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To: Cllr Ron Hampson (Chairman)

Councillors: David Cox, Paul Cunningham, Peter Curtis, Ron Davies, Rosetta Dolphin, Ian Dunbar, Jim Falshaw, George Hardcastle, Ray Hughes, Hilary Isherwood, Sara Parker, Mike Reece, Gareth Roberts and David Roney

13 October 2016

Dear Councillor

You are invited to attend a meeting of the Community and Enterprise Overview & Scrutiny Committee which will be held at 10.00 am on Wednesday, 19th October, 2016 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 8)

Purpose: To confirm as a correct record the minutes of the meeting held on 13 July 2016 (copy enclosed).

4 **GROWTH VISION AND STRATEGY FOR THE ECONOMY OF NORTH WALES** (Pages 9 - 64)

Report of Chief Officer (Community and Enterprise) enclosed. Portfolio of the Cabinet Member for Economic Development.

Purpose: To consider the adopted 'A Growth Vision for the Economy of North Wales' which is the basis for the development and negotiation of a Growth Bid for the regional with the UK and Welsh Governments

5 **QUARTER 1 IMPROVEMENT PLAN MONITORING REPORT** (Pages 65 - 98)

Report of Chief Executive and Chief Officer (Community and Enterprise) enclosed. Portfolio of the Cabinet Member for Housing and Cabinet Member for Economic Development.

Purpose: To enable Members to fulfil their scrutiny role in relation to performance monitoring.

6 **FORWARD WORK PROGRAMME** (Pages 99 - 108)

Report of Community and Enterprise Overview & Scrutiny Facilitator enclosed.

Purpose: The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.

Yours faithfully



Peter Evans
Democracy & Governance Manager

COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE **13 JULY 2016**

Minutes of the meeting of the Community and Enterprise Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Wednesday, 13 July 2016

PRESENT: Councillor Ron Hampson (Chairman)

Councillors: David Cox, Paul Cunningham, Peter Curtis, Rosetta Dolphin, Ian Dunbar, George Hardcastle, Ray Hughes, Hilary Isherwood, Sara Parker, Mike Reece, and David Roney

SUBSTITUTE: Councillor Dave Healey for Ron Davies

ALSO PRESENT: Councillor Andy Dunbobbin

APOLOGIES: Councillor Jim Falshaw

CONTRIBUTORS: Councillor Helen Brown, Cabinet Member for Housing; Councillor Derek Butler, Cabinet Member for Economic Development; Chief Executive; Chief Officer (Community & Enterprise); Corporate Finance Manager; Revenues Manager; Service Manager - Housing Programmes and Service Manager - Customer Support

IN ATTENDANCE: Community and Enterprise Overview & Scrutiny Facilitator and Committee Officer

9. DECLARATIONS OF INTEREST

Councillors Helen Brown and David Healey declared a personal interest in the following item:

Item 6 – Discretionary rate Relief Policy

10. MINUTES

The minutes of the meeting of the Committee held on 8 June 2016 had been circulated to Members with the agenda.

RESOLVED:

That the minutes be approved as a correct record and signed by the Chairman.

11. COUNCIL FUND REVENUE BUDGET 2017/18

The Chief Executive introduced the report which provided an update on the financial forecast for the 2017/18 financial year together with the budget pressures and the proposed efficiencies for the Community and Enterprise portfolio in the third and final year of the current business planning cycle.

The Chief Executive provided background information and context. He referred to a forecast 'gap' of £14.4M between anticipated income and cost pressures, and the current working 'gap' of £8.1M between the forecast 'gap' and combined total of working corporate and service portfolio efficiency proposals of £6.3M. He explained that the Authority was in a position where it had exhausted all the opportunities for further savings through organisational change and efficiencies and was now seeking to commence negotiation at a national level to outline the concern that the Authority could not provide the statutory services within its budget allocation.

The Chief Executive invited the Chief Officer (Community and Enterprise) to give a presentation on the 2017/18 Council Fund Budget pressures and efficiencies for the Community and Enterprise portfolio. The Chief Officer advised that the purpose of the presentation was to explain the proposals for the Community and Enterprise portfolio and the ongoing work on Community and Enterprise Financial Planning and Stewardship. The main points of the presentation were:

- Local context
- Current plans
- Community & Enterprise - Business plan efficiencies and pressures
 - Enterprise, Regeneration and Strategic Housing - Business plan efficiencies 2017/18 and resilience statement
- Customer Business Plan
 - Revenues service efficiencies 2017/18, and resilience statement
 - Benefits Service efficiencies 2017/18, and resilience statement
 - Benefits cost pressure
 - Customer Services efficiencies 2017/18, and resilience statement

The Chair thanked the Chief Executive and the Chief Officer for their presentation and invited Members to raise questions.

Councillor Ian Dunbar referred to the provision of bed and breakfast accommodation for homeless people and asked what alternatives had been considered to reduce the cost. He also commented on the scope to achieve savings through collaborative working with neighbouring councils and asked if collaboration with services was currently working between Flintshire and other local authorities. The Service Manager - Customer Support advised that property leasing was being extended to minimise bed and breakfast but there was concern about the lack of affordable accommodation for under 35s. The Chief Officer reported on the collaborative work which was undertaken with Denbighshire County Council and said consideration was also being given to collaboration with other larger projects and cited revenue services and benefits services as examples. The Chief Executive referred to discussion at national and regional level concerning what could be done on a combined authority level and commented that although it was complex and took time it generally worked well.

In response to a question from Cllr Rosetta Dolphin around whether the Council's own Bailiff Service could be used to address law enforcement matters concerning traveller communities, the Service Manager - Housing Programmes agreed to explore this further following the meeting.

In response to the concerns expressed by Councillor David Healey concerning the 'risk' to provision of services, the Chief Executive reiterated the need for a strong evidenced case to be put forward for engagement with the Welsh Government.

Councillor Paul Cunningham raised a query concerning the proposed changes to the Welfare Rights Team. The Service Manager - Customer Support agreed to provide the Committee with an update report on the commissioning of Citizen's Advice for Welfare Rights services. Councillor Cunningham commented on the need for the Authority to be mindful of the welfare of its employees who may have taken on additional workloads as a result of a reduced workforce. Councillor Hilary Isherwood sought assurance that those people who required a home visit because they were not able to visit the Citizen's Advice in person would still be able to receive support from a member of the staff visiting them at home.

During discussion, the Chief Officer and Revenues Manager responded to the questions raised by the Chair concerning the Universal Credit payment and the single person discount benefit for Council tax.

RESOLVED:

- (a) That the Community and Enterprise Business Plans cost pressures and proposed efficiencies for 2017/18 be noted; and
- (b) That the Committee accepts the evidence presented, that the Council cannot go beyond the current business plans without putting services at risk.

12. STRATEGIC HOUSING AND REGENERATION PROGRAMME (SHARP)

The Service Manager - Housing Programmes presented a report on the next key stages of the Council's Strategic Housing and Regeneration Programme (SHARP) and on proposals to develop council housing at the following sites:

- Ysgol Delyn, Mold
- Heol y Goron, Leeswood
- Maes y Meilion Leeswood
- Redhall, Connah's Quay
- The Dairy, Connah's Quay

The Service Manager reported on the main considerations. He explained that the report provided information on each of the proposed

schemes, identified prudential borrowing as the preferred funding option, and detailed the Development Scheme Assumptions against which the viability of each scheme would be measured and assessed. He also drew attention to the detail in the report around future potential funding support from the Welsh Government to support new developments for local authorities.

Councillor David Roney welcomed the report and the forthcoming proposals. He reported that he had not received an update on the proposed housing scheme in Mostyn. The Service Manager explained the reasons for the delay and agreed to provide Councillor Roney and all Members who had schemes waiting in their ward with an update following the meeting. The Chief Officer acknowledged the concerns and agreed to take on board the comments from Members around staff resources/capacity in delivering the project.

During discussion, officers responded to questions raised by Councillor Hilary Isherwood around the Right to Buy scheme.

Councillor George Hardcastle commented on the recent Welfare Reform Workshop and asked that the Committee's thanks for the information provided to Members be passed back to all staff involved.

RESOLVED:

- (a) That the Committee support the development of 40 new Council homes on the 5 identified sites in Mold, Leeswood and Connah's Quay at a projected total cost of £6,376,931M; and
- (b) That the Committee support the use of prudential borrowing to the value of £6,376,931M (subject to final approval and verification) to fund the proposed development of 40 new Council homes.

13. DISCRETIONARY RATE RELIEF POLICY

The Revenues Manager introduced a report on the proposed new policy for 2017-18 and future years following the review of the affordability of the current policy of rate relief for charities, voluntary groups and not for profits organisations. He advised that the recommendations contained within the new policy framework focussed on ceasing Discretionary 'top ups' to those organisations that already benefit from 80% Mandatory Rate Relief and reducing all other Discretionary awards to Voluntary and Not for Profits organisations to a maximum Discretionary award of 80% from 2017-18. The Revenues Manager explained that this would mean that all organisations are expected to make a 20% payment contribution towards business rates. This proposal would contribute to the requirement to achieve efficiency savings across all service areas.

The Revenues Manager referred to the main considerations, as detailed in the report, and advised that the Council recognised the important role that all Charities, Voluntary Groups and Not For Profit organisations play in the communities they serve and to ensure the long term sustainability of these

sectors the separate introduction of a framework to deal with any hardship cases will also provide a 'safety net' in appropriate cases.

The Chair thanked the Revenues Manager for his report and invited Members to raise questions.

Councillor David Roney expressed concerns around the possible detrimental impact of the new policy on Community Asset Transfers. The Chief Officer responded to the comments raised and referred to detailed discussions taking place around the business plans which had already been formulated. She advised that each scheme would be looked at on a case by case basis and commented on the Council's discretionary powers to award Business Rates Hardship Rate Relief in exceptional circumstances.

RESOLVED:

That the Committee support the adoption of the new policy framework ceasing Discretionary 'top-ups' to those organisation that already benefit from 80% Mandatory Rate Relief and reducing all other Discretionary awards to Voluntary and Not for Profit organisations to a maximum Discretionary award of 80% from 2017-18.

14. HARDSHIP RATE RELIEF POLICY FRAMEWORK

The Revenues Manager introduced a report on the proposed Hardship Rate Relief Policy for 2016-17 and future years. He provided background information and advised that the introduction of a formal policy framework had been developed to ensure consistency, transparency and best practice. It also provided an opportunity to formalise into a single policy framework well established procedures and regulations for the determination of applications. The Revenues Manager reported that the framework will ensure all ratepayers making applications for Hardship Rate Relief are treated fairly and consistently as well as providing ratepayers with a clearer understanding of the scheme.

In response to a question raised by Councillor David Roney, the Revenues Manager confirmed that an appeals process was in place if a ratepayer was not satisfied with the Council's decision.

RESOLVED:

That the Committee support the introduction of the policy framework for Hardship Rate Relief.

15. FORWARD WORK PROGRAMME

In presenting the current Forward Work Programme for consideration, the Facilitator advised that the Quarter 4/Year End Improvement Plan Monitoring Report, Performance Report 2015/16, and an update on the Housing Regeneration Programmes, would be considered at the next meeting of the Committee to be held on 14 September 2016.

The Committee agreed that the Facilitator would circulate a copy of the Forward Work Programme to the Committee Members, to ask if they would like to include any items in the Forward Work Programme.

RESOLVED:

- (a) That the Forward Work Programme be noted; and
- (b) That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

16. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There were no members of the public or press in attendance.

(The meeting started at 2.00 pm and ended at 3.57pm)

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Chairman



COMMUNITY & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Wednesday, 19 th October 2016
Report Subject	Growth Vision and Strategy for the Economy of North Wales
Cabinet Member	Cabinet Member for Economic Development
Report Author	Chief Officer, Community and Enterprise

EXECUTIVE SUMMARY

This report presents the *Growth Vision for the Economy of North Wales*. The vision, which is being presented to all six councils for adoption, sets out a clear ambition for North Wales for infrastructure development, skills and employment, and business growth. If funding is secured in phases for the supporting action plan then the region will be able to see a positive future for sustainable economic growth. The region has been invited by the UK Government to make a Growth Bid for investment in infrastructure, skills and Economic Growth planning in parallel to the Growth bids emerging within regions of England. The vision is a precursor to a formal Growth bid.

The council has also been working closely with partners in the Mersey Dee Alliance, Economic Ambition board, North Wales Business Council and West Cheshire and North Wales Chamber of Commerce, to develop and launch a prospectus for rail improvement across North Wales and the Mersey Dee area as a requirement to support improved economic growth. This report presents the prospectus for Scrutiny support and endorsement.

RECOMMENDATION

1.	To support the "Growth Vision for the Economy of North Wales" as the basis for negotiation with the UK and Welsh Governments over a Growth Bid for the region.
2.	To support and endorse the prospectus for Rail Improvement "Growth Track 360".

REPORT DETAILS

1.00	PURPOSE OF THE VISION AND STRATEGY
1.01	Attached to this report is the <i>Growth Vision for the Economy of North Wales</i> . The Growth Vision is being presented to all six councils in North Wales for adoption.
1.02	The vision sets out a clear ambition for North Wales for infrastructure development, skills and employment, and business growth. If funding is secured in phases for the supporting action plan then the region will be able to see a positive future for sustainable economic growth. The value of the North Wales economy could increase from £12.8 billion in 2015 to £20 billion by 2035 under this programme and generate an additional 120,000 new employment opportunities.
1.03	The region has been invited by the UK Government to make a Growth Bid for investment in infrastructure, skills and economic growth planning in parallel to the Growth Bids emerging within regions of England. This means that the region is being recognised in its own right. Flintshire is ensuring that any Growth Bid is closely interconnected with planning in the immediate North West of England. The vision is a precursor to a formal Growth bid.
1.04	The vision is made possible by collaboration and partnership working with a strong private sector involvement. The vision builds on the strong alliances and joint planning across the region through the work of the North Wales Economic Ambition Board and, cross-border, with the Mersey Dee Alliance and the Cheshire and Warrington Local Enterprise Partnership. There has been extensive consultation during the process of developing the vision.
1.05	The region is keen to pursue the invitation of the UK Government for North Wales to open discussions over a Growth Bid. To follow the preliminary meetings held with Government representatives over recent months, the formal presentation of the vision is the first major step towards making a Growth Bid. The Vision sets out our aims and aspirations for “a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and its connection to the economies of the Northern Powerhouse and Ireland”.
1.06	The Vision is supported by the leaders and chief executives of all six unitary authorities within the region, the North Wales Business Council, Bangor University, Glyndwr University, Coleg Cambria and Grwp Llandrillo – Menai (College). North Wales is a united region with a strong sense of identity. The Vision gives clear direction for future planning. The Vision is also supported by the North Wales Economic Ambition Board which has a broad membership representing the public, private, education and third sectors. This demonstrates that there is a broad base of support across the sectors of the region. Given this base and strength of support, we can be confident that there will be collectivism and momentum in the planning and delivery of jointly agreed priorities.
1.07	The region views a Growth Bid as one of the vehicles to secure investment to achieve the aims and aspirations of the Vision from now until 2035. The Vision should succeed in bringing together the UK Government and Welsh

	Government with shared purpose to capitalise on the potential of the region. The vision complements the developing strategy for the Northern Powerhouse, is fully integrated with the Growth Bid submission of the Cheshire and Warrington Local Enterprise Partnership, and has the Growth Track 360 for rail investment at its core. By building an investment strategy around this outward-looking vision we can succeed in capitalising on the opportunities within the North Wales region whilst adding value to a connected and cumulative set of regional plans for Northern England and the wider UK economy.
1.08	The region is requesting an early opportunity to present the vision to the Treasury and the Wales Office and to open discussions on investment needs, priorities and expectations. The Cabinet Secretary for Economy and Infrastructure of the Welsh Government has already given his informal support to the concept of a growth strategy for North Wales which is integrated with the macro planning for North West England and has connectivity to the wider UK economy. Welsh Government recognises that the Vision directly supports the growth of the advanced manufacturing and energy sectors which are prioritised by Welsh Government as the two lead sectors for the region. The delivery of a growth vision for North Wales is also identified in the recently published programme for Government.
1.09	Following a rail summit in North Wales last year, the North Wales and Mersey Dee rail task force was established to co-ordinate action and reduce institutional complexity in this unique cross border area. It provides a single approach to delivery in an area of five Enterprise Zones, eight Local Authorities, two national governments and a vibrant and varied private sector. Partners are aligned to recognise one economic area and one unified transport network to serve it. Investment in rail improvement has the potential to transform the economy and allow our workforce to better access opportunities both inside and outside the region. The prospectus identifies both short and long term priorities and is attached as Appendix 2 to this report. The prospectus has been submitted to the UK and Welsh Government and work is underway to take forward the development of early priorities.
1.10	The Council's Cabinet approved the growth vision at its meeting on 20 th September 2016.

2.00	RESOURCE IMPLICATIONS
2.01	None at this early stage.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Extensive consultation underpins the vision document as set out in the report.
3.02	The Growth Track 360 prospectus attached to this report, includes a selection of the endorsement and support for the rail improvements identified and needed across the region, from a broad range of stakeholder groups and individual businesses.

