

Luke Atkinson 2000643

Distinctiveness and Regeneration BMSP4005

Llanelli Regeneration Report

Executive Summary

Llanelli is a large yet quiet town on the Southern coast of Wales with a population of 49,000. It has a rich industrial history pertaining to coal, iron and copper featuring many prominent industrialists, even being the world leader in tinsplate production at its peak. In the modern day, however, these industries have mostly disappeared and the town is left with nothing to do and an “ever declining level of social standards” according to one anonymous author. (iLiveHere, n.d.)

Urban regeneration is a complex process in which pockets of underutilised or decaying land are changed. There are four phases: scoping, planning, financing and the implementation. (The World Bank, n.d.)



Image: Map of Llanelli.
© Google 2021

Llanelli's fortunes changed for the worse in the late 19th century. The UK began to experience de-industrialisation. (BBC, n.d.) This culminated in 1984 when Ian McGregor, the new head of the national coal board, announced plans for 20 pit closures and 20,000 job losses across the UK. As many as 99% of coal mining employees went on strike for 12 months. Colliery after colliery began to close due to the mounting economic pressures and falling profitability of coal mining operations. This has since left many industrial communities like Llanelli without a common purpose to bind the community.

The Parc Trostre retail park brings much custom into the area- both from outsiders and residents. These two retail parks are extremely competitive because of the ease of access to many big brands for residents. As a result, the town centre has been neglected, with a lack of custom causing many business closures.



Image: A D2 Jeans outlet which closed in 2011, remaining unoccupied thereafter.

© Robert Melen

Llanelli is situated along the River Loughor and so another asset is the Llanelli Beach. The coastline itself is sparse; although holiday flats are present along a portion of the seafront, much of the potential space is underutilised.

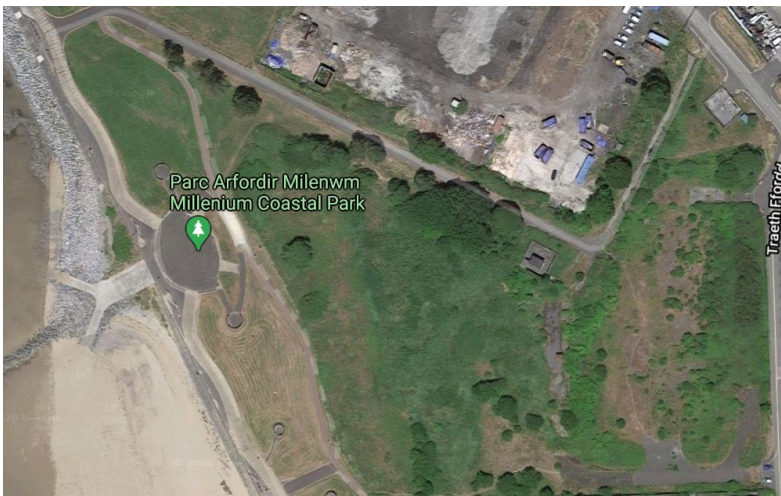


Image: Undeveloped and underutilised land across Llanelli Beach.

© Google 2021

A stakeholder is any party who has an interest in the regeneration project. 3 stakeholders are to be chosen for which to create as much value as possible.

The first stakeholder is the Llanelli town council. If the benefits of this project are understood, there should ideally be no need for close management. However, should opinion groups have objections in ways that force action, they have the appropriate power to halt the project. It is thus necessary that their needs are kept satisfied throughout.

The second stakeholder group is investors providing finance for the project, as such projects are rarely undertaken solely by the public sector. (World Bank, n.d.) They have the financial power to dictate whether a project goes ahead with their funds. Investors want a good return on their investments and must be constantly managed as they are the project's lifeblood.

The final group consists of business leaders who are willing to open new businesses on the development site. They will desire to make a return on their investment and can opt out if it seems unviable. They also have influence, albeit not quite as much as investors- this means that the business community is to be kept informed but it is unnecessary to manage them as closely at all times as investors.

A fundamental social issue in Llanelli needs addressing in that much of the town's youth faces the problem that there is a lack of purpose- too few employment opportunities and little to do have led to an "ever declining level of social standards" as put by one disgruntled writer. (iLiveHere, n.d.) The same sentiment is echoed by the BBC (2010) in their documentary on the town, 'Welsh Town Tales'.

The most obvious solution to this social issue would be to promote the generation of new employment. This will give some of the unemployed a job to take pride in which may result in a fall in antisocial behaviour; this will also help lift some of Llanelli's poorest out of poverty, improving lives.

However, generating employment alone will be unlikely to completely solve the issue of rampant use of illegal drugs across areas of Llanelli as deep-rooted issues may be a cause of this problem. What would be needed as a solution to both social issues is a two-pronged approach, targeting two different aspects of the town- the commercial and employment aspect as well as giving purpose to everyday life.

