

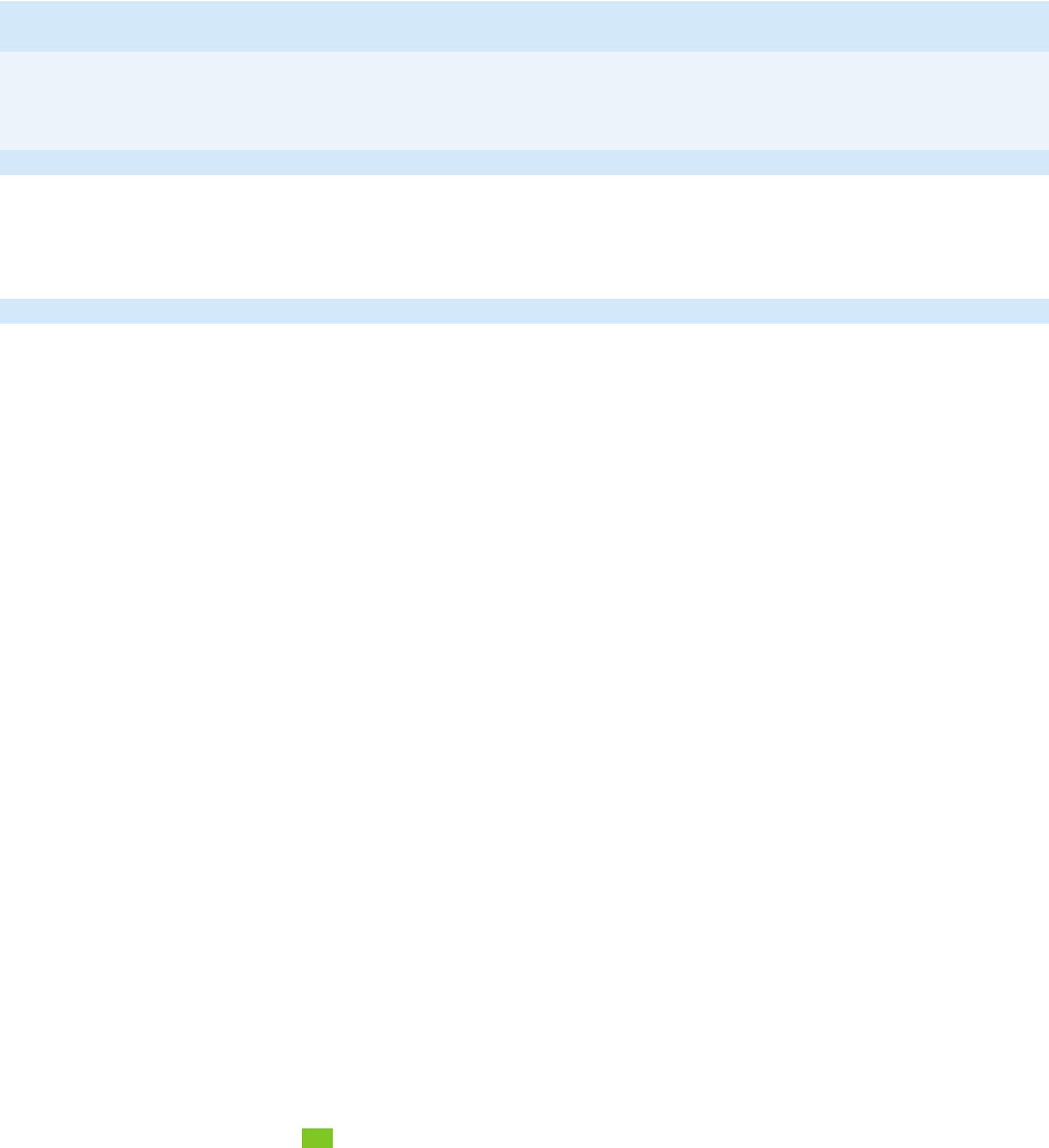
Anglesey Economic Regeneration Strategy



The Island
of Choice

2004 - 2015





For more information please contact -
Economic Development Unit - Anglesey Business Centre
Bryn Cefni Business Park - Llangefni - Ynys Môn - LL77 7XA

tel - 01248 752431/ 435
fax - 01248 752192
email - econdev@anglesey.gov.uk

An audio version of this strategy is available.

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THE ANGLESEY ECONOMIC REGENERATION PARTNERSHIP

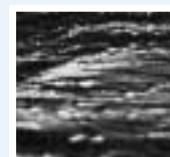
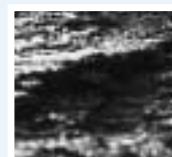
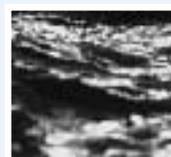
The Anglesey Economic Regeneration Partnership, Formed in 1999, has a membership of 18, with six elected from each of the local public, private and community sectors. Additional organisations have ‘advisor’ status because of their specialist areas of expertise.

A wide variety of functions are undertaken by the Partnership to develop the Island’s economy, particularly enabling the efforts of individual organisations and groups to reduce duplication of effort and have greater impact through co-operation and co-ordination.

The Partnership recognises that the scope for self-determination on Anglesey is limited, highlighting the importance of partnership working with others at the strategic level. Accordingly, the Partnership will concentrate on developing actions where there is added value in undertaking them at the local level and actively supporting activities which are part of a wider programme of support at sub-regional, regional or national level.

For further information about the Partnership and its activities, please visit www.mon-ewrop.org

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foreword

Foreword by the Chair of the Anglesey Economic Regeneration Partnership

Anglesey is an Island of enormous beauty, and attracts well over a million visitors each year. It is famed for its quality environment and is an "Island of Choice" for many who wish to work and live in one of the most attractive landscapes in the world.

Nevertheless, Anglesey is also an island with deep-seated economic problems: the high levels of migration of its young people, high levels of unemployment, significant levels of social deprivation, rural economic problems and a number of small-scale, low skills employment sectors. Its level of GDP is well below the European average and its traditional industrial base focuses significant decline in the next decade.

A great deal of hard work has been ongoing over recent years to stem this inexorable decline and, with some success; however, more must be done if Anglesey is to realise its potential. We will need to create an infrastructure which can accommodate the demands and opportunities of the 21st century. Overall aspiration levels, including the drive to succeed and to improve quality of life, will also have to be raised throughout our island's communities.



This document provides us with a challenging and ambitious blueprint for the next 10 years. It provides a framework for action based on Five Aims which lie at the heart of the way forward for our economy. The delivery of the actions required to achieve our vision, aims and objectives will be undertaken in blocks of 3 years. Individual organizations within the Partnership working together with other organizations and individuals in the private, public and voluntary sectors will lead on ensuring that everyone on the Island benefits from the wealth and opportunities economic growth creates. Communication and joint-working will be the key to success.

By working together, we can make a real difference to the economy of the Island over the next 10 years – we all need to work hard to ensure the best possible outcome for the people of Anglesey.

This Strategy has taken a considerable time to prepare. The process has involved extensive work by Consultants and the Staff of the Isle of Anglesey County Council's Economic Development Unit who act as the Secretariat to the Partnership. The work has involved consultation with the Voluntary and Business Sectors and the Public Agencies. The feedback received has been invaluable in shaping the document; I commend it to you as a significant statement of the way forward.

Dennis Evans
Chair, Anglesey Economic
Regeneration Partnership

the strategic context

During 2002/3 a detailed review and analysis of the Anglesey economy, together with an assessment of the socio-economic and policy context, was conducted; this strategy is based on the outcome of this work.