4.00	RISK MANAGEMENT
4.01	None at this early stage.

5.00	APPENDICES
5.01	<i>Growth Vision for the Economy of North Wales.</i>
5.02	<i>“Growth Track 360” rail prospectus.</i>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Clare Budden Telephone: 01352 703800 E-mail: clare.budden@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Local Enterprise Partnerships (LEP) - Set up in England in 2011, by the Department for Business innovation and skills to lead economic growth and job creation across a region. They are voluntary partnerships between Local Authorities, and business.</p> <p>Growth Deal – funds provided to LEP’s (or Local Authority partnerships in Wales), for projects that benefit the local area and the economy.</p> <p>Devolution deals- have no set format, but involve the devolution of powers and budgets for the delivery of services across a region. In England to date this has included the appointment of a directly elected Mayor, to lead a new “combined local authority”.</p> <p>North Wales Economic Ambition Board – partnership of local authorities, private sector, education institutions, working to develop stronger economic growth for the North Wales region.</p> <p>Mersey Dee Alliance – partnership of Flintshire, Wrexham, Wirral and Cheshire West and Chester Councils, with private sector, and education institutions, working together for sustained economic growth in the cross border region.</p>

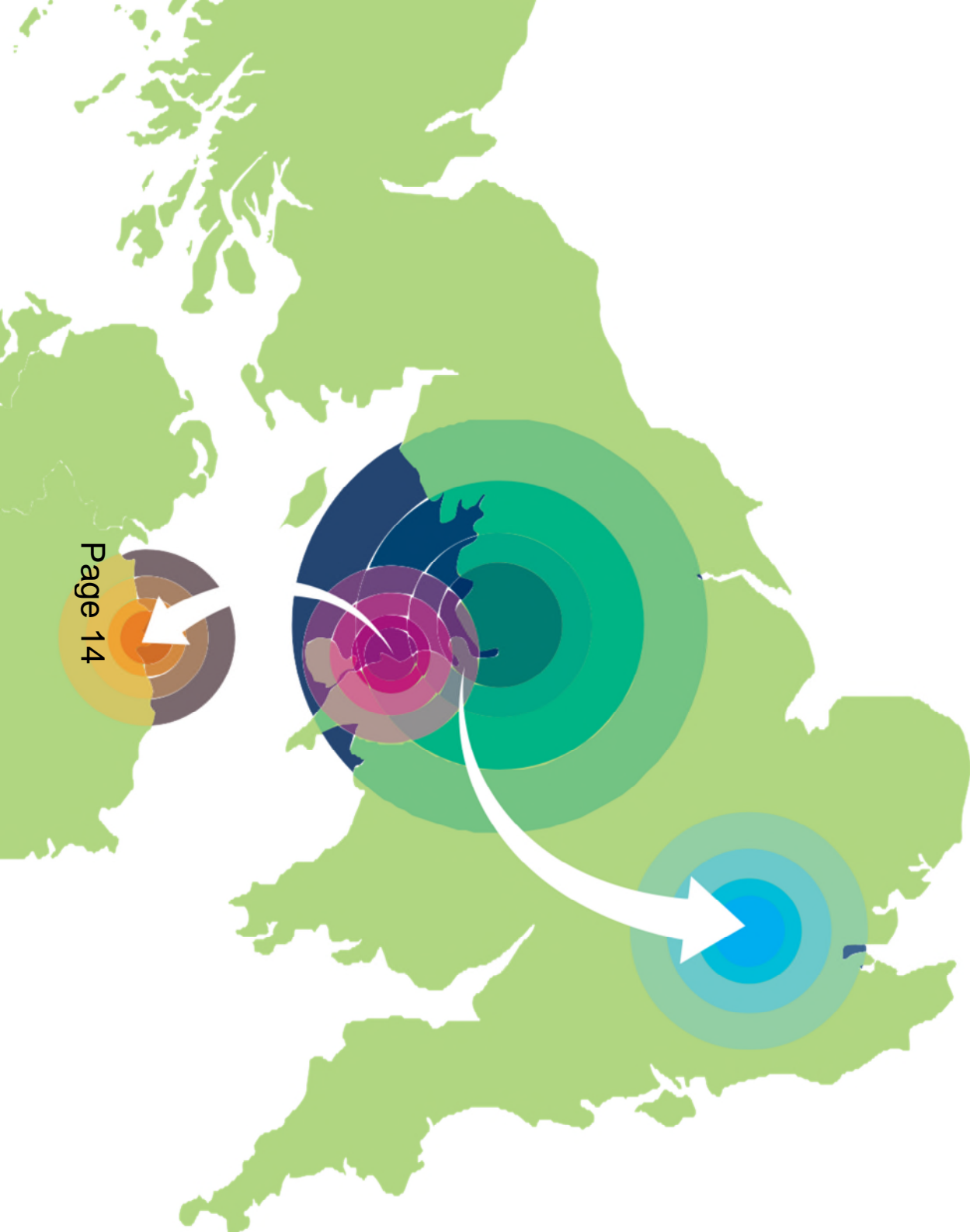
A Growth Vision for the Economy of North Wales

Page 13



north wales economic ambition board
bwrdd uchelgais economaidd gogledd cymru

July 2016



“A confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and its connection to the economies of the Northern Powerhouse and Ireland.”

GROWTH VISION FOR NORTH WALES

This is a single, joined-up vision for economic and employment growth for North Wales. It will be achieved through collaboration and partnership working, with a strong private sector involvement and a *“Team North Wales”* approach, building close economic relationships with neighbouring areas.

It will also create the conditions to support the delivery of the UK Governments’ National Infrastructure priorities in North Wales, particularly Wylfa Newydd – which is one of the largest private sector investments into the UK – and the rail modernisation project from Crewe to Holyhead, which will include electrification.

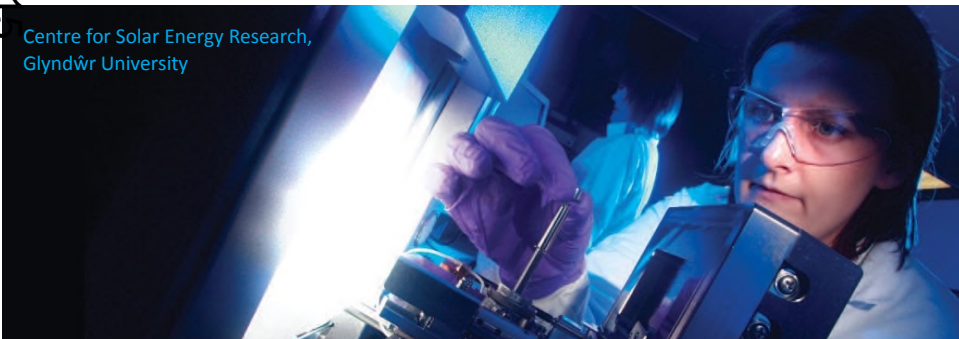
Our ambition for North Wales in 2035 is put forward in section 2 of the paper, with sections 3 and 4 setting out our Strategy and Action Plan of projects to deliver growth and enable the private sector to invest and boost productivity.

The purpose of this paper is to identify our vision for growth for North Wales, and to set out our Strategy and package of projects to realise that vision.

Various funding programmes will be explored to support the implementation of the Strategy and Action Plan of Projects, particularly a Growth Deal proposal with the UK and Welsh Governments.

Page 10

Centre for Solar Energy Research,
Glyndŵr University



The aims behind the vision are:

- To improve the economic, social, environmental, and cultural well-being of North Wales;
- To support and retain young people in the region’s communities;
- To address worklessness and inactivity across the region;
- To support and enable private sector investment in the region to boost economic productivity and to improve the economic and employment performance of North Wales.

NORTH WALES IN 2035.....

Delivery of the vision will be powered by high value economic clusters throughout North Wales.

The **energy cluster** will have expertise around energy generation, low carbon technologies and processes, with businesses well-equipped to exploit opportunities as a result of investment in Wylfa Newydd, Trawsfynydd Small Modular Reactors and off-shore wind, biomass and tidal energy projects. Businesses within the cluster will have strong linkages with leading energy research centres, especially in the Northern Powerhouse area, so as to facilitate effective knowledge exchange, innovation, high quality research and development, and technology commercialisation.

Importantly, synergies with energy sector cluster development activity in neighbouring regions will be fully exploited, especially supply chain opportunities. North Wales, together with the cross-border area and North West England, will be positioned as one of the leading UK locations for energy generation and energy related supply chain investment, with expertise in business and academia to seize opportunities for the global demand for low or zero carbon energy.



in this cluster, building on a strong network of anchor companies with international profile and a competitive edge in aerospace, materials and processes, marine and environmental engineering, automotive, electronics and food.

Anchor companies in this cluster will be supplied by SME's within the region with a reputation for high quality. The cluster will benefit from a portfolio of well serviced development sites as well as the availability of applied knowledge assets and facilities, especially in higher education. Growth in this cluster will be driven in particular by Enterprise Zones (such as Deeside Enterprise Zone), as well as new investment in the Northern Gateway, Deeside; Wrexham Industrial Park; St. Asaph Business Park; Parc Bryn Cegin, Bangor and Parc Cybi, Holyhead.



The **digital cluster** will become an integral part of the region and the rapid growth of many digital businesses will confirm North Wales' position as a UK hub of technology excellence.

The diverse digital sector, including high performance computing, data analytics, media, cognitive computation etc., will be pivotal to the region, forging new innovative sectors and creating new ways to doing business.

The digital cluster will be the engine room for growth in North Wales, building on the competitive advantages in terms of academia, quality of life and outstanding natural beauty, and a quality infrastructure.

Creative industries, software development, health technology and financial science will all be part of such a cluster, building their own momentum for growth. Our strength in digital technology will be powered by strong applied research from the region's Universities and Further Education Colleges with electrical and software engineers driving the specialism in hardware and wireless communication. Some strategic sites will provide a focus for activities in the digital sector, in particular Menai Science Park, Wrexham Technology Park and St. Asaph Business Park.

The region will have a high concentration of digital companies – a significant technology cluster, creating a real and genuine “buzz” that will succeed in inspiring young people and creating an image of a modern, well-connected and outward looking region.

North Wales is economically connected to the **Northern Powerhouse**. Administrative boundaries will not be a barrier, with the economy of North Wales inextricably linked and closely aligned to North West of England.

Cross border collaboration will take place on the delivery of strategic projects, such as transport, and the development of key high value clusters which will boost economic performance and productivity.

Some of the key transformational projects in the region, such as Wylfa Newydd and Trawsfynydd Small Modular Reactors, offer huge potential synergy with the energy cluster in the Northern Powerhouse, and will directly benefit from the advanced manufacturing expertise within organisations such as the Nuclear Advanced Manufacturing Research

Centre based in Sheffield and the University of Manchester's Dalton Institute.

The region will also benefit from developing trade, commercial and business links with Ireland. The economic advantages of being positioned between major economic centres such as Manchester and Dublin will be maximised – further increasing our appeal as a major business destination.

The improvement of the regional transport and economic infrastructure will both support sustainable housing growth and improve



access to the region to promote its visitor offer. Delivery of the Vision will be integrated into plans for sustainable community planning and development which respect the unique cultural and linguistic characteristics of the region.

Achieving this ambition will ensure that North Wales will have a strong regional offer to the UK and Welsh Governments. This offer will be a concentration of innovative businesses in high value economic clusters embedded in the region, capitalising on the high level skills base, quality infrastructure and excellent connections to the Northern Powerhouse. Such a concentration will establish North Wales as a “Locality of Excellence” for the location of businesses in high value clusters and as a consequence, boosting UK productivity levels and re-balancing the economy.

STRATEGY TO DELIVER THE VISION

At the heart of our vision is the desire to improve **productivity**, **competitiveness** and **growth** across North Wales.

It has been developed and agreed by a wide partnership of people, organisations and the private sector who share a pride in, and ambition for, an area with unique assets, challenges and opportunities.

The focus will be on creating the appropriate conditions for high value economic clusters such as energy, advanced manufacturing and digital sector to flourish and boost their contribution to the performance of the economy.

This will be achieved by building on the strengths of the existing business base and overcoming barriers and challenges by delivering a package of strategic projects which are needed for positive change to transform the economy.

Increasing productivity is a key goal. However, to achieve this successfully, and to deliver a more successful and balanced economy, long term investment will be required to tackle long term challenges, especially around transport, skills and employment, business support and housing

needs.

The Strategy will deliver the vision of increased productivity, growth and jobs by focusing on the following:



Improving the infrastructure across the region, especially transport and digital, to facilitate and enable economic investment and to unlock the economic potential of North Wales. Digital technology needs to be significantly upgraded to act as a key enabler for productivity and driver of innovation and international trade. There is also a need to focus on improving access to employment sites, and to address traffic congestion problems on certain road routes, especially in the cross-border area. Investment also needs to take place in the North Wales railway network – the electrification of the railway line is a priority as well as improving the frequency, speed and the quality of rail services and the rolling stock. The region also needs to ensure that there is a portfolio of market-responsive, well-served, readily available development sites that meet the needs of current and future economic sectors and clusters, especially along the A55 corridor. This is crucial if we are to become the

favoured location of businesses and attract investment. The housing offer across North Wales - a key component of enabling growth - will have to respond to demographic shifts and cater for housing need across the region. There will be a need to encourage schemes that provide quality homes across a range of tenures, to suit a range of income levels and aspirations close to major employment centres.

Improving and upgrading the region's skills base and providing employment growth, focusing in particular on improving the supply of advanced skills in the high value economic clusters and tackling worklessness. Employers in the region need to be supported to drive skills provision that responds to their needs, retaining flexibility to respond to evolving requirements. We also need to ensure that young people and adults in the region are equipped with the skills that employers need, and ensure that the area provides an attractive employment proposition to attract and retain workers, particularly those with high level skills. The

Advanced Manufacturing Centre at Deeside, the Aerospace Technology Centre at Broughton and the new Skills Centre for Energy and Environment at Llangefni are examples of key projects that need to be delivered to support the skills agenda. The education system across the region will have to become more demand-led, reflecting the priorities of employers and growth sectors in the education curriculum. We also need to ensure that those seeking work have the skills to access sustainable employment, whilst those in work need to be supported to develop



their potential. Worklessness will be tackled through the delivery of integrated and co-ordinated programmes that will focus specifically on the individual's needs and circumstances – providing them with the confidence and the support to access the labour market.

Promoting and supporting business growth and innovation, especially in key sectors, and strengthening supply chains within the region. We need to create a highly supportive and competitive environment for our businesses, so that they remain resilient and embedded locally. It is crucial that this support is effectively co-ordinated, especially through a Team North Wales approach. Businesses in the region will also have the opportunity to capitalise on major private sector investment schemes, such as Wylfa Newydd, Deeside Enterprise Zone, Orthios Holyhead, and it is crucial that they are supported and equipped to access the relevant supply chains and retain expenditure regionally. We also need to boost growth in our enterprise pipeline across exports, innovation and business start-ups, especially through interventions that have the full engagement and commitment of the private sector. We also need to ensure that the appropriate services and facilities are available in the region to support the business sector to access research and development resources, in particular from higher education and further education. Pro-active marketing initiatives are also required in order to attract new investment, building on the strengths of various localities across the region, and establishing North Wales as a key destination. Put simply, we need to be “better known” as a high quality and excellent location for new investment, particularly in the high value economic clusters.

The balance of benefits will be shared to support the sustainable growth of the different sub-regions of North Wales.

Consideration is being given now to a form of governance model which will be both inclusive and be capable of decisive and co-operative joint planning with Regional Partnerships such as Cheshire and Warrington.

STRATEGIC PROJECTS TO DELIVER THE STRATEGY

A portfolio of strategic projects have been identified to support the delivery of the strategy. These projects – which have all been identified as priorities by a partnership including Local Authorities, Welsh Government, the private sector and Higher and Further Education Colleges - are included below under the relevant headings.

It should be noted that the key priorities of all six Local Authorities for Infrastructure, Skills and Business Growth have been incorporated within this portfolio.



Infrastructure Plan to enable Growth:

Page 20

Road

- A55 / A494 Route Improvement Project (£210m), improving the main access from North Wales to the Northern Powerhouse*:
 - Aston Hill improvement
 - Flintshire Bridge alternative route
- A55 Capacity and Resilience Improvements (£35m):
 - Congestion issues at key pinch points e.g. Halkyn and Abergele
 - Resilience improvements
- A483 /A5 Route Improvement Project (£300m), improving the main access from North Wales to the Midlands and South*:
 - A483 / A55 junction at Chester Business Park
 - Wrexham Town Centre junctions
 - A483 / A5 junctions at Halton through to Oswestry
- A55 Menai Crossing (£135m)

	<ul style="list-style-type: none"> • A487 Caernarfon Bontnewydd bypass (£85m) • Holyhead Port Access (£10-15m) • Localised access to employment opportunities
Rail	<ul style="list-style-type: none"> • The delivery of a detailed prospectus (Growth Track 360) that outlines our ambition for rail service improvements and connectivity with HS2 at Crewe hub – including proposals to improve: <ul style="list-style-type: none"> • Service frequency and speed improvements (£20m – £25m)* • Network capacity improvements (£35m)* • Rolling stock improvements • Electrification of the network (£750m)* • Improved stations at Deeside
Integrated Transport	<ul style="list-style-type: none"> • The delivery of a regional passenger transport network that fully integrates transport modes.
Strategic Sites and Premises	<ul style="list-style-type: none"> • Deliver a managed programme that provides strategic employment sites with associated infrastructure including access: <ul style="list-style-type: none"> • Northern Gateway, Deeside (£10m)* • Warren Hall, Broughton (£20m)* • Wrexham Technology Park expansion (£10m)* • Wrexham Industrial Estate extension (£15m)* • Wrexham Business Quarter re-development (£8m)* • St Asaph Business Park expansion (£10m) • Abergele South East (£7m) • Parc Bryn Cegin, Bangor (£3m) • Parc Cefni expansion, Llangefni (£5m) • Parc Cybi, Holyhead (£2m) • Holyhead Port re-development (£5m) • Ferodo Site, Caernarfon (£5m) • Centre for Energy Generation at Trawsfynydd (£5m) • Snowdonia Aerospace Centre, Llanbedr (£6m) • Menai Science Park (£21m)

	<ul style="list-style-type: none"> Establish a regional Delivery Body to bring forward site and premises development and identify innovative funding opportunities.
Digital	<ul style="list-style-type: none"> Promote and deliver projects that increases ultra-fast broadband and mobile coverage that enable our businesses to access new markets. Accelerate the roll-out of the connectivity infrastructure programme in the region. Support continued investment in the digital network and infrastructure, especially mobile connectivity, and promote activities to exploit the availability of superfast broadband. Monitor usage and promote the capacity provided.
Housing	<ul style="list-style-type: none"> Address key barriers to housing delivery, especially in Wrexham and Flintshire, and ensure that a supply of adequate land for residential development is available to meet projected demand and need, especially reuse of brown field sites. Support to assist with costs associated with site remediation, the delivery of enabling infrastructure and the lack of funding caused by restricted access to banks and institutional funding will be available

(* also included within the Cheshire & Warrington Growth Deal Bid)



Skills and Employment Plan to enable Growth:

	<ul style="list-style-type: none"> Delivery of a strategy that increases the uptake of STEM subjects to support energy, advanced manufacturing and digital sector in North Wales. Identify skills demands and work with providers in Higher/Further Education and the third sector to support developing and up skilling the regional workforce. Develop initiatives and projects to promote a skills pipeline across education and training providers in support of regional economic priorities. Deliver specific projects and programmes intended to support the key sectors:
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- Grŵp Llandrillo Menai / Horizon ABWR Centre of Excellence and Nuclear Campus at Llangefni
- Centre of Excellence in Sustainable Energy at Bangor University and Menai Science Park
- Advanced Manufacturing Centre at Deeside and Business Productivity & Engineering Lab at Wrexham Glyndwr University
- Aerospace technology Centre at Broughton
- New Science & Technology Quarter at Bangor University
- To resource and fund a cross-border careers advice service to support the skills provision pipeline.



Supporting Business Growth Plan:

- Develop sector specific projects that support continued growth of the Advanced Manufacturing sector, especially in the Aerospace, Automotive, Packaging, Nuclear, Advanced Materials, Food & Drink sectors and Medical Sciences.
- Deliver the planned lower carbon energy generating and renewable energy projects, as well as promoting and supporting opportunities to develop further projects in the region, e.g. Morlais Marine Demonstration Zone, Sustainable Energy Catapult Centre.
- Promote the continued development of the high value / knowledge intensive Finance, Business, Creative & Digital service sectors growing in North Wales, e.g. Wrexham Financial Services.
- Boost growth in our Enterprise Pipeline on a cross-border basis across Exports / Innovation / Productivity and Business Start-Ups, through a package of funds and resources covering Research and Development Business & Higher/Further Education Research / Graduate Recruitment / Export Management / a regional 'Pop Up' Incubator Fleet.
- Leverage and pool existing resource supporting economic development through establishment of the North Wales Growth Acceleration & Investment Hub (North Wales Growth Hub), co-locating key Welsh Government and North Wales Economic Ambition Board resources in one location. All the key levers and support in one place - 'Team

North Wales’.

- Support businesses in the region to access opportunities stemming from major private and public sector investment schemes, especially through the supply chain. Some of these major projects include Wylfa Newydd, Menai Science Park, Enterprise Zones, Orthios Holyhead, and major road network improvements.
- Develop new initiatives to support the sustainability and resilience of the construction sector within North Wales.
- Provide support and incentives for major anchor companies based in North Wales to grow and develop further, such as Airbus / JCB / Siemens / Redrow / Moneypenny / Moneysupermarket / Toyota / Kingspan.
- Establish a Knowledge Transfer Programme - Connecting live business needs with research facilities and expertise across North Wales, Mersey Dee and wider Northern Powerhouse region.
- Develop projects to fast track the commercialisation of new technologies and market leading products, boosting innovation and productivity growth.
- Investment in the “Innovation Corridor” across North Wales to enhance and improve facilities and learning environments, and help position Bangor University, Glyndwr University, Coleg Cambria and Grwp Llandrillo-Menai in particular as hubs for innovation, research and development.
- Capitalise on the regions reputation as a place with great quality of life, as a world-renowned adventure tourism destination and as the pivotal location linking the Irish Market and our wider region of the Northern Powerhouse, by establishing a new Regional Marketing Fund to market North Wales.