Background to Regeneration

According to the World Bank (n.d. a), four distinct phrases exist for any one regeneration project. These are scoping, planning, financing and implementation and will be covered in greater detail shortly. There is a massive need for financial resources and business cooperation, so significant private sector participation in this regeneration is necessary.

If done properly, scoping can supply the council with analytical tools to confront key issues and to make strategic decisions on this basis, says the World Bank. (n.d. a) Scoping is performed both forward and backward looking- the first in that it involves analysing what is required for the town's success in the future and the second in that understanding the city's 'DNA' is necessary for a contextually successful project.

The World Bank's guidebook (n.d. a) says that the planning phase "is vital to sustaining the regeneration vision through the inevitable changes and unforeseen challenges of market and political cycles." A good planning framework sets in place a clear regulatory process, providing the private sector with the necessary assurance to invest.

Few bodies have the appropriate resources to finance a project outright and so a private sector partnership is necessary. Because the Llanelli town council is governed by the Carmarthenshire County Council, it may not have access to most of the fiscal management tools that a larger, more independent body would have. What the council can use to its advantage are regulatory instruments to incentivise private sector participation. Zoning is a very important example of a regulatory tool- according to the World Bank's definition, it divides land into sections, permitting particular land uses for each section.
(World Bank, n.d. b)

The implementation phase requires strong political leadership, a constructive relationship between public and private sector, long-term arrangements and appropriate risk management. This is the evolution from ideas to action. Political leadership is arguably the most important factor in this phase because it is essential for management of the process of change through inevitable transformation and disruption. Furthermore, the project should be broken down into manageable components to complete the project within a realistic timeframe.

Regeneration plan

As discussed earlier, the key problems that Llanelli faces are a lack of employment opportunities and things to do- especially for the youth- and an epidemic in drug usage. This covers the forward facing aspect of scoping. For the retrospective aspect, it is to be considered that the town centre was once Llanelli's crown jewel; nowadays, "there's not enough to attract people in and parking is a problem here" according to a local entrepreneur. (Bannon, 2019)

The existence of multiple societal issues within Llanelli suggests the use of a multi-pronged approach to regeneration. Two key locations will be chosen for development as part of this project.

The first location is an undeveloped plot of land at the Llanelli Beach seafront, the dimensions of which being approximately 150m across and 120m wide. This area will be marked as a commercial zone in order to attract beachgoers although a multi-purpose sports court is also planned for this site. This plot specifically has been earmarked due to its close proximity to the Millenium Coastal Walk as well as Llanelli, in the aim of giving the town a tourism boost to local custom. This should improve local employment prospects and, as well as through providing an additional reason to visit the beach, thus help in alleviation of the issue of unemployment and youth boredom.



Image: Undeveloped plot of land close to Llanelli Beach.

© Google 2021

The second location to be focussed on is the town centre of Llanelli, once its crown jewel. In a Scottish Government publication about town centre regeneration, it is stated that an important outcome of town centre restoration is improved business confidence and wider pride in the town centre. (Scottish Government, 2011)

A local entrepreneur's advice was that more "decent shops, big stores and chains and more independent shops" were required. (Bannon, 2019) On the other hand, another complained of a lack of "law and order" in Llanelli, saying that five town centre businesses had their windows smashed in one night. This calls for an increased police presence in the town centre to deter anti-social activity.

A definite way of improving the viability of the town centre is by introducing an anchor shop. (Bannon, 2019) By incentivising the arrival of another household name into an abandoned retail unit in the town centre, footfall would increase to a level sufficient to have a positive multiplier effect on business creation. This is possible by

subsidising 50% of rent payments for any large brands willing to move to the town centre for 12 months thereafter.

By regenerating both locations, employment will become a prospect for people who may not necessarily be able to travel to the furthest of the two. This will maximise gains to employment and it is hoped that more things to do will bring a greater sense of purpose to the town, aiding community cohesion.

Financing an entire plot development will be difficult. An agreement could be made for the council to pay for only 25% of commercial lots as an incentive- the rest is to be paid by businesses requesting a lot. To reclaim some of the money once the project is complete, the council may take ownership of the plots as a landlord. Consulting with local businesses will let the council gauge a fair amount to charge monthly.

Regarding the town centre anchor shop, this will likely work out as a smaller amount than the development but still substantial over a 12 month period. Llanelli council, upon securing a company willing to participate, can auction off the designated property to a prospective landlord to make up the cost of the subsidised rent beforehand. An agreed rent limit is to be agreed by any prospective landlords to prevent aggressive reclamation of auction expenditure by the landlord from making subsidising payments difficult. This will let the council prospectively recoup some of its expenditure.

Conclusion

In conclusion, the social issues within Llanelli that have been highlighted by local residents are discussed and plans for the mitigation of these issues have been put forward. To reiterate, these two regeneration plans comprise:

- Development of coastal commercial lots on the Llanelli beach seafront to generate employment and bolster tourism, and
- Rent subsidisation for a large supermarket chain acting as an 'anchor shop' by setting up within one of the town's abandoned retail units to set off a chain reaction leading to new business creation.

