



To: Members of the County Council

Date: 28 October 2013

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Dear Councillor

You are invited to attend a meeting of the **COUNTY COUNCIL** to be held at **10.00 am** on **TUESDAY, 5 NOVEMBER 2013** in **COUNCIL CHAMBER, COUNTY HALL, RUTHIN LL15 1YN.**

Yours sincerely

G Williams  
Head of Legal and Democratic Services

## **AGENDA**

### **PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING**

#### **1 APOLOGIES**

#### **2 DECLARATIONS OF INTEREST**

Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

#### **3 URGENT MATTERS AS AGREED BY THE CHAIR**

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.

**4 CHAIRMAN'S DIARY (Pages 7 - 8)**

To note the civic engagements undertaken by the Chairman of the Council (copy attached).

**5 MINUTES (Pages 9 - 18)**

To receive the minutes of the meeting of the County Council held on 8 October, 2013 (copy attached).

**6 WORKFORCE EFFICIENCIES (Pages 19 - 30)**

To consider a report by the Corporate Director: Economic and Community Ambition (copy attached) to provide Full Council with an update on the workforce negotiations and, following a positive result to the Trade Union's ballots of their members, to gain Full Council's agreement for implementation.

**7 DRAFT ECONOMIC & COMMUNITY AMBITION STRATEGY (Pages 31 - 266)**

To consider a report by the Corporate Director: Economic and Community Ambition (copy attached) for Council to approve the Economic and Community Ambition Strategy and Delivery Plan.

**8 SCRAP METAL DEALERS ACT 2013 (Pages 267 - 294)**

To consider a report by the Head of Planning and Public Protection and the Public Protection Manager (copy attached) to inform Full Council of the provisions of the Scrap Metal Dealers Act 2013 and request Full Council to approve the recommended delegated powers for Licensing Committee to hear oral representations.

**9 NOTICE OF MOTION**

To consider the following Notice of Motion submitted by Councillor Colin Hughes:

"That this council prohibits access to payday loan companies websites from council run libraries, buildings and wifi spots to do its utmost to ensure that vulnerable people do not use council facilities to access unaffordable and sometimes irresponsible sources of money lending. Instead the council will direct people to credit unions and the CAB in the hope that good advice will better guide them through their financial problems."

## 10 NOTICE OF MOTION

To consider the following Notice of Motion submitted by Councillors Julian Thompson-Hill, Hugh Irving, Ann Davies, Peter Owen, Martyn Holland and James Davies:

“In light of the recent critical national average coverage of Ysbyty Glan Clwyd and our long standing concerns about the running of Betsi Cadwaladr University Health Board, we call upon the recently appointed Chair of the Board to attend the next meeting of Full Council. We would like him to explain his plans for turning around the reputation of the Board and Health Service in general across North Wales and here in Denbighshire. We want him also to tell us how he will rebuild the confidence of staff, patients and the general public in our local health services.”

## 11 NOTICE OF MOTION

To consider the following Notice of Motion submitted by Councillors Gwyneth Kensler and Arwel Roberts:

“Council notes that:

- Local government will see substantial real term cuts in the years ahead as a result of the Spending Review of the Westminster Government and its knock-on effect on the budget of the Welsh Government.
- Extending the current Financial Transaction Tax on shares to other asset classes such as bonds and derivatives could raise £20bn of additional revenue in the UK a year; and
- At least 11 European states including France, Germany, Italy and Spain are moving ahead with FTTs on shares, bonds and derivatives estimated to raise £30bn a year.

Council believes that:

- Revenues from the FTT could help repair the damage caused by cuts in public services;
- As key deliverers of local services and providers of employment, local government deserves to receive a significant proportion of FTT revenues.

Council resolves that:

- The UK government should extend the current FTT on shares to other asset classes, such as bonds and derivatives, and ensure that revenue in equitably distributed to devolved administrations.

Council further resolves to:

- Write to the UK Prime Minister, Deputy Prime Minister, and Chancellor of the Exchequer, stating this council’s support for extending FTTs.”

## **12 COUNTY COUNCIL FORWARD WORK PROGRAMME (Pages 295 - 298)**

To consider the Council's Forward Work Programme (copy enclosed).

### **MEMBERSHIP**

#### **Councillors**

Ian Armstrong  
Raymond Bartley  
Brian Blakeley  
Joan Butterfield  
Jeanette Chamberlain-Jones  
Bill Cowie  
Ann Davies  
James Davies  
Meirick Davies  
Richard Davies  
Stuart Davies  
Peter Duffy  
Hugh Evans  
Peter Evans  
Bobby Feeley  
Carys Guy  
Huw Hilditch-Roberts  
Martyn Holland  
Colin Hughes  
Rhys Hughes  
Hugh Irving  
Alice Jones  
Huw Jones  
Pat Jones

Gwyneth Kensler  
Geraint Lloyd-Williams  
Margaret McCarroll  
Jason McLellan  
Barry Mellor  
Win Mullen-James  
Bob Murray  
Peter Owen  
Dewi Owens  
Merfyn Parry  
Paul Penlington  
Arwel Roberts  
Gareth Sandilands  
David Simmons  
Barbara Smith  
David Smith  
Bill Tasker  
Julian Thompson-Hill  
Joe Welch  
Cefyn Williams  
Cheryl Williams  
Eryl Williams  
Huw Williams

#### **COPIES TO:**

Press and Libraries  
Town and Community Councils

# Agenda Item 4

## Digwyddiadau wedi eu mynychu gan y Cadeirydd / Events attended by Chairman

04.10.13 – 25.10.13

Dyddiad / Date	Digwyddiad / Event	Lleoliad / Location
04.10.13	Agoriad i fynedfa newydd yn Tŵr y Jiwbili Opening of new access at Jubilee Tower	Moel Famau
04.10.13	Dathliad Penblwydd Mr E Davies yn 100 oed Mr E Davies 100 <sup>th</sup> birthday celebrations	Dinbych Denbigh
06.10.13	Gwasanaeth Dinesig Y Maer Mayor's Civic Service	Rhuddlan
06.10.13	Cyngerdd 'North Wales Superkids' Concert	Theatr Clwyd
11.10.13	Cinio a Gwobrau Eich Pencampwyr Your Champions Awards Dinner	Llandudno
17.10.13	Ymweliad gan Cyngor 2 Ysgol Gynradd 2 Primary School Council visit	Neuadd y Sir County Hall
18.10.13	Dathliad Taith i Waith Celebrate New Work Connections	Dinbych Denbigh
18.10.13	Cinio Elusennol Y Maer Mayor's Charity Dinner	Wrecsam Wrexham
19.10.13	Gŵyl Fwyd Food Festival	Llangollen
22.10.13	Agoriad Swyddogol Pont y Ddraig Official opening of Pont y Ddraig	Rhyl
22.10.13	CCB Siop Cyngor Lles Benefit Advice Shop AGM	Rhyl
24.10.13	Gwobrau Chwaraeon Cymunedol Sir Ddinbych Denbighshire Community Sports Awards	Llangollen
25.10.13	Gwobrau Rhagoriaeth Sir Ddinbych Excellence Denbighshire Awards	Prestatyn

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## COUNTY COUNCIL

Minutes of a meeting of the County Council held in Council Chamber, County Hall, Ruthin on Tuesday, 8<sup>th</sup> October, 2013 at 10.00 am.

### PRESENT

Councillors Ian Armstrong, Raymond Bartley (Chair), Brian Blakeley (Vice-Chair), Jeanette Chamberlain-Jones, Bill Cowie, Ann Davies, James Davies, Richard Davies, Stuart Davies, Hugh Evans, Bobby Feeley, Carys Guy, Huw Hilditch-Roberts, Martyn Holland, Colin Hughes, Rhys Hughes, Hugh Irving, Huw Jones, Pat Jones, Gwyneth Kensler, Geraint Lloyd-Williams, Margaret McCarroll, Jason McLellan, Barry Mellor, Win Mullen-James, Bob Murray, Peter Owen, Dewi Owens, Merfyn Parry, Paul Penlington, Arwel Roberts, Gareth Sandilands, Barbara Smith, David Smith, Bill Tasker, Julian Thompson-Hill, Joe Welch, Cefyn Williams, Cheryl Williams, Eryl Williams and Huw Williams

### ALSO PRESENT

Chief Executive (MM), Corporate Directors: Economic and Community Ambition (RM), Modernisation and Wellbeing (SE), Head of Legal and Democratic Services and Monitoring Officer (RGW), Head of Finance and Assets (PM), Head of Business, Planning and Performance (AS), Acting Strategic Procurement Manager (SA), FCS – Value Wales (NR), Democratic Services Manager (SP) and Committee Administrator (CIW).

The Chair welcomed back Councillor M. McCarroll following her recent Hospital treatment.

Councillor J. Thompson-Hill informed Members that the Revenues Team had achieved bronze in the Revenues Team of the Year Award. The Chair and Members agreed that a letter of congratulations be sent to the Revenues Team to mark the achievement.

#### 1 APOLOGIES

Apologies were received from Councillors Joan Butterfield, Meirick Davies, Peter Evans, Alice Jones and David Simmons.

#### 2 DECLARATIONS OF INTEREST

No personal or prejudicial interests were declared.

#### 3 URGENT MATTERS AS AGREED BY THE CHAIR

No items were raised which in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act, 1972.

#### 4 CHAIRMAN'S DIARY

A list of civic engagements undertaken for the Council by the Chair and Vice Chair, for the period the 30<sup>th</sup> May, 2013 to 24<sup>th</sup> June, 2013 had been circulated with the papers for the meeting.

The Chair provided a summary of the following events:-

23<sup>rd</sup> September, 2013 – Visit to Hope House. The Chair explained that he had visited Hope House in Conway and referred to the excellent work carried out by the staff.

26<sup>th</sup> September, 2013 - Musical Workshop for Special Schools North Wales International Music Festival. Members were informed of the quality and high standard of music which had been appreciated by the Special Schools and all who had attended.

The Chair confirmed that the Annual County Council Carol Service would be held at St Asaph Cathedral on the 10<sup>th</sup> December, 2013. He informed Members that the Chairman's Charity Dinner would be held at the Oriel House, St Asaph on the 28<sup>th</sup> March, 2014 with donations being presented to St Kentigerns Hospice and Ty Gobaith Childrens Hospice.

**RESOLVED** – *that the list civic engagements undertaken for the Council by the Chair and Vice Chair be received and comments of the Chair be noted.*

## 5 MINUTES

The minutes of the Council meeting held on the 4<sup>th</sup> June, 2013 were submitted.

Matters arising:-

6. Investigation Report on the Floods at Glasdir, Ruthin - Councillor D.I. Smith referred to the Independent Review Report in to the flooding at Glasdir which had recommended that flood protection be improved by raising the height of the bund by around 1 metre. The cost of the works would be in the region of £300k and could be in place by March 2014. Taylor Wimpey, developers of the Glasdir Estate, had made a public commitment to pay for one third of the improvement works and the Council would match their commitment of a one third contribution. Welsh Government had not yet responded to a similar request. However, Councillor Smith hoped that Denbighshire would in the interim period be willing to contribute towards the improvement to endeavour to put the Galsdir residents' minds at rest.

The works at Glasdir were currently at the design stage with a completion date of March, 2014. He expressed his concern that confirmation of funding from Welsh Government had not been confirmed and felt that Denbighshire should proceed with the works at the Council's financial risk and that the final funding arrangements be agreed afterwards.

**RESOLVED** – *that the minutes of the Council meeting held on the 10<sup>th</sup> September, 2013 be confirmed*



## **6 COMMUNITY BENEFITS, PROCUREMENT AND THE ECONOMIC AND COMMUNITY AMBITION STRATEGY**

Strategic Procurement provided a presentation on Community Benefits and how they link to Procurement and the Economic and Community Ambition Strategy.

With the aid of a PowerPoint presentation the Acting Strategic Procurement Manager and FCS–Value Wales Representative provided a detailed summary of a presentation on Community Benefits, Delivering Maximum Value for the Welsh Pound, which covered the following salient points and areas:-

### Definition of Procurement and Community Benefits

- Community Policy Benefits Policy/Approach

### Drivers of Community Benefits

- Programme for Government 2011-2016
- Wales Anti-Poverty Action Plan
- Wales Procurement Policy Statement (Dec 2012)

### What are Community Benefits

- Development of the link with the Economic and Community Ambition

### Strategy

- Community Strategy development and consultation process
- Main Policy Focus
- Contribution to Education
- Environment Impacts
- North Wales Shared Apprenticeship Scheme

### Key tools for Community Benefits

- The Community Benefits Measurement Tool
- Sustainable Procurement, Contracts and Tendering Procedures

### Economic Priorities

- Businesses:- Infrastructure, Promotion, Towns and Communities, Growth and Skilled Workforce.

### Sustainable Procurement

- What Denbighshire are Doing

### Community Benefits Successes and What Next

- Community Benefits Success to Date: Statistics
- Results / Outcomes as of September, 2013
- Case Study – Yolo Y Hendry – CEW Award 2013 Value Award Winner

The Chair invited questions from Members and the following responses were provided by the officers:-

- Councillor J.M. McLellan referred to Welsh Government policy on ethical procurement. The Acting Strategic Procurement Manager (ASPM) explained that the Council were guided by UK and European procurement regulations, and confirmed that the Welsh Government Procurement Policy Statement would enforce and ensure that equitable processes and procedures were adhered to, which would include the issue of the utilisation of zero hours. He outlined the procedures adopted for the monitoring of unsuitable or blacklisted contractors and informed Members that, through effective contract management, officers worked closely with contractors and suppliers to ensure that policies and terms and conditions were adhered to.
- Details of collaborative working with neighbouring Authorities were provided. It was explained that WG guidance on financial regulations had been used to produce a document which could be adapted and utilised by all Authorities.
- The FCS–Value Wales Representative (FCS-VWR) provided details of the application of the Community Benefits Policy in respect of contracts under £2m. She referred to the North Wales Framework being a key area in relation to smaller businesses, and specifically to the introduction of project bank accounts which addressed issues relating to payment in the supply chain.
- Confirmation was provided that a programme of training would be provided for Elected Members and officers.
- Private sector developers to be encouraged to encompass the requirements of Community Benefits in any future developments.
- Members were assured that Denbighshire were complying with the agreed terms of contracts with regard to supply payments being made within the stipulated period of 30 days.
- The ASPM confirmed that Denbighshire worked closely with Business Wales to provide support for small businesses.
- The Chief Executive explained that businesses could be assured that Welsh Government would settle invoices but could not provide an assurance that payments would be made within agreed timescales.
- Councillor E.W. Williams highlighted the problems being experienced in obtaining funding to commence community projects. He suggested that the Communities Scrutiny Committee consider the possibility of creating a fund to assist with the commencement of projects which had been assured funding. The ASPM explained that work was currently being undertaken with the Corporate Programme Team to address the issue in question.

During the ensuing discussion, the Chair and Members thanked the officers for their informative presentation.

**RESOLVED** – that Council receives and notes the contents of the presentation.

## **7 ANNUAL PERFORMANCE REVIEW 2012-13**

A copy of a report by the Head of Business, Planning and Performance (HBPP), on the Council's draft Annual Performance Report for 2012-13, had been circulated with the papers for the meeting. An update pertaining to the Annual Performance Review 2012/13 had been circulated prior to the meeting.

It was explained by the HBPP that the Council were required to publish an Annual Report of its performance by the 31<sup>st</sup> October each year. A decision had been required to approve the draft 2012-13 Annual Performance Review, Appendix I, to the report.

The Council's Corporate Plan 2012/17 set the strategic direction for the Council and its priorities for the five-year period. The detail about what the Council intended to do each year to help deliver the priorities had been set out in Annual Service Plans and the Corporate Plan Annual Delivery Document. The Council had a number of equality objectives within its Strategic Equality Plan, and a set of Outcome Agreements with the Welsh Government.

The Annual Performance Report provided a retrospective evaluation of the Council's success in delivering against the plans during 2012-13, and provided an indication as to whether or not it had successfully fulfilled its obligation to make arrangements to secure continuous improvement. Members were reminded that this was the first year of the Plan and next year's figures could be utilised for comparison purposes.

An Equality Impact Assessment (EqIA) had not been required for this report as it provided a retrospective evaluation of the Council's performance, and the decision to approve the report had no potential impact on people sharing protected characteristics. However, an EqIA, Appendix 1, had been undertaken on the Corporate Plan itself and had been presented to Council when approved in October, 2012.

The report had been developed by the Corporate Improvement Team, in consultation with other Council services. The performance information contained within the document had been provided by services, and had been drawn from the Ffynnon performance management system. Consultation had taken place with the Senior Leadership Team (SLT) and the Performance Scrutiny Committee in September, 2013 prior to being submitted to County Council for approval.

In response to questions from Councillor H.L.I. Jones, it was explained that the presentation of percentage figures relating to female Councillors in Denbighshire and Nationally could be more user friendly. It was confirmed that work to develop a strategy for dropped kerbs was currently being progressed and would be reported to Council when finalised.

Councillor H.H. Evans explained that there were issues which required clarification and a clearer picture would emerge from the economic development prospective following consideration of the impact of the priorities by the Task and Finish Group. He confirmed that detailed information regarding the development of a strategic

approach would be presented to Council. Members were informed that the targets set had been more challenging which had produced a higher level of expectation and an improved level of performance.

The Chief Executive responded to a question from Councillor C. Hughes regarding the anticipated reduced settlement from Welsh Government and made reference to the Council's adoption of an ambitious Corporate Plan. He explained that the Council had raised its expectations and moved away from traditional targets and it was felt that the budget proposal to be presented to Members would assist in protecting the chief aims of the Corporate Plan. However, he explained that there could be a degree of uncertainty due to a lack of clarity over future settlement agreements.

In reply to concerns raised by Councillor H. Hilditch-Roberts, the HBPP referred to the adopted method of presentation. He explained that the colours provided in the report indicated the direction of travel and could be utilised for analysis purposes, while the figures produced depicted trends. He also responded to further questions from Members and provided details of the Residents Survey which had received over 18,000 responses.

**RESOLVED** – that Council agrees the draft 2012-13 Annual Performance Review to enable translation and publication before 31<sup>st</sup> October 2013.

## **8 CORPORATE SAFEGUARDING POLICY**

A copy of a report by the Corporate Director: Moderising and Wellbeing, which proposed the adoption of a Corporate Safeguarding Policy and the establishment of a joint member/officer Corporate Safeguarding Panel, had been circulated with the papers for the meeting.

The CDMW introduced the report and explained that Denbighshire's proactive approach to ensuring compliance with its safeguarding responsibilities had been outlined in the report. Despite a range of approaches Denbighshire could not be confident that robust safeguarding practice had been embedded across all the Council's functions. Details of the development of approaches adopted to maintain a corporate profile and overview for safeguarding issues had been provided in detail.

It was explained that the key responsibility to be discharged across a complex multi-functional organisation had never been clarified or separately resourced. Successive authoritative reports, which included Waterhouse, Laming and Pembrokeshire, had made it abundantly clear that challenges to the resilience of safeguarding arrangements evolved in many different places, and safeguarding had to be "Everybody's Business".

Over the last ten years Denbighshire had developed several approaches to maintaining a corporate profile and an overview for safeguarding issues and these had been detailed in the report.

A draft Corporate Safeguarding Policy and Guidelines, based heavily on that recently adopted in Gwynedd following an Estyn Inspection and as the result of requirements set out by the Inspectorate, had been circulated with the report. The proposal submitted would provide a logical development to the work previously undertaken with the Corporate Accountabilities Framework and on the Corporate Safeguarding Action Plan. The aim of the policy and guidelines would be to establish a structured means for ensuring that safeguarding was an issue taken on by every service in the Council as well as all Elected Members. The CDMW informed Members that there would be a designated manager in each service who would be responsible for the coordination of safeguarding activities and the provision of advice to staff in the service.

Key aspects of the policy and guidelines had been summarised in the report and the Appendices provided further detail relating to:-

- basic information about signs of abuse and referral pathways, which would link to child and adult protection procedures.
- a useful section on Code of Conduct and Safe Working practices.
- a section setting out the training support to be provided initially, which would need to be developed over a period of time.
- cross referencing with our Safe Recruitment (Human Resources) Policies.
- guidelines for Councillors on safe contact.
- dealing with allegations of professional abuse, including links with child and adult protection procedures.

The CDMW explained that the package would provide a credible approach to making a reality of safeguarding as a corporate concern, and would foster consistency of approach and accountability and be tailored to the issues facing particular services. The main cost implications would be threefold had been outlined in the report. It was confirmed that the adoption of the Policy and Panel arrangements could have positive implications, especially for older people and disabled people, and no negative implications had been identified.

Although guidelines were currently sparse, HR were undertaking work to produce a policy on social media use. The CDMW confirmed that the remit of the further work in this area would be incorporated in the remit of the CSP. Cabinet were informed that the WLGA had produced a guidance document on Elected Members' use of social media which could be of assistance.

Cabinet and the Corporate Governance Committee had considered and expressed their support of the adoption of the Policy, Guidance and Panel. However, the Corporate Governance Committee had raised some issues about the document's internal consistency, which had subsequently been addressed. Members had made some specific suggestions about additions to the policy/items for the work programme, particularly relating to advice and good practice guidance on the use of technology/social media. These had been accepted and it was proposed that work on a single policy covering legal, HR and safeguarding implications be taken forward. The suggestion that the Safeguarding Policy/Guidance/Panel should be reviewed after 3 years had been accepted, and a formal review date had been added to the front of the Policy.

The CDMW provided the following information and responses to questions from Members:-

- a programme of training and a copy of the Safeguarding Policy would be provided for every member of teaching and ancillary staff in schools.
- heads of services had been requested to identify Designated Managers by the end of October, 2013.
- individual school based policies pertaining to Internet use were currently in operation, and a self-assessment process relating to safeguarding and child protection would be undertaken in all schools.
- issues regarding the use of social media had been identified as an area of work to be undertaken.
- the creation of a Safeguarding Policy based on three existing areas of work. These included a WLGA guidance document on the use of social media by Elected Members, an update by HR of the Social Media Policy in relation to employees and work being carried out in relation to Safeguarding Aspects and the appropriate behavior of adults.
- details of the provision of training organised by the Education Social Worker: Team Leader for School Governors.
- the annual audit of all schools being an effective innovation in ensuring that the Schools Improvement Plan and Safeguarding responsibilities were adhered too.
- reference made to the statutory guidance framework produced by Welsh Government "Safeguarding Children in Education" which was currently being updated.
- there being a commitment in the Big Plan to take forward work to identify young careers. However, currently the number of young cares in schools had not been identified.

In response to concerns raised by Councillor S.A. Davies regarding the inclusion that safeguarding training be a mandatory requirement of all Elected Members, the Chief Executive stressed the importance of the need for the Council to ensure that every Elected Member received training on Safeguarding, and he emphasised that failure to do so could result in severe criticism. Councillor J.M. McLellan highlighted the possible legal implications if training on Safeguarding was not undertaken by all Elected Members.

During the ensuing discussion Councillor S.A. Davies proposed, and Councillor H.Hilditch-Roberts, seconded an amendment that the word "mandatory" be removed from the recommendation 3 in the report. On being put to the vote the amendment was lost by 33 votes for to 0 against. Members voted on the recommendation in the report which was carried by 35 votes for to 0 against.

**RESOLVED** – *that Council:-*

- (a) *agrees to the adoption of the Corporate Safeguarding Policy.*
- (b) *agrees the establishment of a Corporate Safeguarding Panel with terms of reference as described in Appendix 8 to the report, and*
- (c) *confirms that safeguarding training be a mandatory requirement of all Elected Members within the first 12 months of taking office.*

*(SE to action)*

## **9 COUNTY COUNCIL FORWARD WORK PROGRAMME**

The Head of Legal and Democratic Services introduced the Council's Forward Work Programme, previously circulated, and Members agreed the following new items be included in the Forward Work Programme:-

5<sup>th</sup> November, 2013 – The HLDS explained that the Item pertaining to the Rhyl/Prestatyn Coastal Facilities Development: Business Case had been deferred.

21<sup>st</sup> October, 2013 – Members were informed that the Council Budget Workshop would be an all-day session commencing at 9.30 a.m.

3<sup>rd</sup> December, 2013 – Councillor J. Thompson-Hill explained that the "Update on the Draft Budget for 2014/15" be amended to "Proposals for Budget 2014/15" and that a Council decision would be required.

Councillor D.I. Smith informed Council that a Members Workshop on Highways and Infrastructure would be held on Thursday 10<sup>th</sup> October, 2013.

***RESOLVED*** - that, subject to the above, the Council forward work programme be approved and noted.

*Meeting ended at 12.05 p.m.*

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**Report To:** Full Council

**Date of Meeting:** 5<sup>th</sup> November 2013

**Lead Member / Officer:** Councillor Barbara Smith

**Report Author:** Rebecca Maxwell, Corporate Director

**Title:** Workforce Efficiencies

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## **1. What is the report about?**

This report provides an update on the workforce efficiencies negotiations which have been held with the recognised trade unions, and details the outcome of the recent trade union ballot on proposals for achieving the remaining workforce efficiencies from the current Medium Term Financial Plan.

## **2. What is the reason for making this report?**

To provide Full Council with an update on the workforce negotiations and, following a positive result to the Trade Unions' ballots of their members, to gain Full Council's agreement for implementation.

## **3. What are the Recommendations?**

That Full Council agrees the proposed permanent change to increments for new starts and appointments to promoted posts, and the day's additional unpaid leave for 2014/15 only as the means of meeting the remaining Workforce Efficiencies savings from the current Medium Term Financial Plan.

## **4. Report details.**

Following Council on 7<sup>th</sup> May 2013, the trade unions secured a positive result in a second ballot of its members on the proposal for the removal of the essential user allowance from the 1<sup>st</sup> June 2013, with a transitional period for the full implementation of the HMRC mileage rate on the 1<sup>st</sup> July 2014.

As part of this agreement the trade unions committed to further negotiate on two issues:

- Permanent savings for the balance of £72k workforce efficiency savings required by the 2012/2015 Medium Term Financial Plan, and
- Cash savings of £143k in 2014/15 to cover the costs of the transitional arrangements agreed to support implementation of the changes to essential car user allowances.

Full and meaningful negotiations have taken place between the Council as employer and the recognised trade unions over the summer. A number of options were

considered through this process (see Appendix 1 for further information) before agreement was reached on a proposal on which the trade unions would ballot their members.

In September, the recognised trade unions: Unison, GMB and Unite balloted their members on the following proposal.

- i. From 1<sup>st</sup> October 2013, incremental increases due for new starters and current employees with new posts e.g. current employees moving to a higher graded post will take place in either April or October, with the first incremental increase being effective after a minimum of 12 months and a maximum of 18 months after commencement in role, dependant on the commencement date. Increments thereafter will be paid annually in either April or October.

<b>Date of commencement</b>	<b>Increment due</b>
1st October 2013	1st October 2014
2nd October 2013 to 1st April 2014	1st April 2015
2nd April 2014 to 1st October 2014	1st October 2015
2nd October 2014 to 1st April 2015	1st April 2016

This proposal will apply to all staff with the exception of teachers.

It is estimated that this change will generate sufficient savings to meet the outstanding £72k saving required by the 2012/15 Medium Term Financial Plan on a recurrent basis.

- ii. In 2014/15 only, employees will have their pay reduced by 1 day and in return will be able to take an additional day's leave.

This proposal will apply to all staff, other than school based staff.

It is calculated that this change for 2014/15 only will generate savings to contribute substantially to the £143k transitional costs on a non-recurrent basis.

The Senior Leadership Team, whilst having reservations about the day's unpaid leave and its impact on both staff and service delivery, in the spirit of negotiation, agreed to support the Trade Unions' proposals.

The trade unions balloted their members on both proposals during the period 30<sup>th</sup> September to 18<sup>th</sup> October and both proposals were accepted by the trade unions members.

Discussions with both the trade unions and the Senior Leadership Team will continue on the finer details of implementing both proposals.

Council's approval is sought to make the necessary changes to Terms and Conditions to implement the collective agreement now reached with the trade unions on these measures.

**5. How does the decision contribute to the Corporate Priorities?**

This is fundamental to the authority meeting its efficiency savings required.

**6. What will it cost and how will it affect other services?**

The impact on services is dependent on what efficiencies are agreed going forward. There should not be any additional costs associated with these as they are efficiency savings. If these workforce efficiencies are not implemented, compensatory savings would need to be found from elsewhere.

**7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.**

A copy of the EIA is attached in Appendix 2.

**8. What consultations have been carried out with Scrutiny and others?**

There have been extensive negotiations with the recognised trade unions. The Senior Leadership Team has been consulted and a briefing note was also sent out to all Councillors for information prior to the ballot. A report was presented to LJCC on 9<sup>th</sup> October 2013 and the committee agreed to recommend the proposals to Full Council, assuming proposals were supported by the trade unions' membership through ballot.

**9. Chief Finance Officer Statement**

The measures agreed will contribute to the savings required for 2014/15. The coming years will present the most challenging financial pressures the Council has faced and it is inevitable that more savings will be required to deliver a balanced budget in both 2014/15 and 2015/16.

**10. What risks are there and is there anything we can do to reduce them?**

There are no risks associated with these proposals other than the management of the unpaid leave and ensuring sufficient cover is available for delivering front line services. This however, is no different to managing annual leave and procedures are in place for this. Savings have been calculated taking into account the cost of essential cover. The risks are greater if savings are not achieved through this proposal, when other less palatable savings and cuts would be required which may present different risks to the Council.

**11. Power to make the Decision**

Power to make the decision is s112 Local Government Act 1972

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## Workforce Efficiencies: Management Position – 9<sup>th</sup> August 2013

There continue to be 2 sets of savings required:

- £72k on a permanent basis from 2014/15 onwards, plus
- £143k on a non recurrent basis in 2014/15 only

Having discussed and considered the various options explored with the Trade Unions, our position is currently set out below.

### £72k permanent savings

We are willing to continue discussions on the following options:

1. **Disturbance Allowance & Pay Protection** – our preferred solution continues to be changes to the allowances for pay protection and disturbance mileage such that they are payable for newly eligible employees for a maximum of 12 months only. All existing eligible employees will continue to receive payments under the current arrangements.  
**(saves £72k recurrent)**
2. **Removal of First Aider and Fire Warden allowances** – we have some concerns about the impact of this proposal on ability to recruit sufficient volunteers. We would only be willing to consider implementation if the TUs committed to active promotion of the need for First Aiders and Fire Wardens, with the fall back position that the TUs would find volunteers from within their membership should essential vacancies not be covered.  
**(saves £50k recurrent – further permanent savings required)**
3. **Changes to incremental payments** – a range of options exist to make savings on a permanent basis. See attached for more detail. This option has the potential to make considerable higher savings on a permanent basis than just £72k and could be used to count against further efficiency savings likely to be required in the likely future financial position for the Council.  
**(savings range from £24k - £240k on a permanent basis depending on the option chosen – see attached)**

We do not consider the following options to be practical solutions:

- **Permanent reduction in hours** – the Management position is that a permanent reduction in hours to achieve a £72k would have an impact on service delivery and would be problematic to implement. We are not supportive of this as an option for achieving the permanent savings.
- **Purchase of additional leave** – whilst we are interested in exploring this further with TUs, we do not have sufficient confidence that savings from this source could be sustainable in the long term.
- **Management of overtime** – we do not consider there to be any realistic opportunities to generate £72k permanent savings from tighter management of overtime than currently exists.