IMPACT ON THE REGION'S ECONOMIC PERFORMANCE

The forecasted growth rate for the regional economy – based on current trends – is 1.9% between 2016-2035. However, we can achieve a higher growth rate with the delivery of the Growth Vision and Strategy, and increase the value of the North Wales economy from £12.8 billion to £20 billion by 2035 – representing a growth rate of 2.8%.

The value of the economy would increase by 56% in less than 20 years. It is estimated that such growth levels will generate at least an additional 120,000 new employment opportunities. This is based on considerations contained in an independent report commissioned by the North Wales Economic Ambition Board which modelled different scenarios of future movements in GVA within North Wales.

Such improvements in GVA and employment growth will significantly reduce the output gap with the rest of the UK

The projected provision for housing allocations currently in adopted or proposed Local Development Plans across the region (which end at different times) ranges from 37,500 homes to 44,100, which is 2,500-3,000 new homes annually. To date, 13,100 dwellings have been completed between April 2007 and April 2015 – the majority in the Flintshire and Wrexham area. This shows that the region has to be more ambitious in planning sustainable housing growth.

Given the growth projected in the region, measures need to be in place to ensure the removal of constraints and barriers to release designated sites for housing development – especially in areas of high employment growth. (This action is included in the Infrastructure Plan in the Strategy). There will also be a need for further allocation of land for housing as the Local Development Plans are renewed from 2021 onwards. This gives us the opportunity to ensure that the land use planning process is closely integrated and aligned with our economic growth strategy.

Page 25



NEW RESPONSIBILITIES FOR THE REGION TO DELIVER

The region is prepared and ready to accept new responsibilities and powers on key decisions that affect the region. This will support the delivery of the Growth Vision and Strategy, as well as promoting new ways of working and improving the co-ordination of services to businesses and people through a “Team North Wales” approach.

For example, there is potential to explore with the UK and Welsh Governments the following:

- Integration of employment and skills programmes at the regional level – in particular DWP programmes and WG skills initiatives targeted at the “hard to reach” groups and those who are economically inactive. An opportunity exists through such an approach to tackle worklessness in a much more meaningful and effective way, and tailor the new Work and Health Programme to meet the needs of North Wales.
- Asset Backed Investment Fund - This can be achieved if LA / WG / public body assets were pooled. Importantly if the approach was to be fully effective some of the powers currently held by WG from WDA / Land Authority days would give the new entity some key responsibilities and power.
- Strategic land use planning – in particular to achieve improved alignment between planning policies with economic development priorities. The process of identifying the supply

of land required for housing growth and economic growth could be done more regionally and strategically, as well as identifying strategic sites. An opportunity here to achieve better strategic integration between transport planning, economic planning and land use planning through a new and bold approach.

- A regional transport authority with the opportunity to prioritise schemes for funding across the region – with the aim of “enabling” economic growth.
- A business support and trade team – working across the region with a “team north wales” approach. This team would focus in particular on our growth sectors and overcoming barriers to growth and innovation. It could also include tourism and marketing.
- New fiscal powers at the regional level, in particular a programme of Tax Increment Finance projects funded by additional NNDR tax revenue gains from economic development activities, as well as a Regional Investment Fund to provide funding and finance for regeneration activities across the region.

North Wales is well placed to receive a range of new responsibilities, and is confident that the powers that will be devolved to the region – following negotiations and agreement with the UK and Welsh Governments – will have a positive impact on the delivery of the Growth Vision and Strategy, boosting productivity levels and improving the employment prospects of our residents.



Key partners unite behind Growth Track 360 rail prospectus

The Growth Vision is supported by:

Dilwyn B. Roberts

Councillor Dilwyn Roberts, Leader



Hugh M Evans

Councillor Hugh Evans OBE, Leader



A. P. Shotton

Councillor Aaron Shotton, Leader



Dyfed Wyn Edwards

Councillor Dyfed Edwards, Leader



also

Chair, the North Wales Economic Ambition Board

north wales economic ambition board
bwrdd uchelgais economaidd gogledd cymru

Page 27

M Pritchard

Councillor Mark Pritchard, Leader



I. W. Williams

Councillor Ieuan Williams, Leader



A. Rogers

Ashley Rogers, Chair



David Jones

David Jones OBE, Chief Executive



Maria Hinfelaar

Professor Maria Hinfelaar,
Vice Chancellor



John Hughes

Professor John Hughes,
Vice Chancellor



Glyn Jones

Glyn Jones OBE, Chief Executive





www.northwaleseab.co.uk

Contact: Iwan Trefor Jones on behalf of the North Wales Economic Ambition Board
t. 01286 679162 e. IwanJ@gwynedd.llyw.cymru

Growth Track 360

Connected within an hour

Unlocking the potential of the cross border
economy, the North Wales & Mersey Dee Region

Centre for Solar Energy
Research at Glyndŵr University



A clear way to help rebalance the UK economy

This prospectus **Growth Track 360**, calls for substantial **rail investment** to enable **growth** in the cross border economy of the North Wales & Mersey Dee region, a call for investment backed with **360° of Stakeholder support**.

The investments in our transport system outlined in this prospectus, will support the North Wales & Mersey-Dee (NW&MD) region in fully **unlocking its economic potential**, doubling our GVA and significantly increasing our contribution to the UK economy as a result.

This is a dynamic area where **70,000 new jobs** are viable within the next 20 years. Infrastructure will fast-track the doubling of our existing **GVA to £50.5 billion**.

Transport investment will act as a key enabler to help link us into the wider economy of the Northern Powerhouse and European routes allowing us to expand the potential economic offer.

We have the opportunity to grow our **advanced manufacturing** hotbed that already boasts international names including Airbus, Vauxhall, Jaguar Land Rover and Essar.

Our **unique energy sector** is vital to keeping the UK economy efficient and effective; Nuclear - Wylfa Newydd Power Station, Trawsfynydd SMR, Warrington & Capenhurst, Wind & Wave energy, Waste to Energy and solar farms – low carbon & sustainable energy. There are 1000 hectares of connectable development land. We want to provide space for upwards of **63,500 new homes** by 2040. This is in addition to the **£25bn plus worth of investment projects** coming to the region.

With an outstanding national park and world class landscapes, 200 miles of coastline, UNESCO World Heritage sites and historic centres we already provide a quality of life and place to attract and retain the best talent.

Rail investment supports:

- ✓ GVA Growth
- ✓ Northern Powerhouse
- ✓ Housing
- ✓ Deprivation reduction
- ✓ Sustainability
- ✓ Universities & Colleges

- ✓ Jobs Growth
- ✓ Energy & Environment Sector
- ✓ Advanced Manufacturing
- ✓ Tourism
- ✓ Increased productivity for business

Our Vision, Growth Track 360 has full stakeholder support



With the right investment, we can deliver

Creating jobs and GVA growth

- Creating 70,000 new jobs in the next 20 years
- Doubling the GVA to £50.5bn in the next 20 years



Bangor University

Growing the advanced manufacturing hotbed

- Airbus
- Jaguar Land Rover
- IFor Williams
- Vauxhall
- Qioptiq
- JCB
- Essar
- Toyota
- Siemens
- Magellan Aerospace



Airbus, North Wales

A unique energy sector that is powering the UK economy

- Wylfa Newydd Nuclear Power Station & Trawsfynydd SMR
- Solar, Wind, Wave & Tidal energy generation
- Harnessing low carbon and renewable power sources
- Waste to Energy & Heat Network Developments
- Thornton Science Park, Capenhurst Technology Park, Ellesmere Port Energy Assets

Joining up Research & Innovation

- OpTIC St. Asaph
- Science Parks - Menai, Daresbury & Thornton
- Enterprise Zone Clusters
- Leading research universities
- Wirral Waters
- Manchester Airport
- 5 Enterprise Zones



Manchester Airport

Better connections for our Services Sector

- Finance: MBNA, Lloyds, Virgin Money – a vibrant finance & professional offer
- Excellence in logistics: Deeside Industrial Park, Wrexham Industrial Estate, Port of Holyhead and Liverpool SuperPort
- Market leading providers - Moneypenny, Avox, Moneysupermarket.com

Improving access to Education and Training

- Over 130,000 students in HE/FE across the region
- Total value to the economy of HE alone is £1.04bn

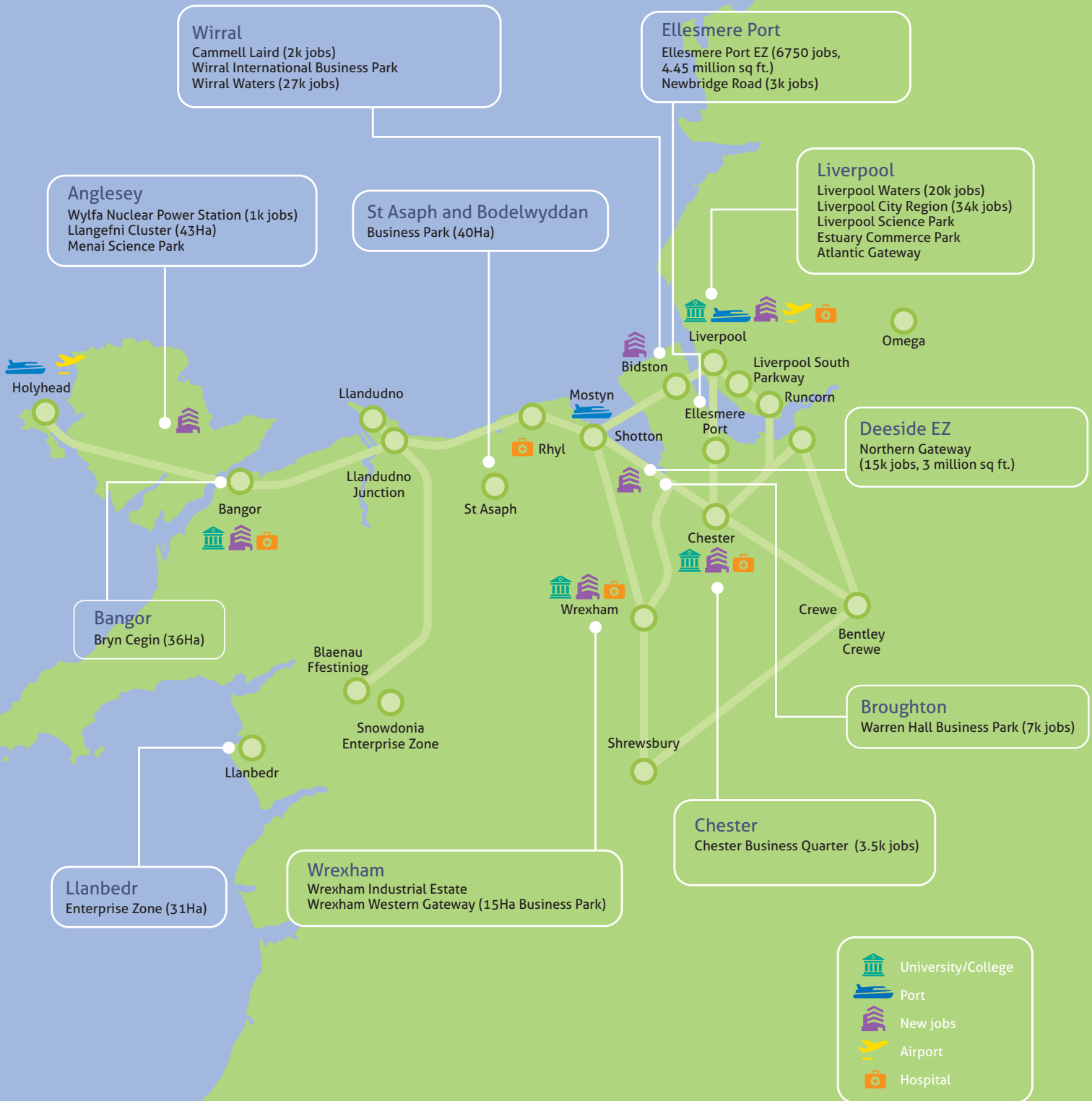
Making more of a prime asset for 'UK PLC'

- 1000 hectares of connectable development land and more potential beyond
- Better use of existing skills and expertise
- Providing space for a land-starved UK including upwards of 63,500 new homes by 2040

Providing a Quality of Life & Place to attract & retain the best talent

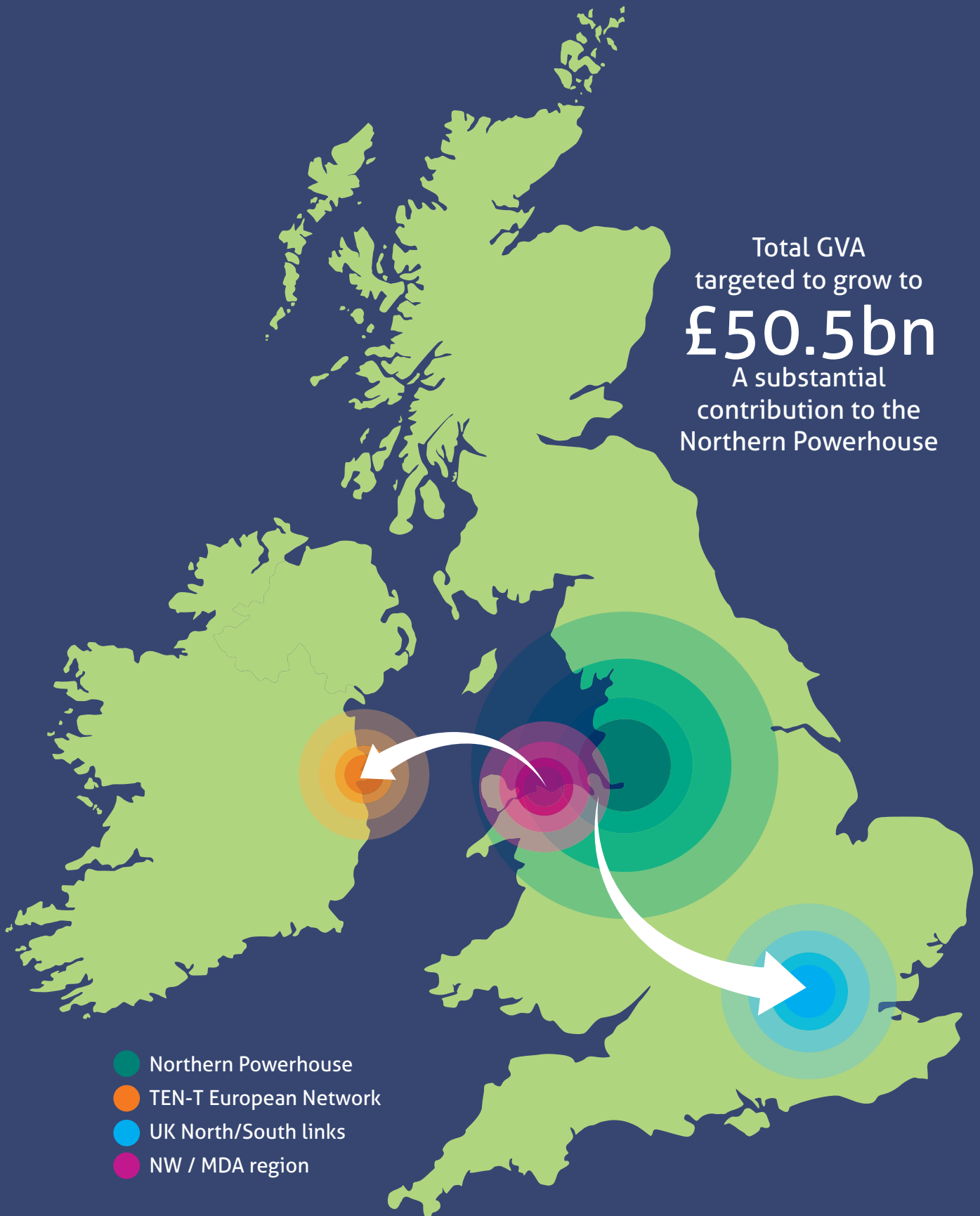
- An outstanding national park and world class landscapes
- 200 miles of coastline
- UNESCO World heritage sites and historic/cultural centres

Growth opportunities



A pivotal location and a great part of a bigger picture

Total GVA targeted to grow to **£50.5bn**
A substantial contribution to the Northern Powerhouse





Our vision for transport in North Wales & Mersey-Dee

Quicker, cleaner, more frequent and comfortable journeys to the right place at the right time.

With the right investment, our public transport network can provide faster and more frequent journey options at times when passengers need and want to use them, accessing the significant number of work, education and tourism opportunities we have across our region and neighbouring areas.

Public transport must provide, for the first time, a real alternative to the private car, giving passengers comfortable journeys on state-of-the-art trains that reflect the vibrancy and modernity of our cross border economy, relieving congestion, increasing capacity for freight and improving our environment in the process.

Public transport facilitates substantially enhanced international accessibility for businesses and visitors alike, connecting our nearby ports and airports with the places that people want to go to across North Wales & Mersey-Dee.

Our vision for transport

Quicker, cleaner, more frequent and comfortable journeys to the right place at the right time

The MW & MD Network

Status

Public transport work journeys, door-to-door within an hour	Overdue
Connected, modern public transport offering alternatives to the car	Overdue
High quality and well connected hubs, centres in themselves	Overdue
State-of-the-art rolling stock	Overdue
A great customer and business experience	Overdue
International connectivity to global markets	Overdue
Growing passenger and freight markets	Overdue

Over the past 20-30 years our road focused network has become consistently busier and is now over capacity. Now is the time to provide it with effective rail alternatives

The reality today

Over the last 30 years, vital investment has occurred in our strategic road network. This was critical to get us where we are today, but now a new 'balancing' level of investment is required in order to safeguard access for the next 30 years and offer the greater choice business demands.

The NW&MD area has some of the highest car-based commuting mode shares anywhere in the UK with rail's share at just 1% in Flintshire. Our public transport does not meet aspirations in terms of connectivity, frequency or quality of service.

Journey times are not competitive and this has significant impact on levels of employment, health, carbon emissions and economic resilience. Transport investment is essential in order to better connect areas that currently suffer from unemployment and deprivation. Where it has occurred, for example by extending Merseyrail to Chester, results have been dramatic both for the economy and connectivity with observed rail mode shares of up to 12%. A doubling of existing rail mode share in Flintshire, for example would save 700 return car journeys per day.

Typical scenario

"I love living in North Wales. I can bring up my family in a quality environment, where we're never far from the coast and beautiful mountains, but where there's also variation and value. The small hi-technology manufacturing company that I work for needs flexibility to be competitive in the global market it operates in. I'm therefore based in Liverpool City Centre a couple of days a week and out seeing clients across North Wales and the North of England for the rest of my time.

"The improvements made to the road network over the last 20 years are what enticed me to work for the company when I left Liverpool University allowing me to stay where I was brought up near Rhyl yet use my degree well. The roads have got busier and busier and going by car takes me well over an hour, but compared to the train that's nothing! I'd love to be able to sit and work on one train, making more use of my time to attract business, but the train is a nightmare – it's so crowded, uncomfortable and unco-ordinated.

"To get to Liverpool by 9am I'd have to leave Rhyl around 6.30 am. It's not very flexible and even though I have to pay a toll through the Mersey Tunnel it's way cheaper and quicker to go by car. Even if it was competitive because I'm out and about on other days, ticketing would be impossible. There are so many fare boundaries and deterrents that I end up being one of those people who sit in a car on the increasingly congested motorways – to be honest it's stressful and reduces my productivity."

