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# Quarter 3 Improvement Plan 2016/17 Progress Report

## Economy and Enterprise



Flintshire County Council



*Print Date: 28-Feb-2017*

### 3 Economy and Enterprise



#### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Strategic / Regional positioning in readiness for future accelerated growth	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

Flintshire County Council (FCC) has played a central role in meeting with UK and Welsh Government on behalf of both North Wales and the Mersey Dee Alliance area to discuss the vision for future economic growth in the region. Flintshire strategic development sites have featured in both the North Wales Growth Vision and the Cheshire Warrington Local Enterprise Growth Plan. The aim, for the end of the year, is to have contributed to the publication of the Infrastructure Prospectus for the Mersey Dee region and to have continued to build support within Welsh and UK Government for the Growth Vision for North Wales and the Mersey Dee area.



Last Updated: 06-Jan-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Maximise the economic value of transformation projects	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The Vibrant and Viable Places (VVP) is in it's final year of delivery and all projects are on track to fully spend. Pipeline projects are being developed to use any underspend funds that Welsh Government might make available. There are close working arrangements in place between the contractor for the Strategic Housing and Regeneration (SHARP), Wates Living Space, and the Communities First programme to ensure that unemployed people are offered pre-employment support and work experience opportunities. By the end of the year the intention is to fully spend all allocated VVP resources and to successfully bid for additional resources if they become available from Welsh Government and, build successful work experience and apprenticeship placements with the supply chain for the SHARP programme.



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Facilitate the creation of jobs	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

23 new enquiries were received during quarter 3 in respect of new investment and existing business expansion, which will lead to job creation. Of the 23 enquiries for support, 7 are from the social enterprise sector. 3 supply chain events were held during quarter 3 including seminars and networking events for social enterprise; hospitality and tourism sectors. Of the 23 business enquiries received, 18 converted to investment during quarter 3 resulting in a conversion rate of 78% and a cumulative total 16/17 of 998 new jobs. The aim for the year is to provide a responsive support service to businesses considering expanding or investing in the area. The measure for this action is KPI IP3.1.1.3 M01.

Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Strengthen the economic benefits of town centres and the visitor economy	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

The final schemes in the Capital Works Programme started on site in late September 2016. The Buckley shop front improvement and vacant unit grant will improve the appearance of town centre shop units and encourage the re-use of empty shops. Flintshire County Council Coastal Communities Fund aim to improve access and awareness of the Dee coastline project, most of which is complete, having installed small scale visitor infrastructure and interpretation at key points along the Dee. By the end of the year the aim is to complete the last projects in the previous phase of town centre support and, in particular, the improvements to the square at St. Mary's Church in Flint. The service will also have started the process of developing a new plan for supporting town centres in the future which will extend into next year. The tourism service will focus on the ongoing work to grow the Ambassadors programme in North East Wales, promote the area as part of the North East Wales brand and improve the management of key destinations for visitors.

Last Updated: 23-Feb-2017


**Performance Indicators**

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.2M01 Delivery of supply chain development events	No Data	3	2	 GREEN	N/A	7	5	 GREEN
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**Lead Officer:** Niall Waller - Enterprise and Regeneration Manager  
**Reporting Officer:** Rachael Byrne - Enterprise Manager  
**Aspirational Target:**  
**Progress Comment:** Three supply chain events were held during quarter 3 including seminars and networking events for the social enterprise; hospitality and tourism sectors.  
 Last Updated: 23-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.2M02 Percentage of business enquiries converted to investment within Flintshire	No Data	78	N/A	N/A	N/A	255	N/A	 GREEN
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**Lead Officer:** Niall Waller - Enterprise and Regeneration Manager  
**Reporting Officer:** Rachael Byrne - Enterprise Manager  
**Aspirational Target:**  
**Progress Comment:** Of the 23 business enquiries received, 18 converted to investment during quarter 3 resulting in a conversion rate of 78%  
 Last Updated: 19-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.3M01 Number of new jobs in Flintshire	381	64	50	 GREEN	↓	998	750	 GREEN
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**Lead Officer:** Niall Waller - Enterprise and Regeneration Manager  
**Reporting Officer:** Rachael Byrne - Enterprise Manager  
**Aspirational Target:**  
**Progress Comment:** 18 conversions to investment resulted in 64 new jobs created of which 7 are from the social enterprise sector. A cumulative total for 2016/17 of 998 new jobs were created against a target of 1,000 by the end of quarter 3.  
 Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M02 Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	27	10	9	 GREEN	↓	30	27	 GREEN

**Lead Officer:** Tony Jones - Capital Works Team Manager



**Reporting Officer:** Sean O'Donnell - Contract Surveyor

**Aspirational Target:**

**Progress Comment:** All programmes have continued into the new financial year due to a rolling Welsh Housing Quality Standard scheme. As a direct result of this, local jobs that were created have been retained.

