

**APPENDIX 1**

**Priority:** Economy and Enterprise  
**Sub-Priority:** Business Sector Growth in Deeside  
**Impact:** Creating jobs and growing the local economy

**What we said we would do in 2013/14: -**

**1. Promote Deeside as a recognised centre for energy and advanced manufacturing through joint marketing and promotion of Deeside Industrial Park (DIP) and Deeside Enterprise Zone (DEZ).**

Progress Status	Progress RAG	A	Outcome RAG	A
<p><b>What we did in 2013/14 –</b></p> <ul style="list-style-type: none"> <li>Promoted Deeside Industrial Park within the wider Deeside Enterprise Zone with property and land agents to raise awareness of DEZ to encourage relocation and expansion opportunities within the EZ.</li> <li>Worked in partnership with Welsh Government’s Marketing team to develop promotional material, dedicated DEZ web pages and social media activity to raise awareness of DEZ as a desired location for Advanced Materials &amp; Manufacturing sector businesses.</li> <li>Engaged with Welsh Government’s Overseas Investment team, Economic Ambition Board, Mersey Dee Alliance, other Enterprise Zones and local business ambassadors to raise awareness of DEZ to maximise interest and potential for inward investment.</li> </ul>				
<p><b>What went well –</b></p> <ul style="list-style-type: none"> <li>Achieved 37 new DEZ enquiries (including DIP which is within the EZ) against a target of 55. The number of enquiries steadily increased throughout the year.</li> <li>Achieved a 54% conversion rate from new enquiries to investment (expansion by local businesses and new businesses locating within the EZ) against a target of 60%. This conversion rate is an improvement on 40% reported in 2012-13.</li> <li>Supported DEZ businesses to apply for WG Business Rate Scheme and Economic Growth Fund which in turn supports sustainability and growth potential.</li> </ul>				
<p><b>What did not go so well –</b></p> <ul style="list-style-type: none"> <li>We are unaware of all DEZ enquiries being directly supported by other business development organisations. As a result, there are investment enquiries and opportunities that remain unreported / omitted from our data.</li> </ul>				

**Achievement will be measured through:**

Scale and take-up of enquiries leading to inward investment in DIP and DEZ.

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year-End Outturn	Performance RAG	Trend
Number of enquiries received in DEZ (includes the DIP).	Head of Regeneration	36	55	55	<b>37 Year end (13 Q4)</b>	<b>A</b>	<b>Improved</b>
Percentage of enquiries that have led to investment (includes the DIP).	Head of Regeneration	42%	60%	60%	<b>54% Year end (31% Q4)</b>	<b>A</b>	<b>Improved</b>

2 Support the growth of the existing business on Deeside, to maximise opportunities for business development				
Progress Status	Progress RAG	A	Outcome RAG	G
<p><b>What we did in 2013/14 –</b></p> <ul style="list-style-type: none"> <li>• Worked in partnership with local business ambassadors to introduce potential investors to the local business community.</li> <li>• Provided support to existing businesses to develop bids with parent companies to maximise opportunity for growth and expansion within Flintshire.</li> <li>• Generated interest with local businesses to recruit from the Flintshire / regional skills pipeline; promoting local jobs for local people.</li> <li>• Worked in partnership with Communities First, Careers Wales, DWP, Job Centre Plus, HE, FE to raise awareness of self employment and local career opportunities and workforce development.</li> </ul>				
<p><b>What went well –</b></p> <ul style="list-style-type: none"> <li>• Safeguarded 396 jobs within the EZ operating a Rapid Redundancy unit with public and private sector partners when job losses were announced.</li> <li>• Achieved 838 new jobs within DEZ, a significant increase from 431 reported 2012-13.</li> <li>• Worked with commercial land and property agents to identify suitable, fit for purpose premises, thereby enabling rapid investment.</li> </ul>				
<p><b>What did not go so well –</b></p> <ul style="list-style-type: none"> <li>• We are unaware of all DEZ job creation being directly supported by other business development organisations. As a result, there are jobs created that remain unreported / omitted from our data.</li> </ul>				
<p><b>Achievement will be measured through:</b></p> <ul style="list-style-type: none"> <li>• Number of jobs sustained and created.</li> </ul> <p>A much lower level of jobs were safeguarded during 2014/15. A healthy sign that businesses were retaining employees and fewer closures were announced.</p> <p>We will continue to work with current enquiries to secure new jobs and safeguard jobs within the county in addition to encouraging new inward investment enquiries within the Enterprise Zone.</p>				