The overall aim for this 2-pronged regeneration plan is to both bolster employment opportunities by bringing in tourism and business to Llanelli's seafront and town centre as well as give the town's youth something additional to do. The existence of a thriving town centre and commercial lot on the beach may dissuade youths from anti-social behaviour with an adequate distraction. It is also hoped that a rejuvenated town centre will return a sense of purpose to the townspeople, bringing about strengthened community cohesion and tackling the drug problem caused by disillusionment in the town.

Given the nature of lot development plans and rent subsidies, the council may run into unexpected interruptions if its relationship with the private sector agents responsible for both becomes strained. It is henceforth critical that good implementation practices are carried on throughout by ensuring rapid communication with private sector agents and resolution of any issues that may arrive in a swift manner to preserve these important relationships. A reserve of approximately £1 million should hence be created and slowly paid into over the course of 2 years before any development begins- this will cover any unexpected occurrences and allow for swift resolution of budget or implementation issues with private sector agents before any conflict can arise.

Contents

Ref no.	Section	Page no.
1	Introduction	7
2	Appraisal of Llanelli	9
3	Regeneration strategies	13
4	Conclusion	17
5	Bibliography	18

1 Introduction

Llanelli is a large town situated on the coast of South Wales. Despite its large population- approximately 49,000 according to a census by the Office for National Statistics (2011)- it is commonly described as a quiet town, as by Mallard, a local estate agent (2017): “a beautiful, quiet town on the coast”.

One may easily be deceived by the town’s quiet nature into believing that the town lacks historical prominence; Llanelli in fact has a rich industrial history pertaining to coal, iron and copper, as well as having many prominent industrialists leave a permanent mark on the town during the times of the industrial revolution. Some of these people include Alexander Raby, an ‘eccentric’ entrepreneur (John, 2018); the Nevill family, who had close ties to Carmarthenshire collieries (Archives Hub, n.d.) and several others including Chauncey Townsend, who created an 18th century coal-mining monopoly in the town to stifle competition. (Symons et al., 2002)

However, in the modern day, the outlook for the town is bleak. In one article on a site where anonymous respondents can write about their locality, the author stated that it is “my greatest shame that I was born, raised and indeed still live in this town” because of there being little to do in the town and an “ever declining level of social standards”. (iLiveHere, n.d.) This suggests that there is much need for regeneration.

Urban regeneration is a complex process in which pockets of underutilised or decaying land are changed in projects implemented with the help of the private and public sector. There are four phases: scoping, planning, financing and the implementation. (The World Bank, n.d.)



Image: Map of Llanelli.
© Google 2021

2 Appraisal of Llanelli

2.1 Historical Development

Llanelli is a town that is rich with industrial history, as glossed over in the introductory section. The general requirements for industrial towns in the 17th and 18th century were 3 key resources; land, money and workers. Llanelli checked each condition, with land plentiful in bituminous and anthracite coal, among the highest quality; (Geoinvestigate, 2015) a sufficient economy and investment in industrial infrastructure, and an ample supply of workers- 56 houses before the revolution, to be exact. (John, 2018)

The coal mining potential that Llanelli held was initially suppressed when Chauncey Townsend obtained as many local leases as possible, doing barely anything with any, in an attempt to stifle competition against his coal operations elsewhere. (Symons et al., 2002)

At the peak of the town's industrial past, Llanelli held the title of the world's biggest tinplate manufacturer. Meanwhile, half of the town's population was employed in great coal, copper, steel and tinplate industries. (BBC, 2010)

Arguably the most important figure in Llanelli's history was Alexander Raby. He was responsible for the construction of the docks in the town and laid down much of the town's industrial infrastructure, including a forge, ironworks, tramways and a railway now owned by the Carmarthenshire Rail Road Company. (John, 2018)

2.2 Changing Fortunes

Llanelli's fortunes changed for the worse in the late 19th century. Owing to increasing competition from developing economies such as China, the UK began to experience de-industrialisation, a phenomenon wherein traditional industries moved to the areas where costs were lowest. (BBC, n.d.) As more and more previously British manufacturing jobs moved away, Llanelli was left with unprofitable collieries facing competition abroad. This brought the employment of their many coal mining employees- so many that the local culture was based around this occupation- into question.

This lack of clarity culminated in 1984 when Ian McGregor, the new head of the national coal board, announced plans for 20 pit closures and 20,000 job losses across the UK. As many as 99% of coal mining employees, angry at the prospect of losing their jobs, went on strike. What followed was described as a "tumultuous twelve months", in the words of Paul Starling, of disorder and picketing in front of colliery entrances. (ITV, 2014). After 12 months of picketing with the situation getting no better, the miners accepted political defeat and went back into the mines to resume work.