The work also comprised a review of the key strategic policy documents at a national, regional and local level such as: Opportunity and Security for All, Betterwales.com, The Plan for Wales, A Winning Wales, Objective 1 SPD & PC, the Wales Spatial Plan and the draft North Wales Development Strategy. The outcome was a significant degree of commonality in approach, which is reflected in this document.

The review implied that local strategies should focus on the key areas of SME development and expansion; innovation and development of the knowledge-based economy; community economic regeneration; provision of infrastructure developments and promotion of ICT; supporting rural areas; and investing in education, skills, employability.

The Island's Unitary Development Plan (UDP) is one of the principal implementation tools for the land use and infrastructure elements of the strategy; the Island's draft Community Plan is another key document. Both of these plans are expected to complete consultation processes during 2004. Whilst this Strategy takes into account the contents of both documents, the actions leading from it will need to evolve further as they are finalised and agreed.

Using the wealth of intelligence gathered through the contextual review, the Partnership believes that the Vision, Aims and Objectives in the following pages are an appropriate focus for its activities during the life of this Strategy. The objectives, and the actions that flow from them, will be reviewed periodically to ensure that they remain relevant and appropriate to Anglesey's development needs.





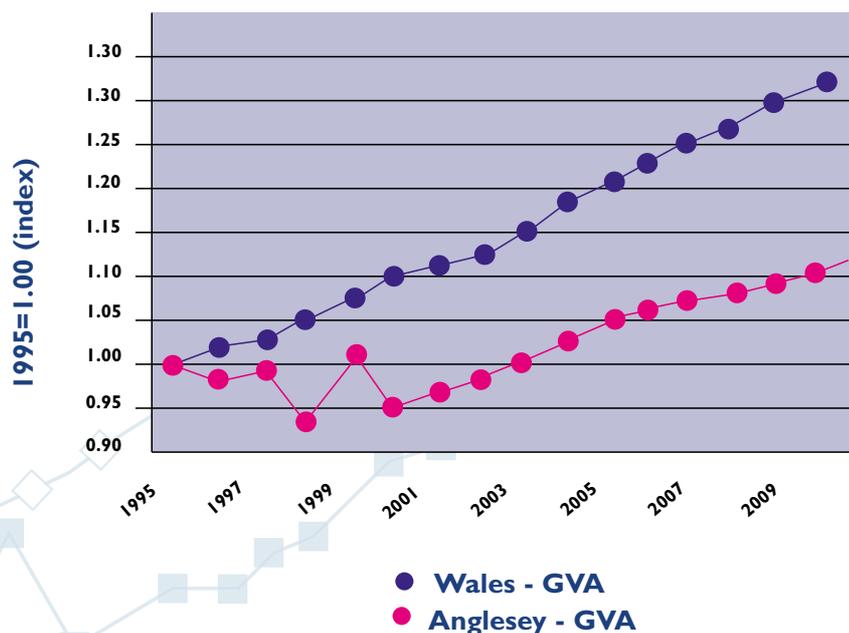
the challenge

Despite the continual efforts of the public, private and community sectors, Anglesey continues to provide cause for concern when indicators are examined:

- Higher than average levels of economic inactivity and unemployment with 2000 jobs lost in the last 10 years.
- A GDP per head well below the national average at 64%
- A gap in GDP per head of over £3,700 with the rest of the UK and over £2,000 with the rest of Wales.
- Forecast economic growth for Anglesey suggests that this prosperity gap with the rest of Wales/UK is expected to deteriorate significantly during the next 10 years or so.

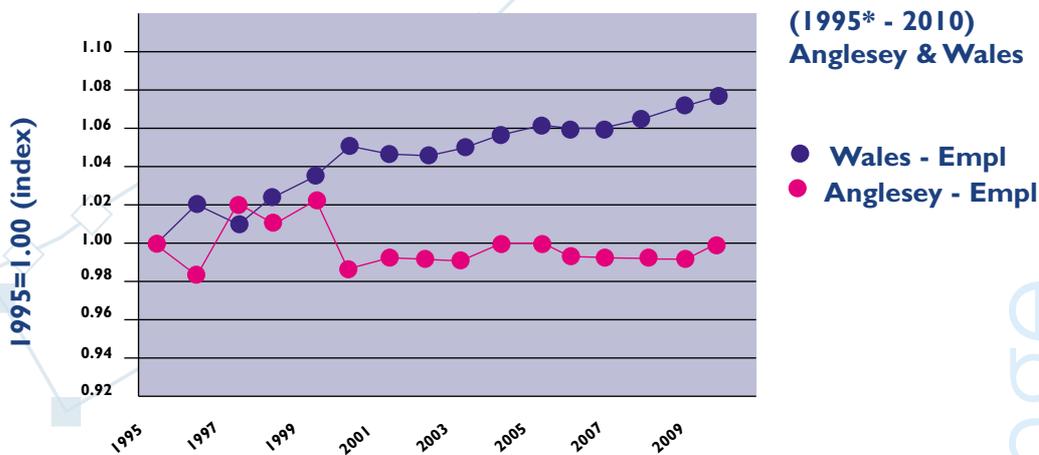


**Output Growth:
Wales & Anglesey (1995 - 2010)**





- Over - dependence on a few key companies and the public sector, with 2% of companies employing 40% of the workforce.
- Dependency also on small number of large companies whose closure will have a marked effect on the economic structure of the Island.
- 10 wards on the Island represent 6% of the most deprived wards in Wales despite Anglesey having only 2.5% of the Welsh population.
- The highest outward migration of young people of any county in Wales.



- Employment has dropped by 21% (ie 4,900) since 1982, limiting opportunities locally – agriculture in particular representing the bulk of losses - compares with overall growth of 10% in Wales during the same period.
- Forecast employment growth to 2010 shows a picture of stagnation against significant growth in Wales as a whole – this consolidates comments already highlighted in terms of industrial structure.
- Ageing population – inflow of older 'lifestyle' people to the Island compounding the natural trend towards a growing older population.
- High level of economic inactivity and some unemployment black spots – a labour market whose structure and dynamics mitigate against the island's potential to prosper.
- Some serious deprivation remains around Holyhead and Amlwch in particular (ie in the north of the Island).



the opportunities

Despite the difficulties Anglesey faces, there are a number of key opportunities; here are some of the more important:

- The knowledge based economy and utilisation of broadband connectivity;
- Development of civilian air of facilities at RAF Valley;
- Capitalise fully upon substantial trans-European traffic travelling through the Port of Holyhead;
- Opportunities to improve the image of Anglesey;
- Full utilisation of EU Structure and non Structural funds;
- Develop further the Island's unique leisure, recreation, and tourism amenities;
- Develop the core settlements of Amlwch, Holyhead and Llangefni, along with other major centres, as drivers for economic growth;
- Develop areas of high growth potential along the A55 corridor;
- Develop the role of the public sector in supporting the Island's economy;
- Develop new prestige business accommodation as a driver for inward investment and the further growth of indigenous businesses;
- Encourage further integration and utilisation of the region's high quality educational establishments by the private sector;

Footnote -

A full analysis of the Strengths, Weaknesses, Opportunities and Threats to the economy of Anglesey is included in the Contextual Review available from the Partnership Secretariat.

cross-cutting principles

Five cross-cutting principles will guide the Strategy's delivery and implementation:

- **Working in Partnership**
- **Information and Communications' Technologies**
- **Equality of Opportunity**
- **Sustainability**
- **The Welsh Language**

Full details of these Principles and how they will be incorporated in the Strategy's implementation, are shown at **Annex A**.





the vision

Create a prosperous future for Anglesey through sustainable Economic Regeneration.