“ There are so many fare boundaries and deterrents that I end up being one of those people who sit in a car on the increasingly congested motorways. ”



"Access to skilled workers from North Wales and the North West of England is essential for our multinational advanced manufacturing business. Reliable and fast transport links are key and investment in an efficient, connected rail network, serving major employment and population centres is therefore crucial."

Steve THOMAS, Government Affairs Executive
AIRBUS UK



Typical journey: Wrexham to Liverpool

 **110 mins** by rail, including wait time

 **53 mins** by car

A poor experience for all

The reality of travel in the area today by public transport is a network that **does not match up to the convenience, comfort or cost of the private car**. This is a particular issue given that many in more deprived areas do not have access to one. Even comparing direct rail journeys, such as Llandudno to Manchester Piccadilly, Wrexham to Bidston or Holyhead to Chester, with car journeys on congested roads, public transport is nearly always slower and operates predominantly on hourly frequencies.

Chester to Manchester is approximately the same distance as Reading to London – imagine if this journey took over an hour and only ran once an hour. Reading couldn't sustain its current vibrant economy.

Most public transport journeys are indirect and many involve both buses and trains, with poor quality of interchange facilities and rolling stock. The lack of integrated ticketing creates issues of disproportionate cost and journeys are normally significantly more expensive by public transport as a result. Deeside Industrial Estate, a journey of 20 miles from Rhyl, takes over an hour by public transport. There is land for 7,000 new jobs but employers and employees need better connections to attract, retain, and use currently wasted resources.

The main impact of these factors is traffic congestion at key pinch-points which, in turn is reducing levels of investment in the area and holding back growth. The result is an area which is not achieving its full economic potential despite its excellent geographical location and abundant natural assets. The major employers located in the area prove it is possible to run successful and productive operations, but these could contribute so much more with better connectivity.

We can solve many complexities through co-operation. We need a partnership of measured investment for which we can deliver great outcomes.

Wrexham to Manchester Airport by 9am

140 minutes by rail, 2 changes, average speed 20mph



50 minutes by car



Holyhead to Birchwood by 9am

180 minutes by rail, 3 changes, average speed 36mph



110 minutes by car



Birkenhead to Deeside Industrial Estate by 9am

73 minutes by rail, 1 change, average speed 12mph



40 minutes by car



Today's disjointed complex 'offer' – A constraint on growth



- Institutional Complexity
- Numerous local authorities and agencies
- Franchise diversity and differentials
- England and Wales
- Westminster and Cardiff

- Wales: Welsh Government as franchise specifier
- England: DfT as franchise specifier
- Hourly/lower frequency route
- Arriva Trains Wales
- Virgin
- London Midland
- Merseyrail
- Trans-Penine Express
- Northern Rail
- Future Committed Service via Halton Curve



Tomorrow's network without barriers – boosting economic growth



One integrated network

- Extending more London Euston trains to Bangor / Holyhead
- Doubling frequency between North Wales Coast Line and Manchester through Chester
- Extending Manchester trains to Manchester Airport or Leeds
- Creating new services between Liverpool / Airport and North Wales Coast / Wrexham
- Tripling journey opportunities between Wrexham and Liverpool

The Aim: door-to-door within one hour

A network which connects:

- Millions of people to jobs, with total door-to-door journeys of an hour or less
- In lots of directions to suit a multi-centric economy
- Linking jobs to housing and amenities
- Connecting centres of jobs growth to areas of high unemployment

Our area sits at the centre of a network of towns and cities. Geographically these should interact and share workforces, business and tourism. This does not happen as efficiently as it could with congestion within, to and from the area being an increasing issue.

Why is this? Because public transport journeys are infrequent, slow and expensive when compared with equivalent car journeys even with our valuable road network increasingly congested.



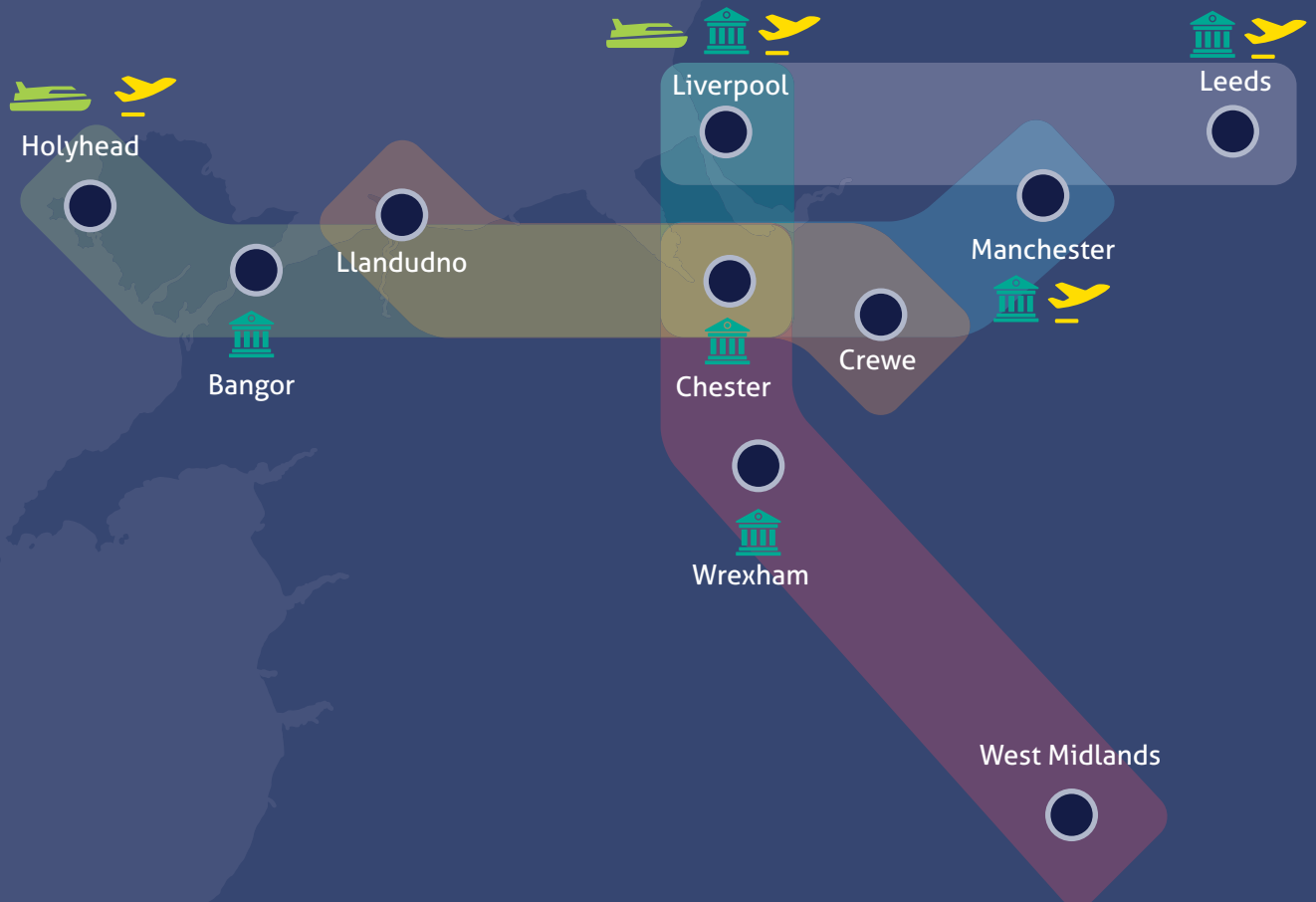
University



Port



Airport





Outcomes of investment

This is a proposed deal, not a 'wish list'. For relatively modest investment we can contribute our full potential to UK PLC.

Transport

Investment in transport infrastructure will revolutionise rail travel in the NW&MD areas and beyond, making public transport significantly more attractive and reducing dependence on the private car and accelerating our transition to a more sustainable, lower carbon economy. Electrification, track enhancements and improved signalling of key rail routes will reduce journey time allowing frequency enhancements whilst improving reliability and quality. This will improve rail mode share and reduce the dependence on the private car for the 12m cross-border commutes per year (currently 85% by car).

The investment will also dramatically improve the ability to move freight within and through the region. The area is pivotally located on freight routes between Liverpool 2, the rest of the country, Ireland and mainland Europe. The improvements will enable more freight to be moved by rail, rebalancing UK port movements, and supporting the aspirations of the Northern Powerhouse. Passenger mode share to rail will also free up space for freight.

Economic

The ultimate aim of the proposed measures is to open up access within and to/from the area to achieve agglomeration effects such as linking labour and employment markets, connecting centres of population (some with high levels of unemployment) to centres of jobs growth, many of which have severe labour market shortages. Increasing capacity for freight movements, improving tourism links and doubling the GVA of the wider

area from £35bn to £70bn (and of the NW&MD area from £25.25bn to £50.5bn). The investment will connect five Enterprise Zones, high quality universities and FE colleges, and specialist healthcare across the region.

By creating better links between Liverpool City Region and North Wales, the Growth Track 360 rail investment package supports access to the Mersey Waters Enterprise Zone which is anticipated to deliver as many as 40,000 new jobs. The major developments at Wrexham (the UK's largest prison and Money Penny), Deeside (Northern Gateway), Ellesmere Port (Thornton) and Broughton (Warren Hall Business Park) are significant contributors to this, as are developments at Wylfa and Menai Science Park. We have great land opportunities but are poorly connected at present.

Business

The proposed improvements to the rail and integrated transport network will encourage new investment and businesses to the area and create sustainable methods for employees to access them. Their business-to-business connectivity to the major northern cities will be transformed. The large number of dedicated business parks in the area is testament to the potential for success that businesses already enjoy, however these are hindered by poor non-car connectivity. The transformational change that would result from the package of rail enhancement measures would help new companies to locate in the area, allowing employees to access them quickly and efficiently from a range of locations without resorting to the private car on increasingly congested roads.



The critical investments

Urgent completion of committed projects - £60m-£80m

To complete outstanding projects in North Wales that will have a transformational effect on rail services including:

- North Wales Coast signalling and line speed improvements
- Halton Curve – new line between North Wales and Liverpool
- North-South Line speed Improvements – partial redoubling between Chester and Wrexham

Many of these projects have slipped in priority over recent years, to slip further is unacceptable.

Chester station capacity & environment enhancements - £50m

- To increase the number of through platforms at Chester Station and allow more services to be extended toward the North Wales Coast and Wrexham
- To remove the Hoole Road Bridge barrier to electrification and realise the aspirations of the Chester City Gateway.

Station facilities upgrades - £20m

- To provide enhanced environment, Park & Ride, and Bus-Rail interchange at key stations in the NW&MD region
- To attract and accommodate higher numbers of passengers at key stations throughout the NW&MD region
- To increase public transport accessibility at Deeside Enterprise Zone by constructing a new station.

Line speed and frequency increases - £50m-£100m

A programme of further signalling and line speed enhancements, matched with a transformational franchise specification to improve journey times and frequencies on key routes including:

- Holyhead to Crewe and Warrington via Chester
- Wrexham to Bidston via Shotton and
- Wrexham to Chester.

Preparing for HS2 - £750m

Electrification between Crewe and Holyhead:

- Total impact / contribution to the economy of £2.5bn
- To allow Pendolinos to be extended from Crewe to the North Wales Coast, and potentially HS2 classic compatible services
- To facilitate electric services to run between the North Wales Coast and Manchester / Manchester Airport to connect with Northern Powerhouse Rail (NPR).

Integrated & Smart ticketing strategy - £20m

- To increase the accessibility of public transport services across the NW&MD area
- To make multi-modal or multi-operator journeys easier, cheaper and more attractive
- To aid movement by public transport journeys beyond the boundaries of the NW&MD region.

Franchise and Services

- Transformational and growth based franchises, parity for the region
- Enhanced rolling stock fleets, the right capacity, better equipped
- Wales & Borders (W&B) – Retention of cross border through services
- W&B Rolling stock transition plan for a new fleet (new & refurbished stock)
- Merseyrail, Northern & Trans-Pennine Express, rolling stock replacement schemes.

Ingredients for change: Building on today's provision

The following list of both new and existing schemes has been identified to bring about transformational change in the North Wales and Mersey-Dee region:

Infrastructure

- North Wales Coast Line re-signalling and line speed improvements *
- North - South line speed improvements *
- Halton Curve *
- Chester - Wrexham full redoubling (Rossett to Wrexham)
- Chester station rail capacity enhancements
- Full line speed and capacity improvements: Crewe – Holyhead; and Chester – Warrington
- Electrification: Crewe – Holyhead; and Chester – Warrington
- Electrification: Wrexham – Bidston; and Wrexham – Chester
- Merseyrail Wapping and Stock Interchange tunnel schemes

Station investments

- Deeside Industrial Park
- Saltney / Broughton
- Local station upgrades



Core hub upgrades

- Chester
- Bangor
- Wrexham General
- Shotton Interchange

Services (maintain existing service levels with the following enhancements)

- 1 train per hour: Holyhead – Chester – Crewe – London Euston (direct HS2 connectivity)
- 1 train per hour: Holyhead – Chester – Wrexham – Cardiff / Birmingham (service quality and speed improvements)
- 2 trains per hour: Bangor / Llandudno – Chester – Warrington – Manchester – Manchester Airport
- 1 train per hour: Bangor – Llandudno – Chester – Liverpool South Parkway – Liverpool via Halton Curve
- 1 train per hour: Wrexham / North Wales Coast – Chester – Warrington – Leeds (via Manchester and Bradford)
- 1 train per hour: Wrexham – Chester - Liverpool South Parkway – Liverpool via Halton Curve
- 2 trains per hour: Wrexham – Shotton – Deeside – Bidston / Birkenhead North / Liverpool
- 1 train per hour: Llandudno – Llandudno Junction – Blaenau Ffestiniog
- 1 train per hour: Rhyl – Chester – Crewe
- 2 trains per hour: Chester – Northwich - Altrincham – Manchester

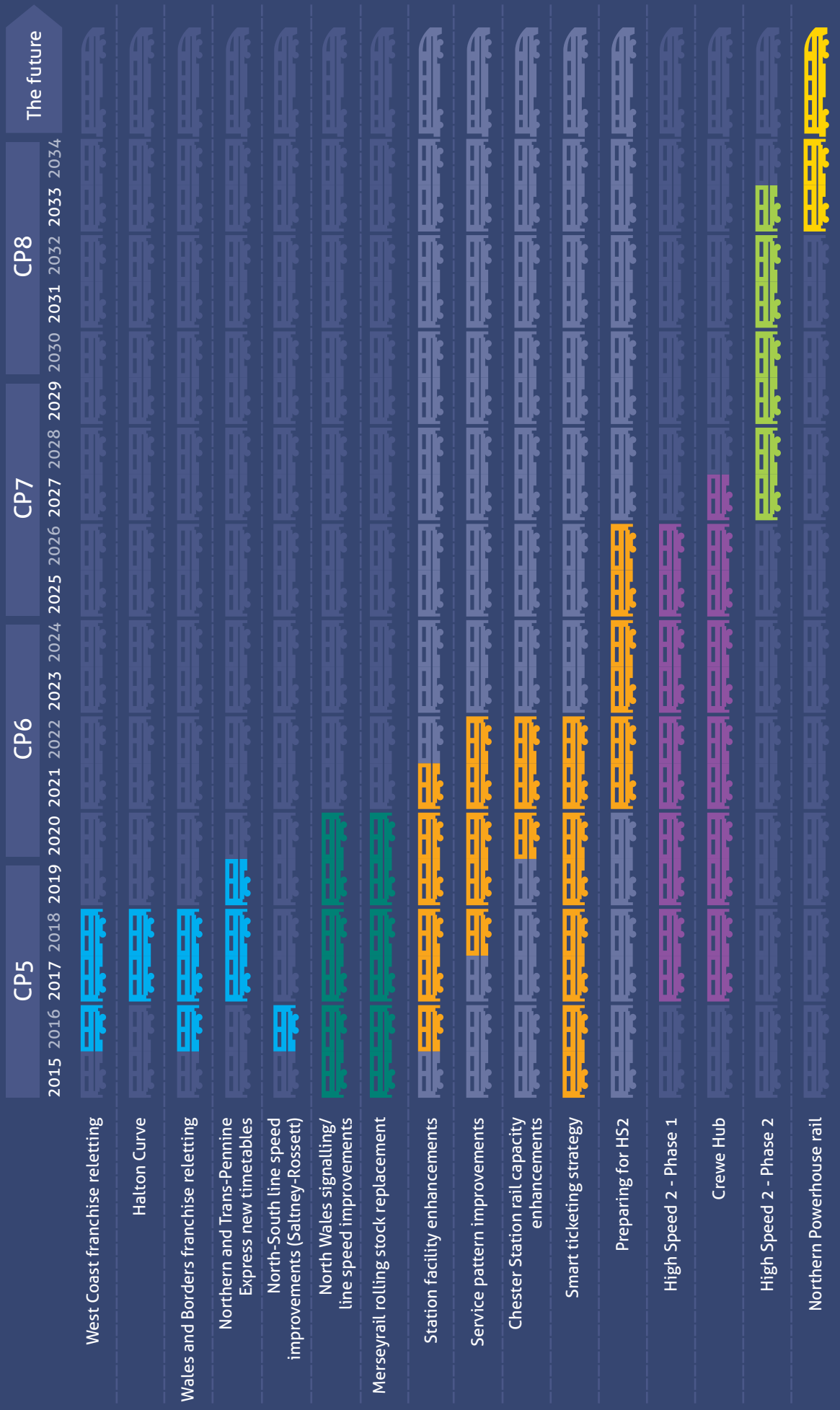
Other

- Integrated & Smart ticketing strategy
- Station automatic ticket machine rollout
- A digitally equipped network
- Bus / Rail interchange improvements at stations
- Key park and ride hubs
- On-train luggage space enhancements
- Value for money ticket pricing

* Scheme currently committed but not yet delivered

Timescales and milestones: Building on current initiatives

The proposed priority projects fill the 'gap' within Control Period 6 between current committed projects and future HS2 and Northern Powerhouse. They aid movement and open up job and GVA growth opportunities for quicker returns.



Return for investment: Positive cost benefit ratio

Help us to achieve locally

Investment priority	Facilitates
Line speed and frequency increases	<ul style="list-style-type: none"> • Service pattern enhancements • Extension of existing services • New connections
Chester station capacity and environment enhancements	<ul style="list-style-type: none"> • Increased through-trains between North Wales and Crewe, Manchester and Liverpool
Preparing for HS2	<ul style="list-style-type: none"> • Ability to extend Pendolinos and HS2 services beyond Crewe to Chester and North Wales • Connectivity with Liverpool, Manchester, Leeds and Northern Powerhouse
Station facilities enhancements	<ul style="list-style-type: none"> • Park and ride • Bus-rail interchange • Increased accessibility of services
Integrated & Smart ticketing strategy	<ul style="list-style-type: none"> • Multi-operator and multi-modal journeys • Quicker and easier ticketing with reduced decision making time.

