

# LLEWYRCH O'R LLECHI

Ref. LUF20095

## GATEWAY QUESTIONS

### Section 1: Introduction questions

1.1. What is the legal name of the lead applicant organisation?

Gwynedd Council

1.2. Where is your bid being delivered?

Wales

1.3. Select your local authority

Gwynedd

1.4. Enter the name of your bid

Llewyrrch o'r Llechi: future prosperity from our industrial past

1.5. Does your bid contain any projects previously submitted in round 1?

No

1.6. Bid manager contact details

**Full name**

Hannah Joyce

**Position**

Senior Strategic Regeneration Officer

**Telephone number**

01341424448

**Email address**

hannahjoyce@gwynedd.llyw.cymru

---

**Postal address**

---

Economy and Community Department Gwynedd Council  
Stryd y Jêl  
Caernarfon  
Gwynedd  
LL55 1SH

---

**1.7. Senior Responsible Officer contact details**

**Full name**

---

Sioned Williams

---

**Position**

---

Head of Economy and Community

---

**Telephone number**

---

01286679547

---

**Email address**

---

sionedewilliams@gwynedd.llyw.cymru

---

**1.8. Chief Finance Officer contact details**

**Full name**

---

Dewi Morgan

---

**Telephone number**

---

01286679684

---

**Email address**

---

dewiaeronmorgan@gwynedd.llyw.cymru

---

**1.9. Local Authority Leader contact details**

**Full name**

---

Councillor Dyfrig Siencyn

---

**Position**

---

Leader of Gwynedd Council

---

**Telephone number**

---

01286679267

---

**Email address**

---

cynghorydd.dyfrigsiencyn@gwynedd.llyw.cymru

---

**1.10. Enter the name of any consultancy companies involved in the preparation of the bid**

DCA Consultancy

---

**1.11. Enter the total grant requested from the Levelling Up Fund**

£18830189.00

---

**1.12. Investment themes**

**Regeneration and town centre**

---

0%

---

**Cultural**

---

100%

---

**Transport**

---

0%

---

**Section 2: Eligibility and gateway criteria**

**2.1. Which bid allowance are you using?**

Full constituency allowance

---

**2.2. How many component projects are there in your bid?**

3

---

**2.3. Are you submitting a joint bid?**

No

---

**2.4. Are you submitting a large cultural bid?**

No

---

**2.5. Grant value declaration**

**I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value**

---

---

**2.6. Gateway criteria: costings, planning and defrayment**

**I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year**

---

---

**2.7. Costings and Planning Workbook**

---

LUF\_Package\_Bid\_Costings\_\_Planning\_Workbook\_V2.00.xlsx

---

## **Section 3: Bid Summary**

### **3.1. Provide bid name**

Llewyrch o'r Llechi: Future Prosperity from our Industrial Past

---

### **3.2. Provide a short description of your bid**

This project will link communities located within the Slate Landscape of Northwest Wales World Heritage Site through a shared culture and common narrative, by improving the well-being of the local population as well as creating a world class visitor offer at three physical 'Llechi Hubs'. By working with partners, we will co-create experiences which focus on our cultural strengths and bring our heritage alive. The project will safeguard and reuse historic buildings, create vibrant cultural spaces, improve access to our heritage landscape and unique communities, whilst being underpinned by a distinct Welsh culture and intrinsic local pride.

---

### **3.3. Provide a more detailed overview of your bid proposal**

The Llewyrch o'r Llechi Project is located in Gwynedd, North Wales, and builds on the recent (2021) World Heritage Site (WHS) designation awarded to The Slate Landscape of Northwest Wales by UNESCO. The project will contribute to the vision of the WHS to use culture and heritage as a catalyst for economic development and social inclusion.

The WHS is designated as a cultural landscape by UNESCO, which is a landscape that embraces a diversity of the manifestations of the interaction between humankind and its natural environment. It encompasses six Component Parts, each one with distinct and diverse heritage assets but as a collective contribute to the prestigious WHS accolade.

In order to transmit the outstanding universal value of the WHS, a model of hubs, spokes and sprockets has been developed, and through this bid we will implement the first phase of heritage hubs across the WHS. Three areas will make up the package bid, each one developing a high-quality visitor offer, creating vibrant cultural spaces, improving local infrastructure and connectivity, innovative interpretation and repurposing redundant historic assets to create community owned spaces. Central to the development is the ambition to increase local pride and confidence through reconnecting people with their rich culture and heritage, ensuring that the slate landscape remains a viable place to live, work and visit in the future.

For more information, please see the project prospectus (appendix 1)

### Element 1: Dinorwig Hub

To create a main WHS hub by improving the visitor offer at the National Slate Museum by upgrading exhibition and education spaces and installing innovative interpretation.

The hub will also include the repurposing of historic buildings in Parc Padarn, the public park surrounding the National Slate Museum and part of the historic slate landscape. This will include the creation of a new volunteer space and diving centre, and exhibition space for the return of a historic Dinorwig Quarry engine to its original site. Significant improvements will also be made to the visitor infrastructure in the park including improved public conveniences, installation of EV charging points, bike storage and wash facilities and car park. Investment will be made in the connectivity between the hub and the Quarry, through the improvement of public footpaths, disabled access, and opening up new routes that are currently unsuitable for public use.

### Element 2: Ogwen Hub

To create a hub in the town of Bethesda. The project will renovate an empty high street property to become a multi-functional space including a purpose-built heritage and interpretation centre, micro-business units, education and training space, local produce cafe, and green transport hub for the Ogwen Valley (to Snowdon). Investment will also be made at Neuadd Ogwen, the cultural and arts centre for the Valley, in order to improve the fabric of the building to enable them to host night-time and larger events.

A new cycling and pedestrian route will be created between Bethesda and Penrhyn Quarry, site of popular Zip World attractions. The route will improve access to the slate landscape and in turn improve understanding and health and wellbeing amongst users; it will also enable Zip World visitors to visit the town, and as a result encouraging more local spend – something that is not currently happening sufficiently despite low-intervention efforts such as sign-posting.

### Element 3: Ffestiniog Hub

To create a hub in the town of Blaenau Ffestiniog, once named 'The City of Slates'. The project will bring two empty town centre buildings into reuse under community ownership, to create two micro-business units, and a multi purpose arts, training and creative space. There will also be investment in the Aelwyd yr Urdd Building which will focus on youth activities including creative spaces, innovative interpretation, events, training and advocacy services.

A purpose-built wellbeing cycling and pedestrian route will be created between the town and Llechwedd Quarry. The Quarry is home to numerous heritage and adventure attractions, and the creation of the new route will not only facilitate people's access to the slate landscape, improve understanding and appreciation, and contribute to the health and wellbeing of the local population, but also encourage visitors to visit the town and in turn extend the economic benefit.

Gwynedd Council will undertake a series of small scale infrastructure and

public realm interventions at the three hubs in order to main-stream the slate story in each destination. The interventions (e.g. street furniture, bike racks, signage) and public realm projects (e.g. gateway features, art work, interpretation) will all use the cultural influence of the slate landscape to unite the project by using art, poetry, prose influenced by the landscape to create bespoke and high-quality interventions. Gwynedd Council will also undertake conservation works to historic structures and assets located near to the new connecting routes, along with interpretation, this will increase the understanding of path users of the WHS and the role of individual structures in the industry.

---

### **3.4. Provide a short description of the area where the investment will take place**

The Slate Landscape of Northwest Wales WHS comprises of six Component Parts within the county of Gwynedd and Snowdonia National Park. Gwynedd is a county in the north-west of Wales, it has the largest population of Welsh speakers in Wales, with over 75% of the population of slate valleys speaking Welsh. Gwynedd is a county heavily reliant on tourism and agriculture, though has a significant industrial past in the slate industry; Gwynedd roofed the world during the industrial revolution, and the industry employed over 16,000 people at its height. The slate industry remains a significant employer in the area, though not to the same extent as during the peak of the industry in the 18th century.

The Llewyrch o'r Llechi project is a package bid comprising three distinct geographical areas.

Dinorwig: the settlements of Deiniolen, Dinorwig and Clwt y Bont are historic quarry communities, and lie near Llanberis and Yr Wyddfa (Snowdon). The area has a population of 11,665 and is an area heavily reliant on tourism and the outdoor sector. The Dinorwig Quarry is now utilised as an operational hydro-electricity station, and is the largest of its type in Europe, and continues to be a key energy supplier for the national grid.

Ogwen: Bethesda is the main settlement in the Ogwen Valley and is the second largest settlement within the WHS, it was originally created by quarrymen and their families who preferred not to live on the quarry owner's land. Bethesda lies within the Ogwen Valley, a popular area with visitors and outdoor enthusiasts with easy access to Yr Wyddfa (Snowdon), Eryri (Snowdonia) and other mountain ranges. Penrhyn Quarry remains the largest operational quarry in Gwynedd, employing around 300 individuals. Bethesda is also famous for its arts, music and cultural scene, with many world-famous artists coming from the area, many of whom use the slate landscape as inspiration for their work

Blaenau Ffestiniog: once named 'The City of Slates' and a remarkably well kept Victorian industrial town, it is the largest settlement in the WHS. Blaenau

Ffestiniog is the main town for the sparsely populated surrounding rural area of Bro Ffestiniog, the area has a population of 6491. There remain operational quarries in the area, but the main economic sector is the tourism industry with major attractions such as the Ffestiniog Railway, Zip World and Llechwedd located here, along with a rich outdoor offer including walks, mountains, downhill bike trails and fishing.

---

### 3.5. Optional Map Upload

---

Project Maps.pdf

---

### 3.6. Does your bid include any transport projects?

No

---

### 3.7. Provide location information

#### 3.7.1. Location 1

**Enter location postcode**

---

LL55 4TY

---

**Enter location grid reference**

---

SH 58544602257

---

**Percentage of bid invested at the location**

---

62%

---

**Optional GIS file upload for the location**

#### 3.7.2. Location 2

**Enter location postcode**

---

LL57 3AN

---

**Enter location grid reference**

---

SH 6224555793

---

**Percentage of bid invested at the location**

---

18%

---



## Optional GIS file upload for the location

### 3.7.3. Location 3

**Enter location postcode**

---

LL41 3ES

**Enter location grid reference**

---

SH7019645870

**Percentage of bid invested at the location**

---

20%

**Optional GIS file upload for the location**

---

## 3.8. Select the constituencies covered in the bid

### 3.8.1. Constituency 1

**Constituency name**

---

Arfon

**Estimate the percentage of the bid invested in this constituency**

---

80%

### 3.8.2. Constituency 2

**Constituency name**

---

Dwyfor Meirionnydd

**Estimate the percentage of the bid invested in this constituency**

---

20%

## 3.9. Select the local authorities covered in the bid

### 3.9.1. Local Authority 1

**Local authority name**

---

Gwynedd

**Estimate the percentage of the bid invested in this local authority**

---

100%

---

### **3.10. Sub-categories that are relevant to your investment**

*3.10.1. Select one or more cultural sub-categories that are relevant to your investment*

---

Arts and Culture  
Visitor Economy  
Heritage buildings and sites  
Other Cultural

---

*3.10.2. Describe other cultural sub-category*

---

Wellbeing / education and training

---

### **3.11. Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome**

Please see appendix 2 (Match Funding Table) for details of the match funding secured and pending for the project.

A total of £7,915,967 match funding is required for the project, 21% has been secured, with the remaining 79% to be decided during the LUF assessment period.

Please see appendix 3 (Evidence of Match Funding) for details of individual match funding commitments.

---

### **3.12. Provide VAT number if applicable to your organisation**

636600941

---

## **SECTION 4: Equalities**

### **4.1. Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community**

Equalities is at the forefront of any development undertaken by Gwynedd Council. Gwynedd Council has a statutory duty to promote equality and are committed to promoting gender equality, good race relations and tackling discrimination on the grounds of age and disability. Furthermore, all work needs to be accessible to all regardless of physical disability, sensory impairment, learning disability, mental health problem or any other impairment to help ensure that all visitors enjoy a quality experience.

Gwynedd Council has a designated Equality Advisor within the Corporate Service who ensures compliance with the Council's Equality Strategy.

The Programme will be developed in accordance with Gwynedd Council's Equal Opportunities Policy. It will be a stipulation of the appointment of any third party bodies that they also adhere to this policy.

The Programme will also be developed in accordance with Gwynedd Council's Welsh Language Policy. It will be a stipulation of the appointment of any third party bodies that they also adhere to this policy.

The following opportunities have been identified as being particularly relevant to the Programme in promoting equal opportunities:

**Employment and procurement opportunities:** Employment and procurement opportunities stimulated via the Programme will be made available to all individuals, including those with protected characteristics in line with the Equality Act 2010.

**Publicity:** All public facing material produced by the Programme will be bilingual in line with Gwynedd Council's Welsh Language and Equal Opportunities Policies. Full consideration will be given to the accessibility of such materials in line with recognised standards and legislation (e.g. DDA). Ensure constructions of physical improvements are in line with DDA and other requirements. Ensure all materials produced are available in accessible formats.

**Engagement/Consultation:** All public meetings &/or public facing services will be subject to the principles of Gwynedd Council's Welsh Language and Equal Opportunities Policies. Full consideration will also be given to accessibility in conducting such activity.

**Social Clauses/ Community Benefits:** Wherever possible, the programme will work with contractors to incorporate a social clause / community benefit scheme to achieve social benefits. The Programme will include a number of large scale construction contracts where it is envisaged that there will be

opportunities to explore social clauses within the procurement framework. Where relevant, use will be made of the Welsh Government's Procurement Route Planner tool.

Design and Access Statements: will be drawn for developments to demonstrate how access issues have been considered and developed from inception, through all stages of development to the operation and management of the Building.

Access Statements: Access Statements will be prepared and marketed for new / improved premises developed as part of the project to provide clear, accurate and honest written statement of the services and facilities on offer.

---

## **SECTION 5: Subsidy Control and State Aid Analysis**

**5.1. Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?**

Yes

---

**5.2. Does the support measure confer an economic advantage on one or more economic actors?**

Yes

---

### **Provide further information supporting your answer**

---

The Llewyrch o'r Llechi project has three elements. The support will enable the National Museum of Wales to redevelop part of the World Heritage Site and to benefit from the impact this could have on the economic activities carried out there.

It will also enable the renovation of properties which can be used for economic purposes such as cafés and business units in Bethesda and Blaenau Ffestiniog

---

**5.3. Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?**

Yes

---

### **Provide further information supporting your answer**

---

Specific support will be provided to the operators of the National Slate Museum and projects in Bethesda and Blaenau Ffestiniog. There may also be incidental benefits for the users of the business units in Bethesda and Blaenau Ffestiniog.

---

**5.4. Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?**

Yes

---

## **Provide further information supporting your answer**

---

The support will enable the development of properties and provision of activities and facilities which other economic operators provide. There could therefore be potential to distort, competition, trade or investment

---

### **5.5. Public policy objective principle - Demonstrate below how your bid meets this principle**

The public policy objective of The Slate Landscape of Northwest Wales World Heritage Site (as agreed by UK Government and UNESCO) through its designation as a World Heritage Site is:

“to protect, conserve, enhance and transmit the Outstanding Universal Value of the Slate Landscape of Northwest Wales to reinforce cultural distinctiveness and strengthen the Welsh language, and become a significant driver for economic regeneration and social inclusion”

The Llewyrch o'r Llechi project will use the sustainable development and protection of important historical and cultural assets and the strengthening of the Welsh language to address difficulties in the area, and will use heritage, culture and regeneration to stimulate economic regeneration. The communities of the Dinorwig, Ogwen and Ffestiniog hubs are deprived communities, suffering from economic decline following the loss of the slate industry, Blaenau Ffestiniog is a former Communities First area, Communities First was a Welsh Government programme aimed at reducing poverty. The programme was community focused and supported the most disadvantaged people in the most deprived areas of Wales with the aim of contributing to alleviating persistent poverty. All three areas are within the 50% most deprived wards in Wales according to WIMD. The economic status of the three areas is reflected in the relatively high levels of income deprivation (Ffestiniog 16%, Ogwen 14%, Peris 11%) compared to the County average of 13%. The project will address the low-income levels in the region, especially Ffestiniog at £23,300, which is the lowest in Gwynedd, and also the lack of high value jobs in the area, again, with Ffestiniog being the lowest at 5.7% average in comparison to 11.1% average for Gwynedd, and 13.6% average for Wales.

The rationale for interventions is to contribute towards meeting the agreed objective by regenerating communities within the WHS.

The desired outcomes of the intervention are improving visitor amenities, bringing redundant buildings into reuse, fostering a greater understanding and appreciation of heritage and culture, improving interpretation and infrastructure and creating physical connections that will improve health and wellbeing.

---

### **5.6. Proportionate and limited principle - Demonstrate below how your bid meets this principle**

The scheme has been developed to respond to the policy, it has been developed using recognized project management principles including scrutiny of options and detailed costings to ensure the contribution is proportionate to the need. The identified activities need to take place in order to pursue the agreed objective and could not take place in the absence of the subsidy.