By 2015 Anglesey will have:

- A thriving and prosperous economy with quality employment opportunities created by innovative employers with effective support services and a skilled and adaptable workforce;
- A world class image, fully utilising the Island's unique cultural, heritage and environmental assets to become The Island of Choice for its people, investors and visitors;
- Vibrant and sustainable communities within a diverse rural economy;
- Quality sites and a competitive business environment serviced by a modern communications and transport infrastructure;
- Thriving and prosperous towns acting as drivers for economic growth;
- Capitalised on its strategic position as the premier gateway to Ireland and the Euro route to the North West of England and beyond;
- Capitalised upon its proximity to the resources of the University of Wales, Bangor.

strategic targets



By 2015 Anglesey will have:

- | | |
|----|---|
| 1 | GDP at 72% of UK average |
| 2 | Population of 69,000 |
| 3 | A growth of employment to 21,000 full time equivalent |
| 4 | A relative unemployment rate of 4.0% |
| 5 | VAT stock increased to 2135 |
| 6 | Increase in day visitor numbers to 710,000 |
| 7 | Activity rates of 85% |
| 8 | A reduction of numbers in the Workforce with no qualifications to 10% |
| 9 | Number of most deprived wards reduced to 5 |
| 10 | A 95% satisfaction with the Island as a place to live
(i.e. quality of life measure) |
| 11 | 20 new projects and 500 net jobs created through inward investment |
| 12 | Relative earnings at 83% of the UK average |



Llanddwyn Island

aims & objectives

The Strategy's Vision focuses on 5 strategic aims, each with objectives, which will guide the development of detailed Action Plans.

VISION	AIMS	OBJECTIVES		
<p>Create a prosperous future for Anglesey through sustainable Economic Regeneration</p>	<p>1. Provide high quality infrastructure, transport and communications.</p>	<p>1.1. Develop sites and premises to meet business and public sector needs.</p>	<p>1.2. Develop the economic potential of the built and natural environment.</p>	<p>1.3. Capitalise upon the benefits of broadband connectivity.</p>
	<p>2. Support business growth</p>	<p>2.1. Support existing businesses to maximise growth, productivity and competitiveness</p>	<p>2.2 Encourage entrepreneurship, innovation and new business start-ups.</p>	
	<p>3. Create a competitive labour market, supported by a strong skills base.</p>	<p>3.1. Encourage individuals to achieve their potential through lifelong learning.</p>	<p>3.2. Enhance the lifelong learning infrastructure.</p>	<p>3.3. Create a better match between skills availability and the needs of business.</p>
	<p>4. Create strong and enterprising communities</p>	<p>4.1. Develop the capacity of communities to participate fully in economic activity.</p>	<p>4.2. Ensure individuals have access to opportunities.</p>	
	<p>5. Improve the national and international profile of Anglesey.</p>	<p>5.1. Effectively market the Island's tourism product.</p>	<p>5.2. Develop and market a positive image for Anglesey</p>	

In the next section, each Aim is examined in detail and broken down into the **Objectives** and the **Key Actions** regarded as essential to achieve the overall vision. At **Annex B**, the Key Actions are developed further by providing illustrative **Enabling Actions** which provide the basis and focus for the development of detailed **2 year Action Plans**. These Plans will guide the implementation of the Strategy, allocate responsibility for delivery and assist in the achievement of the Strategic Targets; further details on implementation arrangements are at page 25.

AIM: 1.0. Provide high quality infrastructure, transport and communications.



The ability of Anglesey's existing infrastructure to support increased levels of activity in the future is a critical issue. Establishing modern, integrated and accessible infrastructure and communication networks is an essential component of the successful implementation of this strategy. Holyhead's position as the principal transport gateway to Ireland offers unrivalled economic opportunities. This is complemented by the excellent access to mainland Britain and Europe along the A55. The development of new and improved provision of strategic sites and premises for high quality employment opportunities is vital if the needs of new and existing business and potential inward investors are to be met. Capitalising upon the wealth creating opportunities of broad band connectivity also will help to ensure global competitiveness.

Activities will be undertaken to ensure Anglesey fully utilises its existing economic infrastructure; embraces modern communication technology as an economic driver; and enhances the capacity of transport and essential services.

Objective 1.1:

Develop sites and premises to accommodate business and public sector needs.

Rationale. Investment in commercial accommodation on the island is currently characterised as inadequate with few properties capable of attracting high value, new economy businesses. The analysis points to the relatively low quality and availability of much of the existing or planned supply of land and the comparatively small number of sites which have the quality to compete in the wider regional, national and international investment markets. The conclusion is that Anglesey's site offer is relatively weak, particularly in respect of high environmental quality, greenfield sites close to the A55.

Accordingly, this objective will focus on improving the sites and premises offer and seeks to find new ways of helping businesses to access new premises on the island as they grow. The Welsh Assembly Government has made a firm commitment towards decentralizing a number of its Divisions away from Cardiff. If Anglesey can attract these high quality employment opportunities, there will be widespread economic spin-offs for the local economy.

Key Actions

1.1.1: Fully develop the allocated employment land on Anglesey

1.1.2: Enhance the fabric and environmental quality of existing industrial estates

1.1.3: Provide the mechanisms to enable businesses to expand and grow

Objective 1.2:**Develop the economic potential of the built and natural environment**

Rationale. Different towns and rural areas have specific needs, opportunities, challenges, and constraints. An overall strategic approach, supplemented by area based implementation is required to ensure that needs are met through locally targeted and appropriate developments. Anglesey, and the port of Holyhead in particular, are key links in the Euro route connecting Ireland with its EU partners. Gwynedd is Anglesey's closest neighbour and shares many regeneration issues with the Island. It is essential that this strategic position is exploited to the full.

Anglesey's rural transport provision has a number of inadequacies. The Partnership aims to influence policy and encourage effective integrated transport provision and the actions detailed in the Local Transport Plan. There is also a pressing need to investigate the Anglesey housing market in terms of its quality and the extent of affordable housing.

Key Actions

1.2.1: Spatially target economic regeneration across the Island

1.2.2: Develop and exploit the economic opportunity offered by Anglesey's strategic links

1.2.3: Take action to address a lack of capacity, including transport and housing, where this is hindering economic regeneration

Objective 1.3:**Capitalise upon the benefits of broadband connectivity**

Rationale. Access to broadband services on Anglesey is limited – as such, businesses and the community are not experiencing the associated benefits.

To counteract the effects of geographical remoteness and increase social inclusion to ensure the Island capitalizes fully upon the benefits of broadband.

Key Actions

1.3.1 Promote whole-Island coverage and capacity of broadband services

1.3.2 Stimulate community and business demand for broadband services



AIM: 2.0. Supporting Business Growth.



Anglesey has a polarised business base which is dependent on a few key sectors and companies; there is a significant gap in the middle market, and 75% of companies employ less than five people. Many small businesses operate in low quality, seasonal or declining sectors and there is a focus on the local market which limits the Island's ability to raise GDP levels. Low business birth rates and innovation levels contribute towards limited employment opportunities and significant levels of outward migration. The lack of employment opportunities means that the Island needs to implement a long-term programme of sustained investment if it is to retain these skills and intellectual capital, addressing directly one of the causes of the problem. Developing a more competitive business infrastructure will also encourage those economically active people who have left the Island to pursue other opportunities to return. Anglesey enjoys competitive advantages in several key sectors which need to be exploited through targeted support whilst opportunities to develop an environment attractive to overseas investors and entrepreneurs alike must be explored. The aim will be to address these issues directly through local and national programmes and initiatives. The specific needs of rural businesses will be a priority for action.