And we can contribute more nationally

Quantity	Change following investment
Development	<ul style="list-style-type: none"> • 1000 plus hectares of development with significant potential for more • Increased demand for new sites • Housing potential released • 70,000 new jobs
Labour market	<ul style="list-style-type: none"> • Connections to and from areas of high unemployment • Enhanced movement of people into and out of the area
Tax revenues	<ul style="list-style-type: none"> • Significantly expanded tax base • Potential reinvestment into the region
Land values	<ul style="list-style-type: none"> • Increased dramatically, redistributing wealth generated to residents and businesses in the area
Gross value added	<ul style="list-style-type: none"> • GVA doubles from £25.25bn to £50.5bn • Region brought into line with the rest of the UK in terms of productivity

£1bn investment powers £25bn in GVA growth for UK plc



Evidence and key statements

Over many years much evidence has been collected, supporting the case for investment including:

- Taith Regional Transport Plan (2009);
- North East Wales Integrated Transport Taskforce Report (2013);
- Liverpool City Region Long Term Rail Strategy (2014);
- Liverpool City Region Growth Deal (2014);
- Wrexham to Bidston Rail Line Enhancements – Economic Appraisal Report (2015);
- Mersey-Dee Alliance Growth and Investment Prospectus (2014);
- Hooton to Helsby Demand Study (2015);
- North Wales Coast Electrification Strategic Outline Case (2016);
- Economic Growth and Social Benefit potential from Modernisation of rail services in North Wales – Greengauge 21 (2014); and
- Halton Curve Outline Business Case (2015).

This document is the first truly collaborative step to an increased momentum.

Key statements

“...there is firm evidence of significant economic benefits, that would result from the electrification of main line rail services from Crewe via Chester to Holyhead. A total impact/ contribution to the economy of £2.5bn.”
Greengauge 21 (2016)

“1 in 5 turn down job interviews or employment offers owing to inaccessibility.”
NEW Integrated Transport Task Force technical report (2013)

“...relatively small improvements in connectivity can provide significant benefit to overall connection, particularly if combined with revitalised routes, ticketing initiatives... and effective interchange.”
NEW Integrated Transport Task Force Technical Report (2013)

Now is the time for action, the opportunities are clear...

The NW&MD partners are ready and willing to contribute to the overall investment, however we ask for support from both the Welsh and wider UK Governments and from other stakeholders. Only with this investment can our region truly open the door to increased economic activity and a significantly enhanced contribution to the economy of UK Plc

“We are one voice for one economic purpose.”

Delivery

Governance

The NW&MD Taskforce has been established to co-ordinate action and reduce institutional complexity in this uniquely cross-border area. For the first time, it represents a single approach to delivery in an area of five core Enterprise Zones, eight local authorities, two national governments and a vibrant and varied private sector. Its partners are aligned to recognise one economic area and one ultimate unified transport network to serve this. The next step is to bring national governments and institutions to the table to work with us to deliver the huge latent opportunities of the area.

The core group representing public and private sector consists of the North Wales Economic Ambition Board (NWEAB), the Cheshire and Warrington LEP, and the Mersey-Dee Alliance (MDA)

Value for money

Investment in rail focussed transport in the NW&MD area has the potential to transform the economy and allow our workforce to access opportunities outside the region and vice versa.

We can demonstrate extremely good returns to investment for 'UK Plc' by increasing productivity and economic growth, expanding tax revenues and reducing welfare benefit payments through reduced unemployment.

The NW&MD Task force, one voice, one agenda, one economy



Councillor Samantha Dixon
Leader, Cheshire West and Chester Council



Ashley Rogers
Chairman - North Wales Business Council



Councillor Dilwyn Roberts
Chair - NW Economic Ambition Board



Colin Brew
CEO - West Cheshire & North Wales Chamber of Commerce



Councillor Derek Butler
Chair – Mersey Dee Alliance



Business & key stakeholder support

We need a proper public transport infrastructure

"We're a fast growing, global technology business headquartered in Chester. It's been our home for nearly 30 years but we now have colleagues in 11 different countries across the world and we're acutely aware of the challenges of getting to and from this part of the region.

"The Chancellor's commitment to creating a Northern Powerhouse is great and one we fully support. But we need a proper public transport infrastructure to support this and Chester sits well behind the curve. We need direct access to the region's airports; regular commuter trains to and from Manchester, especially, and vastly improved traffic management around the M56/M6 and M62 logjam.

"Aside from the challenges faced by visitors traveling in to our Chester office, we also know that we struggle to recruit talent to the city. Only 12% of our current 'Chester' staff come from outside the immediate Chester and North Wales region. And while they definitely represent the very best of local talent, it is becoming harder and harder to find the new recruits we want to bring on board as we scale the business. If we were assured of easy access, regular and comfortable commuting to and from the wider markets around Greater Manchester, we know we would get much higher levels of interest from the sort of candidates we need."

Richard Law, CEO GBG

Improved infrastructure creates capacity

"Sitting at a pivotal point between North Wales and the rest of Northern England; in close proximity to Manchester Airport, Liverpool's John Lennon Airport and Liverpool's Cruise Liner and Container Port, Chester requires a rail system to meet future demands.

"Improved infrastructure creates capacity. This provides Chester with a competitive edge in attracting skilled people and innovative businesses. We need to add more depth and strength to Chester's existing industrial and commercial foundations.

"Additional capacity, with faster journey times, are intrinsic for commuters and freight transportation. Being able to link in to HS2 means that Chester cannot be dismissed by companies and people looking to relocate. The removal of obstacles created by the lack of rail infrastructure will reduce congestion, improve business logistics and attract more people to live, prosper and raise their families in Chester.

"An improved rail system is not just for today, but, as history has proven, potentially for the next 100 years. Chester, being viewed by the UK and the rest of the world as a city that cannot be accessed swiftly, efficiently and for a reasonable cost, places Chester at a tremendous disadvantage and jeopardises the quality of life for future generations.

"An improved rail system is key to the wealth and health of Chester."

Mario Sambucci, Mosaic Money Management, Chester

Business & key stakeholder support

Unless the employee has a car, it is time consuming and expensive to travel to the Industrial Estate, which damages recruitment. Most of the highly skilled workforce travel about 60 – 100 miles per day to work in total and this can discourage this particular recruitment market, as the only other option is to relocate and some prospective employees do not wish to do this.”

Engineering Company Employee –Wrexham Industrial Estate

“Current limitations on travel options can mean a long commute for people (i.e. multiple bus journeys) or costly travel e.g. taxis from locations five or six miles away owing to early starts and no public transport options for those staff without cars.”

Leisure Attraction Employee – Cheshire West and Chester

“We operate in the energy sector, providing services and products (manufactured in North Wales) to companies in 53 countries on 6 continents. We travel extensively in the UK, maintaining collaboration links with universities for sponsored research, and visiting Clients. For both local and regional travel, the current rail system does not actively support our business and we therefore endorse the objectives of the Growth Track 360 prospectus for rail investment.”

Barrie Wells, Conwy Valley Systems Limited

“Only by having the best infrastructure and communications links can Chester continue to attract the investment, businesses, visitors and skills to support its growth and ambition.”

Alex Siddell, Grosvenor Estate

Typical scenario

My daughter has recently completed a degree at Bangor University and is looking for a job. She’s caught in a ‘catch 22’ situation – either get a car to access employment or move overseas. She’s very tuned into opportunities offered by the environmental sector and this is a place where sustainable energy potential is really big...my fear is that she’ll do what too many others do and move away because connectivity is so poor and unreliable.

With a bit of smart investment we’d both be so much better off and contribute more to the UK economy – she’s so bright that she’ll be running her own business in a few years. Trouble is I think she’ll be creating jobs for people in Europe or the USA, not good old North Wales.

She’s not expecting to be able to turn up and a tube train arrives every few minutes like it does in London – she’d love to just have a half hourly or even hourly reliable service to the key places she needs to get to.





Universities & Colleges



"As a local organisation with national and international reach, the efficient, effective and sustainable movement of our staff and students is of considerable importance. Bangor University therefore welcomes the publication of this Prospectus and fully endorses the campaign to extend high quality rail services throughout North Wales. Improvements in areas such as line speeds, frequency of services to major airports and cities, and modern rolling stock are long overdue, and will deliver an enormous boost to the economic vibrancy of the entire north Wales region."

Vice Chancellor, Professor John G. Hughes
Bangor University



Enterprise Zones & Ports



"Enhancing connectivity between NW Wales and the NE of Wales and England is a key enabler to allow the region to get the most benefit from major projects and inward investment opportunities. Doing so will lead to enhanced opportunity for economic growth and adding real value to the economy of the region and enhance future opportunities for our young people. The objectives of Growth Track 360 are integral to delivering our regions much needed and overdue, connectivity improvements."

Dr. John Idris Jones
Chair of Snowdonia Enterprise Zone



Tourism, Hospitality & Retail



"Chester Zoo attracts 1.7 million visitors each year. We work in partnership with transport operators to promote the use of sustainable public transport to our visitors. Improved rail services to Chester will ensure our current and future visitors view rail travel as a viable and attractive way of reaching the zoo and the city, which will deliver positive impacts to our city and our environment."

Liz Carnie, Finance Director
Chester Zoo



MP's/AM's/Peers/MEP's



"We are determined to ensure that we in North Wales maximise the potential of the cross border economy. It is vital we improve links with the developing Northern Powerhouse and via HS2, Manchester airport and our ports, link elsewhere nationally and internationally to bring prosperity to local people. Our aim is to make this a great place to live, work and visit."

Dr James Davies MP
Vale of Clwyd Constituency



Enterprise Zones & Ports



"Manchester Airport is the North's principal international gateway and serves 2.2million passengers a year from the North Wales and Mersey Dee region. Improving transport connections to Manchester Airport is key to realising the Government's Northern Powerhouse vision and better links will enable the regions across the North to fully exploit the stimulus that access to a major international gateway can provide. We therefore support the North Wales and Mersey Dee region in their proposals to improve rail connectivity to key cities and assets across the North such as ourselves."

Adam Jupp - Head of External Affairs
Manchester Airport

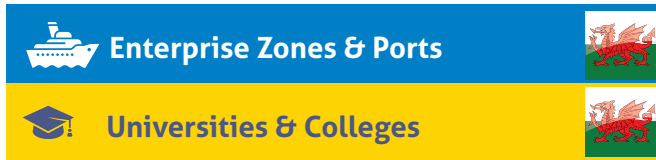


Advanced Manufacturing Sector



"As a global exporter of locally manufactured products in North Wales our business relies on attracting a highly skilled, diverse workforce. High quality, modern transport links are one of the key enablers to ensuring our region has a thriving economy and that we have access to key talent in the North Wales & Mersey Dee region. Excellent transport links are a key component in supporting our vital logistical needs to ensure that our business is easily accessible and our products can be transported globally. We take our employees well being seriously and investment in a high quality rail network in our region can only support this goal."

Martin Gray, Finance Director
Siemens



"Deeside is the gateway to North Wales - centrally located between North West Wales, Greater Manchester and the Northern Powerhouse. It is essential that we provide fast and reliable connections right across and beyond the boundaries of this socio-economic region of huge potential. I fully support the proposals in this prospectus - it is essential that we do this to realise the huge growth opportunities in advanced manufacturing, energy and tourism that can be achieved in this key UK region."

David Jones OBE DL
Chair of Deeside Enterprise Zone
Chief Executive, Coleg Cambria



"We're a fast growing, global technology business headquartered in Chester. It's been our home for nearly 30 years but we now have colleagues in 11 different countries across the world and we're acutely aware of the challenges, of getting to and from this part of the region. We need direct access to the region's airports; regular commuter trains to and from Manchester especially, and vastly improved traffic management around the M56/M6 and M62 logjam. Aside from the challenges faced by visitors traveling in to our Chester office, we also know that we struggle to recruit talent to the city. It is becoming harder and harder to find the new recruits we want to bring on board, as we scale the business."

Karyn Bright
Group Marketing Director, GBG



"Improving the railway infrastructure in North Wales will bring benefits to the Construction Industry in North Wales. Improved transport links will attract capital investment into the region. Many national retail and leisure operators are reluctant to invest in the region due to the current population catchment within an hour of their operations. Making these catchment areas more accessible within reduced time periods will encourage investment which will lead to construction opportunities and long term jobs across the region"

Mark Watkin Jones
Chief Executive Officer - Watkin Jones plc



"Money Penny is a successful business that currently employs over 500 people with ambitions to grow this number to 1000 over the next 3 years. Better connectivity and efficient connections are critical to us securing access to the labour markets we require. Money Penny fully supports the rail prospectus."

Rachel Clacher, Director
Money Penny



"Wrexham Glyndŵr University fully supports investment in the North Wales rail infrastructure. As an institution sited on the England-Wales border access is crucial for us and has a knock-on effect for the economy of Wrexham and north east Wales. This would in turn benefit tourism and other social and cultural factors of importance to the region, as well as creating jobs, so we are fully behind any proposals to invest in these areas."

Vice Chancellor, Professor Maria Hinfelaar
Wrexham Glyndŵr University



"The University of Law in Chester delivers professional legal education training for many students and serves the legal profession in the area. An improved rail link to the city would greatly assist the many students who use public transport to access our services and find the current service unreliable. A better rail service would also assist The University of Law to grow its business in Chester. In addition, as The University of Law will be delivering Legal Apprenticeships under the Government Trailblazer initiative from September 2016, involving students from across the region attending the University on a regular day-release basis, an improved rail service to the city would allow more firms and students to access the opportunities these apprenticeships aim to deliver."

Carol Draycott
Centre Director Chester, The University of Law

**Cultural, Creative & Digital Industries**

"Since moving to a new base in the Deeside and North Wales region in 2013, Wales Rally GB has gone from strength to strength, attracting greater commercial revenues and increased spectator numbers. Hosting this world class motor sport event brings economic impact, international exposure and kudos to the region, but it is clear that the benefits to the region could be significantly greater with an integrated public transport policy to facilitate access from other parts of the country. As such, we have no hesitation in supporting Growth Track 360's call for significant investment in the region's transport system."

Ben Taylor
Managing Director, Wales Rally GB

**Advanced Manufacturing Sector**

"Kronospan, as a major employer and a major user of the rail network for the transport of timber, we support the objectives of the Task Force in the Growth Track 360 prospectus."

Chris Ryan
Group Secretary, Kronospan

**Energy & Environment Sector**

"As part of the North Wales business community, we fully support any initiative that can boost the economy by improving transport infrastructure. This prospectus shows how greater cross-border connectivity is the key to attracting inward investment, creating jobs and fulfilling the region's potential."

Wheelabrator Technologies Inc. - developer of the Parc Adfer Energy Recovery Facility

**Local Authorities & Public Sector**

"Merseyside and North Wales' economies have been intertwined for generations. Wirral is the connection point between these two regions - with the Mersey on one shore and the Dee on the other. Goods, services and workers have crossed the border for years and improvements to our Bidston to Wrexham rail system with connections to Deeside are long overdue, if we are to realise the growth potential of this vibrant, high skilled region."

Cllr Phil Davies, Leader of Wirral Council
Economic Development Portfolio Holder, Liverpool City Region Combined Authority

**Energy & Environment Sector**

Morlais Tidal Energy fully supports 'Growth Track 360' and the much needed investment it will bring into the rail network, across the region. This well overdue investment will massively strengthen the link between the Anglesey projects, the Northern Powerhouse and the City of London and beyond. Underpinning and 'future-proofing' the developing Marine power sector in North Wales.

Andy Billcliff
Operations Director, Morlais

**Construction & Engineering**

"Liberty Properties is a commercial development company, which has been based in Chester for over 25 years and operational in the North West, Midlands and North Wales. With talk of the Northern Powerhouse on the agenda, I think it is imperative that Chester has improved connections to the major cities and conurbations of the North West. The current service between Chester and Manchester is poor, when it can take 2 hours to get to London, but over an hour to get to Manchester."

Emyr E Williams
Development Director, Liberty Properties

**Construction & Engineering**

"The time has come for North Wales to realise the tangible benefits accompanying the HS2 link to Manchester and the Northern Powerhouse. Improved infrastructure through national and local railway projects will unlock invaluable human resources which will in turn lead to growth opportunities. Construction will undoubtedly benefit either directly or indirectly through the supporting infrastructure, new schools, colleges and housing. We need less bureaucracy, less time spent on lengthy consultations and we need to accelerate our decision making process."

Chris Wynne,
Managing Director, Wynne Construction



Universities & Colleges



"Grŵp Llandrillo Menai is very supportive of the Growth Track 360 initiative. We believe that a modernised travel infrastructure along the north wales coast and across the border into the North West of England is the key to unlocking the massive economic potential of this area. Over the next few years we expect to see an exponential growth in our energy sector, which together with the advanced manufacturing developments on Deeside and the thriving tourism economy will underpin both economic development and inward investment in the area. The construction of Wylfa Newydd over the next ten years will alone bring up to 10K jobs to the area, this could be the vanguard for a further 70K jobs across the region, which will further stimulate the housing market and construction industry. The existing road and rail network is struggling to cope with current usage and the investments outlined in this prospectus, we believe will create a dynamic link running from the North of England across North Wales and on to Ireland."

Glyn Jones, Chief Executive
Grŵp Llandrillo Menai



Food & Drink



"We operate across North Wales and have interests in each county. Our customers need ready access to the region, and the majority are routed through Euston and Heathrow. As well as needing good access for our UK team, our coverage in 31 countries makes it essential that our busy customers can get to and from us with speed and ease, especially during days that are travel hungry and can be full of fatigue. North Wales and the Mersey Dee Region will only deliver competitiveness and be a part of the Northern Powerhouse, if we achieve the connectivity and timeliness, that is essential in our rail system (and associated infrastructure). The benefits will also be significantly reflected in the performance of industries such as tourism – where connectivity and service standards mean the difference between customers buying in or walking away."

John Newton Jones
Managing Director, Snowdonia Cheese



Tourism, Hospitality & Retail



"I whole heartedly support the above Rail Improvement that will provide significant advantages to the North West and North Wales linking into the Northern Powerhouse and greatly enhancing the services for future generations."

Ben Rafferty - Managing Director
Residence UK Holdings



Advanced Manufacturing Sector



"As a member of the Welsh business community, and vocal advocate for the Northern Powerhouse, I was saddened but not surprised to read that just 1% of commuters utilise rail as a means of transport in Flintshire. Our current infrastructure is absolutely substandard, hindering positive growth and development in our proud region of first-class manufacturing, research and service industries. Substantial investment in the improvement of transport links, and especially rail, is fundamental in the protection and growth of our business community and region as a whole. The UK Government needs to be pressured to address this as a priority and the prospective outcomes of positive action highlighted within the Growth Track 360 campaign cannot be denied."

Askar Sheibani
CEO, The Comtek Group



Food & Drink



"The current rail network to Deeside creates challenges in accessibility of staff and is a block to serious consideration of an integrated rail supply network in North Wales. With 50% of our staff from Wirral or Chester, there is an opportunity to improve accessibility by rail and encourage people out of their cars and into an integrated rail and cycle network that serves the 8000 people who work at Deeside. Improving rail access to Deeside also creates the platform to seriously discuss how the businesses of this area can work together and all benefit from a supply chain that is more sustainable and facilitates growth for this dynamic area."

Pete Robertson
Managing Director, Dailycer UK

**Advanced Manufacturing Sector**

"Connectivity is a key priority for all manufacturing businesses both for deliveries out and in, so relieving the pressure on the clogged up road network in the North West, and enhancing the rail freight facilities and capabilities will prove hugely beneficial in supporting the growth aspirations of all manufacturing business. Re-balancing the investment in rail infrastructure against that in road, delivers a double benefit and provides the platform on which manufacturing can seek to grow and develop locally in the North West, while still playing on a national and international stage. I am therefore wholly supportive of the Task Force proposals."

William Hogg,
Managing Director, Contour Showers Ltd.

**Local Authorities & Public Sector**

"Over a quarter of a million people already travel to and from Rhyl Railway Station each year, feeding into the Rhyl Transport Hub serving a large swathe of the North Wales coast. Tourism is the lifeblood of Rhyl directly supporting countless businesses and residents. Rhyl Town Council believes a more modern fit for purpose rail service is essential, to complement wider improvements currently taking place within our town and contribute to encouraging more private sector businesses to invest in our community, creating not only more and better attractions for our visitors, but also much needed employment for our residents."

