



# **Holyhead Forward Regeneration Strategy 2008 - 2013**



**Consultation Draft**  
**Prepared September 2007**

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## INTRODUCTION PAGE

### **1. introduction**

1.1 The aim of this document is to provide a vision and broad strategy for the regeneration of Holyhead, in which it can confidently address the challenges and opportunities it faces over the period up to 2013. It provides a holistic framework for creating a better Holyhead and defining a co-ordinated response to the needs of the town and its people.

1.2 The strategy aims to build upon the strengths of the Town - its people, its history, its environment and its businesses - in boosting wealth and bringing sustainable job creation to a town that has long been a blackspot for unemployment and deprivation in Wales. It recognises the considerable and wide-ranging actions, initiatives and investments already extant and under development in the town, and the need to secure the ownership of the community and its involvement in seeking credible, realistic and flexible solutions to Holyhead's problems.

1.3 This is an updated version of a document first produced in 2003, following consultation with stakeholders, and drawing on various community and business consultation process undertaken in Holyhead. The 2003 strategy and related plans were subject to an extensive public consultation process and exhibition, which drew 2,000 people and 80 written responses. The response showed a very clear desire by the people of Holyhead for a wide and substantial regeneration programme for their town.

1.4 The period since 2003 has seen a significant increase in regeneration and development activity in Holyhead, and there is a general recognition that the town is improving. It is vital that this momentum continues and that the ten-year vision is realised.

1.5 Holyhead's regeneration is important to Wales as a whole, and this would make a significant contribution to achieving the objectives of the Wales Spatial Plan and the EU Convergence Programme for West Wales and the Valleys during 2007-2013. The strategy has a particularly critical role in terms of the "Mon a Menai" Plan and the future of Wylfa and Anglesey Aluminium. It also links into the Coastal Action Plan.

1.6 Implementing this Strategy will require considerable human and financial resources and commitment at all levels. A substantial level of public investment will be required to achieve the level of change required, and generate the major private investment and job creation potential which clearly exists.

1.7 The Holyhead Forward strategy was identified as an example of good practice in the Wales Audit Office review of regeneration in Wales

1.8 This document version has been agreed by the Holyhead Forward Board as a draft for consultation with the public and other stakeholders, with a view to a revised version which reflects comments made being submitted to the Board for approval at their next meeting.

OPPORTUNITIES PAGE

## **2.0 the opportunities**

Holyhead has tremendous potential in that it is :-

2.1 The largest town on the Island of Anglesey with a population around 12,000 and several major employers. The strategic importance of the town makes the regeneration of Holyhead of critical importance as a driver for economic growth both in Anglesey and North West Wales.

2.2 The most important passenger ferry port linking UK and Ireland, with about 2.4 million passenger movements each year. Freight traffic volumes have been increasing significantly in recent years.

2.3 Is a strategic nodal transport point linked to the rest of UK by the A55 (Euroroute 22) and the Holyhead to London main rail network.

2.5 Is a strategic investment location - with a major new employment site underway at Parc Cybi, the town is well placed to attract new employment.

2.7 Is Wales' busiest cruise ship port, and has the potential to attract far more cruise ships if suitable direct berthing facilities were provided.

2.6 Has tremendous tourism potential - being positioned in an outstanding natural environment, including superb beaches and a wealth of Celtic history.

2.4 Has a large sheltered harbour area with 24 hours tidal access, and thus has considerable growth potential for marine sector development

2.8 Has an extensive under-developed urban waterfront area which provides significant potential for creating new opportunities for the town.

2.9 Has major potential as a location for indoor and outdoor leisure activities, conference facilities and hotel accommodation.

2.10 Has a range of committed community groups and organisations, including active Communities First Partnerships – providing a firm base for grass-roots regeneration.

2.11 Has a number of arts, culture, and performance facilities, activities and talent which can be further developed and improved.

2.12 The town has finally overcome the lack of good road access, employment development land, and waste water capacity which it suffered over many years, allowing the town's tremendous potential to be developed.