In the aftermath of the protests, colliery after colliery began to close due to the mounting economic pressures and falling profitability of coal mining operations. This has since left many industrial communities, such as Llanelli, disillusioned and without a common purpose since these closures.

2.3 Existing assets, structures and economic character

The Trostre and Parc Pemberton retail parks, although outside of the town, bring much custom into the area- both from outsiders and residents of the town. According to Google Maps, many big brands and household names are located in both.

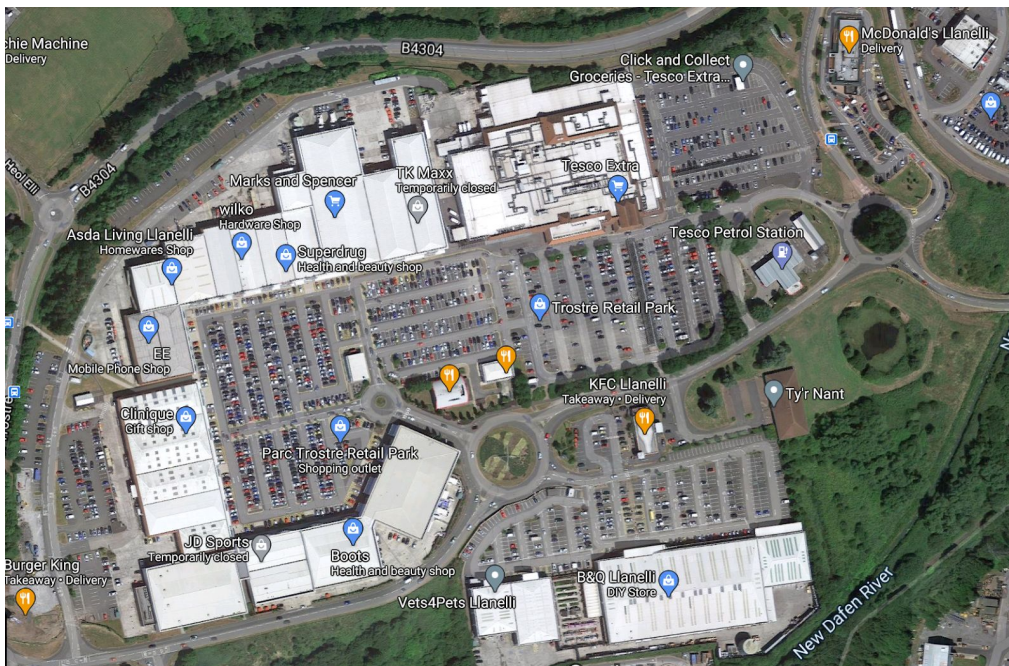


Image: Parc Trostre Retail Park.
 © Google 2021

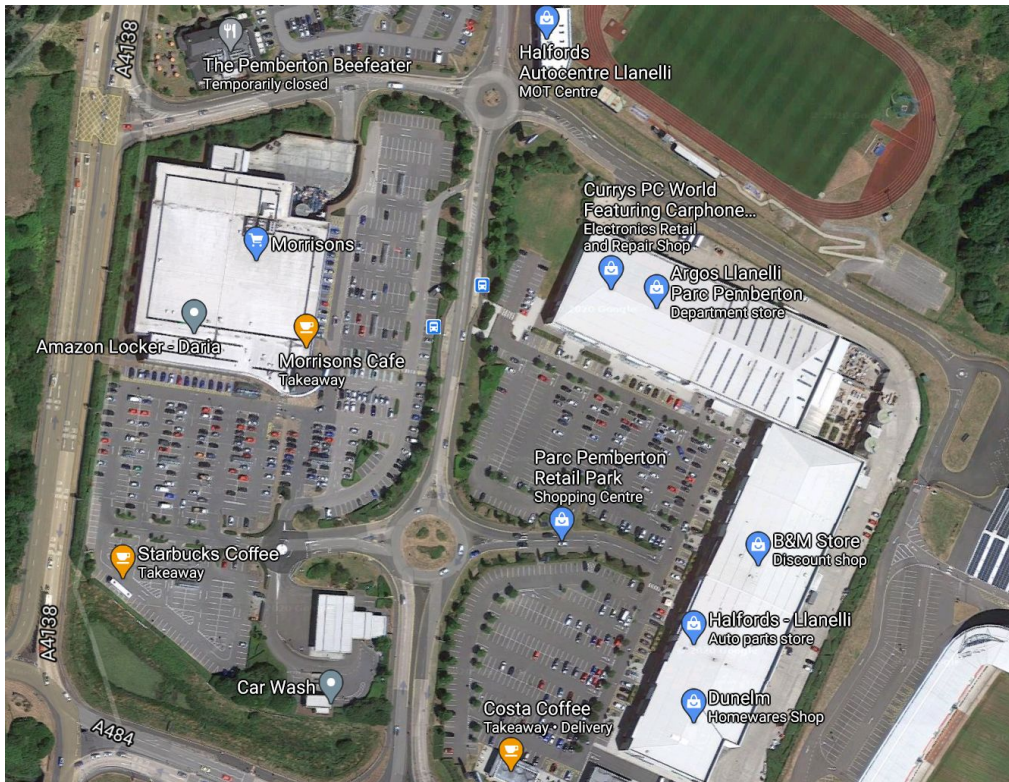


Image: Parc Pemberton Retail Park.
 © Google 2021

These two retail parks are extremely competitive because of the ease of access to many big brands for residents. As a result, the town centre has been neglected, with a lack of custom having been the reason for many business closures. An article from Wales Online (Bannon, 2020) highlights this growing problem, with a local resident saying that it is “due to the fact that Parc Trostre is so close”.



