

<b>Strategic theme:</b> Growth and Sustainable Jobs	<b>Flintshire County Council</b>					
<b>Broad Outcome:</b> Supporting the Economy and Business	<b>Outcome 1</b>					
<p><b>Why we focused on this outcome?</b></p> <p>In Flintshire we aimed to: -</p> <ul style="list-style-type: none"> <li>• Meet the employment needs of local people.</li> <li>• Grow the local economy and create local wealth.</li> <li>• Attract businesses to support local economic growth.</li> <li>• Develop the energy and advance manufacturing sectors to fit with national priorities.</li> </ul> <p>By developing Social Enterprise we aimed to: -</p> <ul style="list-style-type: none"> <li>• Develop alternative model(s) of employment to expand the mixed economy market.</li> <li>• Grow the social enterprise business model.</li> <li>• Maximise social benefits in the community e.g. increasing training opportunities for young people; keeping local money in the community.</li> </ul>						
<p><b>Key</b>  Measure from the Improvement Plan  Additional measure  WG Tracking Indicator (There are no tracking indicators for this theme)</p>						
	<b>Outturn 2012/13</b>	<b>Target 2013/14</b>	<b>Outturn 2013/14</b>	<b>Target RAG</b>	<b>Trend</b>	<b>Target 2014/15</b>
<b>How much did we do?</b> Input/ throughput indicators taken from any source including the tracking indicators in the <i>Programme for Government</i>						
<ul style="list-style-type: none"> <li>• Number of enquiries leading to inward investment in Deeside Enterprise Zone (DEZ), including the Deeside Industrial Park (DIP).</li> </ul>	36	35 - 45	37	G	Improved	40 – 50
<ul style="list-style-type: none"> <li>• Number of people attending Flintshire Business Week (FBW)</li> </ul>	1876	2475 - 2525	2514	G	Improved	2525 – 2575
<ul style="list-style-type: none"> <li>• Number of sponsors for FBW maintained</li> </ul>	40	40	30	A	Downturned	40
<ul style="list-style-type: none"> <li>• Approval of the Northern Gateway site “masterplan”</li> </ul>	Not Applicable	March 2014	Sept 2013	G	Improved	Not Applicable
<ul style="list-style-type: none"> <li>• Establishing a social enterprise from within the Council (targets are not applicable but actual</li> </ul>	0	1 within the Council	0.75*1	A	N/A	Not Applicable

figures will be reported annually)						
• Appointment of a part time project manager for the Social Enterprise project	Not Applicable	March 2014	Jan 2014	G	N/A	Not Applicable
• Agreement of the Social Enterprise investment plan	Not Applicable	June 2013	June 2013	G	N/A	Not Applicable
<b>How well did we do it?</b> Qualitative assessment of effectiveness/ evidence from surveys/ output data etc						
• FBW Evaluation – Percentage of attendees scoring FBW as 4 or 5 for the question “How useful was FBW to your organisation?” (Score 1 = Poor and 5 = Excellent)	Baseline Year 60%	Baseline or better	80%	G	Improved	62%-64%
• FBW Evaluation – Percentage of attendees who felt the event had presented opportunities to create new business leads	Baseline Year 35%	Baseline or better	This was not measured in this way, see narrative*4			35%-37%
• Secure capital seed corn funding by July 2013	Not Applicable	£50,000	£50,000	G	N/A	Unable to determine at present
<b>Is anyone better off?</b> Quantative evidence of the outcome achieved using tracking indicators from the <i>Programme for Government</i> and your single integrated plans						
• Percentage of enquiries that have led to investment in DEZ (includes the DIP)	42%	60%	54%	A	Improved	65%
• Number of jobs sustained within DEZ (includes the DIP)	1300	1400	396	R *2	Downturned	1000
• Number of jobs created within DEZ (includes the DIP)	431	600	838	G	Improved	1000
• Number of social enterprises supported (seed corn funding)	Not Applicable	Baseline to be established	0	N/A*3	N/A	5
• Relevant contracts that community benefit clauses have been applied to	TBC	100%	100%	G	N/A	100%

### Additional Notes

\*1 Double Click is at the point of becoming an operating social enterprise independent from Flintshire Council. The social enterprise is supported by the Council through with one major contract award and the presence of two Members on the Board. The RAG of amber and out-turn at .75 merely reflects the fact that Double Click is operating but not yet its own independent legal entity.

\*2 Whilst performance has downturned this is due to an upturn in the economy so essentially a positive.

\*3 The delay in the number of social enterprises supported is due to the project manager not being in post for most(3/4) of the financial year 2013 / 2014, the momentum needed to build contacts and relationships to support businesses and the delivery of the Flintshire Social Enterprise Fund.

\*4 Attendees of Flintshire Business Week (FBW) were asked in feedback questionnaires if they were happy with the content of the programme and if they would be attending future events. 91% were happy that the content was relevant and 78% stated that they would be happy to attend future programmes

#### **Key Achievements for 2013/14**

- 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.
- 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 & Manufacturing sector businesses.
- 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.
- Achieved 37 new DEZ enquiries against a target of 35-45. The number of enquiries steadily increased throughout the year.
- 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 the 40% reported 2012/13.
- Supported DEZ businesses to apply for WG Business Rate Scheme and Economic Growth Fund which in turn supports sustainability and growth potential
- Safeguarded 396 jobs within the EZ operating a Rapid Redundancy unit with public and private sector partners when job losses were announced
- Achieved 838 new jobs within DEZ, a significant increase from 410 reported 2012/13

- Worked with commercial land and property agents to identify suitable, fit for purpose premises, thereby enabling rapid investment
- Phase 1 North Wales Advanced Manufacturing Skills & Technology Centre feasibility study was completed to develop a focus for the key advanced manufacturing sector in Flintshire and North Wales in partnership with WG, HE, FE and private industry. Phase 2 NWAMSTP feasibility study to be completed, dependent on release of funds from WG.
- The Northern Gateway site is in two ownerships, Praxis and PochinRosemound Development Limited (PRDL). Both landowners are pursuing development on their own holdings via separate planning applications. To this end 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. 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. Worked in partnership with local business ambassadors to introduce potential investors to the local business community.
- Provided support to existing businesses to develop bids with parent companies to maximise opportunity for growth and expansion within Flintshire.
- Generated interest with local businesses to recruit from the Flintshire / regional skills pipeline; promoting local jobs for local people.
- 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.
- £50,000 Flintshire Social Enterprise Fund was established to assist new and emerging local social enterprise to grow and develop. The Fund is attracting interest and applications from the social enterprise sector. We have a robust application process in place and this is based upon how well the applicant meets the priorities of the Council and how viable the proposal is.

A part time project manager is in place to develop Board activity, raise the profile of social enterprise (and specifically Flintshire Council's impact with social enterprise), deliver the above mentioned grants programme and seek and secure further resources for the delivery of social enterprise support and development.

In 2014 changes will be made to the delivery structure for FBW streamlining activity to provide a more strategic overview of the Flintshire economy, reducing the number of pre FBW activities for sponsoring organisations and relying more on social media to promote the event. These changes will result in added value for money whilst retaining integrity of the Programme.