Objective 2.1.

Support existing businesses to maximise growth, productivity and competitiveness

Rationale. Significant programmes and activities are required to: increase business start-up and survival rates; enhance business investment levels; increase business productivity, and competitiveness; access new markets; increase investment levels; utilise new technologies; and exploit the growth potential of individual businesses and sectors.

Recent independent research identified the current fragmentation of business support services as a barrier to take-up. Greater accessibility is needed to maximise the opportunities for business growth. The emergence of new technologies has impacted on the scope and nature of knowledge accumulation, easing accessibility and reducing costs. To take advantage of these new technologies, businesses must implement more flexible, innovative strategies and forms of work organisation and production. Linkages with academic institutions are increasingly important as commercialisation and application of knowledge and technology transfer gather pace.

Public agencies acknowledge the need to target investment effectively towards areas of the economy likely to have the greatest impact on wealth creation and, therefore, growth. It is widely recognised that some form of sector or cluster targeting is an appropriate way of exploiting existing strengths to deliver long-term benefits whilst also identifying the potential for investment in new and developing sectors. The Partnership therefore proposes to develop a sector targeting action plan, exploring in greater detail the information gathered in the contextual review which suggested that:

- It is vital that producers and processors of agricultural products and food increase their competitiveness. Programmes will aim to create a vibrant sector where all elements of the supply chain, from producers to processors, to retailers and the hospitality sector work together.
- 'Consumerism' is identified within the North Wales Development Strategy (draft) as a key theme – reflecting changing lifestyles. The current retail offer is not 'specialized' enough to ensure the Island capitalizes fully upon the emergence of shopping as a prominent leisure activity.

- Tourism is a significant sector on Anglesey and it needs further to develop the nature and quality of its product. The natural environment, unique character and quality of life need to be combined with high quality services, accommodation, facilities, interpretation and general provision to ensure Anglesey's tourism and leisure industries develop.
- Information and Communications Infrastructure are important both as a growth sector in their own right and as part of the underpinning infrastructure for all local businesses. Changing local demographic characteristics make health care and social services to assist older individuals a key sector. Increased investment in public services, private sector competition and downstream servicing requirements create a number of cross-sector opportunities which must be capitalized upon.
- There is no base of high technology businesses – a target sector for Anglesey – and significant effort is required to generate a critical mass through entrepreneurial or spin-out activity or foreign investment.

Key Actions

2.1.1 Identify and support SMEs to explore and develop new markets

2.1.2 Improve accessibility, customer focus and effectiveness of business support programmes

2.1.3 Exploit sectors which offer the greatest employment and growth potential

2.1.4 Encourage increased Research and Development activities as a driver for economic growth

Objective 2.2.**Encourage entrepreneurship, innovation and new business start-ups**

Rationale. The all-Wales Entrepreneurship Action Plan provides the overall strategic framework for enhancing entrepreneurship skills and increasing business start-ups. However, on the ground co-ordination of this activity and progression routes remain limited – affecting overall take-up and participation levels. The 'entrepreneurial culture' being sought, where individuals have the confidence and abilities to pursue their goals can only be achieved by instilling the virtues and abilities into individuals at an early age. If this is achieved, highly skilled and qualified individuals completing higher education can add considerable value to the local economy by establishing environmentally friendly, knowledge intensive businesses with high growth potential.

Key Actions

2.2.1 Enhance the availability of service accommodation for new enterprises and the delivery of associated programmes

2.2.2 Develop and implement a comprehensive 'Anglesey Entrepreneurship Support Programme'

2.2.3 Embed entrepreneurial skills in education and training

2.2.4 Capitalise upon spin-out opportunities from the UWB



AIM 3.0: Create a competitive labour market, supported by a strong skills base.

Competitive pressures create the need to improve operating efficiencies through the effective deployment of technology and skills whilst technological developments place additional demands on the workforce which has diminishing numbers of young people entering the labour market. The demand for generic skills such as communication, problem solving and the ability to use IT equipment is rising, whilst that for skills related to manual dexterity and strength is falling. In view of this, the priority is to develop the workforce whilst balancing the skills and qualification aspect of the labour markets. Activities will be undertaken to ensure the education and training sector has the ability to deliver high quality, demand-led support for learning; employers can respond to their workforce development needs; and individuals have the aspirations, drive and attitude to progress.

Objective 3.1: Encourage individuals to achieve their potential through Lifelong Learning

Rationale. Many communities are deprived and peripheral. The provision and delivery of capacity building training engages with those at risk of disaffection and enhances the abilities and confidence of local people to move on to further training and/or work.



The closure of Wylfa at the end of the decade is a massive challenge for the Island but also offers an opportunity to redirect the highly skilled workforce to other areas of the economy. The economy has been traditionally dependent on the skilled trades, therefore it is important that a high quality vocational progression route is available to support and sustain the sector; and establish parity of esteem with academic learning. Improving basic skills is also essential and creates opportunities to raise prosperity and improve quality of life.

Taking advantage of best practice and competitive advantage Ireland may have, it will assist the development of a range of projects on Anglesey, particularly with regard to tourism. Focusing on higher level learning will help develop the knowledge economy by attracting high quality knowledge intensive employment opportunities to the area.

Key Actions

3.1.1 Enhance vocational training provision and opportunities

3.1.2 Raise basic skills and develop the intermediate and higher level learning framework

3.1.3 Identify and capitalise on learning exchange programmes with Ireland

3.1.4 Develop programmes to offset large scale company closures

Objective 3.2:

Enhance the Lifelong Learning infrastructure

Rationale. Anglesey suffers from problems associated with peripherality and outreach centres offer an opportunity to tackle these issues. A lifelong learning centre in Holyhead would improve the network infrastructure and act as a strategic driver affording many benefits to the local people in terms of integration, learning, and employment opportunities. Public agencies acknowledge the need to target investment effectively towards areas of the economy likely to have the greatest impact on wealth creation and, therefore, growth. It is widely recognised that some form of sector or cluster targeting is an appropriate way of exploiting existing strengths to deliver long-term benefits whilst also identifying the potential for investment in new and developing sectors. The Partnership therefore proposes to develop a Sector Targeting Action Plan, exploring in greater detail the information gathered in the contextual review which suggested that:

“The construction sector is fundamental to the local economy and the development of a centre of excellence will provide high level training opportunities in a sector where there is high demand.”

RAF Valley is a major local employer. The development of its training centre will maintain the skill base and create further training opportunities in a sector characterized by growth and quality employment. As there is great demand for qualified personnel in the outdoor activities field, it is important that sites where training is delivered are enhanced to provide the skills required in this growing sector.



Identified as a growth sector, quality learning provision for the Marine Sector will enable the Island to capitalise fully upon associated opportunities. Broadband infrastructure will underpin the knowledge economy, and the physical e-learning and ICT training framework must be in place to capitalise upon this.

Key Actions

3.2.1 Investigate, and pursue appropriate outreach training solutions

3.2.2 Enhance the Lifelong Learning infrastructure in areas of significant need

3.2.3 Develop sectoral opportunities for skills development

Objective 3.3:

Create a better match between skills availability and the needs of business

Rationale. The University of Wales Bangor is a valuable resource of knowledge transfer, with expertise in a variety of areas. Transferring and exploiting this expertise locally will improve the Island's knowledge base and competitiveness of its businesses. The Island is also fortunate to have strong links with Coleg Menai and other training providers.