Rhyl Town Council

**Cultural, Creative & Digital Industries**

"Rail investment in the North Wales & Mersey Dee region will be essential to the growth of tourism in North Wales. Venue Cymru offers a continuous programme of high profile events throughout the year and we regularly promote these events to audiences outside our primary catchment. We regularly receive comments from our visitors regarding issues with public transport identifying barriers when attempting to use train travel to visit Venue Cymru. The proposed improvements will act as a huge benefit not only for Venue Cymru but for the whole of North Wales when we are working hard, to encourage visitors from out of the area."

Richard Jones, Marketing Manager
Venue Cymru, Llandudno

**Tourism, Hospitality & Retail**

"The Welsh Mountain Zoo – National Zoo of Wales, Colwyn Bay, is one of only a couple of Welsh National institutions based in North Wales and is one of Wales' major tourist attractions. Our economic development and a sustainable future for the Zoo will depend increasingly on our public transport links to the Northern Powerhouse and European routes. Substantial investment is required in the currently disjointed rail transport system and we are vigorously supportive of Growth Track 360."

Nick Jackson, Director
Welsh Mountain Zoo

**Services – Financial, Professional & Logistics**

"Glenbrook is a property development and investment company active in the North West of England. We specialise in large and complex mixed use projects, and work with funding partners to deliver a range of new buildings. Manchester and Liverpool are our main focus, and whilst we would like to invest in Chester more, for the types of scheme we deliver we feel that its connectivity to major employment centres (predominantly Manchester and Liverpool) is poor, restricted by the long and infrequent train times. We believe that by increasing the frequency and speed of services, this will allow Chester to grow, which will support investment and development opportunities in Chester, which we would be keen to engage with."

Ian Sherry, Director
Glenbrook

**Business Associations & Forums**

"Efficient transport infrastructure and services are key in supporting IOD Member's access to key opportunities across the Northern Powerhouse and the rest of the UK market. We fully support the Growth Track 360 prospectus and urge the Chancellor to endorse it."

Robert Lloyd Griffiths OBE
Director – Wales, Institute of Directors

**Business Associations & Forums**

"The current rail system in the North Wales & Mersey Dee region is not fit for purpose. With the exception of London to Chester services, journeys are too slow, require changes and are in outdated and cramped rolling stock. The lack of fast, frequent connections to the Northern Powerhouse and employment centres in the region, is a constraint on our economic growth. Business thinks it's time to do something about it, before irreversible damage is done to our economy and even more potential economic growth, is lost. The Business Council strongly supports Growth Track 360 and the investments outlined, that we need for the region."

Ashley Rogers
Chair, North Wales Business Council

**Universities & Colleges**

"The King's School, Chester, is one of the top schools in the North West educating over 1000 girls and boys from a wide catchment area and attracts pupils from as far as Menai Bridge and Oswestry in North Wales and from areas such as Warrington and Crewe. We wholeheartedly support the campaign to improve the rail service to Chester, in particular in North Wales, where a third of our pupils reside. Improvements in rail services are crucial for a school such as King's, enabling more pupils to attend King's without the need for expensive and unnecessary road travel for families, enabling students to become independent travellers and without increasing road congestion. Furthermore, it will help us to attract the widest pool of excellent teachers and staff, critical to supporting our high quality education."

Vicky Titmuss, Director of External Affairs
The King's School, Chester

**Business Associations & Forums**

"Chester Growth Partnership, representing the business sector, is fully supportive of the case for improved rail connectivity to Chester. Effective and efficient infrastructure is imperative to the future growth and prosperity of Chester. Our ambitious plans for investment and growth can only be fully realised with better links to labour markets and integration with other commercial centres."

Guy Butler
Chair, Chester Growth Partnership

**Local Residents/Communities/Rail Users**

"NCRUG have long been campaigning for more frequent and longer trains on the Manchester/North Wales route, where peak time overcrowding is causing suppressed demand along the whole route. The M56/A55 road routes at most times of day suffer slow moving traffic in both directions which could be alleviated if a fast and frequent rail service was available. The opening of the Halton Curve in December 2018 will open up opportunities for fast, frequent services between North and North East Wales and Liverpool Airport, via Liverpool South Parkway and Liverpool City Region, thereby providing a reliable service across the notorious Runcorn Gap. This will greatly improve commuting times and be a sound basis for promoting leisure travel in the whole region and the near Continent".

Ced Green
North Cheshire Rail User Group

**Cultural, Creative & Digital Industries**

"NMI is a fast-growth company with its UK headquarters in Parc Menai, Bangor. NMI is a leading supplier of compliance testing and IT security auditing services to the worldwide gaming industry. With business development staff frequently attending tradeshows and conferences, auditors visiting customer sites worldwide, and management travelling to the Netherlands and other company locations, fast access to London and UK airports is essential to the effective operation of the business. We welcome the investment initiatives to improve the region's rail infrastructure, particularly faster and more direct links to Manchester and Liverpool airport, reliability, and fares more in line with European equivalents."

Dr Richard Edwards
Managing Director, NMI Gaming

**Cultural, Creative & Digital Industries**

"Time is money and so increasing the speed of trains between Chester and Liverpool / Manchester would greatly help our business, customers and staff and make us more competitive."

Simon Kent
Managing Director, Applied Intelligent Marketing

**Business Associations & Forums**

"Alongside skills, improving transport in North Wales is crucial to raising productivity, and this will underpin the long term prosperity of the region and the UK as a whole. Whether it's keeping people on the move or transporting goods from A to B, it's clear that rail is a critical driver of business growth, with 8 out of 10 firms seeing the network as crucial or important to their operations."

Emma Watkins

CBI Wales Director

**Services – Financial, Professional & Logistics**

"An improved rail service to and from Chester is essential for the growth of this wonderful city, not just from a legal and commercial perspective but for ordinary folk and the 1000s of visitors who come and go every year."

Sarah Cornes

Ellis & Co. Solicitors

**Cultural, Creative & Digital Industries**

"Based in Colwyn Bay with premises also in Nantwich, our business has Client's from Dover to Edinburgh. The poor quality of rail services in the region and the overcrowded A55, mean that recruitment and expansion are exceptionally difficult. We support the demand for substantial rail investment in the Growth Track 360 Prospectus."

Alan Cooper

Director, Blue Fox Technology Ltd

**Business Associations**

"As we move toward a vision of a 'Northern Power House' it is essential that our businesses are provided the same opportunities to grow and flourish as is seen in other regions. On this basis electrification of the North Wales and West Cheshire train lines is crucial in ensuring West Cheshire and North Wales businesses feel connected to those major hubs that can offer growth potential and global opportunities. The economic potential that our region can offer the wider North West and national economy should not be underestimated but greater connectivity is key, to ensuring this is the case. West Cheshire & North Wales Chamber of Commerce would appeal to central government to recognise this issue and act quickly to ensure it is addressed."

Colin Brew, Chief Executive Officer

West Cheshire & North Wales Chamber of Commerce

**Local Authorities & Public Sector**

"As Police Commissioner, I welcome an improvement to the transport infrastructure in North Wales and improved links to employment opportunities. A boost to the economy is a boost to the feel good factor in North Wales, which leads on to less crime and disorder. Enhanced partnerships are the way forward."

Arfon Jones,

North Wales Police and Crime Commissioner

**Tourism, Hospitality & Retail**

"Transport links around the region are important to us as a growing business, in order that we can move our staff and stock around easily. A large percentage of our business comes from within our region, particularly Manchester and Liverpool, and infrequent and time-consuming rail transport is often reported as a negative by these customers. If it could be improved, we would see a definite positive impact to our business"

Oddfellows

Jonathan Slater, MD

**Business Associations & Forums**

"Fundamental to any Tourism offer is the quality of our transport system into and throughout the North Wales region. Given the growing numbers of visitors arriving by train we do not have the capacity to cope with the demand. For many years in North Wales we have suffered a mediocre service so any investment in the regional rail infrastructure, is to be very warmly welcomed. We fully endorse and support this proposal and hope at long last the quality of our transport infrastructure will match the rest of our Tourism offer in North Wales."

Jim Jones

Managing Director, North Wales Tourism



Enterprise Zones & Ports



"Having an electrified, fit for purpose train line linking Anglesey Enterprise zone with the North Wales coast and the North of England, offers significant job opportunities to people within the region if the travel to work time is reduced. With the growth and success of enterprise zones and the Anglesey enterprise zone in particular focusing on supply chain opportunities, the transport links are essential to assisting us achieve our potential."

Neil Rowlands

Chair of Anglesey Enterprise zone



Business Associations & Forums



"The Wales Tourism Alliance supports the call for investment in rail infrastructure within the North Wales & Mersey Dee Alliance area. Tourism & Hospitality facilities often compliment business, commercial, scientific and manufacturing activities. Visitors to the region whether for business or leisure, are dependent on integrated transport. Investment in rail infrastructure on the scale outlined within this publication will serve to help unlock the regions capacity to play a crucial role in ensuring the future sustainability of the Northern Powerhouse and will help to ensure Wales secures long-term economic benefit. There is demand for and capacity within the region for more visitors, therefore supporting the efficient movement of employees, visitors and residents through integrating rail networks with communities, airports and major industrial hubs is vital for the regions mid and long-term future. "

Adrian Barsby

Chair, Wales Tourism Alliance



Tourism, Hospitality & Retail



"Marketing Cheshire fully supports the findings of the task force. The lack of regular and speedy rail connectivity is a major barrier to both the growth of tourism and the attractiveness of our area to skilled workers."

Katrina Michel

Chief Executive, Marketing Cheshire



Construction & Engineering



"Fellow professionals and customers are now increasingly traveling by train and presently find the current service unreliable. A better rail service would also assist Bolton Birch to increase its influence and grow its business in Chester and the surrounding areas. It will also enhance Chester's reputation and prospects as a must see destination well into the future."

Jonty Goodchild

Senior Director, Bolton Birch



Services – Financial, Professional & Logistics



"At Outwrite PR, we have Clients across the North Wales & Mersey Dee region and the wider UK. A rail system that allows our team to work on the move, is therefore absolutely critical. We need substantial investment in rail for the region, to support our substantial potential for economic growth. We ask the Chancellor to fully support Growth Track 360."

Tracy North

Managing Director, Outwrite PR



Services – Financial, Professional & Logistics



"Chester is a beautiful city, with thousands of people coming here each year to visit and soak up the history and atmosphere. Any way we can encourage more visitors to the city we should all support as it will help our local economy. As an employer we have many staff who use the trains to get to and from work, so improving the rail services is something we support wholeheartedly."

Liz Chapman, Chester Practice Manager & Associate Director
Quality Solicitors Oliver & Co



Business Associations & Forums



"Enhancement of our transport infrastructure, particularly rail, is an absolute essential for the North Wales economy if we are not to regress and become isolated from the mainstream benefits, as they accrue, of the Northern Powerhouse. The important cross border partnerships are in place. We want to work together and with the Westminster government. It would be a hugely damaging economic blow if we were not HS2 ready when that project arrives in Crewe."

David W Williams MBE

Chairman, North Wales Business Club

**Local Authorities & Public Sector**

"North Wales is a diverse and vibrant economy with world class assets in tourism, energy and advanced manufacturing. Right now we are showing what we can do by outperforming the UK's average growth rate. Like any business entity if we are to achieve the goal of sustainable, long term improvement in the region's economic growth and productivity it is vital that we invest in the future by upgrading our rail infrastructure and services. The Rail Prospectus demonstrates that the current rail network is not capable of supporting our economy and is a barrier to continuing growth. We are proposing an integrated and phased package of rail improvements that will enable economic growth and give people choice in how they travel for work and adventure in North Wales. Our proposals are innovative and realistic, working across boundaries to recognise how the real economy works, treating the network as a whole system and proposing phased investment in incremental improvements to build up the case for the electrification of the Crewe – Holyhead line prior to HS2 in 2027. Our vision is a modern and connected North Wales with a rail system that can deliver better living standards for its people and contribute to the development of the UK economy. Local Government in North Wales is on the Growth Track 360."

Dilwyn Roberts

Chair, North Wales Economic Ambition Board

**Tourism, Hospitality & Retail**

"I am the Franchisee of 4 McDonald's restaurants in Chester and Broughton (Wales). I fully support the proposals outlined in the North Wales Mersey Dee Alliance Rail Improvement Task Force prospectus. I hope that the proposal is well received by the Chancellor of the Exchequer."

Jeanette Roe, McDonald's Franchisee

Northgate Restaurants Ltd T/A McDonald's Chester

**Business Associations & Forums**

"The Chartered Institute of Logistics and Transport Cymru Wales supports the Growth Track 360 prospectus for rail investment as part of the required connectivity, to deliver a core rail network that enables an integrated transport network to connect North Wales and the Mersey Dee area, to the Northern Powerhouse and beyond. Such a network will bring many economic, environmental and social benefits to the regions on both sides of the Welsh border. The electrification of the North Wales Coast Main Line will also enable gauge clearance to W10 to support the development of intermodal freight between Ireland, North Wales, the rest of UK and Europe."

Dr Andrew Potter

Chair, CILT Cymru

**Business Associations & Forums**

"The Gwynedd Business Network has over 700 business members. We fully support the Growth Track 360 prospectus and this, for the first time offers a sensible fully costed integrated approach that provides excellent return on investment. This initiative is worthy of support and will greatly assist the future prosperity of North Wales going forward."

John Lloyd

Director, Gwynedd Business Network

**Services – Financial, Professional & Logistics**

"We employ more than 40 staff and have exciting plans to expand. Improvement in infrastructure and in particular the opportunity to access express trains to and from Manchester and Liverpool is essential to our staff, clients and expansion plans. To attract employees with good skill sets, the commute to the centre of Chester needs to be vastly improved which means putting in place frequent express trains at commuter times with sufficient rolling stock. Attracting people on to the trains will also relieve congestion and parking issues in the city. Chester and North Wales also need to be properly linked to the HS2 initiative at Crewe to ensure that, as a commercial city, Chester has consistent, fast connectivity to all the major cities so that existing businesses in Chester can grow and new businesses are attracted and all are able to make a real contribution to the UK economy."

Sally Pilott

Associate, DTM Legal LLP

**Cultural, Creative & Digital Industries**

"I believe developing a fully integrated transport system is fundamental to grow businesses in Gwynedd, and investment in the North Wales rail infrastructure is key part of that development."

Ian Nellist

Director, Electronic Spider Limited

**Tourism, Hospitality & Retail**

"We believe this investment will have a great positive impact on our local economy. Opening up North Wales to more tourism, more business opportunities and growing the local job market. It is important for the next generation that we are aiming to 'connect the gap' and this is an excellent initiative to do so. We have so much to offer businesses and tourists in North Wales and this will make it even easier for people to make us a destination of choice, or even stop off here whilst travelling to other destinations on a more frequent, more reliable, faster rail service."

Hannah Hughes
Manager, Deganwy Quay Hotel, Conwy

**Business Associations & Forums**

"CH1ChesterBID is the Business Improvement District for Chester City centre and represents over 500 businesses covering a diverse range of business sectors. Improved rail links are vital to the ongoing economic success of the city and will allow us to compete on both regional and national levels. Enhanced connectivity with the rest of the UK will help us attract the additional skills and investment Chester needs to prosper. Efforts to increase visitor numbers and dwell times will be wasted if people are unable to access the city in a fast and efficient manner and it is for these reasons, that CH1ChesterBID fully supports the proposals for improving rail links to Chester."

Carl Critchlow,
BID Manager

**Construction & Engineering**

"Transport is an integral part of modern life whether for people or goods. Welsh Slate is a business with a century's old involvement in serving markets local, national and international which recognises the continuing need to bring NW Wales closer to its markets and its customers and as such wholeheartedly supports this initiative for increased investment in rail transport for the North Wales & Mersey Dee region."

Chris Allwood
MD, Welsh Slate

**Tourism, Hospitality & Retail**

"We have ambitious growth plans over the next five years, and an efficient and effective rail infrastructure linking Chester to both the North West region and the rest of the UK is key requirement in helping us to realise these goals. We work with many businesses in both the North West and London, and travel times to both regions are currently similar! A fast, reliable 'integrated' rail network would not only bring us benefits in efficiency but encourage further cross-region collaboration, which will help the North West to stand out on the national stage and benefit the regional economy. We employ some 200 people at our HQ building, many of whom commute from outside the city. Improved rail links would not only ensure our existing colleagues have sensible commutes to work, but would help us to overcome one of the biggest recruitment challenges we currently face – attracting quality talent to the area."

Miles Hill
Chief Executive, Sykes Cottages

**Business Associations & Forums**

"As Chair of Deeside Business Forum, and vocal advocate for the Northern Powerhouse, I was saddened but not surprised to read that just 1% of commuters utilise rail as a means of transport in Flintshire. Our current infrastructure is absolutely substandard, hindering positive growth and development in our proud region of first-class manufacturing, research and service industries. Substantial investment in the improvement of transport links, and especially rail, is fundamental in the protection and growth of our business community and region as a whole. The UK Government needs to be pressured to address this as a priority and the prospective outcomes of positive action highlighted within the Growth Track 360 campaign cannot be denied."

Askar Sheibani
Chairman, Deeside Business Forum

**Business Associations & Forums**

"Chester Business Club strongly supports the initiative to establish enhanced rail links to and from Chester. There is no doubt that a more efficient service will be vital in helping underpin the City of Chester's trade, commerce and tourism prospects, coupled with helping retain existing jobs and creating new employment opportunities."

Bob Clough-Parker
Secretary - Chester Business Club

**Services – Financial, Professional & Logistics**

"I fully support the draft prospectus for Rail investment in the North Wales & Mersey Dee region (NW & MD), put together by the Cross Border Task Force for Rail Investment. Jackson Fire & Security are situated in Mold, North Wales, we are one hour from the large cities in the North West and benefit from these good links, with some of our largest clients based in Liverpool and Manchester. With the improved transport links between North Wales and the North West being proposed, we would benefit from the boost in economic growth as more companies set up in North Wales, we could generate more revenue closer to home, therefore contributing to a boost in the labour market by taking on more engineers, office support staff etc. We could also encourage our Project Managers to use the rail to carry out surveys in the North West, improving our environmental management."

Steve Jackson
Managing Director, Jackson Fire & Security Ltd

**Business Associations & Forums**

"The Creative North Wales network aims to develop a strong and vibrant digital-creative sector across North Wales. This rail investment across the region is imperative in order to support our vision of developing a creative corridor, across North Wales linking the region strategically from Dublin in the west to the Northern Powerhouse and key creative clusters in Merseyside, Manchester and further afield. The Creative North Wales Network fully endorses this prospectus as a key document for the development of the digital-creative sector, the wider economy and the prosperity of the whole area."

Gareth Jones
Chairman, C6

**Tourism, Hospitality & Retail**

"From a tourism perspective having good transport links are essential this is the case as demonstrated by the most successful tourism economies in the world, with the likes of Switzerland being a comparable example to Wales with varied geographies, remote regions and large cities. Having an electrified train line would significantly reduce travel times to the major cities in the UK including London. Studies show a typical short stay (2/3nights) visitor is prepared to travel up to 2 /2.5 hours. Currently this for north Wales covers the North West of England and West Midlands. Improving and offering a high speed train service will open up many more areas within the typical travel time."

Neil Rowlands
CEO, Treysgawen Hall

**Business Associations & Forums**

"An effective integrated transport system is essential if the economy in North Wales is to reach its full potential, and investment in our rail infrastructure is crucial to that. We are all too aware of the current connectivity problems faced by our members in North Wales in accessing key markets beyond the Welsh border. Investment in rail infrastructure is key to improving connectivity between North Wales and the North West of England and to reducing the pressure on the roads network at peak hours. A more effective transport system will make it easier for small businesses to attract clients and staff and to access markets beyond North Wales. With that in mind we would urge policymakers to take up the proposals in this document."