An analysis of suitable projects within the World Heritage Site area was carried out by the Project Team, external partners were asked to inform the project team of any proposals, projects and aspirations associated with the World Heritage Site as part of forming a Sustainable Funding and Development Plan post inscription, this information formed the basis of deciding which projects met the objective of the policy and were given priority to form a package bid. The elements selected were deemed the most mature, and the one's that would create the most social and economic gain for the area through investment whilst also meeting the requirements of a cultural package.

The level of subsidy for the overall bid is 70%, the individual subsidy contributions for elements vary, with the third sector organisations requesting the maximum level of subsidy (90%), and public sector organisations requesting a lower level of subsidy. This reflects the nature of the third sector, where own funds are more difficult to commit to new investment. Each request for subsidy is proportionate to the project element. The level of subsidy for each element has been assessed by the project team, and it has been concluded that in order to deliver the desired outcomes, a higher level of subsidy is necessary for third sector partners.

National Slate Museum – project cost £12,383,000 – LUF contribution £6,200,000 (50%).

Yr Hen Bost (Bethesda) – project cost £1,603,000 – LUF contribution £1,442,700 (90%).

Neuadd Ogwen (Bethesda) – project cost £342,435 – LUF contribution £308,192 (90%)

Town Centre Improvements (Blaenau Ffestiniog) – project cost £1,250,608 – LUF contribution £1,125,547 (90%)

---

#### **5.7. Change of economic behaviour principle - Demonstrate below how your bid meets this principle**

This level of interventions is necessary as noted in the proportionate and limited principle response previously.

The subsidy will enable beneficiaries to offer new services and facilities within their communities for local people and visitors, they will be able to meet local demands and contribute to the overall objective of the WHS and so achieve the public policy objective described above

This level of funding is not available locally therefore meaning that the activities would not be able to take place without the subsidy. Due diligence has been carried out on social enterprise partners and includes the assessment of current financial situation, credit checks and the professional assessment of a member of the Gwynedd Council Business Support Team of the financial viability of the enterprise. This exercise confirms that partners do not have the financial capability to fund the project themselves or to raise the funds from other sources without receiving the subsidy, but that they are also of a stable financial situation and are viable organisations capable of managing the investment and be able to maintain assets in the future, following the completion of the project.

---

**5.8. Compensation of costs otherwise funded by beneficiary principle - Demonstrate below how your bid meets this principle**

The activities included in this bid are all new and additional activities to the day to day one's of partners, the investment would be additional to existing commitments. As explained above, the additional activities could not be funded without the subsidy.

---

**5.9. Appropriate policy instrument principle - Demonstrate below how your bid meets this principle**

The policy objectives would not be achieved without this subsidy, no other grants are available on this scale to deliver the policy objective. The amount of loan required to fund these policy objectives would not be available and if they were, would not be within the beneficiary's capability to access them. Beneficiaries have carried out a scrutiny of options to their individual projects and no other funding grants are available in order to reach their goals. Alternative funding arrangements have been pursued, but the third sector partners are unable to access suitable funding for completing the activity from other public funds. Commercial loans are not viable for third sector organisations, and specialist loans (e.g., Welsh Council for Voluntary Action) have specific objective requirements which do not fit with the aims of this project. Alternative grant funding has been sought for individual elements, but organisations have either already been in receipt of funds for other projects (e.g., Neuadd Ogwen from the Communities Facilities, Activities Programme fund, Partneriaeth Ogwen from the Welsh Government Transforming Towns Fund) and unable to reapply, or the funds available are too small, or have differing objectives to be suitable for this project

---

**5.10. Competition and investment principle - Demonstrate below how your bid meets this principle**

The subsidy is specific to the development and promotion of the Slate Landscape of Northwest Wales World Heritage Site, it will not have a negative effect on competition as it is a stand-alone designated site with specific



attributes resulting the award of the status. As demonstrated in the response provided for the Proportionate and Limited principle, a measured analysis was undertaken in order to recognize the elements to include in the package bid.

---

**5.11. Net positive effects principle - Demonstrate below how your bid meets this principle**

All of the policy objectives will be achieved via the individual elements. As outlined in the competition and investment principle response, the subsidy will be provided for the development of a standalone site with specific attributes. There is no potential for negative effects on trade or investment.

---

**5.12. Will you be disbursing the funds as a potential subsidy to third parties?**

Yes

**5.13. Upload a statement of compliance signed by your Chief Finance Officer**

**Statement of compliance document**

---

Proforma 5 .pdf

---

## **SECTION 6: Strategic Fit**

### **6.1. Has an MP given formal priority support for this bid?**

Yes

### **6.2. Full name of MP**

Liz Saville-Roberts

### **6.3. MP's constituency**

Dwyfor Meirionnydd

#### **Upload pro forma 6**

MP support.pdf

### **6.4. Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?**

Communities are at the core of the WHS, they have been involved in the development of the nomination for inscription, and have a formal voice within the management structure of the WHS. The vision of the WHS is to use heritage and culture as a catalyst for economic benefit and social inclusion, and this vision is at the heart of all activities. The WHS is managed by a Partnership Board who have signed a Memorandum of Understanding to agree common goals, the Board includes Welsh Government (Cadw), Bangor University, Snowdonia National Park Authority, Gwynedd Council, National Trust, The Royal Commission on the Ancient and Historic Monuments of Wales, Amgueddfa Cymru (National Museum Wales), Icomos UK and representatives from the private and community sectors.

All evidence of engagement can be found in appendix 4, and letters of support including one from our second local MP can be found in appendix 5.

In order to identify community priorities for the WHS, Community Destination Plans were co-created between public, private and third sector partners. These are living document that are used to prioritise and steer investment for the WHS. All elements of this bid are identified in the action plans associated with the Community Destination Plans, and are included in this appendix.

The WHS Management Plan is a strategic document adopted by the Partnership Board and approved by UNESCO which outlines the priorities for the sustainable management and development of the WHS 2020 – 2030. The Management Plan underwent a public consultation in 2019 which ensured it was a document that had complete buy in and ownership by stakeholders. All

elements of this bid contribute to achieving a number of priorities within the Management Plan. The report of the consultation is included in the appendix, and the Management Plan can be found on the WHS website.

The Interpretation Plan has been formed in consultation with stakeholders, in order to identify the best locations for interpretation, and also to agree the themes and key messaging relevant to each location in order to contribute to the WHS narrative as a whole. The plan is included in this appendix, and is also available on the WHS website as part of the community resources page.

The WHS has a community engagement programme, named LleCHI which has been running since 2018 and ensures that all sectors of society are informed, engaged and included in slate related matters. Engagement has ranged from school sessions, creating a network of Youth Ambassadors, virtual events, social media campaigns, drop-in sessions, attending community events such as fairs, carnivals and cultural events such as Eisteddfods, supporting performances, and holding arts and conservation sessions. We pride ourselves on inclusive and extensive engagement across the board when making decisions regarding the WHS, as community ownership, pride and ambition are key factors in the development and management of a successful WHS. The evaluation of the first stage of the LleCHI project demonstrates the engagement of communities in the development of regeneration project relating to the WHS. The evaluation report of this project up to 2021 can be found in the appendix.

Letters of support have been received from a number of stakeholders

Individual partners have also undertaken their own engagement exercises as shown in the appendix, including:

The National Slate Museum: public consultation held in 2021 on the future of the Museum, the majority of respondents wished to see more workshops and opportunities to take part in workshops, people-centred exhibits, guided tours, activities for children and use of virtual reality. There were also suggestions for cultural activities such as to host concerts, archive films, actor sessions, craft area and returning the Fire Queen engine to Llanberis. There are also numerous suggestions about preserving the 'Welshness' of the site, and ensuring the historic assets are preserved. This project responds to the aspirations of the community and visitors who took part in the consultation, and will be a way of bringing the Museum up to modern standards and expectations.

Partneriaeth Ogwen: an in depth public consultation was held in 2020 to set a baseline for the area, set direction for the activities of the enterprise and to measure community impact. Findings show that 85% of respondents believe that the Ogwen valley is rich in terms of language, culture and heritage. The

consultation showed that the main priorities for the Ogwen Valley were regenerating the High Street, bike/walking trails, local produce, green transport and infrastructure, sustainable tourism and arts, crafts and cultural events. This project facilitates the realisation of many of the priorities noted in the consultation.

Neuadd Ogwen – a public consultation was carried out in 2020 asking local people what they enjoyed about the space. A number of the comments note the need for the space to host larger events, and later into the evening which is what the investment through this Project will enable.

Transport for Wales (Bethesda to Penrhyn Quarry Link) - there have been a number of public consultations regarding a link between Bethesda and Penrhyn Quarry which are summarised in the feasibility report. The consultation identifies the need to facilitate the movement of visitors from Zip World to Bethesda and to improve recreational routes for local users. The project will be subject to ongoing consultations during the detailed design and construction stages.

Antur Stiniog - the 2014 vision document names the main aim of the organisation to develop Bro Ffestiniog as a destination and centre for tourist, cultural, outdoor and heritage activities, and goes on to name the following priorities: supporting and establishing commercial enterprises with social objectives that would be of benefit to the local community, to develop and market the status of Bro Ffestiniog as a centre for cultural and industrial tourism and to provide high quality employment and training opportunities to people of all ages as priorities.

North and Mid Wales Trunk Road Agent (NMWTRA) (Blaenau Ffestniog to Llechwedd Quarry Link) - partner consultations have taken place, and the project will be subject to public consultations during the detailed design and construction stages.

The bid has carried out extensive engagement across a wide range of stakeholders in order to shape the elements to fulfill community needs for the benefit of the individual areas, the wider community and the WHS as a whole.

#### **6.5. Has your proposal faced any opposition?**

The Llewyrch o'r Llechi Project is supported by both Members of Parliament within the County, Gwynedd Council's Cabinet, Gwynedd Regeneration Board, the WHS Partnership Board and by stakeholders within the WHS.

There has been no opposition to any aspects of the bid during the project development phase, and we do not foresee any opposition as we move into the delivery phase.

Some concern was voiced during the WHS nomination process by landowners who were concerned that inscription would lead to increased planning constraints. We were able to work with landowners to alleviate their concerns as the landscape is already already highly protected and managing development in the future will be based on current established planning policies. Landowners and stakeholders were also involved in developing the Supplementary Planning Guidance.

Some concern was also voiced during the nomination process that World Heritage designation could be a threat to the Welsh language and culture of our communities. We have addressed these concerns by developing a baseline study of the Welsh language in our communities and also in developing a Sustainable Visitor Economy Plan for the area. We are also actively working with Bangor University to develop research programmes on any effect the inscription could have on our communities. Through our work with the National Lottery Heritage Fund we aim to celebrate and promote cultural and Welsh language activities across the area as this is the very essence of our WHS.

As demonstrated in response to the previous question, the elements of this project have been born out of in-depth stakeholder consultations, involving an extensive list of stakeholders throughout the three hub areas, and the wider WHS. The various consultations have informed the areas of focus and prioritised a range of projects that will help bring about the transformational change needed for the area to thrive in a sustainable way.

There is ongoing discussion with both Local Planning Authorities and Cadw (Welsh Government's historic environment service) with regards to the design and suitability of the elements in the context of an historic landscape and WHS setting.

**6.6. Do you have statutory responsibility for the delivery of all aspects of the bid?**

No

**6.7. Which parts of the project do you not have statutory responsibility for?**

There are no elements of the project that come under the statutory responsibility of any authority, though Gwynedd Council do have statutory powers to create new public footpaths, bridleways and restricted byways through through the S25 & S26 Highways Act 1980 and cycle tracks through Cycle Track Act 1984, and also have statutory powers to create permissive paths through the S39 Wildlife and Countryside Act 1981.

Gwynedd Council, the lead applicant for this bid, has responsibility for some aspects of this project; both cycle and pedestrian routes, and the

infrastructure and conservation elements within the the three communities.

External partners have agreed to be responsible for the delivery of other aspects of the project:

Redevelopment of the National Slate Museum – Amgueddfa Cymru (National Museum Wales) - agreement received

Yr Hen Bost – Partneriaeth Ogwen – agreement received

Neuadd Ogwen – Cwmni Tabernacl Cyf – agreement received

Aelwyd yr Urdd, 22 and 23 Church Street – Antur Stiniog – agreement received

**6.8. Who is the relevant responsible authority?**

Gwynedd Council

**6.9. Support/consent of the relevant responsible authority**

**Do you have the support/consent of the relevant responsible authority?**

Yes

**Pro forma upload (if required)**

**6.10. Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to**

The slate valleys are post-industrial areas and are amongst the most deprived areas in Gwynedd.

The area is highly dependent on the tourism sector, and the WHS designation offers the opportunity to extend the traditional visitor season, and attract higher spending visitors who stay longer, and have a particular interest in heritage and culture. This project will improve the cultural visitor offer significantly and enable the area to promote itself as a year-round destination.

There is currently no leisure route in place between Bethesda and Penrhyn Quarry, and Blaenau Ffestiniog and Llechwedd Quarry, this project will develop green links (cycle and pedestrian) between the communities and the historic/adventure assets and therefore enable a greater spread of economic wealth into these post-industrial communities.

The high streets of Bethesda and Blaenau Ffestiniog are in decline, there are

numerous empty properties, and the two social enterprises are working to turn this trend on its head by purchasing properties and finding new and appropriate uses for them. Local research has shown a need for micro-business incubation units in order to encourage entrepreneurship and young people to stay in the area for employment, there is also a need for creative and educational spaces in order to provide opportunities for local people. Slate heritage and culture will be central to all developments, with buildings incorporating innovative interpretation elements into the design, with culture underpinning the creative and learning experiences at the sites.

The vision of the WHS is to Protect, conserve, enhance and communicate the important qualities of the area in order to reinforce cultural distinctiveness and strengthen the Welsh language, and become an important driver for economic regeneration and social inclusion. This vision has been adopted by the Partnership Board, and all stakeholders, and is central to all activities associated with the WHS.

The Gwynedd Council Plan 2018-2023 notes the need to implement Gwynedd Slate Heritage as a strategic priority, along with continuing to enriching the lives of Gwynedd residents by promoting an understanding of our unique heritage and culture (appendix 6). The Council sees heritage and culture as an integral part of all economic activities, and they run through regeneration priorities, and all activities associated with the WHS. The WHS has been inscribed as a cultural landscape, therefore enshrining the importance of the culture of this corner of Wales on a global level.

The National Slate Museum has not seen any significant investment since 1995 when some interpretation and renovation works were undertaken. The Museum is in desperate need of investment to become a real focal point for the WHS and to encourage wider visits of the region. In 2022 the Museum celebrates its 50th birthday and this project will be a significant investment to mark this important milestone in making the museum relevant to audiences and communities in the 21st Century. Amgueddfa Cymru (National Museum Wales) will continue to operate as an accredited museum following the investment and will advise and support partner projects in the development and maintenance of their interpretation centres (though these will not be museums and therefore not under the same statutory obligations).

The elements included in the project have all been identified as priorities in the Community Destination Plans that were co-created between WHS partners, Gwynedd Council and local communities, along with the general infrastructure improvements to be implemented by Gwynedd Council.

The WHS management structure ensures community voices are heard throughout all processes, ongoing engagement and consultation has been key to achieving the designation and will continue to be essential as individual



projects develop.

The evaluation of the WHS community programme (LeCHI) demonstrates that cultural heritage has been a key element of activities to date and will continue to direct activities in the future.

The project will bring significant added value to previous investment in the area including the £4m ERDF slate-themed public realm improvements in Blaenau Ffestiniog, the significant private investment in both Blaenau Ffestiniog and Bethesda by Zip World, JW Greaves and Breedon, and the ongoing investment of Gwynedd Council and Amgueddfa Cymru (National Museum Wales) in the Dinorwig area. It will also add value to the investment made by the third sector partners of the bid including the investment made by Antur Stniog and Partneriaeth Ogwen in purchasing the town centre properties, and Tabernacl (Bethesda) Cyf in upgrading Neuadd Ogwen.

Investment will also bring added value to the inscription as a WHS, which is a world-renowned title bringing with it its own attention and spotlight, this investment will capitalise on the global status by bringing the facilities within these areas up to the high expectations of our local communities and cultural tourists.

The current state of conservation of some of our historic and community assets is poor, and investment through this fund will ensure they are safeguarded for future generations. Images of some assets included in this bid can be seen in appendix 7 .

#### **6.11. Explain why Government investment is needed (what is the market failure)**

The project includes infrastructure elements that are not provided by the private sector. These include footpaths and cycle routes, small scale public realm improvements, interpretation, and conservation works. These elements will all contribute to increasing local pride and confidence, and contribute to the unique sense of place associated with the slate WHS. There has been a lack of investment in local infrastructure in recent years due to public sector cuts, and the expectation associated with WHS means that there is huge disparity between expectation and reality.

Town centres are under immense threat and are in decline. In order to encourage and promote their revitalisation it is essential to invest in the urban fabric to raise economic, community and consumer confidence.

The Project targets funding to develop a transformational difference in the WHS, to develop infrastructure and public realm works that will safeguard and improve the local environment, promote health and well-being and will lead to aesthetic improvements, and improved access to cultural and heritage assets



and experiences. It is envisaged that these enhancements will contribute towards wider economic regeneration achievements within the three communities.

