

**APPENDIX 6**

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

***What we said we would do in 2014/15:***

**1. Promote and support the growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and advanced manufacturing.**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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***What we did in 2014/15:-***

- Promoted Flintshire including Deeside Enterprise Zone (DEZ) with property and land agents to encourage new investment and existing business expansion opportunities within the county
- Worked in partnership with Welsh Government 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 overseas investment team, Economic Ambition Board, Mersey Dee Alliance, other Enterprise Zones and local businesses to raise awareness of DEZ to maximise interest and potential for inward investment.
- 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, Higher and Further education institutions
- Raised awareness and business profile for the county through Flintshire Business Week 2014

**EZ New Jobs Summary**

2012 – 13	410
2013 – 14	838
2014 – 15	1,012
<b>Total</b>	<b>2,260</b>

**EZ Jobs Safeguarded Summary**

2012 - 13	1300
2013 - 14	396
2014 - 15	250
<b>Total</b>	<b>1,946</b>

***What went well:-***

- Achieved 102 new investment enquiries including 73 within the EZ. An increase of 36 EZ enquiries compared to the previous year.
- Achieved an average 63% conversion rate from new EZ enquiries to investment (expansion by local businesses and new businesses locating within the EZ) against a target of 60%.
- Supported DEZ businesses to apply for Welsh Government Business Rate Scheme which in turn supports sustainability and growth potential
- Safeguarded 250 jobs within DEZ operating a Rapid Redundancy unit with public and private sector partners when job losses were announced
- Achieved 1,012 new jobs within DEZ, a significant increase from 838 reported 2013-14
- Worked with commercial land and property agents to identify suitable, fit for purpose premises, thereby enabling rapid investment.

***What did not go so well:-***

- 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.

**Achievements will be measured through**

- Percentage of enquiries converted to investment in Flintshire
- Number of jobs created and sustained in Flintshire
- Percentage of enquiries converted to investment in the DEZ
- Number of jobs created and sustained in the DEZ

Achievement Measure	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Percentage of enquiries converted to investment in Flintshire	Chief Officer – Community & Enterprise	N/A New Measure	Baseline Year	TBC once baseline established	Q4 – 71%  Annual average 60%	N/A	N/A
Number of jobs created and sustained in Flintshire		N/A New Measure	Baseline Year	TBC once baseline established	Q4 – 115 new jobs  Annual total 1,130 new jobs	N/A	N/A
Percentage of enquiries converted to investment in the DEZ		54%	60%	60%	Q4 – 82%  Annual average 63%	<b>G</b>	<b>G</b>
Number of jobs created and sustained in the DEZ		1234 jobs	1300 jobs	1300 jobs	Q4 – 95 new jobs  Annual total 1,012 new jobs and 250 safeguarded. Combined total 1,262	<b>A</b>	<b>A</b>

**Risks to Manage - Ensure the DEZ can be continued with pace as part of the Welsh Government group of Enterprise Zones**

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	North Wales Advanced Manufacturing Skills & Technology Centre (NWAMSTC) Strategic Business Plan has been completed to develop a focus for the key advanced manufacturing sector in Flintshire and North Wales in partnership with Welsh Government, Higher Education, Further Education and private industry.	M	M	A	NWAMSTC strategic business plan has been submitted to Welsh Government Ministers for phase completion approval.	Chief Officer Community & Enterprise	↓	L	L	G	Mar 2016

**Risk Progress Summary for 2014/15**

Submission of the strategic business plan for the proposed NWAMSTC is a significant advance in progress however approval for the next phase rests with Welsh Government, therefore management of expectation is out of FCC control.

## 2. Implementation of the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.

Progress Status	Progress RAG	A	Outcome RAG	A
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### **What we did in 2014/15:-**

- 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 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.

### **What went well:-**

- Approval of the Northern Gateway site “masterplan”
- Development on the site started Winter 2014 to strengthen the River Dee flood embankment.
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### **What did not go so well:-**

- Protracted discussions between the land owners and Welsh Government to agree spine road and infrastructure phases.
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### **Achievements will be measured through**

- Approval of the Northern Gateway site “masterplan” by April 2014
- Scale of development on the site beginning with the commencement of infrastructure works in July 2014

### **Achievement Milestones for strategy and action plans:**

- Approval of the Northern Gateway site “masterplan” by April 2014
- Commencement of infrastructure works in summer 2014

**Risk to be managed - Ensure the DEZ has proportionate financial support from Welsh Government**

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Northern Gateway land is in private ownership therefore investment options will be decided by the private land owners, progress will also depend in part on the wider state of the economy, as well as the release of finance from Welsh Government. Welsh Government has appointed contractors to start the flood mitigation works, essential to site development.</p> <p>Welsh Government (WG) flood mitigation works commenced Winter 2014</p>	M	M	A	<p>WG Phase 1 and 2 spine road development planning application to be submitted by Summer 2015 with delivery of the first phase within 12 months from planning approval.</p> <p>Utilities, energy and broadband infrastructure to be delivered.</p>	Chief Officer Community & Enterprise	↑	L	L	G	2016

**Risk Progress Summary for 2014/15**

Welsh Government has signed Heads of Terms with the private land owners and appointed a consultant to design the spine road infrastructure. Whilst this is a significant advance in progress, timely submission of the planning application is out of FCC control.

### 3. Explore with Welsh Government the opportunities to improve local infrastructure (transport, utilities, environment etc.)

#### Progress Status

Progress RAG

A

Outcome RAG

A

#### **What we did in 2014/15:-**

- 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 commenced in Winter 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 to advance site development

#### **Achievements will be measured through**

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

#### **Achievement Milestones for strategy and action plans:**

- The approval by Welsh Government and implementation of a refined Infrastructure Business Plan for the DEZ by Summer 2015. (This was previously Summer 2014).

**Risks to Manage - Work with local employers and learning providers to meet the skills based needs of the future**

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	Developed Northern Gateway Masterplan  Identified infrastructure priorities with Welsh Government	M	M	A	Agreement of priorities and release of funds via Welsh Government for flood mitigation works and spine road development. WG working with both private land owners and contractors to ensure target risk is mitigated to allow housing and commercial development to start. Heads of Terms have been agreed and signed to progress site development.	Chief Officer Community & Enterprise	↓	L	L	G	April 2016

**Risk Progress Summary for 2014/15**

Whilst development has been significant during 2014-15, timescales and planning application submissions are out of FCC control.