£143k non-recurrent savings (2014/15)

We are willing to continue discussions on the following options:

1. **Additional 1 day unpaid leave in 2014/15** – we are willing to consider this on a one-off basis although we are concerned that it could have impact on service delivery. Savings shown are net of the costs of cover. If this were to be the solution, our preference would be for a day's existing leave to be translated into unpaid on a one off basis. This would avoid the need for additional costs of cover.

**(savings of £120k net, with a potential further £50k if schools staff were able to be included. Savings would rise to £190k for non schools staff if a day's leave was treated as unpaid on a one-off basis)**

2. **Temporary reduction in hours** – We would still have reservations about this as a means of delivering the savings due to impact on service delivery but consider it to be slightly more manageable on a one-off basis. We do have concerns about how implementation would be managed and would need to see and consider specific proposals from the TUs.

Reduction would need to be 5 hrs 35 mins if schools based staff were excluded, falling to 4 hrs 25 mins if schools based staff were included.

**(savings of £143k based on hours shown above)**

3. **Backpay** – we are still open to discussing a later implementation date for the 2014/15 pay award, ie changing the date from which back pay accrues. We have calculated that an implementation date of mid June would deliver the required saving.

**(savings of £143k based on a 2.6 month implementation delay and inclusion of schools based staff)**

4. **Increments** – depending on the option chosen, the temporary savings could either be subsumed within the amount saved from a permanent change to incremental payments, or as a one-off saving derived from delayed payment of increments. See below for details.

**(savings of £124k could be achieved by delaying payment of increments in 2014/15 by 2 months, rising to £186k for 3 months delay)**

**NB:** A one year annual freeze (ie no incremental payments in 2014/15) would save £744k in 2014/15, a further £400k in 2015/16 and a final £200k in 2016/17.

We do not consider the following options to be practical solutions:

- **Purchase of additional leave** – an additional 300 members of staff would need to volunteer to purchase an additional 5 days leave where no additional cover costs would be required to generate £143k saving. We do not consider this to be realistic and would have concerns about impact on service delivery. We are, however, as noted above, to continue discussions with TUs on this for future possibilities.
- **Use of reserves**

We look forward to further discussion with the Trade Union representatives on the above options on 15<sup>th</sup> August.

## Workforce Efficiencies: Management Position – 9<sup>th</sup> August 2013

### Increments

#### Recurrent annual savings

Changing incremental payments from every 12 months to every 18 months  
£240k

Changing new starters to no increment unless worked for 12 months  
£78k

Annual savings for those moving jobs approx (figures still to be validated)  
£78k

#### Example

If someone started in June 2013 they would receive their increment in  
April 15 (1 year 10 months)

If someone started in March 2013 they would receive their increment in  
April 2014 (1 year 1 month)

Increment paid on Anniversary of starting date  
£24k

#### Non recurrent savings

Delaying payments to £62k	May 2014
£124k	June 2014
£186k	July 2014
£248k	August 2014
£310k	September 2014
£372k	October 2014

1 year freeze on increments in 2014/15  
£744k



# Workforce Efficiencies

23/09/13

Equality Impact Assessment

# Proposal for Workforce Efficiencies

**Contact:** Rebecca Maxwell

**Updated:** 23/09/13

## 1. What type of proposal / decision is being assessed?

Other

## 2. What is the purpose of this proposal / decision, and what change (to staff or the community) will occur as a result of its implementation?

The purpose of the proposal is to achieved

1. Permanent savings for the balance of £72k workforce efficiency savings required by the 2012/2015 Medium Term Financial Plan, and
2. Cash savings of £143k in 2014/15 to cover the costs of the transitional arrangements agreed to support implementation of the changes to essential car user allowances.

The changes to staff are:

- i. From 1st October 2013, incremental increases due for new starters and current employees with new posts e.g. current employees moving to a higher graded post will take place in either April or October, with the first incremental increase being effective after a minimum of 12 months and a maximum of 18 months after commencement in role, dependant on the commencement date. Increments thereafter will be paid annually in either April or October.

Date of commencement	Increment due
1st October 2013	1st October 2014
2nd October 2013 to 1st April 2014	1st April 2015
2nd April 2014 to 1st October 2014	1st October 2015
2nd October 2014 to 1st April 2015	1st April 2016

This proposal will apply to all staff with the exception of teachers.

It is estimated that this change will generate sufficient savings to meet the outstanding £72k saving required by the 2012/15 Medium Term Financial Plan on a recurrent basis.

ii. In 2014/15 only, employees will have their pay reduced by 1 day and in return will be able to take an additional day's leave.

This proposal will apply to all staff, other than school based staff.

**3. Does this proposal / decision require an equality impact assessment? If no, please explain why.**

*Please note: if the proposal will have an impact on people (staff or the community) then an equality impact assessment **must** be undertaken*

Yes

<If no, briefly summarise the reasons for this decision here, and skip ahead to the declaration at the end>

**4. Please provide a summary of the steps taken, and the information used, to carry out this assessment, including any engagement undertaken**

*(Please refer to section 1 in the toolkit for guidance)*

An analysis based on the protected characteristics of those affected has been assessed and discussed with the trade unions responsible for negotiation workforce efficiencies.

**5. Will this proposal / decision have a positive impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?**

*(Please refer to section 1 in the toolkit for a description of the protected characteristics)*

No

**6. Will this proposal / decision have a disproportionate negative impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?**

no

**7. Has the proposal / decision been amended to eliminate or reduce any potential disproportionate negative impact? If no, please explain why.**

No

There was no disproportionate or negative impact on

	protected characteristics
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**8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?**

<b>No</b>	<If yes please complete the table below. If no, please explain here>
-----------	--

Action(s)	Owner	By when?
<Please describe>	<Enter Name>	<DD.MM.YY>
<Please describe>	<Enter Name>	<DD.MM.YY>
<Please describe>	<Enter Name>	<DD.MM.YY>
<Please describe>	<Enter Name>	<DD.MM.YY>
<Unrestrict editing to insert additional rows>	<Enter Name>	<DD.MM.YY>

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**9. Declaration**

Every reasonable effort has been made to eliminate or reduce any potential disproportionate impact on people sharing protected characteristics. The actual impact of the proposal / decision will be reviewed at the appropriate stage.

<b>Review Date:</b>	<DD.MM.YY>
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Name of Lead Officer for Equality Impact Assessment	Date
Rebecca Maxwell	23/09/13

**Please note you will be required to publish the outcome of the equality impact assessment if you identify a substantial likely impact.**

\_\_\_\_\_

**Report To:** Council

**Date of Meeting:** 5<sup>th</sup> November 2013

**Lead Members:** Councillor Hugh Evans, Lead Member Economic Development

**Report Author:** Rebecca Maxwell, Corporate Director: Economic & Community Ambition

**Title:** Denbighshire's Economic & Community Ambition Strategy – Final Draft

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**1. What is the report about?**

A Task & Finish Group has been working since February to develop Denbighshire's first Economic & Community Ambition strategy in line with the Corporate Plan priority of developing the local economy. A formal period of consultation took place between July and October enabling the completion of a final draft.

**2. What is the reason for making this report?**

The Task & Finish Group has reviewed the consultation feedback and produced a final draft of the Strategy and Delivery Plan and now seeks formal approval.

**3. What are the Recommendations?**

That Council notes the work undertaken by the Task & Finish Group to prepare the Economic & Community Ambition Strategy and Delivery Plan as attached at Appendices 1 and 2, and approves them for implementation.

**4. Report details.**

4.1 The Corporate Plan identifies Developing the Local Economy as one of its 7 corporate priorities. Revitalising the local economy was named as a key concern by residents during development of the Corporate Plan and seen as a means of achieving a sound base for all other developments.

4.2 Since February, a Task & Finish Group of Members, Officers and Partners has been developing Denbighshire's Economic & Community Ambition Strategy. The Strategy aims to explain how the Council will meet its corporate objective of developing the economy.

4.3 The Task & Finish Group met eleven times between February and June, with many practical workshops feeding into the identification of

issues to be tackled. Membership achieved a reasonable spread of representation from Councillors across political groups and MAGs.

- 4.4 In July the Council approved a consultation draft of the strategy and an accompanying consultation plan. Following requests, the consultation deadline for City, Town and Community Councils was extended to mid-October, with the Task & Finish Group meeting on a further two occasions to take account of the consultation feedback received.
- 4.5 Feedback from businesses, residents and partner organisations has been positive, with the majority of respondents agreeing that the Vision, Principles and Themes in the strategy are the right ones to pursue. A number of useful comments and suggestions gathered through the consultation process have enabled the Task & Finish Group to refine the proposed actions and improve the strategy further. The strategy consultation feedback and Task & Finish Group response to this is attached at Appendix 3.
- 4.6 Key changes to the Strategy post consultation include:
- Emphasis on partnership working has been strengthened
  - Welsh language and culture has been added as an underlying principle and commentary on impacts and opportunities inserted throughout the Strategy
  - Recognition of Denbighshire's natural environment as an economic growth asset
  - Stronger reference to regional and national infrastructure initiatives
  - Addition of Agriculture, Creative industries and Health & Care as opportunities for growth to be explored
  - Revision of actions in Theme 4: High Quality Skilled Workforce
  - Reduced number of themes / actions in Theme 5 and strengthened reference to the Rural Development Plan Partnership
  - Review and re-write of Theme 6 to improve clarity of purpose and actions
  - Changes to governance of the Economic & Community Ambition Programme Board to include a representative from each of the 3 Scrutiny Committees
- 4.7 The Strategy has been developed with a focus on measurable benefits and outcomes. The Task & Finish Group agreed that the overall benefit to be achieved by developing the local economy should ultimately be felt by local residents. The overall outcome behind the strategy has been confirmed as:

***Denbighshire is a county with high levels of employment and good levels of income in all of its towns and communities***

- 4.8 The Vision Statement for Denbighshire's Economic & Community Ambition has also been confirmed as:

***Developing Opportunities, Creating Confidence***

***Working together to make Denbighshire a place where:***

- ***Businesses, established and new, grow and flourish***
- ***Our towns and communities are vibrant and prosper***
- ***Residents enjoy a good quality of life and can participate in the local economy***

- 4.9 Achieving this vision will require a range of core factors to be addressed. These have been identified as priority areas for action and form the core structure of the Strategy. Following consultation they are confirmed as:

- ***The right Infrastructure for Growth***
- ***Businesses that are Supported and Connected***
- ***Maximised Economic Strengths/Opportunities***
- ***A High Quality Skilled Workforce***
- ***Vibrant Towns and Communities***
- ***A Well Promoted Denbighshire***

- 4.10 For each factor the issues, challenges, actions and desired outcomes have been identified along with indicators of success. A detailed report has been compiled to accompany the Strategy, publishing the suite of performance indicators and measures against which its success will be measured. Appendix 4 summarises the report, highlighting outcomes, their associated indicators and our aspirations in each of these areas.

- 4.11 The accompanying Delivery Plan (Appendix 2) will be used by the Economic & Community Ambition Programme Board to organise and direct the programme of projects and activities set out in the Strategy. The Delivery Plan sets out the following information for each of the 66 actions in the Strategy:

- Brief description
- Priority
- Named DCC Lead
- Outcomes supported by the action
- Expected Benefits
- Initial resource requirements
- Identified partners in the action
- Indicative timescales for the action

- 4.12 Oversight of delivery will be provided by the Economic & Community Ambition Programme Board. Monitoring and evaluation will be a live activity that provides information to inform decisions and allow changes to be made as required. Throughout its life, an annual review of the Strategy, its implementation and its impact will be produced to assess

progress and identify any changes that may be required to ensure the overall Ambition is realised.

- 4.13 The key role for the Programme Board is to ensure that projects and activities are designed and managed to deliver their intended benefits.

## **5. How does the decision contribute to the Corporate Priorities?**

Developing the Local Economy was identified as a key corporate priority in the Corporate Plan. The final draft Economic & Community Ambition Strategy sets out in more detail how the Council intends to address this priority.

## **6. What will it cost and how will it affect other services?**

- 6.1 Overall consultation feedback has highlighted that this is an ambitious Strategy, with some questions raised about the resource capability of the Council to deliver it.

- 6.2 The Corporate Plan identified £2M as an indicative allocation towards meeting the costs of implementing the Corporate Priority for the Economy with £160K allocated in the 2013/14 budget. This was in addition to previous allocations for Regeneration and Town & Area Plans. This new funding, together with existing service budgets and opportunities for external grant funding through EU Structural Funds and the Rural Development Plan, will provide the majority of funding required for implementation. As projects and initiatives are developed, full costs will become clearer and can be considered within the context of the Council's Medium Term Financial Plan.

## **7. What consultations have been carried out and has an Equality Impact Assessment Screening been undertaken?**

Feedback from the public on development of the Council's Corporate Plan highlighted the importance of developing the local economy to Denbighshire residents. Following development by a cross party / area Task & Finish Group which also involved a number of partner organisations the draft Strategy was formally consulted upon between July and October. This included a wide range of opportunities for engagement and breadth of stakeholders. A separate Equality Impact Assessment has been prepared, including the results of an external critique commissioned to support the Council in increasing the positive impact of the Strategy on the Welsh Language. This is attached at Appendix 5.

## **8. Chief Finance Officer Statement**

Developing the Economy in Denbighshire has been identified in the Corporate Plan as one of the Council's priorities and funds have been



set aside to begin projects. Any expenditure needs to be contained within these funds or existing budgets.

**9. What risks are there and is there anything we can do to reduce them?**

The main risks associated with delivery of the Economic & Community Ambition Strategy are:

- Lack of time and resources (both human and financial). This has been reduced through inclusion of local economic development as a Corporate Priority.
- That projects and activities do not deliver the intended benefits. This will be mitigated through Programme Board use of the corporate project management methodology and regular reviews of progress / adjustments to activity where necessary. The Programme has a risk management strategy in place and risks will be entered into the Programme Risk Register.
- Partners may not participate in its delivery. This has been mitigated to an extent by stakeholder engagement / consultation activity undertaken to date. Feedback from this has shown a positive response and appetite for involvement in delivery. Ongoing stakeholder engagement activity forms part of the Economic & Community Ambition Board member and programme manager responsibilities.
- Reliance upon favourable changes in the national economy. This is largely beyond our control, however economic monitoring activity will enable the Board to make informed decisions about whether or not certain projects / activities should be commenced, thus limiting risk.

**10. Power to make the Decision**

Section 2, Local Government Act 2000

**Contact officer:**

Corporate Director for Economic & Community Ambition  
Tel: 01824 706061

**Appendices:**

- 1 - Strategy Document
- 2 - Delivery Plan
- 3 - Consultation Response Document
- 4 - Measuring Economic & Community Ambition document summary
- 5 - Equality Impact Assessment

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## **Developing Opportunities, Creating Confidence**

### **Denbighshire's Economic & Community Ambition Strategy 2013 – 2023**

#### ***Working together to make Denbighshire a place where:***

- ***Businesses, established and new, grow and flourish***
- ***Our towns and communities are vibrant and prosper***
- ***All residents enjoy a good quality of life and can participate in the local economy***

#### **Foreword**

I am pleased to introduce Denbighshire County Council's Economic & Community Ambition Strategy, *Developing Opportunities, Creating Confidence*.

Economic development has been highlighted as one of Denbighshire's top priorities in our corporate plan for the term of this council. We have worked hard over the last 12 months to develop the Strategy and I am confident that the emerging priorities are the right ones for Denbighshire.

As we all know the economy, both nationally and internationally, is in difficulty and this Strategy highlights our intentions to play our part locally with clarity and conviction, where I firmly believe we have a significant role in enabling growth and developing opportunities by working closely with our partners.

Our ambition is that Denbighshire is a county with high levels of employment and good levels of income for residents in all of its towns and communities. In order to achieve this we recognise the work that is happening at a regional and national level and will embrace this agenda as part of our Strategy.

We undertook a consultation exercise over the summer. It was both intensive and extensive. I am heartened that the response was positive and confirmed to me that we are on the right track with our vision and our priorities. The feedback we received has also helped flesh out the detail of our actions in a number of areas and I am looking forward now to getting things moving and starting to deliver against our Economic & Community Ambition.

We sincerely hope that we can develop opportunities and create confidence for the residents of this county and I would like to thank all those that have made a contribution to developing the Strategy, and to those who will work with us to make it a reality.

**Cllr Hugh Evans, Leader and Lead Member for Economic Development,  
Denbighshire County Council**

## **INTRODUCTION**

Denbighshire County Council has identified ‘Developing the Local Economy’ as one of its 7 Corporate Priorities. In common with communities across Wales, Denbighshire residents and businesses have stressed the importance of reviving the local economy to provide a sound base for all other development. This Economic & Community Ambition Strategy has been developed to explain how the Council will achieve its corporate objective.

By and large, it is businesses that deliver economic growth. As a local authority, however, there is much that Denbighshire County Council can do – on its own and with its partners - to create and support the conditions that can allow those businesses to be successful and flourish.

This is in line with Welsh Government policy on Growth and Sustainable Jobs which seeks to “strengthen the conditions that will enable business to create jobs and sustainable economic growth”. Our Economic & Community Ambition Strategy, therefore, focuses on what we can do ourselves and with our partners to support those conditions for growth.

Business success on its own, however, is not enough. Our intention is that economic growth will result in improved outcomes for Denbighshire residents. Our ambition is that Denbighshire is a county with high levels of employment and good levels of income for residents in all its towns and communities.

Welsh Government’s recent regeneration strategy, “Vibrant & Viable Places” supports this aspiration with a vision that everybody in Wales should live in well-connected vibrant, viable and sustainable communities with a strong local economy and good quality of life.

This Strategy sets out our ambitions for Denbighshire’s local economy and the benefits that we expect economic growth to achieve for our residents. The accompanying Delivery Plan describes the actions we will take, together with other partners across Denbighshire and North Wales, to realise our ambitions.

It is a long term Strategy and not one that will be delivered overnight. We hope, however, that our actions will have impact and we have identified measures against which we can judge our success. The Strategy does not stand on its own. It complements and is supported by a range of other key strategies, including the recently approved Local Development Plan, the Denbighshire Big Plan, the Rhyl Going Forward Regeneration Strategy and the Modernising Education programme to name but a few.

Ultimately, we intend that our actions under the Economic & Community Ambition Strategy and our other key policy programmes will see Denbighshire’s businesses go from strength to strength, offering good quality, well paid and rewarding jobs for our residents and providing them with the means to enjoy a good quality of life in our towns and communities. If we are successful we should expect to see reductions in unemployment, increases in household incomes, improved birth and sustainability rates for businesses, and increased economic activity and participation generally across the county.

## OUR AMBITION

Our expectation that local economic growth can lead to improved outcomes for our residents is based on an economic model that links business success with increased opportunities for work, leading to higher levels of income and increased spending power that in turn help to sustain vibrant towns and communities. Vibrant towns and communities themselves encourage consumer demand, leading to more successful businesses and increased opportunities for employment.



We recognise that this is a simplistic view of the economy; nevertheless we believe it is sound. We acknowledge, however, that to have the most positive impact we will have to work hard to encourage as much of that growth and wealth as possible to recirculate within Denbighshire's economy, businesses and communities.

We also recognise that we cannot look to Denbighshire alone for economic growth. The economy does not recognise organisational boundaries. If we are to achieve the outcomes we desire for Denbighshire residents, we will need to look further afield - to neighbouring economies in North Wales and beyond – to ensure we harness the best opportunities available for our residents and our businesses.

The Strategy, therefore, looks both at what we can do within Denbighshire to stimulate and support economic growth and the creation of jobs, and also how we can help to connect Denbighshire residents and businesses to opportunities outside the county.

The Strategy also recognises that Denbighshire is a bilingual community. This brings with it many benefits, not least in terms of a distinct culture and identity. The latest census, however, suggests there is a need to reverse the decline in the number of residents speaking and using Welsh fluently. The Economic & Community Ambition Strategy seeks to play its part in this - both by promoting the benefits of bilingualism within the business community and more broadly within society generally, and also by creating the conditions to grow more, higher value jobs locally for residents in the county.

Our Strategy has been developed to align with both Welsh Government's overall approach to sustainable economic growth and also the priorities of the North Wales Economic Ambition Board as it works to transform the economy of North Wales, improving productivity, competitiveness and growth, leading to more prosperous communities for all.

## **WHERE ARE WE NOW?**

### **Our location**

Denbighshire covers an area of 844 km<sup>2</sup> and has a population of around 94,000.

The economy of Denbighshire is diverse. In the more urban north of the county, the seaside towns of Rhyl and Prestatyn dominate and the retail, leisure and tourism sectors remain major employers. Also in the north, however, is St Asaph Business Park - home to a growing opto-electronics cluster and a strategically important business park within the region, with good prospects for growth.

Further south, Denbighshire is predominantly rural in nature, characterised by a network of small towns and villages situated within a high quality landscape environment. Tourism and agriculture are key sectors. Smaller industrial and business parks provide space for light industry and businesses across the county. Denbighshire's natural environment is an important economic strength and asset for the county.

The recently approved Local Development Plan allocates a further 50 hectares of employment land, including a Key Strategic Site for mixed use development at Bodelwyddan in the north of the county, close to the existing St Asaph Business Park, as well as extensions to St Asaph Business Park itself and other sites in Denbigh, Ruthin and Corwen. It is anticipated that these allocations have the potential to support 8,000 new jobs in the county, not including construction.

North Denbighshire is served by the arterial transport corridors of the North Wales rail line and the A55 trunk road. Transport links within the remainder of the county are less strong and there are weaknesses in the arterial routes themselves that also need to be addressed. Connectivity across the county as a whole could be improved. High levels of both inward and outward commuting are key features of Denbighshire's local economy. There is easy access from Denbighshire to 2 international airports (Manchester and Liverpool) and 2 international ports (Holyhead and Liverpool/Birkenhead).

Denbighshire has connections to neighbouring authorities and economies. As well as being an integral part of the North Wales economy with the five other local Councils, Denbighshire is also closely linked to the Mersey Dee/ Cheshire Warrington economies. Many communities and businesses in Denbighshire are within easy travel distance of opportunities in the strongly competitive economies of Liverpool and Manchester city regions. Further opportunities are presented within the 7 Enterprise Zones that are within broadly 60 - 90 minutes travel distance from Denbighshire.

### **Our workforce**

Economic activity in Denbighshire generally is slightly above the North Wales level but below that of the UK as a whole. This masks pockets of significant economic inactivity and deprivation however, with areas of Rhyl and Upper

Denbigh among the 10% most deprived in Wales. Unemployment is most pronounced for younger residents, with 16 to 24 year olds worst affected.

The recession has seen total numbers of jobs in Denbighshire fall sharply since 2008. The rate of decline has been steeper than the rest of North Wales.

Denbighshire has proved to be a popular retirement area and its population has an older than average age profile. This is predicted to continue to rise. Young people, particularly between 18 and 35 years old, tend to leave Denbighshire, often for employment or further/higher education. A thriving economy needs sufficient people of working age with the right skills for its labour market to function effectively. Access to work, suitable learning and training opportunities and affordable housing opportunities are key factors in attracting and retaining a younger working age population.

Qualification rates within the working age population are similar to those in the rest of the UK, although fewer residents tend to be educated to degree level. Pockets of lower achievement exist, however these are being addressed with significant improvements in the quality of learning and teaching. Denbighshire is a high performing education authority and schools support young people to achieve good qualifications, however the small numbers of young people leaving school without a formal qualification has been identified as an area for improvement by the Council.

Just under a quarter (24.6%) of Denbighshire's population identify themselves as Welsh speaking, the 6<sup>th</sup> highest rate in Wales. A greater percentage of these Welsh speakers live in the south of the county compared with the north. A sizeable and growing proportion of Denbighshire's school students receive their education bilingually or through the medium of Welsh. The Council's education policy aims to ensure that all children and young people leave full time education being competent and confident using both Welsh and English. Creation of more and higher value jobs locally will help to retain this talent in the county.

Denbighshire's Welsh identity and culture present strong assets to be built on, particularly but not exclusively within our tourism sector. We are keen to harness this for the benefit of Denbighshire's economy as well as its culture and community.

The majority of the population lives in the urban north of the county. Transport and accessibility can present issues for residents and businesses in some of the more rural areas of Denbighshire, and connectivity across the county remains a concern.

### **Our businesses**

The leading seven sectors in terms of employment in Denbighshire comprise health, retail, education, public administration, food and beverage services, social work and residential care. Together these seven sectors account for two thirds of the workforce.



The public sector, particularly health and social care, is the dominant source of employment in Denbighshire. The proportion of jobs in the public sector is the highest for any local authority area in the UK. The continuing constraints on public sector funding present a risk for Denbighshire's economy as a result.

Equally, however, public sector investment, particularly in construction projects, continues to offer significant economic opportunities. The North Wales Construction Procurement Framework is intended to help the six North Wales Councils balance the need to ensure best value construction contracts with maximising the impact of the anticipated £200M spend on the local economy.

The high proportion of public sector employment also offers an opportunity to safeguard and promote bilingual language skills in the workplace.

Jobs in the private sector in Denbighshire tend to be in retail, tourism or leisure, of which many are seasonal and lower paid. There is, however, a growing advanced manufacturing base in the opto-electronics sector and a strong construction and related trades presence in the county as well.

Agriculture also represents an important source of employment in the county. Many of the farms in Denbighshire, however, depend on the EU Common Agricultural Policy for a significant proportion of their income, which will be affected by the changes taking effect from 2014. Our engagement with the Agricultural sector in Denbighshire has been limited to date.

There has been a drop in the number of active businesses in Denbighshire since the start of the recession, but the county still has more active businesses by population than Wales as a whole. Significant numbers of these are small and very small businesses (fewer than 50 employees), with correspondingly lower numbers of medium and large businesses. Rates of self employment are in line with the rest of the UK, although higher than in Wales more generally.

There is more that we need to do to understand the business make up of Denbighshire and the needs of its businesses. This will be a focus for us throughout the life of this Strategy.

### **Our partners**

Along with the other five Councils in North Wales, Denbighshire is a member of the North Wales Economic Ambition Board. The Board is committed to working together to transform and grow the economy in North Wales. It has identified three priority areas for focus – the Advanced Manufacturing sector, the Energy and Environment sector, and promoting North Wales for inward investment. The Board has also identified Infrastructure and Connections, Skills and Employment, and Local Procurement as important areas for attention. Many of the actions in this Strategy will complement and contribute to these regional priorities.

Looking further afield, the Mersey Dee Alliance seeks to capitalise on the opportunities presented by the economic area that spans North East Wales, West Cheshire and the Wirral. Manufacturing, particularly automotive and aerospace, chemical industries, financial services and food industries are the main components of this economic area, much of which is within easy reach and can present employment and commercial opportunities for Denbighshire's residents and businesses. We anticipate that Cheshire and Warrington LEP will also become an increasingly important partner.

Further and Higher Education opportunities are available locally through Grwp Coleg Llandrillo Menai, Coleg Cambria, and Glyndwr, Bangor and Chester Universities. Our work on Skilled Workforce will be delivered largely in partnership with these partners, both locally and through the Skills & Employment project of the North Wales Economic Ambition Board.

The Local Service Board for Conwy & Denbighshire has identified a thriving and sustainable economy and skilled workforce as one its priority outcomes. The Local Service Board pulls together key public and third sector partners to work collaboratively for the benefit of local residents. The economy is likely to remain a topic of interest for all partners over the coming years.

Within rural Denbighshire, an active Rural Development Plan partnership has developed to target opportunities arising from rural European Union funds. Wide ranging rural development programmes are already being implemented. Engagement of communities in developing and implementing their own projects is and will continue to be crucial. It is intended that this Strategy will help sharpen focus for the next round of EU funding and provide the strategic framework within which a robust range of local initiatives can be based.

The voluntary and third sector in Denbighshire is strong and makes a positive contribution to community life in the county, supported by Denbighshire Voluntary Services Council. We see the voluntary and third sector in Denbighshire making an increasingly important contribution to its economy over the coming years.

Our partners, Menter Iaith Sir Ddinbych and Popeth Cymraeg, have a strong contribution to make towards supporting local businesses and communities to harness the potential of the Welsh language, culture and identity for the local economy. We look forward to working with them on this challenge.

Whilst there are local networks of businesses across Denbighshire, our engagement with the business community as a whole needs more attention. Our engagement with local business groups is patchy and could be improved. While we are developing a good working relationship with the local FSB Wales, our engagement with other representative organisation such as CBI and Chamber of Commerce is under developed. The newly formed North Wales Business Council offers a further opportunity for strategic engagement. Improving links with the business community will remain a focus for us throughout the life of this Strategy.

### **The performance of our economy**

- We have a lower Gross Value Added (GVA) than the rest of the UK, a trend that has widened since the recession. Levels are also lower than neighbouring economies to the east (Flintshire/Wrexham).
- Business birth, death and survival rates have worsened since the start of the recession with a widening of the gap between Denbighshire and the rest of the UK. We no longer outperform the rest of North Wales on this measure.
- Our unemployment rate is similar to UK average levels, however the numbers of people who are economically inactive due to ill health or retirement are higher.
- Our overall average performance masks pockets of significant deprivation in Rhyl and Upper Denbigh
- Median household incomes are lower in Denbighshire than most other Welsh authorities. The gap between income levels across the county is widening.
- Employment in Denbighshire is dominated by the public sector, with private sector employment dominated by often seasonal and lower paid jobs in the tourism, retail and leisure sector.
- There has been a sharp decline in the number of jobs in Denbighshire since the start of the recession. The decline has been steeper than in the rest of North Wales.
- The sectors providing the majority of employment in Denbighshire are generally not those with strong prospects for growth.
- Areas of strong economic growth within easy reach offer commercial and supply chain opportunities for Denbighshire businesses and employment opportunities for Denbighshire residents. High levels of both inward and outward commuting are a feature of Denbighshire's economy.
- The recently approved Local Development Plan has allocated an additional 50 hectares of employment land, estimated to be capable of supporting 8,000 new jobs. The allocation of 7,500 housing units will provide additional homes to attract and retain working age population in the county.
- The North Wales economy as a whole is estimated to be worth around £10bn per year and to represent around 25% of the economy of Wales as a whole. North Wales companies account for almost 30% of the manufacturing output of Wales.
- More broadly, the scale of the economy running along the M56/A55 corridor from Manchester to Holyhead is estimated to generate an output of £31bn per year. The economy around Merseyside is also growing and will offer additional opportunities.
- Denbighshire is well placed geographically to take advantage of these areas of economic growth, both through jobs for its residents and commercial opportunities for its businesses.

## **PRIORITIES FOR ACTION**

Our ambition is not a quick fix. It is a long term vision that will take time and effort to deliver. We recognise it is aspirational and we may not be able to achieve it all in the lifetime of this strategy. We also understand that it is an ambition we can only make progress towards by working closely with our partners. We intend that this Strategy provides the clear vision and leadership at local level to allow our respective priorities to be aligned for the benefit of the county's economy and ultimately its residents.

If we are to make progress towards achieving the vision set out in our Economic & Community Ambition Strategy, we need to ensure a range of core interconnected factors are addressed. These have been identified as priority areas for action and are the **Themes** around which the Strategy and Delivery Plan are structured.