## THE CHALLENGES PAGE

### **3.0 the challenges**

3.1 Holyhead is a paradox - despite its strategic importance and potential, the town has long suffered much higher than average levels of social, economic, and urban environmental problems. It shares many issues in common with some other port / seaside/ industrial towns located in more peripheral areas of the UK.

3.2 Holyhead's regeneration challenges can be shown in terms of labour market and socio-economic indicators, measurements of general prosperity, the townscape, physical environment, and the overall confidence of businesses and residents. The key issues can be summarized as:-

- 1 One of the highest unemployment rates in Wales
- 1 Net outmigration of working age people – about half of the county loss
- 1 Lower than average levels of educational qualifications
- 1 Lowest average household income level on Anglesey
- 1 High level of socio-economic deprivation – four wards qualify for Communities First status, with others being close to qualifying
- 1 Low car ownership - Almost 50% of households do not own a car.
- 1 28% of children live in households with no earner.
- 1 Higher than average levels of homelessness, drug and alcohol abuse, youth disaffection, vandalism and petty crime.
- 1 Only a small minority of the annual 2m + Port users visit the town centre
- 1 A number of old/ ageing educational/ community/ leisure facilities
- 1 An under-performing town centre with a high vacancy rate.

3.3 When figures for both income support and benefits claimants are amalgamated, it becomes evident that almost 3,000 individuals within the town are accessing State support, and are not making a full contribution to local economic prosperity. This places a severe burden on the local and national economy.

3.4 The various problems have tended to compound each other to create a situation of multiple deprivation where various negative factors reinforce each other. A well-targeted, strategically co-ordinated approach is needed to break the cycle of deprivation, and capitalize on the opportunities for regeneration to reverse the town's fortunes. This approach underlies the Holyhead Forward strategy.

3.5 Addressing the needs of the community is fundamental. If Holyhead is to move forward, it must do so with a vision which has the full support of its people.

## REGENERATION PROGRESS PAGE

### **4.0 regeneration progress**

- 4.1 The period since the launch of the Holyhead Forward vision strategy in 2003 has clearly seen a marked increase in regeneration and development activities in Holyhead on a number of fronts. There have been some significant improvements in the town, but clearly much remains to be done.
- 4.2 The following significant physical developments have happened :-
- £35M sewerage system built & commissioned
  - New Retail Park at Penrhos has expanded significantly
  - New Business Units & serviced plots at Penrhos
  - Celtic Gateway bridge / left luggage/ new Pumpkin cafe
  - Town centre improvements and enhancements
  - Town Hall refurbishment & new offices
  - Maritime Museum expansion & new bistro
  - Major new onshore Marina development & berths expansion
  - New London Road Youth & Community Centre
  - New childcare facilities at Gwelfor & St.Mary's
  - New motel at Kingsland A55 Junction 1
  - Start of major new Parc Cybi mixed development site
- 4.3.1 A very significant development from 2003 has been the establishment and growth of active Communities First Partnerships covering five of the town's seven wards, in which large numbers of local people are now involved. There have also been significant improvements in respect of Holyhead Town Council, and a clearly detectable improvement in local community policing. In general, there has been an increase in the level of partnership working.
- 4.4 A critical test of whether Holyhead is improving is the perception of the town by its own residents, and by others, which has often been negative in the past. The trend over the last three years has been towards a more positive perception of Holyhead and its future. The developments at Penrhos, the hotel at Kingsland, and the development at the Marina show that private sector investment confidence in the town is now increasing.
- 4.5 The following have been identified as key issues which need greater focus and action in Holyhead in the future :-
- Education, skills and training
  - Housing, health & well-being
  - Waterfront potential
  - Safeguarding major employers

This updated strategy has been amended to better include these important priorities.