Commercial Properties – the project includes the renovation, extension and improvement of town Centre Properties by third-sector organisations. Three of these are bringing empty Properties back into use, all of which have been empty for a significant period of time with no commercial interest in purchasing them, these projects have identified new uses for the properties in order to meet local market failures, namely, affordable business start-up units to encourage entrepreneurship, with a focus on the creative and cultural sector. In order to subsidise these spaces, the buildings will also have additional functions (e.g. cafe, residential units). There will also be the creation of a new interpretation Centre in Bethesda, realising an aim of the WHS to create a model of interpretation hubs and spokes across the area. Lastly, one element will see the upgrading of the cultural Centre on Bethesda high street to meet a gap in the market for the area in order to provide a space for large events.

The project also includes small scale public realm and infrastructure works which will act as an enabler for private sector investment. These are difficult to achieve without public subsidy but are enablers to support opportunities for wider regeneration. The creation of new cycle and pedestrian links between the slate communities and the quarries, has both health and wellbeing benefits and will increase accessibility to key regeneration sites such as the two town centres.

The scale of investment required to produce the ‘goods’ outlined above is far beyond the capacity and role of the private sector, with the private sector unable to supply these types of ‘goods’ at a profit. Owing to their ‘public goods’ status, there is not a clear and fair way for the private sector to charge for the consumption of the ‘goods’ and the sector would be unable to recoup the positive benefits associated with the outcomes and impacts of these ‘goods’, leading to positive externalities.

Given the scale and lack of return associated with the investment in this bid, unless the public and third sectors intervene, there will continue to be an under provision of these public goods and their associated outputs and outcomes

#### **6.12. Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers**

The WHS was designated in 2021. In order to meet expectations of visitors, and to take full advantage of the status for the benefit of residents, there is a

need for significant investment and intervention. In the document 'An Assessment of the Current and Potential Economic Impact of Heritage' prepared by TBR's Economic Research Team and Rebanks Consulting, it notes that "analysis shows that the most attractive future scenario in economic terms is to invest in a successful WHS bid and the activities and initiatives that would fully exploit the economic opportunities that arise". The WHS Interpretation Strategy (Appendix 8) has developed a hub and spoke model in order to transmit the significance of the WHS as effectively and efficiently as possible, the initial phase of the plan **(Gwall! Dydy cyfeirnod yr hyperddolen ddim yn ddilys.** online hub) has been developed by Gwynedd Council, and this project sees the implementation of the first phase of physical hubs in the key areas of the WHS.

A scoping exercise was carried out to identify which areas should be included in the project. Dinorwig was key as the home to The National Slate Museum which will be the main WHS hub, and a gateway to all other hubs. The National Slate Museum will provide overarching information on the WHS, and each area's 'story', and will also signpost visitors to other areas in order to make thematic journeys. This will act as a catalyst to spread the wealth and density of visitors who come to the Dinorwig area to less well-visited areas within Gwynedd.

Bethesda and Blaenau Ffestiniog were selected to be part of phase 1 due to their individual projects being well-developed and with clear ambitions that contribute to the agreed vision. They are also strategically located within the WHS to ensure the best reach and impact on the slate communities. Blaenau Ffestiniog is located in the South of Gwynedd, in the Meirionnydd area and will act as a WHS gateway for the South of the county. Both Blaenau Ffestiniog and Bethesda are located on strategic routes within Gwynedd, the A470 and A5 respectively, and they are the two largest settlements within the WHS, therefore the Investment will have the greatest impact on a larger number of residents.

A coordinated infrastructure and conservation programme implemented by Gwynedd Council across the three areas will ensure unity and consistency and will enable visitors to each area to identify a distinguishable WHS brand and style throughout the communities. This work will build on the distinct culture and heritage of the slate landscape and incorporate these into design features and any interpretation.

The improvement and creation of cycle and pedestrian routes will contribute to health, wellbeing and sustainable Transport plans, and will make the three areas destinations for Leisure and activities, therefore attracting people to the WHS.

Through this project we will invest in:

- The re-development of the National Slate Museum as the key hub for the World Heritage Site;
- Key community assets to stimulate culture and heritage-led regeneration in addition to volunteering and youth skills development in Bethesda and Blaenau Ffestiniog;
- Establishing formal well-being links between the National Slate Museum and Dinorwig Quarry, Bethesda and Penrhyn Quarry and Blaenau Ffestiniog and Llechwedd Quarry;
- Innovative interpretation of our Internationally Significant Slate Story;
- Strategic and high-quality public realm improvements;
- High quality and community-centred public art and interpretation Investment.

#### **Upload Option Assessment report (optional)**

### **6.13. How will you deliver the outputs and confirm how results are likely to flow from the interventions?**

The project has clear outputs which align with the efforts of the WHS to achieve its agreed vision. The overall output will be to change the perceptions of place held by residents, businesses and visitors, we aim to increase local pride, understanding and ownership of the WHS through the project.

Elements include the creation and improvement of cultural spaces, which in turn leads to an increase in the number of visitors to cultural venues, more cultural events and attendees, along with an increase in consumer spending at cultural events (Neuadd Ogwen).

A number of heritage assets will be improved, renovated and repurposed through the project, ensuring their long-term protection and conservation as elements of the WHS.

Volunteering opportunities will be created across the three areas in various forms, including the establishment of a volunteering programme at Parc Padarn to assist with conservation works.

Both Antur Stiniog and Partneriaeth Ogwen are well established social enterprises who have an asset portfolio in both communities and are significant local employers, they are recognised as innovative and pioneering amongst third sector organisations nationally. They will improve existing residential units as part of their sustainable management of community assets, with rents being used to subsidise other activities within the buildings. Property upgrades will include green retrofits including solar panels to the

Aelwyd yr Urdd and Yr Hen Bost.

Yr Hen Bost project will improve a current dilapidated Building on Bethesda High Street, and Antur Stiniog will improve two dilapidated buildings at 22 and 23 Church Street.

Public realm improvements and various interventions will be seen across the three areas, with a coordinated slate-themed approach applied in order to ensure a better understanding of the cultural and heritage context of the WHS, this will also include the improvement of green spaces for public use.

Each area will see the creation of educational spaces (informal and formal learning and training spaces), and an element of community space where multi-functional spaces will be available for a variety of activities.

The access improvements across the three areas will contribute to the improved mental and physical health of residents and visitors.

More detailed outputs associated with each element of the projects can be found in the Theory of Change model.

The Monitoring and Evaluation Plan will capture the outputs and results of the project as noted in the relevant section of this form.

### **Theory of change upload (optional)**

Theory of Change Model.pdf

#### **6.14. Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions**

The package bid has been carefully created to bring the most benefit from the WHS status to the communities of Gwynedd. The three hubs all form part of the strategic effort to transmit the WHS story to residents and visitors in a cohesive and interesting manner, whilst also improving physical access to the historic assets through the creation of wellbeing routes. The elements of the individual projects all contribute to the overall aim of the WHS, and all complement each other in delivering similar outputs and products.

#### **6.15. Set out how other public and private funding will be leveraged as part of the intervention**

Both public and private funding is and has been secured as part of the project. The Levelling Up Fund application is for £18,830,189 equating to 70% of the total funds, with the remaining amount having been leveraged from other sources.

Direct public sector support derives from Welsh Government and Gwynedd Council, and equates to £7,019,000 (88%) of the total funds.

Indirect public sector support derives from grants secured from external partners including Visit Wales. The remaining amount will be provided by third sector partners using their own resources to fund elements of their projects, and grants such as the National Lottery Heritage Fund.

**6.16. Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up**

WELSH GOVERNMENT

Wellbeing of Future Generations Act – Welsh Government (2015): the project has strong synergies with the aims of the bill in contributing to the economic, social and environmental well-being of the people of Wales. This project seeks to reach the goals of a prosperous, resilient, healthier, cohesive and vibrant Wales.

The Programme for Government (2021-2026): ambitious commitments to deliver over 5 years to tackle the challenges that Wales face and improve the lives of people across Wales. References relevant to this project in the strategy include:

- Support the application to identify the slate landscape of Northwest Wales as a World Heritage Site
- Develop plans for a Museum of North Wales (phase 2 of The National Slate Museum Development)

Transforming Towns (2020) is a Town Centre First principle agenda developed by Welsh Government where the regeneration of town centres is central to all public sector investment. The project delivers on this principle and contributes towards ensuring the revitalisation and innovative uses of town centres, and public realm improvements for town centres.

Welcome to Wales: Priorities for the Visitor Economy (2020-2025): the projects is in line with the recognised ambitions for the tourism industry to “grow tourism in a way that also delivers benefits for the people and places including environmental sustainability, social and cultural enrichment and health benefits”, and in particular making the most of the unique opportunity posed by the WHS designation to target different markets of visitors to bring out of season benefits to the slate areas.

The Wales Transport Strategy, Llwybr Newydd (2021) includes active travel, bus, train and road, complementing the North Wales Regional Transport Plan’s vision, to “remove barriers to economic growth, prosperity and well-

being by delivering safe, sustainable, affordable and effective transport networks”

The Welsh Government’s Vision for Culture in Wales: Light Springs through the Dark, outlines the Welsh Government’s vision for culture in Wales. It sees culture as an important part of all parts of government policy in Wales including economic development, tourism, regeneration, international relations, health and social care, education, skills, tackling poverty, equalities and the Welsh language and volunteering. The WHS and this project align perfectly with the vision in the document.

#### NORTH WALES

North Wales Growth Deal (2020): the project aligns with the strategic outcomes of the Growth Deal to deliver growth prosperity in the region and to create better quality jobs for the local community. The foundations that will be developed through this project will allow for the economic growth.

#### GWYNEDD COUNCIL

The Gwynedd Plan (2018 – 2023) is Gwynedd Council’s corporate plan. Amongst other priorities, the Plan’s priorities relevant to this project include the regeneration of our communities, maximising the potential of our Slate Landscape, the need to develop a Sustainable Tourism Plan for the area, Skills and Welsh Language. This project meets the priorities of the Plan and has been seen as a priority for the Council since 2013.

Gwynedd Regeneration Framework (2021) is under development and will be finalised in the Summer of 2021. The Framework will provide a clear direction for the Gwynedd Regeneration Board to deliver a cross departmental approach to regeneration. The Framework will also include Area Plans. There will be a individual plans the three areas of the project and in response to wide public consultation, will identify area priorities.

Gwynedd Sustainable Visitor Economy Principles (2021) Gwynedd Council in partnership with Snowdonia National Park Authority have undertaken a consultation review on a new vision for the visitor economy in the County. This introduces the draft vision of “a visitor economy for the benefit and well-being of Gwynedd residents”. The communities and people of Gwynedd are central to the theme which supports the principles of this project by Celebrating, Respecting and Protecting Communities, Language, Culture and Heritage and Maintaining and Respecting the Environment.

The Gwynedd Arts Plan with the vision "Collaborating to support the people of Gwynedd to access, enjoy and experience the arts - for the benefit of individuals, society, the economy and community". This project contributes to the vision by providing new spaces for cultural and arts activities within communities, with the opportunity for thematic slate-based activities being an



obvious opportunity.

#### LOCAL STRATEGIES/POLICIES

References are made to the local strategies and policies in the previous question regarding local engagement and include:

- The Slate Landscape of Northwest Wales World Heritage Site Management Plan 2020-2030
- Dinorwig Community Destination Plan
- Ogwen Community Destination Plan
- Ffestiniog Community Destination Plan
- The Slate Landscape of Northwest Wales World Heritage Site Interpretation Plan
- An assessment of the current and potential economic impact of heritage, prepared by TBR's Economic Research Team and Rebanks Consulting

#### **6.17. Explain how the bid aligns to and supports the UK Government policy objectives**

Levelling Up White Paper (2022) the project will directly contribute to the Levelling Up Mission of restoring a sense of community, local pride and belonging, especially in those places where they have been lost: the slate communities have lost their identity since the loss of the industry, the WHS is an unique opportunity to reconnect these communities with their rich culture and heritage, and instill pride, resilience and understanding amongst residents of its important contribution to global heritage.

UK Government's Plan For Wales (2021) will support ambitious programme for renewal that will generate jobs and prosperity for our local communities. This project particularly contributes to Part 4 of the strategy 'Wales at the heart of a prosperous United Kingdom' where the Welsh culture and language is a key theme.

Build Better Back : Our Plan for Growth (2021) acknowledges the challenges faced by the economy and communities over the past 18 months. Social and economic regeneration is at the heart of the aim to revive communities. The investment proposed through this project will provide a firm foundation for change and future regeneration.

The Culture White Paper (2016) notes the need to set a global Standard in the stewardship of World Heritage Sites whilst also promoting sustainable Development and ensuring our sites are protected. This project sets about a series of sustainable, measured interventions to improve the WHS offer in Gwynedd, whilst also facilitating community ownership for the protection of the site and its Outstanding Universal Value for future generations.

All elements within the project will complement the UK Government and Welsh Government environmental policies and the drive to reduce carbon,

and support green and sustainable travel.

Please see the previous question for specific reference to relevant Welsh Government strategies

**6.18. Alignment and support for existing investments - Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality**

This project provides additionality to existing projects, and will enable a far greater intervention than what could occur without Levelling Up Fund support:

- Gwynedd Council community cohesion LleCHI project 2018-2022 National Lottery Heritage Fund project (£405,000)
- Gwynedd Council development phase funding 2022-2023 National Lottery Heritage Fund (£103,000) with the potential for £1,000,000 funding 2023-2028
- Parc Padarn access improvements through Visit Wales, Brilliant Basics fund (£250,000)
- Welsh Government investment in the initial stages of the creation of cycle and pedestrian routes between Bethesda and Penrhyn Quarry, and Blaenau Ffestiniog and Llechwedd Quarry. Funding for implementation has not been identified.

The project also provides a catalyst for future developments:

- Phase 2 of the redevelopment of the National Slate Museum to create the Museum of the North at Dinorwig – funding to be ascertained
- Phase 2 of the development of physical Llechi hubs across the WHS by Gwynedd Council – funding to be ascertained
- The development of a traditional skills centre in the WHS – location and funding to be ascertained

ChangeWhere applicable explain how the bid complements or aligns to and support existing and/or planned investments in the same locality

**6.19. Confirm which Levelling Up White Paper Missions your project contributes to - Select Levelling Up White Paper Missions (p.120-21)**

Transport Infrastructure  
Education  
Skills  
Health  
Wellbeing  
Pride in Place

ChangeSelect Levelling Up White Paper Missions (p.120-21)

**6.20. Write a short sentence to demonstrate how your bid contributes to the Mission(s)**



New cycle and pedestrian infrastructure will be created through the project which will contribute to the transport infrastructure mission, which in turn will lead to improved health and wellbeing.

Education and skills provision will be improved across the three areas by improving spaces for training to be held, and also creating informal education opportunities that will encourage those not typically associated with education back into learning.

Pride in place is central to our bid, and to the WHS in general. This project aims to reconnect people with their rich heritage, to increase appreciation amongst local communities of the significant influence this corner of Wales had on the rest of the world, and to increase local confidence and pride whilst safeguarding our heritage, culture and language.

## **SECTION 7: Economic Case**

### **7.1. Provide up to date evidence to demonstrate the scale and significance of local problems and issues**

The Bowydd a Rhiw and Diffwys wards (Blaenau Ffestiniog area) and Deiniolen ward (Dinorwig area) are ranked in the top 40% most deprived wards in Wales, with Ogwen 1 and Ogwen 2 wards (Ogwen area) ranked in the top 50% of the most deprived wards in Wales according to the WIMD 2014

All wards feature in the top 50% most deprived wards in Wales with regards to employment, health and community safety (with Ogwen 2 ward ranked in the 10% most deprived in Wales for community safety). All wards are in the top/worst 40% in relation to income.

The Bowydd a Rhiw ward is within the 10% most deprived in Wales in relation to housing, with Deiniolen ward ranking within the 20% most deprived in Wales in relation to access to Services.

Bethesda has a population of 8586, the area has a higher than the county average of % of people in income deprivation, and equal to the national average of people of working age in employment deprivation.

The Blaenau Ffestiniog area has a higher than the national and county average for premature mortality and equals the national average for % of people in income deprivation, and people of working age employment deprivation. Blaenau Ffestiniog is a former Communities First area, Communities First was a Welsh Government programme aimed at reducing poverty. The programme was community focused and supported the most disadvantaged people in the most deprived areas of Wales with the aim of contributing to alleviating persistent poverty. The Ffestiniog area has the lowest median household net income in Gwynedd, and the lowest median house prices in the Gwynedd at only £95,000 compared to £162,000 at a Wales level.

In addition, COVID-19 has had a significant impact on employers and businesses across the county throughout 2020/21. A broad range of businesses closed during the first part of 2020/21 and this adversely affected the county's economy. The number of businesses, levels of productivity (GVA per worker) and the value of businesses has reduced as a result of this. Brexit has also caused challenges for a number of businesses, especially businesses that depend on the import and export of key goods whilst a broad range of businesses find it difficult to recruit sufficient numbers of workers.