We believe that Denbighshire will be better placed to achieve its vision for Economic & Community Ambition if we concentrate our efforts, and those of our partners, into working to deliver:

- ***The right Infrastructure for Growth***
- ***Businesses that are Supported and Connected***
- ***Maximised Economic Strengths/Opportunities***
- ***A High Quality Skilled Workforce***
- ***Vibrant Towns and Communities***
- ***A Well Promoted Denbighshire***

We do not have the resources to do everything. The **Delivery Plan** accompanying this Strategy describes in more detail the actions we will focus on over the next 4 years to move us towards our longer term vision.

In developing the Delivery Plan, we have worked hard to identify and prioritise those actions we believe will have most impact in addressing the issues and challenges facing Denbighshire's economy, and are most likely to deliver the benefits we seek for our businesses and residents. We have also tried to be realistic about what can be delivered within the limited resources we and our partners have. The ambition, however, remains deliberately stretching.

In developing and delivering against our priorities, we will be guided by the following underlying **principles**:

- ***Inclusive.*** The strategy is intended to have impact county wide and to deliver economic and community ambition across Denbighshire's many communities.
- ***Differentiated.*** At the same time, differing needs across the county (for example, urban and rural) will be recognised and addressed.
- ***Holistic.*** The strategy aims to deliver jobs/opportunities at all levels – from entry level to advanced - and across economic sectors. We will work to avoid over-reliance on any one sector.

- **Balanced.** The strategy is intended to support new and established businesses, and businesses of varying sizes. Options for economic growth will be explored both through indigenous business growth and inward investment.
- **Sustainable.** The strategy aims to deliver a local economy that is sustainable and resilient to change in the long term, that promotes social, economic and environmental well being for people and communities, and which does not damage the important strength presented by Denbighshire's high quality natural environment.
- **Welsh Language and Culture<sup>1</sup>.** The Strategy is intended to build on the economic strengths provided by Denbighshire's strong Welsh identity and culture, and to actively promote use of the Welsh language by businesses, residents and visitors.
- **Outcome focused.** We will focus our efforts on actions that we assess will have the biggest impact on the issues we consider to be the most important to address. We will prioritise accordingly.

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<sup>1</sup> With regard to Welsh Language and Culture, we are aware that the Welsh Language Commissioner aims to set appropriate Standards for every Council in Wales to adhere to over a period of time. We will review the contribution of this Strategy to the promotion of Welsh Language and Culture in the light of the forthcoming assessment by the Commissioner in early 2014.

## THEME 1: INFRASTRUCTURE FOR GROWTH

### Outcomes:

1. We have effective transport connections that enable people to access jobs, and businesses to access markets/customers
2. We have modern digital and voice communication networks that meet the needs of businesses, residents and visitors
3. We have a good and readily available supply of appropriate business premises and land that supports established businesses to grow and new businesses to start up

Having the right infrastructure in place is critical to ensuring that businesses can locate in the right place, with easy access to a relevant workforce and the ability to deliver goods and services to relevant customers and markets. For residents, the right infrastructure can help with connections to employment, learning and services. Infrastructure can take many forms; for the purposes of this strategy, we have focused on transport, communication networks and business land and premises.

Infrastructure planning, particularly for transport, takes place largely at regional level. Denbighshire County Council is an active participant in the TAIITH regional transport consortium and has recently contributed to the North East Wales Integrated Transport study. The North Wales Regional Transport Plan is due for renewal in 2014 and presents an opportunity for us to promote the need for investment in key transport infrastructure to support the county's economic growth. We will ensure Denbighshire's priorities are reflected in the new Plan.

We are encouraged by the improvements in digital infrastructure to be delivered through Welsh Government's Superfast Cymru project, particularly in our rural communities. We will work alongside this initiative to ensure its potential for Denbighshire is maximised.

### Issues & Challenges

Our analysis has identified the following key challenges we believe need to be addressed to ensure we have the right infrastructure for growth:

#### Transport

1. Transport infrastructure network has significant weaknesses, particularly for North-South road connections. Mainline rail services are restricted to the coastal North and are limited in frequency. The A55 trunk road provides good East-West connections but also risks by-passing Denbighshire's towns and communities. Congestion is an increasing problem. Significant investment in the strategic road network in and around Denbighshire does not currently appear as a priority in regional or national investment plans.



2. Public transport services are limited in more rural areas and fragmented across the county as a whole. Public transport does not currently represent a realistic choice for many residents as a means of travel to and for work. Journey times, particularly to destinations outside the County, can be long with only very limited direct services available to key employment locations.
3. Transport costs are increasingly expensive. Bus and rail fares are expected to rise faster than general inflation and fuel costs will continue to be affected by the volatile petroleum market. Changes to the subsidies available to bus operators risk both prices and coverage of bus services. Anecdotally, difficulty with travel arrangements is limiting the ability of businesses to recruit and residents to find suitable employment. Travel for work is also impacted adversely.

### Communications

4. Mobile and broadband performance and availability lags behind other areas of the UK. Our overall rating for broadband coverage is 4 (with 5 being the worst score) and while the Superfast Cymru Fibre Broadband roll out will improve performance overall, it is possible that some of our most rural communities will remain poorly served. Equally, as a rural county, Denbighshire experiences significant problems with mobile coverage in a number of communities.
5. A strategic vision for digital needs and opportunities in Denbighshire is lacking. Compared with other areas, Denbighshire's vision for how digital technology can benefit both its businesses and its residents is underdeveloped.

### Business Land & Premises

6. The current financial climate is limiting developer interest in creating new commercial and business space. The days in which investors could support speculative development schemes have gone. In addition, lack of key infrastructure to allow development to start – access, utilities etc – can affect timing and ultimately viability of site development.
7. There is low availability of serviced business land and premises in many areas across the county. The Local Development Plan analysis identified a land supply need of 50 ha up to 2021. The need is spread across the county but with stronger demand along the A55 corridor. The allocations included in the Local Development Plan will assist but only if sites are capable of being activated quickly.
8. Allocated employment sites are at risk from 'mixed use' developments. Understandably, developers are seeking to maximise their returns from any site development. As a result there has been a trend towards more mixed use development on sites officially reserved for employment use only. While the Council will continue to have a policy of protecting employment sites, balancing loss of employment land with the risk of no development at all is a significant challenge.
9. Competition for investment from Enterprise Zones and business parks in counties along the A55 and in North West England may reduce Denbighshire's attractiveness as a business location.

## **Headline Actions**

We aim to address the issues and challenges, and make progress towards our strategic outcomes for Infrastructure by focusing on the following areas:

### Workstream 1.1: Transport

- a) Working through TAIH, identify the elements of the local transport infrastructure and network that risk limiting local economic development and ensure these are reflected in a revised Regional Transport Plan and other investment plans as appropriate
- b) Lead development of the economic growth case for modernisation/ electrification of rail services in North Wales on behalf of North Wales Economic Ambition Board
- c) Improve integration of local public transport services and information to make them a more easily accessible, realistic option for travel to work

### Workstream 1.2: Digital & Mobile

- a) Develop a 'Digital Denbighshire' Plan, including:
  - i. Comprehensive mapping of broadband and mobile communications provision across the county, including not spots
  - ii. Targeted infrastructure improvements as required to complement the Superfast Cymru project
  - iii. Skills development for individuals and businesses
  - iv. Stimulation of use and uptake, including across Council services
  - v. Identification of Digital Champions to celebrate success, share good practice and promote Denbighshire to digital businesses

### Workstream 1.3: Land & Premises

- a) Create a single online access point that collates and promotes available business land and premises across all sectors
- b) Identify the constraints and opportunities, and develop a route map to encourage development of strategic development sites across Denbighshire, including agreeing Development Briefs as appropriate.
- c) Undertake a review of the industrial and commercial property portfolios of public agencies locally (DCC, WG, BCUHB etc) leading to creation of a strategic investment and development plan, including potential for incubator and 'move on' business units

## **Indicators of Success**

If we are successful in our work to deliver the right infrastructure for growth in Denbighshire, we should expect to see:

- Fewer reports of travel difficulties presenting a barrier to employment
- More businesses selling goods and services to a wider area
- An improvement in overall broadband performance
- Good mobile network coverage – both 3G and 4G – with more premises able to receive signals from a range of network providers
- Fewer broadband and mobile 'not spot' locations across the county
- Increased access to WiFi across Denbighshire
- More businesses active in e-commerce
- Key strategic employment sites either in use or ready to be developed
- Better range and availability of business premises across Denbighshire



## THEME 2: SUPPORTED & CONNECTED BUSINESSES

### Outcomes

1. We have easy to understand, accessible and high quality business support services available for established and new businesses
2. We have a strong local business community that benefits from being well connected, both with each other and with opportunities outside the county
3. Denbighshire County Council's procurement activity benefits local businesses and residents

Businesses, particularly small and medium sized businesses, have been significantly affected by the current global financial situation. The Voice of Small Business Index from Federation of Small Businesses (FSB) Wales continues to report that small and medium sized businesses in Wales are significantly less optimistic about their business prospects than their counterparts in the rest of the UK. Business birth and survival rates in Denbighshire have both been adversely affected by the current global financial situation. We wish to reverse this trend.

By and large, it is businesses that deliver economic growth. As a rural area, Denbighshire has a greater proportion of small and very small businesses than more urban economies. Anything which constrains the ability of our local businesses to be successful will have a significant impact on our local economy. We want Denbighshire to be seen as a place where doing business is easy.

As a bilingual county, we also recognise that businesses may require assistance and support with the use of Welsh in their business operations. We are committed to communicating with businesses in their language of choice and to supporting businesses to increase the use of Welsh in their operations. The support from Menter Iaith Sir Ddinbych for local businesses during the National Eisteddfod this summer is a good example.

Other sections of this Strategy address some of the factors that can affect the success of a business – availability of a suitable workforce, infrastructure to support business operations, and activities to stimulate demand. This section focuses on support to businesses themselves, as well as on ways that businesses can connect better with each other – to buy and sell, but also to learn from and support each other. We are keen to see the business to business supply chain in Denbighshire strengthened.

## Issues & Challenges

Our analysis has identified the following key challenges we believe need to be addressed to ensure we provide the right support for businesses and enable them to be better connected – to each other and to opportunities for growth:

1. Business support and advice services are seen as complex, confusing and hard to access with a wide range of competing providers. There is a complex landscape of agencies offering support and advice to businesses and many different initiatives and programmes in which businesses would participate. Businesses have told us that navigating this maze is extremely difficult and that the system rarely seems to be working together.
2. Access to business finance and credit continues to be problematic. The FSB continues to find poor access to finance operating as a barrier to growth for its members. Cost of finance has also proved problematic for many small businesses. Cash flow continues to be challenging for businesses, particularly small and very small businesses.
3. Many businesses find business rates both expensive and confusing. The Council has very little influence over business rate policy with Welsh & UK Government setting the agenda. We do, however, have the opportunity to make representations and will continue to lobby for greater flexibility and a greater say in the local determination of business rates.
4. Business engagement and networking across Denbighshire is patchy and fragmented. We have a large number of local and regional networks to which Denbighshire businesses can belong but we have no obvious central point of contact or umbrella body. As a result we do not know how comprehensive the coverage of existing networks is or how many of our businesses are participating. We believe effective business networks offer a distinct advantage to a local economy.
5. Council regulatory services are seen by many businesses as complex and overly bureaucratic, and a barrier to growth. A UK Taskforce identified complex regulation and ‘red tape’ as an unnecessary burden on businesses and the economy. Since then administrations across the UK have sought to introduce a more streamlined approach based on the principles of proportionality, accountability, consistency, transparency and targeted action.
6. The Council’s ability to direct its procurement activity to local businesses is constrained by procurement regulations and the need to deliver value for money from cheaper contracts. Council procurement activity is not only driven by a desire to support the local economy, but also by the need to achieve value for money from public spend. Balancing these potentially competing priorities can be challenging.
7. Levels of local procurement are also constrained by the ability of local businesses to meet the Council’s supply needs. Smaller businesses in particular often find it difficult to understand and comply with the requirements of public procurement processes adopted by the Council.

## **Headline Actions**

We aim to address the issues and challenges, and make progress towards achieving our strategic outcome for Supported & Connected Businesses by focusing on the following areas:

### Workstream 2.1: Business Support

- a) Encourage and support Rhyl City Strategy to extend its current Advice Network initiative into a multi-agency Business Advice and Support Partnership all existing agencies and providers, creating a One Stop Shop approach for businesses seeking advice and support
- b) Ensure Council regulatory services adopt a more business friendly approach to their operations ensuring that as far as possible, regulation is proportionate, consistent, accountable, transparent and targeted.
- c) Develop a 'Business Friendly' culture across all Council Services.

### Workstream 2.2: Local Business Connections

- a) Support and facilitate effective business networking and business to business mentoring across Denbighshire
- b) Consider establishing Denbighshire Business Week and Denbighshire Business Awards scheme
- c) Undertake analysis of local supply chain/business to business purchasing within Denbighshire to identify areas for further action
- d) Consider how to achieve effective strategic engagement with Denbighshire's Business community

### Workstream 2.3: DCC Procurement

- a) Ensure DCC's revised procurement strategy incorporates effective Local Procurement and Community Benefits approaches that support local businesses and provide employment opportunities for local residents
- b) Undertake effective Supplier Development and Engagement activity to improve the ability of local businesses to participate effectively in public procurement opportunities

## **Indicators of Success**

If we are successful in our work to enable better supported and connected businesses in Denbighshire, we should expect to see:

- More businesses finding it easier to get Business advice & support, and benefiting from the advice and support received
- More effective business networks across the county, delivering quantifiable benefit to their members
- Local businesses winning more business from Denbighshire County Council and other public procurement contracts
- More businesses and residents benefiting as a result of Community Benefit clauses in Denbighshire County Council contracts

### THEME 3: OPPORTUNITIES FOR GROWTH

#### Outcomes

1. We build on the strengths of our tourism and agricultural sectors and encourage them to make an increasingly strong contributions to Denbighshire's economy
2. We exploit new opportunities for growth, with an initial focus on the Manufacturing, Energy & Environmental Technologies and Creative Industries sectors
3. We encourage growth in the Social Enterprise sector to deliver alternative and complementary opportunities for services and jobs

As well as working to support businesses generally, we believe it is important to understand our economy's strengths, in order to build on them, and our areas for potential new growth, in order to support diversification. We are concerned that Denbighshire's economy is currently heavily dependent on one or two key sectors and lacks resilience as a result.

This section of our Strategy focuses on understanding our existing strengths and how they can be made to work harder, our potential strengths and what sectors we might be well placed to attract growth in.

The economy does not recognise organisational or political boundaries. Economic growth is dependent on businesses being able to connect with and grasp economic opportunity wherever it is located – within their existing markets but with a wider geographic reach, and also through diversification into new market/product areas.

Denbighshire is geographically well positioned to take advantage of economic growth opportunities in neighbouring economies, and also to act as a location for new business growth itself.

Whilst we will look to neighbouring economies for opportunities, our recently approved Local Development Plan makes important allocations of both employment and housing land in the county itself that will support economic growth, providing much needed land for business growth and housing for local workers. We recognise that attracting businesses and residents from outside the county, and potentially Wales, presents risks for Denbighshire's Welsh identity. We are alert to these risks, however, and will ensure our actions are taken forward so as to minimise them.

It is also worth highlighting, the considerable commercial opportunities for the local construction sector from physical development. Evidence suggests that every construction job supports a further 2.6 jobs elsewhere in the local economy. We are therefore keen that Denbighshire's construction businesses are well placed to take advantage of new construction opportunities in Denbighshire and further afield.

## Issues & Challenges

Our analysis has identified the following key challenges we believe need to be addressed to ensure we maximise the opportunities for growth for Denbighshire's economy:

1. Denbighshire's economy is currently heavily reliant on the public sector for employment, accounting for much of the county's employment and is one of the highest rates in the UK. There is a risk that this high level of public sector employment reduces the workforce available for the private sector. Also, with reductions in public finances likely to continue, the high risk of job losses in the sector cannot be ignored. The skilled workforce associated with the mainly professional public sector services is, however, an asset that could be exploited further.
2. Tourism accounts for 10% of employment in Denbighshire. Generally jobs in this sector tend to be seasonal and lower paid. Diversification into higher value parts of the sector may help to increase the value of employment and stimulate formation of new businesses.
3. Agriculture represents a strong influence on Denbighshire – both its economy and its landscape. Pressures facing our agricultural and associated businesses are many. The Council has not previously devoted much energy to exploring and understanding them, or to supporting diversification or other growth strategies for the sector. We recognise that we need to strengthen our partnership with this sector, and support existing and seek new programmes to add value to agricultural produce and address agri-environmental issues.
4. Other sectors are under-represented in Denbighshire's employment and business base; however the demographics of a growing elderly population suggest that the Health and Care sector may become increasingly important in future.
5. The value derived from Denbighshire's tourism offer is lower than neighbouring areas. For Denbighshire as a whole, the revenue from tourism continues to show a small increasing trend, although with revenues from coastal tourism less buoyant than those from rural tourism. Overall revenue generated from tourism for Denbighshire in 2011 was £304.2M, compared with £623.2M for our neighbour, Conwy.
6. There are currently poor connections with supply chain and employment opportunities in neighbouring economies with the potential for significant economic growth. The economy running along the M56/A55 corridor from Manchester to Anglesey has been calculated to generate an output of £31bn. A significant element of this is based around Manufacturing. There are 6 Enterprise Zones and 2 City Regions within easy reach of Denbighshire. Better connections to these opportunities have the potential to offer benefits to both businesses and residents.
7. North Wales Economic Ambition Board has identified Advanced Manufacturing and Energy & Environmental Technologies as realistic sectors for growth in North Wales as a whole. Work is already underway to realise those growth opportunities. Denbighshire County Council is actively participating in that work. Separately, we also believe Creative Industries may offer potential for the county.

### **Headline Actions**

We aim to address the issues and challenges, and make progress towards achieving our strategic outcomes for maximising Opportunities for Growth by focusing on the following areas:

#### Workstream 3.1A: Developing our Strengths: Tourism

- a) Explore and promote opportunities for growth/diversification, with a particular focus on:
  - i. Outdoor and activity tourism
  - ii. Food and drink tourism
  - iii. Welsh language, culture and heritage
- b) Work with accommodation providers to improve the quality and quantity of visitor accommodation across the county
- c) Work with tourism businesses generally, with a particular focus on tourism skills development
- d) Complete the Coastal Facilities business case and strategy
- e) Develop a Denbighshire Events strategy, integrating both major and local events

#### Workstream 3.1B: Developing our Strengths: Agriculture

- a) Establish a strategic relationship with the agricultural sector in Denbighshire
- b) Explore and promote opportunities for sustainable growth and jobs within the agricultural sector, in particular measures that support farmers and land managers improve competitiveness, reduce grant dependency and improve resilience.

#### Workstream 3.2: Growth Opportunities

- a) Explore the local growth potential from new sectors, with an initial focus on Advanced Manufacturing, Energy & Environmental Technologies, Health & Care and Creative Industries.
- b) Through the North Wales Economic Ambition projects, maximise the potential for local supply chain connections into the Manufacturing and Energy & Environmental Technologies sectors
- c) Work with Glyndwr University to further exploit the potential of OpTiC as a high tech incubator hub and promote St Asaph Business Park generally as a location for Advanced Manufacturing (Opto Electronics)
- d) Map regional growth locations (Deeside & Anglesey Enterprise Zones, Energy Island developments, new Prison, 21<sup>st</sup> Century Schools programmes, etc) to identify supply chain and job opportunities

#### Workstream 3.3: Social Enterprise

- a) Work with DVSC to develop a local Social Enterprise Network that can offer tailored support and advice to Social Enterprises and enable them to provide a realistic alternative economic growth and jobs creation option
- b) Explore opportunities for delivering services through social enterprise/mutual/co-operative business models

### **Indicators of Success**

If we are successful in our work to maximise opportunities for economic growth in Denbighshire, we should expect to see:

- More revenue generated from Tourism
- More businesses and more jobs in the tourism and agriculture sectors
- More local rural products developed and produced
- More Denbighshire businesses operating and more Denbighshire residents employed in the Manufacturing and Energy & Environmental Technologies sectors
- Diversification of the business base in Denbighshire
- More successful social enterprises offering more job opportunities



## THEME 4: HIGH QUALITY SKILLED WORKFORCE

### Outcomes

1. Denbighshire's residents are well skilled, and equipped to benefit from jobs and opportunities that arise
2. Employment rates across Denbighshire are improved, with significant reductions in youth unemployment in particular
3. Denbighshire's businesses have easy access to a workforce with the skills needed for businesses to be successful and grow
4. Denbighshire has a strong culture of enterprise and entrepreneurship

Ready access to a high quality and appropriately skilled workforce is an important factor for businesses. It can help existing businesses to be more successful and grow, and can be a key factor in attracting a new business to locate in an area.

Equally, for residents having the right skills and experience can leave them better positioned to take advantage of opportunities for employment that arise, both locally within Denbighshire and in neighbouring economies. The North Wales Economic Ambition Board has identified skills development as a key priority and is currently working to establish a regional Skills Development Plan.

The Working Futures Database demonstrates a growing trend of increasing demand for higher level qualifications and a declining demand for lower level qualifications. The two identified potential growth sectors for North Wales and Denbighshire (Advanced Manufacturing and Energy & Environmental Technologies) are heavily dependent on higher skilled occupations. These present both a challenge and an opportunity for Denbighshire.

Understanding the demand for employees and the demand for skills at all levels will be important in enabling us to work with partners to improve skills development and improve access to employment for all, including those who are furthest from the workplace. Understanding barriers to employment will also be critical. There remains a significant pool of unemployed residents within Denbighshire, for whom outcomes could be improved and who may represent a pool to meet the needs of expanding businesses across Denbighshire and beyond.

As an education authority, there is much that the Council can do to enhance bilingualism among our young people and ultimately for our workforce. Increased confidence and fluency in the use of Welsh in the workplace will help support businesses across the county deliver their services bilingually. As a major local employer, the Council is also committed to enhancing the bilingual competence of its own workforce.



## **Issues & Challenges**

Our analysis has identified the following key challenges we believe need to be addressed to ensure we have a high quality and highly skilled workforce available for employers in Denbighshire and beyond:

1. Denbighshire's education service has secured a trend of improvement at the end of secondary phase and post 16 education since 2010. The Authority performs well against performance measures contextually and in comparison with the position of a number of other Councils. Although this trend of improvement has been secured there remain inconsistencies in performance against specific indicators and there is room for improvement. For example, our results at A level are above the cohort median, but we have the highest proportion of students who leave education, training or work based learning without an approved qualification. Also, performance compares less well with other neighbouring economies in North West England.
2. There are pockets of significant deprivation with high levels of unemployment and economic inactivity, high proportions of low or no qualifications and low participation in education or training. Parts of West and South West Rhyl and Upper Denbigh experience levels of deprivation among the most extreme 10% in Wales. There is evidence of extremely low levels of basic literacy and numeracy skills in these areas. A focus on addressing barriers to work, including skills development, in these communities will improve outcomes for individual residents and households, and will also improve the vibrancy of Denbighshire's economy as a whole as income levels rise.
3. Demands for higher levels of qualification across occupations and industry are not matched by qualification levels. The most recent census suggests that Denbighshire occupies the middle ground in terms of how many residents have qualifications of level 4 and above in comparison with neighbouring economies. Demand for higher level qualifications in potential growth sectors is expected to increase, with 28% of those in the manufacturing sector and 26% in the construction sector expected to require qualifications of level 5 or above.
4. As yet, we have an incomplete understanding of employer needs with much information either anecdotal or inferred from surveys for other purposes. A closer engagement would help Denbighshire understand its skills demand for businesses locally and tailor support accordingly.
5. There is a complex landscape of support organisations, programmes and projects available to get people into work, education or training with significant potential for duplication, fragmentation and conflict
6. Youth unemployment rates across Denbighshire remain stubbornly high, with significant concentrations in the more deprived communities in the county.

## **Headline Actions**

We aim to address the issues and challenges, and make progress towards achieving our strategic outcomes for ensuring a high quality skilled workforce in Denbighshire by focusing on the following areas:

#### Workstream 4.1: Skills for Work & Life

- a) Review current programmes to support skills development, particularly in Literacy, Numeracy and ICT within the context of the requirement to adhere to national frameworks such as the Literacy & Numeracy Framework, as well as changes arising from the 14-19 Curriculum Review Task and Finish Group.
- b) Develop a clear definition and shared understanding of ‘soft’ skills and identify which skills within this context fall in to the scope of responsibility of the different sectors.
- c) Contribute to the North Wales Economic Ambition Board project on Skills & Employment, ensuring Denbighshire’s priorities and needs are reflected in the emerging North Wales Skills Development Plan.

#### Workstream 4.2: Connecting People with Jobs

- a) Support and challenge Careers Wales to improve the Careers advice available to young people in schools
- b) Improve the range, quality and availability of work experience opportunities
- c) Improve the availability and quality of apprenticeship opportunities
- d) Explore how to build stronger links between schools, colleges & employers
- e) Work with Rhyl City Strategy to develop a county wide Job Brokerage scheme to connect people with employment opportunities, and businesses with employees
- f) Assess the factors that present barriers to work for Denbighshire residents, particularly young people, and identify priority areas for action and where the accountability for taking forward this action lies.
- g) Consider whether creation of an Employability Partnership would help to achieve better co-ordination and integration of activities and programmes

#### Workstream 4.3: Advanced Skills for Growth

- a) Identify and promote career pathways in growth sectors, with particular focus on Manufacturing and Energy & Environmental Technologies
- b) Explore how to achieve better engagement with employers to understand skills needs/gaps
- c) Ensure the advanced skills needed for growth sectors are addressed effectively through school/college curriculum

#### Workstream 4.4: Enterprise & Entrepreneurship

- a) Review and evaluate how enterprise and entrepreneurship are promoted, both in schools and community settings and identify priority areas for action. These may include:
  - i. Further development of Enterprise Hubs/Clubs/Resource Centres
  - ii. Enterprise/Entrepreneur mentoring scheme
  - iii. Enterprise/Entrepreneur incentive/bursary scheme

### **Indicators of Success**

If we are successful in our work to develop a high quality skilled workforce in Denbighshire, we should expect to see:

- Fewer people with no qualifications
- More people with higher levels of qualifications
- Reduced numbers of 16 – 24 year olds Not in Employment, Education or Training
- Fewer unemployed people, with a significant reduction in youth unemployment
- Fewer vacancies left unfilled due to lack of suitable applicants
- An increase in enterprise and entrepreneurship, with more people setting up their own businesses

## **THEME 5: VIBRANT TOWNS & COMMUNITIES**

### **Outcomes**

1. Denbighshire's towns are vibrant and prosperous, and ready to meet the challenges of the future
2. Denbighshire's rural communities are economically sustainable, now and in the future
3. The number of communities and households in Denbighshire experiencing deprivation are reduced

Vibrant and healthy towns and communities are important for a number of reasons. They are likely to be more attractive places to live with pleasant environments and access to a range of services and facilities therefore delivering a higher quality of life for the people who live there. More attractive places to live can help to reduce outward migration, particularly of young people. It is also recognised that places that are good to live are often also the places that are good to visit.

Successful towns and communities are likely to offer access to employment in the services and facilities they support, and to provide opportunities to retain residents' and visitor spend in the local economy. We see recirculation of spend within the local Denbighshire economy as important to achieve – both between residents and local businesses and among businesses themselves.

Many of our communities are already prosperous and we are keen to help them remain so. Unfortunately, some of our communities are faring less well and we recognise that focused action will be needed to support them, and the residents living in them, to achieve similar economic success.

As a Council, we have made a commitment to be 'Closer to our Communities'. Our new Town Plans, currently being expanded into Area Plans, are one means of achieving this, by allowing communities to prioritise the issues important to them and what they want to see done to address them. We intend that Town & Area Plans will become the vehicle for bringing this Economic & Community Ambition Strategy to life at local level.

Many of the issues facing our towns and communities are also addressed by actions elsewhere in this Strategy. This section focuses on delivery of our aspirations at local level for individual communities. In delivering our aspirations, we would wish to foster an approach that encourages Community led local Economic Development. Cadwyn Clwyd will be an increasingly important partner in relation to our aspirations for Denbighshire's rural communities.

### **Issues & Challenges**

Our analysis has identified the following key challenges we believe need to be addressed to ensure our Towns and Communities are vibrant and have the best chance of being resilient to changes in the future:

1. Traditional Town Centres are at risk from changes in consumer habits. The trend across the UK is a decline in town centre retail, largely due to out of town and online retail opportunities. Lower access to personal credit also impacts as incomes have been squeezed in the current financial circumstances. Town Centres increasingly need to become multi-purpose - more than merely retail areas, offering opportunities for leisure and entertainment, as well as for living and working.
2. Business rates in some towns are seen as too high, overly complex and a pressure on businesses. This is a concern common to towns and town centre businesses across the UK. Business rates are a significant source of income to Governments, in Wales accounting for £1billion of revenue. At the same time, however, they can be a significant cost to individual businesses. Local options for reducing this impact within the current regulatory framework are extremely limited.
3. A number of recent national reports have highlighted the need for a more coordinated policy approach to managing Town Centres. Varying operational services need to be encouraged to work together and to see the Town Centre as a cohesive functioning area rather than separate areas of traffic, parking, shops, businesses, open space etc.
4. Weaknesses in infrastructure and services in some rural communities can risk future sustainability. Poor transport and ICT infrastructure, coupled with availability of affordable housing and lower access to services and jobs in rural communities can contribute to making them less attractive as places to live for some residents and consequently for businesses to invest.
5. At the same time, balancing development with protection of the natural environment and rural context is challenging. Many people choose more rural locations precisely for the quieter, less busy pace of life.
6. Pockets of significant deprivation in Rhyl & Upper Denbigh remain key issues, impacting on outcomes for individual residents and the overall success of Denbighshire's economy as a whole
7. Levels of rural deprivation may be masked and poorly understood. There is a growing understanding that some of the more standard measures of deprivation can underestimate levels in more rural areas. There is also evidence that some issues can disproportionately affect people in rural areas – income and housing, access to services, and poor transport connections – risking a 'spiral of rural disadvantage'.
8. Outward migration of younger population risks future sustainability of Denbighshire's communities.
9. The forthcoming new EU Common Agricultural Policy and Rural Development Plan offers significant funding opportunities to address issues in rural Denbighshire. We see significant alignment between our aspirations and the emerging priorities published by Welsh Government in January 2013.