Image: A D2 Jeans outlet which closed in 2011, remaining unoccupied thereafter.

© Robert Melen

Because Llanelli is situated along the River Loughor, it has a series of beaches, the busiest of which being Llanelli Beach. The coastline itself is sparse; although holiday flats are present along a portion of the beach, much of the potential space for retail is underutilised with many points of potentially high footfall remaining undeveloped.

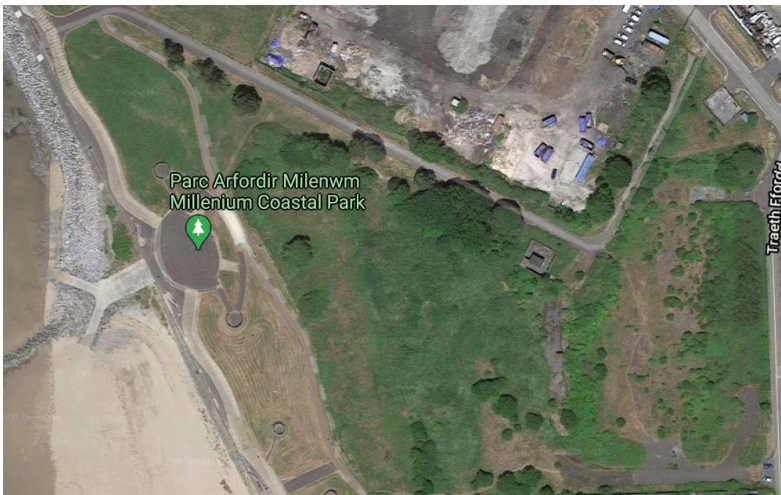


Image: Undeveloped and underutilised land across Llanelli Beach.

© Google 2021

2.4 Key Stakeholders and Interest Groups

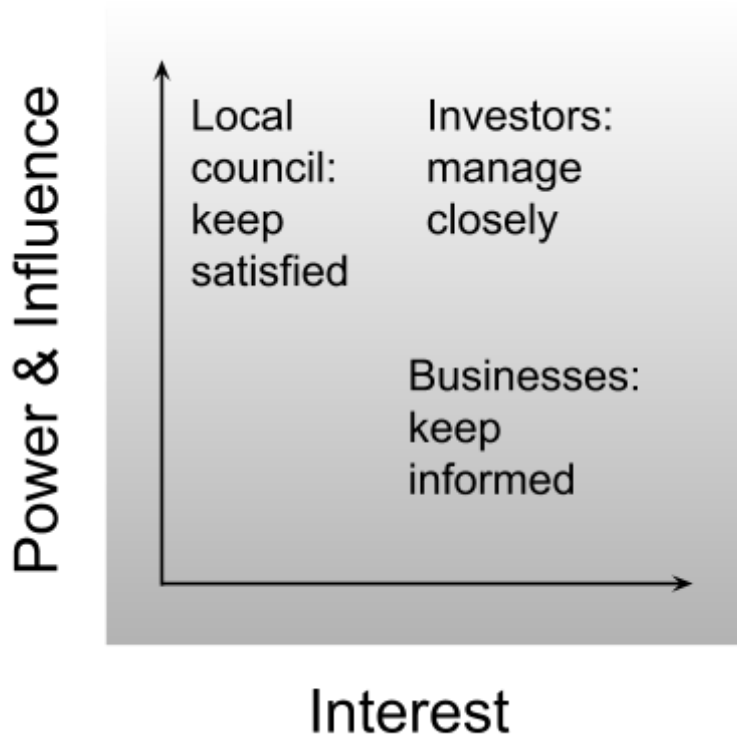
In this context, a stakeholder is any party who has an interest in the regeneration project. Stakeholder theory, narrated by R. Edward Freeman (2009), states that 3 stakeholders are to be chosen for which to create as much value as possible.

The first stakeholder is the Llanelli town council. If the benefits of this project are understood, there should ideally be no need for close management. However, should opinion groups have objections in numbers large enough to force action, they have the appropriate power to halt the project. It is thus necessary that their needs are kept satisfied throughout.

