

The Holyhead Forward Regeneration Strategy 2003 – 2013



The First Five Years : Review of Progress 2003 – 2008

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1. Introduction

- 1.1 It is now over five years since the Holyhead Forward Regeneration Strategy was published in 2003 as a ten-year vision for realising a more successful future for the town. The strategy launch in June 2003 was accompanied by a public exhibition in Holyhead Town Centre which was visited by over 2,000 people. A request for comments from the public and other stakeholders drew a total of 80 written responses, the vast majority of which were clearly very supportive of the strategy. The response from the people of Holyhead confirmed that they were very anxious to see major improvements taking place in their town
- 1.2 Holyhead Forward was identified as a good example of a holistic local regeneration plan by the Wales Audit Office, in their report “Regeneration – A Simpler Approach for Wales” produced in 2005. They commended it for being an integrated approach to addressing local needs and improvements.
- 1.3 A previous special regeneration programme, the Holyhead Joint Venture, took place in 1992-1995, and achieved many physical improvements, but the amount of regeneration activity in the town in the subsequent seven years was very limited. The results of the 2001 Census highlighted significant problems, and suggested that the existing approach to managing the town was not working.
- 1.3 The purpose of this document is to review the progress of regeneration in Holyhead in the period 2003-08, including the performance of the strategy, and related partnership and delivery arrangements. The report also aims to learn lessons from the first five-year phase of the Strategy, and identify areas for improvement so that these can be applied during the final five-year phase.
- 1.4 Several of the major projects that have taken place benefited from EU Objective One funding. Expenditure on this programme ended in December 2008, and it is therefore appropriate to gauge what has happened up to this point. Holyhead should now also benefit from the replacement EU Convergence programme, which like the Strategy lasts until 2013. The report therefore identifies lessons from the Objective One period which need to be applied to the Convergence funding period. Holyhead is identified as a “Regeneration Area” in the Wales Spatial Plan 2008, and is included in the “Mon a Menai” programme area.
- 1.5 This review draws together information from a variety of sources to provide an overall picture of what has taken place to date and how effective this has been. It is obviously important that the review is widely-based, and the process has therefore involved account of the views of stakeholders, and the results of surveys among the general public, local businesses, and local organizations.
- 1.6 The report has a number of Appendices providing detailed background information and statistics which have informed the review, and which will form a basis for addressing the remainder of the Strategy period. Further information about Holyhead Forward may be obtained from the town regeneration website www.holyheadforward.com

2. The Strategy – A Summary

2.1 Purpose & Rationale

The Strategy document described itself as a “*holistic framework for creating a better Holyhead and is a first step in defining a co-ordinated response to the needs of the town and its people*”. The document was prepared by the County Council’s Economic Development Service, in conjunction with the Council’s Corporate Regeneration Group. Its preparation followed discussions with key stakeholders, and took account of various community and business consultations.

2.2 Opportunities and Challenges

Holyhead’s importance, strengths, and opportunities for growth and development were highlighted, clearly identifying it as a place which had many very positive features and much potential. In contrast, it also identified the deep problems experienced in the town, as evidenced by socio-economic statistics, together with other deficiencies such as high town centre vacancy, a lack of hotels, crime and social problems.

2.3 The Vision & Strategic Goals

The strategy identified a need for Holyhead “*to reinvent itself and maximise its own potential as a major asset for Anglesey and beyond*”, and that efforts to date “*have failed to solve Holyhead’s deep set problems and their success has only been at the margins*”. The vision statement identified was “**Create a thriving international centre which capitalises upon its potential and strategic position**”. This was further reinforced by five more specific Strategic Goals relating to particular issues, such as employment or environment

2.4 Themes and Priorities

The “meat” of the strategy was provided in this section, which set out five Themes : Learning & Leisure, Communities, Supporting Businesses, European Celtic Gateway, and Tourism & Environment. Each of these featured a stated aim, a description, and several identified priorities - specific projects, or specific objectives. Broad cost estimates were provided for each Theme, totalling at least £112M. Section 4 summarizes the Themes and Priorities and broad progress with each identified priority.

2.5 Consultation & Delivery Vehicle

The final section of the strategy identified a need to involve many organizations and the private sector, and the creation of an overarching strategic management body for the strategy. It argued that “*any implementation arrangement needs to take account of existing structures, be representative, avoid duplication, add value and be both uncomplicated and efficient in its delivery.*” A need for further consultation and the involvement of the local community and local organizations was also emphasised.

3. Key Achievements 2003-2008

3.1 This section summarizes some key achievements during the last five years.

3.2 Key Developments and Initiatives

There have clearly been a number of significant developments and initiatives in Holyhead since 2003. Notable examples of these include :-

- New sewage treatment & infrastructure system for the town
- Creation & delivery of an active Communities First programme
- New Celtic Gateway bridge linking port and town centre
- Major new retail developments & superstore at Penrhos
- New hotel, shop & restaurant on former derelict areas at Kingsland
- New Marina development & doubling of berths
- New tourism initiatives, including cruise ships & expanded museum
- Several new or improved community centres eg London Rd Centre
- New children's playgrounds & community childcare facilities
- Major town centre improvement works along Victoria Road
- Many town centre buildings improved with grant support
- Town centre flower displays & new weekly street market
- New business units and serviced plots created at Penrhos
- Major new business park site created at Parc Cybi
- Several new housing developments

3.3 Investment Summary

Capital investment since 2003 has been very substantial, as shown by the figures below (figures are approximate & exclude housing) :-

CAPITAL INVESTMENT IN HOLYHEAD 2003-2008

Public Sector	£ 36M
Community Sector	£ 2M
Private Commercial	£ 85M
Private Utility	£ 30M
TOTAL	£153M

3.4 Additional Employment

Significant new employment creating projects have included the new Stena Call Centre (c 60 jobs), new retail units at Penrhos Retail Park (c 300 jobs), and the new Morrisons store (c 350 jobs). These have exceeded the major job losses during the same period, at Hedstrom (c 65 jobs), and estimated jobs lost due to retail contraction in Holyhead Town Centre (c 50 jobs).

3.4 Perceptions of Holyhead

Holyhead has long suffered from negative perceptions by outsiders and by many in its own community, which has tended to reinforce the town's problems by reducing confidence by people and investors. There was also a feeling among Holyhead people that their town was being neglected. Although many negative perceptions persist, the period 2003 – 2008 has seen an increasingly more positive view of Holyhead, and a widely held perception that the town is improving.

4. Partnership Arrangements

4.1 Holyhead Forward Board

A multi-sectoral board has been formed to act as a strategic steering and monitoring body for the strategy and related regeneration activities. The board is a high-level forum attended by politicians and senior public sector officials, together with community and business representatives. It meets twice a year, and has an independent chair who was selected after a public advert and selection process. The board receives reports and presentations, asks for specific issues to be addressed, and makes recommendations and submissions in the interests of Holyhead.

4.2 Holyhead Forward Strategy Group

More regular monitoring of the Strategy and related activities and arrangements takes place through the Strategy Group, which normally meets twice between each Board meeting. This is a smaller and more operational group, which oversees the co-ordination, management, and resourcing of the Holyhead Forward strategy, addresses key issues, and reports upwards to the Board.

4.3 Holyhead Forward Theme Groups

It was originally proposed that there would be five different groups, one for each theme. In practice this proved to be over-complicated, and a more streamlined arrangement has evolved based on what works. The Holyhead Transport and Environment Group has been meeting regularly, overseeing capital works and plans such as the Celtic Gateway Bridge, and has been the most productive theme group. The function of the original Business and Tourism Group has been undertaken by the Chamber of Commerce, and that of the Community Action Group by Communities First. The Learning and Leisure Group did not progress, but has moved forward in the form of an Employment and Skills Group.

4.2 Communities First Partnerships

Four of Holyhead's wards were designated, and four Partnerships were formed by 2003, but two of these have since merged. There are now three active Community Partnerships in place covering most of the town, involved in a wide and growing number of initiatives which contribute to the regeneration strategy. There is regular reporting between Communities First and Holyhead Forward.

