

We have also included the detailed economic and financial appraisal modelling to support section 9 (see Annex 2).

10.2 Delivery Model

The Llandudno 10-year regeneration plan contains a range of projects, and it is important that robust and effective project leadership and coordination arrangements are in place to deliver them efficiently and within grant funding timeframes.

The delivery of the 10-year regeneration plan will be managed by the Llandudno Regeneration Programme Board (LRPB) and progress will be monitored on a suitably regular basis. The LRPB comprises the following stakeholders:

- Peter Brown, Head of Regulatory & Housing Service (Programme Sponsor)
- Cllr Geoff Stewart, Cabinet Representative
- Cllr Louise Emery, Economy & Place Overview & Scrutiny Committee
- Cllr Mandy Hawkins, local Area Forum North Representative
- Elen Edwards, Section Head: Economic Development
- Helen Goddard, CCBC Culture & Information
- Edward Hiller, Mostyn Estates
- Carole Weller, Welsh Government
- Berin Jones, Llandudno Hospitality Association
- Jon Merrick, Llandudno Business Forum
- Cllr Angie O'Grady, Llandudno Town Council

The LRPB is supported by a Programme Officer Group and Programme Co-ordinator and interfaces with wider governance and delivery structures including the CCBC Strategic Leadership Team, Cabinet, Conwy Opportunities Board and Economy & Place Overview & Scrutiny Committee and the Transforming Towns: Future Proofing Llandudno team.

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10.3 Risk Register

We have identified the following initial overarching regeneration programme risks, see table below:

Table 26: Initial Programme Risks

Description	Consequences	Category	Risk Owner	Status
Strategic	Executive and full council approval to regeneration plan.	Political	CCBC	
	Regeneration Programme Board approval to all regeneration projects.	Political	Board	
	Funding allocations – alignment with strategic policy	Funding	Board	
	Grant assistance – viability of the projects brought into question	Commercial/ Viability	Board	
	Stakeholder Engagement – Lack of structured stakeholder management could cause delays, objections, and reputational risk.	Stakeholders	CCBC	
	No support from directorates could see little buy in from the wider audience causing delays to the programme and deliverability of the proposal to be affected	Operational	CCBC	
Planning Permissions	The projects do not achieve planning permission as per the programme dates and objectives.	Political	CCBC	
Land	Development of land not owned by authority.	Land	CCBC	
Site Surveys	The absence of robust site survey information can lead to delays and add cost.	Surveys	CCBC	
Legal	Legal challenges could delay the programme, cost implications and possible reputational risk	Legal	CCBC	
Market	Market area profile – analysis	Market	CCBC	
	Placemaking – Llandudno as a place where people want to spend extended leisure time.	Market	CCBC	
Resources	Lack of resourcing capacity will impact on the council's ability to deliver.	Resources	CCBC	
	Labour skills shortage – delays to the programme cost implications and deliverability	Resources	CCBC	
	Information sharing across organisations – lack of a single platform could affect output and delays to the programme	Resources	CCBC	
Targets	Achieve sustainability targets – cost implications and reputational damage	Design	CCBC	
	Achieve socio-economic requirements – market failure	Political	CCBC	
Governance	Lack of clear governance and signoffs could cause delays to programme	Governance	CCBC	
	Lack of project collaboration means projects cannot be successfully delivered, information is poorly managed and important data is not collated	Operational	CCBC	
	Lack of a strong PMO and control of change management will cause increased costs and deliverability of projects.	Governance	CCBC	
	Development proposals will be at risk if robust procurement procedures are not in place. The council will be at risk of reputational damage.	Procurement	CCBC	

11. Conclusions and Next Steps

11.1 Conclusions

Llandudno is a popular place to live and a successful visitor destination already. The key objective of the Regeneration Plan has been to ensure Llandudno remains successful whilst also enabling the town to be resilient and adaptable to future change and opportunity.

We have engaged with a diverse range of stakeholders and listened carefully to their views, ideas and aspirations for Llandudno.

Their input has informed the interventions that are contained in this plan.

The interventions are also rooted in evidence, feedback from other parallel studies commissioned for Llandudno and sound economic analysis.

We have looked to ensure this is not just an aspirational Regeneration Plan but is also a deliverable Regeneration Plan.

11.2 Next Steps

We would recommend the following next steps for the Regeneration Plan:

- Work with Council and wider stakeholders to **prioritise** the interventions in the Regeneration Plan.
- **Integrate** final findings of parallel commissions including Smart Towns and One Day projects.
- Investigate interventions further to develop into **detailed proposals** and corresponding **business case**.
- Explore **options** for enabling **revenue funded** projects.
- Prepare **funding applications** to secure funding needed for delivery.

We would welcome the opportunity to discuss working with you further to deliver this Regeneration Plan.

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