Gwyn Evans
Regional Chairman, FSB North Wales

**Services – Financial, Professional & Logistics**

"Clients, fellow professionals and customers, many of whom are now increasingly traveling by train in order to maximise their business efficiency on the move, but who presently find the current service unreliable, and currently see the City as 'out on a limb'. An enhanced and more efficient rail service will also assist us in increasing our local influence and to grow our own business in Chester and the surrounding areas."

Tim Kenney BSC FRICS
Partner, Kenneymoore

**Tourism, Hospitality & Retail**

"Bryn Williams at Porth Eirias is a new company that has invested a great deal of money in the local area. We felt that Colwyn Bay and the surrounding area was the right place for us due to the investment and growth already in place. We employ 45 plus local people in our Bistro and we use as much local produce as possible. We feel that the new cross border rail service will benefit us greatly and we have further plans for investment in the area by growing our business and other ventures. The rail service will bring people in from other area's which will benefit both ourselves and the local industry."

David Owen

Director, Bryn Williams at Porth Eirias

**Services – Financial, Professional & Logistics**

"Jane Lewis recruits healthcare professionals from all over North West England as well as North and Mid Wales. In order to complete the complicated recruitment process, potential staff are obliged to visit one of our office, the head office in Chester is incredibly busy with visitors and staff dropping off documents and time sheets every day. In addition our temporary staff attend annual mandatory training events at our offices in St Asaph and Chester. Having a reliable, efficient, electrified rail service linking our offices in Manchester, Chester and North Wales would greatly enhance the ability of our staff to move between offices and encourage much better links between the various business communities, I would strongly urge all Chester business' to support the plan to electrify the rail lines linking Chester with North Wales and other parts of North West England."

Nick Hodson

Director, Jane Lewis

**MP's/AM's/Peers/MEP's**

"Improved services, station improvements and line speed improvements need to be carried out as soon as possible as a pre-requisite for electrification. Fully modernising this vital railway link is crucial to the economy of all parts of North Wales."

Sian Gwenllian

Welsh Assembly Member

**Services – Financial, Professional & Logistics**

"From a business point of view, it would certainly help to increase the number of services directly to London. Having to travel frequently via Runcorn increase the time and cost to our practice."

Norman Pursglove

Chairman, Military House Limited

**Cultural, Creative & Digital Industries**

"An integrated, up-to-date public transport infrastructure is essential to allow us to fully capitalise on major developments such as the Pontio Arts & Innovation Centre in Bangor. A major rail upgrade would significantly increase the positive influence we could have on individuals, businesses and the regional economy through improved connectivity and reduced journey times."

Dewi Hughes

Executive Director, Pontio, Bangor University

**Services – Financial, Professional & Logistics**

"I have been working in North Wales and the North West for over 30 years. One source of amazement as well as frustration, has been the journey times by rail to the cities of Manchester and Liverpool and both airports. We need better connection to help develop the North Wales economy."

Peter Denton

Director, Williams Denton

**Voluntary Sector**

"I write to give my support to the North Wales Economic Ambition Board's campaign for investment into the Region's Rail Infrastructure. Having shared the draft prospectus with our Trustees, we are in agreement that faster, more frequent and better quality rail services would help the region to maximise potential economic growth and reduce barriers to employment."

Ann Woods, Chief Officer

Flintshire Local Voluntary Council

 **Energy & Environment Sector** 

"We operate in the energy sector, providing services and products (manufactured in North Wales) to companies in 53 countries on 6 continents. We travel extensively in the UK, maintaining collaboration links with universities for sponsored research, and visiting Clients. For both local and regional travel, the current rail system does not actively support our business and we therefore endorse the objectives of the Growth Track 360 prospectus for rail investment."

Barrie Wells
Conwy Valley Systems Limited

 **Tourism, Hospitality & Retail** 

"Zip World won international acclaim when it opened Zip World Velocity at Bethesda in March 2013, since opening another 2 sites in Blaenau Ffestiniog and Betws Y Coed. However, the public transport network has shown to be a barrier to the attainment of potential customers to travel to North Wales. With the right investment, our public transport network needs to provide faster and more frequent journey options at times when passengers need and want to use them, as the current offering is not competitive and lacks a quality of service."

Sean Taylor
Zip World Group

 **Local Residents/Communities/Rail Users** 

"Better transport links with other parts of the country will increase access to education, business and tourism in the Deeside, Flint, and Broughton areas and also to the rest of the county and the North Wales corridor. Investment will also allow access for the residents of Flintshire to the major cities & Universities across the UK and most importantly to our capital, Cardiff. This will result in increased opportunities to access employment, and increase the local economy from jobs and tourism. Better transport links will also create sustainable communities, where residents can access jobs and still remain within the county."

Flintshire Federation of Tenants & Resident Groups

 **Local Authorities & Public Sector** 

"We are pleased to have been considered and asked to support the Rail Task Force Prospectus, and as a railway society, some of our members are either retired or active railway employees, we whole heartedly support this initiative."

Brian Bollington
Chair, North Wales Railway Circle

 **Food & Drink** 

"Halen Mon export 33% of products and most of our key customers are based outside North Wales. If the train travelling time is reduced and the frequency of service increases, this will immensely help our business."

David Lea Wilson
Managing Director, Anglesey Sea Salt



COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday 19 th October, 2016
Report Subject	Quarter 1 Improvement Plan Monitoring Report
Cabinet Member	Cabinet Member for Housing Cabinet Member for Economic Development
Report Author	Chief Executive Chief Officer – Community & Enterprise
Type of Report	Strategic

EXECUTIVE SUMMARY

The Improvement Plan for 2016/17 was adopted by the Council on 14th June, 2016.

This report presents the monitoring of progress for the first quarter of the Improvement Plan 2016/17 priority 'Modern and Efficient Council' relevant to the Organisational Change Overview and Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports as well as in the Council's Annual Performance Reports. This Quarter 1 monitoring report for the 2016/17 Improvement Plan is also a positive report, with the majority of activities being assessed as making good progress 83% and likely to achieve the desired outcome 83%. In addition, 50% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (71%).

This report is an exception based report and therefore detail focuses on the areas of under-performance.

RECOMMENDATIONS

1	That the Committee consider the Quarter 1 Improvement Plan monitoring reports to monitor under performance and request further information as appropriate.
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REPORT DETAILS

<p>1.00</p>	<p>EXPLAINING THE IMPROVEMENT PLAN MONITORING REPORT</p>
<p>1.01</p>	<p>The Improvement Plan monitoring report gives an explanation of the progress being made towards the delivery of the impacts set out in the 2016/17 Improvement Plan. The narrative is supported by performance indicators and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are controlled.</p>
<p>1.02</p>	<p>Analysis of performance against the Improvement Plan measures is undertaken using trend arrows.</p> <p>Analysis of trend performance (against previous quarters, or against the same quarter of the previous year for Quarter 1) is shown with an arrow;</p> <ul style="list-style-type: none"> • To indicate upward trend ↑ • To indicate downward trend ↓ • To indicate no change ⇔
<p>1.03</p>	<p>Monitoring our Activities</p> <p>Each of the sub-priorities have high level activities which are monitored over time. ‘Progress’ monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the ‘outcome(s)’ for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s)
<p>1.04</p>	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIVITIES PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 10 (83%). • We are making satisfactory (amber) progress in 2 (17%). • We are making limited progress (red) in 0 (0%).

	<p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 10 (83%). • We have a medium (amber) level of confidence in the achievement of 2 (17%). • We have a low (red) level of confidence in the achievement of 0 (0%).
1.05	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where improvement may have been made but performance has missed the target. • GREEN equates to a position of positive performance against target.
1.06	<p>Analysis of current levels of performance for those PIs which are measured quarterly and where performance could be compared with target, shows the following: -</p> <ul style="list-style-type: none"> • 1 (50%) had achieved a green RAG status • 0 (0%) had achieved an amber RAG status • 1 (50%) had achieved a red RAG status
1.07	<p>Analysis of the trend for those indicators where performance could be compared with the Q1 period of 2015/16, shows:</p> <ul style="list-style-type: none"> • 1 (50%) had improved • 0 (0%) had remained at the same level • 50 (50%) had downturned
1.08	<p>Monitoring our Risks</p> <p>Analysis of the current risk levels for the strategic risks identified in the Improvement Plan is as follows: -</p> <ul style="list-style-type: none"> • 0 (0%) is insignificant (green) • 0 (0%) are minor (yellow) • 5 (71%) are moderate (amber) • 2 (29) are major (red) • 0 (0%) are severe (black)
1.09	<p>The one performance indicator (PI) which showed a red RAG status identified for the Community & Enterprise Overview & Scrutiny Committee is:-</p> <p>Priority: Appropriate and Affordable Homes PI: Efficiencies achieved through the use of end to end electronic purchasing</p> <p>We are currently awaiting re-scheduling of a Welsh Government (WG)</p>

	training programme to enable us to calculate efficiencies through end to end purchasing via the new benefits realisation tracking tool which had been endorsed by the Wales Audit Office. Until the training is delivered WG are unable to calculate savings at this stage.
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2.00	RESOURCE IMPLICATIONS
2.01	The Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.
2.02	Resources to produce the progress and trend analysis reports has reduced significantly through the use of the CAMMS system.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Overview and Scrutiny Committees have been involved in quarterly performance progress reports. The Audit Committee receives twice yearly Improvement Plan risk reports.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan have been reported on for Quarter 1 and the detail is included in the report at Appendix 1 - 3.

5.00	APPENDICES
5.01	Appendix 1 – Quarter 1 Improvement Plan Monitoring Report – Housing.
5.02	Appendix 2 – Quarter 1 Improvement Plan Monitoring Report – Economy and Enterprise.
5.03	Appendix 2 – Quarter 1 Improvement Plan Monitoring Report – Poverty.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Ceri Shotton Telephone: 01352 702305 E-mail: ceri.shotton@flintshire.gov.uk

7.00	GLOSSARY OF TERMS																																													
7.01	Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.																																													
7.02	CAMMS: is an integrated planning, risk management and programme / project management and reporting software. It was purchased in April 2015 and work to commence implementation began in May; focusing initially on the Council’s Improvement Plan and the Portfolio of Social Services.																																													
7.03	Headings: ‘Pre. Year Period Actual’: Performance Indicators are compared back to the same quarter of the previous reporting year.																																													
7.04	Trend Arrows: An upward trend arrow doesn’t necessarily mean an improvement in performance and nor does a downward trend necessarily mean a reduction in performance. The trend arrows relate to the target set, so if a target is, for example, to reduce sickness absence and the reported actual is less than the previous quarter, a downward trend arrow would be generated, even though the performance has actually improved because less people are off sick. The improved performance will be shown in the RAG status (as detailed below) as green.																																													
7.05	<p>Risk Matrix: Risks are now assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. Paragraph 6.03 contains a link to the Audit Committee report which outlines the new approach, including the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p> <p>Risk Likelihood and Impact Matrix</p> <table border="1" data-bbox="304 1330 1390 1839"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact Severity</td> <td>Catastrophic</td> <td>Y</td> <td>A</td> <td>R</td> <td>R</td> <td>B</td> <td>B</td> </tr> <tr> <td>Critical</td> <td>Y</td> <td>A</td> <td>A</td> <td>R</td> <td>R</td> <td>R</td> </tr> <tr> <td>Marginal</td> <td>G</td> <td>Y</td> <td>A</td> <td>A</td> <td>A</td> <td>R</td> </tr> <tr> <td>Negligible</td> <td>G</td> <td>G</td> <td>Y</td> <td>Y</td> <td>A</td> <td>A</td> </tr> <tr> <td colspan="2"></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td colspan="8" style="text-align: center;">Likelihood & Percentage of risk happening</td> </tr> </table> <p>The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.</p>	Impact Severity	Catastrophic	Y	A	R	R	B	B	Critical	Y	A	A	R	R	R	Marginal	G	Y	A	A	A	R	Negligible	G	G	Y	Y	A	A			Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)	Likelihood & Percentage of risk happening							
Impact Severity	Catastrophic		Y	A	R	R	B	B																																						
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Likelihood & Percentage of risk happening																																														

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Quarter 1 Improvement Plan 2016/17 Progress Report Housing

Flintshire County Council



Page 71



Print Date: 23-Sep-2016

1 Housing

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Deliver a proactive Housing Solution service to prevent homelessness for as many households as possible	Pam Davies - Housing Options Team Leader	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The housing solutions team are continuing to focus on prevention. Early indicators demonstrate that most cases are being prevented or relieved. This year we are reporting for the first time on the contribution to homeless prevention delivered by the triage process established in 2015.

Last Updated: 08-Sep-2016

Page 72



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Stimulate the growth of affordable housing	Denise Naylor - Customer Services Manager	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



Construction at the Custom House site in Connah's Quay started in May 2016. The project is ahead of target and will see 12 new council homes built by December 2016. Construction at the Walks site in Flint will commence in August 2016 ahead of the planned programme and will deliver 92 council and affordable homes. A report will be considered by Cabinet on 19th July 2016 which set out proposals to develop council housing at sites at Ysgol Delyn, Mold, Heol y Goron and Maes y Meillion, Leeswood, Redhall and the Dairy, Connah's Quay which will provide detailed information and costs on each scheme. It also identifies prudential borrowing as the preferred funding option and details the Development Scheme Assumptions against which the viability of each scheme will be measured and assessed. Approval will be sought from Cabinet for the development of 40 new council homes at the identified sites at a projected total cost of £6,373,931m. The build will be funded through prudential borrowing (subject to final approval and verification. The intention is for these schemes to be considered at Planning Committee on 3rd October, 2016. The next batch of schemes are to be considered by the Housing Programme Board in September 2016.

Last Updated: 13-Sep-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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1.1.2.1 Deliver financial support to repair, improve and adapt private sector homes.	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	20.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: The council has continued to support vulnerable householders to repair and improve their homes through its own loan programme and the Welsh Government Home Improvement Loan. Demand for the Flintshire loan remains strong, as it is repayable on sale or disposal rather than within a 10 year timeframe, as for the Welsh Government loan product. Whilst demand for the Welsh Government Loan as been lower, there are now a sufficient number of applications to match the resources available. Demand for Flintshire loans currently exceeds the available capital but this can hopefully be managed by use of repayments made over the current financial year.</p> <p>Last Updated: 02-Sep-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Reduce the number of long term vacant homes	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: The council continues to support a reduction in the number of long term vacant homes across the county, which is on a downward trend. Flintshire capital funding for this work has been reduced in 16/17, so the primary loan product for resolving these is now the Welsh Government House into Homes Scheme. To date 4 additional units of accommodation have been created in Quarter 1 through this Scheme.</p> <p>Last Updated: 02-Sep-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Council homes	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Capital Works Team have continued with the good work achieved in Year 1 and the majority of contracts have continued into Year 2 as these were rolling contracts. The majority of these contracts had been procured last year with the option to extend based upon Contractors Performance and other KPI data. The WHQS Capital Programme will be completed in the Year 2020.</p> <p>Last Updated: 13-Sep-2016</p>							

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M01 Number of housing enquiries resolved at first point of contact	No Data	559	0	 GREEN	N/A	559	0	 GREEN




Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Jenni Griffith - Flintshire Connects Manager

Aspirational Target:

Progress Comment: 828 customers have made contact for housing service advice and assistance, of which 559 were managed at the first point of contact. and referred to the appropriate services. The remaining 269 were referred for more specialist assistance. By managing the 67% at first point of contact we have ensured there has been capacity of specialist roles to focus on the more complex and urgent cases in line with statutory duties.

Last Updated: 08-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M02 (HHA/013) - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	91.57	92.14	87	 GREEN		92.14	87	 GREEN



Lead Officer: Katie Clubb - Community Support Services Manager



Reporting Officer: Pam Davies - Housing Options Team Leader



Aspirational Target: 90.00

Progress Comment: This figure is the total for those households where homelessness was prevented and those where options were secured to relieve homelessness. This quarter the percentage of households assisted to prevent or relieve homelessness has exceeded target of 87%.

Last Updated: 08-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1M01 Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home	20	6	6	 GREEN	↓	6	6	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Aspirational Target: Progress Comment: The number of loans completed during this Quarter has met target. An Officer has been tasked with reviewing each loan application and ensuring that the throughput increases over the next Quarter, as there is sufficient demand within the system to meet the target of 40 for the year.</p> <p>Last Updated: 22-Sep-2016</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1M02 (PSR/009a) The average number of calendar days taken to deliver a Disabled Facilities Grant for Children.	660	0	316	 GREEN	↑	0	316	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager Aspirational Target: 223.00 Progress Comment: There were no DFG's completed for Children during this Quarter. There are relatively few DFGs cases for children at any one time.</p> <p>Last Updated: 14-Sep-2016</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1M03 (PSR/009b) the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	284.57	245.09	247	 GREEN	↑	245.09	247	 GREEN

Page 75



Lead Officer: Niall Waller - Enterprise and Regeneration Manager

Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager

Aspirational Target: 204.00

Progress Comment: This indicator has met the target for Quarter 1 and further changes are proposed to continue this improvement including changes to the procurement of contractors and an increase to the number of staff involved in delivering DFG's.

Last Updated: 23-Aug-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2M01 The number of empty homes brought back into use through the Welsh Government Houses into Homes Scheme	9	4	4	 GREEN	↓	4	4	 GREEN



Lead Officer: Niall Waller - Enterprise and Regeneration Manager

Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager

Aspirational Target:

Progress Comment: An additional 4 units of accommodation were delivered through the scheme in the first Quarter. This contributes alongside 2 units funded through Flintshire Capital Funding to the overall target of 4 this year.

Last Updated: 02-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3M01 Capital Works Target ' Roofs & Associated Components	No Data	0	0	 GREEN	N/A	0	0	 GREEN



Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: The replacement of Roof coverings forms part of the Whole House Envelope Programme. This also includes the replacement of Windows and External Doors. As part of the programme all three of the individual components are completed as one element and by the same Principal Contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the Mains Electrical Supply thus allowing the Scaffolding to be erected for the scheduled works to proceed which encompasses the replacement of the Roof Covering, Windows and External Doors. This Years Quarter 1 has seen the completion of the last Years full Programme and also the commencement of Surveys for Year 2.

Last Updated: 23-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3M02 Capital Works Target ' Windows	No Data	0	0		N/A	0	0	



Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:




Progress Comment: The replacement of Windows forms part of the Whole House Envelope Programme. This also includes the replacement of Roof Coverings and External Doors. As part of the programme all three of the individual components are completed as one element and by the same Principal Contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the Mains Electrical Supply thus allowing the Scaffolding to be erected for the scheduled works to proceed which encompasses the replacement of the Roof Covering, Windows and External Doors. This Years Quarter 1 has seen the completion of the last Years full Programme and also the commencement of Surveys for Year 2.

Last Updated: 23-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3M03 Capital Works Target ' External Doors	No Data	0	0		N/A	0	0	

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of External Doors forms part of the Whole House Envelope Programme. This also includes the replacement of Roof Coverings and Windows. As part of the programme all three of the individual components are completed as one element and by the same Principal Contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the Mains Electrical Supply thus allowing the Scaffolding to be erected for the scheduled works to proceed which encompasses the replacement of the Roof Covering, Windows and External Doors. This Years Quarter 1 has seen the completion of the last Years full Programme and also the commencement of Surveys for Year 2.




Last Updated: 23-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3M04 Capital Works Target ' Kitchen Replacements	22	303	206	 GREEN		303	206	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: There are currently four contracts that include the upgrading of Kitchens as part of the Capital Programme.