4.3 Chamber of Commerce

The town's previously defunct Chamber of Commerce was reformed in 2003. A Chamber Committee has been meeting regularly, bringing in regeneration officers and others to address business issues in the town, and was able to employ a part-time co-ordinator. This arrangement has now ended, and the Chamber is in need of new resources to allow its activities to be reactivated.

4.4 Holyhead Town Council

The Town Council has become increasingly active in regeneration since 2003. It administers several sub-committees on which partner organizations sit covering issues like Crime and Disorder, Christmas Events etc, serving as effective local partnerships for planning and co-ordinating these matters.

4. Regeneration Staffing

4.1 Holyhead Regeneration Staff

The appointment of staff with specific responsibility for regenerating Holyhead has been critical to the development and implementation of much of the regeneration in the town since 2003. Funding for several of these posts has come to an end, and there is a need to clarify the future position.

4.1 Holyhead Economic Regeneration Staff

The work of managing Holyhead Forward activities was largely undertaken by the Holyhead Regeneration Manager, supported since 2005 by the Holyhead Regeneration Officer. Both were employed by Anglesey County Council's Economic Development Service. The first of these was originally a three year post realised in December 2002 for the now superseded Holy Island Partnership. Both posts have been funded by the EU Objective One, Welsh Assembly and County Council through the Town Centre Regeneration Scheme 2005-2008.

4.2 Holyhead Forward Office

The above staff had an office in Ty Cyfle in the Town Centre. Given the need to attend many meetings and discussions with other County Council staff, the two officers also had desks in Llangefni. It is clearly important for an office in Holyhead to be maintained, and there is a need to resource this after 2008.

4.3 Holyhead Transport and Environment Project Staff

The County Council's Highways Service has employed a Project Director since 2002 to plan and implement the Transport and Environment Package, which includes the Celtic Gateway bridge, rail depot relocation and A55 Completion schemes, a post funded by the Welsh Assembly. The post of Town Centre Regeneration Scheme Project Manager was created in 2005 to deliver the capital elements of the Town Centre Regeneration Scheme 2005-08.

4.4 Communities First Staff

The number of staff employed through Communities First in Holyhead has expanded significantly, growing from an initial 2 in late 2002 to 32 by the end of 2008. Whilst the number of staff involved in developing and encouraging community regeneration has grown, much of the increase is accounted for by jobs created in service delivery operations by the partnerships eg environmental workers, with an impressive 48 now employed in related social enterprises.

4.5 Other Staff Contributing to Regeneration

A number of other organizations have employed staff who have made a contribution to the regeneration of the town. Examples include the new Town Council staff who maintain the Celtic Gateway bridge and operate the left luggage. A particularly important additional staffing contribution has been the employment of an effective Team of Police CSO's in Holyhead.

4.6 New Regeneration Posts

Successful external funding bids should see the appointment in 2009 of project officers for the Townscape Heritage Initiative and Town Rebranding schemes.

5. Regeneration Funding

5.1 This section summarizes the progress in terms of securing public funding and realizing private investment in the town since 2003.

5.2 Private Utility Investment

The largest single investment during the strategy period to date has been the creation of a new sewerage system for the town and nearby villages. This investment by Welsh Water was required in order to satisfy the EU Urban Wastewater Directive. Holyhead accounted for about £30M of this £35M investment, which was essential in order to allow development in the town.

5.3 Private Commercial Investment

Holyhead has experienced a dramatic level of non-residential commercial investment since 2003. The vast majority of this has been in the form of new retail developments at Penrhos, and some edge-of town centre sites, totalling circa £60M. Other significant schemes include the new Terminal 5 by Stena (£15M), Stena Call-Centre (£2M), Travelodge (£2m), Boatyard Improvement (£1M), and the marina development (£5m). Private investment in property works in the town centre has been quite limited in comparison, totalling about £2M.

5.4 Welsh Assembly Government

The majority of public sector capital and revenue expenditure on regeneration in Holyhead has been funded by the Welsh Assembly Government (which includes the WDA prior to 2006). Their largest single investment has been the Parc Cybi Business Park, which has involved major expenditure on land and infrastructure. Other major capital contributions by WAG have been made through the Transport Grant, Town Improvement Grant, and the Community Facilities & Activities Programme. They have also been the dominant source of revenue funding for regeneration, mostly through the Communities First Programme.

5.5 European Funding

In overall terms, Holyhead appears to have done very well from the EU Objective One programme, attracting about £14M out of the £40M secured on Anglesey. Whilst EU funding for infrastructure and physical works was substantial, Holyhead appears to have under-performed in respect of securing EU funding for training and employment initiatives. The level of funding secured from Interreg has been limited, but this should be rectified in 2009. There is a need to take full advantage of the new EU Convergence funding to help achieve the strategy.

5.6 Other Public Funding

Anglesey County Council has been the other main public funder of regeneration. The level of Lottery funding spent in or awarded to Holyhead appears to have been limited to various small projects, with the only two large schemes being the Millbank sports facility, and the £1M HLF grant awarded to the THI. A notable achievement in securing funding from other sources was the c £300k secured by Morlo from the Rank Foundation for their community apprentices project. Other significant public spend has been via the Police and Employment Service.

6. Measuring Progress

6.1 The purpose of this section is to gauge actual progress against what was set out in the original strategy. This is done by considering a number of different aspects of the strategy.

6.2 Achievement of Vision

The Vision Statement set out in the 2003 Strategy was :-

“Create a thriving international centre which capitalises on its potential and strategic position”. There appears to be a growing recognition among local residents and those living elsewhere on Anglesey that Holyhead is improving, but it is clearly premature to say that the town is “thriving”, or that it has by now fully “capitalised on its potential”. Despite this, the vision appears to remain valid.

6.4 Achievement of Strategic Goals

The following five Strategic Goals were identified as being suitable to underpin the strategy, and the table below gives an assessment of to what extent these have been achieved by December 2008. This shows that there has been some significant progress on each one, but that the stated goals remain yet to be fully realised, and has highlighted some key areas which need a refocus.

No	STRATEGIC GOAL	COMMENT ON ACHIEVEMENT
1	Revive the economy, creating wealth and new job prospects for the people of Holyhead	Net job creation due to new retail developments, but mostly part-time. Household income levels remain relatively low. Prospects for jobs & wealth have improved, but there are now new problems
2	Reduce social deprivation and establish inclusive, safe and healthy communities	WIMD 2008 confirms problems persist in deprivation & health. C1 programme working to reduce these & create active & inclusive communities. Obvious improvements in community policing.
3	Reposition Holyhead as a “Learning Town” which offers high quality learning, leisure, and cultural facilities	Limited progress to date in terms of providing new high quality facilities, but significant community level activity & provision undertaken, much of it via C1. New training centres created in Llangefni & Bangor, rather than in Holyhead.
4	Reaffirm Holyhead’s historic, cultural and linguistic links with Ireland and its position as an international transport gateway	Links with Ireland maintained & developed, but could develop more. New ferry investments. Significant increase in ferry ro-ro freight traffic in recent years, but foot passenger numbers lower than in 1990’s.
5	Re-create Holyhead as a high quality and safe urban environment	Many good urban improvements & enhancements undertaken, with various eyesores removed. Standard of urban realm has improved, but significant physical upgrade needs remain, including need to reduce town centre vacancy.

6.5 Achievement of Theme Priorities

6.6 This section shows progress / achievement in terms of the priorities identified in 2003 , and identifies proposed additional/ revised priorities. Each Theme is considered in turn, with achievements against each one summarized, and a generalised score out of 5 given. A total general score out of 5 is then given for each Theme. The scoring is based on the broad achievement criteria below :-

- 0 = No real progress made
- 1 = Slight progress / initial feasibility or planning
- 2 = Some progress / plans / funding bids made
- 3 = Definite progress / advanced plans / funds secured
- 4 = Significant progress made, but not yet complete
- 5 = Full or near full achievement

The total score for each theme is then calculated based on a rounded average.

6.7 Communities Theme Progress

AIM: Effectively engage the local communities in the regeneration framework and provide co-ordinated and effective initiatives to combat inactivity, unemployment, social deprivation, and restore confidence.