## THE VISION PAGE

### 5.0 the vision

5.1 Holyhead needs to reinvent itself and maximize its own potential as a major asset for Anglesey and beyond. Its strategic position as the international gateway to Ireland is well recognised, but the town needs more than this if it is to maximize its role as a major resource for Anglesey and North West Wales.

5.2 Investing in Holyhead and its community is investing in the future prosperity of North West Wales. Addressing Holyhead's problems will generate a considerable multiplier effect to the Island's and the region's economy, and address what has been a very long-standing economic problem.

5.3 The deep-seated problems in Holyhead cannot be solved overnight. Current activity needs to be better co-ordinated and placed into an over-arching strategy, which provides continuity and stability over an extended period. The strategy needs commitment from public, private and community sectors if it is to succeed.

5.4 **Vision Statement** - Holyhead Forward is seen as a 10 year blueprint for the Regeneration of Holyhead. The Vision Statement below focuses on the Town as an entity and seeks to reinforce the need to reposition Holyhead to take advantage of its many advantages :-

**"Create a thriving international centre which capitalises on its potential and strategic position".**

5.5 The following **Strategic Goals** will underpin this vision and related activities :-

- 1 **Develop the economy, creating wealth and new job prospects for the people of Holyhead**
- 1 **Reduce social deprivation and establish inclusive, safe and healthy communities in Holyhead**
- 1 **Reposition Holyhead as a 'Learning Town' which offers high quality learning, leisure and cultural facilities**
- 1 **Reaffirm Holyhead's transport and cultural links with Ireland and its position as an international transport gateway**
- 1 **Re-create Holyhead as a high quality and safe urban environment**
- 1 **Capitalise on the potential of Holyhead's waterfront, harbour, and setting**

## THEMES AND PRIORTIES PAGE

### 6.0 themes & priorities

6.1 A common factor in the development of the Framework is the need for the town of Holyhead to have its own identity and sense of place in addition to its well established role as a strategic port.

6.2 A total of 6 interdependent Themes are identified in this strategy :

- 1 **Theme 1 - Learning to Work**
- 1 **Theme 2 - Stronger Communities**
- 1 **Theme 3 - Housing & Social Needs**
- 1 **Theme 4 - Developing Business**
- 1 **Theme 5 - European Gateway**
- 1 **Theme 6 - Attractive Town**

6.3 The Themes and their subject areas have been revised in comparison with those included in the 2003 strategy to take account of the situation in 2007. Housing is now identified as a specific theme due to its importance, and leisure is now included with tourism. Each Theme section provides a summary of what progress has recently been made, and the proposed Priority Areas for Action over the period up to 2013.

#### 6.4 Anglesey Aluminium

The future of Holyhead's largest single private employer is currently in doubt, and it is possible that it may close during the strategy period. Anglesey Aluminium accounts for some 600 jobs, most of which provide higher than average wages to the local economy. A closure decision would obviously have a very dramatic negative impact on the town's economy, as identified in the report by Tribal. This possibility makes it vital that this strategy is successfully implemented, and that a local economic response plan is prepared for dealing with a closure decision should it take place. This will need to be done in conjunction with the Mon a Menai plan.

6.5 Cross cutting issues will apply to each Theme area . These include: Economic Sustainability, Environmental Sustainability, and Equality of Access and Opportunity.

6.6 The strategy will be subject to an Impact Assessment process involving relevant stakeholders.

## **Theme 1 : Learning to Work**

**Aim: Provide high quality education and training facilities for the people of Holyhead and surrounding areas, and create an active, skilled and qualified workforce.**

Rationale - The development of Holyhead as a Learning Town will help the people of Holyhead, in particular those who are unemployed, inactive and disengaged, to develop skills necessary to realise their potential, and to provide businesses with a well qualified and available workforce. This will be a major theme for the future development of the town, and is also a key theme under EU Convergence funding.

Progress since 2003 - Key recent developments and activities in this theme include the creation/ expansion of various employment/ training initiatives, and a growth in community education and training activities. The concept of a Lifelong Learning centre in Holyhead was seen as a major proposal in the 2003 strategy, but this idea has not progressed due to various issues, including funding. The idea of a Celtic “university” has also not progressed.