## **Headline Actions**

We aim to address the issues and challenges, and make progress towards achieving our strategic outcomes for ensuring vibrant Towns and communities across Denbighshire by focusing on the following areas:

### Workstream 5.1: Town Centres & High Streets of the Future

- a) Develop initiatives for empty shops – including visual improvements, temporary uses and securing permanent new tenants
- b) Develop initiatives to promote and assist independent retailers
- c) Promote diversification and introduce new, non-retail uses which will help support the future vitality and viability of town centres and improve the evening economy
- d) Review parking/traffic management in all towns and consider changes that will promote economic sustainability or growth

### Workstream 5.2: Rural Denbighshire

- a) Explore and promote opportunities for diversification to support growth in rural areas across all sectors in line with Welsh Government's Green Growth rural strategy.
- b) Develop initiatives to promote local food production/selling - including consideration of supply chain issues to local shops, markets, cafes, restaurants and hotels.
- c) Assess accessibility of goods and services in rural areas

### Workstream 5.3: Tackling Deprivation & Poverty

- a) Deliver the priority projects within the Rhyl Going Forward programme workstreams
  - i. Coastal Tourism
  - ii. Town Centre
  - iii. West Rhyl Housing/Neighbourhood Improvement
  - iv. Live & Work in Rhyl
- b) Work with and support North Denbighshire Communities First Cluster to address the causes of deprivation and improve outcomes for residents in Rhyl & Upper Denbigh
- c) Develop a county wide approach to understanding and tackling deprivation and poverty

## **Indicators of Success**

If we are successful in our work to ensure vibrant and resilient Towns and communities across Denbighshire, we should expect to see:

- Fewer vacant units and increased footfall in our town centres
- More residents happier with their town centre
- More residents in rural areas happier with where they live
- More town centre & rural businesses feeling confident about the future
- Reduced deprivation, lower unemployment rates and higher levels of average income across Denbighshire

## THEME 6: WELL PROMOTED DENBIGHSHIRE

### Outcomes

1. Denbighshire is recognised as a great place to live and is successful in attracting people to move to or remain living in its towns and communities
2. Denbighshire is recognised as a great place to visit and plays a key role in making North Wales a top 5 UK visitor destination
3. Denbighshire is recognised as an attractive place for businesses to be located and is successful in attracting new and retaining existing growing businesses

Throughout our early consultations on what was needed to develop the economy in Denbighshire, one of the most common comments was that Denbighshire did not do enough to promote and market its many assets as effectively as it could.

Traditionally, most effort has been put into promotion of Denbighshire's offer for visitors, but even then there are concerns that key opportunities and emerging new markets are being missed. Little, if any, attention has been given to promotion of Denbighshire as a location for business/inward investment or as a great place to choose to live.

For marketing and promotion to be effective, a number of things need to be in place. We need to understand clearly who we are marketing to and why. We then need to tailor our message to make it as effective as possible and ensure we use the right methods, channels and media to get our message across. Quantity of promotion is secondary to its quality.

We also need to understand what to promote and market, and how our target audiences will identify us, rather than how we identify ourselves. Sometimes it may be appropriate to market Denbighshire as a whole, but often we will need to be more specific, promoting individual elements and assets. There are already a number of brands in use across the county. We do not intend there to be only a single Denbighshire brand, but instead to use whichever brand or identity is most appropriate in the circumstances. It will be important, however, to ensure that individual brands and messages are clear, well understood and do not conflict or compete unnecessarily with each other.

As well as ensuring our promotional activity is effective, however, we also need to make sure that the reality of our product (Denbighshire) matches up to our promise. Some of the activity to ensure this will take place outside the scope of this Strategy, in particular through the other priorities within Denbighshire County Council's Corporate Plan. Other aspects have already been highlighted in other sections of this Strategy – for example, infrastructure for business growth under Theme 1 and action to support the vibrancy of our towns and communities as places to live and visit under Theme 5.



## **Issues & Challenges**

Our analysis has identified the following key challenges we believe need to be addressed to ensure Denbighshire is well promoted to all target audiences:

1. We need to agree target audiences/markets and tailor our promotion activity accordingly. It is not clear that we understand this currently and our messages, therefore, can be confused and ineffective.
2. Denbighshire's bilingual nature is a key attribute that should be promoted more in its marketing messages – in particular for visitors, creating a distinct sense of place and identity and a rich cultural and heritage offering
3. Messages for inward investment/business relocation (high tech, vibrant environment) may conflict with those for visitors (natural environment, peaceful surroundings). Both are and can be right. We need to understand how to manage these multiple messages without contradicting or causing confusion.
4. Denbighshire's brand may not be enough on its own. Integration with broader promotional campaigns is essential, together with an understanding of which brand to use when and how.
5. Destination (product) management is as important as effective promotion to ensure the experience meets expectations. Destination Management is already a concept well understood in the visitor/tourism sector, however it applies equally to fulfilling the 'promise' behind inward investment promotional activity. Further consideration of this will be needed if our activity is to be successful.
6. Methods of promotion are changing and multi channel approaches will need to be adopted. In particular, we will probably need to place less reliance on traditional print based media, and make more – and more effective – use of social media channels and PR opportunities. Forms of 'word of mouth' promotion are also known to be effective and will need to be explored.

## **Headline Actions**

We aim to address the issues and challenges, and make progress towards achieving our strategic outcomes for effective promotion and marketing of Denbighshire by focusing on the following areas:

### Workstream 6.1: Effective Marketing

- a) Undertake market research to better understand our target markets and audiences, our customers' needs and preferences, and our competitors, allowing us to tailor our promotional activity for greatest impact.
- b) Identify and exploit opportunities for collaborating with others on the marketing of Denbighshire through strengthened links with national and regional marketing campaigns
- c) Develop effective promotion of Denbighshire, incorporating both traditional and newer modes of communication, in particular social media and PR
- d) Understand and exploit better the significance of Wales as a market for visitors to Denbighshire.



- e) Encourage local residents to see Denbighshire as a place to ‘visit’ as well as live in.
- f) Work with local businesses and community representatives to establish ‘champions’ for Denbighshire, who will promote the county as a great place to live, work, operate a business and visit.
- g) Work with estate agents and housing developers to strengthen promotion of Denbighshire’s towns and communities as desirable places to live.
- h) Together with our partners, target appropriate industry events to promote Denbighshire to visitors and potential businesses, using a shared overall message to maximise the impact of our combined marketing activity.

#### Workstream 6.2: Destination Management

- a) Complete a Destination Management Plan for Denbighshire & consolidate the Destination Denbighshire Partnership
- b) Establish a co-ordinated approach to ensure a professional and seamless response to Inward Investment enquiries
- c) Continue to develop and embed Town & Area Plans, across Council Services and priorities, with partners and within communities themselves.
- d) Develop and implement a co-ordinated approach to tackling identified eyesore sites across the county

#### **Indicators of Success**

If we are successful in our work to ensure effective promotion and marketing of Denbighshire and its assets, we should expect to see:

- A healthy level of house sales and new house build completions
- More people moving into the area to live and work
- Increased visitor numbers and spend
- More businesses seeking to locate in Denbighshire
- More residents happier with where they live

## **DELIVERING THE STRATEGY**

### **Taking Action**

The vision contained in this Strategy is a long term, and we recognise also an ambitious one. We are committed to making progress towards achieving it, however. Accompanying this Strategy is a Delivery Plan. It sets out the actions the Council intends to take over the next 4 years to start realising our Economic & Community Ambition for Denbighshire.

At this stage, much of the activity is focused in the first 2 years, with many of the early actions aimed at better understanding the challenges and opportunities facing Denbighshire's economy and how they can be best addressed. As the Delivery Plan is implemented, actions will be added, amended or removed as circumstances change and initiatives are delivered.

Alongside the Council's actions will sit numerous significant contributions from our various partners. Some of these are reflected in the Delivery Plan. We are committed to working with our partners and recognise that without their assistance, the impact on the local economy will be less powerful. We hope that the vision we have set out will help partners be clear about their contributions and will help them shape their priorities for a successful Denbighshire.

### **Resourcing the Actions**

In common with most other public sector organisations, Denbighshire County Council and its partners will face a tough financial position over the coming years. Despite this difficult situation, the Council has set out its aspirations and ambitions in its Corporate Plan and has included within the Plan a financial strategy to support its implementation.

Overall, the Corporate Plan estimates that £134M investment will be required to realise the ambitions of the Corporate Plan as a whole, of which £2M has been allocated to developing the local economy. The Corporate Plan recognises, however, that this funding cannot be guaranteed and should the Council's financial position change over the next 5 years, then we may need to adjust our forecasts and investment plans.

The 2013/14 budget allocated an additional £160K for delivery of the economic development priority within the Corporate Plan. This was in addition to extra funding provided in 2011/12 and 2012/13 to support implementation of the Council's regeneration activities and its new Town & Area Plans.

Together with existing service budgets and opportunities for external grant funding from the EU, Welsh Government and other sources, this additional funding will go a long way towards delivering the Council's Economic & Community Ambition as set out in this Strategy. As individual projects and activities are developed, it will be clear if additional funding will be required and this can then be taken into account in the Council's Medium Term Financial Strategy.

A key resource available to the Council will be the time and work of its employees. The Economic & Community Ambition Strategy and its Delivery Plan is not the preserve of any one Council service and will require contributions from all teams and departments if we are to be successful in realising our aspirations. The Delivery Plan attached to this Strategy identifies the teams we believe need to lead individual pieces of work.

An important commitment of this Strategy is that all Council Services will understand their contribution to developing the local economy and will organise their day to day operations to support our overall ambitions. Creation of a culture in which the issues facing businesses are understood by all services and delivery of business friendly responses become routine has been identified as a priority action.

Whilst delivery of the Strategy does not belong to just one part of the Council, some teams will be more heavily involved than others. This year, the Council has undertaken a root and branch review of its support to business and economic development. The review found that while officers worked hard to support economic growth, organisational structures got in the way and were often difficult to understand, particularly for businesses the teams were trying to support. Feedback from a selection of local businesses described the Council as complex, bureaucratic and reactive to deal with.

As a result, a new service has been developed with a single Economic & Business Development Manager leading 3 geographically focused teams (Coastal, North & South) and supported by a specialist External Funding Team. The new structure is intended to achieve better flexibility in the deployment of staff resources and enable greater capacity and capability at the front line to deliver key projects and priorities. It is also aimed at bringing the Council closer to the business community. Staff will be deployed within the teams to deliver localised support to businesses and take forward actions identified within this Strategy.

At the same time, Tourism support has been incorporated into the Council's wider Marketing and Events activity through a new Tourism, Marketing and Events Team. This will allow a more proactive and co-ordinated approach to promoting Denbighshire and its opportunities.

The Service Plans for both teams will reflect the priority actions agreed through the Economic & Community Ambition Strategy.

### **Monitoring Progress**

A robust monitoring and evaluation regime will underpin the Strategy and Delivery Plan. A suite of indicators have been identified and are published alongside this Strategy. The indicators will be used to measure the impact of our actions. During the first year of the Strategy, a full baseline of the outcome indicators will be collated to allow progress to be assessed as the actions are implemented.

Monitoring and evaluation will not just be a process of reflection at the end of the Strategy implementation. It will be a live activity that provides information to inform decisions and allow changes to be made as required. Throughout its life, an annual review of the Strategy, its implementation and its impact will be produced to assess progress and identify any changes that may be required to ensure the overall Ambition is realised.

Implementation of the Strategy actions will be monitored through the Council's project and programme management system, with delivery confidence for individual elements of the Delivery Plan reviewed formally every 6 months within the Council's overall performance reporting system.

### **Governance and Accountability**

The Economic & Community Ambition Strategy is a comprehensive and wide reaching document, with implications across many Council services and portfolios and beyond. It is cross cutting in its implementation and impact.

Within the Council, the Lead Member for Economic Development has overall political responsibility at Cabinet level for development and delivery of the Economic & Community Ambition Strategy. The Lead Members for Tourism, Youth & Leisure, Public Realm, Education and Customers & Communities also have political responsibility for important components of the overall Strategy. The Corporate Director, Economic & Community Ambition is responsible for ensuring overall co-ordination and delivery of the Economic & Community Ambition Strategy and its implementation.

To assist with governance, an Economic & Community Ambition Programme Board has been established. Its role is to develop, organise, direct and oversee implementation of the range of projects and activities set out in the Strategy Delivery Plan. It will monitor progress and impact, help to resolve problems/barriers to delivery, and will recommend changes as required during the lifetime of the Strategy. A key role for the Programme Board will be to ensure that the projects and activities deliver their intended benefits.

The Programme Board will also be responsible for identifying risks that may impact on successful delivery of the Strategy. During the first year of the Strategy, a Risk Register will be developed to enable the Programme Board to undertake this task effectively.

Initial membership of the Programme Board will be:

- Corporate Director, Economic & Community Ambition
- Lead Member, Economic Development
- Lead Member, Tourism, Youth & Leisure (also for Welsh Language)
- Lead Member, Public Realm
- A representative from each of the 3 Scrutiny Committees
- Head of Service, Housing & Community Development
- Head of Service, Education
- Head of Service, Communications, Marketing & Leisure
- Head of Service, Finance & Assets

Membership will be reviewed as the suite of projects comprising the overall Economic & Community Ambition Programme develops.

Scrutiny will take place both through the Council's regular performance reports that cover implementation of the Corporate Plan, and through the opportunity for review by Scrutiny on individual projects or activities as appropriate.

During development of and consultation on the Economic & Community Ambition Strategy, many comments were made about the number of partners who are actively engaged in supporting Denbighshire's local economy. A suggestion was also made that a county wide Economic Partnership may be worth establishing to provide a forum for ongoing review, monitoring and prioritisation. This is an idea we are currently giving active consideration and, if established, could form an important part of both the delivery and monitoring arrangements for the Strategy.

## Glossary

**BCUHB** - Betsi Cadwaladr University Health Board.

**Business Improvement Districts** - Business led / funded schemes to improve a defined commercial area, such as a town centre or industrial estate through additional services or new initiatives.

**Careers Wales** – National provider of careers advice and guidance.

**Cheshire and Warrington LEP** - a voluntary Local Enterprise Partnership between local authorities and businesses formed to help determine local economic priorities and lead economic growth in its local area.

**City Region** – an economic and political area involving cross-boundary co-operation of local authorities on strategic policy areas such as economic growth, transport, tourism, culture, housing and infrastructure.

**DCC** – Denbighshire County Council.

**Delivery Plan** – a plan outlining the main actions, timescales and lead responsibility for making them happen.

**Denbighshire Big Plan** – Brings together the long term strategic vision for the county with a strategy to improve the health, social care & wellbeing of people in the county, a strategic plan for everything to do with children and young people, and a multiagency plan for tackling crime and disorder in the county.

**Enterprise Zones** - Areas around the country that support both new and expanding businesses by offering incentives.

**EU Common Agricultural Policy** - The agricultural policy of the European Union, which aims to ensure a fair standard of living for farmers, provide a stable and safe food supply at affordable prices for consumers, and balanced development of rural areas.

### **Federation of Small Businesses**

**(FSB)** - UK's largest campaigning pressure group promoting and protecting the interests of the self-employed and owners of small firms.

**Gross Value Added (GVA)** - A measure of the value of goods and services produced in an area, industry or sector of an economy.

**ICT** – Information and Communications Technology.

**Indicators of Success** – statistics collected to help measure progress towards achieving an outcome.

**Job Brokerage** – the process of giving practical help to enable people to access training and qualifications linked to real job opportunities.

**Local Development Plan** – A set of documents containing local authority policies / proposals for development and use of land in their area. It guides and informs day-to-day decisions on requests for planning permission.

**Local Service Board (LSB)** - Accountable for The Big Plan, it brings together the leaders of Denbighshire's public and voluntary services to work together in making services more effective.

**Median household incomes** - Used to generate data about geographic areas, dividing households into two equal segments earning less/more than the median.

**Mersey Dee Alliance** - A partnership that supports strategic economic activity spanning North East Wales, West Cheshire and Wirral.

**Modernising Education programme** – DCC led programme of physical improvements to provide the right number of school places, of the right type, in the right locations.

**North Wales Construction**

**Procurement Framework** - Designed to create significant cost and time savings for starting major construction works across North Wales.

**North Wales Economic Ambition**

**Board** – Partnership of all 6 North Wales Councils together with Education partners, Welsh Government and the local private sector. Established to promote economic development collaboration in North Wales with a focus on energy and environment, advanced materials and manufacturing and promoting inward investment.

**OpTiC** - Opto-electronics Technology and Incubation Centre, based at St Asaph Business Park.

**Outcomes** – End results / observable changes.

**Rhyl Going Forward programme** – A regeneration programme that integrates physical, economic and social regeneration in Rhyl.

**Social Enterprise** – A business trading for social / environmental purposes.

**‘Soft’ employment skills** - Personal qualities, habits, attitudes and social graces that make someone a good employee.

**Superfast Cymru** – Welsh Government and British Telecom programme to bring superfast broadband to areas which are outside the plans of the private sector.

**TAITH** - Joint board of the six Councils in North Wales working together to deliver improvements to transport infrastructure and services across the region.

**WG** – Welsh Government.

**Working Futures Database** - Contains detailed projections of employment, productivity, labour supply and skills information.

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# ECONOMIC & COMMUNITY AMBITION DELIVERY PLAN: 2013 - 2017

For further information please speak to:

Mike Horrocks, Economic & Community Ambition Programme Manager



## Economic & Community Ambition Delivery Plan: 2013 – 2017

### Action 1.1a: Local Transport Infrastructure Barriers to Growth

<b>Description:</b>			
Working with TAITH, identify the elements of the local transport infrastructure and network that risk limiting local economic development and ensure these are reflected in a revised Regional Transport Plan, and other investment plans as appropriate.			
<b>Priority:</b> High	<b>DCC Lead:</b> Mike Hitchings, Strategic Highway manager		
<b>Supports ECA Outcomes:</b>		<b>Expected Benefits:</b>	
<ul style="list-style-type: none"> <li>Infrastructure for Growth</li> <li>Vibrant Towns &amp; Communities</li> </ul>		Easier access to employment, markets and/or suppliers Easier access for visitors/shoppers Denbighshire seen as an attractive place to live, work or visit	
<b>When?</b>			
	<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>
<b>Resource requirements:</b>		<b>Partners:</b>	
A study into transport infrastructure across North East Wales has been funded by Welsh Government. Further analysis of the interventions identified will be needed to provide estimates of project costs. Internal staff will be used wherever possible but external consultants may be needed, especially where more specialised tasks like transport modelling is required. Implementation of schemes will require capital funding. Currently the majority of funding is provided by Welsh Government for major infrastructure investments.		TAITH, Welsh Government, North Wales Economic Ambition Board.	
<b>Comments:</b>			
Work is already underway through TAITH to revise the North Wales Regional Transport Plan and draft the Regional Bus & Community transport Strategy, both of which highlight the importance of local transport to economic growth and employment.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 1.1b: Rail Modernisation – North Wales Coast Line**

<b>Description:</b> Lead development of the economic growth case for modernisation/electrification of rail services in North Wales on behalf of the North Wales Economic Ambition Board			
<b>Priority:</b> High	<b>DCC Lead:</b> Rebecca Maxwell, Corporate Director – Economic & Community Ambition		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Infrastructure for Growth</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Easier access to employment, markets and/or suppliers Easier access for visitors/shoppers Denbighshire seen as an attractive place to live, work or visit	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Additional funding is being provided through North Wales Economic Ambition Board and other partners to appoint a dedicated project manager and fund an econometric study.		<b>Partners:</b> TAITH, North Wales Economic Ambition Board members, Mersey Dee Alliance, Cheshire & Warrington LEP, Network Rail, Rail operators, Private sector businesses, Welsh & UK Govts	
<b>Comments:</b> Preparation of the technical business case for rail modernisation is being led by Welsh Government with input from TAITH. DCC is leading work for the North Wales Economic Ambition Board to provide quantifiable evidence of the potential impact on economic growth and social benefit arising from modernisation. Investment in full rail modernisation will not happen for a number of years. The project will also seek to identify shorter term ‘quick wins’ to improve connectivity in the interim.			

**Action 1.1c: Improved integration of local public transport services and information**

<b>Description:</b> Improve integration of local public transport services and information to make them more easily accessible as realistic options for travel to and for work.			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Mike Hitchings, Strategic Highway manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Infrastructure for Growth</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Easier access to employment/workforce Easier access for visitors/shoppers	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Funding for local bus services comes from the regional Transport Services grant, and from DCC as direct subsidy. The grant funding is administered by TAITH, on behalf of Welsh government. Changes to the WG funding regime (2013/14 onwards) are still unclear, and given the national picture in relation to public finance, further changes in 2014/15 onwards seem likely.		<b>Partners:</b> TAITH, Public Transport operators	
<b>Comments:</b> A Regional Bus Network and Community Transport Strategy has already been prepared through TAITH. An area highlighted for further work was better integration of information about bus services. Some funding has been made available through TAITH to support development of Community Transport options across North Wales. Local work will need to identify what further may be required for Denbighshire and how to influence regional and local spend in support.			

## Economic & Community Ambition Delivery Plan: 2013 – 2017

### Action 1.2a: Digital Denbighshire

<b>Description:</b> Develop a 'Digital Denbighshire' Plan that focuses on Infrastructure (broadband & mobile), Increasing Uptake, Skills Development and E-Commerce potential.			
<b>Priority:</b> High	<b>DCC Lead:</b> Carolyn Roberts, Team Leader (North), Economic & Business Development		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> <li>Opportunities for Growth</li> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Improved availability, performance and uptake of digital & 4G mobile services – residents & businesses Better coverage – digital & mobile – throughout the county	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Development of the Plan will not require additional budget. Once developed, there may be costs associated with implementation. Most broadband infrastructure costs will be met through Welsh Government's Superfast Cymru project. Transfer of some Council land to provide sites for mobile infrastructure (masts) in rural areas may be a consideration.		<b>Partners:</b> WG/BT Superfast Cymru Project, WG Mobile Infrastructure Project, Mobile & Broadband operators	
<b>Comments:</b> With the majority of infrastructure work, for broadband/digital at least, being picked up by the Superfast Cymru scheme, this project will now focus mainly on communications, encouraging uptake and encouraging businesses to develop e-commerce skills.			

**Action 1.3a: Available business land and premises across Denbighshire**

<b>Description:</b> Create a single online access point that collates and promotes available business land and premises across all sectors			
<b>Priority:</b> High		<b>DCC Lead:</b> Dave Lorey, Property Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> <li>Well promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Easier access to information about business space/premises – new and existing businesses Resulting in more business start/set ups in the county	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Once established, any increased operational costs will be minimal. Officer time will be required to research and develop the portal.		<b>Partners:</b> Commercial property agents; Public sector landlords	
<b>Comments:</b> It is intended that this online access point will provide information for prospective investors or businesses looking to expand/move into new premises. The original intention was to develop a single live directory/database. Current proposals are to collate a number of different online access points together in a single portal. Links to external sites will not be DCC specific.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 1.3b: Activation of Strategic Development Sites**

<b>Description:</b> Identify the constraints and opportunities, and develop a route map to encourage development of strategic development sites across Denbighshire, including agreeing Development Briefs as appropriate.			
<b>Priority:</b> High		<b>DCC Lead:</b> Angela Loftus, Planning & Public Protection Policy Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Infrastructure for Growth</li> <li>• Well promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Suitable business land/space will be available when required Denbighshire will be seen as an attractive place to locate a business	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Predominantly internal staffing from within the Planning Policy Team, with input from officers across a range of services. Production of Planning Briefs to attract inward investment may require a budget allocation.		<b>Partners:</b> Developers, Registered Social Landlords, Statutory Undertakers	
<b>Comments:</b> Work to continue to promote Strategic Development sites will continue throughout the life of the Strategy. Priority areas for Development Briefs is being agreed through the LDP Steering Group. A list of the Strategic Sites is still to be agreed and each site will need its own route map for delivery, including those where a Development Brief is already in place or is not required.			

**Action 1.3c: Public Sector Commercial Property Review**

<b>Description:</b> Undertake a review of the industrial and commercial property portfolios of public agencies locally (DCC, WAG, BCUHB etc) leading to creation of a strategic investment and development plan			
<b>Priority:</b> High		<b>DCC Lead:</b> Dave Lorey, Property Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Infrastructure for Growth</li> </ul>		<b>Expected Benefits:</b> There will be an improved supply of business premises to meet the varying needs of different business across the county.	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Initial work will be taken forward within existing budgets. The resulting strategic plan will identify any resource requirements.		<b>Partners:</b> Public Sector agencies property teams	
<b>Comments:</b> A review of DCC's commercial property estate has been planned for some time. This project will take the opportunity of expanding that to encompass other key public sector partners. The intention will be to review and assess demand, and where appropriate to dispose of some units to allow reinvestment in other less well supplied areas. Will require liaison with and input from Economic & Business Development.			



**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 2.1a: Business Advice & Support Partnership**

<b>Description:</b> Encourage & support Rhyl City Strategy to extend its current Advice Network initiative into a multi-agency Business Advice and Support Partnership, creating a One Stop Shop approach for businesses seeking advice & support			
<b>Priority:</b> High		<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> </ul>		<b>Expected Benefits:</b> Businesses find it easier to access high quality business advice and support services. Our advice and support services are more efficient and complement each other	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Initial work is already underway by Rhyl City Strategy. Additional funding may be needed to expand the remit of their original project. This may be a consideration for the Economic Development corporate priority funding.		<b>Partners:</b> Rhyl City Strategy, existing Business Support & Advice providers	
<b>Comments:</b> Rhyl City Strategy has already received grant funding to develop a Business Advice Network in the area. This project will encourage RCS to expand their initiative into a more formal Partnership concept. Further funding may need to be made available to expand the remit of their project.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 2.1b: Council Regulatory Services**

<b>Description:</b> Ensure Council regulatory services adopt a more business friendly approach to their operations ensuring that as far as possible, regulation is proportionate, consistent, accountable, transparent and targeted.			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Emlyn Jones, Public Protection Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> </ul>		<b>Expected Benefits:</b> Businesses find the Council easier to do business with	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Resources will be predominantly officer time. Identified as a priority in Service Plan		<b>Partners:</b> North Wales Trading Standards Dept (Regional Collaboration approach), Food Standards Agency	
<b>Comments:</b> This is identified as a Service Priority. HoS and Emlyn Jones will lead on promoting a culture change in the Service about regulatory officers also supporting businesses and reducing “red tape” when appropriate. This will still involve a rigorous enforcement approach against those businesses that fail to comply with statutory requirements.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 2.1c: Business Friendly Council**

<b>Description:</b> Develop a culture and behaviour change programme to embed a ‘Business Friendly’ culture across all Council Services.			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Graham Boase, Head of Planning & Public Protection	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> </ul>		<b>Expected Benefits:</b> Businesses find the Council easier to do business with Denbighshire is seen as an attractive place to locate a business	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b> Predominantly officer time although a small budget may be required to support training events, speakers and any resulting materials to embed the culture change		<b>Partners:</b> All Services Training section of Strategic Human Resources Private sector businesses	
<b>Comments:</b> Once 2.1b above is embedded in the Planning & Public Protection Service the lessons learned and examples of good practice will be rolled out across all Services within the Council. There may need to be a priority list of Services so those that engage/interact the most with businesses are involved initially.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 2.2a: Business Networking & Mentoring**

<b>Description:</b> Support and facilitate effective business networking and business to business mentoring across Denbighshire					
<b>Priority:</b> High		<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager			
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> </ul>			<b>Expected Benefits:</b> Businesses across Denbighshire are well connected to each other Local business to business purchasing is increased Denbighshire is seen as an attractive place to do business		
<b>When?</b>					
<i>2013/14</i>		<i>2014/15</i>		<i>2015/16</i>	
<b>Resource requirements:</b> The majority of resources is likely to be officer time, however a small budget may be required to facilitate meetings, speakers etc.			<b>Partners:</b> Business Wales, Federation of Small Businesses, local businesses and business groups/ organisations, business support organisations		
<b>Comments:</b> Currently mapping existing groups and reviewing the support provided by EBD with a view to an improved and more consistent support approach. Exploring the potential to link this action with 2.1a – support partnership – to provide a more holistic network of business groups and support agencies.					

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 2.2b: Denbighshire Business Week & Business Awards**

<b>Description:</b> Consider establishing a Denbighshire Business Week and Denbighshire Business Awards scheme			
<b>Priority:</b> Medium	<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> <li>Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Denbighshire is seen as an attractive place to do business Successful businesses across Denbighshire are recognised and acknowledged	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> It is likely that a budget allocation will need to be made to support a Business Week and Awards Scheme. This may be a consideration for the Economic Development corporate priority funding		<b>Partners:</b> Business Wales, Federation of Small Businesses, local businesses and business groups/ organisations, business support organisations	
<b>Comments:</b> Flintshire Council already holds a well regarded Business Week. Early work under this action will seek to learn from FCC and assess different options for delivering a Denbighshire equivalent.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 2.2c: Local Supply Chain/Business to Business Purchasing**

<b>Description:</b> Undertake analysis of local supply chain/business to business purchasing within Denbighshire to identify areas for further action			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Local business to business purchasing is increased. Denbighshire is seen as an attractive place to do business	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> This action may require external expertise to understand local purchasing patterns and how best to influence them. A budget may be required to facilitate supply chain events.		<b>Partners:</b> Business Wales, Federation of Small Businesses, local businesses and business groups/ organisations, business support organisations	
<b>Comments:</b> This activity potentially links with a number of other actions such as 2.2a – business networking and 2.2b – business awards/business week. Early consideration will be given to how we can link these actions to maximise the opportunities provided by different networks and events.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 2.2d: Engagement with Denbighshire’s business community**

<b>Description:</b> Consider how to achieve effective strategic engagement with Denbighshire’s business community			
<b>Priority:</b> High	<b>DCC Lead:</b> Rebecca Maxwell, Corporate Director – Economic & Community Ambition		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> </ul>		<b>Expected Benefits:</b> Businesses feel the Council is easier to do business with Denbighshire is seen as an increasingly attractive place to do business	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> The main resource requirement is likely to be officer/Member time. May be a requirement for a small budget to pay for meetings/venues etc. Likely to be possible to contain within existing budget allocations.		<b>Partners:</b> Private sector businesses, existing Business Groups, representative & membership organisations (FSB, CBI, Chamber of Commerce etc), North Wales Business Council	
<b>Comments:</b> To be effective, engagement will need to encompass different groupings and types of business across Denbighshire. It will be important not to seek to place a further burden on private businesses through requirement to attend unnecessary meetings.			

**Action 2.3a: Denbighshire County Council Procurement Strategy**

<b>Description:</b> Ensure DCC’s revised procurement strategy incorporates effective Local Procurement and Community Benefits approaches that support local businesses and provide employment opportunities for local residents			
<b>Priority:</b> High		<b>DCC Lead:</b> Stuart Andrews, Acting Strategic Procurement Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> </ul>		<b>Expected Benefits:</b> More local businesses win contracts to supply DCC Community benefit clauses become routine in larger DCC contracts and a consideration in all procurement activity.	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b> The main resource will be in Officer time in ensuring that all tender documentation contains the relevant clauses on the use of Community Benefits. An Officer training programme is being developed for November 2013		<b>Partners:</b> Value Wales to provide training for officers.	
<b>Comments:</b> Work has already started on an overall review of DCC’s Procurement Strategy. Work under this action will focus on those elements of the strategy relating to local purchasing and also implementation of Community Benefit clauses. The new Contract Procedure Rules when finalised will contain the requirement to include Community Benefits as compulsory for projects over £2 million, and should be considered for lesser value projects.			