**EZ New Jobs Summary**

2012 – 13	410
Q1 13-14	25
Q2 13-14	614
Q3 13-14	77
Q4 13-14	122
<b>Total</b>	<b>1248</b>

**EZ Jobs Safeguarded Summary**

2012-13	1300
Q1 13-14	0
Q2 13-14	396
Q3 13-14	0
Q4 13-14	0
<b>Total</b>	<b>1696</b>

Achievement Measure	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year-End Outturn	Performance RAG	Trend
Number of jobs safeguarded within the DEZ	Head of Regeneration	1300	1400	1400	396 (0 Q4)	<b>R</b>	<b>Downturned</b>
Number of jobs created within the DEZ	Head of Regeneration	431	600	600	838 (122 Q4)	<b>G</b>	<b>Improved</b>

**Risk to be managed – Work with local employers and learning providers to meet their needs in recruiting skilled people ready for work.**

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	Phase 1 North Wales Advanced Manufacturing Skills & Technology Centre feasibility study has been completed to develop a focus for the key advanced manufacturing sector in Flintshire and North Wales in partnership with Welsh Government, HE, FE and private industry.	M	M	A	Phase 2 NWAMSTP feasibility study to be completed. Dependent on release of funds from Welsh Government.	Head of Regeneration	↔	L	M	G

**3. Produce, agree and implement the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.**

**Progress Status**

**Progress RAG**

**G**

**Outcome RAG**

**A**

**What we did in 2013/14 –**

- The site is in two ownerships, Praxis and Pochin Rosemound Development Limited (PRDL). Both landowners are pursuing development on their own holdings via separate planning applications. To this end meetings have been successfully facilitated to identify risk, barriers to progress and negotiate milestones to maintain momentum and delivery of Northern Gateway.

**What went well –**

- The Council has developed a Framework Masterplan document in order to provide consistent guidance to both parties in relation to key strategic requirements that the Council has for how this site should be brought forward and developed. This was approved by Planning Committee on 4<sup>th</sup> September 2013.

**What did not go so well –**

- Consultation is required to finalise the traffic impact following development of the site.

**Achievement is measured through: -**

- Approval of the Northern Gateway site “masterplan”.
- Scale of development within the site.

**Achievement Milestones for strategy and action plans: (Lead Officer – Head of Regeneration)**

Approval of the Northern Gateway site “masterplan” – March 2014.

**Next steps:**

Review scale of development within the site.

#### 4. Explore with Welsh Government the opportunities to improve the infrastructure (transport and housing etc).

##### Progress status

Progress RAG

A

Outcome RAG

A

##### What we did in 2013/14 –

- Agreed with the landowners that planning permission will be via the Masterplan process.
- Worked with Welsh Government to secure planning permission to undertake works to strengthen the River Dee flood embankment along the southern boundary to the site.

##### What went well –

- Flood mitigation work has been agreed and work will commence in Summer 2014.
- Special Planning Committee agreed the mixed use outline application for the remainder of the site.

##### What did not go so well –

- Awaiting approval from WG of the DEZ Infrastructure Business Plan.
- Protracted discussions between WG and land owners.

##### Achievement is measured through:-

- The approval by Welsh Government and implementation of the Infrastructure Business Plan for the DEZ.

##### Achievement Milestones for strategy and action plans: (Lead Officer – Head of Regeneration)

WG approval of the DEZ Infrastructure Business Plan – March 2014.

Progress milestones for implementation:

- A) Flood mitigation – Summer 2014.
- B) Spine road development, dependent on outcomes of discussions between Welsh Government and landowners – Summer 2014.
- C) Energy, Broadband and utilities infrastructure – Summer 2014.

Risk to be managed – How we can work with WG to ensure the infrastructure arrangements support the development of the DIP and DEZ.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Developing Northern Gateway Masterplan Identifying priorities with Welsh Government	M	M	A	Agreement of priorities and release of funds via Welsh Government	Head of Regeneration	↔	L	L	G