Salary levels in Gwynedd continue to be much lower than in other parts of Wales and the UK and the productivity value of Gwynedd businesses is low

compared to other areas.

The tourism industry is a key employer in Gwynedd (with an economic value of nearly £1.35 billion and over 18,200 people employed in this sector during 2019). The visitor economy was, however, substantially affected by COVID-19 with businesses being closed for substantial periods and events cancelled. It is also a sector that traditionally employs seasonally, and the wages are low in contrast with other sectors. The impact of COVID-19 was such that the value of the sector decreased to approximately £575 million in 2020 whilst employment fell to 9,570. As the restrictions were relaxed, however, the number of visitors to the main tourist destinations (including the slate landscape) has increased significantly, placing pressure on local communities. This is why the proposed interventions such as the enhanced walking and cycling links between the communities and the quarries, the improved interpretation provision and town centre interventions support the recovering leisure and visitor economy (and will support the levelling up of the slate valleys and the wider region).

Statistical information on the area can be found in Appendix 9.

## **7.2. Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues**

The economic data collated to support the need for intervention (and the local context) has been sourced from various organisations. All data covering the economic, deprivation and health characteristics of Gwynedd and the three communities have been sourced from Gwynedd Council's Economy and Community team, for example. Deprivation data was collated by team with the principal source being the Welsh Index of Multiple Deprivation (WIMD) 2014 dataset whilst other data sources include the UK Office for National Statistics (ONS), and a specific commission to Burum Consultancy as part of the ArdaNI consultation exercise.

The ONS data covers metrics such as Gross Value Added (GVA) and GVA per head for the county of Gwynedd as well as ONS National Online Manpower Information System (NOMIS) data covering labour market statistics for the county.

The most up to date data was used and the data from all of these sources is recognised by both the UK and Welsh Governments as being the most robustly collated in all of these particular areas

## **7.3. Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions**

The data provided is a Wales wide analysis of deprivation at the level of Lower Super Output Areas, these correspond approximately with the three areas where we wish to create the slate hubs. The data is also taken from the county wide ArdaNI public consultation where 13 areas have been identified by Gwynedd Council corresponding to High School catchment areas which use internal research packages to create area profiles. Again, these profiles correspond approximately with the three areas of the proposed slate hubs.

Where possible, supporting data and metrics were collated for the three communities, including data on a ward level (multiple wards make up each hub) or on a town/village level.

Where data was not available for the specific areas, county-level data and metrics were used. Based on ONS and ONS NOMIS data, metrics covering GVA and GVA per head were obtained at a county level as were all key metrics covering the labour market in the county (the latter from NOMIS)

#### **7.4. Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems**

Despite being inscribed as a World Heritage Site on 28 July 2021, the Slate Landscape of Northwest Wales is not currently providing the economic and social impacts that were anticipated when developing the nomination.

The key problem lies in the fact that no significant investment has been made in our communities, interpretation or people to celebrate our unique cultural heritage for many years, and nothing to take advantage of our new international status.

The National Slate Museum last saw significant investment in 1997. The exhibitions are dated and do not reflect the World Heritage story. The historically significant buildings are in need of conservation work and the facilities need to convey the international status of the site as the key hub for the Slate Landscape.

Parc Padarn needs to reflect the importance of the National Slate Museum and capitalise on the opportunities to increase and promote access to the quarries that created the landscape. At the moment one of our key problems and challenges is that there is no coherent interpretation of the site and no easy access to the fascinating heritage buildings on the site and the quarry itself. The Parc needs to develop a volunteering programme to encourage local ownership of the site and instil respect and pride within the local community of the important historic structures in the area to decrease vandalism and trespass.

In Ogwen and Ffestiniog, our key problem is that there is currently no interpretation of the WHS within the village of Bethesda nor the town of

Blaenau Ffestiniog. The incredibly active local communities have bought the old commercial properties and cultural facilities and aim of developing a thriving business incubation centre and interpretation hub in addition to youth and skills services with also a focus on the important heritage stories of the areas and their part in the WHS. By integrating heritage with business units and youth activities these could become sustainable operational models for other communities to replicate within the slate landscape.

In Ogwen as in Ffestiniog, another challenge is the lack of link between the village / town and the quarry that created them. Through developing sustainable wellbeing routes, this problem will be addressed leading to better connectivity between sites and encouraging visitor to attractions on the outskirts of these communities to stay longer and venture into the communities to learn more and experience their strong culture and heritage.

All three areas need investment in their townscape and this project will work with the communities to instil pride of place and a sense of place in the three areas. We will work with artists and creatives to create public art as a gateway to the WHS in addition to ensuring that the basic elements of the communities (e.g. bins, toilets, street furniture, event infrastructure etc) are of the highest quality. This will lead to increased opportunities for community events and an increased sense of pride in our communities.

This project comprises three elements: 1) the Dinorwig Hub, 2) the Ogwen Hub 3) the Ffestiniog Hub.

These three elements will deliver a series of much-needed boosts to culture and heritage, economic activity, connectivity, public realm and wellbeing in the three communities and the wider region. As well as individually generating a range of positive impacts, collectively the projects align well and are an integral part of the slate valleys, and the wider region's recovery from the COVID-19 pandemic as well as helping to achieve several levelling up objectives.

The ways in which these projects will achieve these objectives and the types of benefits they will have is set out below.

The Dinorwig Hub will produce the following benefits:

- additional visits
- additional participation in cultural activities
- additional volunteering opportunities
- additional jobs supported
- paths created and improved
- heritage assets renovated and restored

The Ogwen Hub will produce the following benefits:

- additional visits
- additional participation in cultural activities
- additional volunteering opportunities
- additional jobs supported
- paths created and improved
- enterprise units created

The Ffestiniog Hub will produce the following benefits:

- additional visits
- additional participation in cultural activities
- additional volunteering opportunities
- additional jobs supported
- paths created and improved
- heritage assets renovated and restored
- enterprise units created

**7.5. Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs**

The economic benefit of investment in the WHS has been assessed in the Assessment of the current and potential economic impact of heritage (2015) undertaken by TBR's Economic Research Team and Rebanks Consulting.

The key findings of the report note:

- The heritage economy in Gwynedd employed 8,250 people in 2014. This represents 15% of all employment in the county.
- Heritage generated £515 million in turnover in 2014 and £180 million in GVA in 2014 (which represents 6.2% of the Gwynedd GVA total).
- Heritage Tourism is the largest of the three segments within the heritage economy; it employs 6,860 people, generates turnover of £417 million and GVA of £135 million.
- Slate heritage contributed 710 jobs, a turnover of £53.4 million, and GVA of £22 million in 2014. Slate's importance to the Core Heritage segment is significant: 41% of jobs, 53% of turnover, and 55% of GVA. It therefore plays a fundamentally important role in underpinning Core Heritage in Gwynedd and thus heritage overall. However, it appears to only drive a small proportion of heritage tourism in the County; the evidence suggests that 4.3% of visits to heritage tourist attractions in Gwynedd are to slate-focused attractions. This should be seen as an opportunity, rather than a weakness, especially with respect to the impact that WHS might have on this part of the tourism economy

Potential future impact is noted as:

- For certain WHS projects (e.g. Blaenavon) it has been possible to double visitor numbers within five years of inscription. Several other sites have seen

annual increase of 6% as a result of activities that are targeted at increasing visitor numbers. Therefore, changes in visitor numbers and profile are absolutely possible through the successful implementation of WHS and associated development programmes.

- Locations containing a World Heritage Site have experienced wider economic growth of between 1% and 3% in the years following WHS inscription
- Projects with low visitor numbers benefit most from the profile that WHS gives in attracting new visitors, and these tend to be higher spending individuals.
- The WHS nomination and inscription process can generate PR worth very large sums and this can alert international visitors of the importance and specialness of a site. This also has the potential to stimulate increased tourism traffic.
- The achievement of outstanding outcomes from the exploitation of WHS can help alleviate (significantly in some cases) socio-economic problems in the locations around WHS sites. In Vigan, poverty rates fell from 46% to 9% over the 18 years following inscription.
- It is possible to create a coherent story across a number of apparently disconnected sites and that this can have a significant impact in attracting visitors.

The key findings on future impact are:

- A continuation of current trends would see the sector grow a total of 4% over the next 16 years to 2030. This would create 370 new jobs across the heritage sector.
- No further investment in heritage would lead to marginal additional growth above Scenario 0, because of the impacts of current investment that will be felt in the future. However, this would only roughly double the benefits of Scenario 0, with 605 jobs being created (i.e. 7% over 16 years).
- A successful WHS bid which is fully exploited is by far the most attractive scenario as it delivers the greatest increase in employment levels and suggests that the heritage economy could increase by over two thirds (68%) by 2030. This scenario would create over 5,750 additional jobs by 2030, additional annual turnover of £335 million per annum, and additional GVA of £127 million per annum by 2030.
- Increased investment without WHS could deliver significant economic benefit through growth in employment and appears to be the second most attractive option, although the return on investment is significantly lower.
- The preparation of the WHS nomination will in itself provide an economic return.

A copy of the full Report can be found in Appendix 10.

Each element of the project has undertaken financial modelling to forecast the



costs of implementing the interventions, and the revenue costs/obligations going forward following the initial investment.

**7.6. Explain how the economic costs of the bid have been calculated, including the whole life costs**

As set out in the project workbook, the economic costs of the bid have been calculated in line with Levelling Up guidance and with Treasury Green Book methodology and guidance.

The Financial Case costs of the three projects have been developed by project teams at detail relating to the particular project proposals, at outturn prices and including as appropriate brief development, design development and construction risk allowances/contingencies. In addition, to each project Gwynedd Council has added an overall additional risk element to guard against overarching cost changes over the delivery period, including changes to rates of construction industry inflation in the current volatile market. This appears as a separate line item in the three project cost analyses in tables C.

In order to calculate the economic costs, we have discounted inflation allowances back to 2022/23 base year and checked the resulting reduction to economic cost using GDP deflator. The stated economic costs are therefore the real costs of realisation at 2022/23 prices.

Cost risks and uncertainty have been fully taken into account throughout the development of the three packages and their constituent projects, and then in the overall financial development of the bid. Individual projects have been assessed and costs forecast on the basis of prudent assessment of known risks and allowance for unforeseen risks.

Optimism Bias has been assessed and across all three packages an allowance of 11.4% has been made. This is based on the upper bound 24% OB for Standard Buildings, with mitigations summarised in the table below. The project has been classified as 'standard' rather than 'non-standard' as it does not "involve special design considerations due to space constraints, complicated site characteristics, specialist innovative buildings or unusual output specifications." Gwynedd Council has extensive experience of working in these sites and environment and this is seen as the appropriate level of complexity. Mitigations have then been applied for:

Client Specific factors  
Project specific factors  
Procurement  
Environment  
External factors

Across these mitigations, the projects benefit from fully detailed client



understanding of all project elements and extensive experience in these environments, the degree of practical detail already completed in respect of all bid elements, including of options appraisal, confidence in Gwynedd Council procurement systems and recent detailed construction market analysis, supportive local communities and project delivery partners in all three locations and the overall support and partnership working with statutory agencies and Welsh Government.

#### **7.7. Describe how the economic benefits have been estimated**

The cultural and heritage value of the project has been assessed based on the Heritage Capital Approach as outlined by DCMS, which is a supplementary guidance to the Green Book.

Recognised Culture and Heritage Assets from the DCMS list included in this project are:

- Built Historic Environment – listed buildings, scheduled areas (e.g. National Slate Museum, Hafod Owen, Vivian Slate Quarry)
- Landscapes and Archaeology – historic features in the landscape (e.g. ruins, archaeological sites)
- Collections and moveable heritage – museum collections
- Performance and performance venues – Neuadd Ogwen
- Digital Assets – virtual engagement and interpretation

In addition to the assets noted above, there are strong intangible assets associated with this project, most notably the Welsh language, along with local traditions, stories and customs. Though limited monetary value can be afforded to these, they make a significant contribution to the benefit of the project, and the physical assets funded through the project will enable the continuation and development of intangible assets.

Components of this bid respond to economic weaknesses in the local area through proportionate investment in infrastructure

At the level of the specific calculation of the individual benefits of the three packages, benefits have been identified and quantified and monetised only where there is in place clarity of the benefit to be delivered, evidence of the quantum of benefit being delivered and suitable and robust values with which the benefit can be monetised. All benefits have been subjected to analysis of displacement, leakage and optimism bias and all are capable of measurement through and after delivery as part of our M&E plan.

The detail of this approach is set out in the economic methodology appendix, but in summary is as follows:

The benefit from additional visits to cultural venues establishes business plan based forecasts of the number of visits, their forecast pattern of point of origin

and additionality over existing levels of visitation, and applies an economic value based the origin of the visits and established STEAM data for Gwynedd for the economic contribution of each visit. Discounting is made for deadweight (would the visit have happened anyway?) displacement and leakage from the Gwynedd economy.

The benefit from additional cultural participations and of volunteering is not applied to ordinary visits as above, so as not to double count, but to groups and participants engaging in specific activities at the sites of intervention - and is monetised using established national benchmarks (Fujiwara et al 2013 report for Cabinet Office and DWP in 2013, ONS and NCVO research on volunteering benefits ). For our purposes, participation in natural and heritage environments accessed by new paths and restoration are similarly valued.

Additional direct jobs have been valued according to the ONS Indices of Productivity (2019) for Gwynedd. These are allowed only for direct jobs within the projects, so as not to double count flow-through economic benefits to local economies which are taken to be counted by the visitor led methodology above.

Benefits arising from restoration of heritage buildings and landscape have been assessed against the alternative cost of reactive maintenance and safety related works that would be incurred were the project not to progress - in turn based on costed condition surveys and cost of proposed works.

Enterprise units benefitting local enterprises are calculated at an alternative cost basis of provision of similar facilities were the project not to progress.

## **7.8. Provide a summary of the overall Value for Money of the proposal**

The overall value for money of the project has been assessed using Green Book methodology and as per the workbook - no manual amendments to outputs/outcomes or BCR have been made.

Overall the BCRs for the three projects is:

Dinorwig Hub - initial BCR 2.28, adjusted 2.96  
Ogwen Hub - initial BCR 2.85, adjusted 3.41  
Ffestiniog Hub - initial BCR 2.41, adjusted 3.02

Across all three projects the following rule has been used to define the benefits allocated to the initial and adjusted BCRs:

Initial BCRs are calculated on benefits that are robust and where the benefit flows directly to particular beneficiaries, or derives from the achievement of clearly measurable targets.

Adjusted BCRs include imputed values flowing from less individuated benefit flows, for instance from restoration of heritage buildings, and are typically valued using alternative cost, or invest-to-save methodologies.

It should be noted that there are many benefits not captured in the BCRs:

We have not attempted to give value in the workbook to changes in long term net revenue costs of operations. Among the interventions planned some will generate long term recurrent savings given flows of revenue income from increased use and similar. Essentially these are reduced lifecycle costs and while these will clearly have value in a whole life sense, this is difficult to value in the workbook format, and in some cases would be uncertain in the longest term, so we have discounted these life cycle cost movements for the purposes of this analysis.

A wide range of intangible or less monetisable benefits as set out in this section which will nevertheless have profoundly positive impacts from the point of view not only of local communities, but also for the Wellbeing of Future Generations Act and the twelve UK Government Levelling Up missions. In order to restrict our monetisation of benefits to generally direct and measurable outputs and outcomes, we have not given values to these impacts in the model.

**Upload explanatory note (optional)**

Gwynedd Council economic method.pdf

**7.9. Have you estimated a Benefit Cost Ratio (BCR)?**

Yes

**Estimated Benefit Cost Ratios**

**Initial BCR**

2.41

**Adjusted BCR**

3.02

**7.10. Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed**

The package bid will have multiple non-monetised impacts generated by different elements of the package.

The package will boost the attractiveness of the slate communities as WHS Hubs for interpretation, culture, heritage and tourism. The area has an

important role to play in the post-COVID recovery period in Gwynedd and the LUF-generated interventions will facilitate further economic development in the area. Local confidence will increase given the positive impact of the investment.

Other important non-monetised impacts include the following:

- Strengthening the Welsh language
- Increased community pride and confidence based on local heritage and culture
- Greater understanding of visitors about the outstanding universal value of the WHS
- Improved public realm in three slate communities
- Enhanced connectivity to heritage assets, leisure routes and tourist attractions
- Establishment of cycle/pedestrian links between slate communities and nearby quarries and associated assets
- Enabling “year-round” leisure and recreational activities based in the slate landscape
- Enhancing the appeal of visitor attractions;
- Enabling those who are infirm or disabled to enjoy new access to Dinorwig Quarry
- Promoting health and wellbeing
- Improving the environment and sustainability
- Increased confidence amongst local businesses and communities
- Creating opportunities to compliment the landscape character and heritage significance of the WHS

#### **7.11. Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid**

The principal risks and uncertainties in respect of VFM of the project are as follows:

Costs of construction run ahead of underlying inflation in the economy. This should only cause a deterioration in the BCR if construction cost inflation exceeds general inflation. This is a potential issue, but we have mitigated it by allowing significant contingency in our inflation assumptions and risk allowances.