**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 2.3b: Local Supplier Development**

<b>Description:</b> Undertake effective Supplier Development and Engagement activity to improve the ability of local businesses to participate effectively in public procurement opportunities			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Stuart Andrews, Acting Strategic Procurement Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> </ul>		<b>Expected Benefits:</b> More local businesses are able to win contracts to supply DCC, and other public sector agencies	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Officer time to provide training for local businesses in the use of electronic tendering tools. To facilitate Meet the Buyer events within Denbighshire. Possibly a small budget to fund refreshments, although it is possible that Business Wales may be able to fund this.		<b>Partners:</b> Business Wales, DCC Economic Development, FSB	
<b>Comments:</b> The intention is to facilitate workshops for local SME's to provide training in the use of electronic tendering tools and also to facilitate Meet the Buyer events for local SME's to make contact with relevant staff within Denbighshire to promote potential business opportunities. This would be an on-going activity throughout the 2014/15 year. This would be done in conjunction with the review of the Approved List system.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 3.1A-a: Tourism Growth & Diversification**

Page 90

<b>Description:</b>			
Explore and promote opportunities for growth/diversification, with a particular focus on: <ul style="list-style-type: none"> <li>i. Outdoor and activity tourism</li> <li>ii. Food and drink tourism</li> <li>iii. Welsh language, culture and heritage</li> </ul>			
<b>Priority:</b>		<b>DCC Lead:</b>	
Medium		Tom Booty, Economic & Business Development Manager	
<b>Supports ECA Outcomes:</b>		<b>Expected Benefits:</b>	
<ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Vibrant Towns &amp; Communities</li> <li>• Well Promoted Denbighshire</li> </ul>		The value of visitor spend in Denbighshire increases There are more higher value jobs in the tourism sector locally	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b>		<b>Partners:</b>	
Main resource to research and promote opportunities will be officer time. May also require some external expert input. RDP & Community Benefit/Economic Development Funds from wind farm development may help with individual projects		Internal support from Tourism, Marketing & Events team External partners will include neighbouring authorities, Cadwyn Clwyd, DEA and others	
<b>Comments:</b>			
Some existing activity already taking place through the RDP. An early action will be to review this activity to examine how we can strengthen the impact of this work to create more growth and diversification.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 3.1A-b: Visitor Accommodation**

<b>Description:</b> Work with accommodation providers to improve the quality and quantity of visitor accommodation across the county			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Peter McDermott, Team Leader, Tourism, Marketing & Events	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> The number of overnight stays are increased Denbighshire attracts more visitors spending more money in the county.	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> Unknown at present. This will become clearer as work starts with accommodation providers. Main resource to start will be officer time.		<b>Partners:</b> Accommodation providers, Visit Wales, Destination Management Partnership.	
<b>Comments:</b> We will work with existing providers to offer help, support and provide toolkits on how they can improve their offer through a buddying/mentoring scheme. Some of this work crosses a number of departments. It will be necessary to work with Economic Development if we are to increase the quantity of visitor accommodation.			

## Economic & Community Ambition Delivery Plan: 2013 – 2017

### Action 3.1A-c: Tourism Skills Development & Business Support

<b>Description:</b> Work with Tourism businesses to provide assistance and support, with a specific focus on Tourism skills development and opportunities for diversification.			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Vibrant Towns &amp; Communities</li> <li>• Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Increased value derived from Tourism activity in the county Denbighshire is seen as an increasingly attractive place to visit	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b> May require budget for external support to understand skills gaps, opportunities, and help to develop appropriate training courses with partners. Budget may also be required to run and promote some events. There may be funding opportunities from European funding & wind farm community benefit programmes.		<b>Partners:</b> Internal support from Tourism, Marketing & Events team External partners will include neighbouring authorities, Cadwyn Clwyd, DEA and others	
<b>Comments:</b> Further work on scoping this action is being undertaken, to be followed by the development of an action plan to outline how this action will be progressed and what detailed resources will be required in 2014/15.			

**Action 3.1A-d: Coastal Facilities Redevelopment**

<b>Description:</b> Complete business case for redevelopment of Coastal leisure facilities (SunCentre, Sky Tower, Pavilion Theatre, Nova), including proposals for implementation			
<b>Priority:</b> High		<b>DCC Lead:</b> Jamie Groves, Head of Communications, Marketing & Leisure	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Vibrant Towns &amp; Communities</li> <li>• Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Visitor and resident leisure facilities in Rhyl & Prestatyn are upgraded, leading to higher footfalls in both towns Denbighshire is seen as a good place to visit.	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Implementation of the recommendations arising from the business case analysis are likely to require significant capital resources. Expectation is that private sector investment will also be possible however.		<b>Partners:</b> Welsh Government, Private sector	
<b>Comments:</b> This project is already underway. A report on initial findings from the business case analysis is anticipated in early 2014. The procurement route is currently being worked through, possible report to cabinet December 2013.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 3.1A-e: Denbighshire Events Strategy**

<b>Description:</b> Develop a Denbighshire Events Strategy, integrating both major and local events.			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Peter McDermott, Team Leader, Tourism, Marketing & Events	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Vibrant Towns &amp; Communities</li> <li>• Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Successful events bring economic benefit to Denbighshire's businesses, towns & communities Denbighshire is seen as a good place to visit	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Development of the Events Strategy will require officer time. Delivery of an enhanced programme of events will require additional budget allocation. Opportunities for commercial sponsorship etc will be explored for individual events to reduce overall costs to the Council.		<b>Partners:</b> Welsh Government/TPNW Businesses Private sector events providers Local Businesses Arts Council for Wales. Sporting governing bodies etc.	
<b>Comments:</b> Work has already started on drafting an Events Strategy, to be in place for 2014/15. The Council intends to build on the success of current events during 2014/15, with a clearer calendar of events to follow during 2015/16. Once the Strategy is complete, we will need to re-visit the costings and how events will be funded in future. Work will also happen with other local authorities to avoid duplication			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 3.1B-a: Engagement with Denbighshire’s Agriculture Sector**

<b>Description:</b> Establish a strategic relationship with the agricultural sector in Denbighshire			
<b>Priority:</b> High	<b>DCC Lead:</b> Joanna Douglass, Team Leader (South), Economic & Business Development		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Agricultural businesses feel the Council is easier to engage with Denbighshire County Council has a better understanding of the needs and priorities for agricultural businesses in Denbighshire	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> The main resource is likely to be officer time. May be a requirement for a small budget to pay for meetings/venues etc. Likely to be possible to contain within existing budgets.		<b>Partners:</b> Agricultural businesses, Rural Development Plan partnership	
<b>Comments:</b> Denbighshire County Council does not currently have a particularly well developed relationship with agricultural businesses in the county. A first priority will be to begin a process of engagement to better understand issues and pressures, needs and priorities. To be effective, any engagement will need to be structured so that it is beneficial and meaningful for businesses themselves and does not add burdens through, for example, unnecessary meetings.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 3.1B-b: Supporting growth and diversification in Agriculture**

Page 96

<b>Description:</b> Explore and promote opportunities for sustainable growth and jobs within the agricultural sector, in particular measures that support farmers and land managers improve competitiveness, reduce grant dependency and improve resilience			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Joanna Douglass, Team Leader (South), Economic & Business Development	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Agricultural businesses in Denbighshire are supported to grow and expand, supporting more and higher value jobs and supply chain.	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Resource requirements are unclear at present. Further work is required to fully understand the scale of work required. The next round of EU RDP monies is likely to be a key source of funding for action under this heading. Initially the main resource will be officer time but there may be some requirement for additional expertise to be bought and/or skills development		<b>Partners:</b> Agriculture businesses, Rural Development Plan partnership, Cadwyn Clwyd	
<b>Comments:</b> This will be a new area of work for the Council and at present is difficult to quantify. Partnership with RDP and Cadwyn Clwyd will be essential, as will better engagement with the agricultural sector itself and specialist working in that field.			



**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 3.2a: New Sectors Growth Potential**

<b>Description:</b> Explore the local growth potential from new sectors, with an initial focus on Advanced Manufacturing, Energy & Environmental Technologies, Health & Care and Creative Industries.			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Opportunities for Growth</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s economy shows signs of diversification There is growth in new businesses offering value jobs in a range of new sectors.	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Initial activity is likely to be around the need for further research, and there may be a need to buy in some expertise to assist with the research and identification of opportunities. Expertise already developed through North Wales EAB projects will be used for Advanced Manufacturing & Energy/Environment.		<b>Partners:</b> NWEAB, WG, Glyndwr University, Sector Councils DCC Planning, St Asaph Business Park and other businesses in the identified sectors	
<b>Comments:</b> Work already underway through the North Wales Economic Ambition Board will assist with growth potential in Advanced Manufacturing and Energy & Environmental Technologies, but will need further work to assess and apply locally. Work to understand the Health & Care and Creative Industries sectors will need to be initiated locally.			

**Action 3.2b: Advanced Manufacturing/Energy and Environmental Technologies – Supply Chain opportunities**

<b>Description:</b> Through the North Wales Economic Ambition projects, maximise the potential for local supply chain connections into the Manufacturing and Energy & Environmental Technologies sectors			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> <li>Opportunities for Growth</li> </ul>		<b>Expected Benefits:</b> More Denbighshire businesses are able to participate in the supply chain for growth sectors across the region. More businesses offering value jobs are created/expanded	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Small budget may be required to facilitate supply chain events and promotion to raise awareness among businesses to the opportunities.		<b>Partners:</b> North Wales Economic Ambition Board, Sector Councils, Welsh Government, Glyndwr University, St Asaph Business Park, local businesses and business organisations	
<b>Comments:</b> This work has already started through the North Wales Economic Ambition Board projects. The challenge will be to ensure Denbighshire’s businesses understand and are equipped to take advantage of opportunities emerging.			

**Action 3.2c: OpTiC/St Asaph Business Park Development**

<b>Description:</b>			
Work with Glyndwr University to further exploit the potential of OpTiC as a high tech incubator hub and promote St Asaph Business Park generally as a location for Advanced Manufacturing (Opto Electronics)			
<b>Priority:</b>		<b>DCC Lead:</b>	
High		Peter McHugh, Head of Housing and Community Development	
<b>Supports ECA Outcomes:</b>		<b>Expected Benefits:</b>	
<ul style="list-style-type: none"> <li>• Infrastructure for Growth</li> <li>• Opportunities for Growth</li> <li>• Well Promoted Denbighshire</li> </ul>		High tech business space is readily available within the county Denbighshire is seen as an increasingly attractive place to locate a high tech business	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b>		<b>Partners:</b>	
Clear opportunity to prioritise this action as a key element of the next European Funding programme within Denbighshire.		Glyndwr University, St Asaph Business Park forum	
<b>Comments:</b>			
Initial discussions with Glyndwr University and St Asaph businesses has already commenced, and we are currently building up our understanding of the need and opportunity at the business park, and linking that understanding with how we are developing our programme for European funding.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 3.2d: Regional Growth opportunities**

Page 100

<b>Description:</b> Map regional growth locations (Deeside & Anglesey Enterprise Zones, Energy Island developments, new Prison, 21 <sup>st</sup> Century Schools programmes, etc) to identify supply chain and job opportunities			
<b>Priority:</b> Medium	<b>DCC Lead:</b> Peter McHugh, Head of Housing & Community Development		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> <li>Opportunities for Growth</li> <li>High Quality Skilled Workforce</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s businesses and residents are aware of new opportunities emerging and well positioned to take advantage of them.	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> This work will be undertaken in-house by the Economic and Business Development Team working in partnership through the North Wales Economic Ambition Board project teams.		<b>Partners:</b> North Wales Economic Ambition Board	
<b>Comments:</b> Work on this will commence in November 2013.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 3.3a: Social Enterprise Network**

<b>Description:</b>			
Work with DVSC to develop a local Social Enterprise Network that can offer tailored support and advice to Social Enterprises and enable them to provide a realistic alternative economic growth and jobs creation option			
<b>Priority:</b>		<b>DCC Lead:</b>	
Low		Sian Morgan Jones, External Funding Team Leader, Economic & Business Development	
<b>Supports ECA Outcomes:</b>		<b>Expected Benefits:</b>	
<ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		Social Enterprises offer an increasingly viable employment choice across the county Social Enterprises see Denbighshire as an attractive place to locate and establish	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b>		<b>Partners:</b>	
The Cyfenter Funding (European) currently offers financial support to social enterprises. We are currently extending the scheme. Support to social enterprises likely to be a component of the new European programme.		Denbighshire Voluntary Services Council, Rhyl City Strategy, Wales Co-operative Centre, Bangor University, local Social Enterprises	
<b>Comments:</b>			
Both Denbighshire Voluntary Services Council (DVSC) and Rhyl City Strategy already have work underway to support growth of social enterprises locally. The challenge under this action will be to align these separate pieces of work and ensure minimal overlap exists. The Cyfenter funding scheme offers an opportunity for social enterprise ideas to be developed.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 3.3b: Social Enterprise/Mutualisation opportunities**

Page 102

<b>Description:</b> Explore opportunities for delivering Council and other public services through social enterprise/mutual/co-operative business models			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Peter McHugh, Head of Housing & Community Development	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Social enterprises are able to provide an increasingly viable employment option for residents Service delivery may be protected, particularly in harder to reach communities	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b> Initial research will be undertaken in-house.		<b>Partners:</b> Wales Cooperative Centre, local social enterprises, DVSC	
<b>Comments:</b> Some initial consideration will be given to the opportunity for existing Council services such as grounds maintenance on our housing estates to be run on a social enterprise model.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.1a: Literacy, Numeracy & ICT Skills Development - Schools**

<b>Description:</b> Review current programmes to support skills development, particularly in Literacy, Numeracy and ICT within the context of the requirement to adhere to national frameworks such as the Literacy & Numeracy Framework, as well as changes arising from the 14-19 Curriculum Review Task and Finish Group.			
<b>Priority:</b> High		<b>DCC Lead:</b> Karen Evans, Head of Education	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>High Quality Skilled Workforce</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s young people are equipped for work and future job opportunities, resulting in reduced youth unemployment Denbighshire’s businesses have access to a skilled workforce	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> This action will use grants and core funding to target support.		<b>Partners:</b> Schools, Colleges, GwE	
<b>Comments:</b> An extensive Welsh Government funded training programme for all schools provided by external consultants is underway to improve the planning and teaching of literacy and numeracy. All schools will have started the training by December 2013. The significant improvement this year in ICT infrastructure in schools and the use of VLE resources will assist in improving ICT skills of all pupils in schools.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.1b: Soft Skills/Skills for Employment**

Page 104

<b>Description:</b> Develop a clear definition and shared understanding of ‘soft’ skills and identify which skills within this context fall in to the scope of responsibility of the different sectors.			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Karen Evans, Head of Education	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• High Quality Skilled Workforce</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s young people are equipped for work and future job opportunities, resulting in reduced youth unemployment Denbighshire’s businesses have access to a skilled and work-ready workforce	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> This action will use grants and core funding to target support.		<b>Partners:</b> Schools, Cyswllt Dysgu partnership, colleges, employers	
<b>Comments:</b> It is vital that Denbighshire’s learners of all ages develop soft skills that provide strong practical competences that help to improve communication, interview skills, team-building, leadership and interpersonal skills. The expansion of the Welsh Bac qualification in all high schools and colleges will support this development.			



**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.1c: Regional Skills & Employment Plan**

<b>Description:</b>			
Contribute to the North Wales Economic Ambition Board project on Skills & Employment, ensuring Denbighshire’s priorities and needs are reflected in the emerging North Wales Skills Development Plan.			
<b>Priority:</b>		<b>DCC Lead:</b>	
High		Karen Evans, Head of Education	
<b>Supports ECA Outcomes:</b>		<b>Expected Benefits:</b>	
<ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• High Quality Skilled Workforce</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		Skills development across the region and in Denbighshire is coordinated and focused on the right priorities to support economic growth and better outcomes for residents across North Wales	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b>		<b>Partners:</b>	
An allocation has been made from the WG Regional Collaboration Fund to support this work at regional level.		North Wales Economic Ambition Board – Skills & Employment Working Group	
<b>Comments:</b>			
The regional Skills & Employment Working Group is tasked with developing a Regional Skills Plan for North Wales. The challenge under this action will be to ensure that Denbighshire’s needs and priorities are appropriately reflected. The Regional Skills Plan is due for completion in early summer 2014.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.2a: Careers Advice & Support**

<b>Description:</b> Support and challenge Careers Wales to improve the Careers advice available to young people in schools			
<b>Priority:</b> Medium		<b>DCC Lead:</b> John Gambles, 14 – 19 Coordinator	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• High Quality Skilled Workforce</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Young people are prepared for work and are aware of careers available to them, particularly in growth sectors, leading to a reduction in youth unemployment Businesses have access to an appropriately skilled workforce	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> The majority of resources for this already directed at Careers Wales, including development of an online resource. Resource requirements locally will be in schools, including training for staff.		<b>Partners:</b> Careers Wales, 14-19 Network partners	
<b>Comments:</b> Work between local 14-19 Network Partners and Careers Wales has already started. A self improvement process for schools is being rolled out during 2013-14 and will set targets for careers advice. Careers Wales are also partners in implementing the Youth Engagement and Progression Framework in Denbighshire. Stronger connections need to be made between this work and the outputs from the North Wales Economic Ambition Board projects on growth sectors and skills.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.2b: Work Experience Opportunities**

<b>Description:</b> Improve the range, quality and availability of work experience opportunities			
<b>Priority:</b> Medium		<b>DCC Lead:</b> John Gambles, 14 – 19 Coordinator	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• High Quality Skilled Workforce</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s young people are equipped for work and future job opportunities, resulting in reduced youth unemployment Denbighshire’s businesses have access to a skilled and work-ready workforce	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Considerable officer time already focuses on this aspect of work. Much of the activity is EU funded. Replacement funding may be required. Capacity pressures on businesses to accommodate work experience placements are considerable.		<b>Partners:</b> Schools, colleges, employers	
<b>Comments:</b> Both the 14-19 Network and the Conwy & Denbighshire LSB are engaged in work in this area. A prospectus of opportunities has been developed and is due to be published. Increased opportunities for placements within the Council are being explored. An assessment of the quality of the current placements may be required. Again, closer links with the priority growth sectors from the North Wales Economic Ambition Board, and this Strategy could perhaps be considered.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.2c: Apprenticeships**

<b>Description:</b> Improve the availability and quality of apprenticeship opportunities across Denbighshire, including within the Council			
<b>Priority:</b> High	<b>DCC Lead:</b> John Gambles, 14 – 19 Coordinator		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• High Quality Skilled Workforce</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s young people are equipped for work and future job opportunities, resulting in reduced youth unemployment Denbighshire’s businesses have access to a skilled and work-ready workforce	
<b>When?</b>			
	<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>
<b>Resource requirements:</b> Much of the funding for apprenticeships is sourced from Welsh Government initiatives. Consider a coordinated approach to funding and provision with partners within DCC.		<b>Partners:</b> Schools, colleges, employers, work based learning providers	
<b>Comments:</b> The 14-19 Network is already heavily engaged in this area. An early action may be for an objective evaluation of the impact of current arrangements and an assessment of the connections with the growth sectors for North Wales and Denbighshire. The Council’s own apprenticeship scheme is well regarded. A common ‘charter’ for employers and apprentices setting out standards could be beneficial			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.2d: Links between Schools, Colleges & Employers**

<b>Description:</b> Review current arrangements linking schools, colleges and employers and explore how to build more effective connections			
<b>Priority:</b> Medium	<b>DCC Lead:</b> John Gambles, 14 – 19 Coordinator		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> <li>High Quality Skilled Workforce</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s young people are equipped for work and future job opportunities, resulting in reduced youth unemployment Denbighshire’s businesses have access to a skilled and work-ready workforce Denbighshire is seen as a good place to run a business	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> Funding for much of this activity currently comes from EU programmes. This funding ends in 2014.		<b>Partners:</b> 14-19 Network partners, Llwyddo’n Lleol Delivery Framework partners, Sector Skills Councils, Conwy & Denbighshire Skills Forum members	
<b>Comments:</b> Current arrangements are in place but may need to be evaluated in the light of the priorities from this Strategy and the North Wales Economic Ambition Board projects.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.2e: Job Brokerage**

<b>Description:</b> Work with Rhyl City Strategy to develop a county wide Job Brokerage scheme to connect people with employment opportunities, and businesses with employees			
<b>Priority:</b> High		<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> <li>High Quality Skilled Workforce</li> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Unemployment rates will be reduced. Businesses will have access to an appropriately skilled workforce	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> A successful model – Open Doors – operates in Rhyl through Rhyl City Strategy. However, the initiative relies on time-limited grant funding. Significant additional funding will be required to sustain this initiative in Rhyl and to extend it to a wider area.		<b>Partners:</b> Rhyl City Strategy, employers	
<b>Comments:</b> Initial discussions with RCS already commenced, and work will begin late 2013 on preparing a report outlining how a County wide service might be provided, what it would look like, how much it would cost and where potential funding could be sourced.			

**Action 4.2f: Barriers to Employment**

<b>Description:</b> Assess the factors that present barriers to work for Denbighshire residents, particularly young people, and identify priority areas for action and where the accountability for taking forward this action lies.			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Peter McHugh, Head of Housing & Community Development	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• High Quality Skilled Workforce</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Unemployment rates, particularly for young people, are reduced Levels of deprivation across the county are reduced	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Much of the work in this area currently is funded from EU programmes that end in 2014. A review of effectiveness and priority is needed before future programmes are initiated. EU funding is likely to continue to be needed.		<b>Partners:</b> Local employability partners, 14 – 19 Network, Schools, Colleges, Youth Services	
<b>Comments:</b> Learning and experience from the current EU funded programmes of activity will be essential in understanding the priorities for action to address barriers for young people and those furthest from the workplace and how best to address those locally in the changed financial climate.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.2g: Employability Partnership**

<b>Description:</b> Review existing arrangements and consider whether creation of a new/revised Employability Partnership would help to achieve better co-ordination and integration of activities and programmes			
<b>Priority:</b> High/Medium/Low		<b>DCC Lead:</b> Peter McHugh, Head of Housing & Community Development	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>High Quality Skilled Workforce</li> </ul>		<b>Expected Benefits:</b> Unemployment rates, particularly for young people, are reduced Levels of deprivation across the county are reduced	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> There are multiple potential sources of funding for activity in this area, including DWP. An objective should be to consider how mainstream funding could be used more effectively to achieve better outcomes for individuals.		<b>Partners:</b> Key Employability partners, Department for Work & Pensions, Rhyl City Strategy, Welfare and Advice services	
<b>Comments:</b> A key first step will be to map and understand current arrangements. This will help to confirm what further action may be required.			



**Action 4.3a: Career Pathways – Advanced Manufacturing/Energy & Environmental Technologies**

<b>Description:</b> Identify and promote career pathways in growth sectors, with particular focus on Manufacturing and Energy & Environmental Technologies			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• High Quality Skilled Workforce</li> </ul>		<b>Expected Benefits:</b> Denbighshire residents have access to higher value jobs in regional growth sectors. Businesses have access to an appropriately skilled workforce Denbighshire & North Wales are seen as attractive places to locate a growth sector business	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b> Unlikely to require additional budget – most of the work can be carried out in-house and with partner organisations.		<b>Partners:</b> North Wales Economic Ambition Board, Careers Wales, Schools, Colleges, Glyndwr (and other) University, employers, St Asaph Business Park businesses	
<b>Comments:</b> There is a link between this and the work of the North Wales Skills & Employment Working Group. Full potential in Denbighshire will be dependent on action to promote business growth under Theme 3.2			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.3b: Employer Engagement – Growth Sectors**

Page 114

<b>Description:</b> Explore how to achieve better engagement with employers in growth sectors of Advanced Manufacturing and Energy & Environmental Technologies to understand skills needs and gaps			
<b>Priority:</b> High		<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• High Quality Skilled Workforce</li> </ul>		<b>Expected Benefits:</b> Denbighshire residents have access to higher value jobs in regional growth sectors. Businesses have access to an appropriately skilled workforce Denbighshire & North Wales are seen as attractive places to locate a growth sector business	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Some work has already started through North Wales Economic Ambition Board regionally on this work. Advice will be sought on how to further progress locally.		<b>Partners:</b> North Wales Economic Ambition Board, Sector Councils, growth sector businesses, Careers Wales, Schools, Colleges, Glyndwr (and other) University	
<b>Comments:</b> Some further scoping of the action is required to understand what is required, the resource requirement and how to move forward (ie in-house or through an external commission). Initial discussions with St Asaph businesses and Glyndwr University have already commenced.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.3c: Advanced Skills for Growth Sectors**

<b>Description:</b> Ensure the advanced skills needed for growth sector businesses are addressed effectively through the local school/college curriculum			
<b>Priority:</b> High	<b>DCC Lead:</b> Karen Evans, Head of Education		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• High Quality Skilled Workforce</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s young people are equipped for future job opportunities, particularly in emerging growth sectors Denbighshire’s businesses have access to a skilled workforce Denbighshire is seen as a good place to run a business	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> Activity will take place within existing mainstream budgets		<b>Partners:</b> Schools, Grŵp Llandrillo Menai, Coleg Cambria, North Wales Economic Ambition Board Skills & Employment Working Group	
<b>Comments:</b> The major FE colleges currently offer full and part-time degree level courses within easy travelling distance of most parts of Denbighshire. The colleges also provide local accredited courses that prepare students for higher education in a range of subjects. At present there are very few opportunities for students to follow degree level courses within Denbighshire. The work being undertaken at Regional level under the North Wales Economic Ambition Board will help to address these issues.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 4.4a: Enterprise & Entrepreneurship Skills Development**

<b>Description:</b> Review and evaluate how enterprise and entrepreneurship are promoted, both in schools and community settings and identify priority areas for action.			
<b>Priority:</b> Medium		<b>DCC Lead:</b> John Gambles, 14 – 19 Coordinator	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>High Quality Skilled Workforce</li> </ul>		<b>Expected Benefits:</b> There is an increase in entrepreneurship and self employment across the county, with more successful businesses Unemployment rates, particularly youth unemployment, reduce	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Work in this area is currently funded from ESF EU funding through the Llwyddo'n Lleol Project (until 2015). Some work is also being funded regionally through the North Wales Economic Ambition Board workstream on Skills		<b>Partners:</b> Schools, colleges, businesses and other training providers	
<b>Comments:</b> Areas for focus may include – further development of enterprise hubs/clubs/resource centres; mentoring schemes; incentives and bursary schemes. A number of projects and initiatives already operate in this area and will require to be assessed for impact. The issue of progression in school based enterprise activities will be explored.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 5.1a: Empty Shops Initiatives**

<b>Description:</b> Develop initiatives for empty shops – including visual improvements, temporary uses and securing permanent new tenants			
<b>Priority:</b> High	<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s town centres are vibrant, with reduced numbers of empty units and increased footfall	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> Some action can be covered by existing budgets. More extensive initiatives such as grant schemes will require additional funding. External opportunities may exist through private sector partnerships, WG and others.		<b>Partners:</b> Private Sector, Estate Agents, Welsh Government, DCC Planning, DCC Revenues (in relation to possible rate relief), Town Centre Partnerships and Business Groups.	
<b>Comments:</b> Consideration is currently being given to the establishment of a post within the EBD Coastal Team (where there is the highest vacancy rate) which would focus on improving the appearance of vacant properties and bringing them back into use. The expertise developed within this post would be rolled out across the County.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 5.1b: Independent Retailers**

<b>Description:</b> Develop initiatives to promote and assist independent retailers			
<b>Priority:</b> Medium	<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s town centres are vibrant with increased footfall supporting successful businesses Denbighshire is seen as a good place to live and to visit	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> Some action can be covered by existing budgets. More extensive initiatives such as grant schemes will require additional funding. External opportunities may exist through private sector partnerships, WG and others.		<b>Partners:</b> Town Centre Partnerships and Business Groups, Welsh Government, Business Support Organisations, Coleg Llandrillo	
<b>Comments:</b> Some further scoping of the action is required to fully understand what is required, the resource requirement and how to move forward			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 5.1c: Diversification in Town Centres**

<b>Description:</b> Promote diversification and introduce new, non-retail uses which will help support the future vitality and viability of town centres and improve the evening economy			
<b>Priority:</b> Low		<b>DCC Lead:</b> Tom Booty, Economic & Business Development Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s town centres are vibrant with increasing footfall supporting successful town centre businesses Denbighshire is seen as a good place to live and to visit	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b> Key role for Planning - land-use implications and potentially supplementary planning guidance – as well as Economic & Business Development Team. Early work will include research of best practice elsewhere.		<b>Partners:</b> Private Sector, Estate Agents, Welsh Government, DCC Planning, DCC Revenues (in relation to possible rate relief), Town Centre Partnerships and Business Groups.	
<b>Comments:</b> Initial discussion between EBD and Planning commenced, but further scoping of the project required.			

**Action 5.1d: Parking & Traffic Management**

<b>Description:</b> Review parking/traffic management in all towns and consider changes that will promote economic sustainability or growth			
<b>Priority:</b> High	<b>DCC Lead:</b> Mike Jones - Parking, Traffic and Road Safety Manager		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s town centres are vibrant with increasing footfall supporting successful town centre businesses Denbighshire is seen as a good place to live and to visit	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> A new parking policy is likely to be required. This will require officer time from across Traffic & Economic Development teams. Traffic management and parking reviews in all towns could have significant resource requirements depending upon scope. Early scoping will be vital to identify Requirements are likely to vary from town to town.		<b>Partners:</b> Internal: Traffic, Parking and Road Safety; Economic and Business Development, Elected Members. External: Local businesses, Taith	
<b>Comments:</b> A comprehensive of review of traffic management & parking across Denbighshire towns will potentially be a substantial piece of work that may need to be externally resourced, albeit under the project management of staff from the Traffic, Parking and Road Safety team. It is, therefore, vital that work is scoped at an early stage to identify the correct level of review for each town i.e. it won't be a one size fits all. This should help ensure the work is undertaken as quickly as possible, provides sufficient detail, yet minimises the potential for any unnecessary work.			



**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 5.2a: Rural Diversification**

<b>Description:</b> Explore and promote opportunities for diversification to support growth in rural areas beyond tourism and agriculture			
<b>Priority:</b> Medium	<b>DCC Lead:</b> Joanna Douglass, Team Leader (South), Economic & Business Development		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s rural communities are economically sustainable Rural businesses are increasingly confident about the future Opportunities for employment in rural communities increase	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> Rural Development Plan (RDP) and Community Benefit /Economic Development Funds arising from wind farm development present potential sources of funding for activities.		<b>Partners:</b> External partners will include neighbouring authorities, Cadwyn Clwyd, DEA and others	
<b>Comments:</b> Some existing activity is already taking place through the RDP. An early action will be to review this activity to examine how we can strengthen the impact of this work to create more growth and diversification			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 5.2b: Local Food Production**

<b>Description:</b> Develop initiatives to promote local food production/selling - including consideration of supply chain issues to local shops, markets, cafes, restaurants and hotels			
<b>Priority:</b> Low		<b>DCC Lead:</b> Joanna Douglass, Team Leader (South), Economic & Business Development	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Opportunities for employment in rural communities increase Agricultural and rural businesses in general are increasingly confident about the future Local business to business purchasing is increased	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b> Rural Development Plan (RDP) and Community Benefit /Economic Development Funds arising from wind farm development present potential sources of funding for activities. Further scoping required to identify full resource requirements		<b>Partners:</b> Internal support from Tourism, Marketing & Events team External partners will include neighbouring authorities, Cadwyn Clwyd, DEA and others, local business groups and networks	
<b>Comments:</b> There is a clear link between this action, the work to further develop Food & Drink Tourism in Denbighshire and the work to develop the agricultural sector locally. This activity will focus on making connections between the different priority growth sectors.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 5.2c: Rural Accessibility Review**

<b>Description:</b> Assess accessibility of goods and services in rural areas			
<b>Priority:</b> Medium	<b>DCC Lead:</b> Liz Grieve, Partnership and Communities Team Manager		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s rural communities are economically sustainable Denbighshire’s rural areas are seen as good places to live Rural deprivation is reduced	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> Requirements for the initial study will be derived from the LSB of the Partnership team in DCC. Support may be required from the Hwb. RDP may be a source of funding for works arising.		<b>Partners:</b> LSB partners – Health, Fire, Police, RSLs, National Par, Environment Wales; Public Health, Third Sector Rural Development Plan Partnership	
<b>Comments:</b> This action will be delivered by the LSB if it forms part of the LSB’s Single integrated Plan, due to be agreed mid-year in 2014. If it is agreed, the work will be managed and delivered by the Denbighshire SPB.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 5.3a: Rhyl Going Forward**

Page 124

<b>Description:</b> Deliver the priority projects within the Rhyl Going Forward programme workstreams for – Coastal Tourism; Town Centre; West Rhyl Housing Improvement; Live & Work in Rhyl			
<b>Priority:</b> High		<b>DCC Lead:</b> Mark Dixon, Team Leader (Coastal), Economic & Business Development	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Levels of deprivation in Rhyl are reduced Rhyl is seen as a good place to live, visit and invest in	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> A number of projects are already funded – either through commitments from DCC budgets or through Welsh Government former Strategic Regeneration Area funding. EU funding is also a key element and will continue to be so. We are hopeful of also increasingly attracting private sector investment to Rhyl.		<b>Partners:</b> Welsh Government, Rhyl City Strategy, Communities First, Pennaf Housing, Rhyl Town Council, Rhyl Business Group, Wales Cooperative Centre, town centre businesses	
<b>Comments:</b> A separate Programme and Programme Board covers the detail of this area of work. It is included due to the significant impact it will have on Denbighshire’s economy as a whole as well as tackling stubbornly high levels of deprivation in Rhyl itself.			