All four contracts are on schedule with good progress being made in Quarter 1 with the target already being exceed by circa 100 properties.

Last Updated: 22-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3M05 Capital Works Target ' Bathrooms	49	330	280	 GREEN		330	280	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager




Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: There are currently six contracts that include the upgrading of Bathroom as part of the Capital Programme.

All six contracts are on schedule with good progress being made in Quarter 1 with the target already being exceed by circa 50 properties.

Last Updated: 22-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3M06 Capital Works Target ' Central Heating	89	5	38			5	38	

Lead Officer: Tony Jones - Capital Works Team Manager



Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: The Off Gas Programme in Treuddyn was completed late last year, however and due to low oil prices, uptake was very low.

The Penyffordd Off Gas Installation is due to be completed in late October and with the steady increase in oil prices, we should see an increase in uptake from the tenants in these areas.

Last Updated: 22-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3M07 Capital Works Target ' Electrical Systems	No Data	10	10		N/A	10	10	



Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor

Aspirational Target:

Progress Comment: This work is currently managed by our Electric Department. We have completed the upgrade of ten electrical rewires for the first quarter following on from Electrical Testing certification.



Last Updated: 31-Aug-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3M08 Capital Works Target ' Smoke Detectors	0	120	100	 GREEN	↑	120	100	 GREEN
<p>Lead Officer: Tony Jones - Capital Works Team Manager Reporting Officer: Sean O'Donnell - Contract Surveyor Aspirational Target: Progress Comment: A Total number of 120 Smoke Detector Installations were completed in the first quarter this year. This is an improvement on last years numbers due to the continuation of the Programme.</p> <p>Last Updated: 02-Sep-2016</p>								

RISKS




Page 80




Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Amber	 Amber	↑	Open
<p>Potential Effect: Rising numbers of homeless households requiring support or assistance from the Council. Management Controls: Progress Comment: The service has completed a forecasting model which highlights the areas of greatest risk and includes an action plan to mitigate against them. The action plan includes activities to increase the availability and reduce barriers to finding suitable and affordable accommodation.</p> <p>Last Updated: 08-Sep-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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The increased work programme to deliver the WHQS will not be met due to the scale of the programme.	Clare Budden - Chief Officer - Community and Enterprise	Nikki Evans - Senior Manager Council Housing Services				Open
<p>Potential Effect:</p> <p>Management Controls:</p> <p>Progress Comment: The risk has lowered as year 1 of the revised programme was delivered in full and year 2 of the programme is underway and already ahead of schedule as at quarter 1. A revised structure to ensure capacity at a Team Leader level as also been approved with recruitment to be undertaken during the second quarter.</p> <p>Last Updated: 13-Sep-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Council funding for adaptations and home loans will not be sufficient to meet demand.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open
<p>Potential Effect: Adaptations are a statutory duty for the Council. Demand in excess of current budgets would create a financial pressure on the capital programme</p> <p>Management Controls: i) Monthly management monitoring of budgets and case load ii) Co-ordination across Council teams to ensure approach to adaptations makes best use of available budget</p> <p>Progress Comment: Demand for adaptations for home improvement loans is on track within current budget provision.</p> <p>Last Updated: 14-Sep-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Financial assistance available to repair homes is not taken up by residents.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager				Open
<p>Potential Effect: Available resources will not be fully utilized and the programme may not realise its full impact in bringing quality homes into flintshire</p> <p>Management Controls: i) The programme has been extensively promoted this year ii) Officers are working closely with potential developers to raise awareness of the programme and encourage suitable projects to be brought forward.</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Red	Red	↔	Open
<p>Potential Effect: The Council has a statutory duty to deliver DFGs and failure to do so in a timely manner risks challenge and reputational impact.</p> <p>Management Controls: Caseload management to unblock slower cases and review process on an ongoing basis.</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community need.	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	Red	Amber	↓	Open
<p>Potential Effect: Impact would increase pressure on housing solutions and homelessness services.</p> <p>Management Controls: Subject to final approval and verification, 40 new council homes will be funded through prudential borrowing. Affordable Housing Officer works closely with Planning and Legal in relation to Section 106 agreements and ensures that all opportunities are captured. Affordable Housing Officer works closely with Registered Social Landlords and Welsh Government to monitor the Social Housing Grant Programme mitigating the risk of underspend.</p> <p>Progress Comment: Subject to final approval and verification, 40 new council homes will be funded through prudential borrowing. Affordable Housing Officer works closely with Planning and Legal in relation to Section 106 agreements and ensures that all opportunities are captured. Affordable Housing Officer works closely with Registered Social Landlords and Welsh Government to monitor the Social Housing Grant Programme mitigating the risk of underspend.</p> <p>Last Updated: 16-Sep-2016</p>						

Page 82



Quarter 1 Improvement Plan 2016/17 Progress Report

Economy and Enterprise

Flintshire County Council



Page 83



Print Date: 23-Sep-2016

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	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

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.



Last Updated: 02-Sep-2016

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	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The local economy has grown as a result of developing supply chain activity and new investment leading to job creation across Flintshire. This supports economic development to increase Flintshire's GVA and promotes the county as an excellent place to do business.

Last Updated: 14-Sep-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Facilitate the creation of jobs	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Vibrant and Viable Places programme is now in its final year of delivery. The momentum behind the project delivery has led to a very successful first quarters expenditure. FCC continues to attend and support the Welsh Government Deeside Enterprise Zone meetings although this first quarter included the WG elections so there was reduced activity. FCC has



responded to a number of business investment enquires in this quarter (numbers elsewhere in this report) and provides a co-ordinated service along with WG and others.


Last Updated: 02-Sep-2016

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	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The final schemes in the capital works programme for the town centres in Flintshire are concluding this year. The tender process for the phase 2 improvements to the St. Mary's Church Square in Flint was started this quarter and work is due to start in late September 2016. The Buckley shop front improvement and vacant unit grant was launched in this quarter which will improve the appearance of town centre shop units and encourage the re-use of empty shops. Welsh Government have granted £60,000 to the North East Wales tourism marketing partnership to support the Ambassadors programme and for promotion of the region.</p>							
<p>Last Updated: 22-Sep-2016</p>							



Page 85

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.2M01 Delivery of supply chain development events	No Data	1	1	 GREEN	N/A	1	1	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: 1 supplier event was held in Q1 with Wates Living Space Homes to engage with local businesses to discuss plans to develop The Walks site, off Flint High Street. The development will form part of a wider Strategic Housing and Regeneration Partnership across Flintshire, which is forecasted to generate over £60m worth of Local Economic Benefit. The partnership is also expected to generate approximately 2,000 employment opportunities and a number of training initiatives for local unemployed people. The event attracted 14 businesses from Flint and neighboring towns.</p>								
<p>Last Updated: 01-Sep-2016</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.2M02 Number of business enquiries converted to investment within Flintshire	56.76	60	N/A	N/A	↑	60	N/A	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: Of the 66 business enquiries received, 60 converted to investment in Q1 resulting in a conversion rate of 91%
 Last Updated: 01-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3M01 Number of new jobs in Flintshire	437	612	400	 GREEN	↑	612	400	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: 60 conversions to investment resulted in 612 new jobs created of which 95 are in the Enterprise Zone.
 Last Updated: 01-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3M02 Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	8	10	9	 GREEN	↑	10	9	 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 meaning the local jobs created have been retained to continue working on these schemes.

It is positive to note that the number of jobs continues to improve and future progress will be maintained through the new Flintshire Apprentice Academy.

Last Updated: 02-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3M03 Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	0	46	0	 GREEN		46	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: Works commenced in May 2016 on the Custom House site in Connah's Quay and the Walks site in Flint. commenced in July 2016.

Last Updated: 30-Aug-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.4M02 Number of new Ambassadors recruited	No Data	0	0	 GREEN	N/A	0	0	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager

Reporting Officer: Rachael Byrne - Enterprise Manager

Aspirational Target:

Progress Comment: No new Ambassadors have been registered in Q1 as anticipated. Q1 (Summer) is the busiest time for the tourism sector, which limits business engagement, however awareness of the scheme has continued throughout the period.

Last Updated: 14-Sep-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The Northern Powerhouse and 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	Red	Red	↔	Open

Potential Effect: If a significant growth deal package is agreed for Cheshire / Warrington area then it will bring the local partners the ability 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 and to enable the maximum benefits from economic growth to reach local people.

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.

Progress Comment:




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	Red	Red	↔	Open



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.

Management Controls: Working with North Wales Economic Ambition Board and Mersey Dee Alliance partners to make a robust and well-evidenced case for investment.

Progress Comment:

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Support for businesses in Flintshire doesn't meet their 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>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:</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
<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:</p>						

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Quarter 1 Improvement Plan 2016/17 Progress Report

Poverty



Flintshire County Council
Page 91



Print Date: 23-Sep-2016

6 Poverty



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Provide advice and support services to help people protect their income	Paul Neave - Manager - Advice and Homelessness Service	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

FCC continues to provide specialist advice services that assist residents to maximise their household income During quarter 1, 356 Flintshire residents received specialist advice and support to access on-going social security benefits worth £327,589pa and one-off lump sum payments totalling £41,960.



Last Updated: 14-Sep-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes.	Suzanne Pemberton - Supporting People Manager	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Council and third sector providers are delivering support packages to households to enable them to get closer to work. The outcomes will be collated from across North Wales and reported half yearly.

Last Updated: 08-Sep-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Deliver energy efficiency measures to homes in Flintshire.	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Tower blocks External Wall Insulation ' Richard Heights completed in Q1. Gas Infill projects installing heating systems now in Trueddyn, Gas mains on track in Penyffordd. External Wall projects active in parts of Shotton and Garden City as part of Vibrant & Viable places as a continuation of Warm Homes/Arbed. Remaining PV installs in properties that needed re-roofing and/or roof repairs.

Last Updated: 20-Sep-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1M01 (WEL/001) Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC	658892	107600	125000		↓	337944	375000	

Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service


Aspirational Target:

Progress Comment: During June 2016, Flintshire households were helped to access welfare benefits and tax credits totalling £107,588pa and the team also helped households to access one-off payments totalling £15,698.

During quarter 1, 356 Flintshire residents received specialist advice and support to access on-going social security benefits worth £327,589pa and one-off lump sum payments totalling £41,960.

Note: The reduction in resources has impacted on the income gained. In late June 2016, the team returned to full strength.


Last Updated: 22-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1M02 Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	21213.76	40351.79	N/A	N/A	↑	40351.79	N/A	

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: Expenditure as expected in quarter 1 due to the welfare reform changes now being embedded and customers are aware of the scheme due to the Governments policy to tackle Welfare Reform.



We recognise customers are reliant on a DHP if effected by MRSS as there is a shortage of affordable accommodation.

Last Updated: 05-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1M03 Number of residents supported to better manage their financial commitments	46	0	N/A	N/A	↓	0	N/A	 AMBER



Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service
Aspirational Target:
Progress Comment: During quarter 1 - residents have been supported by the CAB as the FCC Money Advice Officer is absent.

Last Updated: 13-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1M04 Speed of processing of Housing Benefit claims - new claims	22.08	25.49	17.5	 RED	↓	25.49	17.5	 AMBER



Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: Processing times are as expected in quarter one although there has been an increase between the actual figures for Q1 15/16. This is due to reduced staff levels.

Last Updated: 05-Sep-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1M05 Speed of processing of Housing Benefit claims - change of circumstances	9.48	4.41	6	 GREEN	↑	4.41	6	 GREEN
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits) Aspirational Target: Progress Comment: Processing times for quarter 1 are as expected and below target.</p> <p>Last Updated: 05-Sep-2016</p>								

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Yellow	 Yellow	↑	Open

Potential Effect: Service providers with insufficient resources to meet demand will quickly build up long waiting lists and residents will not be able to access timely advice that prevents problems from escalating to ones that require more costly specialist interventions.

Reduced access to advice and support will result in residents facing legal enforcement action, particularly those with debt problems and residents will be unable to gain entitlement to their legal entitlement of social security income, impacting their ability to maintain their financial commitments, including housing costs.

Increase in demand from residents for access to emergency provision, such as foodbanks, FCC provision, i.e., section 17 & 21 payments, etc.

Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as much as possible.

A social welfare training and development programme is enabling front line workers to increase their knowledge and skills and helping to manage the increase in demand from residents for help with social welfare issues from immediately fall upon traditional service providers.

Delivering more initiatives that targeted early intervention of help and support to households preventing problems from escalating and needing specialist advice/support.

Progress Comment: Collaboration with Citizens Advice Flintshire (CAF) will commence in the Autumn which will make best use of the limited resources and link to the advice gateways.

Last Updated: 08-Sep-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent.	Katie Clubb - Community Support Services Manager	Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open

Potential Effect: Rent arrears levels amongst FCC tenants will increase if they are not able to implement strategies to manage the impact generated by the reduction in their Housing Benefit award. Any reduction in income to the Housing Revenue Account negatively affects the Housing Service Business model.

Increase in court action for possession being taken against social housing tenants, particularly those with existing rent arrears which are worsened by the spare room subsidy. This will create additional financial pressures upon the fulfilment of FCC statutory homeless duties.

Management Controls: The funding from the DWP, within the 2016/17 Delivery Partnership Agreement, will ensure that Flintshire claimants have access of to appropriate personal budgeting support.

Progress Comment: Due to the continued safe and secure implementation of Universal Credit within Flintshire, the number of UC claimants who are also liable for rent is low and the personal budgeting service, delivered by the Citizen Advice Service, is easily coping with the demand for advice and support from UC claimants.

Last Updated: 23-Sep-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend.	Katie Clubb - Community Support Services Manager	Paul Neave - Manager - Advice and Homelessness Service	Amber	Amber	↔	Open
<p>Potential Effect: Low income households predominately spend their income on local services and business, if these households cannot replace lost social security income with earned income, or have their household income maximised in other ways, there will be less spending power within the Flintshire local economy. It is estimated that an increase of £1 million income pa amongst low income households may result in 12 job being created within a local economy ‘ a loss of £1 million pa creates pressures upon the sustainment of such jobs and limits job creation.</p> <p>Management Controls: FCC continues to provide specialist advice services that assist residents to maximise their household income by supporting residents to access their correct entitlement to social security benefits and tax credits and/or through helping them to manage their financial commitments more effectively.</p> <p>Progress Comment: During quarter 1, Flintshire residents were supported to access additional social security and tax credit income totalling £ 370,549 (comprising of on-going payments with a value of £328,589pa and one-off lump sum payments with a value of £41,960)</p> <p>Last Updated: 23-Sep-2016</p>						

Page 97

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Residents do not take up the energy efficiency measures available.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open
<p>Potential Effect: i) Available resources not used to their full potential ii) Household energy bills higher than needed iii) Fuel poverty remains higher than needed</p> <p>Management Controls: Extensive publicity for the programme as well as direct contact with eligible households where appropriate.</p> <p>Progress Comment:</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Available funding for energy efficiency measures falls short of public demand.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open

Potential Effect: i) Public frustration with lack of funding with impact on Council reputation
ii) Opportunity to reduce household costs and fuel poverty not fully realised
Management Controls: i) All potential sources of external funding proactively targeted for support
ii) Use made wherever possible of innovative forms of finance
iii) Managing public expectation as far as possible
Progress Comment:



COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday 19 th October, 2016
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Community & Enterprise Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.

RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Facilitator, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Current Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Ceri Shotton Overview & Scrutiny Facilitator</p> <p>Telephone: 01352 702305</p> <p>E-mail: ceri.shotton@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

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Page 104	21 December, 2016	Rent Arrears Annual Report	To consider the Rent Arrears Annual Report including information on the suggestion for WHQS improvements to be delayed for tenants with long term rent arrears.	Monitoring/ Consultation	Income Manager	14 December 2016
		Quarter 2 Improvement Plan Monitoring Report	To enable Members to fulfil their role in relation to performance monitoring.	Assurance/Monitoring	Chief Officer (Community & Enterprise)	
		Update on North East Wales (NEW) Homes Board	To update the Committee on the work of the North East Wales (NEW) Homes Board.	Assurance/Monitoring	Service Manager, Housing Programmes	
		Purchase of ex Council stock	To consider proposals and criteria for the repurchase of ex council properties	Consultation	Service Manager, Housing Programmes	
	23 January, 2017 (Budget meeting)	Draft 2017/18 Revenue Budget and Housing Revenue Account (HRA)	To enable the Committee to consider the draft 2017/18 Revenue Budget and Housing Revenue Account (HRA).	Consultation	Chief Officer (Community & Enterprise)	16 January 2017

<p>1 February, 2017</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 105</p>	<p>Update report on partnership working between the Council and Travis Perkins</p>	<p>To receive a report on the partnership working between the Council and Travis Perkins following 12 months of the new contract and arrangements.</p>	<p>Assurance/Monitoring</p>	<p>Senior Manager, Council Housing Services</p>	<p>25 January 2017</p>
	<p>Customer Services Strategy Update</p>	<p>To update on the Customer Services Strategy.</p>	<p>Assurance/Monitoring</p>	<p>Service Manager, Customer Support</p>	
	<p>SARTH</p>	<p>To update the Committee on the local project and progress with the Denbighshire Partnership</p>	<p>Assurance/Monitoring</p>	<p>Service Manager, Customer Support</p>	
<p>8 March, 2017</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 105</p>	<p>Quarter 3 Improvement Plan Monitoring Report</p>	<p>To enable Members to fulfil their role in relation to performance monitoring.</p>	<p>Assurance/Monitoring</p>	<p>Community & Enterprise Facilitator</p>	<p>1 March 2017</p>
	<p>Welfare Reform Update</p>	<p>To update on the impact of Welfare Reform on Flintshire residents</p>	<p>Assurance/Monitoring</p>	<p>Service Manager, Customer Support</p>	
	<p>Galw Gofal</p>	<p>To update on the future tender arrangements.</p>	<p>Consultation</p>	<p>Service Manager, Customer Support</p>	

5 April, 2017					29 March 2017
14 June, 2017	<p>Review of Fair Debt Policy</p> <p>Quarter 4/Year End Improvement Plan Monitoring Report</p>	<p>To enable Members to review the Fair Debt Policy.</p> <p>To enable Members to fulfil their role in relation to performance monitoring.</p>	<p>Assurance/Monitoring</p> <p>Assurance/Monitoring</p>	<p>Income Manager</p> <p>Community & Enterprise Facilitator</p>	7 June 2017
19 July, 2017	Welfare Rights Collaboration Update	To update on the collaboration, outcomes and performance		Service Manager, Customer Support	12 July 2017

Page 106

Items to be scheduled

- Work of the Economic Ambition Board
- Local Lettings Policy, Flint – to be submitted nearer the completion of the housing development in Flint

REGULAR ITEMS

Month	Item	Purpose of Report	Responsible / Contact Officer
Quarterly / Annual	Performance Reporting	To consider performance outturns for improvement targets against directorate indicators.	Chief Officer (Community and Enterprise)
Six monthly	HRA Business Plan & WHQS	To update Members on progress made in meeting the WHQS and HRA business plan budget efficiencies	Chief Officer (Community and Enterprise)
Six monthly	Welfare Reform Update – including Universal Credit	To update Members on the impact of Welfare Reform and the cost to the Council.	Chief Officer (Community and Enterprise)
Six monthly	Update on North East Wales Homes & Property Management	To update Members on the work of the North East Wales Homes & Property Management	Chief Officer (Community and Enterprise)
	HRA Efficiencies	To enable the Committee to monitor progress in meeting proposed HRA Efficiencies.	Chief Officer (Community and Enterprise)
	HRA Subsidy Risk Register	To enable the Committee to monitor ongoing risks following the introduction of self-financing for the HRA.	Chief Officer (Community and Enterprise)

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