Outcomes and outputs do not achieve targets or values applied to them in the model. External factors e.g. economic or social disruption could cause change to the achieved outcomes and outputs and this would affect the BCRs if costs were as planned. We have sought to mitigate this by various means:

We have forecast persistence of benefits (other than in the savings of alternate cost achieved through building renewal or provision) over only ten years. In reality the persistence will be much longer given the unique nature

and attraction of the assets with which we are intervening, but this protects against unforeseen change in the longer term.

Sensitivity analysis has been undertaken, assuming key shortfalls in outputs, e.g. reduction of 20% in additional attendances/visits, 20% reduction in participations, sum reductions in property improvement indicators. The initial BCR remains at 2.1 or higher in all scenarios (reduction in attendances/visits has the greatest impact reducing initial to 2.12 and the adjusted to 2.75).

If ALL outputs are reduced by 20% the BCR falls to (initial) 1.88 - (adjusted) 2.39- which remains a return on investment in the medium/high range.

**Upload an Appraisal Summary Table to enable a full range of impacts to be considered**

**Appraisal Summary Table 1**

**Upload appraisal summary table**

Appraisal summary table.pdf

**Additional evidence for economic case**

**None selected**

## **SECTION 8: Deliverability**

### **8.1. Confirm the total value of your bid**

#### **Total value of bid**

£26,746,156

### **8.2. Confirm the value of the capital grant you are requesting from LUF**

#### **Value of capital grant**

£18,830,189

### **8.3. Confirm the value of match funding secured**

£1,690,243

#### **Evidence of match funding (optional)**

Appendix 2 - Match Funding Table.pdf

### **8.4. Where match funding is still to be secured please set out details below**

The full match funding package has been identified for the bid.

Gwynedd Council are currently within a one year development phase of a National Lottery Heritage Fund project, with a five year implementation project to be submitted in 2023. The implementation bid totals just over £1,000,000 and this amount has been ringfenced for Gwynedd Council conditional upon the satisfactory completion of the development phase and submission of a complete application. A proportion of the NLHF implementation funding will go towards the town centre interpretation and infrastructure elements of the bid.

Amgueddfa Cymru (National Museum Wales) have submitted a bid to Welsh Government for the outstanding amount needed for the project to redevelop the National Slate Museum, with a decision expected September 2022.

Partneriaeth Ogwen and Antur Stiniog have committed to finding appropriate grant funds to match fund their individual elements, with the agreement that the individual organisations will underwrite these amounts should grant funding not be obtained.

The risk allowance for each element has been calculated at 5%, all partners have committed to underwrite these amounts associated with their individual projects should the risk budget need to be used.

**8.5. Land contribution - If you are intending to make a land contribution (via the use of existing owned land), provide further details below**

There are no land contributions as part of this bid.

**Upload letter from an independent valuer**

**8.6. Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below**

Not applicable

**8.7. Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget**

The majority of costings have been established by a quantity surveyor or equivalent qualified individual.

Dinorwig Hub:

National Slate Museum – costings have been estimated by DCA Consultants (a culture, creativity and regeneration consultancy), detailed designs and costs will be undertaken in the period when the LUF application will be assessed. These costs form part of the match funding contribution.

Parc Padarn – costings have been estimated based on previous works carried out by the Countryside Management Team, and also on the information provided by Chambers Associates Conservation Architects on the renovation of historic structures.

Improved connectivity – costings have been based on worked previously carried out by the Countryside Management Team.

Ogwen Hub:

Yr Hen Bost – costings have been established by PegwA architects.

Neuadd Ogwen – costings have been established by Wakemans Architects as part of a wider renovation project. Tender documents have been drawn up for this element.

Bethesda to Penrhyn Quarry Route – headline costs have been established as part of the feasibility study carried out by Mott Macdonald on behalf of Sustrans. Detailed design and costings will be undertaken during the period when LUF application is assessed. These costs form part of the match funding contribution.

Ffestiniog Hub:

22 and 23 Church Street – costings have been established by Wakemans Architects.

Aelwyd yr Urdd – Costings have been established by Wakemans Architects.

Blaenau Ffestiniog to Llechwedd Quarry Route – headline costs have been established as part of the feasibility study carried out by Ymgynghoriaeth Gwynedd Consultancy on behalf of NMWTRA (North and Mid Wales Trunk Road Agent). Detailed design and costings will be undertaken during the period when LUF application is assessed. These costs form part of the match funding contribution.

Infrastructure and conservation:

Costs for these elements have been estimated based on the previous experience of Gwynedd Council in delivering similar projects, and also with advice from partners in Cadw who have vast experience in heritage interpretation and conservation.

**8.8. Provide information on margins and contingencies that have been allowed for and the rationale behind them**

The cost plans for the scheme elements have been developed in detail at the project level, with each project team making prudent assumptions about risk (see below) and the contingency and margin in forecasts appropriate to those risks.

At the project level, contingencies have been made for risks including:

- Design development and detailing
- Construction tender variations and unpredictability in the construction market
- Site access and construction set up, preliminaries and the unique nature of many of the sites
- Variations to anticipated programme, delays and changes to work programmes
- Unforeseen occurrences on site - particularly heritage building condition, ecology and archaeology
- Delays and disruption caused by weather and ground and other site conditions
- Variations in contract sums arising from changes to works during construction

These contingencies and margins are reflected across the project specifications and costings.

In addition, at the programme level, the Council has made a further overall



contingency margin across all projects at a further 5%. This further strengthens our ability to respond to change, for instance in inflation assumptions or across the programme in extraordinary costs.

In terms of the financial planning for operations, the business plans for individual projects within the packages have margins built in to ensure long term viability in the face of change to original assumptions.

### **8.9. Describe the main financial risks and how they will be mitigated**

Financial risks can be summarised as follows. Further detail on mitigation and actions taken to date can be seen in the project Risk Register (uploaded).

#### DINORWIG HUB

- Conservation of historic structures brings unforeseen problems and costs
- Difficulty in obtaining required consents leading to cost increases
- Local objections to work leading to increased costs.

These will be mitigated by:

- Thorough investigation prior to commencement of works. Adequate contingency in the budget and through the condition surveys already undertaken.
- Early engagement with Planning Authorities and Cadw
- Continued engagement with community and stakeholders to ensure support and understanding

#### OGWEN HUB

- Land purchase for cycle/pedestrian route costs more than estimated

This will be mitigated by:

Adequate funds for land purchase in the budget

#### FFESTINIOG HUB

- Land purchase for cycle/pedestrian route costs more than estimated

The mitigation is as follows:

Adequate funds for land purchase in the budget

#### INFRASTRUCTURE AND CONSERVATION

- Conservation of historic structures brings unforeseen problems and cost

This will be mitigated by:

- Thorough investigation prior to commencement of works Adequate contingency in the budget Conditions Surveys already undertaken.

#### GENERAL RISKS

- Match funding

This will be mitigated by:

-Ensuring partners match funding commitments are secured or in advanced stages of approval.

### **Upload risk register**

Risk Register.xlsx

#### **8.10. If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below**

The Llewyrch o'r Llechi Project is a package of projects which brings a number of partners together to implement distinct elements.

##### Dinorwig Hub:

-Amgueddfa Cymru (National Museum Wales), Cathays Park, Cardiff, CF10 3NP. Funding for the redevelopment of the National Slate Museum LUF funding £6200000. Funding method – funding agreement.

-Parc Padarn – Gwynedd Council

-Improved connectivity – Gwynedd Council

-Infrastructure and conservation – Gwynedd Council

##### Ogwen Hub:

- Partneriaeth Ogwen, 26 High St, Bethesda, Bangor LL57 3AE. Funding for the renovation and extension of Yr Hen Bost LUF funding £1,442,700. Funding method – funding agreement.

-Tabernacl (Bethesda) Cyf, 33 Stryd Fawr, Bethesda, Bangor LL57 3AN. Funding for the updrade of Neuadd Ogwen LUF funding £237,837. Funding method – funding agreement

-Link between Bethesda and Penrhyn Quarry – Gwynedd Council

-Infrastructure and conservation – Gwynedd Council

##### Ffestiniog Hub:

-Antur Stiniog, Unit 1-2 High Street, Blaenau Ffestiniog LL41 3ES. Funding for the renovation of 22 & 23 Church Street, and Aelwyd yr Urdd LUF funding £1125547. Funding method – funding agreement.

-Link between Blaenau Ffestiniog and Llechwedd Quarry – Welsh Government

-Infrastructure and conservation – Gwynedd Council

The onward disbursement will be managed via a legal contract between Gwynedd Council and the third party. Gwynedd Council have vast experience of disbursing funding to external partners, whilst maintaining overall control of the total project. All relevant grant terms and conditions will be passed on to

the third parties by Gwynedd Council in order to ensure compliance with UK Government terms at all levels of project delivery.

**8.11. What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?**

The following provides the governance and legal arrangements to be established as part of the project:

Governance:

Llewyrch o'r Llechi Memorandum of Understanding

A MOU will be developed and agreed by all partners involved in the project to outline our intent to collaborate on this project. The MOU will not be a legally binding document; however, it will outline our terms of engagement and expectations on all partners.

Llewyrch o'r Llechi Project Board

A Project Board will be established to ensure effective communication and delivery of the project. The Project Board will include representatives from each part of the project. Terms of Reference will be agreed during the first meeting of the Project Board. The Board will report to the Benefitting from World Heritage Sub-Group in addition to the World Heritage Partnership Board.

Local Implementation Boards (Dinorwig Hub, Ogwen Hub, Ffestiniog Hub)

Each element of the project will ensure proper governance, financial and legal implementation through their own constitutions and structures in addition to the establishment of local project management groups.

Legal:

Llewyrch o'r Llechi Partner Funding Agreements

Partner Funding Agreements / Contracts will be agreed between Gwynedd Council and individual partners to reflect the funding agreement between HM Government and Gwynedd Council. These agreements will transfer all funding and relevant implementation conditions and clauses to third parties that are part of this project and will be a formal legal document signed and sealed by Gwynedd Council and partner organisations.

Works in Parc Padarn and the footpaths

Gwynedd Council will be solely responsible for the delivery of these LUF funded project. This work will be scrutinised and monitored by the Council's Finance and Legal Services.

Projects in partnership with an external organisation

Gwynedd Council, as the applicant will accept the terms and conditions of the

Levelling Up Fund from UK Government. Gwynedd Council will establish a legal agreement with an external partner which will safeguard that the external partner will be legally responsible for the funding and the associated terms and conditions.

This will be relevant for the projects that are being led by Amgueddfa Cymru (National Museum Wales), Partneriaeth Ogwen, Tabernacl (Bethesda) Cyf and Antur Stiniog.

Individual activities led by partners will follow the governance and legal structures below:

National Museum Wales – the activities will be reported to their Project Management Team within the Museum in addition to the National Museum Board of Directors.

Partneriaeth Ogwen – activities reported to their management team and Board.

Tabernacl (Bethesda) Cyf– activities reported to Board.

Antur Stiniog – activities reported to Management Team and Board.

#### **8.12. Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted**

All procurement activities will be undertaken in accordance with Gwynedd Council Procurement Policy, other than the redevelopment of the National Slate Museum which will be implemented in line with Welsh Government procurement guidelines.

##### **Contracts with a value of £250,000 and over**

These will be procured via Welsh Governments online portal Sell2Wales on the open market , the advantages of using Sell2Wales include:

- a simplified system where you can document tendering opportunities;
- access to procurement services in one place;
- easier communication between buyers and suppliers;
- contribute to a more transparent tendering process;
- contribute to greater savings and efficiencies, and;
- provide a secure environment for the procurement process.

They shall be divided into two stages; the Pre-qualification questionnaire (PQQ, Stage 1) and the Tender (Stage 2). The PQQ will consist of a pass/fail section and a question section. The pass/fail section will evaluate the interested contractor's performance against the following on a pass/fail basis:

- Supplier Acceptability;
- Economic/Financial Standing;
- Capacity & Capability;
- Management;
- Equal Opportunities;
- Sustainability, and;
- Health and Safety.

The question section of the PQQ will require the contractor to demonstrate:

- Relevant experience and specific examples of contracting;
- Past experience in similar works.

The successful contractors will then be entered into the Tender stage, which will consist of a Commercial and Quality element.

Contracts with a value of £50,000 and over

Purchases over £50,000 require a tender. There are 5 types of tender (open / restricted / negotiated / competitive dialogue / Innovation Partnership).

Contracts with a value of £5,000 to £50,000

For procurement valued at £5,000 - £50,000, at least 3 written quotations are required prior to a formal order / contract being issued

Contracts with a value of £5,000 and below

For orders / contracts with an estimated value of £5,000 or below, 1 written quotation from the supplier is the minimum requirement

In line with the Gwynedd Council Procurement Strategy, framework agreements may also be used to procure elements of work.

### Sustainable Procurement Policy

The work will be procured in accordance with Gwynedd Council's Sustainable Procurement Policy and Guidelines 2011 and Procurement Strategy 2014-15, and the Procurement Department Business Plan 2018-2023. Through effective procurement and commissioning Gwynedd Council sustainably sources goods and services that ensure value for money for the people of Gwynedd.

### Community Benefits

Gwynedd Council believes that a sustainable approach to procurement is fundamental to ensuring that the benefit locally from third party spend is maximised and this approach will have a positive and long-lasting effect on its communities. Through implementation of the Welsh Government's Community Benefits Policy, Gwynedd Council can embed legacy benefits for its communities.

Community benefits associated with the construction of the works will also be considered via the procurement procedure as part of the tender assessment

**8.13. Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?**

The core project team for the Llewyrch o'r Llechi project will consist of Gwynedd Council officers, and representatives from each of the external partners (Amgueddfa Cymru (National Museum Wales, Partneriaeth Ogwen, Tabernacl (Bethesda) Cyf, Antur Stiniog. All members of the project team have a proven track record in the development, management and delivery of capital economic regeneration projects, and all have vast experience of procurement rules, managing contracts and delivering projects.

All procurement being undertaken by Gwynedd Council will be led by the designated Project Manager in the relevant Department within the Authority:

Dinorwig Hub

-Parc Padarn and Improving connectivity – Economy and Community Department, Country Parks Team. This team have vast experience in commissioning work associated with the management of the Country Parks of the Local Authority, ranging from conservation works on historic assets, infrastructure projects (car parks, public conveniences), and interpretation.

Ogwen Hub

-Bethesda to Penrhyn Quarry route – Environment Department, Countryside Team. This team have extensive experience in managing infrastructure projects, especially the creation and upgrading of multi-use paths as part of the national network of cycle routes and public rights of way.

Infrastructure and conservation works

-These elements will be led by the Economy and Community Department, Wales Slate WHS Team. The team have vast experience in managing and delivering contracts associated with small scale infrastructure projects, arts and interpretation projects and small-scale conservation works. Members of the project Board will include colleagues from the Municipal Department, along with colleagues from Cadw.

All externally led elements will be undertaken by third party partners:

### Dinorwig Hub

-National Slate Museum – this element will be led by Amgueddfa Cymru, where a dedicated Project Team has been established to deliver this first phase, and to develop the second phase of creating the Museum of the North.

### Ogwen Hub

-Yr Hen Bost – this element will be led by Partneriaeth Ogwen. A well-established social enterprise with many years' experience in purchasing, developing and managing community assets in the Ogwen Valley. They are extremely experienced in grant management, and the procurement expectations that come with public funding.

-Neuadd Ogwen – this element will be led by Tabernacl (Bethesda) Cyf. The social enterprise has run the Hall and adjoining pub for a number of years, and in that time has transformed both assets into thriving community spaces. They are also experienced in dealing with grant funded projects and the procurement requirements associated with public monies.

### Ffestiniog Hub

-22 & 23 Church Street, Aelwyd yr Urdd – these elements will be managed by Antur Stiniog, a well-established social enterprise who have received and managed extensive grants for various projects over recent years. They have a proven track record of delivering against grant programmes and are experienced in the procurement requirements associated with public funds.

-Blaenau Ffestiniog to Llechwedd Quarry route – Welsh Government Trunk Road Active Travel Team. This team have extensive experience in managing infrastructure projects, especially the creation of new cycling and pedestrian routes along trunk roads

#### **8.14. Are you intending to outsource or sub-contract any other work on this bid to third parties?**

We do not intend to sub-contract any other works associated with this project.

#### **8.15. How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes**

Each potential contractor will be asked to submit a project risk register with their tenders, outlining potential risks and mitigation measures for their element of the project. This will enable the project group to assess the level of risk associated with each contractor before deciding on appointment. They will also be required to provide a continuation strategy within the proposal outlining measures for continued service in the event of a key team member being unavailable, this will reduce the risk to the project timeframe.



Established payment structures are in place within the Local Authority to ensure timely and regular payments, and to ensure that all checks have been carried out before releasing payments to contractors.

#### **8.16. Set out how you plan to deliver the bid**

Please see appendix 11 for the project Delivery Plan

##### Key Milestones

The key milestones for each element of the project can be seen in the Project timetable in the costings and planning workbook. Though all elements of the project are complimentary and contribute to the overall bid, they are not interdependent in terms of delivery, and can progress independently within the overall bid timeframe.