**Action 5.3b: North Denbighshire Communities First**

<b>Description:</b> Work with and support North Denbighshire Communities First Cluster to address the causes of deprivation and improve outcomes for residents in Rhyl & Upper Denbigh			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Liz Grieve, Partnership and Communities team Manager	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Levels of deprivation in Rhyl & Upper Denbigh are reduced	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Communication process managed within current resources, unknown requirement if need for further support identified. Communities First Cluster has received funding from Welsh Government for its activities.		<b>Partners:</b> North Denbighshire Communities First; The Wales Cooperative Society; Welsh Government. Relevant Council Services	
<b>Comments:</b> A DCC officer is currently seconded to post of CF Cluster manager to support the development of the scheme.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 5.3c: Tackling Deprivation & Poverty County Wide**

<b>Description:</b> Develop a county wide approach to understanding and tackling deprivation and poverty			
<b>Priority:</b> Medium	<b>DCC Lead:</b> Hywyn Williams, Corporate Director, Customers. DCC Anti-Poverty lead		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Vibrant Towns &amp; Communities</li> </ul>		<b>Expected Benefits:</b> Levels of deprivation across Denbighshire as a whole are reduced Household incomes are increased across the county	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> Most of the resources required are invested in existing programmes, including ESF funding in the LSB's Financial Inclusion Project, and in mainstream activity.		<b>Partners:</b> Health, Public Health, Communities First, Education, Families First, Flying Start, Welfare Rights, LSB	
<b>Comments:</b> Activity needs to be focused on coordinating the existing work-streams. This can be achieved through the Director's lead of the Families Operational Group with support from the Partnership and Communities Team Manager. This may also appear as a priority in Denbighshire's next Single Integrated Plan, due for agreement mid 2014.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 6.1a: Target Market/Audience Research**

<b>Description:</b> Undertake market research to better understand our target markets and audiences, our customers’ needs and preferences, and our competitors, allowing us to tailor our promotional activity for greatest impact			
<b>Priority:</b> High		<b>DCC Lead:</b> Peter McDermott, Team Leader, Tourism Marketing & Events	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Denbighshire is recognised as a great place to live, visit, work or invest. Numbers of visitors and new businesses both increase	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Much of the resource for the early parts of this action will be in the form of officer time. Budgets will be required, however, to produce the promotional material. This may be a consideration for the Economic Development corporate priority funding.		<b>Partners:</b> Welsh Government, Tourism Partnership North Wales, Visit Wales, Local Businesses and business/tourism groups	
<b>Comments:</b> Resources have been identified within the team to take forward this piece of work. It will underpin all other activity in this Theme.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 6.1b: Collaborative Marketing**

<b>Description:</b> Identify and exploit opportunities for collaborating with others on the marketing of Denbighshire through strengthened links with national and regional marketing campaigns			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Peter McDermott, Team Leader, Tourism Marketing & Events	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Denbighshire is recognised as a great place to live, visit, work or invest. Marketing activity is cost effective and complementary	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b> Resources may be required to undertake more locally driven activity to ensure the Denbighshire offer and brand remains strong within regional campaigns, and more nationally for the unique areas within the authority that we may wish to promote.		<b>Partners:</b> Welsh Government, Visit Wales, Tourism Partnership North Wales, North Wales Tourism.	
<b>Comments:</b> Marketing areas have been agreed, with Denbighshire forming part of the North East Wales region and taking a lead on the development of North East Wales publications. There is insufficient resource in place to do stand alone marketing for Denbighshire. If this is to be achieved , additional budget will be required.			



**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 6.1c: Effective Promotion**

<b>Description:</b> Develop effective promotion of Denbighshire, incorporating both traditional and newer modes of communication, in particular social media and PR			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Gareth Watson, Team Leader – Communications and Campaign Management	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Marketing activity is cost effective Denbighshire is recognised as a great place to live, visit, work or invest. Numbers of visitors and new businesses both increase	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Much of the resource for the early parts of this action will be in the form of officer time. Budgets will be required, however, for promotional material. This may be a consideration for the Economic Development corporate priority funding.		<b>Partners:</b> Businesses, Tourism partners, Press, Communities	
<b>Comments:</b> The Council is adopting an accounts management process, as well as an enhanced approach to social media and marketing campaigns. This work is programmed into the Team workplan and will be reviewed on a regular basis. This will support enhanced activity in this area.			

**Action 6.1d: Marketing Denbighshire to Visitors**

<b>Description:</b> Understand and exploit better the significance of Wales as a market for visitors to Denbighshire			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Peter McDermott, Team Leader, Tourism Marketing & Events	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s Welsh identity and culture are promoted, resulting in an increase in visitors and visitor spend Denbighshire is recognised as a great place to visit	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Much of the resource for the early parts of this action will be in the form of officer time. Budgets will be required, however, for promotional material. This may be a consideration for the Economic Development corporate priority funding.		<b>Partners:</b> Visit Wales, Tourism Partnership North Wales, Destination businesses, Denbighshire Destination Partnership.	
<b>Comments:</b> Work needs to be done to build the relationship in the visitor market and understand how to influence it in the future. Denbighshire needs to be more of a sector leader, setting the agenda within Visit Wales’ Marketing Areas. We will also work with local businesses to ensure that they understand the importance of Wales as a market for their businesses.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 6.1e: Marketing Denbighshire to residents**

<b>Description:</b> Encourage local residents to see Denbighshire as a place to ‘visit’ as well as live in			
<b>Priority:</b> Medium	<b>DCC Lead:</b> Peter McDermott, Team Leader, Tourism Marketing & Events		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Vibrant Towns &amp; Communities</li> <li>• Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s town centres and rural communities are vibrant with increasing footfall supporting successful businesses Denbighshire is seen as a great place to live and to visit More ‘Denbighshire’ income is recirculated locally	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> Much of the resource for the early parts of this action will be in the form of officer time. Budgets will be required, however, for promotional material. This may be a consideration for the Economic Development corporate priority funding.		<b>Partners:</b> Business groups and associations Town and Community Councils.	
<b>Comments:</b> As part of developing a working Destination Management Plan the Destination Denbighshire Partnership will be strengthened to better represent the business community. This in turn will contribute to ensuring that the business offer is right in the first place and that Denbighshire businesses and ultimately its residents understand the county’s key tourism products. The Events Strategy will also help with this action.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 6.1f: Champions for Denbighshire**

Page 132

<b>Description:</b> Work with local businesses and community representatives to establish ‘champions’ for Denbighshire, who will promote the county as a great place to live, work, operate a business and visit			
<b>Priority:</b> Medium		<b>DCC Lead:</b> Peter McDermott, Team Leader, Tourism Marketing & Events	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Denbighshire is seen as a great place to live, work, visit & invest Denbighshire is seen as an easy place to locate and run a business, with a successful modern and vibrant local economy	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b> Much of the resource for the early parts of this action will be in the form of officer time. Budgets will be required, however, for promotional material. This may be a consideration for the Economic Development corporate priority funding. It is not anticipated that champions would receive payment.		<b>Partners:</b> Destination Management Partnership, Federation of Small Businesses, local businesses and business groups, County & Town Councillors, AMs/ MPs, Community leaders, community groups, residents	
<b>Comments:</b> While use of local ‘champions’ can be an effective way of promoting an area, it is important that any such initiative is well thought through from the start. Champions will need to be credible and authentic, and the role of champion will need to be clear – both to the champion and to others. They will need to play a key role in any marketing campaign promoting Denbighshire.			

**Action 6.1g: Denbighshire as a Great Place to Live**

<b>Description:</b> Work with estate agents and housing developers to strengthen promotion of Denbighshire’s towns and communities as desirable places to live			
<b>Priority:</b> Low		<b>DCC Lead:</b> Gareth Watson, Team Leader, Communications and Campaign Management	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Vibrant Towns &amp; Communities</li> <li>Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Denbighshire is seen as an attractive place to live	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Much of the resource for the early parts of this action will be in the form of officer time. Budgets will be required, however, for any promotional material. This may be a consideration for the Economic Development corporate priority funding, however it is anticipated that agents themselves will provide most materials		<b>Partners:</b> Estate agents, property developers, Town and Community Councils.	
<b>Comments:</b> This action will pull together information to promote what the county and region has to offer in terms of infrastructure, schools, transport links. This will involve working with estate agents and developers on getting the message right and embedded in their materials.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 6.1h: Industry Event Marketing**

<b>Description:</b> Together with our partners, target appropriate industry events to promote Denbighshire to visitors and potential businesses, using a shared overall message to maximise the impact of our combined marketing activity			
<b>Priority:</b> High		<b>DCC Lead:</b> Peter McDermott, Team Leader, Tourism Marketing & Events	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Denbighshire is recognised as a great place to live, visit, work or invest. Marketing activity is cost effective and complementary	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b> Much of the resource for the early parts of this action will be in the form of officer time. Budgets will be required, however, for promotional material. This may be a consideration for the Economic Development corporate priority funding.		<b>Partners:</b> Major investors in Denbighshire, North Wales Economic Ambition Board, Tourism Partnership North Wales, Visit Wales, Welsh Government	
<b>Comments:</b> Early work will research and identify what kind of events the Council could attend. A calendar of potential events and marketing plan will be developed during 2014/15. Attendance at events will have resource implications			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 6.2a: Destination Management Plan & Partnership**

<b>Description:</b> Complete a Destination Management Plan for Denbighshire & consolidate the Destination Denbighshire Partnership			
<b>Priority:</b> High	<b>DCC Lead:</b> Peter McDermott, Team Leader, Tourism Marketing & Events		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Opportunities for Growth</li> <li>• Vibrant Towns &amp; Communities</li> <li>• Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s towns, rural communities and visitor attractions live up to the promotional messages Denbighshire is recognised as a great place to visit, with increasing visitor numbers and spend Denbighshire’s tourism, retail and hospitality businesses are increasingly confident about the future	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> <i>Opportunity to talk about what resources requirements will be or where funding will predominantly come from?</i>		<b>Partners:</b> Destination Denbighshire Partnership, local businesses, Town & Community Councils, Council services	
<b>Comments:</b> A lot of work has already been undertaken to progress a Destination Management Plan for Denbighshire. This has involved representatives of internal departments and members of the Destination Denbighshire Partnership. This work is continuing and there is an expectation that this will be delivered in this current financial year. Work will then continue to consolidate the Partnership and implement the Plan.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 6.2b: Inward Investment management**

<b>Description:</b> Establish a coordinated approach to ensure a professional and seamless response to Inward Investment enquiries			
<b>Priority:</b> High	<b>DCC Lead:</b> Carolyn Roberts, Team Leader (North), Economic & Business Development		
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>Supported &amp; Connected Businesses</li> <li>Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Denbighshire is seen as a location of choice for new businesses Businesses find it easy to do business with the Council	
<b>When?</b>			
<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>
<b>Resource requirements:</b> There will be a budget requirement for the production of promotional material		<b>Partners:</b> North Wales Economic Ambition Board, commercial property agents, Welsh Government, developers	
<b>Comments:</b> North Wales Economic Ambition Board already has a project focused on promoting inward investment in North Wales as a region. Work under this action will ensure that Denbighshire’s priorities and needs are reflected in that work, and also that arrangements are made for improved handling of local enquiries arising from the increased regional profile.			



**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 6.2c: Town & Area Plans**

<b>Description:</b>			
Continue to develop and embed Town & Area Plans, across Council Services and priorities, with partners and within communities themselves			
<b>Priority:</b>		<b>DCC Lead:</b>	
High		Tom Booty, Economic & Business Development Manager	
<b>Supports ECA Outcomes:</b>		<b>Expected Benefits:</b>	
<ul style="list-style-type: none"> <li>• Vibrant Towns &amp; Communities</li> <li>• Well Promoted Denbighshire</li> </ul>		Denbighshire’s towns and rural communities prosper, and are seen as great places to live, work, visit and invest.	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<b>Resource requirements:</b>		<b>Partners:</b>	
A budget has been established to support implementation of priority actions identified within each of the Town & Area Plans. Funding can also be drawn from mainstream service budgets and external grant funding depending on individual actions. Development of the Plans themselves is supported by Plan Champions and Single Point of Contact officers from EBD.		Town & Community Councils, community organisations, Rural Development Partnership, local businesses and business groups	
<b>Comments:</b>			
Town Plans are currently being expanded into Area Plans to include the associated rural communities. Implementation of Year 1 priorities is underway. Work is monitored by the Plan Champions Group.			

**Economic & Community Ambition Delivery Plan: 2013 – 2017**

**Action 6.2d: Tackling Eyesore Sites**

<b>Description:</b> Develop and implement a coordinated approach to tackling identified eyesore sites across the county			
<b>Priority:</b> High		<b>DCC Lead:</b> Graham Boase, Head of Planning & Public Protection	
<b>Supports ECA Outcomes:</b> <ul style="list-style-type: none"> <li>• Vibrant Towns &amp; Communities</li> <li>• Well Promoted Denbighshire</li> </ul>		<b>Expected Benefits:</b> Denbighshire’s towns and rural communities are seen as great places to live, work, visit and invest.	
<b>When?</b>			
<i>2013/14</i>		<i>2014/15</i>	
<i>2015/16</i>		<i>2016/17</i>	
<b>Resource requirements:</b> Predominantly officer time. A one off allocation would provide a budget from which works could be funded with receipts recycled for future use. This is currently under consideration.		<b>Partners:</b> Developers, property owners, Welsh Government	
<b>Comments:</b> A cross service group has been established and a database of eyesore sites developed. A ‘Top 20’ priority list has been established and action is underway to address the sites. Implementation of the approach will continue through the life of the strategy.			



## Public Consultation Responses Economic & Community Ambition Strategy

July - October, 2013

**Feedback:**

**Response to feedback:**

<b>No.1 – Dee Valley MAG</b>					
<b>Medium:</b>	Meeting				
<b>Comments:</b> Key interests are Broadband and Rural Services review – supportive					Noted. Identified as early priorities for the Strategy Implementations.
<b>No. 2 - Denbigh Drop-in</b>					
<b>Medium:</b>	Drop in event				
<b>Comments:</b> Run more events  Explore the possibilities presented by the Small Business Saturday initiative  Set more sustainable businesses in Denbighshire  Promote the area better					Development of an Events Strategy is included as a priority action.  Noted. We will explore under Supported and Connected Business Theme.  Business sustainability and resilience is a key principle.  More effective promotion identified as a key theme.
<b>No. 3 - Rural Focus Group</b>					
<b>Medium:</b>	Focus Group				
<b>Comments:</b> Extension of railway to Corwen is a "game-changer" and the most needs to be made of the opportunity  Need better signage to promote the railway					Agreed. Will address through Corwen Area Plan.  } } For consideration through Corwen Area Plan.

<p>Opportunity to provide cafe at the back of the Eagles PH to make the most of the railway opportunity</p> <p>Need to review the Clwydian Range Tourism Association - do we need to extend it to cover the Dee Valley or create a separate one?</p> <p>How does Corwen make the most of the opportunity presented by the success of the Rhug Estate?</p> <p>No toilets in Corwen so the coaches don't stop</p> <p>Is there an opportunity to open up and make the most of the River Dee?</p> <p>Should consider introducing specific initiatives to support growth and prepare for the arrival of the railway</p>		<p>}</p> <p>Noted. We will explore this suggestion.</p> <p>}</p> <p>}</p> <p>}</p> <p>} For consideration as part of Corwen Area Plan.</p> <p>}</p> <p>}</p> <p>}</p>
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<b>No. 4 - Tourism Focus Group</b>					
<b>Medium:</b>	Focus Group				
<p><b>Comments:</b></p> <p>Want Clwyd House should be open more</p> <p>More support required for the Visitor Centre on Ruthin Square to increase opening hours</p> <p>More needs to be done to increase footfall in Ruthin</p> <p>Concern raised about the possible impact on public transport if subsidies end /reduced</p>					<p>Noted. We will explore this suggestion.</p> <p>}</p> <p>} Visitor Centre is a Town Council initiative. For consideration as part of Ruthin Area Plan.</p> <p>}</p> <p>}</p> <p>} Regional Bus Network and Community Transport Strategy is intended to address the concern but we will keep situation under review.</p>

**No. 5 - Cllrs. Rhys Hughes & Stuart Davies – Llangollen**

**Medium:**

Email

**Comments:**

We welcome the priority given to Economic Development & strongly agree that DCC should be playing its part in creating and supporting the conditions that allow businesses to flourish.

**‘Where we are now’**

The sources of the various statistics should be clearly identified. You cannot measure progress unless you are clear about what exactly you are measuring against.

We agree with the realism – the task of revitalising the economy should not be underestimated and resources should be put behind the Strategy to ensure the dispersed rural economy is supported.

**Infrastructure for growth**

The Dee Valley has unique potential for growth that should be recognised and supported.

In the Dee Valley we need to better identify business demand and premises requirements and see what can be done to encourage growth. There are some sites and potential investors that would benefit from the work stream aspirations in this section.

Query: surely ‘increased access to Wi-Fi...’ benefits everyone and not just ‘visitors’? one of the aspirations of the Town Council And Chamber of Trade is a Hi Tech business park at Cilmedw with fibre optic hi speed connection.

Noted. Strategy is intended to focus on support and facilitation.

The baseline report and performance indicators currently being prepared will address this point.

Rural economy is identified as a priority theme in the Strategy.

Noted. For consideration in Corwen and Llangollen Area Plans.

Our review of business land and premises and our strategic development sites will take on county wide approach, including Dee Valley.

Noted. Our Digital Denbighshire proposal is intended to address provision and deliver benefits for businesses and residents as well as visitors.

## Opportunities for growth

The comparison made between Denbighshire and Conwy is unhelpful. It would be better to compare visitor spend per head with a range of other counties in Wales and elsewhere and aim to increase the amount per head that visitors spend in Denbighshire.

There should be more emphasis on tourism research, and evaluation of progress in this section.

There is much made of 'promotion' but little on product development

There is mention of working with accommodation providers but not other businesses such as attraction providers or tourism/business groups.

There is no mention of a Denbighshire Marketing or Tourism Strategy.

Renewables are not just offshore wind farms – there should be reference to other forms such as Hydro power. The Dee Valley could potentially benefit from this sector.

Social enterprises are just one way forward; we believe working with

Noted. We will take this into account in our performance indicators. Agree that target should be increased spend per head as well as increased numbers.

Noted. We will address this through the assessment of opportunities for tourism diversification.

Noted. We will be rewriting section 6 of the Strategy in particular to emphasise the need for product development as well as good promotion.

Lack of good quality accommodation was highlighted as a key weakness for Denbighshire hence its specific mention. Action 2.2a is intended to include working with existing business groups, including tourism providers. Action 3.1Ac is specifically focused on working with tourism businesses and will include attraction providers.

The marketing approach/strategy for Denbighshire is intended to emerge from the work outlined in Theme 6 "Well Promoted Denbighshire". This section has been rewritten to clarify. We will explore whether a specific Tourism Strategy is needed.

Noted. This comment was made by another consultee and will be explored. The community hydro scheme in Corwen is a good example.

Noted. Community capacity building will continue to be an important focus and will be appoint for consideration

local groups and helping communities to help themselves is important. And in the Dee Valley there are active groups and community councils which work with the County Council to achieve realistic goals and this work should continue.

### **High Quality skilled workforce**

We support efforts to improve skills and instil a work ethic.

See comments above on the importance of nurturing the abilities of local groups (whether Community Councils, Silver Bands, faith, sport or other groups), to help them to help themselves. Such groups may make an economic contribution to society but they also instil a sense of local pride and enterprise.

### **Vibrant towns & communities**

Should reference also be made to the Grimsey Report as well as the Portas report?

We support the town & area plan process. It is important that this Economic Ambition Strategy takes account of these plans and the actions in them and assists them deliver.

Given the proportion of the County that is rural are we giving it the prominence it deserves?

in all Area Plans and in the Council's overall ' Closer to the Community' approach.

Noted.

Noted.

There are a range of reports now available and all will form part of our analysis of actions to support Denbighshire's Town Centres.

Noted.

Rural Economy has been identified as a key early priority and will be addressed.



**Well promoted Denbighshire**

Do we mean 'well marketed' or 'well promoted'?

'Identify and exploit...marketing *and promotion* of Denbighshire' – it is not clear what this means. Marketing the County Council, Marketing for Investors, Marketing for Visitors, for residents?

The opportunity for collaboration could be explained to help make clear what is being marketed (or promoted?), to whom and why.

What constitutes a 'good range' of local opportunities?

What evidence is there to support investment in 'big ticket attractions' and what might they be?

Page 145  
There is no mention of a Marketing or Tourism or Inward Investment Plan for Denbighshire.

As an indicator of success, 'increased visitor numbers' is not necessarily helpful; a better indicator might be 'increased revenue from visitors and % increase year on year' i.e. a better managed industry which benefits the host community too.

The series of actions seem lacking in order. This section either needs expanding and reworking or consideration could be given to scrapping this Theme and relocating the actions, incorporating them in earlier Themes.

We have received a number of comments on this section and have rewritten it to provide greater clarity.

Our key intentions are to:

- Improve **quality** not necessarily quantity of promotional activity;
- To identify, understand and target better our key markets/audiences; and
- To make sure the 'product' of Denbighshire lives up to our promotion of it.

We intend our promotion to be to businesses, visitors **and** residents but recognise that messages will be different for each.

This will be clarified.

See previous response.

Agreed. See previous response.

Agreed. We have rewritten this section of the Strategy to clarify.

<b>No. 6 - FSB Wales Policy Manager</b>					
<b>Medium:</b>	Email				
Page 146	<b>Comments:</b>				
	Underlying principles. 'Holistic' – good stuff about not overly relying on one sector. 'Balanced' – fair point about supporting new and established businesses. Be great if this could be expanded so that 'balanced' also refers to businesses of different sizes.				Our intention is to support business of different sizes.
	Good but would be useful to ensure that travel <u>for</u> work rather than just travel <u>to</u> work is taken into account.				Noted and agreed.
	Theme 2 a fair reflection of the problems.				Noted.
	Business support all seems sensible, especially point c about regulation.				Noted.
	Local procurement and community benefits – need to make sure that any emphasis on community benefits doesn't accidentally have a negative impact on small businesses who might not find it as easy to offer apprenticeships etc. as larger employers. Think about how to support local small business, rather than just small business, especially in light of the recent FSB report on procurement and the benefits of spending with local small business.				Noted. We will incorporate this useful feedback into the work we are doing to take forward the priority, including the review of our Procurement Strategy. We have already started discussions with Wales Co-operative Centre on what more can be done to support small local businesses through procurement.
Developing a 'business friendly' culture is great – need to make sure people think specifically about small businesses within this.				Noted. We will include this in our work on this action.	
Tricky one to raise without looking mean but why the focus on social enterprise? No evidence is cited as to why this should be a particular target and is of greater benefit than, for instance, encouraging regular businesses to work with disadvantaged groups more closely. Need to				We have specifically highlighted Social Enterprise as a sector we believe is underdeveloped in Denbighshire. We consider it to be a good complement to establish business models and will retain as a priority action.	

<p>ensure that resources aren't diverted away from support for other types of business.</p> <p>Theme 4 issue 4 - good idea to gain better understanding of employer needs in terms of skills in order to be able to tailor support.</p> <p>Building stronger links between schools, colleges and employers: need to ensure that this takes account of employers of all sizes, so that consideration is given to building links with SMEs.</p> <p>Already a range of schemes set up to connect people to job opportunities, especially where people have been out of work for six months or more. Need to make sure that any efforts in this area don't duplicate existing schemes or create confusion.</p> <p>Again, would be great to see explicit recognition that better engagement needs to include employers of all sizes so that the needs of SMEs are taken into consideration.</p> <p>Monitoring progress – good to see that baseline of outcome indicators will be put together so that progress can be assessed. Evidence does need to be collected about the current position so that any difference can be assessed. Also good to see acknowledgment that monitoring and evaluation strategies need to be adaptable and should change over the duration of the Strategy if necessary.</p>		<p>Noted.</p> <p>Noted.</p> <p>Noted. Our intention would be to simplify and streamline rather than necessarily add new initiatives.</p> <p>Noted.</p> <p>Noted. The performance indicators published with the finalised strategy are intended to address this point.</p>
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Page 4

<b>No. 7 - Llangollen Drop in</b>					
<b>Medium:</b>	Drop in event				
<b>Comments:</b> Very pleased with the strategy. Good to see that departments will be working together rather than independently.  Agreement with principals of strategy and especially in streamlining business support and advice.  Agree with the economic model but stresses they must all link together - if one area of weakness then model will fail.  Would like to have progress reports on how the strategy is being implemented.					Noted.  Noted.  Noted. This was our intention in publishing the model and in including the 6 Themes for Action.  Noted. Our intention is to provide progress reports annually.

<b>No. 8 – Rhyl Town Council</b>					
<b>Medium:</b>	Email				
<b>Comments:</b> Allocated employment sites are at risk - a clear statement should be included within the document of the actions/process to be taken to address the identified issues.  An explanation should be provided within the document as to why in Denbighshire, as a rural area, there is a greater proportion of small and very small businesses rather than more urban economies. The Business sector needs to fit in – if every larger Town had a manager this information could be easy to access.  Suggest include additional section: (f) Appoint a Manager for each of the Larger Towns who would be required to act as the local business connection engaging with all the local businesses within their designated Town area.					Noted. This is addressed through the Council's recently adopted LDP which includes planning policies aimed at safeguarding existing employment sites.  Noted. Action 6.2c commits us to developing and improving arrangements as appropriate for Denbighshire's towns individually rather than 'one size fits all'.  Action 6.2c commits us to developing the arrangements appropriate for each town, and covers this point without the need for an extra action as suggested.

<p>Proper public transport to and from the St. Asaph Business Park needs to be established. Not all jobs are high tech and there are accessibility problems for the persons wishing to access the lower paid positions.</p> <p>The document should make clear statements as to the reasons and what strategies are going to be used by DCC to improve this. For example, is one of the problems in Rhyl hotel bed capacity forcing would be visitors to stay elsewhere - in Llandudno for example?</p> <p>Too many organisations (Theme 4). Should be less of them and more co-ordination to avoid duplication. A statement should be included as to what the strategy is going to do about this?</p> <p>The document should recognise that Town Centre's are supported by adjacent areas – for example Water Street and Queen Street are no longer considered as part of the Rhyl Town Centre but are adjacent to the Town Centre and support commercial activity within it.</p> <p>A statement should be included as to how the Local Authority will seek to influence change to improve a more equitable process which is less complex and reflects the current economic climate.</p> <p>In respect of the Rhyl Town Centre the County Council need to re-examine the traffic flow system and parking restrictions – there are too many yellow lines – These act as a barrier to people wishing to visit the Town particularly those only visiting one or two businesses.</p> <p>The level of rents and rates for businesses in the Town centre are too high and do not take account of the recent loss of anchor stores such as Marks and Spencers and Next.</p> <p>Re-visit the parking and the pedestrianised area – open them up to access the shops.</p>		<p>Noted. We will explore this point.</p> <p>Action 3.1a will explore how to diversify Denbighshire's tourism offer toward higher value activities. The issue of lack of good quality accommodation is agreed and is addressed through Action 3.1b.</p> <p>Noted and agreed. Action 4.2f is intended to address this point.</p> <p>Noted. We agree that a functional view needs to be taken of Town Centres, including adjacent supporting areas as suggested. Each Town Plan should consider such issues at a local level.</p> <p>Beyond lobbying, councils have little/no influence over business rate levels. We have focused this strategy on what we can influence/control.</p> <p>This is an issue common to a number of Denbighshire's towns. Action 5.1d is intended to address the concerns raised.</p> <p>Noted.</p> <p>Workstream 5.1 will review these issues across all Denbighshire's towns including Rhyl.</p>
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Page 11

<p>Theme 6 - the Document should highlight how the County and the individual resorts will be promoted in future.</p> <p>Can clarification be given as to how the Ambassadors will be appointed/employed.</p> <p>In respect of “good supply of affordable housing” – how will the authority address the current housing waiting list of approximately 4,000.</p> <p>The Registered Social Landlords should be required to look at the quality of existing houses in Rhyl.</p>		<p>This section of the Strategy has been rewritten to clarify. The detail requested, however, will emerge from the further work following on from the Strategy. See action 6.1f. There is no detail to the concept as yet. This is what needs to be explored.</p> <p>The newly adopted LDP includes allocations of land for housing, a proportion of which will be ‘affordable housing’.</p> <p>Noted.</p>
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<b>No. 9 - RCS (Rhyl City Strategy)</b>				
<b>Medium:</b>	Email			
<p><b>Comments:</b></p> <p>RCS has recently established the ‘Denbighshire Supporting Business Network’, having identified the need for such a network through our own consultations with businesses and entrepreneurs. The network comprises all key partners who are involved in delivering support and advice to businesses in Denbighshire. At its inaugural meeting in July 2013, the network agreed a set of aims around aligning services, improving communication and identifying gaps in delivery. Our work in facilitating this network is currently funded by Coastal Communities Fund until September 2014. We would welcome an approach from DCC to work closely with us on the support and future development of this network, rather than seeking to establish a separate forum.</p> <p>We strongly support an approach to procurement that supports local businesses and provides employment opportunities for local residents. We believe however that social clauses need to be effectively monitored, implemented and resourced before any notional</p>				<p>We would be keen to work with RCS on this initiative and would not intend to do something separate. We are keen, however, to perhaps go beyond a loose network and explore the potential for a more formal partnership approach among all key business support providers, including DCC.</p> <p>Noted. We would be pleased to work with RCS in this field.</p>

opportunities can be realised. We have previously submitted a bid to WG in partnership with DCC aimed at developing effective mechanisms for maximising opportunities created through social clauses. The bid was unsuccessful, but WG have indicated their intention to work with us separately on developing our proposals across regeneration areas of Wales. We would welcome DCC's continued and active involvement in this piece of work.