Because several growth sectors have been identified it is important that there is a high skill base ready to service these industries and stimulate the predicted growth. For small businesses, training is costly in terms of time and money. The establishment of a flexible and accessible key fund will facilitate greater take up opportunities, benefiting the company and economy.

Investing in the skill base of businesses is a necessity if the area is to remain competitive. Training provision must be responsive and relevant, with a fit between learning opportunities and employment opportunities to maximize economic benefit. If the Island is to capitalize upon the opportunities which exist, especially in tourism, it has to improve and gain a reputation for the highest possible levels of customer service.

Key Actions

3.3.1 Encourage better links between learning delivery organisations and business

3.3.2 Effectively utilise the resources of the University of Wales Bangor better to meet the needs of the economy

3.3.3 Establish a flexible funding mechanism that will encourage participation of micro-businesses in training programmes

3.3.4 Reduce the specific skills mismatch between graduates and local employment opportunities



AIM: 4.0: Create Strong and Enterprising Communities

Almost 60% of Anglesey's population lives in communities with levels of deprivation above the Wales average. 6% of the most deprived wards in Wales are located on the island, despite having only 2.5% of the Welsh population. The population is seen as being relatively healthy, but the Island is experiencing problems with child poverty, access to amenities, and housing facilities which are comparable with the rest of rural Wales. Greater focus and co-ordination is required on inclusion activities to maximise the potential and the contribution of those living in deprived areas to their communities and the local economy.

Enhanced activities will be pursued in all the Island's towns, villages and rural communities to ensure their potential to achieve sustainable growth is achieved; enhancing facilities; creating an entrepreneurial culture; the continued development of community capacity building programmes; increasing participation in local life; reducing economic inactivity levels; fully utilising social enterprises; and supporting community based organisations.

Objective 4.1: Develop the capacity of communities fully to participate in economic activity

Rationale. Social enterprises operate like any other business – but reinvest surpluses to ensure social objectives are met which benefit the community. The approach can help individuals and communities regenerate their neighbourhoods, contribute to wealth creation, deliver public services and help to develop an inclusive society.

The provision of high quality facilities and community assets improves opportunities, quality of life, and helps tackle the issues which prevent social and economic development. Modern facilities can increase involvement in community life, skills and employability.

Many of the key instruments and interventions necessary already exist. By implementing the range of programmes in a coherent and holistic manner, a real difference can be made to the life of communities and individuals.

Key Actions

- | | |
|---------------|---|
| 4.1.1 | Support social enterprises to regenerate deprived communities |
| 4.1.2. | Improve the capacity and facilities of communities |
| 4.1.3 | Provide better coordinated public sector support for communities |





Objective 4.2: Ensure individuals have access to resources and opportunities

Rationale. Current out-migration reduces skills availability whilst stifling economic growth. Increasing the number of skilled and dynamic young people will strengthen the economy and create socially diverse and vibrant communities. Through engagement and participation the risks of out-migration, social and economic disengagement are significantly reduced. By developing recreational interests and facilities, and promoting participation, social exclusion and quality of life can be improved.

Capacity building assistance must be long term; meet the needs of communities; be accessible and inclusive. By developing appropriate support structures, voluntary and community groups are able to participate in partnerships that place communities at the centre of regeneration activities.

Physical community regeneration does not achieve positive change unless there is investment in skills and knowledge. Once individuals within communities are equipped with the appropriate skills, they can address the current and future needs of their communities, whilst actively contributing to a quality workforce.

Through engagement and participation the risks of out migration, social and economic disengagement are significantly reduced. By developing recreation interests and facilities, and promoting participation, a definite mechanism is created to combat social exclusion and improve quality of life.

Key Actions

- | | |
|--------------|--|
| 4.2.1 | Enable individuals to develop their capabilities to the full |
| 4.2.2 | Combat social exclusion by supporting actions which encourage people to get involved in their communities |
| 4.2.3 | Encourage young people to stay or return to work on Anglesey |
| 4.2.4 | Provide community capacity building training to encourage community enterprise and regeneration |





AIM 5.0: Improve the National and International Profile of Anglesey.

The image of Anglesey continues to provide barriers for business investment and greater competitiveness. The Island's environmental assets and heritage affords significant advantages in the tourist market and in attracting investment from companies whose staff value a quality of life which balances work with other considerations. However, these advantages are largely unexploited with an apparently fragmented approach to promotion and a low business profile. Further, the Welsh Assembly Government has acknowledged the need to realise the potential benefits from Anglesey's proximity to Ireland.

Activities need to be undertaken to raise the Island's profile; capitalise upon new Tourism and Inward Investment opportunities; and increase demand levels for services and products. The Partnership recognises the role of the Tourism Partnership North Wales and the Anglesey Tourism Partnership in this area and seeks to work closely with, and complement the work done, by these organisations.

Objective 5.1: Effectively Market the Island's Tourism Product

Rationale. There is an urgent need to continue to create a more positive image for Anglesey as a visitor destination. There are opportunities to gain added value from individual partners' marketing campaigns in terms of raising the overall profile of the Island.

Key Actions

- | | |
|-------|---|
| 5.1.1 | Identification and target of Tourism niche markets |
| 5.1.2 | Research, identify, and undertake innovative Tourism marketing methods which capitalise upon new technologies |
| 5.1.3 | Target and secure additional sources of funding to increase overall Tourism marketing activity |



View of Malltraeth Bay, from Llanddwyn Island

Objective 5.2:**Develop and Market a Positive Image for Anglesey**

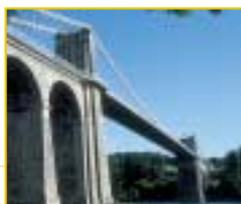
Rationale. Stimulating growth in the local economy requires investment by innovative, successful businesses.

Effective marketing is essential in order to ensure that these businesses fully appreciate the advantages that the Island can offer. Work/life balance is a key consideration for any business seeking to attract highly skilled and motivated people. By emphasising quality of life factors alongside real business opportunities, Anglesey will make a strong case for inward investment.

The marketing campaign will focus on Ireland and businesses dealing with the Irish Republic in particular, given the opportunities presented by its close proximity and accessibility.

Key Actions

- 5.2.1 Create and manage a positive profile for Anglesey**
- 5.2.2 Position Anglesey as an attractive place to work and live**
- 5.2.3 Increase promotion activities and target specific business sectors for inward investment, particularly in Ireland**





implementation

Team Anglesey.

The Team Anglesey approach recognises that no single organisation or group alone will be responsible for delivering the activities required to achieve the Strategic Vision and Targets. The Anglesey Regeneration Partnership (AERP) is committed to identifying and implementing measures to overcome a number of long-term economic challenges facing the island. Positive change can only be achieved through effective partnership working between the public sector, the Island's businesses, and local communities. A 'Team Anglesey' approach is essential, with all stakeholders working together to utilise resources and maximise positive impacts. Strong partnerships will be the hallmark of the Strategy's implementation processes to propel its ambitions from concept into reality.

Turning the Vision into reality will require strategic leadership from the major agencies and organisations within the Anglesey Partnership. The Public Agencies: Isle of Anglesey County Council, the WDA, ELWa, WTB, University of Wales Bangor and Job Centre Plus, will all need to make a long-term commitment to work towards the delivery of the Strategy.