This revised strategy identifies a need to focus on more immediate and basic educational and employment related needs and problems faced by the town, and seek to ensure that the people of Holyhead benefit from new jobs created locally eg at the retail park and on the new Parc Cybi development.

Holyhead High School has a particularly critical role to play in shaping the future well-being of the town. It is essential that the school has high quality modern facilities which address the needs of its students. As in much of Wales, the town’s schools have a significant number of vacant places, and it is inevitable that rationalisation will need to take place in order to focus resources on educational needs. The presence of Coleg Menai in Holyhead is also very important to the town, acting as a focal point for further, community and adult education. A particular need has been identified to provide practical / technical education and training facilities .

There are a significant number of organizations who are involved in activities related to education, training and employment in Holyhead, and it is vital that these agencies work together effectively to co-ordinate their work, avoid potential duplication, and focus on meeting the needs of their clients.

### **PRIORITIES:**

- L1 Reduce economic inactivity and unemployment levels**
- L2 Increase the generally low qualifications levels in the town**
- L3 Improve Secondary School education facilities**
- L4 Address the training and employment needs of all young people**
- L5 Maximise local employment from new job creation projects in the area**
- L6 Further develop the area’s potential for specialist training activities (eg marine sector/ safety/ security/ watersports)**

## **Theme 2 : Stronger Communities**

**Aim: Secure a strong, active and self-confident local community which is engaged in the regeneration of the town, and is developing local solutions to address local needs.**

Rationale – A strong community focus and participation in the delivery of the regeneration programme is essential to achieve effective long-term improvement. Most of the town benefits from support under the Welsh Assembly’s Communities First programme and this will form the main focus of activity under this Theme. Other key agencies are also involved in improving life for the local community, and their role needs to be recognised and integrated into this strategy.

Progress since 2003 - The Communities First Programme covering five Holyhead wards has resulted in a very wide range of community development activities and projects taking place. There are now three active Community Partnerships, employing a total of about 30 staff. Significant specific project examples include new children’s play areas, a community-run crèche, healthy eating co-operatives, luncheon clubs, town centre floral displays, various initiatives to support families, and a new youth & community centre in London Road. Progress in this Theme has also included the Town Hall refurbishment, and a significant improvement in community policing.

Co-ordination of activities is important, and the three community partnerships are now co-operating on many town-wide projects. Whilst Communities First seems likely to continue until 2013, there is a need to develop alternative sources of funding/income for the three partnerships. Communities First has led to some benefits to the adjacent wards (some of which only narrowly failed to qualify), but there are clearly community needs in these “excluded” wards which need to be addressed.

There are a number of proposals for funding new or improved community centres, and there is a need to ensure that public investment in such centres is effective, reflecting real need, and is sustainable.

### **PRIORITIES:**

- C1 Delivery of the Communities First programme**
- C2 Support for areas in need which are outside of C1**
- C3 Provide modern community facilities which reflect the needs of the town**
- C4 Encourage community and social enterprise**
- C5 Supporting families**
- C6 Projects which support the needs of young people**
- C7 Poverty-reduction measures**
- C8 Further reduce crime & disorder**
- C9 Economic sustainability of community facilities & partnerships**

## **Theme 3 : Housing & Social Needs**

**Aim : Use Housing as a key mechanism for the town's regeneration, and address the area's housing, health, and social needs.**

Rationale – Housing has a critical and central role to play in regeneration, and in improving people's lives and well-being. The town is identified as an area of housing need. The area's older terraced and early public sector housing mean that much investment is required to meet modern standards. The economic return on housebuilding through new build or refurbishment means that this can be used to improve relevant buildings or areas, as well as meeting housing needs. Health and social needs issues are often related, and are included here.