We welcome the commitment to supporting growth in the social enterprise sector. However, we believe that the proposed actions do not go far enough to provide real impetus for growth. We feel that DCC is well positioned to offer existing or fledgling social enterprises a range of practical support measures through its existing staff resource. This could include marketing support, financial support, legal advice, research and development, management training etc. DCC could support new social enterprises by providing premises free of charge or at a peppercorn rent. DCC could also encourage its officers to make active use of the services of local social enterprises when organising events, booking venues etc. We believe there is much value in the 'budget' approach of small actions amounting to significant cultural change over time.

We have also identified a need for social enterprises to have access to tailored mentoring and support from peer organisations which understand the specific challenges associated with operating in a social enterprise environment. We will be looking to develop such a programme associated with our vision of a local School for Social Entrepreneurs, and would welcome support from DCC to take this aspiration forward.

In 2012 following a successful funding application to Welsh Government, RCS developed and established a job brokerage service, Open Doors, whose aim was to establish a single point of contact for businesses seeking staff, and to help connect job-seeking customers

Noted. We would value further discussion with RCS on the suggestions included here.

Noted. Whilst we welcome the intention to provide more support for Social Enterprises we are concerned that this does not duplicate or contradict the work currently being carried out by DVSC in this area. We would encourage RCS to work with DVSC on this rather than seeking to establish a separate forum or initiative.

We would be keen to discuss this idea further with RCS. We agree that we should avoid duplications wherever possible.

with employment opportunities. In its first year of operation, Open Doors has registered over 1,000 job-seeking customers, mainly from coastal Denbighshire and Conwy, and has supported over 200 people into employment. The service works closely with DCC's New Work Connections Service, providing the job brokerage for their work-ready clients. Open Doors is currently being funded for a second year as part of a Welsh Government funded pilot to test a single employment and skills programme model prior to the next round of European funding, and is being heralded as a model of good practice. As the service clearly fits DCC's aspirations to deliver a county-wide job brokerage service, we would ask that DCC consider the option of providing additional funding to allow us to deliver Open Doors across an extended geography, rather than duplicate this service.

We agree with the finding that there is a complex landscape of support organisations and programmes to help people into work and training. We would add that this landscape is ever changing, and that mapping exercises are very quickly out of date and only able to provide a snapshot in time. We believe that the complexity is due in part to the nature of government contracts and the temporary nature of sub-contractual arrangements creating an unstable supply chain. We would also assert that the range of provision can be seen as an indicator of the amount of specialist provision required to deal with a range of highly complex and challenging issues facing people who are out of work. Largely then, we believe that the complexity is here to stay and that the challenge is to understand it and work with it to best effect.

RCS has dedicated considerable resource over the past seven years to doing just that. RCS was originally born out of a DWP programme that established local partnerships to tackle economic activity in pockets of entrenched worklessness through coordinating activity, identifying gaps and brokering and developing local solutions. These remain RCS's key aims, and we believe we have clearly demonstrated that an

Noted. We have reviewed Theme 4 of our Strategy to ensure it identifies the right issues, responses and priorities. We continue to consider complexity of provision on significant issue that requires to be addressed. We are hopeful that work underway at Regional level by the Skills and Employment Sub-group of the North Wales Economic Ambition Board will provide some simplification.



employability partnership achieves better coordination and integration of activities and programmes.

Our Executive Board comprises senior representatives from statutory, business and third sector organisations engaged in tackling worklessness. DCC has been represented on the RCS partnership since its inception, and actively supported RCS's approach to DWP to create a community interest company to take the work of the partnership forward. We also facilitate a Consortium of over 100 organisations who are associated in some way with the worklessness agenda. We drive the sharing of information, identification of gaps and developing of solutions through these fora, and are able to do so with flexibility, speed and creativity. As a result, our partnership has succeeded in leveraging over £7m worth of funding into Conwy and Denbighshire since 2007 to deliver bespoke programmes of support where it has identified a gap or an opportunity in local provision to tackle worklessness. To date, these programmes have directly supported over 700 people into sustained employment, supported over 2,000 unemployed people to follow a programme of work-related training, and helped nearly 1,000 employees return to their employment following a period of sickness absence.

We believe that this experience and expertise puts RCS in a strong position to lead on the employability agenda in Denbighshire, and suggest that DCC consider devolving this responsibility to RCS, formally acknowledging and supporting our employability partnership, and tasking it with delivering outcomes on DCC's behalf.

One of the key areas of work that we are looking to take forward is addressing what we perceive to be an ineffective referral culture. Advisors and support officers often have a limited understanding of what other organisations are able to offer, which can result in individuals being passed from one organisation to another with no follow-up and no outcome. We are currently developing employability training for front-line staff in organisations involved in delivering support and advice to

We note your suggestion and are open to a discussion with you and other partners, including DWP, on the best way of leading this agenda locally.

We note this interesting initiative and would be keen to discuss it further with you.

<p>individuals who may be unemployed, e.g. housing officers, health professionals, etc. The aim of the programme is to raise awareness of the various agencies, programmes and provision available to help people into work, and to improve the appropriateness of referrals. Alongside this training, we plan to update our employability directory, which holds details of over 100 organisations who provide employability support in Denbighshire.</p> <p>We would welcome the active involvement of DCC in developing and promoting an employability training programme to all DCC staff who are involved in front-line delivery of services to people who may be unemployed.</p> <p>We support the focus on enterprise and entrepreneurship and the learning associated with these areas. We are currently delivering a mentoring scheme for pre-start and new businesses along the coastal area, and Welsh Government has very recently introduced a scheme that delivers mentoring county-wide. While there are some bursaries available through Welsh Government, we agree that a bursary or incentive scheme is needed to provide small amounts of funding to new entrepreneurs, and would welcome an opportunity to work closely with DCC in this area.</p> <p>We support the aim of 5.2c wholeheartedly. We believe that temporary use provides a valuable opportunity for new entrepreneurs and businesses to test out their markets, creates a stimulus for community activity, and creates community confidence. We would welcome the opportunity to work closely with DCC on this workstream, tying in with our support for new businesses.</p> <p>Delivering the Strategy - we find it disappointing that there is no reference to partnership working within the final section on Delivering the Strategy. We believe that as well as the time and work of its employees, DCC also has access to the expertise, networks, contacts</p>		<p>We continue to be concerned about the multiple schemes and support initiatives available to support businesses and potential entrepreneurs. We would welcome a discussion with RCS on your thoughts and ideas on how best to strengthen whilst still streamlining/simplifying access to them.</p> <p>Noted.</p> <p>We acknowledge that partnership working will be essential in order to maximise benefit for Denbighshire's economy and its residents. We have tried to focus the Strategy on the role the council will play in this</p>
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<p>and resource of partner organisations which are well placed to deliver certain elements of the delivery plan. We believe there is a need to devolve responsibility and resources to partner organisations in order to lever real change. Working in this way could present more cost-effective solutions, help to avoid duplication, and provide less bureaucratic and more responsive services. We would like to confirm our own commitment to working with DCC in the pursuit of shared aims, and would like to reiterate our plea for full recognition by DCC of RCS's pivotal role in Denbighshire's economic ambition agenda.</p>		<p>partnership challenge. We reference our partners in the Introduction to the Strategy but we also agree that more direct reference in the delivery section would also help to strengthen this.</p>
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<b>No. 10 – Elwy MAG</b>					
<b>Medium:</b>	Meeting				
<p><b>Comments:</b>  St Asaph By-pass – a discussion was held and the question was asked why it was included in the Strategy as the possibility of it ever being built was extremely low.  Suggestions were made that maybe it could be used to looking at different ways of enhancing the infrastructure – addressing the congestion issues and bottleneck problems – issues which could be done.    Bus Service – Rose Hill – no bus stop for residents to go into the City.    Superfast Broadband – Starting Autumn 2013 and should have all of Wales completed by 2016 although there will be 4% who will not have this facility.</p>					<p>} There is no specific reference to a by-pass for St. Asaph in the Economic and Community Ambition Strategy. Poor connectivity from the Vale of Clwyd to the A55 has been highlighted in a recent Regional Transport Study however, and a by-pass for St. Asaph identified as a long term priority in that!  }  } In the interim, we are open to exploring other means of improving traffic management in the town and transport connectivity in the county as a whole, including those mentioned in your feedback.    Noted. For consideration in St. Asaph Area Plan.    Noted. Our Digital Denbighshire project will aim to maximise the benefit of these developments and also to explore the potential for alternative means of securing access in the 'hardest to reach' communities.</p>

Denbighshire owned farms – Greengates (and two other farms on Bodelwyddan to Abergele road and Bodelwyddan by Hospital) what will become of these in line with the LDP.

Transport - group accepted that there was little prospect of a St Asaph bypass and wouldn't want to see any specific reference to this, but thought there should be some reference and options to sort out "bottle necks" and congestion issues in the highways network. They thought that sorting out the S-bends on the back road to St Asaph was a greater priority as accidents and lorries getting stuck is a regular problem here. Used by much traffic going to St Asaph Business Park.

They considered there was a problem with public transport as there are no bus stops (understand for safety reasons - the road is not wide enough and has no footway) on the road from the Honeywell factory to the Business Park.

Keen for the Rhuddlan triangle site to be mentioned and a solution found.

Some discussion about what can we do to support rural pubs, many of which are closing. We should remember that these are businesses that employ local people as well as offering a service to the community.

Some discussion about our agricultural estate and what prospects/opportunities this could present for our economy. Particular discussion about what might be the opportunities adjacent to the planned anaerobic digester plant.

The future of DCC's own agricultural estate has already been agreed through a review carried out in 2011 and currently being implemented.

Noted.

Noted. For possible consideration as part of St. Asaph Area Plan.

We see the Rhuddlan Triangle as a key development opportunity that will be addressed through our work on Action 1.3b. Development of the site, however, will be dependent on private sector interest and investment.

Noted. We will include this in our review of the rural economy.

Noted. We think agriculture generally is under-represented in our current strategy and have included a new workstream to address this.

<b>No. 11 – Ruthin MAG</b>					
<b>Medium:</b>	Meeting				
<b>Comments:</b> Business – DCC not good at communicating with business the reasoning for some unsuccessful business grant applications  Infrastructure – the Vale of Clwyd has poor entry and exit roads into the area.  Broadband – essential for decent broadband in the area for businesses. It was felt and believed that BT monopolises strength of broadband delivery.					Noted. We accept that our own services need to become closer to the business community and take a more business friendly approach. We have identified specific actions to address this.  Noted. We will pick these up in our review of Infrastructure barriers to growth.  Noted. We intend our Digital Denbighshire project will seek to address these concerns.

<b>No. 12 - Prestatyn and Meliden MAG</b>					
<b>Medium:</b>	Meeting				
<b>Comments:</b> The A548 also provides important east-west connections for Prestatyn not just the A55 - and it also has weaknesses.  Whilst there is a supply of serviced business land in the town , the premises on it are not fit for the requirements of modern businesses.  There should be a "one stop shop" for inward investment enquiries, and wider promotion of the county generally.					Noted. We will pick these up in our review of Infrastructure barriers to growth.  Noted. Where premises are within our control, DCC will attempt to address these concerns. For other properties we will attempt to influence private sector investment by promoting opportunities.  Noted and agreed. This is the approach being promoted by the North Wales Economic Ambition Board, of which DCC is a member.

<p>We should arrange a business mentoring service tapping into the knowledge of experienced business people.</p> <p>A business week would need to have a programme of events dispersed across the county to ensure good access for all businesses.</p> <p>The Offa's Dyke Long Distance Path should be specifically mentioned as a county wide opportunity.</p> <p>We should undertake gap analyses and encourage retailers to address any which are identified but also discourage businesses from replicating those which have failed previously.</p> <p>The Prestatyn brand should be used too.</p>	<p>We are aware of a number of business mentoring schemes and are concerned not to duplicate. We will work with partners, however, to explore whether further activity is needed and how/who is best to provide it.</p> <p>Noted and agreed. We have included an action (2.2b) to explore the potential for a Denbighshire Business Week and what format it might have.</p> <p>We agree the Offa's Dyke Long Distance Path offers and important visitor asset to the county as a whole and will seek to capitalise on it in our work to strengthen and expand the tourism offer and sector in Denbighshire.</p> <p>It is for private sector businesses to decide how best to meet market gaps and demand. However, we will explore the concept of retail analyses in our work to support Town Centres.</p> <p>The question of brands and how they are used across the county will be a specific consideration in our approach to Promoting Denbighshire and what it has to offer. We do not necessarily intend that there is only one single combined brand.</p>
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<b>No.13 – Denbigh MAG</b>					
<b>Medium:</b>	Meeting				
<b>Comments:</b>					
Broadband speeds low if you don't get the service directly from BT which undermines competition					Noted. Our Digital Denbighshire project is intended to explore and where possible address these concerns.

<p>Visitors pursuing outdoor recreation are not big spenders</p> <p>No mention of Destination Management</p> <p>There are other brands apart from Denbighshire which can be used for promotion e.g. Denbigh has a new image</p>	<p>Noted.</p> <p>Destination management is included as a specific action the Strategy (Action 6.2a).</p> <p>We do not intend that there is only one single brand for Denbighshire and our work under Theme 6 will be about clarifying target audiences and how best to communicate with them, including how best to brand and promote what is on offer in the county, its towns and communities.</p>
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<p><b>No. 14 – FSB business members</b></p>					
<p><b>Medium:</b></p>	<p>FSB members event</p>				
<p><b>Comments:</b></p> <p>These are individual comments from businesses present and do not represent the views of the whole group:</p> <p>There was a comment that there should be specific reference to working more closely with Conwy who share many of the same physical and demographic issues as Denbighshire.</p> <p>There was cynicism about the Bodelwyddan development and scepticism that it would deliver anything (although this individual also admitted he was a Town Councillor as well as a business)</p> <p>Thought the strategy needed to include performance indicators and targets so we can measure progress/success or otherwise</p>				<p>DCC is committed to working with its partner authorities across North Wales through the Economic Ambition Board.</p> <p>The Bodelwyddan Development site has been allocated through the LDP process and presents the opportunity for a significant expansion of employment land. We hope that our actions under this Economic and Community Ambition Strategy will help to stimulate interest and private sector investment in the site.</p> <p>This is addressed in the Performance Indicators published alongside the Strategy.</p>	

<p>A more general feeling that much more could be done to help local businesses benefit from public sector procurement initiatives</p> <p>More could be done to link employers with schools and colleges to ensure that these institutions provide potential employees with not just the right skills but the right attitude (punctuality, politeness, etc.)</p> <p>More business to business events</p> <p>Some discussion around the Flintshire Business week, with some arguing we should have our own and others arguing we should link with what is already a successful event. No clear consensus on this issue.</p>		<p>Noted and agreed. Actions 2.3 a and b are intended to address these issues.</p> <p>Noted and agreed. Actions in Theme 4 are intended to address these issues.</p> <p>Noted and agreed. Actions 2.2 a and d are intended to address these issues.</p> <p>Noted. We will explore these options under Action 2.2b.</p>
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<b>No.15 - Ruthin area T&amp;CC cluster meeting</b>				
<b>Medium:</b>	Meeting			
<b>Comments:</b> <p>Requests that we don't overload the AONB with inappropriate tourism numbers and make sure it's infrastructure can cope.</p> <p>Also that we show more clearly how housing development will support economic growth in rural areas e.g. places for the workforce to live.</p>				<p>Noted.</p> <p>Noted.</p>



<b>No.16 – DCC Senior Leadership Team</b>				
<b>Medium:</b>	Meeting			
<b>Comments:</b>				
<p>Contribution to personal independence could be highlighted by removing barriers to growth</p> <p>Map the gaps and ensure they are fed into the future regional transport structure</p> <p>Ensure Digital Denbighshire includes social aspects of digital inclusion</p> <p>the strategy need to be cross-referenced within the document, with other strategies and with other actions</p> <p>Subsidised travel should be moved to 4.2</p> <p>To implement 2.2 use the different Services knowledge of business sectors – they often have a strategic picture and interact daily</p> <p>Strategy needs to encourage local businesses to be able to supply our requirements</p> <p>Creative industries e.g. App development could be developed out from work going on in some schools</p> <p>Asset transfer could support social enterprise growth</p>				<p>} Noted. We intend that the work we do to map  } transport barriers will focus both on businesses and  } individuals will be on travel for work and learning.  } The opportunity for increased personal independence  } is perhaps better addressed through the ???  } Wellbeing/Social Care Programme  } Transport access to services has been identified as a  } priority factor for the overall Regional Transport  } assessment</p> <p>We intend that the Digital Denbighshire project will address this issue.</p> <p>Noted. We have revised the Delivery Plan to make this clearer.</p> <p>Noted. We will include this within our thinking on how to improve connections with Denbighshire’s business community.</p> <p>Action 2.3b is intended to address this point.</p> <p>Noted. We have added Creative Industries as a potential growth sector to explore.</p> <p>Noted and agreed.</p>

<p>There are some limitations on business growth at Colomendy – we could lose businesses from the area</p> <p>Parents responsibilities for the development of work skills</p> <p>Language skills should also be included in 4.1</p> <p>Transport is a barrier to work</p> <p>Succession planning – DCC as an employer and provider of apprenticeships – opportunity to develop skills</p> <p>Map job opportunities and prepare for them – action required</p>		<p>Noted. We intend that Actions 1.3b and c will in part address this point. Also for consideration within the Denbigh Area Plan.</p> <p>} We have rewritten Theme 4 to clarify expectations, } issues and priorities. }</p> <p>Noted and agreed. We have moved action on this to Section 4.2 of the Strategy.</p> <p>Noted and agreed.</p> <p>Noted and agreed. We have included actions on this at 4.3.</p>
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<b>No.17 – Jones Bros Civil Engineering UK</b>					
<b>Medium:</b>	Email				
<p><b>Comments:</b></p> <p><b>Key Points</b></p> <p>The Denbighshire market is not large enough to sustain many jobs or businesses therefore businesses located in Denbighshire must be able to compete more widely and have a reason to stay or locate to Denbighshire. For example It is a huge loss to Denbighshire that Redrow previously based in Denbigh is now head quartered in St David’s Park and Steve Morgan no longer lives in Ruthin.</p>					<p>Noted. The Strategy is intended to promote Denbighshire as a good place to locate businesses, existing and new, and our actions are intended to address the issues that may act against this – infrastructure, access to market, access to workforce, support from the Council etc.</p>

Page 16

<p>The strategy document recognises the importance of procurement through tendering to have significant local impact. Welsh Companies historically have not been large enough to win tenders therefore they have been awarded to outside companies sustaining those companies and harming the Welsh economy. Denbighshire companies need to be supported to enable them to compete outside of Denbighshire.</p> <p>It is important to ask and answer the question – Why would a company locate its business in Denbighshire? Also critical as to understand why a company would choose to remain here. This will help identify how to attract and keep viable businesses in Denbighshire.</p> <p>The fact that Denbighshire has not got Enterprise Zone money is a disadvantage.</p> <p>DCC has a variety of “levers” to influence the business economy</p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Procurement</li> <li>• Local infrastructure</li> <li>• Regulations</li> <li>• Finance – Rates (grants/Loans?)</li> </ul> <p>A culture across the council based around a strategy of “<b>Making doing business in Denbighshire easy</b>” would drive a common approach to achieving the ambition.</p> <p>Being able to communicate the Ambition strategy in a few words or on one side of paper will be important to its adoption and support.</p> <p>The recognition within the document that DCC needs to really understand the businesses within Denbighshire and their specific needs is very important to identify the most effective support measures.</p>		<p>Noted. Our actions in Section 2.3 are intended to address these concerns. We will include your comments and suggestions in our consideration of the way forward in this area.</p> <p>Noted.</p> <p>Noted.</p> <p>Noted. We intend the Strategy as a whole and in particular our actions 2.1b and 2.3a will address these points.</p> <p>Noted and agreed. We are working on some simple communications and messages.</p> <p>Noted and agreed.</p>
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**Key message 1 - The concept of the “Multiplier Effect”**

In Theme 2 the Outcome recognises DCCs need for procurement to benefit local businesses and residents. The multiplier effect can significantly extend the impact within Denbighshire.

Sustainable Community Benefit from “The Multiplier Effect” of Procurement - Well placed procurement contracts give local companies the **experience, economic power and confidence** to grow (outside of Wales), multiplying the impact of the original contract, creating larger more sustainable companies in Denbighshire, keeping administrative and management jobs local, bringing in revenue and profit from outside of Denbighshire

Assessing and selecting Denbighshire companies which have both the ability and desire to grow will be critical to the future success of the strategy.

We believe a significant impact can be made by valuing the sustainability and long term impact of a tender. This value can be included in the financial assessment (and price) of the project.

Obviously we also recognise that a balance is needed to ensure barriers to competition are not created and that procurement regulations are met. Instead the result should be to help Denbighshire companies to be more competitive whilst delivering value for money from public spend. An example might be a school building.

**Key message 2 – Essential infrastructure needs in Denbighshire**

Better access and communications critical for: rural areas; to keep and attract “Jones Bros” type business; sustaining the Welsh language and culture

**Essential Needs**

Thank you for your insightful comments. We will include them in our consideration of how best to derive maximum benefit for businesses in Denbighshire from our procurement activity.

Noted and agreed. Our actions in Theme 1 of the Strategy are intended to cover these issues. We will take your ideas and suggestions into account as we develop our further work in these areas.

Page 15

**1. Access is needed for heavy goods vehicles to the Vale of Clwyd.**

For Ruthin improvement to the Bwlch road to Mold would be a priority however this has proved controversial and problematic in the past therefore the best option would be to improve the link to the excellent A55 by building the **St Asaph by pass** as an urgent priority.

This is in the control of the DCC and would make a dramatic improvement to Vale access especially Denbigh and its industrial estate. Other needs such as improving Coedpoeth and Wrexham roads are important but out of DCC direct control.

**2. Modern, fast, reliable internet communications** in towns AND rural areas. The rural towns of Denbighshire such as Ruthin and Corwen must have consistent access to the same leading edge communication systems as competitive areas such as Deeside, Manchester etc. This must be a given for businesses to compete and to even consider locating in Denbighshire. It also recognises the importance of rural businesses including the needs of farming and their suppliers.

**Grid infrastructure** – For Denbighshire to capture the immediate and very real opportunity recognised in Theme 3 Opportunities for Growth Outcome 2 it is essential that DCC and the Welsh Government commit to upgrading and making available grid connections to allow energy to be collected and distributed (see wind examples below)

**Key Message 3 – Capturing the opportunities of wind (and other natural resources) for community benefit**

The Theme 3 Outcome “ We exploit opportunities for growth, with a focus on Manufacturing and **Energy & Environmental Technologies** sectors” could potentially be one of the most beneficial outcomes.

The opportunity exists to capture significant value for the Denbighshire economy in both business and community benefits.

The situation of Welsh resources being “given away” must be avoided and instead used to strengthen our local economy. The water of Wales

Noted and agreed. We have included reference to a wider range of renewable energy technologies in the Strategy. We will also explore the potential for smaller scale enterprises as suggested in your comments as a means of supporting in particular Denbighshire’s rural economy.

captured in large reservoirs such as Elan Valley brings enormous benefit to the people of Birmingham whilst the local economy receives little on-going benefit. We need to capture the value throughout the wind value chain for Denbighshire and for Wales.

Wind has the potential to support the survival of hill farmers in Denbighshire to ensure agricultural areas do not become rural theme parks. Support would recognise the fundamental importance of agriculture to Denbighshire without distracting from its tourism opportunities. The wind or renewable energy industry also has opportunities for Denbighshire investors and businesses to capture and retain significant value locally and in the community however action must be taken to act before the opportunity is lost due to avoidable delays.

There are three value capture model opportunities for natural resources within and for Wales.

**1. Small local farm based turbine** projects connecting to the local grid feeding in power. These are relatively low cost but would have a large impact on local rural economies. Support from DCC can come from grid infrastructure investment, planning support and financial and process support.

**2. Denbighshire owned and run Windfarms** - Windfarms which have a critical size large enough to generate significant energy to the grid and have local investment with long term commitment to community benefit are arguably the most attractive to Denbighshire. They potentially maximise the return over many years to Denbighshire and Denbighshire residents.

**3. Large wind farms owned and run by international corporations.** Job creation will be limited to the possible use of local firms to build the initial wind farm. Community benefits may be negotiated, in fact must be negotiated. However long term management and returns will accrue to the corporation outside of Denbighshire and of the UK in many cases. In conclusion DCC needs to act to identify how to capture a real and current energy opportunity.

<p><b>Other feedback and comments on the Ambition Strategy document</b></p> <p>The document identifies agriculture as a key sector but is limited in its measures to support farm businesses and the many rural businesses supplying farms. The opportunity described above with wind and extendable to other energy technologies such as water would help hill farmers whilst in the Vale of Clwyd the opportunity is to encourage greater intensification in dairy, livestock and crop production.</p> <p>Agriculture is the foundation of the outstanding landscape making the area attractive to tourists and an area of outstanding natural beauty however care must be taken to ensure designation as an AONB does not overly restrict farming causing negative unintended consequences. An holistic view of the environment is needed to ensure realistic environmental management. Project by project environmental assessments cause duplication, increase cost and cause major delays</p> <p>Discourage the partnership of businesses with colleges by directing skill development grants via companies to be spent at local colleges. This would ensure colleges run courses that are relevant to local businesses and give local businesses access to the expertise of the local colleges.</p>		<p>Noted. We have included agriculture and agricultural businesses more explicitly in the Strategy as an area for focus.</p> <p>Noted. We have passed these comments to the Planning Department for consideration.</p> <p>Noted. We will make this suggestion through our contribution to the North Wales Skills and Employment Working Group for further consideration.</p>
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<b>No.18 – Denbighshire RDP Partnership</b>				
<b>Medium:</b>	Email			
<p><b>Comments:</b></p> <p><b>General Points</b></p> <p>Firstly, we warmly welcome the initiative taken by Denbighshire County Council (DCC) to develop and prepare this strategy. As you are aware, we are entering a critical phase in the development of the new European Programmes (the 2014-2020 Structural Funds programmes</p>				<p>Noted. We agree that the next round of EU Structural Funds and the RDP present significant opportunities to take forward economic development priorities in the County. We would welcome a</p>

and the next RDP) and as a partnership, we see this strategy as an essential and timely document which will play a key part in how future economic development and regeneration activities are planned and designed.

As a partnership, we are conscious however that the performance of Denbighshire's economy and the likely impact of the initiatives that DCC and its key partners can put in place are heavily influenced and indeed are arguably far outweighed by prevailing macroeconomic conditions and circumstances. We feel that the potential effects of macroeconomic forces over the ten year period covered by the strategy need to be made more explicit early on in the document i.e. that in the context of our shared ambitions for the local economy, we need to be mindful of and as responsive as we can be to global changes and influences.

We also feel that as it stands, there is a disconnection between the scale of the outcomes and ambitions set out in the draft strategy (which in most instances are to be commended) and the indication of available resources. We completely agree that DCC cannot and should not be expected to achieve the strategy's outcomes in isolation. In this context, we would urge you to make clearer and more specific references to other key partners (including the RDP partnership) and important funding streams that will help deliver the strategy. In particular, we feel that the document should be more up-front in referring to the significant opportunities presented by the next round of Convergence funding and the next RDP – making it clear that funds from these programmes will need to play an essential role in adding to the limited resources of DCC itself.

As a partnership, we are disappointed that the role played by the third sector in terms of its economic contribution, the value it adds to people and communities and the increasing role it plays in delivering sustainable public services is not in our view, adequately recognised.

discussion with the RDP Partnership on how to ensure alignment.

Noted. The Strategy has been written against the backdrop of the prevailing macroeconomic conditions. Targets will also be set with this in mind, which is perhaps where the concern voiced in your feedback is best reflected.

Noted. We have included more explicit reference to partners and their resources (including EU and other external grants) in the Delivering the Strategy section and also in the Delivery Plan itself. We have also reviewed our actions in the light of likely available resources and adjusted the Delivery Plan accordingly.

Noted. We do not intend to underestimate the contribution of the 3<sup>rd</sup> Sector to the people and communities of Denbighshire. For the purposes of this Strategy, however, we believe the correct focus is on the development of Social Enterprises and have



<p>We feel that the same applies to the role of the Further and Higher Education sectors and would therefore urge you to set out in more detail in the next iteration of this draft strategy who the key partners are and how DCC intends to build on the successful relationships that already exist. There are some excellent examples of how key partners work collaboratively, often beyond the borders of Denbighshire and we feel that the document should refer to these approaches as a key strength going forward.</p> <p>As a partnership, we strongly welcome the inclusion of indicators against each of the six themes – measuring progress is absolutely essential. However, we are concerned that as they stand, the indicators in the document are not particularly SMART<sup>1</sup>. We feel that as a minimum, these indicators need to be quantified and time-bound so that they can be monitored on an on-going basis.</p> <p>We note in the section ‘where are we now’ reference to the issues and challenges associated with an aging population. While we do not disagree with this assessment, we feel that older people can and do make a valuable contribution to the economic and social fabric of Denbighshire (not least for example in volunteering capacities and the provision of childcare, enabling parents to work). We would like to see this reflected in a more positive way within the strategy.</p> <p><b>The Vision</b> Turning to the vision, we are, on the whole, supportive of the vision set out. We have the following points to make:</p> <ul style="list-style-type: none"> <li>• We note the emphasis on ‘working together’ and strongly endorse</li> </ul>	<p>continued this as our priority in relation to the 3<sup>rd</sup> Sector.</p> <p>Noted. We have expanded reference to partners in the Delivery section of the Strategy. A fuller statement of partners and contributions will emerge from the work that flows from the Strategy. In particular Action 4.2f is intended to address this issue.</p> <p>A full set of specific performance indicators and targets have been published to accompany the Strategy.</p> <p>Noted. We agree that older people can and do make an important contribution to the social fabric of Denbighshire, and also help to facilitate its economic fabric in the ways you outline in your feedback. It is not possible to cover everything in the Strategy, however, and we do not consider this to be an appropriate priority area of focus at this time.</p> <p>Noted.</p>
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<sup>1</sup> Specific, Measurable, Achievable, Realistic and Time-bound.