PRIORITY	ACHIEVEMENT	COMMENT	Progress Score / 5
Benchmark current activity & agree future roles & responsibilities	C1 Partnerships now collaborating on various projects and meeting regularly	WAG have undertaken review of Communities First across Wales. Need identified for wider Anglesey community development co-ordination	2
Develop a Holyhead Community Action Plan	Good joint-working by C1 on specific projects No Holyhead-wide overall plan in place, but ward Partnership plans in place	No resources or lead body exists for Holyhead-wide approach outside of C1 C1 Partnerships now required to develop ward action plans	2
Provide support for non Communities First wards	Some projects located outside C1 ward boundaries eg play areas. Extension of C1 approach not achieved	“Cyfuno” plan was not supported by AERP for various reasons. WAG did not support extension of CF eligibility area, but have allowed local flexibility when justified	2
Create “one-stop-shop” neighbourhood centres	Yes - Achieved to some extent via the staffed facilities at Gwelfor, Town Hall, London Rd, Bryn Annex, & Millbank.	Plans in development for new replacement Kingsland & Waterside Community Centres, and extension to Gwelfor	4

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Encourage Social Enterprises & ILM's	Yes - Establishment of Morlo Creche, KidzInk, London Rd Centre Cafe & Land Train	Income does not always fully offset costs Plas Cybi Ward planning to set up trading arm	3
Increased Child Care	YES - New crèches, & breakfast / after-school/ holiday clubs created	Need for facility in town centre	4
Town Hall Refurbishment	YES - Achieved in two phases	Potential for further phase	5
New London Road Centre	YES - Achieved & operational, employing 8 people	EU/WAG funded extension scheme now underway	5
Music Studio Project	Music events being arranged but no facility secured	Van secured via IACC grant	3
Improved children's play areas	YES - Various new / improved facilities provided	Provided via special WAG funding for CF areas	5
Better facilities for people with learning disabilities	Improved facilities provided recently	Need for further improvements Potential for county centre	3
Better link town centre to surrounding communities	Yes - Celtic Gateway provides better link to east Holyhead communities	Other potential improved links identified.	4
OVERALL THEME PROGRESS SCORING			= 4

6.7.1 The establishment of Communities First partnerships at around the same as Holyhead Forward has ensured that there is a very substantial amount of grass-roots community development work taking place across most of the town. There is now much more effective joint working between the different community partnerships than was the case at the outset. The number of partnerships has been reduced from four to three. A key issue for the future will be the long-term economic sustainability of Communities First staffing and activities. The Welsh Assembly's review of Communities First across Wales has resulted in new priorities and funding arrangements, with greater emphasis on achieving tangible outcomes, creating jobs and businesses, income generation, targeting child poverty, and integration with wider regeneration and economic development activities. This points to a closer integration of Communities First and Holyhead Forward in the future.

6.7.3 Housing, crime & disorder, and health are three issues of major importance to the local community and the regeneration of the town. These were not adequately addressed in the 2003 Strategy, and this must be rectified in the second phase of the strategy if its aim of effective integrated regeneration is to be achieved. A new Housing Renewal Area scheme should be progressed.

6.8 Learning & Leisure Theme Progress

AIM : Develop a skilled workforce and provide high quality learning, leisure and cultural facilities for the people of and visitors to Holyhead & Anglesey.

PRIORITY	ACHIEVEMENT	COMMENT	Progress Level / 5
Upskill the local community & tackle economic inactivity	Yes - Various initiatives operational via Working Links, Communities First, HOT, Coleg Menai, & others.	Need identified to address certain specific issues eg basic technical training facilities for 14-16 age group, and basic retail skills training	3
Develop a new Lifelong Learning Centre	Feasibility study undertaken	Lack of progress, contributed to by various factors eg uncertainty regarding 16+ education. Original concept will probably need to change.	1
Improve Secondary School education facilities	Limited improvements undertaken to current facilities	No firm plans yet announced Poor condition has led to closure of Cybi School building	2
Extend the Ucheldre Arts Centre	Feasibility study undertaken	High cost of scheme & shortage of Lottery funds has impacted on viability	1
Develop new & improved Leisure facilities	Yes - Improved facilities provided at Millbank & Stadium. Review of county Leisure Centres underway.	Review of Leisure Centres recommended new new “dry” centre and possible future aquatic centre. Public response to closure of current centre negative & plans now being reviewed.	3
Create unique learning opportunities & activities on Celtic/ linguistic theme	Idea has not progressed further	Feasibility issue Idea of British/Irish University has not progressed	0
OVERALL THEME PROGRESS SCORING			= 2

6.8.1 This theme is perceived to have been the least well developed / progressed since 2003. A Holyhead Skills Group has recently been established, but has lacked resources to take forward identified needs and proposals. Given that this is a major focus area for the EU Convergence funding programme, and given the potential major redundancy at Eaton and elsewhere, there is a need to ensure that relevant needs and proposals are identified and developed. There is also a need to agree a clear way forward in respect of achieving modern school and leisure centre facilities for the town.

6.9 Supporting Business Theme Progress

AIM : Provide a range of business, financial and infrastructure support to enable local businesses to be created, develop, and grow

PRIORITY	ACHIEVEMENT	COMMENT	Progress Score / 5
Provide an effective and targeted business support service	Yes - Business Eye outreach service established. Signposting & information provided by regeneration staff.	Business support uptake levels & business start-up levels in Holyhead still below average	2
Engage more effectively with private sector & create Chamber of Trade	YES - Chamber of Commerce established & has been active in Holyhead regeneration activities	Several large businesses are involved in town regeneration Chamber again needs reactivating / resourcing	3
Increase service employment based in town	Yes - More office jobs inc new Stena Call-Centre. New business units built	Parc Cybi likely to provide many service sector jobs	2
Town Centre Improvements	Yes - Holyhead Town Centre Regeneration Scheme has provided more parking, new café-bar & office premises, urban enhancements, & other activities	Further improvements required. Town centre vacancy still a serious problem, which appears to have worsened since 2005, coinciding with retail expansion at Penrhos	3
Expand the "Marina Quarter"	Yes - Marina expanding & onshore development completed. Further plans.	Waterfront plans by Conygar-Stena aims aim to realise this potential	3
Develop New Business Park	Site purchased & serviced. New link road open.	Major strategic site named Parc Cybi. Need to resolve electricity capacity issue.	4
Expand Penrhos Industrial Estate	YES - New Penrhos Business Park units & plots development	Most of original industrial estate is now a retail park	3
Create new business units	Yes - Four 400sqm and four 150sqm units built at Penrhos.	Good uptake level – need to consider more units in the future	5
OVERALL THEME PROGRESS SCORING			= 3

6.9.1 This important theme appears to have progressed reasonably well, but there is clearly a long way to go, especially in terms of the town centre, where commercial vacancy levels continue to be a problem. Securing a range of new private sector investment and job creation into Holyhead is critical. This will be particularly important of the proposed closure of Eaton Electrical proceeds, and if there are other job losses. The provision of effective support is also especially vital to assist business survival during the current economic downturn.

6.10 **European Celtic Gateway Theme Progress**

AIM : Create a World Class Gateway for Wales and Ireland and capitalise upon the opportunities this provides.

PRIORITY	ACHIEVEMENT	COMMENT	Progress Score / 5
Provide new quay at Salt Island for non-ferry vessels	Proposals in development for cruise ship berth, with design work being arranged	Benefit to N.W. Wales as a whole	1
Create pedestrian link bridge between town centre, station, & ferry terminal	YES - Celtic Gateway bridge & causeway in place & well-used Left luggage facility	Provides useful link between Morawelon and western side of town	5
Restore the Breakwater	Not yet achieved due to high cost. Engineering study underway.	High capital cost Breach could have very adverse impacts.	2
Develop the Fish Dock area	yes – Some works to handle cruise landings. Fishermen’s Co-op established & new facilities created at Bol Sach	Need to safeguard the circa 25 local fishing jobs Ice plant now defunct Pontoons need renewal	3
Port energy generation	Some alternative energy plans have been explored		1
Relocate the Rail Yard	Plans well advanced to relocate depot to Penrhos area	Part of HTEP plans.	3
Complete the A55	Plans well advanced to extend A55 to port & town centre	Part of HTEP plans	3
Improve Port Access	Plans well advanced, integrating with above	Part of HTEP plans	3
Improve the Railway Station & Inner Dock	Not yet achieved. Concept ideas developed. Some improvements to part of Platform 2 linked to bridge	Potential for Inner Harbour waterfront development identified & being explored	2
OVERALL THEME PROGRESS SCORE			= 3

6.10.1 This theme has seen a very significant amount of effort and capital expenditure, notably on the Celtic Gateway scheme. The current A55/ Port access/ exit arrangements are currently problematic, especially the exit arrangements. The Rail Depot relocation is critical to releasing land between Platform 1 and the town centre, which is the proposed route of the A55 extension, which leads to the planned new port access / exit area. This strategic transport scheme has been planned & designed, but currently lacks funding for its implementation.