Progress since 2003 - Private sector activity and interest in new housebuilding in Holyhead has increased, with new waterfront apartments having been built at the Marina, and plans for significant housing developments on South Stack Road, at Kingsland, on Turkeyshore Road, and in the Soldier's Point area and other locations. There have been a number of public sector funded housing improvement schemes and initiatives in Holyhead, including a £4M housing improvement scheme at Morawelon. Various other housing, health, and social support initiatives have taken place.

New housebuilding in Holyhead in recent decades has been quite limited, reflecting local economic conditions and other constraints, and this contributed to the slight fall in the town's population in past decades. As a designated growth centre, it is expected that a significant level of housebuilding should take place in the future, and the level and location of this will be determined through the Local Development Plan. Private sector interest is clearly growing, and there is a significant interest in the waterfront areas in particular.

The Housing Renewal Area of 1991-2001 resulted in about £10M of housing improvements. A number of terraces / properties were not improved at the time, and discussions with the Welsh Assembly indicate a potential for a renewed designation to "mop-up" remaining unimproved housing, and link into other regeneration works.

Homelessness is an issue that has become more apparent in recent years. A significant level of support activity is already taking place, and a need has been identified for suitable homeless accommodation facilities.

### **PRIORITIES:**

- H1 Improve sub-standard housing conditions**
- H2 Address homelessness needs and related issues**
- H3 Encourage housing investment in suitable vacant/ run-down premises**
- H4 To seek a further Housing Renewal Area programme**
- H5 Provide for new housebuilding in suitable locations**
- H6 Integrate Housing with other regeneration activities**
- H7 Reduce the town's Health & Social problems**

## **Theme 4 : Developing Business**

**Aim: Encourage private sector confidence and investment, and support the specific needs of businesses based in Holyhead.**

Rationale – Private sector confidence, investment and job creation is fundamental to the creation of wealth and economic well-being. Many of the town's regeneration challenges will only be solved through securing private investment. A key challenge of the strategy is making Holyhead into a place where the private sector wishes to invest, and maximising the local benefits from this.

Progress since 2003 - Significant private sector developments have taken place, including the marina development, further major retail expansion at Penrhos , new fast food/retail/hotel developments at Kingsland, and new investments at Holyhead Boatyard and the Trearddur Bay Hotel. Key infrastructure projects have taken place which allow future business investment and expansion, namely the new sewerage system for the town and surrounding villages, new units and plots at Penrhos Business Park. Works to create the major new Parc Cybi site are well underway. A Chamber of Commerce for Holyhead has been active since 2003.

New private sector business / industrial investment and job creation in Holyhead has been severely constrained by the lack of available development sites and premises over many years. The new sites infrastructure, together with additional advance units, and some utility services upgrades, will mean that such investment can finally take place, resulting in additional new jobs for the area. These will do much to boost local spending levels.

The Town Centre is a focal point for Holyhead, and its condition is seen as an indicator of the economic health of the town as a whole. It is also collectively a major source of employment. A targeted approach is required to address vacant / eyesore premises, and attract new types of businesses and uses into the area. Active town centre management and support activities are required to realise this aim.

Holyhead's economy has always been closely tied to the sea, and the marine sector is identified as one which provides particularly significant potential for growth in the future. Space exists for major marina expansion in the future, and provision should be made for additional marine sector business and industrial activities.

### **PRIORITIES:**

- B1 Major new employment site at Parc Cybi**
- B2 Provision of new advance business units**
- B3 Expansion of the Marina and marine sector**
- B4 Town centre management and support activities**
- B5 Increased uptake of business support schemes**
- B6 Inward investment and job creation**
- B7 Private sector participation in regeneration**

## **Theme 5 : European Gateway**

**Aim: Maximise the economic potential of the port, and the town's status as an international gateway.**

Rationale – Holyhead port is the busiest passenger ferry port on the west side of Britain, and is increasingly a significant route for road freight movements. It is a major local employer, and the extensive harbour is a significant economic asset for the town and wider region. The strategy aims to safeguard and diversify port employment, and maximise its economic contribution to the town and local economy.