##### Key dependencies

Task durations are noted in the project timetable, all tasks will be completed within the bid programme.

##### Resources

The management of the Llewyrch o'r Llechi Project will be based on a Prince 2 model where the Project Initiation Document will outline the brief and the requirement for an effective management and delivery of each component within the overall project.

This will be placed into a Gantt Chart that identifies key tasks, milestones and requirements of each sub-project that will feed into a wider project programme. This will be agreed by the Project Board at inception and monitored throughout the life of the project.

##### Roles, Responsibilities and Management Structure

The Overall Management of the Llewyrch o'r Llechi Project will be led by Gwynedd Council. Gwynedd Council will enter into a legal agreement with UK Government to deliver the project within the County and to conform to the terms and conditions of the funding. Relevant terms and conditions will be passed on to third party partners in the form of legal agreements.

Please find the Project Structure in appendix 12.

On a County level Gwynedd Council will establish a Project Board. This group will be the high-level programme board that oversees the management of the project as a whole, including responsibility for managing the work programme, financial programme, risk register and taking the responsibility for key decision making. The Project Board will include Senior Officers from a number of Departments such as Economy and Community, Environment, Highways, Legal and Finance. It will also include representative from key delivery



partners including Amgueddfa Cymru (National Museum Wales), Partneriaeth Ogwen, Tabernacl (Bethesda) Cyf and Antur Stiniog.

On a local level, three individual Project Implementation Boards will also be established that will be guiding the projects at the individual hubs. These will directly report to the Project Board. These will also consist of representatives from Gwynedd Council's Departments, these groups will also have partners and community representatives, including Town and Community Councils and Community Groups.

The day-to-day management will follow the Prince 2 principle with the Senior Responsible Owner being Gwynedd Council's Head of Economy and Community Department, and the posts of Project Manager, monitoring and evaluation officer, and finance officer will be advertised and funded through this project.

#### Communication Strategy

A Communication Plan will be developed for the Llewyrch o'r Llechi Project that manages the communications and the expectations with all stakeholders. It will define how information is shared with a cross section of interested individuals, organisations and communities and make reference to statutory organisations, partners, community groups, Elected Members and the public at large.

Due to the interest and enthusiasm surrounding the UK's newest World Heritage Site, it is vitally important to manage communications on a project level, regionally, nationally and locally for the three elements of the project, and for the project as a whole.

#### Statutory Consents

No purchases are included within the project, all land or buildings where investment will be made is already in the ownership of the delivery partner. Any small scale conservation works carried out by Gwynedd Council will be done with landowner consent, and good working relationships are already in place with those individuals and companies, whereupon if investment is secured, the ability to implement interventions will be done so without objections.

Statutory consents will be required in order to implement some of the proposals, including planning consent, building regulations approval, and in some cases listed building or scheduled monument consent. Early discussions have taken place with both planning authorities, and with Cadw (Welsh Government historic environment service) in order to ensure that proposed developments are in line with existing policy, and complement the WHS, its setting and its vision.

*Dinorwig Hub:*

- Redevelopment of the National Slate Museum – scheduled monument consent needed
- Parc Padarn Improvements – scheduled monument consent, and planning consent needed
- Improved Connectivity to Dinorwig Quarry – no consent needed

*Ogwen Hub:*

- Yr Hen Bost – planning consent needed
- Neuadd Ogwen – planning consent in place
- Improved connectivity to Penrhyn Quarry – detailed design will determine if planning consent is required

*Ffestiniog Hub:*

- 22 and 23 Church Street – planning consent needed
- Aelwyd yr Urdd – no consent needed
- Improved connectivity to Llechwedd Quarry – detailed design will determine if planning consent is required

**8.17. Demonstrate that some bid activity can be delivered in 2022-23**

As demonstrated in the Planning and Costings Workbook, elements of the project will be undertaken during 2022/23. These include:

Dinorwig Hub

*National Slate Museum:*

- RIBA atage 3 and stage 4, and submission of planning application and listed building consent

*Parc Padarn Improvements:*

- Toilets – tender and appoint contractors, prepare design and tender packs, submit planning application
- Wardens Building - tender and appoint contractors, prepare design and tender packs, submit planning application
- Vivian Quarry Building - tender and appoint contractors, prepare design and tender packs
- Improvements Hafod Owen Building - tender and appoint contractors

*Improved Connectivity:*

- Quarry Hospital Route – prepare design and tender pack, present tender and appoint, prepare site, dig/level the land

*Infrastructure and Interpretation:*

- Town centre infrastructure and project management

## Ogwen Hub

### *Yr Hen Bost:*

-Present preapplication, develop RIBA stage 3 plans, commission structural engineer, asbestos advisor and ecologist, submit planning and building control application, tender process, appoint contractors, contractors on site, phase 1 (renovation of existing building) begins.

### *Neuadd Ogwen:*

-Design work, appoint contractors and begin construction

### *Cycling and walking link between Bethesda and Penrhyn Quarry:*

-Design and surveys

### *Infrastructure and Interpretation:*

-Town centre infrastructure and project management

## Ffestiniog Hub

### *22 and 23 Church Street:*

-Submitting planning consent and building regulations, tender process, appoint contractor, begin construction phase

### *Aelwyd yr Urdd:*

-Submitting planning consent and building regulations, tender process, appoint contractor, begin construction phase

### *Cycle/pedestrian route Blaenau Ffestiniog to Llechwedd Quarry:*

-Design and surveys

### *Infrastructure and Interpretation:*

-Town centre infrastructure and project management

## **8.18. Risk Management: Set out your detailed risk assessment**

Project risks can be summarised as follows. Further detail on mitigation and actions taken to date can be seen in the project Risk Register Appendix 14.

### DINORWIG HUB

- Conservation of historic structures brings unforeseen problems
- Difficulty in obtaining required consents leading to failure to deliver within workplan.
- Local objections to work leading to delays

These will be mitigated by:

- Thorough investigation prior to commencement of works. Adequate contingency in the budget and through the condition surveys already undertaken.

- Early engagement with Planning Authorities and Cadw
- Continued engagement with community and stakeholders to ensure support and understanding

### OGWEN HUB

- Difficulty in obtaining required consents
- Land purchase for cycle/pedestrian route takes longer than anticipated
- Local objections to work

These will be mitigated by:

- Early engagement with Planning Authorities and Cadw
- Adequate time in the programme for prolonged land purchase
- Continued engagement with community and stakeholders to ensure support and understanding

### FFESTINIOG HUB

- Difficulty in obtaining required consents
- Land purchase for cycle/pedestrian route takes longer than anticipated
- Local objections to work

The mitigation is as follows:

- Early engagement with Planning Authorities and Cadw
- Adequate time in the programme for prolonged land purchase
- Continued engagement with community and stakeholders to ensure support and understanding

### INFRASTRUCTURE AND CONSERVATION

- Conservation of historic structures brings unforeseen problems

These will be mitigated by:

- Thorough investigation prior to commencement of works Adequate contingency in the budget Conditions Surveys already undertaken.

### GENERAL RISKS

- Local objections to work
- Difficulty in securing trades to undertake works

These will be mitigated by:

- Continued engagement with community and stakeholders to ensure support and understanding
- Ensure enough time in the tendering process to secure trades to complete work

**8.19. Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature**

Programme Management

Overall, Gwynedd Council has a very strong track record in the management and co-ordination of complex multi-partner schemes.

The Council has delivered a number of European funded schemes through the Objective 1 (2000-2006) and Convergence (2007-13 and 2014-20) Programmes.

It has demonstrable experience in managing large capital projects such as Strategic Regeneration Programme for Blaenau Ffestiniog, Caernarfon Town Centre Regeneration Project, Tywyn Coastal Defence Project, National Sailing Academy for Wales at Pwllheli, A487 Improvements, Tourism Attracter Destination Project and Eryri Centre of Excellence Project. The Council also has experience of working on large cultural project such as the Our Heritage Project and the Storiol Museum and Art Gallery project.

Experience and skills gathered from previous programmes and projects has ensured that the suitable experience and skills necessary are in place to effectively manage and co-ordinate the programme going forward.

Gwynedd Council propose committing resources in the wider management and governance on the project.

The team in Gwynedd Council have vast experience in the delivery of complicated, multi-partner projects. A dedicated LUF team will be established within the Council including a Project Manager, monitoring and evaluation officer, and finance officer. These individuals will be recruited to become part of the existing Gwynedd Council staffing structure, and job descriptions and appointment process will ensure a high claibre of staff are appointed.

DINORWIG HUB

Amgueddfa Cymru (National Museum Wales) have appointed a dedicated team with the aim of delivering both phases of the redevelopment project, including the work detailed in this bid, and the second phase of the project to develop a Museum of the North. There is a Project Director with support from a Project Executive, along with the support of the wider Amgueddfa Cymru (National Museum Wales) team.

OGWEN HUB

Partneriaeth Ogwen have vast experience in the delivery of capital renovation projects within the Bethesda area. Meleri Davies will lead on this element, with the support of Conservation Architect Elinor Grey-Williams, Pegwa Architects.

Tabernacl (Bethesda) Cyf are experienced in the development and delivery of capital renovation projects, having recently completed a total refurbishment of the Victoria Pub in Bethesda, and significant works to Neuadd Ogwen. A Company Director will have responsibility for overseeing this element of the project, with the support of Wakemans Architects.

### FFESTINOG HUB

Antur Stiniog are a well-established and experienced organisation, with a proven track record of capital build projects including the construction of downhill bike trails and bike centre and the renovation of a town centre unit into a café, offices and information centre. Ceri Cunnington will take responsibility for these elements of the project, with the support of Wakemans Architects.

The Welsh Government Trunk Road Active Travel Team have vast experience in delivering the creation of new active travel routes.

### **Set out what governance procedures will be put in place to manage the grant and project**

Gwynedd Council has robust arrangements of checks and balances for ensuring the proper use of resources. Gwynedd Council operates a Cabinet system – the roles of the Council, Cabinet, Individual Members and the Chief Officers, together with a clear scheme of delegation, are set out in the Council's Constitution.

There is strong evidence of a culture where all members and officers declare conflicts of interest as is appropriate.

### Financial Control

The Head of Finance (Section 151 Officer) is a member of the Chartered Institute of Public Finance and Accountancy (CIPFA) and has over 27 year of experience in local government finance.

Statutory Officers (the Monitoring Officer and the Head of Finance) have to offer comments on any formal decision, as part of a comprehensive Constitution that is reviewed regularly. There are formal protocols in place in order to safeguard the rights of statutory officers.

### Financial Management

Gwynedd Council's Financial Management Framework Arrangements contains the following documents, strategies and plans: -

- Budget Strategy
- Medium Term Financial Strategy/Plan
- Capital Programme / Budget
- Treasury Management/Investment Strategy
- Revenue Budget
- Asset Management Plan
- Counter Fraud and Corruption Strategy
- Financial Regulations
- Contract Procedure Rules
- Annual Statement of Accounts

Financial planning and review is undertaken through a strong Accountancy and Finance Team, which is led by a team of suitably qualified and experienced team of senior accountants. This includes a specific team that is responsible for the record-keeping of income and expenditure of projects that are led by the Council's Economy and Community Department.

### Risk Management

There are strong arrangements for monitoring our compliance with certain types of operational risks. The Council's Corporate Risk process includes continuous review, including reviews of particular project risks. Risk mitigations arrangements are considered as part of this process.

### Internal Audit

The Council has an Internal Audit Service that has a clear strategy and annual audit plan in place, which have been reviewed independently through peer reviews as providing a good service. The Internal Audit annual programme of work is closely aligned with the Council's Corporate Risk Register, and includes independent reviews of significant capital and revenue projects. The findings of Internal Audit reports are categorised

Internal Audit is aware at all times of the potential occurrence of fraud or corruption. The Council has an Anti-Fraud, Anti-Corruption and Anti-Bribery Strategy in place.

The audit plan will remain flexible in order to reflect any emerging issues or changes to risks and priorities of the Council and to also ensure the health and safety of both Internal Audit and client officers. Any revisions or amendments to the Plan will be reported to the Governance and Audit Committee in the usual manner.

### Governance Arrangements

There are arrangements in place to ensure that governance within Gwynedd

Council is delivered in accordance with the definition contained in Delivering Good Governance in Local Government: Framework (CIPFA/Solace, 2016). The authority's Governance Arrangements and Annual Governance Statement are reviewed regularly by a group containing the Chief Executive, the Monitoring Officer, the Section 151 Officer, the Head of Corporate Support, Assistant Head of Corporate Support, the Risk & Insurance Manager and the Council Business Service Support Manager.

#### Governance and Audit Committee

Gwynedd Council has an effective Governance and Audit Committee that undertakes its responsibilities in accordance with proper practices. The Committee is balanced, objective, independent of mind, knowledgeable and a training programme is in place for members of the Committee to allow them to fulfil their role. There is clear evidence from its actions over a number of years that the Committee is supportive of good governance principles and robust internal control.

The work of the Committee includes detailed review of the work of both internal and external audit, reviewing and challenging expenditure plans and scrutinising financial reviews and the Council's budget. The Committee also reviews the contents of the Annual Governance Statement and challenges the risk information contained therein.

#### Cyber Security and Data Protection

Gwynedd Council acknowledges that hostile activities will increase and despite our attempts to protect our infrastructure and systems from cyber terrorists, it is not possible to give a 100% guarantee that all attempts can be prevented. However, there are robust arrangements in place so that our efforts for a resilient service are a mix of cyber defences and our ability to recover from a situation should an attack breach the defences. This is reflected on the corporate risk register, with a fairly low likelihood (2) and very high impact (5) risk noted.

#### **8.20. If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised**

All elements of the project have been developed to be financially sustainable following the initial funding. All delivery partners are experienced in running self-sufficient community assets and will apply the same principles to the assets receiving investment through this Project.

The Cultural Mission Statement for the Project has the aim of:



Working together to support the people of Gwynedd and further afield to access, enjoy, participate and experience our culture and language - for the benefit of individuals, society, the economy and our communities. It focuses on four key themes

-Prosperity: education, skills, jobs, economy, volunteering, destination and sense of place

-Health and wellbeing: culture in health and well being

-Cohesive Communities: regeneration through culture, pride of place

-A Vibrant Language and Culture: high quality, collaboration and the Welsh Language

The established WHS LleCHI community engagement project aims to target difficult to reach sectors of society and use heritage and culture as a tool for engagement. This work will make use of the three hubs and encourage new users to visit. The communication strategy will also be used to reach new audiences through the project, and there will also be a responsibility on delivery partners to encourage footfall not only to their own site, but also to partner sites, and putting the theory of the WHS hubs model into practice.

#### DINROWIG HUB:

National Slate Museum – the site is part of the Amgueddfa Cymru (National Museum Wales) portfolio and is subsidised by Welsh Government as a national asset, with free entry for all. The renovation project will increase footfall to the site, resulting in higher visitor spend in the shop and café, and it is also predicted that it will indirectly result in an increase in visitor donations. There is no question of the financial sustainability of the site.

#### OGWEN HUB:

Yr Hen Bost – there is a business plan in place for the project, which has already led to the investment by Welsh Government Transforming Towns Fund in order to purchase the building. The building has several income streams in order to ensure economic sustainability, including the use of a residential unit above the community asset that will bring a regular income in to the enterprise in order to reinvest into the activities of the organisation. The café franchise, and micro-business units will also generate income that will subsidise other activities at the asset, and the running of the interpretation centre.

Neuadd Ogwen – the centre is already financially sustainable as the current business plan shows, the investment received through this project will improve the asset enabling the company to host more events which will attract larger audiences, and generate more income, therefore contributing to the increased financial sustainability of the enterprise in the future.

## FFESTINIOG HUB:

22&23 Church Street – there is a business plan on place for the project, which has led to the investment by Welsh Government Transforming Towns Fund in order to purchase the buildings. Both buildings have multiple income streams in the form of residential units on the top floor, and micro-business units on the ground floor, all of which will subsidise the activities in the communal creative space on the lower level of the buildings.

Aelwyd yr Urdd – the building is already running as a sustainable venture, the investment in the building will enable Antur Stiniog to increase activities on site, and therefore increase revenue generated at the building

### **Upload further information (optional)**

### **Set out proportionate plans for monitoring and evaluation**

The Llewyrch o'r Llechi Project will follow a dual approach to monitoring and evaluation:

- Evaluation of the achievements of the projects assessed against the original aims, objectives and outputs;
- Evaluation of the processes, management and delivery of the project and individual components (sub projects).

### Achievement of the Project

The purpose of the Levelling Up Fund, and in particular the Llewyrch o'r Llechi Project, is to deliver a multi-million pound cultural regeneration scheme in the slate valleys of Gwynedd. The projects aims to capitalise on the recent WHS status in order to use culture and heritage as a driver for economic regeneration and social inclusion, to increase local pride and confidence amongst our communities and create attractive, high-quality destinations for people to live, work and visit.

### Project Delivery

The Llewyrch o'r Llechi Project is developed and implemented cross departmentally within Gwynedd Council and cross-organisations with key strategic partners within the slate landscape.