6.11 Tourism & Environment Theme Progress

AIM: Improve the town’s environment and promote Holyhead and Holy Island as a high quality Tourism destination.

PRIORITY	ACHIEVEMENT	COMMENT	Progress Score / 5
Develop & implement a local Tourism Action Plan	Tourism priority projects identified & some elements have been implemented	Need to update / prepare a proper local tourism action plan & identify how this will be resourced.	3
Engage community in developing & marketing the tourism product	Yes - Various local tourism product & marketing schemes in place eg Land Train, Improved Museum, local festivals, Cruise ships, leaflets etc	Five towns on Anglesey collaborating. Good start made, but long way to go. Need for far more substantial attraction(s) in the town to attract more people. Interreg Town Branding project bid submitted	2
Improve the quality of the urban environment	Yes - Improvements undertaken as part of HTCRS scheme or via Communities First eg flower planters & hanging baskets, Toilets improved .	Further improvements needed eg poor quality shop fronts, shutters, signage	3
Enhance pedestrian & cycle links	Yes - Provided as part of Celtic Gateway & Anglesey Coastal Path Scheme	Further improvements needed along waterfront, at Penrhos, & at Rocky Coast	3
Create town centre visitor car park & TIC	Yes – Two Car parks provided on Victoria Rd, VIP provided at Ty Cyfle.	Current TIC in poor location – no progress yet to relocate, but new bridge & Pumpkin Cafe improves link to it.	3
Increase amount & quality of visitor accommodation	Yes - New 54 bed Travelodge built, but local guest houses have reported impact on trade	High Quality hotel proposed by Conygar-Stena Need to address some low quality facilities. Some facilities occupied by homeless	3
Townscape Heritage Initiative	Proposals made and funding of £1M secured from HLF	Need to secure match funding to allow scheme to proceed	3
OVERALL THEME PROGRESS SCORE			= 3

6.11.1 A significant start has been made, but more effort and progress is needed if Holyhead’s real potential in terms of tourism is to be realised. Suitable resources are required if this is to be achieved. A Town Rebranding project has been submitted for Interreg and WAG funding, and if successful should contribute to the improved marketing & image of Holyhead..

6.12 Overall Theme Progress

The table below provides a summary achievement score by Theme, based on the Priorities as identified in the 2003 Strategy.

THEME	SCORE / 5
Learning & Leisure	2
Communities	4
Supporting Business	3
European Celtic Gateway	3
Tourism & Environment	3

6.13 Themes & Priorities - Conclusions

The review appears to confirm the impression of very good progress on community development, thanks to Communities First resources and partnerships. It also shows good overall progress with the other Themes, with the exception of the Learning & Leisure Theme, where progress against the original priorities set appears more limited. This does not necessarily mean that there has not been significant progress in some particular aspects of this theme, but the apparent lack of overall progress is of concern given the current challenges to employment in the town.

6.14 Tackling the Challenges – Progress ?

The Strategy Challenges section identified a number of problems and statistics which provide a useful baseline against which to compare progress by 2008.

2003 BASELINE	2008 POSITION
Highest TTWA Unemployment rate in Wales – double Welsh average	JSA claimant rate for Holyhead 5.2%, compared to Anglesey 2.9% & Wales 2.7%
Gradual but relentless population decline	Don't know - await 2011 Census, but interim figures suggest small increase
Under qualified workforce	Don't know – await 2011 Census
Limited Learning Resources	Many resources remain deficient
High Deprivation Levels – 4 wards in 100 most deprived in Wales	High deprivation position continues according to WIMD 2008
Low car ownership – almost 50% of households without a car	Don't know - await 2011 Census Anticipated large increase in car ownership
28% of children living in households without earners	Don't know - await 2011 Census Av. household incomes remain v.low
Higher than average crime & disorder problems	Police statistics show general reduction in crime & disorder levels in Holyhead
Only a small proportion of ferry users visit the town	Don't know - New bridge should increase numbers, but need to quantify
No high quality hotels or restaurants	Several new restaurants opened. New Travelodge built, & plans for other hotels.
Limited & poorly located sports & recreation facilities	New facilities at Millbank, but Leisure Centre in poor condition
Under-performing town centre with 20% vacancy rate	Town centre vacancy remains high & has increased following OOT retail
High state benefits dependency	Statistics show this remains the case

6.15 Analysis of Published Statistics

A selection of relevant recently published statistics for Holyhead and Holyhead Wards have been collated in Appendix C. These confirm that Holyhead continues to suffer from high levels of socio-economic problems relative to Anglesey and Wales in general. One key test of successful regeneration is whether the gap between Holyhead and the Welsh average is being closed. Whilst physical development and capital investment figures show much positive progress, an initial analysis of recent published deprivation and benefits data suggests that this gap in terms of those issues is not being closed, which is clearly of great concern. The evaluation of Communities First across Wales drew a similar conclusion, and found that the gap between deprived and non-deprived areas in Wales has actually widened. A similar picture has emerged in terms of the economic performance of the Objective One area of Wales compared to the rest of Wales and the UK, despite the investment that has taken place.

6.16 Public Perceptions of Improvement

A survey of public perceptions was carried out in December 2008, which involved interviewing 336 people in various locations in the town, and repeated questions asked in a similar survey in 2000. The 2008 results suggest a much improved level of satisfaction among Holyhead residents in terms of Anglesey as a place to live. 57% of those questioned thought that Holyhead was improving, with 23% saying it was getting worse. The main change liked was the new retail park at Penrhos, and the main change disliked was the decline in the retail offer of the town centre. The main suggested changes were improving the offer and attractiveness of town centre, and creating facilities for children/ young people.

6.17 Added Value of Holyhead Forward ?

A key test of the Holyhead Forward Strategy and Partnership is whether it has actually made a difference. Many of the developments in Holyhead since 2003 would clearly have happened anyway, regardless of whether a town regeneration strategy or partnership was in place or not. The strategy and partnership has had a positive influence on the nature and extent of regeneration through :-

- a) improved understanding of the town's needs
- b) supporting / influencing funding bids
- c) bringing together different interest groups & sectors
- d) providing a framework for monitoring & review
- e) identifying and addressing needs or opportunities
- f) putting forward the interests of Holyhead

6.18 A definite example of Holyhead Forward making a real difference was the securing of EU Objective funding for the Town Centre Regeneration Scheme, a special funding allocation specifically restricted to deprived towns where there was an established regeneration partnership with a developed regeneration strategy. This has directly resulted in over £5M of investment in Holyhead, and has funded the employment of three regeneration staff and related activities during the 2005-2008 period.

6.19 A comparison of previous and current Holyhead regeneration initiatives and benchmarking with UK best practice has highlighted the importance of the current combination of physical/economic regeneration under Holyhead Forward and neighbourhood renewal under Communities First operating in tandem.

7. Areas for Improvement

The following have also been identified as areas for improvement for the future.

7.1 Performance Data

The process to date has lacked a robust and effective way to monitor and benchmark the performance of the strategy. Much of the baseline information is from the 2001 Census. More regular data is essential, and work is now underway to agree a performance data set which is available and can be monitored on an annual basis. This data should ideally show Holyhead's position compared to Anglesey and Wales, so that the relative position and trends can be measured.