The second stakeholder group is investors providing finance for the project, as such projects are rarely undertaken solely by the public sector. (World Bank, n.d.) They have the financial power to dictate whether a project goes ahead with their funds. Investors want a good return on their investments and must be constantly managed because any shortcomings in the project may lead to the necessary finance being withheld on short notice, spelling disaster.

The final group consists of business leaders who are willing to open new businesses on the development site. They will desire to make a return on their investment and can opt out if it seems unviable. They also have influence, albeit not quite as much as investors- this means that the business community is to be kept informed but it is unnecessary to manage them as closely at all times as investors.

Mapped on a stakeholder theory matrix, these stakeholders would appear as follows:



2.5 Local / regional development strategies

A fundamental social issue in Llanelli needs addressing in order for the regeneration plan to be a success; much of the town's youth faces the problem that there is a lack of purpose- too few employment opportunities and little to do have led to an "ever declining level of social standards" as put by one disgruntled writer on an anonymous site. (iLiveHere, n.d.) According to Welsh Town Tales, a BBC documentary about Llanelli, bored youths are looking for things to do, while drug abuse in parts of Llanelli has become an epidemic, with drugs claiming a life every month. (BBC, 2010)

The most obvious solution to this social issue would be to promote the generation of new employment either through a new development or by artificially easing trading conditions for new businesses in existing areas such as the neglected town centre. This will give some of the unemployed a job to take pride in which may result in a fall in antisocial behaviour; this will also help lift some of Llanelli's poorest out of poverty, improving the lives of those in the town.

However, generating employment alone will be unlikely to completely solve the issue of rampant use of illegal drugs across areas of Llanelli as deep-rooted issues may be a cause of this problem. What would be needed as a solution to both social issues is a two-pronged approach, targeting two different aspects of the town- the commercial and employment aspect as well as giving a sense of purpose into residents' everyday lives.

3 Regeneration Strategies

3.1 Going about regeneration

According to the World Bank (n.d. a), four distinct phrases exist for any one regeneration project. These are scoping, planning, financing and implementation and will be covered in greater detail shortly. There is a massive need for financial resources and business cooperation, so significant private sector participation in this regeneration is necessary.

3.1.1 Scoping

If done properly, scoping can supply the council with analytical tools to confront key issues and to make strategic decisions on this basis, says the World Bank. (n.d. a) Scoping is performed both forward and backward looking- the first in that it involves analysing what is required for the town's success in the future and the second in that understanding the city's history and 'DNA' is necessary for a contextually successful project.

As discussed earlier, Llanelli's main social issues are high unemployment, little to do in the town and high amounts of drug use and overdoses. It is important to understand Llanelli's 'DNA'; the town had previously been a frontrunner across various industries although these have since declined, leaving the town with derelict sites.

3.1.2 Planning

Planning consists of a framework plan, clearly laid out planning process, structured planning regulations and a clear implementation plan.

The World Bank's guidebook (n.d. a) says that this phase "is vital to sustaining the regeneration vision through the inevitable changes and unforeseen challenges of market and political cycles." It is however inadvisable to create an overly strict planning structure as this discourages private investment- the 'gold dust' of regeneration plans. A good planning framework sets in place a clear regulatory process, providing the private sector with the necessary assurance to invest.

Generating employment as well as giving residents a common sense of purpose forms the foundation of this regeneration plan. To encourage private investment in developments, clearly-communicated planning permissions and processes are to be required for construction of new lots on the site so that the private sector has the necessary assurances to willingly risk investment.

3.1.3 Financing

Few bodies have the appropriate resources to finance a project outright and so a private sector partnership is necessary. Most councils typically deploy policy and regulatory tools, states the World Bank (n.d. a)

Because the Llanelli town council is governed by the Carmarthenshire County Council, it may not have access to most of the fiscal management tools that a larger, more independent body would have. This means that raising finance in ways such as accessing municipal bond markets as suggested by the World Bank is out of the question for this project.

What the council can use to its advantage are regulatory instruments to incentivise private sector participation. Zoning is a very important example of a regulatory tool- according to the World Bank's definition, it divides land into sections, permitting particular land uses for each section.

(World Bank, n.d. b)

3.1.4 Implementation

This phase requires strong political leadership, a constructive relationship between public and private sector, long-term arrangements and appropriate risk management. This is the evolution from ideas to action.

In this phase, it is important that sound institutions are made that are viable and able to survive multiple political administrations. Political leadership is arguably the most important factor in this phase because it is essential for management of the process of change through inevitable transformation and disruption.

Furthermore, the project should be broken down into manageable components to complete the project within a realistic timeframe. New lot developments will require checking of ground quality for construction, effective communication with contractors and installation of utilities.