The project will need to implement a robust delivery structure which will consist of a project board and individual implementation groups for delivery on a local level at the three hubs.

The delivery mechanisms will need to follow a strong reporting and project management structure to ensure the project delivers the most efficient

outcomes.

### Evaluation Process and Methodology

- The evaluation process will be expected to address the following objectives:
- The strategic alignment of the project in respect of local, regional and national policies;
- Evaluate the extent to which the project has addressed the current challenges faced by Gwynedd as a whole and especially the three slate communities included in this Project;
- Examine the delivery model for the project as a whole and individual components;
- Assess the extent to which the project activity achieved the delivery commitments outlined in this application, and met key performance indicator targets;
- Evaluate the extent to which wider impact of the project affects the other communities within the slate landscape, surrounding areas and Gwynedd's economy and communities as a whole;
- Examine the experience of local population, visitors and businesses in visiting the three hubs and changes to these factors over time;

In order to achieve the above Gwynedd Council will develop a framework for effectively monitoring and evaluating the success of the project. This will occur in three phases:

Phase 1 – the development of a baseline review of the three areas. The work will entail a benchmarking desktop exercise of all current documents, reports and data, before undertaking a short, initial review of the current local economic context (quantitative and qualitative data);

Phase 2 – the development of a mid-term review that will include conclusions and recommendations to inform the ongoing delivery of the project. This will include interviews with key delivery staff and stakeholders and a review of the baseline information gathered in Phase 1.

Phase 3 – The final report that will assess that success of the overall project. The methods described above will be re-undertaken, however the focus will be on assessing outcomes and impact on a local level and a project wide level. These will involve interviews and surveys/questionnaires (possibly online).

The above summarise the identified phases for monitoring and evaluation, though the appointed Monitoring and Evaluation consultant will be expected to identify their own methodology an approach to the task, and advise the Project Board on the preferred approach.

There is a realisation that benchmarking and data collection is key and the following suggest examples of means to collect data:

- Pedestrian counters;

- Data collected through the digital infrastructure and free wifi in all towns;
- Car park ticket sales;
- Empty properties in town centre;
- Data collected by delivery partners on existing services / facilities
- Qualitative data will also be required and this can be in a form of :
  - Surveys / questionnaires (face to face and online);
  - Focus groups
  - Interviews (with individuals / users and with established organisations within the towns such as the town council / business groups);

When developing a questionnaire / survey, holding meetings or interviewing the following are examples of questions. All questions contribute to creating a full picture of the interviewee:

- Gender;
- Age;
- Which hub
- Are there any projects / initiatives that you would like to see in the hub?
- Why do you generally visit the hub (heritage interest, leisure, education, cultural activity)?
- How often do you visit the hub?
- How do you usually travel to the hub (car, train, on foot, cycle, bus)?
- On average how much do you usually spend?
- What are the positive aspects of the hub?
- What are the negative aspects of the hub?
- On average how long does your visit last?
- Would you recommend a visit to the hub?
- Do you feel that the recent regeneration project has improved your experience and enjoyment of the hub?

Due to the nature of the areas in question it would be essential for the work to take the aspect of seasonality into consideration within the findings. The project aims to extend the tourism season and undertaking the assessments at different times of the year will be important.

Gwynedd Council, through the project, will undertake a procurement process to appoint qualified professional consultants to undertake the monitoring and evaluation work.

Gwynedd council is in the process of developing new KPIs as part of developing the new Sustainable Visitor Economy Plan. These will also provide a baseline for investment and monitor effect in these areas.

## **SECTION 9: Declarations and Attachments**

### **9.1. Senior Responsible Owner Declaration**

**Upload pro forma 7 - Senior Responsible Owner Declaration**

Proforma 7.pdf

### **9.2. Chief Finance Officer Declaration**

**Upload pro forma 8 - Chief Finance Officer Declaration**

Proforma 8.pdf

### **9.3. Publishing**

**URL of website where this bid will be published**

**Gwall! Dydy cyfeirnod yr hyperddolen ddim yn ddilys.**

### **9.3. Additional attachments**

**Additional file attachment 1**

**Upload attachment**

Appendix 1 - Llewyrch or Llechi Project Prospectus.pdf

**Additional file attachment 2**

**Upload attachment**

Appendix 2 - Match Funding Table.pdf

**Additional file attachment 3**

**Upload attachment**

Appendix 3 - Match Funding Confirmation.zip

**Additional file attachment 4**

**Upload attachment**

Appendix 4 - Evidence of Engagement.zip

**Additional file attachment 5**

**Upload attachment**

Appendix 5 - Letters of Support.zip

**Additional file attachment 6**

**Upload attachment**

Appendix 6 - Gwynedd Council Plan.pdf

**Additional file attachment 7**

**Upload attachment**

Appendix 7 - Current State of Conservation.pdf

**Additional file attachment 8**

**Upload attachment**

Appendix 8 - WHS Interpretation Strategy.pdf

**Additional file attachment 9**

**Upload attachment**

Appendix 9 - Area Statistics.zip

**Additional file attachment 10**

**Upload attachment**

Appendix 10 - Economic Assessment of the WHS.pdf

**Additional file attachment 11**

**Upload attachment**

Appendix 11 - Delivery Plan.pdf

**Additional file attachment 12**

**Upload attachment**

Appendix 12 - Project Structure.pdf

**Additional file attachment 13**

**Upload attachment**

Appendix 13 - Project Designs.pdf

**Additional file attachment 14**

**Upload attachment**

Project Details.zip

**Additional file attachment 15**

**Upload attachment**

Appendix 15 - Hub Maps.pdf

## **Annex A**

### **A.1. Project 1 Name**

Dinorwig Hub

### **A.2 Provide a short description of this project**

To create a main hub for the World Heritage Site through investment in the National Slate Museum to improve visitor experiences, education and exhibition space. To reuse historic structures within Parc Padarn for modern uses, and to improve connectivity between Parc Padarn, the National Slate Museum and its features, with Dinorwig Quarry. Gwynedd Council will also undertake small scale public realm interventions in Llanberis in order to ensure a consistent and recognisable heritage and culture brand across the World Heritage Site.

### **A.3. Provide a more detailed overview of the project**

-Create the main WHS Hub at the National Slate Museum through upgrading the fabric of the building, creating new exhibition and education space, and developing new and innovative interpretation to transmit the WHS story and encourage thematic visits. This is the first phase in the redevelopment of the site, the second phase will be the creation of the Museum of the North, a strategic priority for Welsh Government.

-Repurposing historic structures in Parc Padarn to create new facilities and meet current user demands, including the creation of a volunteer centre and diving centre.

-Improving visitor infrastructure at Parc Padarn including public conveniences, car park, installing bike racks, bike wash and electric charging points.

-Improve connectivity through the creation of new routes, opening historic routes and improving public rights of way.

-Destination improvements in Llanberis, including work to the public realm, interpretation, street furniture and public artwork. All of which will be developed with an overarching 'slate' theme influenced by the distinct culture of the WHS.

All elements of the bid are aligned as they provide the first phase of implementing the WHS Interpretation Plan, the three locations included in this bid are priority areas and therefore included in this first phase. All elements include interpretation, improved connectivity, and the redevelopment of underused or derelict buildings for community use. The implementation of the bid will create a coordinated offer for local people and visitors, which will

realise the WHS ambition of generating economic prosperity and social inclusion through heritage and culture

**A.4. Provide a short description of the area where the investment will take place for this project**

This element will take place in Component Part 2 of the WHS, and centres around Dinorwig Quarry and the nearby community of Llanberis. Projects will be implemented at the site of the National Slate Museum (Gilfach Ddu) and the nearby country park known as Parc Padarn.

Please see Appendix 15 for the individual Hub maps.

The area lies within the Snowdonia National Park boundary and/or within a Special Character Area affording it the highest level of protection within the Welsh Planning Policy Framework, it also lies within the WHS designation. There are no development sites within the area.

There are the following designations relating to, or near to the project area:

- Scheduled Ancient Monuments
- Listed buildings
- Ancient Semi Natural Woodland
- Site of Special Scientific Interest
- Special Areas of Conservation

**A.5. Further location details for this project**

**Project location 1**

**Postcode**

LL55 4TY

**Grid reference**

SH 58542 60248

**Upload GIS/map file (optional)**

**% of project investment in this location**

46%

**Project location 2**

**Postcode**

LL55 4TY

**Grid reference**

SH 58506 60442



**Upload GIS/map file (optional)**

**% of project investment in this location**

9%

**Project location 3**

**Postcode**

LL55 4EU

**Grid reference**

SH 57735 60407

**Upload GIS/map file (optional)**

**% of project investment in this location**

4%

**A.6. Select the constituencies covered by this project**

**Project constituency 1**

**Select constituency**

Arfon

**Estimate the percentage of this package project invested in this constituency**

100%

**A.7. Select the local authorities / NI councils covered by this project**

**Project local authority 1**

**Select local authority**

Gwynedd

**Estimate the percentage of this package project invested in this Local Authority**

100%

**A.8. What is the total grant requested from LUF for this project?**

£9,694,653

**A.9. What is the proportion of funding requested for each of the Fund's three investment themes?**

**Regeneration and Town Centre**

0%

**Cultural**

100%

**Transport**

0%

**A.10. Confirm the value of match funding secured for the component project**

£1,086,000

**A.11. Provide details of all the sources of match funding within your bid for this component project**

The following match funding has been secured for this element of the project:

- Gwynedd Council (own funds) £326,000
- Visit Wales, Brilliant Basics Fund (grant) £250,000
- Welsh Government (contribution to Amgueddfa Cymru) £500,000 2022/23
- National Lottery Heritage Fund (grant) £10,000

Gwynedd Council and delivery partners are committed to secure funding for any costs incurred associated with the risk allowance for each individual project. An allocated budget of £79,045.00 (5%) has been identified as a risk allowance for the Dinorwig Hub.

The following match funding has not been secured for this element of the project:

- Welsh Government £5,683,000 (request for contribution submitted). A decision is expected on the application September 2022.
- National Lottery Heritage Fund £56,667 implementation phase grant that will follow on from the development phase funding already secured. The implementation phase funding is agreed in principle and is conditional upon the successful delivery of the implementation phase of the project. Delivery Phase funding will be in place from 2023-2028.

**A.12. Value for money**

The project has a wide range of beneficial impacts, including:

- additional visits
- additional participation in cultural activities
- additional volunteering opportunities
- additional jobs supported
- paths created and improved
- heritage assets renovated and restored

At the Dinorwig hub, these benefits are substantial, for instance an additional 45,000 visitors to the heritage cultural site of National Slate Museum, and their economic impact will be strongly positive for the region. This has been balanced with attraction planning to extend the visitor year and enable the smoothing of seasonal peaks so as to mitigate negative impacts on the local communities of Llanberis.

Local people will benefit from extensive and additional opportunities to participate and volunteer, train and use facilities in the renewed site and across the Parc, delivering wellbeing benefits extending across health, learning, confidence, employability and life satisfaction.

Adverse impacts are limited to environmental impacts of construction, which will be carefully and fully managed as part of the focus of the project on sustainability and potentially some short periods of closure for works - though the current plan is to phase works such that the sites remain open throughout.

#### **A.13. BCR and value assessment**

**If it is not possible to provide an overall BCR for your package bid, explain why below**

##### **Benefit Cost Ratios**

##### **Initial BCR**

2.280

##### **Adjusted BCR**

2.960

#### **A.14. Non-monetised benefits for this project**

The Dinorwig hub works will significantly increase local pride of place and community confidence, generate health as well as wellbeing benefits for local people and visitors and strengthen language and cultural heritage. Additionally, the three hub projects together combine to present a strong strategic case for investment across the Slate Landscape World Heritage Site - with combined benefits outstripping the measurable effect of each project site.

These benefits have been identified in consultations with local communities extensively as part of the Slate Landscape WHS inscription process and local development plans.

#### **A.15. Does this project include plans for some LUF grant expenditure in 2022-23?**

Yes

**A.16. Could this project be delivered as a standalone project?**

Yes - the project could be delivered as a standalone project

**A.17. Demonstrate that activity for this project can be delivered in 2022-23**

Yes, the following works are scheduled for 2022 –23

National Slate Museum:

-RIBA atage 3 and stage 4, and submission of planning application and listed building consent

Parc Padarn Improvements:

-Toilets – tender and appoint contractors, prepare design and tender packs, submit planning application

-Wardens Building - tender and appoint contractors, prepare design and tender packs, submit planning application

-Vivian Quarry Building - tender and appoint contractors, prepare design and tender packs

-Improvements Hafod Owen Building - tender and appoint contractors

Improved Connectivity:

-Quarry Hospital Route – prepare design and tender pack, present tender and appoint, prepare site, dig/level the land

Infrastructure and Interpretation:

-Town centre infrastructure and project management

The National Slate Museum already have appointed heritage architects who will lead on the further development of the plans for the site, there will be no delay in moving forward with this work stream, and the same consultants will also be responsible for submitting the required consents, which will be immediately once RIBA stages 3 and 4 are complete.

The Parc Padarn and improved connectivity elements will also be the responsibility of Gwynedd Council, where an already in-post individual will have responsibility for preparing the tender pack, assessing submissions and appointing a successful contractor.

Gwynedd Council will also be responsible for the implementation of the infrastructure and interpretation element of the bid, and this will also begin during 2022 –23.

There is no reason to believe that there will be any delay in the proposed timeframe for 2022 –23.

The elements of the project included as part of the development of the Hub can be standalone projects, both within the hub, and also within the overall project. Though the strength of this project lies in the completion of three hubs and therefore offering a holistic approach to the regeneration of the slate landscape, individual elements can be undertaken and would contribute to working towards the overall aim of the project.

**A.18. Statutory Powers and Consents - List separately below each power/consents etc. obtained for this project**

The project has been approved by the owners/operators of the areas of intervention, Gwynedd Council and National Museum Wales.

**Upload content documents (optional)**

**A.19. Outstanding statutory powers/consents**

Scheme designs are underway and consultation has been held with Cadw to establish in principle support for the interventions.

On approval, the schemes will be developed to RIBA 3 and planning and listed building consents sought.

The works are generally restricted to renewal and restoration and the planning and listed consent process is currently seen as low risk.

## **Annex B**

### **B.1. Project 2 Name**

Ogwen Hub

### **B.2. Provide a short description of this project**

To create a hub for the WHS through investment in town centre properties to create cultural centres and a green travel hub, an interpretation centre, micro business units, a local produce café and creative space. To also create a cycling and pedestrian link between Bethesda and Penrhyn Quarry, the site of major tourist attractions and historic assets. Gwynedd Council will also undertake small scale public realm interventions in Bethesda in order to ensure a consistent and recognisable heritage and culture brand across the World Heritage Site.

### **B.3. Provide a more detailed overview of the project**

To create a WHS hub for the Ogwen Valley including:

-investment in Yr Hen Bost, the empty former SPAR building on Bethesda High Street, to transform it into micro-business units, a local produce café, creative and training space and a residential unit, the project also includes the creation of a purpose-built heritage and interpretation centre in a modern extension to the building.

-Upgrading the fabric of Neuadd Ogwen through soundproofing the main hall in order to enable the venue to host larger events, evening events and new events.

-A purpose built cycle and pedestrian route linking Bethesda with Penrhyn Quarry. Penrhyn Quarry is the location for major tourist attractions under the operations of Zip World, and to many significant historic assets associated with the Slate Industry.

-Destination improvements in Bethesda, including work to the public realm, interpretation, street furniture and public artwork. All of which will be developed with an overarching 'slate' theme influenced by the distinct culture of the WHS.

All elements of the bid are aligned as they provide the first phase of implementing the WHS Interpretation Plan, the three locations included in this bid are priority areas and therefore included in this first phase. All elements include interpretation, improved connectivity, and the redevelopment of underused or derelict buildings for community use. The implementation of the bid will create a coordinated offer for local people and visitors, which will realise the WHS ambition of generating economic prosperity and social inclusion through heritage and culture.

**B.4. Provide a short description of the area where the investment will take place for this project**

This element will take place in Component Part 1 of the WHS, and centres around Penrhyn Quarry and the nearby community of Bethesda. Projects will be implemented on Bethesda High Street, and also between Bethesda and Penrhyn Quarry, which is a distance of approximately 1 mile along the road.

Please see Appendix 15 for maps of individual Hubs.

The area lies within the Snowdonia National Park boundary and/or within a Special Character Area affording it the highest level of protection within the Welsh Planning Policy Framework, it also lies within the WHS designation. There are no development sites within the area.