7.2 Partners & Ownership

Clearer 'buy-in' from all relevant partners and departments is needed if the Strategy is to be taken seriously and be effective, and work is needed to address this issue. A review has also identified a need to more directly involve some additional key agencies in the Holyhead Forward process. These are the Police, Employment Service / Benefits Agency, and Health Board, and arrangements to involve them as formally recognised partners are now being progressed.

7.4 Annual Targets & Delivery Plan

There has been deficiencies in setting out short and medium term targets and how these will be delivered. It is proposed that the Board should in future be responsible for agreeing and monitoring an Annual Targets and Delivery Plan. In order to be purposeful, targets and objectives need to be "SMART" – ie be Specific, Measurable, Achievable, Realistic, and Time-specific.

7.6 Integration with Other Plans

There is some integration with a few county level and sub-regional plans, but the degree of integration needs to be increased if Holyhead Forward is to maximise its impact by influencing these plans. Within Holyhead, there is a need to increase the level of formal integration with Communities First plans.

7.8 Partnership Administration

A need has been identified to improve the planning and managing of Board and other group meetings. It is important that meetings are held regularly, and an advance programme of meetings should be prepared for and agreed at Board meetings. Consistent and effective arrangements for issuing papers sufficiently in advance, and minutes soon after meetings, should also be ensured.

7.9 Staffing Resources

The uncertainty about future staffing resources to manage the strategy and partnership, including reliance on short-time-limited external grant funding, is clearly a weakness which does not assist long-term planning and continuity. More certain and sufficient staffing resources for managing the strategy and partnership over the remaining five year period should be put into place.

7.10 Exit Strategies

There is a need to plan ahead for what happens when funding / initiatives end.

8. New Challenges and Priorities

8.1 The following are identified as issues which need to be recognised and addressed as part of the second phase of Holyhead Forward :-

8.1 Future of Major Employers

Eaton Electrical is due to close in 2009 with up to 265 job losses, and the future of Anglesey Aluminium, which employs 540, is also unclear after September 2009. Major redundancies would clearly have a very negative impact on the town and its prosperity. A suitable response plan for this needs to be prepared, agreed, and resourced by the government. This is clearly a very major and critical issue for the town, and the county in general.

8.2 Economic Recession

The strategy must recognise the new difficult economic climate, and address the need to actively help safeguard existing businesses and jobs.

8.3 Regeneration Theme Coverage

As identified earlier, the Strategy needs to recognise the role and contribution to regeneration of sectors and activities not sufficiently recognised in the 2003 document. These include : Housing, Crime & Disorder, and Health & Well Being

8.6 Town Centre Management

The continuing and worsening commercial vacancy level in the town centre must be reversed. An effective Town Centre Action Plan and management programme needs to be prepared and resourced to tackle and revitalize this critical area. The town centre needs to change and adapt, developing new functions and uses.

8.7 Tourism & Waterfront Potential

Tourism and the inner / outer harbour waterfront areas provide key opportunities for creating significant positive change. These can be a means to attract large numbers of people to the “old” part of the town, which will otherwise continue to lose its economic vitality in the face of major new developments at Penrhos, Parc Cybi, and beyond. Such opportunities to provide more balanced development in the town must be seized and realized if this strategy is to succeed.

8.9 Sustainability

There needs to be greater emphasis on achieving environmental sustainability as part the regeneration programme, including any suitable alternative energy schemes. Economic sustainability is also very critical, and income generation opportunities need to be developed to reduce the reliance on time-limited grant funding for regeneration activities and services. The often-suggested idea of a Property Regeneration Company should be progressed.

8.10 Local Public Service Delivery

All counties in Wales have or are in the process of setting up Local Service Boards to co-ordinate and improve the delivery of public services, linked to the Community Planning process. There is a need for Holyhead Forward to recognise its own role in achieving this locally, and playing a part in the process.

9. Conclusions & Moving Forward

9.1 Review Conclusions

Key points arising from the review are that :-

- There is now a widespread perception that Holyhead is improving
- Major capital investments have taken place in the infrastructure and physical environment of the town
- Very significant private commercial investment has happened, mainly in the form of new edge-of-town retail developments
- An active grass-roots community regeneration programme has been established and grown, impacting positively on many people
- There has been significant new job creation, outweighing job losses, but most of the new jobs are part-time
- The town centre continues to struggle, and has been adversely impacted by the edge-of-town retail expansion
- Deprivation and benefits data suggest that the relative prosperity gap between Holyhead and the Anglesey / Wales averages remains wide
- The Holyhead Forward strategy and partnership plays an important role in the town, and has led to some tangible benefits
- The combination of community and physical / economic regeneration operating in tandem has been very important
- Holyhead faces some very serious economic challenges in 2009

9.3 Holyhead Forward Strategy Update

Following a basic review of the Holyhead Forward strategy prepared in June 2007, a draft updated Strategy was prepared and issued for public and stakeholder consultation, with amendments being agreed by the Board at its meeting in October 2007. This has provided a basic updated document in anticipation of supporting new EU Convergence Programme funding bids.

- 9.4 The period since 2007 has seen a number of significant changes and new developments, including in particular the announcement of a planned major employer closure, and a world-wide economic recession. This more detailed and thorough review has been carried out which has identified additional issues for inclusion in the Strategy for 2009-2013. It is therefore proposed that the Strategy Update be further revised to reflect this review and the new economic circumstances facing the town, and that it be subject to a further stage of public and stakeholder consultation, with a view to adoption by the Board.

9.3 Annual Targets & Delivery Plan

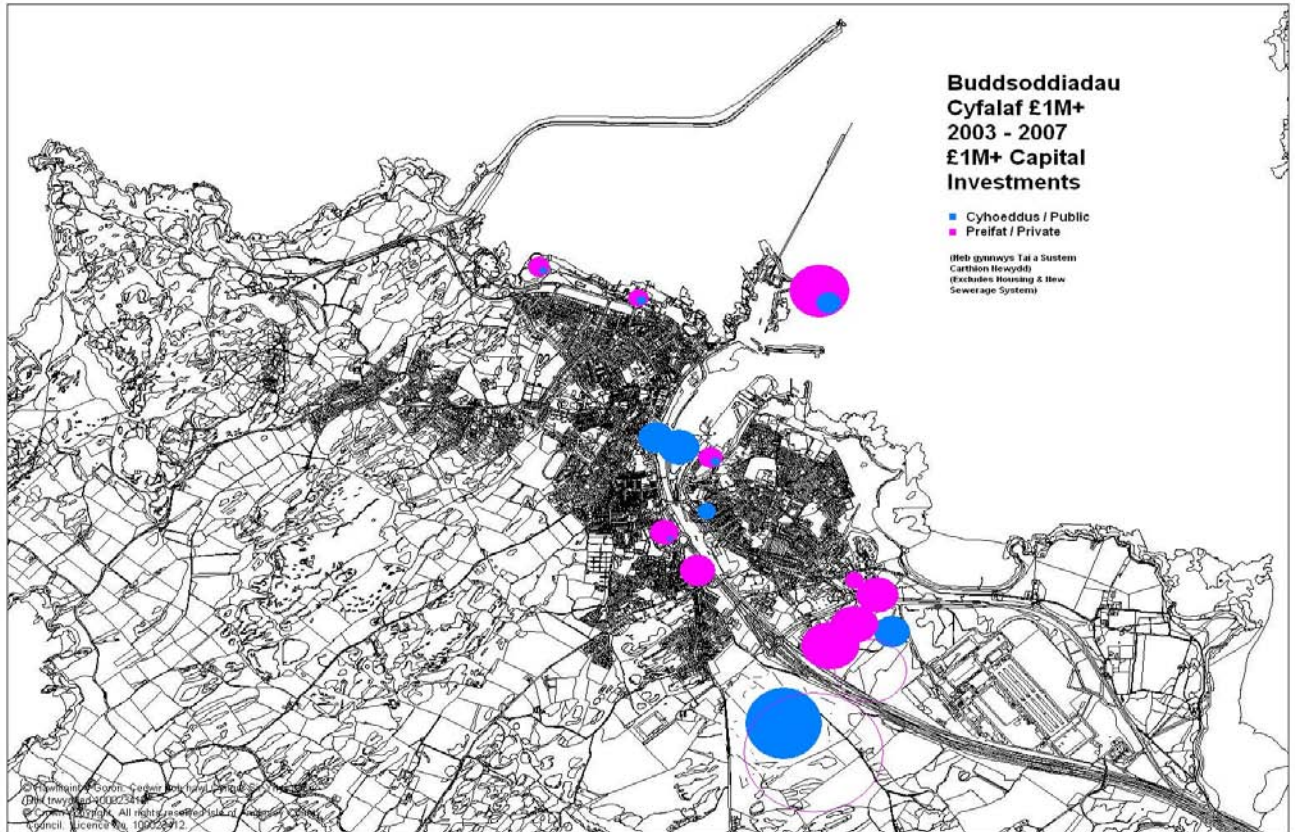
This review has also identified a need to prepare and agree an annual Delivery Plan, which includes “SMART” targets and specifies responsibilities for the identified actions. Work on preparing an Action Plan should now take place, reflecting the agreed Strategy Update, and any additional requirements arising from this review, with a view to adoption by the Board in 2009.

