



Annual Performance 2016/17 Progress Report

Economy and Enterprise

Flintshire County Council



Print Date: 15-Jun-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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

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, was 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. This has been fully achieved.

Last Updated: 25-May-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	Niall Waller - Enterprise and Regeneration Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Vibrant and Viable Places (VVP) is in its final year of delivery and all projects are now complete. Pipeline projects were developed to use any underspend funds that Welsh Government might make available and £435,000 of extra funding was secured as a result. 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.

Last Updated: 25-May-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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3.1.1.3 Facilitate the creation of jobs	Rachael Byrne - Enterprise Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

During 2016 - 2017 we responded to 181 new business enquiries which resulted in 1,480 new jobs and an average enquiry to investment conversion rate of 85%. Of the 1,480 new jobs, 572 are within Deeside Enterprise Zone and 12 jobs have been created within the social enterprise sector. During 2016 - 2017 we have delivered 10 supply chain events including partnership with Mersey Dee Alliance, Procurement, Business Wales and as part of Flintshire Business Week 2016 programme of events. In total we have delivered 34 business events and engaged with 2,718 business delegates from across the region. During 2016 - 2017 we have recruited a further 13 Tourism Ambassadors, bringing our total participants on the scheme to 30 in Flintshire. In addition, we have hosted a number of major events including Wales Rally GB Service Park; Urdd Eisteddfod and Mold Food and Drink Festival, attracting between them a total of 107,000 visitors. The tourism sector across Flintshire currently supports 3,163 direct jobs and generates £238m annually from 3.5m staying visitors and 2.7m day visitors. During 2016 - 2017, 7 new social enterprises have started in Flintshire resulting in 12 new jobs and a further 9 social enterprises have been supported to grow and prosper.

Last Updated: 25-May-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	Rachael Byrne - Enterprise Manager	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Projects have been completed in the previous phase of town centre support and, in particular, the improvements to the square at St. Mary's Church in Flint. The level of vacant units across Flintshire towns is 10% indicating a gradual rising level of vacancy as is the national trend. The service has started the process of developing a new plan for supporting town centres in the future which will extend into next year. Delivery of the Coastal Communities Fund has improved access and awareness of the Dee coastline having installed small scale visitor infrastructure and interpretation at key points along the Dee. The tourism service has focussed on growing the Ambassadors programme in North East Wales, with 30 Flintshire participants promoting the area as part of the North East Wales brand and improving the management of key destinations for visitors.

Last Updated: 25-May-2017

Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.2M01 Delivery of supply chain development events	0	10	↑	8	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: Ten events have been delivered throughout the year in partnership with Business Wales, Procurement and, Mersey Dee Alliance.</p> <p>Last Updated: 25-May-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.2M02 Percentage of business enquiries converted to investment within Flintshire	74.2	87	↑	N/A	N/A
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: Of the 181 business enquiries received during 2016/17, 158 converted to investment, resulting in a conversion rate of 87.2%</p> <p>Last Updated: 13-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3M01 Number of new jobs in Flintshire	2139	1480	↓	1200	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: 49 conversions to investment resulted in 482 new jobs created of which 235 are within the Enterprise Zone. The total number of jobs created during 2016/17 was 1480.
 Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3M02 Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	43	42	↓	36	

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: 13-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.3M03 Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	0	393	↑	0	

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

Reporting Officer: Denise Naylor - Customer Services Manager

Aspirational Target:

Progress Comment: 393 jobs were created during 2016/17. Phase 1 of the Strategic Housing and Regeneration Programme (SHARP) started in May 2016 at the former Custom House Lane School site in Connah's Quay. The development was completed in December 2016 and during this period 116 jobs were created. The next development started at The Walks site in Flint in July 2016 and by the end of March 2017 this development had created 257 jobs. The latest development at the Redhall Garage site in Connah's Quay during March 2017 has created 20 jobs.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.4M01 Number of Town private sector investment proposals supported	No Data	3	N/A	0	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager

Reporting Officer: -

Aspirational Target:

Progress Comment: 3 projects have received development support from the Council however, none have moved to development stage as yet.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP3.1.1.4M02 Number of new Ambassadors recruited	0	15		15	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager

Reporting Officer: Rachael Byrne - Enterprise Manager

Aspirational Target:

Progress Comment: 15 new ambassadors signed up to the Flintshire Ambassador Scheme during 2016/17, bringing the overall number registered to 30.

Last Updated: 13-Jun-2017

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>Potential Effect: 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>Management Controls: 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>Progress Comment: 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 re-organisation which may help with this process.</p> <p>Last Updated: 13-Jun-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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>Potential Effect: 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>Management Controls: Working with North Wales Economic Ambition Board and Mersey Dee Alliance partners to make a robust and well-evidenced case for investment.</p> <p>Progress Comment: 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 key strategic sites in Flintshire. Welsh Government has announced major road infrastructure investment in Flintshire and is developing a North Wales Metro which will modernise transport infrastructure in the region.</p> <p>Last Updated: 13-Jun-2017</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	Amber	Amber	↔	Open
<p>Potential Effect: i) Lower level of investment ii) Lower level of employment iii) Failure to realise wider benefits to the county from business investment</p> <p>Management Controls: 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>Progress Comment: 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. Despite the small size of the Flintshire service responses and support from businesses is very positive.</p> <p>Last Updated: 13-Jun-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	Red	Amber	↓	Open
<p>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.</p> <p>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.</p> <p>Progress Comment: There has been considerable progress in the development of a growth bid for North Wales and positive discussions with both UK and Welsh Government about the next steps in its development. Cross border partnership working is extremely strong and Welsh Government have welcomed the development of cross border elements for the vision.</p> <p>Last Updated: 28-Apr-2017</p>						