In addition, there are a number of private sector and community - based organisations that exist on the island and the Partnership is keen to work with these organisations to ensure there is a bottom-up-approach to the identification and development of solutions to differing needs.

The role of all these structures is pivotal to the success of the Strategy's delivery – ensuring co-ordination to maximise the impact of available resources.

Implementing the Strategy – Sub Groups and Action Plans

The key implementation activity will be through 5 sub groups reporting regularly to the full Partnership. The AERP will task the sub groups with developing Action Plans to cover the first 2 years of the Strategy. (See table next page).

Partner organisations have been identified to lead in the development of the Action Plans for each Strategic Aim. Their role is to provide a coordinated approach to the Strategy's implementation and drive the implementation process forward.

Containing specific activities, projects, allocated responsibilities and targets, the Action Plans will be reviewed on an annual basis by the Full Partnership.

“...turning the Vision into reality will require strategic leadership...”

Although a number of sub groups already exist, the Partnership will review their composition and create 2 new sub groups, as shown in the table below

Anglesey Economic Regeneration Strategy – Partnership Sub Group Responsibilities and Lead Partners			
Strategic Aim	Sub Group	Partnership Lead Body	Comment
1: Provide High Quality Infrastructure Transport and Communications	Communications and Infrastructure	WDA	Requires the establishment of a new sub group
2: Support Business Growth	Business Assets	Menter Mon	Existing group membership requires review.
3: Create a Competitive Labour Market Supported by a Strong Skills Base	Human Resource Development	Coleg Menai	Existing group membership requires review.
4: Create Strong and Enterprising Communities	Community	Medrwn Mon	Existing group membership requires review.
5: Improve the National and International Profile of Anglesey	Marketing and Image	Isle of Anglesey County Council	Requires the establishment of a new sub group

Co-ordination Group

An operational co-ordination group, comprising the Chairs of the sub groups and the lead body for each Strategic Aim will meet regularly to monitor progress, share issues of concern and co-ordinate activities where actions cut across the work of the sub groups.

Support and Training

Support for the sub groups will normally be provided by the Partnership Secretariat. Training schemes will be developed to assist the Partnership and sub group members to develop the capacity effectively to contribute to the implementation process and monitoring the effectiveness of the Action Plans.

targets

Targets have been set to measure the impact of the five Aims and their Objectives. In addition, twelve nationally recognised Performance Indicators have been identified which will monitor and evaluate the effect of the actions undertaken.

Strategic Indicators	Baseline 2003	Target 2006	Target 2015
1. GDP growth (1995 prices)/ % UK	£440m/64% (1998)	£466m/65%	72% of UK average
2. Population growth	67,000	67,000	69,000
3. Employment growth (full time equivalent - work based)	18,000	18,000	21,000
4. Relative Unemployment Rate	4.8%	4.8%	4.0%
5. Change in VAT stock	2015 (2002)	2015	2135
6. Change in day visitor numbers(000's)	436 (2001)	436 (2001)	710
7. Activity rates (% working age active)	81.2%	81.2%	85%
8. Workforce with no qualifications	19.3% (Feb 2002)	19%	10%
9. Number of wards in the most deprived 20% (multiple deprivation index)	10	10	5



10. Satisfaction with the Island as a place to live (i.e. quality of life measure)	TBC	90%	95%
11. New projects/ jobs created through inward investment	3 / 73 (1999 – 2002)	4/ 100 (2002 – 2006)	20 / 500
12. Relative earnings (GB Index) – annual average adult full time	£18,813 (76%)) (2002	£21,500 (76%)	83% of GB average

The targets are mutually consistent in that the increase in employment (full-time equivalent) is in line with a relatively higher level of GDP per head whilst keeping the baseline steady state. Supply conditions as measured through growth in population and activity rates are consistent with the employment and GDP targets as is the reduction in unemployment. The VAT stock increase also reflects trend growth. Other targets are either notionally growth based or use a common sense approach.



targets



monitoring progress

The Economic Development Strategy provides a framework of actions for the next ten years. In order that it remains relevant to the constantly changing socio-demographic and business characteristics on the Island, it is important to build in an ongoing monitoring and review mechanism.

Timeframe and Review

The Action Plans developed from this strategy will set out a rolling programme of activity to implement the Strategy over a two year period; these will be revisited annually as part of the Strategy Review process. All actions will contribute to the ten year vision of the Strategy and the targets that embody it. Naturally, some individual actions will be 'early wins' and completed in a shorter time frame; equally, both the Strategy and the Action Plans may need to be amended at any time if circumstances require or following the regular review process.

A major review of the Strategy will take place during 2009; other reviews to both documents will take place, according to the schedule set out below.

Action Plans - progress on deliverables to be monitored on an ongoing basis by the Co-ordination Group
- annual review of priorities/actions consistent with Strategy review

Strategy - Review every three years
- Annual external review based on consultation with partners
- Detailed, good practice based, review of one action area to be completed at 6 month intervals between external reviews
- Major Review in 2009

Performance measures will form the basis of annual reviews and the criteria upon which the Strategy can be evaluated in achieving its aims.

ANNEXES:

A: The Cross Cutting Principles

B: Objectives and Key Actions

Annex - A**principles****Five cross-cutting principles will set the Strategy's delivery and implementation approach:**

Working in Partnership – the 'Team Anglesey' approach is vital if the activities and resources of organisations are maximised to achieve positive change and avoid duplication of effort. Total commitment is essential, resulting in further changes to attitudes and working practices. The continued involvement of the public, private and voluntary sectors is essential if the effectiveness of partnership structures is to be improved, whilst adapting to changing circumstances. Roles and benefits have to be explored further, but we will pursue the continued development and strengthening of partnership working on Anglesey.

Information and communications technology – will be utilised to remove barriers to social inclusion; improve the delivery and accessibility to services; increase business competitiveness; and create wider market opportunities. By improving understanding, accessibility and usage of information and communications technology the Island will harness considerable social and economic benefits. Every effort will be made to effectively integrate the utilisation of modern technologies into all programmes and activities to increase business competitiveness and reduce the effects of isolation.

Equality of opportunity – ensuring all who visit, live and work on Anglesey have equal access to facilities, advice and services. Removing barriers and encouraging individuals to achieve their potential will enhance the Island's overall vitality, raise overall standards of living and economic competitiveness. Activities will be undertaken to meet the needs of all groups in society whilst removing barriers to participation and success.

Sustainability – the promotion of a sustainable economic and social infrastructure which complements the Island's natural diversity is vital. Clear emphasis will be placed on developing suitable industries and sectors to maintain and enhance the Island's human and natural resources. Sustainability is about finding a balance between different and often conflicting objectives. The Partnership will therefore take full account and consideration of the long term social, economic and environmental impacts of activities undertaken.

The Welsh language – a valuable resource, with over 60% of the residents being Welsh speakers (Census, 2001). This unique and valuable resource must be capitalised upon and utilised fully as a distinctive feature of strong communities which benefits businesses. In its regeneration and business support activities, the Strategy hopes to promote and increase the use of the Welsh language whilst improving its profile and status. All activities will be undertaken and promoted in a bilingual manner to ensure language issues do not become barriers to participation and success.