9.4 Resources

Suitable staffing resources are needed to achieve the above, and should remain in place until the end of the Strategy period.

10. Appendices

A - Map Showing Major Capital Investments 2003-08



B - Major Capital Investments in Holyhead 2003-08 (excludes residential, figures rounded to nearest £1m)

SCHEME	TIMING	PUBLIC	PRIVATE	TOTAL
Ferry Terminal 5	2003	£3M	£12M	£15M
Waste Water Treatment Scheme	2003-06		£30M*	£30M*
Stena Call Centre	2005?		£2M	£2M
Penrhos Retail Park Phase I	2004		£10M ?	£10M ?
Penrhos Retail Park Phase II	2005		£15M ?	£15M ?
McDonalds & Netto	2004		£5M	£5M
Homebase	2006-07		£5M	£5M
Morrisons	2008		£25M	£25M
Travelodge	2007		£2M	£2M
Marina Onshore Development	2006-07		£5M	£5M
Holyhead Boatyard Expansion	2003-4?		£2M	£2M
Town Centre Property Refurbishment	2003-08	£2M?	£2M?	£4M?
The Celtic Gateway	2004-07	£9M		£9M
Town Centre Regeneration Scheme	2005-08	£6M		£6M
London Road Community Centre	2006	£1M		£1M
Community Buildings Improvements	2003-08	£1M		£1M
Millbank Sports Facilities	2005-6	£1M		£1M
Penrhos Business Park	2005-08	£4M		£4M
Parc Cybi Strategic Site	2007-08	£10M?		£10M?
Bol Sach Slipway & Compound	2008	£1M		£1M
<i>Other Schemes ?</i>				
TOTAL		£ 38M	£115M	£153M

* Total cost of Welsh Water scheme was circa £35M, extending to surrounding villages also.

C - Statistical Measures of Change : Holyhead 2003–08

STATISTIC	Baseline Figures	Latest Figures	TREND / COMMENT
Resident Population	11,237	11,374 (+137)	Census 2001 baseline 2006 pop. figure estimate only, showing Holyhead +1.2%, Anglesey +3.1%
Households	4,949	?	
Dwellings	5,163	5,319 (est)	
WIMD : LSOA's ranked in worst deprivation quartile (1=worst, 1,896=best)	6 / 8 (75%) (2005)	6 / 8 (75%) (2008)	75% of town ranks within 25% of most deprived in Wales, as does overall town average.
WIMD : LSOA's overall average rank for Holyhead	456 (2005)	433 (-23) (2008)	Suggests Holyhead is improving less rapidly than the Wales average trend. Comparison needs to be treated with caution as the 2008 indicators differ significantly from 2005, and include a new Community Safety Index. Rankings show relative position in Wales. No conclusion can be drawn as to changes in absolute deprivation levels between 2005 and 2008.
Rank : Holyhead Town	312	236 (-76)	
Rank : Kingsland	468	429 (-39)	
Rank: London Road	412	355 (-57)	
Rank: Maeshyfryd	344	408 (+ 64)	
Rank : Morawelon	159	119 (- 40)	
Rank : Parc a'r Mynydd	821	1050 (+229)	
Rank : Porthyfelin 1 (east)	277	204 (- 73)	
Rank : Porthyfelin 2 (west)	856	669 (- 187)	
New Housing - Consents	82 (2003)	333 (2007)	
New Houses Being Built	37 (2003)	61 (2007)	Growth : 16% to 19% Anglesey total
Town Centre Commercial Vacancy Rate ("Retail Core")	11% (2003)	18% (+7%) (2008)	Large rise in town centre vacancy rate, esp 2005-07
Business Floorspace ('000 sqm)	94 (2005)	98 (+4) (2007)	Increase mainly due to Penrhos retail expansion
Retail Floorspace ('000 sqm)	32 (2005)	40 (+8) (2007)	Massive increase in retail floorspace, mainly at Penrhos
Factory Floorspace ('000 sqm)	26 (2005)	27 (+1) (2007)	Limited increase - new business units built at Penrhos
Warehouse Floorspace ('000 sqm)	12 (2005)	10 (-2) (2007)	Fall due to closures & demolitions
Retail Rateable Value per Square Metre	£66 (2005)	£71 (+£5) (2007)	Increase above Wales average trend due to new retail park
VAT based Local Units (ie enterprises & branches)	240 (2005)	225 (-15) (2007)	Reduction, compared with increase in Anglesey & Wales
Total Working Age Benefits Claimants	1,976 (Feb 2003)	1,740 (-236) (Feb 2008)	Significant reduction of 12% Anglesey reduction was 14.6%
Share of Anglesey Total Working Age Claimants	23.75% (Feb 2003)	24.4% (Feb 2008)	Marginally increased proportion
Job Seekers Allowance (JSA) Claimants	410 (Feb 2003)	355 (-55) (Feb 2008)	Significant fall of 13.4% Larger Anglesey fall of 24.3%
Share of Anglesey Total Job Seekers Claimants	25.5% (Feb 2005)	29.2% (+3.7) (Feb 2008)	Increased proportion of county total
Job Seekers Claimants % Rate of All Claimants	21.75% (Feb 2003)	20.5%(-1.25) (Feb 2008)	Compared to -2% for Anglesey. (2008 : Anglesey 17% & Wales 13%).
JSA Claimants as % Rate of Working Age Population	5.41% (Oct 2004)	5.62 (+0.21%) (Oct 2008)	Compares with Anglesey rate 3.23% in Oct'04 & 2.91% in Oct'08 (-0.32%)
Working Age Incapacity Benefits Claimants	945 (Feb 2003)	815 (-130) (Feb 2008)	Reduction of 13.8% (Anglesey reduction was 15.5%)

*Figures prepared by D.Lloyd, IACC Econ Dev Unit, 12th November 2008 using data from WIMD 2005 & 2008, Neighbourhood Statistics, & IACC Planning Service.
(LSOA's = Lower Super Output Areas, equivalent to ward, or division of larger population ward)*

D – ‘THE LADDER OF PROSPERITY’ Welsh Index of Multiple Deprivation Holyhead LSOA’s Relative Ranks in Wales

2005	TOP	2008
1,896		1,896
1,800		1,800
1,700		1,700
1,600		1,600
1,500		1,500
1,400		1,400
1,300		1,300
1,200		1,200
1,100		1,100
1,000		Llaingoch (1050)
900		900
Porthyfelin 2 (856) Llaingoch (821)		800
700		700
600		Porthyfelin 2 (669)
500		500
Kingsland (468) London Rd (412)		Kingsland (429) Maeshyfyrd (408)
Maeshyfyrd (344) Holyhead Town (312)		London Road (355)
Porthyfelin 1 (277)		Holyhead Town (236) Porthyfelin 1 (204)
Morawelon (159)		Morawelon (119)
0		0
	BOTTOM	

NB – There are significant differences between the 2005 and 2008 Indexes which means that they are not directly comparable. The 2008 Index includes an additional Community Safety Indicator, which reflects recorded crime. A lower rank position does not show that an area has worsened, only that it now has a lower league position relative to other areas in Wales.