3.2 Regeneration plan

3.2.1 Scoping Llanelli

As discussed earlier, the key problems that Llanelli faces are a lack of employment opportunities and things to do- especially for the youth- and an epidemic in drug usage. This covers the forward facing aspect of scoping. For the retrospective aspect, it is to be considered that the town centre was once Llanelli's crown jewel; nowadays, "there's not enough to attract people in and parking is a problem here" according to a local entrepreneur. (Bannon, 2019)

3.2.2 Planning regeneration

The existence of multiple societal issues within Llanelli suggests the use of a multi-pronged approach to regeneration. Two key locations will be chosen for development as part of this project.

The first location is an undeveloped plot of land at the Llanelli Beach seafront, the dimensions of which being approximately 150m across and 120m wide. This area will be marked as a commercial zone in order to attract beachgoers although a multi-purpose sports court is also planned for this site. This plot specifically has been earmarked due to its close proximity to the Millenium Coastal Walk as well as Llanelli, in the aim of giving the town a tourism boost to local custom. This should improve local employment prospects and, as well as through providing an additional reason to visit the beach, thus help in alleviation of the issue of unemployment and youth boredom.

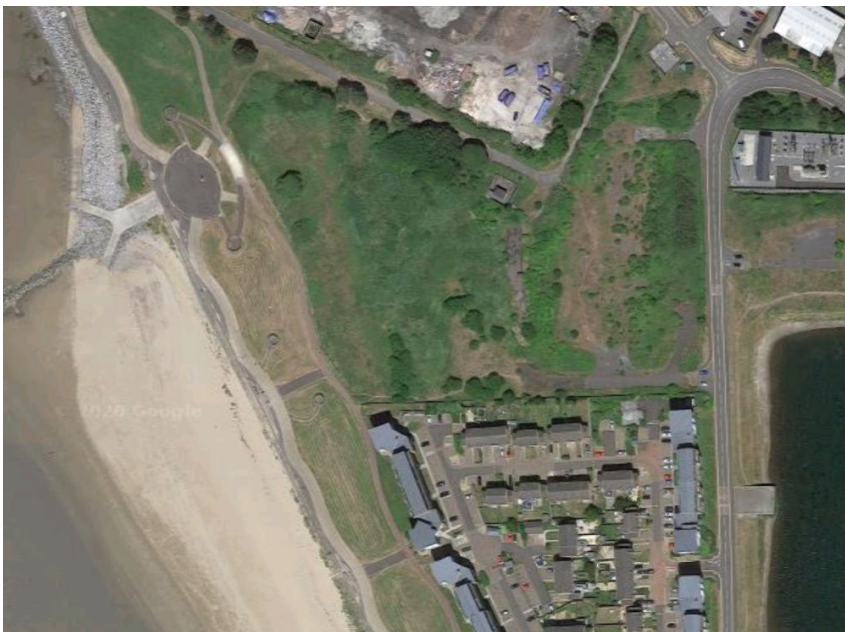


Image: Undeveloped plot of land close to Llanelli Beach.

© Google 2021



Image: Alternative view of undeveloped site.

© Google 2021

The second location to be focussed on is the town centre of Llanelli, once its crown jewel. In a Scottish Government publication about town centre regeneration, it is stated that an important outcome of town centre restoration is improved business confidence and wider pride in the town centre. (Scottish Government, 2011)

In the Scottish Government's publication, it is stated that there is no template for successful generation. A local entrepreneur's advice was that more "decent shops, big stores and chains and more independent shops" were required. (Bannon, 2019) On the other hand, another complained of a lack of "law and order" in Llanelli, saying that five town centre businesses had their windows smashed in one night. This calls for an increased police presence in the town centre to deter anti-social activity.

A definite way of improving the viability of the town centre is by introducing an anchor shop, as M&S leaving the town centre had a devastating impact on footfall. (Bannon, 2019) By incentivising the arrival of another household name into an abandoned retail unit in the town centre, footfall would increase to a level sufficient to have a positive multiplier effect on business creation. This is possible by subsidising 50% of rent payments for any large brands willing to move to the town centre for 12 months thereafter.

By regenerating both locations, employment will become a prospect for people who may not necessarily be able to travel to the furthest of the two. This will maximise gains to employment and it is hoped that more things to do will bring a greater sense of purpose to the town, aiding community cohesion.

3.2.3 Financing and implementation of project

Financing an entire plot development will be difficult for a town council such as Llanelli. An agreement could be made for Llanelli to pay for only 25% of commercial lots as an incentive- the rest is to be paid by businesses requesting a lot. To reclaim some of the money once the project is complete, the council may take ownership of the plots as a landlord to any new businesses on the site. Consulting with local businesses will let the council gauge a fair amount to charge monthly.

Regarding the town centre anchor shop, this will likely work out as a smaller amount than the development but still substantial over a 12 month period. Llanelli council, upon securing a company willing to participate, can auction off the designated property to a prospective landlord to make up the cost of the subsidised rent beforehand. An agreed rent limit is to be agreed by any prospective landlords to prevent aggressive reclamation of auction expenditure by the landlord from making subsidising payments difficult. This will let the council prospectively recoup some of its expenditure.