Annex - B

objectives & key actions

Objective 1.1:**Develop sites and premises to accommodate
Business and Public Sector need.**

Key Action	Enabling Actions
<p>1.1.1 Fully develop the allocated employment land on Anglesey.</p>	<ul style="list-style-type: none"> ● Expand the Penrhos Industrial Estate; ● Secure planning permission for the Ty Mawr Business Park; ● Ensure funding package is in place to enable site development to commence. ● Pursue the creation of a new high quality Business Park adjacent to the A55
<p>1.1.2 Enhance the overall fabric and environmental quality of existing industrial estates.</p>	<ul style="list-style-type: none"> ● Develop and implement a phased improvement programme.
<p>1.1.3 Provide the mechanisms to enable existing businesses to expand and grow.</p>	<ul style="list-style-type: none"> ● Further development of the relationship and dialogue between the private and public sectors; ● Provide comprehensive support programmes; ● Publicise available support, guidance and assistance.



**Objective 1.2:
Develop the economic potential of the built and natural environment**

Key Action	Enabling Actions
1.2.1 Address a lack of infrastructure capacity including transport and housing, where this is hindering economic regeneration	<ul style="list-style-type: none"> ● Map existing infrastructure; capacity and identify constraints; ● Improve transport infrastructure by implement the 'Celtic Gateway' project in Holyhead; ● Pursue the utilization of RAF Valley for civilian flight usage; ● Identify housing capacity and quality issues.
1.2.2 Develop and exploit the economic opportunity offered by Anglesey's strategic links	<ul style="list-style-type: none"> ● Exploit the links to Ireland; ● Promote the availability of sites and premises along the A55; ● Promote the inter modal transport opportunities at Holyhead; ● Work with Gwynedd to maximise benefits to the 'Menai Zone' within the Welsh Spatial Plan.
1.2.3 Spatially target economic regeneration across the Island	<ul style="list-style-type: none"> ● Create the structures, and progress 'Holyhead Forward'; ● Improve support for the Island's area based partnerships; ● Maximise benefits form the 'Rural Communities Action' (RCA) programme; ● Develop initiatives to utilize the Island's natural facilities (e.g. coastal footpath).

**Objective 1.3:
Capitalise upon the economic benefits of broadband connectivity**

Key Action	Enabling actions
1.3.1 Promote whole-Island coverage and capacity of broadband services	<ul style="list-style-type: none"> ● Completion of the 'Anglesey Connected' broadband network; ● Promote and encourage the private sector to rollout broadband.
1.3.2 Stimulate community and business broadband services	<ul style="list-style-type: none"> ● Create and implement a cross-organisation strategy to encourage take up of opportunities; ● Undertaking a coordinated awareness raising campaign; ● Providing accessible training; ● Promoting increased usage of broadband enabled public access points.

Objective 2.1 : Support Existing Businesses to Maximise Growth, Productivity and Competitiveness.**Key Action****Enabling Actions**

2.1.1 Identify and support SMEs to explore and develop possible new markets

- Survey existing businesses to identify those with growth potential;
- Provide enhanced, targeted business support to encourage growth.

2.1.2 Improve accessibility, customer focus and effectiveness of business support programmes and give them more publicity

- Provide a first class local Business Eye service;
- Develop and implement initiatives to improve co-ordination and dialogue between business support providers;
- Utilise more effectively the Anglesey Business Centre and the Bryn Cefni Campus as a business support venue;
- Undertake a series of awareness raising activities on customer service;
- Develop further the 'welcome host' scheme and promote local take-up;

2.1.3 Exploit sectors which offer the greatest employment/growth potential

Agriculture:

- Diversification;
- Supporting new product innovation;
- Improving production standards and efficiency;
- Improving marketing techniques in domestic and export markets;
- Capitalizing upon the potential for value-added processing;
- Pursuing supply-chain opportunities;
- Pursue niche market opportunities and enhancement of existing enterprises along the A55;

Consumer Services:

- Secure funding and administer an Island wide retail support scheme;
- Pursue and implement benefits afforded to designated 'Enterprise Areas by the UK Government;
- Revitalize and regenerate urban centers in a manner which is



	<p>consistent with trends and consumer expectations from a quality leisure experience;</p> <p>Tourism and Leisure:</p> <ul style="list-style-type: none"> ● Improve interpretation of the natural environment and unique heritage; ● Capitalize upon the opportunities afforded by cruise ships; ● Implement the provisions of the 'Tourism Strategy North Wales', enhancing product, people and place; <p>IT Communications:</p> <ul style="list-style-type: none"> ● Capitalise fully upon the opportunities afforded by broadband; ● Monitor technological change and develop new market opportunities based on these changes; Ensure the latest ICT advice is available from the business support network; <p>Marine Sciences Environmental Goods and Services</p>
<p>2.1.4 Encourage increased R&D activities as a driver for economic growth</p>	<ul style="list-style-type: none"> ● Exploit more effectively the R&D and innovation capacity of the University of Wales, Bangor; ● Develop ways of rolling out the results of research at UWB in new products and services provided by local businesses;

**Objective 2.2:
Encourage entrepreneurship, innovation and new business start-ups**

Key Action	Enabling Actions
<p>2.2.1 Enhance the availability of service accommodation for new enterprises and the delivery of associated programmes</p>	<ul style="list-style-type: none"> ● Identify suitable location; ● Prepare business plan; ● Secure planning permission; ● Secure Objective One funding; ● Appoint contractors to undertake design and build.

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<p>2.2.2 Develop and implement a comprehensive 'Anglesey Entrepreneurship Support Programme'</p>	<ul style="list-style-type: none"> ● Review existing provision to identify gaps and opportunities; ● Develop programmes; ● Secure funding support; ● Consider positive actions to encourage under represented groups; ● Effectively co-ordinate and improve the effectiveness of the Island's 'Entrepreneurship Group'; ● Develop stronger working relationships with regional support providers to encourage uptake of their schemes.
<p>2.2.3 Embed entrepreneurial skills in education and training</p>	<ul style="list-style-type: none"> ● Open dialogue with the Local Education Authority and raise the profile of entrepreneurial related activities; ● Instill a culture of enterprise , its values and importance into all the Island's education providers;
<p>2.2.4 Capitalise upon spin-out opportunities from the UWB</p>	<ul style="list-style-type: none"> ● Develop suitable properties to house suitable spin-out companies; ● Improve coordination between support programmes administered by the UWB and the public sector; ● Develop the Island's facilities and image so it is an attractive location for graduates.

**Objective 3.1:
Encourage individuals to achieve their potential through Lifelong Learning**

Key Action	Enabling Actions
<p>3.1.1 Enhance vocational training provision and opportunities</p>	<ul style="list-style-type: none"> ● Enhance learning opportunities for pre 16 middle school students; ● Develop a new graduate-level learning framework.; ● Co-ordinate more effectively marketing of vocational training opportunities
<p>3.1.2 Raise basic skills, literature and numeracy levels and develop the intermediate and higher level learning framework</p>	<ul style="list-style-type: none"> ● Develop a promotion programme to support the basic skills initiatives; ● Introduce a quality standard



	<ul style="list-style-type: none"> ● assessment mechanism relating to the delivery of basic skills; ● Promote and market higher level management training; ● Identify funding to support management training; ● Further develop managerial training courses tailored for local industry;
3.1.3 Identify and capitalise on learning exchange programmes with Ireland	<ul style="list-style-type: none"> ● Determine the feasibility of a tourism training package funded through Interreg; ● Investigate Vocational Training exchanges.
3.1.4 Develop programmes to support large scale company closures	<ul style="list-style-type: none"> ● Prepare appropriate retraining packages for Wylfa employees with high skills in the Engineering sector; ● Establish a Public/Private sector working group; ● Utilise the experience and expertise gained during the closure of Great Lakes.
Objective 3.2: Enhance the Lifelong Learning infrastructure	
Key Action	Enabling Actions
3.2.1 Investigate, and pursue appropriate outreach training solutions	<ul style="list-style-type: none"> ● Develop and implement a project to establish a youth Skills Centre; ● Research proposals to expand provision at existing training provision; ● Explore with partners the opportunities for integrated e-learning solutions within a North Wales consortium.
3.2.2 Enhance the Lifelong Learning infrastructure	<ul style="list-style-type: none"> ● Prepare a business plan for establishing a Centre in Holyhead; ● Gain local community support; ● Identify and pursue funding opportunities.
3.2.3 Develop sectoral opportunities for skills development	<ul style="list-style-type: none"> ● Secure match funding and implement the Construction Centre Objective 1 project; ● Prepare a study brief and appoint consultants to form a business plan for establishing the Aircraft Training Centre.