Progress since 2003 - Significant capital investment has taken place in the development of the new ferry terminal 5 on Salt Island, the introduction of a new superferry, and in the creation of the Celtic Gateway footbridge linking the passenger ferry terminal, railway station, and town centre. A new Stena UK call-centre in Holyhead has created about 60 jobs.

As port authority and major local landowner, Stena have a critical role to play in the regeneration of the town, and their continued active involvement is essential to the success of this strategy. The development of a cruise ship berth has been identified as a key opportunity for port diversification and the development of local tourism.

The road network linking the A55 Junction 1 with the port is clearly far from satisfactory, resulting in significant traffic problems in the Black Bridge area after ferries arrive. Providing a modern road network system which effectively links the A55, Port, and Town is essential to the future of Holyhead. This also provides an opportunity to improve the currently poor and confusing approach to the town centre. The railway station area is in need of major refurbishment / redevelopment, and a far better use can be made of the extensive disused rail tracks area on the West Dock.

The large historic Breakwater is a major marine structure that is critical to the future of the harbour and its various uses, and a very significant investment is required to ensure that it continues to serve as an effective sea defence for the town. This also provides an opportunity to develop its potential for various activities including leisure.

### **PRIORITIES:**

- E1 Improve the road network linking the A55, Town and Port**
- E2 Create a new berth for Cruise Ships & other large vessels**
- E3 Redevelop the railway station / Inner Harbour area**
- E4 Improve and rationalise train servicing facilities**
- E5 Safeguard and improve the Breakwater as a vital sea defence**
- E6 Improve, extend and rationalise port infrastructure**
- E7 Support port, harbour, and transport based employment opportunities**

## **Theme 6 : Attractive Town**

**Aim: Improve the town's appearance and environment, and promote Holyhead and Holy Island as a high quality Tourism and Leisure destination**

Rationale – Holyhead, and Holy Island, has a wealth of natural amenities, heritage, and other attractions that will appeal to a wide variety of people. The town is generally known for being a transit point, rather than being a destination in itself. It has also suffered from some negative perceptions. Enhancements to the general environmental quality and local facilities are vital if Holyhead is to achieve its potential as a popular tourism and leisure destination.

Progress since 2003 - A range of environmental and tourism projects have taken place, including floral displays in the town centre, new signage, an extension of the Maritime Museum, cruise ship welcome events, a new land train service, a new left luggage facility, and new/improved summer events. Major urban improvement works are underway on Victoria Road, and a new hotel is under construction at Kingsland. A number of properties have been improved in the town centre. Several sporting facilities have been improved.

The urban townscape is a priority area for improvement. The town centre still has a number of dilapidated and eyesore premises that need to be tackled. The proposed Townscape Heritage Initiative will be critical to achieving this. Ensuring the town has a quality infrastructure and provides a welcoming image will not only improve the environment for local people, but also attract people to the town and provide a boost to local businesses and the tourism industry.

The development of a quality tourism offer is essential to capitalise upon the visitor potential. The area's heritage and attractive coastal environment are key assets in this, and there is a need to improve, enhance, and better promote them. Examples of such areas include the Roman Fort, South Stack, and the Breakwater Country Park.

A review of the existing ageing Leisure Centre has proposed that it be closed and replaced by two new facilities – a new Sports Hall near the High School, and a new Aquatic Centre attraction including swimming, fitness, and water leisure facilities. Such facilities have a role to play in tourism as well as sport eg for the Island Games.