4 Conclusion

In conclusion, the social issues within Llanelli that have been highlighted by local residents are discussed and plans for the mitigation of these issues have been put forward. To reiterate, these two regeneration plans comprise:

- Development of coastal commercial lots on the Llanelli beach seafront to generate employment and bolster tourism, and
- Rent subsidisation for a large supermarket chain acting as an 'anchor shop' by setting up within one of the town's abandoned retail units to set off a chain reaction leading to new business creation.

The overall aim for this 2-pronged regeneration plan is to both bolster employment opportunities by bringing in tourism and business to Llanelli's seafront and town centre as well as give the town's youth something additional to do. The existence of a thriving town centre and commercial lot on the beach may dissuade youths from anti-social behaviour with an adequate distraction. It is also hoped that a rejuvenated town centre will return a sense of purpose to the townspeople, bringing about strengthened community cohesion and tackling the drug problem caused by disillusionment in the town.

Given the nature of lot development plans and rent subsidies, the council may run into unexpected interruptions if its relationship with the private sector agents responsible for both becomes strained. It is henceforth critical that good implementation practices are carried on throughout by ensuring rapid communication with private sector agents and resolution of any issues that may arrive in a swift manner to preserve these important relationships. A reserve of approximately £1 million should hence be created and slowly paid into over the course of 2 years before any development begins- this will cover any unexpected occurrences and allow for swift resolution of budget or implementation issues with private sector agents before any conflict can arise.

5 Bibliography

- Archives Hub. (n.d.) *Nevill collection*.
<https://archiveshub.jisc.ac.uk/search/archives/7bc8d7a1-8318-3dec-9ba6-eca451a840c8>
- BBC. (n.d.) *How the UK economy is changing in the 21st century*.
<https://www.bbc.co.uk/bitesize/guides/zqhvmnb/revision/5> (Retrieved 11 January 2021)
- BBC. (2010). *Welsh town tales - Part 1 - Llanelli*. Re-uploaded on YouTube.
<https://www.youtube.com/watch?v=XQlTrV74wis> [video] (Retrieved 13 January 2021)
- Bannon, C. (2019). *The demise of Llanelli and how out-of-town shopping nearly killed a town centre*.
<https://www.walesonline.co.uk/news/wales-news/demise-llanelli-how-out-town-15747401>
(Retrieved 15 January 2021)
- Bannon, C. (2020). *The story of all the empty shops in Llanelli's town centre*.
<https://www.walesonline.co.uk/whats-on/shopping/story-empty-shops-llanellis-town-17618046>
(Retrieved 13 January 2021)
- Freeman, R. E. (2019). *Strategies for managing stakeholders relationships - R. Edward Freeman*.
<https://www.youtube.com/watch?v=MIK6582g700> [video] (Retrieved 13 January 2021)
- Geoinvestigate. (2015). *Coal mining report Llanelli*.
<http://www.geoinvestigate.co.uk/coal-mining-report-llanelli>
- iLiveHere. (n.d.) *Llanelli, it's my greatest shame that I was born, raised & live here*.
<https://www.ilivehere.co.uk/llanelli-carmarthenshire-wales.html> (Retrieved 11 January 2021)
- ITV. (2014). *The miners' strike - 30 years of hurt*. Re-uploaded on YouTube
<https://www.youtube.com/watch?v=IMbNcTimUtw> [video] (Retrieved 11 January 2021)
- John, L. (2018). *Alexander Raby - Ironmaster and coalmaster*.
<https://www.llanellich.org.uk/files/395-alexander-raby-ironmaster-coalmaster> (Retrieved 11 January 2021)
- Mallard. (2017). *Moving to Llanelli? A guide to living in Llanelli*.
<http://www.mallard-properties.co.uk/blog/moving-to-llanelli/> (Retrieved 11 January 2021)
- Office for National Statistics. (2011). *Local area report – Llanelli built-up area (W37000409)*.
<https://www.nomisweb.co.uk/reports/localarea?compare=W37000409> (Retrieved 11 January 2021)
- Scottish Government. (2011). *Town centre regeneration: How does it work & what can be achieved?*
<https://www.gov.scot/publications/town-centre-regeneration-work-achieved/pages/3/>
(Retrieved 15 January 2021)
- Symons, M. V., Protheroe Jones, R., Craig, R. S. (2002). *The industrial and maritime history of Llanelli and Burry port 1750-2000*. Carmarthenshire County Council
- The World Bank. (n.d. a). *About - Urban Regeneration*.
<https://urban-regeneration.worldbank.org/about> (Retrieved 11 January 2021)
- The World Bank. (n.d. b). *Zoning and land use planning*.
<https://urban-regeneration.worldbank.org/node/39> (Retrieved 14 January 2021)