<p>3.2.4 Further develop sectoral training opportunities and infrastructure</p>	<ul style="list-style-type: none"> ● Achieve consensus amongst the training agencies on the growth areas and establish sectoral Working Groups to coordinate learning activities; ● Identify gaps and develop accredited outdoor training courses at appropriate Centres; ● Tailor the Anglesey Accelerated Growth Programme specifically for tourism sector; ● Develop the Marine Engineering training infrastructure.
<p>Objective 3.3: Create a better match between skills availability and the needs of business</p>	
<p>Key Action</p>	<p>Enabling Actions</p>
<p>3.3.1 Encourage better links between learning and industry</p>	<ul style="list-style-type: none"> ● Research and develop a TNA project that will formally analyse and communicate business needs; ● Promote the importance of training to local micro businesses.
<p>3.3.2 Effectively utilize the resources of the University of Wales Bangor to meet business needs</p>	<ul style="list-style-type: none"> ● Specifically target: Business & Community Studies; Rural Economies; Leisure & Hospitality; & Marine Science. ● Increase dialogue and joint working between the UWB and other organizations; ● Identify and develop appropriate research and pilot initiatives;
<p>3.3.3 Establish a flexible funding mechanism that will encourage participation in training programmes</p>	<ul style="list-style-type: none"> ● Implement 'phase 2' of the Skills for Businesses Project; ● Determine the feasibility of establishing a key fund for local business training purposes.
<p>3.3.4 Reduce the specific skills mismatch between graduates and local employment opportunities</p>	<ul style="list-style-type: none"> ● Develop and successfully implement an anti-migration package.

Objective 4.1: Develop the capacity of communities fully to participate in economic activity

Key Action	Enabling Actions
4.1.1 Supporting social enterprises to regenerate deprived communities	<ul style="list-style-type: none"> ● Create an enabling environment; ● Make social enterprises better businesses; ● Identifying areas and sectors where there is greatest growth potential; ● Support the development of new opportunities; ● Promote existing business support provision to social businesses; ● Exploit central government social enterprise support initiatives.
4.1.2 Improve the capacity and facilities of communities	<ul style="list-style-type: none"> ● Identify clear evidence of need and demand; ● Stimulate community participation, involvement and leadership in the development of existing and creation of new assets; ● Provide capital and revenue support to improve and increase the range of community assets; ● Identify and encourage use of community champions.
4.1.3 Provide better coordinated public sector support for communities	<ul style="list-style-type: none"> ● Implementing, managing, and evaluating the 'Area Development Framework'; ● Ensuring area development plans link effectively with the 'Community plan'; ● Assist communities to identify their needs to better inform the public sector; ● Increase local delivery of service; ● Work with communities to help develop their capacity for self regeneration.

Objective 4.2: Ensure individuals have access to resources and opportunities

Key Action	Enabling actions
4.2.1 Enable individuals to develop their capabilities to the full	<ul style="list-style-type: none"> ● Assess the skills and training needs of individuals/communities;



	<ul style="list-style-type: none"> ● Ensure current and future skills and training provision meets the needs of individuals and communities; ● Provide community leadership training and assistance; ● Ensure communities have the skills to become self sustaining and self reliant.
4.2.2 Combat social exclusion by supporting actions which encourage people to get involved in their communities	<ul style="list-style-type: none"> ● Add-value to activities currently funded through the 'Communities First' initiative; ● Ensure area based partnerships adopt policies that encourage open membership and participation; ● Provide resources and support community events designed to promote a sense of belonging.
4.2.3 Encourage young people to stay or return to work on Anglesey	<ul style="list-style-type: none"> ● Participate fully in the development of the 'Llwybro' initiative whilst adding-value locally; ● Develop initiatives to ensure new entrants to the labour market appreciate the full range of local employment opportunities; ● Ensure there is a better match between skills demand and avail ability; ● Promote the benefits of self-employment; ● Enhance the quality and range of leisure and recreation facilities and opportunities; ● Work with the creative industry to promote it as a serious employment choice.
4.2.4 Provide community capacity building training to encourage community enterprise and regeneration	<ul style="list-style-type: none"> ● Establish a forum to co-ordinate more formally Education in the Community; ● Secure funding and implement 'Mon Communities'; ● Secure funding and implement 'Step Ladder Training' activity.



Objective 5.1: Effectively market the island's tourism product.

Key Action	Enabling Actions
5.1.1 Identify and target of tourism niche markets	<ul style="list-style-type: none"> ● Undertake regular surveys and research to gain better understanding of target markets; ● Continue to invest in STEAM; ● Implement marketing and promotional campaigns based on the results.
5.1.2 Research, identify, and undertake innovative Tourism marketing methods which capitalize upon new technologies	<ul style="list-style-type: none"> ● Explore marketing methods through use of <ul style="list-style-type: none"> - CD-rom - E-mail - Television – digital and terrestrial - Radio ● Implement the findings of the tourist Information review.
5.1.3 Target and secure additional sources of funding to increase overall Tourism marketing activity	<ul style="list-style-type: none"> ● Identify suitable activities which add value to existing ongoing programmes; ● Secure funding from, Objective I and other EU Programmes.

Objective 5.2: Develop and Market a positive image for Anglesey

Key Action	Enabling Actions
5.2.1 Create and manage a positive profile for Anglesey	<ul style="list-style-type: none"> ● Appoint and develop a network of ambassadors to raise the Island's profile; ● Target marketing campaigns; ● Increase participation in trade events (e.g. through the TRAMOR campaign); ● Identify and support businesses and products which could benefit from enhanced exposure; ● Produce design manual and ensure all key stakeholders adopt its principles; ● Develop a common image; ● Support the Island Games Bid; ● Identify and develop projects that improve the perceptions of the Island particularly that increase the awareness of its culture and heritage;





<p>5.2.2 Position Anglesey as an attractive place to work and live</p>	<ul style="list-style-type: none"> ● Promoting Anglesey’s high quality of life through different media; ● Contribute towards the development and promotion of ‘Anglesey Life’; ● Assist the Communications and Infrastructure Sub Group to investigate the Anglesey Housing Market in terms of quality and affordable housing to support future development.
<p>5.2.3. Increase promotion activities and target specific business sectors for inward investment</p>	<ul style="list-style-type: none"> ● Implement co-ordinated campaign involving major partners; ● Secure funding from Interreg and other potential sources; ● Specifically target Ireland for promotion activity.

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For more information please contact -
Economic Development Unit
Anglesey Business Centre
Bryn Cefni Business Park
Llangefni
Anglesey
LL77 7XA

tel - 01248 752431/ 435
fax - 01248 752192
email - econdev@anglesey.gov.uk

An audio version of this strategy is available.