There are the following designations relating to, or near to the project area

- Listed buildings
- Ancient Semi Natural Woodland

**B.5. Further location details for this project**

**Project location 1**

**Postcode**

LL57 3AY

**Grid reference**

SH 62407 66669

**Upload GIS/map file (optional)**

**% of project investment in this location**

6%

**Project location 2**

**Postcode**

LL57 3AN

**Grid reference**

SH 62232 66800

**Upload GIS/map file (optional)**

**% of project investment in this location**

1%

**Project location 3**

**Postcode**

LL57 3AY

**Grid reference**

SH 62477 66571

**Upload GIS/map file (optional)**

**% of project investment in this location**

7%

**Project location 4**

**Postcode**

LL57 3AG

**Grid reference**

SH 62267 66813

**Upload GIS/map file (optional)**

**% of project investment in this location**

4%

**B.6. Select the constituencies covered by this project**

**Project constituency 1**

**Select constituency**

Arfon

**Estimate the percentage of this package project invested in this constituency**



18%

**B.7. Select the local authorities / NI councils covered by this project**

**Project local authority 1**

**Select local authority**

Gwynedd

**Estimate the percentage of this package project invested in this Local Authority**

100%

**B.8. What is the total grant requested from LUF for this project?**

£4,344,153

**B.9. What is the proportion of funding requested for each of the Fund's three investment themes?**

**Regeneration and Town Centre**

0%

**Cultural**

100%

**Transport**

0%

**B.10. Confirm the value of match funding secured for the component project**

£294,243

**B.11. Provide details of all the sources of match funding within your bid for this component project**

The following match funding has been secured for this element of the project:

- Tabernacl (Bethesda) Cyf (own funds) £34,243.00
- UK Government CRF (grant) £20,000
- Partneriaeth Ogwen (own funds) £20,000
- Welsh Government Active Travel (grant) £210,000
- National Lottery Heritage Fund (grant) £10,000

Gwynedd Council and delivery partners are committed to secure funding for any costs incurred associated with the risk allowance for each individual project. An allocated budget of £23,040.00 has been identified as a risk allowance for the Ogwen Hub.

The following match funding has not been secured for this element of the project:

-Partneriaeth Ogwen are seeking additional grant contributions for the remaining element of their funding package, a total of £120,300. This will be sought from the Welsh Government Transforming Towns fund, the Welsh Tourism Investment Fund, and/or the National Lottery Heritage Fund. If the full funding package is not secured through a single grant, or a combination of the funders noted above, Partneriaeth Ogwen will underwrite the amount. Initial discussions have been held with funders, and applications are being prepared with the aim of submitting and gaining a decision before the LUF funding is awarded.

-National Lottery Heritage Fund £56,667 implementation phase grant that will follow on from the development phase funding already secured. The implementation phase funding is agreed in principle conditional on the successful delivery of the implementation phase of the project. Delivery Phase funding will be in place from 2023-2028.

## **B.12. Value for money**

The project achieves excellent value for money with an adjusted BCR well over 3.

In Ogwen and Ffestiniog, our key problem is that there is currently no interpretation of the WHS within the village of Bethesda nor the town of Blaenau Ffestiniog. The incredibly active local communities have bought the old commercial properties and cultural facilities and aim of developing a thriving business incubation centre and interpretation hub in addition to youth and skills services with also a focus on the important heritage stories of the areas and their part in the WHS. By integrating heritage with business units and youth activities these could become sustainable operational models for other communities to replicate within the slate landscape.

In Ogwen as in Ffestiniog, another challenge is the lack of link between the village / town and the quarry that created them. Through developing sustainable wellbeing routes, this problem will be addressed leading to better connectivity between sites and encouraging visitor to attractions on the outskirts of these communities to stay longer and venture into the communities to learn more and experience their strong culture and heritage.

All three areas need investment in their townscape and this project will work with the communities to instil pride of place and a sense of place in the three areas. We will work with artists and creatives to create public art as a gateway to the WHS in addition to ensuring that the basic elements of the communities (e.g. bins, toilets, street furniture, event infrastructure etc) are of the highest quality. This will lead to increased opportunities for community events and an increased sense of pride in our communities.

The Ogwen Hub will produce the following benefits:

- additional visits
- additional participation in cultural activities
- additional volunteering opportunities
- additional jobs supported
- paths created and improved
- enterprise units created

We do not perceive there to be any significant adverse impacts of the scheme other than environmental impacts of the works undertaken, which will be mitigated by rigorous sustainability focus in the planning and delivery of the works.

### **B.13. BCR and value assessment**

**If it is not possible to provide an overall BCR for your package bid, explain why below**

#### **Benefit Cost Ratios**

##### **Initial BCR**

2.850

##### **Adjusted BCR**

3.410

### **B.14. Non-monetised benefits for this project**

The Ogwen hub works will significantly increase local pride of place and community confidence, generate health as well as wellbeing benefits for local people and visitors and strengthen language and cultural heritage. The provision of new pathways from the quarry to the town will improve environmental impacts of current travel, and strengthen the resilience and vitality of the town centre. Additionally, the three hub projects together combine to present a strong strategic case for investment across the Slate Landscape World Heritage Site - with combined benefits outstripping the measurable effect of each intervention site.

These benefits have been identified in consultations with local communities extensively as part of the Slate Landscape WHS inscription process and local development plans.

### **B.15. Does this project include plans for some LUF grant expenditure in 2022-23?**

Yes

**B.16. Could this project be delivered as a standalone project?**

Yes - the project could be delivered as a standalone project

**B.17. Demonstrate that activity for this project can be delivered in 2022-23**

Yes, the following works are scheduled for 2022 –23

Yr Hen Bost:

-Present preapplication, develop RIBA stage 3 plans, commission structural engineer, asbestos advisor and ecologist, submit planning and building control application, tender process, appoint contractors, contractors on site, phase 1 (renovation of existing building) begins.

Neuadd Ogwen:

-Design work, appoint contractors and begin construction

Cycling and walking link between Bethesda and Penrhyn Quarry:

-Design and surveys

Infrastructure and Interpretation:

-Town centre infrastructure and project management

Partneriaeth Ogwen have appointed heritage architects who will lead on the further development of the plans for the building, there will be no delay in moving forward with this work stream, and the same consultants will also be responsible for submitting the required consents.

Neuadd Ogwen have also appointed Project Managers who have led on the main refurbishment of the Hall and will continue their role for the implementation of the upgrade included in this bid. All relevant consents are already in place.

Gwynedd Council will be responsible for the development and implementation of the cycle and pedestrian route between Bethesda and Penrhyn Quarry, staff are already in place that will lead on this project and have vast experience in delivering on time and within budget.

Gwynedd Council will also be responsible for the implementation of the infrastructure and interpretation element of the bid, and this will also begin during 2022 –23.

There is no reason to believe that there will be any delay in the proposed timeframe for 2022 –23.

The elements of the project included as part of the development of the Hub can be standalone projects, both within the hub, and also within the overall

project. Though the strength of this project lies in the completion of three hubs and therefore offering a holistic approach to the regeneration of the slate landscape, individual elements can be undertaken and would contribute to working towards the overall aim of the project.

**B.18. Statutory Powers and Consents - List separately below each power/consents etc. obtained for this project**

Yr Hen Bost - Pre application advice – submitted May 2022

Neuadd Ogwen - Planning Permission – granted 07/08/2020

Cycle/pedestrian route Bethesda to Penrhyn Quarry - No consents obtained

**Upload content documents (optional)**

**B.19. Outstanding statutory powers/consents**

Yr Hen Bost

-Planning Permission – to be submitted August 2022

-Building Regulations Consent – to be submitted August 2022

Neuadd Ogwen

-No outstanding consents

Cycle/pedestrian route Bethesda to Penrhyn Quarry

-Landowner agreement – to be completed by December 2023

-Planning consent – final design will determine if planning consent is required

## **Annex C**

### **C.1. Project 3 Name**

Ffestiniog Hub

### **C.2 Provide a short description of this project**

To create a hub for the WHS through investment in town centre properties to create cultural, creative and youth spaces, micro business units and convert two residential units. To also create a cycling and pedestrian link between Blaenau Ffestiniog and Llechwedd Quarry, the site of major tourist attractions and historic assets. Gwynedd Council will also undertake small scale public realm interventions in Blaenau Ffestinog in order to ensure a consistent and recognisable heritage and culture brand across the World Heritage Site.

### **C.3. Provide a more detailed overview of the project**

To create a WHS hub for the Ffestiniog area:

-Investment in 22 and 23 Church Street, two dilapidated High Street properties. The project will transform them into start-up micro-business units, refurbishing two residential units on the first floor to subsidise the business rents, and combining the basement of both buildings to create a community space.

-Upgrading Aelwyd yr Urdd, a significant historic building, in order to improve its cultural offer and expand youth provision by creating training, education, creativity, advocacy and events spaces.

-A purpose built cycle/pedestrian route linking Blaenau Ffestiniog with Llechwedd Quarry, the location for major tourist attractions run by Zip World (zip lines, underground golf, deep mine tours), JW Greaves (accommodation) and Antur Stiniog (downhill biking), and to significant historic assets associated with the slate industry.

-Destination improvements in Blaenau Ffestiniog, including work to the public realm, interpretation, street furniture and public artwork. All of which will be developed with an overarching 'slate' theme influenced by the distinct culture of the WHS.

All elements of the bid are aligned as they provide the first phase of implementing the WHS Interpretation Plan, the three locations included in this bid are priority areas and therefore included in this first phase. All elements include interpretation, improved connectivity, and the redevelopment of underused or derelict buildings for community use. The implementation of the bid will create a coordinated offer for local people and visitors, which will

realise the WHS ambition of generating economic prosperity and social inclusion through heritage and culture.

**C.4. Provide a short description of the area where the investment will take place for this project**

This element will take place in Component Part 5 of the WHS, and centres around Llechwedd Quarry and the nearby community of Blaenau Ffestiniog. Projects will be implemented on Blaenau Ffestiniog High Street, and also between Blaenau Ffestiniog and Llechwedd Quarry, which is a distance of approximately 1.5 miles along the road.

Please see Appendix 15 for the maps of individual Hubs.

The area lies within the Snowdonia National Park boundary and/or within a Special Character Area affording it the highest level of protection within the Welsh Planning Policy Framework, it also lies within the WHS designation. There are no development sites within the area.

There are the following designations relating to the project area:  
-Scheduled ancient monuments  
-Listed buildings

The Proposed Shared use path forms part of Gwynedd Council submitted Active Travel Network Map submitted to WG for approval. It is noted as a future cycle route however this is STC and WG land purchase would allow further improved/wider shared use path improvements.

**C.5. Further location details for this project**

**Project location 1**

**Postcode**

LL41 3HD

**Grid reference**

SH 70057 45947

**Upload GIS/map file (optional)**

**% of project investment in this location**

5%

**Project location 2**

**Postcode**

LL41 3DA

**Grid reference**

SH 70346 45990

**Upload GIS/map file (optional)**

**% of project investment in this location**

11%

**Project location 3**

**Postcode**

LL41 9AL

**Grid reference**

SH 70286 45843

**Upload GIS/map file (optional)**

**% of project investment in this location**

4%

**C.6. Select the constituencies covered by this project**

**Project constituency 1**

**Select constituency**

Dwyfor Meirionnydd

**Estimate the percentage of this package project invested in this constituency**

100%

**C.7. Select the local authorities / NI councils covered by this project**

**Project local authority 1**

**Select local authority**

Gwynedd

**Estimate the percentage of this package project invested in this Local Authority**

100%

**C.8. What is the total grant requested from LUF for this project?**

£4,791,383



**C.9. What is the proportion of funding requested for each of the Fund's three investment themes?**

**Regeneration and Town Centre**

0%

**Cultural**

100%

**Transport**

0%

**C.10. Confirm the value of match funding secured for the component project**

£310,000

**C.11. Provide details of all the sources of match funding within your bid for this component project**

The following match funding has been secured for this element of the project:

-Welsh Government Trunk Road Active Travel (grant) £300,000

-National Lottery Heritage Fund (grant) £10,000

Gwynedd Council and delivery partners are committed to secure funding for any costs incurred associated with the risk allowance for each individual project. An allocated budget of £23,040.00 has been identified as a risk allowance for the Ogwen Hub.

The following match funding has not been secured for this element of the project:

-Antur Stiniog are seeking additional grant contributions for the remaining element of their funding package, a total of £125,061. This will be sought from the Welsh Government Transforming Towns fund. Antur Stiniog will underwrite the amount. Initial discussions have been held with the funder, and an application is being prepared with the aim of submitting and gaining a decision before the LUF funding is awarded.

-National Lottery Heritage Fund £56,667 implementation phase grant that will follow on from the development phase funding already secured. The implementation phase funding is agreed in principle conditional on the successful delivery of the implementation phase of the project. Delivery Phase funding will be in place from 2023-2028.

**C.12. Value for money**

In Ogwen and Ffestiniog, our key problem is that there is currently no interpretation of the WHS within the village of Bethesda nor the town of Blaenau Ffestiniog. The incredibly active local communities have bought the

old commercial properties and cultural facilities and aim of developing a thriving business incubation centre and interpretation hub in addition to youth and skills services with also a focus on the important heritage stories of the areas and their part in the WHS. By integrating heritage with business units and youth activities these could become sustainable operational models for other communities to replicate within the slate landscape.

In Ogwen as in Ffestiniog, another challenge is the lack of link between the village / town and the quarry that created them. Through developing sustainable wellbeing routes, this problem will be addressed leading to better connectivity between sites and encouraging visitor to attractions on the outskirts of these communities to stay longer and venture into the communities to learn more and experience their strong culture and heritage.

All three areas need investment in their townscape and this project will work with the communities to instil pride of place and a sense of place in the three areas. We will work with artists and creatives to create public art as a gateway to the WHS in addition to ensuring that the basic elements of the communities (e.g. bins, toilets, street furniture, event infrastructure etc) are of the highest quality. This will lead to increased opportunities for community events and an increased sense of pride in our communities.

The Ffestiniog Hub will produce the following benefits:

- additional visits
- additional participation in cultural activities
- additional volunteering opportunities
- additional jobs supported
- paths created and improved
- heritage assets renovated and restored
- enterprise units created

We do not perceive there to be any significant adverse impacts of the scheme other than environmental impacts of the works undertaken, which will be mitigated by rigorous sustainability focus in the planning and delivery of the works.

### **C.13. BCR and value assessment**

**If it is not possible to provide an overall BCR for your package bid, explain why below**

**Benefit Cost Ratios**

**Initial BCR**

2.380

**Adjusted BCR**

2.810

**C.14. Non-monetised benefits for this project**

The Ffestiniog hub works will significantly increase local pride of place and community confidence, generate health as well as wellbeing benefits for local people and visitors and strengthen language and cultural heritage. The provision of new pathways from the quarry attractions to the town will improve environmental impacts of current travel, reduce accidents and delays, and strengthen the resilience and vitality of the town centre. Additionally, the three hub projects together combine to present a strong strategic case for investment across the Slate Landscape World Heritage Site - with combined benefits outstripping the measurable effect of each intervention site.

These benefits have been identified in consultations with local communities extensively as part of the Slate Landscape WHS inscription process and local development plans.

**C.15. Does this project include plans for some LUF grant expenditure in 2022-23?**

Yes

**C.16. Could this project be delivered as a standalone project?**

Yes - the project could be delivered as a standalone project

**C.17. Demonstrate that activity for this project can be delivered in 2022-23**

Yes, the following works are scheduled for 2022 – 23

22 and 23 Church Street:

-Submitting planning consent and building regulations, tender process, appoint contractor, begin construction phase

Aelwyd yr Urdd:

-Submitting planning consent and building regulations, tender process, appoint contractor, begin construction phase

Cycle/pedestrian route Blaenau Ffestiniog to Llechwedd Quarry:

-Design and surveys

Infrastructure and Interpretation:

-Town centre infrastructure and project management

Antur Stiniog have appointed architects who will lead on the further development of the plans for the buildings on Church Street, and Aelwyd yr

Urdd, there will be no delay in moving forward with this work stream, and the same consultants will also be responsible for submitting the required consents.

Gwynedd Council will be responsible for the development and implementation of the cycle and pedestrian route between Blaenau Ffestiniog and Llechwedd Quarry, staff are already in place that will lead on this project and have vast experience in delivering on time and within budget.

Gwynedd Council will also be responsible for the implementation of the infrastructure and interpretation element of the bid, and this will also begin during 2022 –23.

There is no reason to believe that there will be any delay in the proposed timeframe for 2022 –23.

The elements of the project included as part of the development of the Hub can be standalone projects, both within the hub, and also within the overall project. Though the strength of this project lies in the completion of three hubs and therefore offering a holistic approach to the regeneration of the slate landscape, individual elements can be undertaken and would contribute to working towards the overall aim of the project.

**C.18. Statutory Powers and Consents - List separately below each power/consents etc. obtained for this project**

22 and 23 Church Street - No consent obtained

Aelwyd yr Urdd - No consent needed

Cycle/pedestrian link between Blaenau Ffestiniog and Llechwedd Quarry - Elements of the Shared Use Path within the Highway (WG owned Land) are progressed through the Highways Act 1980

**Upload content documents (optional)**

**C.19. Outstanding statutory powers/consents**

22 and 23 Church Street - Planning permission – to be submitted November 2022

Aelwyd yr Urdd - No consent needed

Cycle/pedestrian link between Blaenau Ffestiniog and Llechwedd Quarry - Elements of the Shared Use Path Improvements outside of the Highway which required 3rd party land will pr progressed through Memorandum of

Agreement (MOA) between WG and the landowner. Planning consent – final design will determine if planning consent is required.