### **PRIORITIES:**

- A1 Improve the town centre environment, townscape, and offer**
- A2 Improve and develop the potential of Newry Beach as an attractor**
- A3 Develop new and improved tourism, retail, & leisure attractions**
- A4 Create new modern sports & leisure facilities**
- A5 Increase the availability and quality of visitor accommodation**
- A6 Improve visitor signage, information, and marketing**
- A7 Provide events, activities, and facilities which attract people**
- A8 Improve and promote the area's heritage and environmental features**

## COSTS & FUNDING PAGE

### 7.0 costs and funding

7.1 The realisation of this strategy will require a very considerable level of public and private sector investment over the period up to 2013, which will need to be secured from a variety of sources. There has already been a considerable level of capital investment in the town in the period 2003 – 2006 :-

#### **Capital Investment in Holyhead 2003-06**

(Approx & excluding housebuilding & land purchase)

Public Sector	£13.6 M
Community Sector	£ 1.0 M
Private Commercial	£22.4 M
Private Utility	£30.0 M
<b>TOTAL</b>	<b>£67.0 M</b>

#### 7.2 Costs

A costing assessment for the strategy will need to be prepared and incorporated into the document once the priorities and major project proposals have been firmed up.

#### 7.3 Private Sector Funding

This should account for the majority of future capital investment in Holyhead. It is hoped and expected that the level of private investment will grow very significantly in the future as a result of public sector infrastructure provision and increased investor confidence in the town and its future.

#### 7.3 Public Sector Funding

A significant level of public sector capital and revenue funding will be required to realise the strategy. Over time, this should lead to reduced government benefits expenditure, and increased taxation revenue. The largest contribution to the public investment in Holyhead during 2003-06 was Welsh Assembly funding, and this is likely to continue to be the case. The uptake of Lottery funding was relatively low, and a greater effort to utilise this source should be made in the future.

#### 7.4 European Funding

The EU Objective One programme contributed the second largest share of public capital investment 2003-06. The confirmation of the EU Convergence Funding Programme 2007-13 is excellent news for Holyhead, which should provide for much of the public funding requirement to realise the strategy. There is also a new Interreg funding programme, which can provide funding towards projects with partners in Ireland.

## PARTNERSHIP & DELIVERY PAGE

### **8.0 partnership and delivery**

8.1 A wide range of organizations are already involved in the delivery of various regeneration related activities in Holyhead. This strategy has a role in promoting a co-ordinated and integrated approach to the town, thus making more effective use of funding and staffing resources.

8.2 The Holyhead Forward board has been formed to provide a high-level partnership mechanism to deal with strategic regeneration issues, including approval and monitoring of the regeneration strategy. The board normally meets twice a year, and includes senior representatives from the public, community, and private sectors, including the MP, AM, and elected county representatives of all the wards in Holyhead. It is a consultative partnership and is not a formal legal or financial entity. The board serves to secure and promote a partnership approach, provide strategic direction, and highlight and resolve relevant regeneration issues.

8.3 A smaller Holyhead Forward Strategy Group meets more frequently to deal with specific issues, projects and operational matters. This group includes representatives from the Chamber of Commerce, Communities First, Stena, Welsh Assembly, County Council, Town Council, together with the Board chair.

8.4 There are a number of other partnerships and multi-agency groups dealing with regeneration issues, including County Council project teams, Town Council Sub-Committees, and Communities First partnerships and fora. Effective networking and information sharing is vital to achieve an integrated and co-ordinated approach to regeneration.

8.5 The experience since 2003 indicates that certain regeneration issues and themes have progressed well, but that others appear to have progressed less well, and have lacked effective leadership. Given its importance, the area of skills, training, and employment has been identified as one which needs to be given greater priority and leadership in the future. Further development of the Strategy Themes and Priorities is required to show who will be responsible for their delivery, and how progress will be measured. The Welsh Assembly Government's ongoing support and commitment will be essential.

8.6 Effective communication of the strategy and its progress is vital. Raising awareness of the strategy has a role to play in generating confidence in the town's future. The Holyhead Forward website [www.holyheadforward.com](http://www.holyheadforward.com) is now well used, and can be further improved as a communication tool. Other communication mechanisms will also need to be used, including the media.

8.7 Specific staffing and financial resources are required to effectively manage the Holyhead Forward strategy and partnership process, and undertake related activities. Staffing and operational resources are also required to effectively progress specific regeneration Themes.