The number of jobs created continues to improve as further contracts are procured and future progress will be maintained through the new Flintshire Apprentice Academy.

Last Updated: 16-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M03 Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	0	118	0	 GREEN	↑	205	0	 GREEN

**Lead Officer:** Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager


**Reporting Officer:** Denise Naylor - Customer Services Manager

**Aspirational Target:**

**Progress Comment:** A total of 118 jobs and learning opportunities were created through SHARP at the Custom House site, Connah's Quay and the Walks site, Flint. This figure includes opportunities that have been introduced through the Communities First programme.




Last Updated: 23-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.4M02 Number of new Ambassadors recruited	No Data	5	6	 AMBER	N/A	11	12	 GREEN
<p><b>Lead Officer:</b> Niall Waller - Enterprise and Regeneration Manager  <b>Reporting Officer:</b> Rachael Byrne - Enterprise Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Five new Ambassadors have signed up to the Flintshire Ambassador Programme during quarter 3. A cumulative total of 11 new ambassadors against a target of 12 was achieved by the end of quarter 3. Flintshire Ambassadors are organising a tourism promotional exhibition at Westminster Palace to showcase the county and region as a viable visitor destination.</p> <p>Last Updated: 16-Feb-2017</p>								




**RISKS**

**Strategic Risk**

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The Northern Powerhouse and Local Enterprise Partnership (LEP) could pose risks to the growth of the Flintshire economy if there is not devolution of powers and freedoms to match those being developed in England.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open
<p><b>Potential Effect:</b> If a significant growth deal package is agreed for the Cheshire / Warrington area it will provide the ability for local partners to manage the economy locally with new investment as well as devolved powers that allow a responsive approach to meeting local needs. This has the potential to make the area more attractive to new business investment to enable maximum benefits from economic growth to reach local people.</p> <p><b>Management Controls:</b> The Council is closely involved in the development of the Northern Powerhouse and in the development of the Cheshire / Warrington growth vision. The Council, together with partners across North Wales, is working to develop an ambitious growth vision for North Wales.</p> <p><b>Progress Comment:</b> There has been extensive work to make the case for increased devolution of powers as part of the development of the North Wales Growth Vision. There have been positive discussions with Welsh Government in relation to the future role of the Economic Ambition Board and the emerging approach to regional working as an alternative to Local Government Reorganisation which may help with this process.</p> <p>Last Updated: 20-Jan-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Infrastructure investment does not keep pace with needs and business is lost to the economy.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open
<p><b>Potential Effect:</b> The potential impact would include businesses choosing not to locate in Flintshire, existing businesses finding it harder to justify remaining in the area and a worsening quality of life where, for example, traffic congestion increases.</p> <p><b>Management Controls:</b> Working with North Wales Economic Ambition Board and Mersey Dee Alliance partners to make a robust and well-evidenced case for investment.</p> <p><b>Progress Comment:</b> Flintshire has worked with partners across North Wales and the North West of England in developing ambitious visions for economic growth for both North Wales and the Cheshire Warrington area. Both visions set out the economic benefits that can be realised in the region and the infrastructure needed to deliver them. These have been submitted to the UK Government for consideration. Further work is also underway to identify barriers to developing the key strategic development sites in Flintshire.</p> <p>Last Updated: 19-Dec-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire does not meet needs and fails to encourage investment.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open
<p><b>Potential Effect:</b> i) Lower level of investment ii) Lower level of employment iii) Failure to realise wider benefits to the county from business investment</p> <p><b>Management Controls:</b> i) Co-ordinated approach to business support across partner agencies to ensure good intelligence sharing and use of available resources ii) Sign posting to other support agencies where appropriate</p> <p><b>Progress Comment:</b> The Council has been working closely with potential investors and the rate of conversion remains high. Flintshire Business Week 2016 was very successful with a number of well attended events and remains a popular and cost effective way of engaging with and supporting the business community, enabling them to network and trade together.</p> <p>Last Updated: 23-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Devolved powers in Wales do not match those in England.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

**Potential Effect:** Areas with a greater range of devolved powers have the potential to manage their economy in a more responsive manner and are able to take decisions quickly across a wide range of service areas. This gives them a considerable advantage in creating the conditions for successful business growth and neighbouring areas are likely to struggle to compete for new business investment.

**Management Controls:** The Council, together with partners in the Mersey Dee Alliance and North Wales Economic Ambition Board, has contributed to ambitious visions of economic growth for North Wales and the Mersey Dee area. These visions set out the potential economic growth that can be achieved and the investment and devolved powers needed to make it deliverable.

**Progress Comment:** The risk assessment remains unchanged in this quarter as a Growth Bid is not yet complete. However, there has been extensive work to make the case for increased devolution of powers as part of the developing Bid with a positive reception from both the UK and Welsh Governments.

Last Updated: 22-Feb-2017