E - PERCEPTIONS OF HOLYHEAD

Summary of Research Findings Prepared for Anglesey County Council by Cogent Research Ltd, December 2008

- A series of face to face interviews were conducted with members of the general public (each of 5-10 minute duration) between Monday 1st December and Saturday 6th December 2008, in total 336 were achieved
- Fieldwork was split between three Holyhead locations including the town centre, rail/ferry terminals and Penrhos Retail Park
- Respondents were screened to ensure that they were aged 17 plus and that neither themselves nor any member of their family were employed in related industries
- All fieldwork was conducted by trained and experienced interviewers in accordance with the Market Research Society's Code of Conduct
- The survey repeated some questions asked by SMSR in their survey of Anglesey residents undertaken in March 2000 to provide for comparison

CHANGES LIKED

The main improvements liked by respondents, included:

- Penrhos Retail Park (26%)
- More shops at Penrhos (23%)
- The Bridge – improved accessibility to town (22%)
- The Bridge – like design (16%)
- Town Centre – Regeneration/general improvements/tidied up (15%)
- Penrhos – more choice/competition (14%)
- The Harbour/Terminal improvements (8%)
- The Train Station improvements (5%)
- The access roads in/out Holyhead (4%)
- The flowers/containers/planting (4%)
- Safer community/more Police/less trouble (4%)

CHANGES DISLIKED

The main negative comments regarding the changes related to:

- Town centre lack of shops/dying/shop closures (29%)
- Bridge – waste of money/pointless/not used (24%)
- Too many poor quality shops remaining eg Charity shops, bargain shops (11%)
- Town centre run down/shabby/poor appearance (9%)
- Penrhos taking business from town centre (9%)
- Crime levels/anti-social behaviour (6%)
- Bridge doesn't bring visitors in/wrong position (4%)
- Parking facilities poor for elderly/disabled/high cost (3%)
- Access to Penrhos poor without transport (3%)
- Lack of tourist facilities in town centre/unappealing to tourists (3%)
- Lack of facilities for children/teenagers (3%)

CHANGES SOUGHT

The most frequently cited changes or improvements required by respondents were:

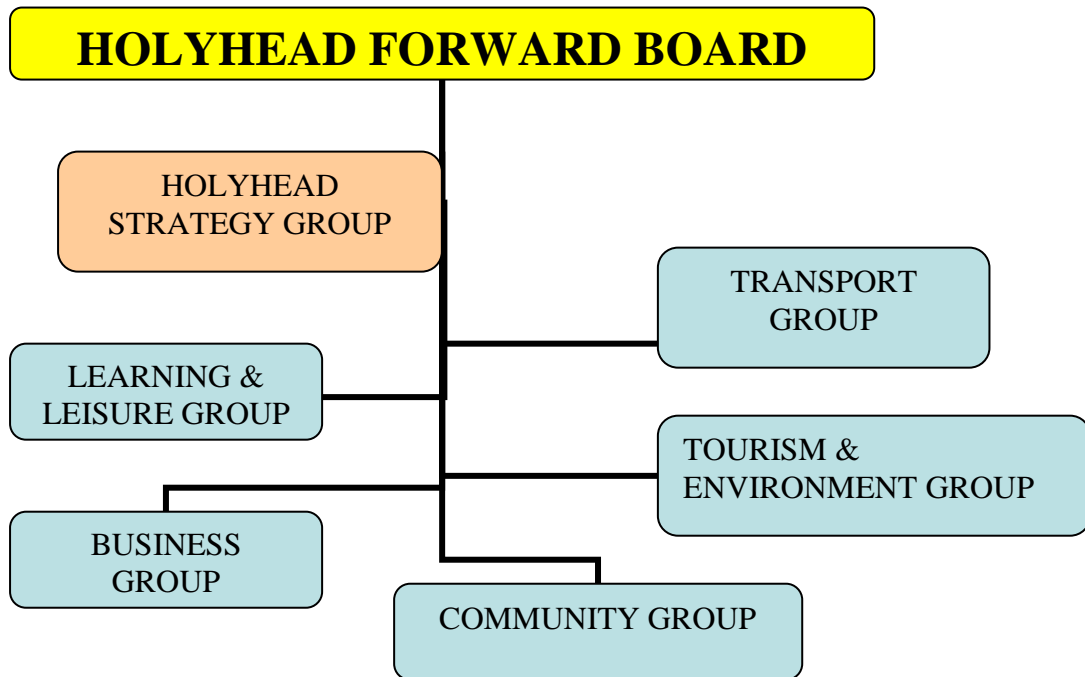
- Town centre – more/better variety of shops/fill empty shops (34%)
- More/better facilities for children/teenagers/families eg ice skating, leisure centre, bowling, multiplex cinema (24%)
- Town centre revamped/smartened up (23%)
- Attract larger stores to town centre (9%)
- Incentivise start up businesses/no or low rent/rates (8%)
- More promotion for town/encourage visitors into town centre (8%)
- More jobs/industry (6%)
- Parking improvements (5%)
- More police/anti-vandalism/CCTV (5%)

SUMMARY & CONCLUSIONS

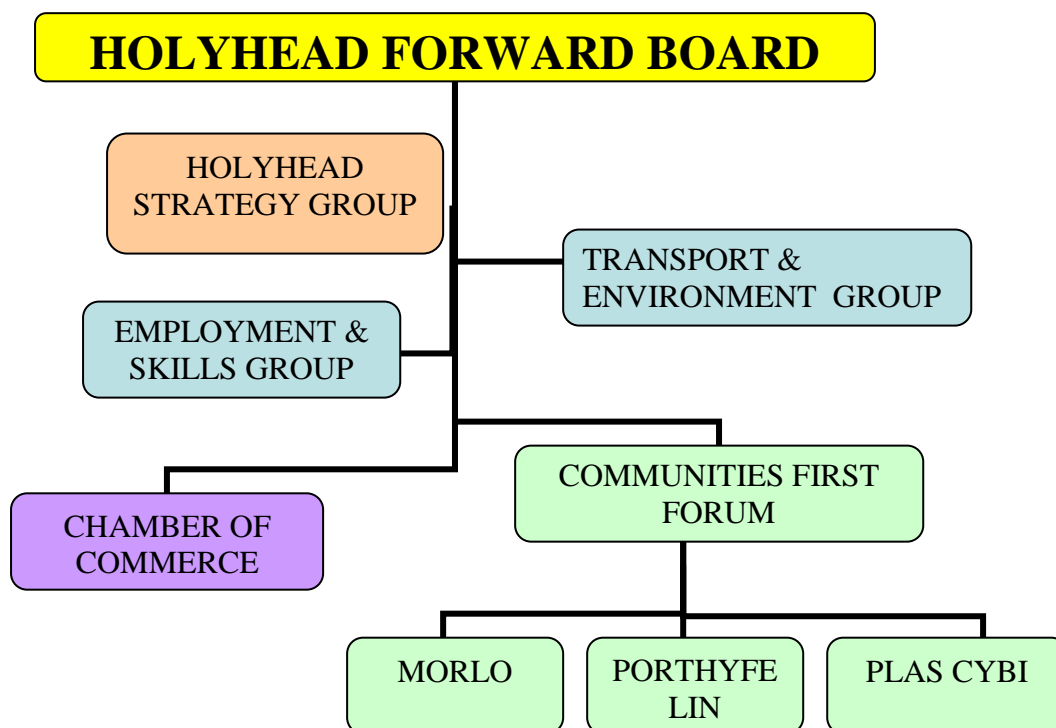
- For Holyhead residents in particular, the perception was that things were improving with a notable rise (+9%) in satisfaction levels with Anglesey as a place to live (46% in 2008 Very Satisfied versus 37% in 2000)
- However, this figure still lags behind compared with residents from elsewhere on the Island where satisfaction levels were significantly higher (59% Very Satisfied versus 46% of Holyhead residents)
- The group who most frequently stated Holyhead was 'improving a lot' were those respondents who visited or worked on the Island rather than living there, with 28% citing this response versus 17% overall
- Those interviewed at the Rail/Ferry terminal were also more likely to say Holyhead was 'improving a lot' or 'improving - but slowly' compared with the overall figure (70% versus 61%, respectively)
- Younger respondents were also more positive with 26% of 17-30 year olds feeling Holyhead was 'improving a lot' versus 17% of the sample overall
- Those individuals feeling that Holyhead had worsened were typically interviewed in the town centre (33% saying 'Getting Worse') and the older 56+ age group (30% saying 'Getting Worse') versus 23% overall
- Key improvements focussed on the Bridge to some extent but Penrhos was viewed as the biggest improvement, this was a double edged sword for some as they were conscious that shopping there was affecting town centre trade
- The change to the town that was most disliked was the fall in both quality and quantity of town centre stores
- Perhaps unsurprising that improved numbers and quality of the town centre stores was the number one priority for future improvements to the town to bring back the vibrancy so vividly recalled by some of the older residents and visitors

F - HOLYHEAD FORWARD GROUPS STRUCTURE

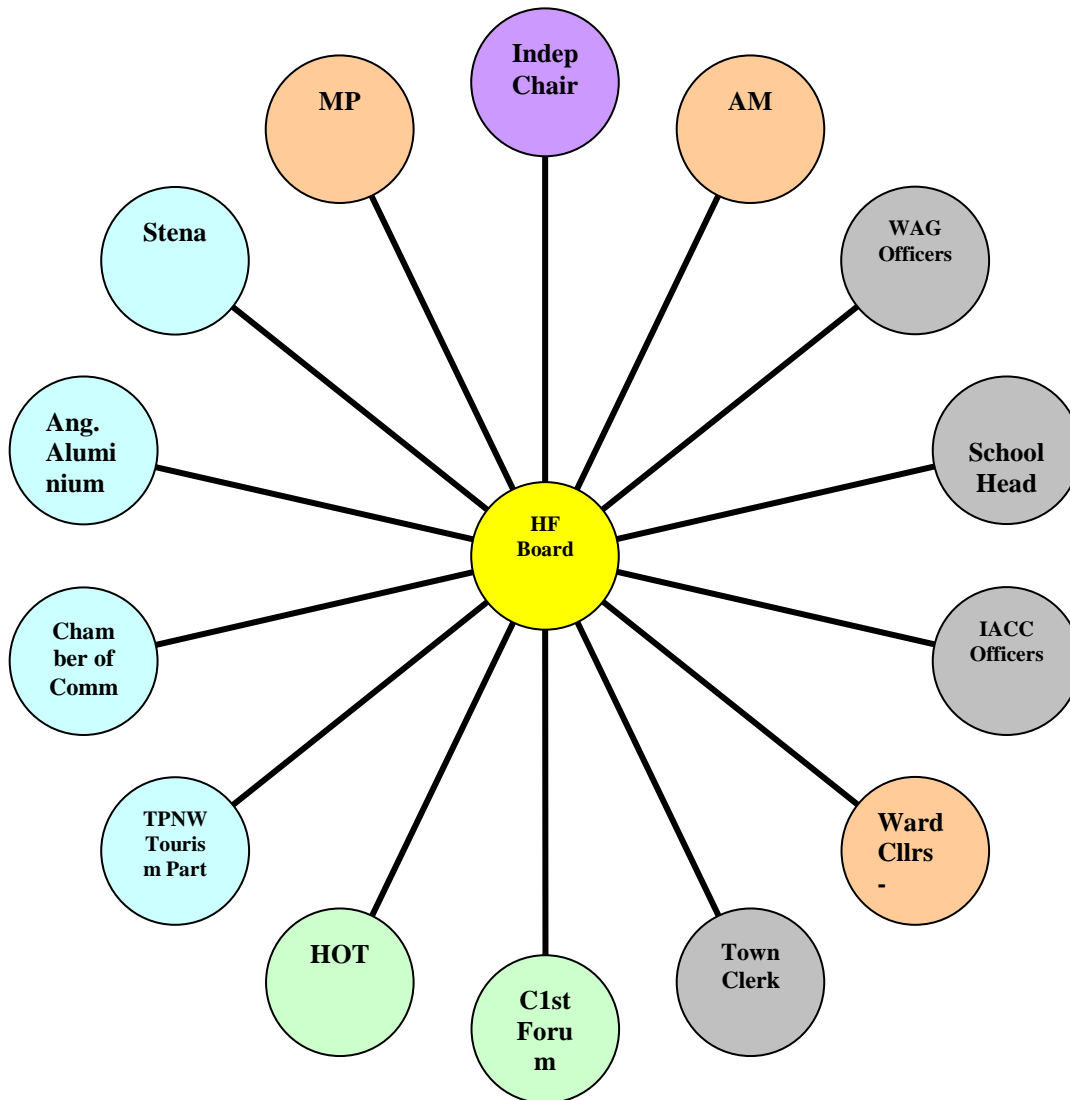
A) - AS ORIGINALLY ENVISAGED IN 2003



B) - AS ACTUALLY IN PLACE DECEMBER 2008



G - HOLYHEAD FORWARD BOARD MEMBERSHIP IN DECEMBER 2008



KEY TO COLOURS

Blue = Private Sector

Green = Community Groups

Orange = Elected Representatives

Grey = Public Sector Officials

Purple = Independent Chair

H - HOLYHEAD REGENERATION STAFF POSTS

**Anglesey CC Holyhead Regeneration Team
Holyhead Communities First Partnerships
Holyhead Town Council**

**- Staffing Resources in place in November 2008
& Comparison with position before 2003**

ORGANIZATION	STAFFING	CURRENTLY FUNDED BY
Anglesey County Council - HRT (+2 : Previous Staff 2*)	Holyhead Transport & Environment Project Director (Highways)*	WAG/IACC
	Holyhead Town Centre Scheme Project Manager (Highways)	EU/WAG/IACC
	Holyhead Regeneration Manager (Econ Dev) *	EU/WAG/IACC
	Holyhead Regeneration Officer (Econ Dev)	EU/WAG/IACC
Morlo Communities First Partnership (+16 : Previous Staff 2*)	Partnership Co-ordinator x 2 *	WAG C1
	Community Development Worker	WAG C1
	Community Learning Project Manager	WAG C1
	Community Apprentices Team Leader	Rank Trust
	Community Apprentices x 3	Rank Trust
	Community Project Worker	WAG C1
	Environmental Project Worker	WAG C1
	Community Development Worker with Young People (pt)	WAG C1
	Community IT Officer (based in London Rd Centre)	WAG C@1
	London Rd Café Staff x 6	EU/WAG/Morlo
	Morlo Creche Staff (Social Enterprise Company) x 12	
Plas Cybi Communities First Partnership (+12: Previous Staff 0)	Partnership Manager / Co-ordinator	WAG C1
	Development Officer / Co-ordinator	WAG C1
	Regeneration Support Worker	WAG C1
	Finance Officer x 2pt	WAG C1
	Office Manager	WAG C1
	Office Administrator	WAG C1
	Trainee Community / Youth Worker x 2pt	WAG C1
	Environmental Workers x 3	WAG C1
	Kids Club Staff (Social Enterprise) x 36 (Anglesey-wide)	
Porthyfelin Communities First Partnership (+4: Previous Staff 0)	Communities First Co-ordinator x 2	WAG C1
	Administrative Officer pt	WAG C1
	Community Development Worker	WAG C1
Holyhead Town Council (+4 : Previous Staff 6*)	Town Clerk & Financial Officer*	HTC
	Deputy Town Clerk	HTC
	Clerk / Typist*	HTC
	Caretaker*	HTC
	Handyman *	HTC
	Assistant Handyman x 2	HTC
	Cemetery / Grounds Staff x 2*	HTC
	Left Luggage Operative / Celtic Gateway Cleaner x 2	HTC/IACC



Report prepared on behalf of the Holyhead Forward Board by Dewi G.Lloyd, Holyhead Regeneration Manager, in conjunction with members of the Holyhead Forward Strategy Group.

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Rhan o Gynllun Adfywio Canol Tref Caergybi
Part of the Holyhead Town Centre Regeneration Scheme



www.caergybiymlaen.com www.holyheadforward.com