<p>this. However, we feel that the document needs to be significantly strengthened to set out more explicitly who the key partners are and how they can contribute – building again on existing strengths and good practice.</p> <ul style="list-style-type: none"> <li>• While commending the ambitious nature of the vision, we are concerned that the aspiration that ‘all residents can participate in the local economy’ may in practice be un-achievable.</li> <li>• We feel that the vision should focus more on improving the current situation. For example, it may be more appropriate to refer to ‘improving quality of life’ and ‘improving opportunities to engage in the local economy’.</li> <li>• We were disappointed and indeed somewhat concerned that there is no reference in the over-arching vision to the environment and sustainable development. We think this is a serious omission and should be included.</li> </ul> <p>Page 170 We also feel that reference should be made to improving skills and jobs and to the importance of innovation (both in terms of products and processes) within the vision statement.</p> <p><b>The Ambition</b> In terms of the ambition set out in the strategy, we are broadly content with the approach but have the following points to make:</p> <ul style="list-style-type: none"> <li>• We recognise and endorse the need to put businesses at the centre of the economic model and that this in turn will lead to positive job outcomes, the prosperity of our towns and communities and higher demand for local goods and services. However, the visual representation of this in the diagram in the draft strategy is not particularly clear or coherent. We would urge you to re-consider how</li> </ul>		<p>The vision is deliberately stretching and aspirational. We fully recognise that we may not be able to deliver it in full, however we believe it is right to set out our level of ambition nevertheless.</p> <p>We believe the vision remains correct as currently stated.</p> <p>Sustainability is a key underlying principle to the Strategy and against which action to deliver will be tested.</p> <p>We believe these elements are sufficiently covered by the areas of focus elaborated through the Strategy.</p> <p>We disagree. We have received positive feedback on the economic model as it stands and will continue with it. We agree, however, that the jigsaw metaphor is a useful way of describing the inter-connectedness of the Areas of Priority Focus/Themes.</p>
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<p>this is presented and suggest that the alternative ‘jigsaw’ diagram used by DCC officials as part of their presentation in the consultation events (where businesses are at the centre) is a more accurate reflection of the model itself and is easier to understand.</p> <ul style="list-style-type: none"> <li>The model being outlined makes the assumption that wealth generated in Denbighshire will be recycled and retained within the local economy. While we do not fundamentally disagree with this concept, we think that caution is needed here – given that elsewhere in the strategy references are made to commuting patterns and the changing face of how people buy goods and services, particularly on-line. Improving the performance of Denbighshire’s economy will not, by default lead to vibrant towns and communities. We recommend that the ambition section of the strategy should underline the need to ensure that multi-faceted approaches to economic development and regeneration are adopted.</li> </ul> <p>Page 171 Again, given the scale of the ambition set out in the document, we recommend that in this section, reference is made to the fact that the EU Structural Funds and the RDP (as well as other sources) will play a key enabling role in delivering investment to achieve these outcomes.</p> <p><b>The Underlying Principles</b></p> <p>We welcome the inclusion of the underlying principles and in particular the intention to be outcomes focused. In relation to the underlying principles we have the following points of detail:</p> <ul style="list-style-type: none"> <li>We think there is a need for these principles to align more cohesively with the new Structural Fund and RDP programmes. In this context, we strongly urge DCC to include explicit references to equality of opportunity (including gender equality and the Welsh language) and sustainable development. We recommend that DCC officials drafting the strategy should cross reference the underlying principles against the horizontal priorities and the cross cutting themes in the</li> </ul>		<p>We recognise that not all wealth created will automatically re-circulate within the Denbighshire economy. We acknowledge that more work will be needed to improve the re-circulation rate – Action 2.2c and Workstream 5.1 are specific examples.</p> <p>Noted.</p> <p>Noted. While we are happy to provide a cross reference to other external priorities and principles, we believe the underlying principles we have included in the Strategy are the appropriate ones for Denbighshire.</p>
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<p>new Structural Funds and RDP programme documents.</p> <ul style="list-style-type: none"> <li>We also feel that innovation should be an underlying principle, particularly given that this has played (and will continue to play) a crucial role in the delivery of LEADER activities in rural Denbighshire. Again, this needs to be fully aligned with the priorities set out in the RDP 2014-2020: Next Steps consultation document published by Welsh Government in January 2013.</li> </ul> <p><b>Theme 1 – Infrastructure for Growth</b></p> <p>We welcome the inclusion of the Infrastructure for Growth theme. Our comments on this theme include:</p> <ul style="list-style-type: none"> <li>We support the need to consider infrastructure in a sub-regional (rather than just a local) context.</li> </ul> <p>• Page 172 We feel that ‘digital and mobile’ is at least as significant a barrier to business growth in rural Denbighshire as transport infrastructure deficiencies. The current position in relation to mobile and broadband coverage is completely unacceptable and the Denbighshire economy can no longer afford to suffer such a disadvantage. As such, we recommend that 1.2 becomes the first priority. We also recommend that the outcomes and indicators for this theme aim for 100% coverage in terms of mobile and broadband capability i.e. elimination of all ‘not spots’.</p> <ul style="list-style-type: none"> <li>We support the complementary actions under Workstream 1.2 which aim to stimulate awareness, use and up-take of ICT to improve productivity, competitiveness and access to public services.</li> <li>We would urge DCC to consider whether - in the context of expanding broadband coverage - one way of improving this might be to explore how the school broadband infrastructure (funded by the Welsh Government’s 21<sup>st</sup> Century Schools Programme) might be expanded to allow wider community and commercial usage.</li> </ul>		<p>Noted. Innovation is an implicit theme throughout the Strategy, particularly with references made to diversification, in tourism and the rural economy, a focus on enterprise and entrepreneurship and Skills and Learning and our emphasis on exploring new opportunities for growth.</p> <p>Noted.</p> <p>We do not intend the order to reflect hierarchy of priorities. We agree that access to high quality digital and mobile infrastructure is of equal importance to transport or other infrastructure issues.</p> <p>Noted.</p> <p>Noted. We will explore the potential for this through our Digital Denbighshire project.</p>
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- We agree that the key challenges in terms of land and premises identified in the strategy are the right ones. We support the urgent creation of a live business property directory and are somewhat surprised that this does not already exist. We also strongly support measures to invest public (and in particular EU structural funding) to address private sector market failures in the speculative development of business premises in rural Denbighshire. In this context, we strongly recommend that the strategy sets out the explicit intention to make use of European Regional Development Fund (ERDF) funding for this purpose in the 2014-2020 programme period.
- We are concerned with the lack of specificity relating to some of the indicators under this theme. For example, one indicator reads ‘key strategic employment sites either in use or ready to be developed’. This seems to be a general statement rather than an indicator. Consideration needs to be given as to how these indicators are structured and can be quantified and monitored.

**Theme 2 – Supported and Connected Businesses**

We wholeheartedly support the inclusion of this theme in the strategy. Our specific comments on this section include:

- We recognise and agree with the view that business support services are still complex and difficult to navigate. As a partnership, we support measures to simplify and streamline business support services, though we believe that the strategy should also set out the need for ‘the offer’ to be consistent across different local authority areas (specifically in terms of how State Aid guidelines are interpreted and enforced).
- We agree that the lack of available finance to SMEs and micro businesses continues to be a problem. We are of the strong view that there is continued market failure in this respect and a clear

Noted.

The performance indicators and targets published alongside the Strategy provide more detail.

Noted.

Noted.

<p>rationale exists for Welsh Government, local authorities and other partners to provide grants and other re-payable forms of finance to local businesses.</p> <ul style="list-style-type: none"> <li>We agree with the approach set out in the strategy of supporting indigenous ‘made in Denbighshire’ businesses as well as pursuing with renewed vigour appropriate and sustainable inward investment projects. We are concerned however, that at present, there is no dedicated resource to promote Denbighshire as a location for businesses wishing to re-locate here. There are clear linkages here with Theme 6 (A well Promoted Denbighshire) in terms of agreeing consistent messages about what Denbighshire has to offer and how this is communicated to prospective inward investors. How this can be resourced and whether it makes more sense to approach this on a sub-regional basis needs to be given careful consideration.</li> </ul> <p>Page 174 We agree that business networks are ‘patchy and fragmented’. As such, we support the proposed actions to develop business networks (possibly on a sector basis) with a view to encouraging more collaboration amongst local SMEs and micro businesses in competing for public sector contracts.</p> <p><b>Theme 3 – Opportunities for Growth</b></p> <p>While broadly supportive of this theme, we wonder whether the elements contained within it might not fit better under other themes. For example, the tourism sector fits under Themes 2 and 6 while the focus on growth sectors might sit better under Theme 2, as might social enterprise. As such, we feel there may be scope to sharpen the focus of the strategy by reducing the number of themes from six to five. Our specific comments on Theme 3 as it stands include:</p> <ul style="list-style-type: none"> <li>We question the logic of restricting the exploration of growth potential in renewables solely to ‘on and offshore wind farms’. We recommend that this is either removed or that other forms of</li> </ul>		<p>Noted. We intend that Theme 6 (Well Promoted Denbighshire) addresses the issue of resources to support attraction of businesses to locate in Denbighshire. We are already working the other North Wales councils to develop both local and regional approaches.</p> <p>Noted.</p> <p>We have considered your comments and have decided to retain a separate section on Growth Opportunities to retain a focus on this as an activity distinct from supporting businesses generically.</p> <p>Noted. We have expanded references to include other forms of renewable energies.</p>
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<p>renewables are also included as examples.</p> <ul style="list-style-type: none"> <li>• We support the inclusion of the Welsh language under Tourism. However, we feel that in general, the potential linkages and opportunities between the Welsh language and economic development (and how it might be used as more of a unique selling point) need to be further explored and strengthened within the strategy.</li> <li>• We feel that a specific action under Workstream 3.1 should be to encourage and support longer opening hours by local businesses to maximise productivity and economic impact. In particular, we feel that there is a need to encourage and support businesses (e.g. local shops and tourism sector businesses) to ensure that they offer services at hours which reflect and accommodate their customer's needs and changing purchasing patterns.</li> </ul> <p>Page 175. We support further exploitation of the St Asaph Business Park, but would urge DCC to think innovatively as to how the economic benefits of this strategic asset might be disseminated more widely to the rural hinterlands in the south of the county.</p> <p>• We are somewhat disappointed that Workstream 3.1 (Tourism) does not deal with environmental sustainability in an explicit way. There are inherent tensions in the opportunities to develop and expand the tourism sector on the one hand and the desire to protect our natural assets on the other. The RDP has funded some cutting edge projects which have successfully met both of these objectives and Workstream 3.1 needs to set out a clearer statement of intent as to how this work can be built upon.</p> <p><b>Theme 4 – High Quality, Skilled Workforce</b>  We support the inclusion of this theme. In general, we feel that the authors of the strategy should arrange a series of bi-lateral meetings</p>		<p>Noted. We are continuing to explore this for growth potential.</p> <p>Noted.</p> <p>Noted. We would welcome suggestions from the RDP Partnership on how they feel this could be achieved. Action 2.2c is intended at least in part to address this issue.</p> <p>Noted. We would welcome further discussion with the RDP Partnership on this issue.</p> <p>Noted. We have rewritten Theme 4 to clarify expectations, issues and priorities in this area. We</p>
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with education sector representatives (particularly HE and FE) to consult directly on these proposals.

Our specific comments include:

- We feel that the key issues and challenges are a fair reflection of the current situation in Denbighshire. Anecdotally however, we feel that the issue relating to poor attainment and low qualification rates may be more acute in urban parts of the county. We recommend that DCC undertakes further analysis of this issue to explore whether this applies to the same extent in rural areas.
- We strongly endorse the emphasis on employability and vocational skills.
- In terms of Workstream 4.1 a) – the reference to literacy and numeracy in ‘community settings’ is vague. We recommend this is clarified.

While we do not fundamentally oppose the creation of a skills development partnership – we question what its purpose would be. We note that the strategy suggests a number of new partnerships should be considered. Our general feeling is that these would need to have a very clear role and that the creation of new structures (and potential bureaucracies) should be avoided unless absolutely necessary. In this context, we feel that the strategy should seek to maximise the value of existing partnerships (such as the RDP partnership) where these have a clear remit and are already operating successfully.

- 4.1e - there are already strong links between some schools, colleges and employers. We recommend re-wording this to ‘building on and improving links...’
- We are concerned that the indicator relating to those not in education, employment or learning (NEETs) under Theme 4, while

have received useful feedback from FE/HE partners and are keen to work with them on how we deliver real impact in this area.

Our detailed analysis of attainment rates across Denbighshire’s schools and communities will continue to be used to target areas for improvement.

Noted

Noted.

We agree that there is a risk of a confused landscape of partnerships if we are not careful. Our commitment is to explore the potential. This will include assessing the degree to which existing partnerships do already or could be adjusted to encompass this agenda.

Noted.

Noted. We have changed the target to reflect reduction. However, our aspiration would be that no



<p>ambitious, is probably unrealistic (i.e. that no 16-25 year olds in the County are NEET).</p> <ul style="list-style-type: none"> <li>We also feel that an indicator - one which can be realistically quantified and monitored - relating to the retention (i.e. reduction in outward migration) of young people should be added. We also feel that the indicator relating to 'fewer vacancies being left unfilled due to lack of suitable applicants' should refer more specifically to local applicants i.e. Denbighshire residents.</li> <li>We are mindful of the re-organisation of Careers Wales and suggest that the authors of the strategy may need to revisit its role in light of recent changes.</li> </ul> <p><b>Theme 5 – Vibrant Towns and Communities</b></p> <p>While supportive of the inclusion of this theme, we have a number of significant concerns about the way it is presently drafted. Our specific comments in this context include:</p> <p>We are very concerned that this chapter (as it stands) makes no reference to the existing base upon which this work should build going forward. The RDP has been very active in funding projects and interventions aimed at improving the vitality of rural towns and communities in Denbighshire over the past decade. We believe that Theme 5 should set out a) a clear statement of intent to fully embrace the opportunities presented by the next RDP programme; b) a clear acknowledgment of the partners involved and the crucial role they play in working alongside DCC; and c) the scope of what is already happening under current programmes (such as the RDP and Communities First) and how this can be built upon.</p> <ul style="list-style-type: none"> <li>In order for this strategy to play a full role in supporting the design of future programmes and in particular the 2014-2020 RDP, we would urge the authors to consider in detail the Welsh Government's outline plans (as consulted upon earlier in 2013) and to reflect these</li> </ul>	<p>young person is left without opportunity in terms of employment, training or education.</p> <p>We disagree. The Strategy is intended to support both residents and businesses. We would prefer jobs to be filled by Denbighshire residents but it is also important that Denbighshire businesses are able to meet their workforce requirements and this is therefore a valid measure.</p> <p>Noted.</p> <p>Noted. We have amended the Rural Denbighshire Section to include reference to RDP and the Partnership. We would welcome a discussion with the RDP Partnership on how we could work together better in future to ensure greater alignment between our priorities and activities with a view to concentrating and maximising our collective impact in Denbighshire's rural communities. We are concerned that the current disconnect may dilute that impact.</p> <p>We note the Partnerships concerns and are happy to provide a separate mapping of the Strategy to the Welsh Government's priorities for RDP to facilitate closer working. However, we do not think it</p>
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<p>more fully in the headline actions section. Specifically, there needs to be clearer links with the six themes outlined in the draft 2014-2020 RDP document<sup>2</sup>. If this is not done, we are very concerned that the strategy could risk becoming a potential barrier to (rather than an enabler of) the design and development of post 2014 projects that aim to support our rural towns and villages.</p> <ul style="list-style-type: none"> <li>• In general, we are supportive of the holistic approach being proposed and can see the logic in expanding town plans into area plans. However, this process should not result in towns being seen to ‘over-power’ smaller rural communities.</li> <li>• We are aware that under the 2014-2020 EU funding proposals, the European Commission has outlined certain opportunities to enable integration of various funding streams. As a partnership, we strongly endorse this approach and we urge DCC to set out in the strategy a commitment to explore all avenues as to how this can be done for maximum benefit to Denbighshire’s rural economy.</li> </ul> <p>While we welcome the inclusion of Workstream 5.3, we would not wish to see ‘rural Denbighshire’ confined purely to this part of the strategy. We would recommend that a more explicit reference is made in the document to underline the fact that all aspects of the strategy are relevant and apply to rural Denbighshire.</p> <ul style="list-style-type: none"> <li>• We are somewhat sceptical of the indicators relating to ‘happiness’. Should these be retained, then our earlier comments relating to the quantification and monitoring of these indicators apply equally here.</li> </ul>		<p>appropriate to change the document as suggested in your feedback.</p> <p>Noted. We do not intend that rural communities are ‘over powered’ by the towns in the new Area Plans and have designed them to emphasise town and rural priorities, and the way in which they connect with each other.</p> <p>Noted. We have amended the Resources section of the Strategy to make clear the various sources of funding we will seek to harness to deliver the aspirations of the Strategy.</p> <p>The underlying principles at the start of the Strategy make clear that it is a document for all of Denbighshire’s communities – urban and rural. We believe this address your concern sufficiently.</p> <p>The ‘happiness’ indicators will be measured through satisfaction questions posed as part of DCC’s regular Residents Survey. We are content that this approach</p>
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<sup>2</sup> The six themes are: i. Fostering knowledge transfer and innovation in agriculture, forestry, and rural areas. ii. Enhancing competitiveness of all types of agriculture and enhancing farm viability. iii. Promoting food and non–food chain organisation and risk management in agriculture. iv. Restoring, preserving and enhancing ecosystems related to agriculture and forestry. v. Promoting resource efficiency and supporting the shift towards a low carbon and climate resilient economy in agriculture, food and forestry sectors. vi. Promoting social inclusion poverty reduction and economic development in rural areas. Source: The Common Agricultural Policy Reform Rural Development Plan 2014-2020: Next Steps. Welsh Government. 31 January 2013.

<p><b>Theme 6 – A Well Promoted Denbighshire</b></p> <p>We support the inclusion of this theme. Our specific comments include:</p> <ul style="list-style-type: none"> <li>• We agree that at present, the ‘Denbighshire message’ both to visitors and prospective inward investors is confused and lacks coherence.</li> <li>• We are sceptical as to whether ‘brand Denbighshire’ is the solution, particularly given the potential to waste resources should a major re-organisation of local government take place within the lifespan of the strategy and the next EU programmes.</li> <li>• A more appropriate and strategic approach would, in our view be to focus on the products and services that make Denbighshire different and special. This applies equally to communicating with potential visitors as it does to companies that may consider locating themselves here. In this respect, our view is that ‘the Vale of Clwyd’, the ‘Dee Valley’ and the ‘Clwydian Range’ have more traction and resonance with people as brands and should be the basis on which to move forward.</li> <li>• Given the comments above on the approach to communicating Denbighshire’s strengths and assets, we are broadly supportive of the package of actions outlined under Workstream 6.1.</li> <li>• We are confused by 6.2e ‘explore options for reducing risks for investors’. This is very vague and we believe needs to be re-drafted and clarified if retained in the final version of the strategy.</li> <li>• In terms of the indicators, we are sceptical as to what extent the first of these ‘a healthy level of house sales and new house build completions’ can be objectively measured and monitored.</li> </ul>		<p>is valid and robust.</p> <p>Noted.</p> <p>} We do not intend only to have a single ‘brand Denbighshire’ but instead to better understand our target audiences and to design our promotional activity accordingly. We anticipate this will emerge as a multi-layered response with promotion of individual elements, assets and locations as well as potentially an overarching ‘Denbighshire’ message.</p> <p>Noted.</p> <p>We have rewritten Theme 6 to make clearer our intentions and priorities in this area.</p> <p>The performance indicators and targets published alongside the Strategy address this point.</p>
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Page 179

<p>Finally, we are aware that there is an accompanying Delivery Plan to the strategy. While this is referenced in the strategy itself, we are unclear as to the status of this document (and indeed to what extent it has been disseminated as part of the consultation exercise). In this respect, we would welcome further clarification from DCC officers as to its status and how it will be taken forward in light of consultation responses.</p>		<p>We have reviewed and amended the Delivery Plan in the light of feedback received through the consultation process and further discussions within the Council. We will use the Delivery Plan to monitor progress and will report against it annually.</p>
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<p><b>No.19 - Coleg Cambria</b></p>				
<p><b>Medium:</b></p>	<p>Survey Monkey</p>			
<p><b>Comments:</b></p> <p><b>The vision is appropriate for Denbighshire</b> Strongly agree  <b>The identified outcomes are the right ones for Denbighshire</b> Strongly agree  <b>The underlying principles are appropriate for the strategy</b> Strongly agree  <b>The strategy captures the important issues for Denbighshire's economy</b> Strongly agree  <b>The strategy identifies the challenges facing Denbighshire's economy</b> Strongly agree  <b>The strategy identifies the economic opportunities available to Businesses in Denbighshire</b> Strongly agree  <b>The strategy identifies the economic opportunities available to residents of Denbighshire</b> Strongly agree  <b>The Identified Headline Actions are appropriate for Denbighshire</b> Strongly agree  <b>The Identified Headline Actions are achievable</b> Tend to agree  <b>The Identified Headline Actions will help to address the challenges faced by Denbighshire's economy</b> Tend to agree  <b>The Identified Headline Actions will help Businesses in Denbighshire to realise the available opportunities</b> Tend to agree  <b>The Identified Headline Actions will help residents of Denbighshire to realise the available opportunities</b> Strongly agree</p>				<p>Noted.</p>

<b>No.20 – Anonymous resident</b>				
<b>Medium:</b>	Survey Monkey			
<b>Comments:</b>				
<p><b>The vision is appropriate for Denbighshire</b> Tend to agree  <b>The identified outcomes are the right ones for Denbighshire</b> Tend to agree  <b>The underlying principles are appropriate for the strategy</b> Strongly agree  <b>The strategy captures the important issues for Denbighshire’s economy</b> Strongly agree  <b>The strategy identifies the challenges facing Denbighshire’s economy</b> Strongly agree  <b>The strategy identifies the economic opportunities available to Businesses in Denbighshire</b> Tend to agree  <b>The strategy identifies the economic opportunities available to residents of Denbighshire</b> Tend to agree  <b>The Identified Headline Actions are appropriate for Denbighshire</b> Tend to agree  <b>The Identified Headline Actions are achievable</b> Tend to agree  <b>The Identified Headline Actions will help to address the challenges faced by Denbighshire’s economy</b> Don't know  <b>The Identified Headline Actions will help Businesses in Denbighshire to realise the available opportunities</b> Don't know  <b>The Identified Headline Actions will help residents of Denbighshire to realise the available opportunities</b> Tend to agree</p>				Noted.

<b>No.21 – Denbighshire Voluntary Services Council</b>				
<b>Medium:</b>	Survey Monkey			
<b>Comments:</b>				
<p>In respect of the issues, challenges and opportunities outlined in the strategy:</p> <p>The strategy is too County centric namely there should be a stronger link with the North Wales Economic Ambition Strategy and Board as Denbighshire's economic future rests not just with partners within Denbighshire but also with other partners across North Wales and beyond.</p> <p>Very little mention made of agri business potential.</p> <p>Energy is also low key in terms of potential development.</p> <p>Would have hoped for third sector participation and engagement to be stronger and social enterprise. It's a well known fact the Third Sector employ 5000+ people in Denbighshire, 20,000 volunteers who acquire the essential transferable skills to secure paid employment and the sector as a whole has an annual turnover in excess of £100 million - would have thought real potential to develop and promote in partnership with DVSC albeit we recognise that the document does mention the Social Enterprise Network but social enterprise is but one facet of the Third Sector - we believe there is a huge, rich resource that is untapped in terms of defining the role of the sector in terms of the economic and community ambition strategy.</p>				<p>We have amended the Delivery section of the Strategy to make clearer the links with our partners including the other North Wales Councils. We are explicit in the Strategy that Denbighshire's economy is dependent on issues wider than Denbighshire and a number of our actions (1.1a and b; 3.2a, b and d; 4.3) already address this.</p> <p>Noted. We have included new actions in relation to agriculture and agricultural businesses at 3.1B in addition to those at 5.2.</p> <p>Energy is identified as a specific area of focus for growth opportunities. We do not consider this to be 'low key'.</p> <p>We do not underestimate the contribution of the 3<sup>rd</sup> Sector to Denbighshire. For the purposes of this Strategy, however, we believe the correct focus is on Social Enterprise. We believe other aspects of our commitment to the contribution of the 3<sup>rd</sup> Sector are better reflected in other documents, for example our new Volunteering Strategy.</p>

Page 11 of 82

<b>No.22 – Business name supplied</b>				
<b>Medium:</b>	Survey Monkey			
<b>Comments:</b>				
<p>If you spent less time producing documents which nobody reads, and more time actually doing things, things may be better. Still employing people to do these worthless things I suppose actually keeps unemployment down.</p>				<p>Noted. We believe it is important to develop and communicate a clear and coherent strategic vision, supported by a robust action plan for this important area of work. We included Developing the Local Economy as a priority in our Corporate Plan in direct response to the views of Denbighshire residents that this was an essential factor for us to focus on.</p>

<b>No.23 - Denbighshire County Council – Anonymous</b>				
<b>Medium:</b>	Survey Monkey			
<b>Comments:</b>				
<p><b>The vision is appropriate for Denbighshire</b> Strongly agree  <b>The identified outcomes are the right ones for Denbighshire</b> Strongly agree  <b>The underlying principles are appropriate for the strategy</b> The strategy captures the important issues for Denbighshire's economy Strongly agree  <b>The strategy identifies the challenges facing Denbighshire's economy</b> Strongly agree  <b>The strategy identifies the economic opportunities available to Businesses in Denbighshire</b> Strongly agree  <b>The strategy identifies the economic opportunities available to residents of Denbighshire</b> Strongly agree  <b>The Identified Headline Actions are appropriate for Denbighshire</b> Strongly agree  <b>The Identified Headline Actions are achievable</b> Tend to agree</p>				<p>Noted.</p>

<p><b>The Identified Headline Actions will help to address the challenges faced by Denbighshire's economy</b> Tend to agree</p> <p><b>The Identified Headline Actions will help Businesses in Denbighshire to realise the available opportunities</b> Tend to agree</p> <p><b>The Identified Headline Actions will help residents of Denbighshire to realise the available opportunities</b> Tend to agree</p> <p>The ambitions set out in this strategy are also closely aligned to the Social Services Bill however this is not referred to and there doesn't appear to representation from Social Services? The Bill states the following:</p> <ul style="list-style-type: none"> <li>• More people need Social Services now than in the past</li> <li>• People need more from the services they get</li> <li>• People are living longer - promotion of active ageing into employment and volunteering</li> <li>• Less £ to provide services</li> </ul> <p>Assessment - intervention – prevention is the main requirement to meet needs appropriately – this is broken down further:</p> <p><b>PREVENTION</b></p> <ul style="list-style-type: none"> <li>• Well-being</li> <li>• Have chances to learn and have a social life</li> <li>• Able to contribute to community</li> <li>• Have enough money to live on and lead an independent life</li> </ul> <p><b>EARLY INTERVENTION</b></p> <ul style="list-style-type: none"> <li>• Social Services is not sustainable without it</li> <li>• Build on strengths and focus on outcomes</li> <li>• Implementation of prevention and intervention strategies</li> <li>• Propose to expand/extend social care services to a larger range of people</li> </ul>	<p>General</p>	<p>We anticipate that the Council's Modernising Social Care programme will address many of the issues raised in your feedback.</p> <p>Whilst not explicitly referenced in the document, responding to the economic challenges but also the opportunities presented by an ageing population has been identified as an area we wish to explore further.</p> <p>We intend that our work to develop Skills for Work and Life and to Connect People with Jobs will help support work to maximise opportunities for independence and employment amongst those who are or are at risk of being furthest from the workplace.</p> <p>We also anticipate that development of Social Enterprise as a sector in Denbighshire may present opportunities for jobs and/or services that would not otherwise be available, and in so doing may help to address the agenda you set out.</p>
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Page 104



DUTY

- Develop services to meet needs
- Provide information and advice on getting service
- Early intervention
- Assessment of need - help to get services and collaborative working

The Delivery Plan mentions that much of the 'Skills for Work and Life' activity may be applicable for EU funding however existing EU projects are due to end before the new funding is available - this means a tremendous loss in the valuable skills, knowledge and experience gained as staff will move on as their posts will become redundant - lessons learned will be available and reported upon however one of the major lessons is the length of time it takes to get staff up to speed to be able to deliver what is required. Unless action is taken to retain these attributes the lessons will not have been learned.

With regard to skill levels, an existing EU project in Denbighshire has supported 1851 individuals of which 790 have NO qualifications at all. Data captured demonstrates that 107 individuals are 20 years old of which 51 have no qualifications at all; 195 individuals are 40 years old and 147 have no qualifications at all and 80 individuals are 60 years old of which 61 have no qualifications at all. These are stark statistics and confirm the issues and challenging outlined in Theme 4. There is much more data available if required. The challenges and barriers identified as a result of the outcomes focussed support are described in this report as the 'soft' employment skills; confidence, motivation, morale, drive, inexperience etc. The project has worked with those who face the most disadvantages (furthest away from the labour market) and the project's 'one to one' support based on individuals needs has been one of the most valued elements and the main reason for the sustained achievements as the staff build a trusting bond with individuals and develop a 'can do' attitude.

Noted. We are working with the other North Wales Councils and other partners, including FE/FE sector and DWP, to assess and understand the issues you raise. We are also hoping by so doing, to create a more co-ordinated local and regional response to maximise impact from public sector spend.

<b>No.24 - PC PAL – Denbighshire</b>				
<b>Medium:</b>	Survey Monkey			
<b>Comments:</b>				
<p><b>The vision is appropriate for Denbighshire</b> Tend to disagree  <b>The identified outcomes are the right ones for Denbighshire</b> Tend to agree  <b>The underlying principles are appropriate for the strategy</b> Tend to disagree</p> <p>Focus on tourism although may have been pertinent in the 80's is no longer a high priority. We have access to excellent colleges and universities and the skillforce is moving away due to the lack of opportunities available in the Denbighshire area.</p> <p>We need to utilise the road infrastructure and get our broadband communication services updated to entice new technological businesses into the area. For this to happen we need to use the funding that is available through the European Commission to put in superfast broadband ahead of the proposed completion date.</p> <p>Due to the development of the Prestatyn Retail Park the tourism and focus of people's attention has moved away from Rhyl and is now on Prestatyn. Forget about Rhyl as a tourist destination because the B&amp;B's that used to serve Rhyl's tourists are now all bedsits and the fair that used to bring tourists from Towyn and Prestatyn has gone. Rhyl town centre as a whole needs to be re-developed as a business centre instead of a dying shopping destination.</p>				<p>Noted.</p> <p>We agree that Tourism cannot be the only or main sector within Denbighshire's economy. It will, however, remain a substantial feature and we believe the challenge is to encourage diversification towards higher value activities and therefore employment opportunities. Action 3.1a is intended to address this point.</p> <p>Agreed. Our work in Theme 1 of the Strategy is intended to improve our physical and digital connectivity.</p> <p>We agree that we need to focus on and renew Rhyl Town Centre and that this will most likely include development of a more diverse range of employment opportunities beyond retail.</p>

<p><b>The strategy captures the important issues for Denbighshire's economy</b> Strongly disagree  <b>The strategy identifies the challenges facing Denbighshire's economy</b> Tend to agree  <b>The strategy identifies the economic opportunities available to Businesses in Denbighshire</b> Tend to agree  <b>The strategy identifies the economic opportunities available to residents of Denbighshire</b> Tend to agree</p> <p><b>The Identified Headline Actions are appropriate for Denbighshire</b> Tend to disagree  <b>The Identified Headline Actions are achievable</b> Tend to agree  <b>The Identified Headline Actions will help to address the challenges faced by Denbighshire's economy</b> Tend to disagree  <b>The Identified Headline Actions will help Businesses in Denbighshire to realise the available opportunities</b> Tend to agree  <b>The Identified Headline Actions will help residents of Denbighshire to realise the available opportunities</b> Tend to disagree</p>		<p>We would be interested to understand which important issues you believe we have missed or which of the issues we have identified are wrong.</p> <p>Noted.</p>
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No.25 - RPC Ltd					
Medium:	Survey Monkey				
<p><b>Comments:</b></p> <p><b>The vision is appropriate for Denbighshire</b> Tend to agree  <b>The identified outcomes are the right ones for Denbighshire</b> Tend to agree  <b>The underlying principles are appropriate for the strategy</b> Tend to agree  <b>The strategy captures the important issues for Denbighshire's economy</b> Tend to agree  <b>The strategy identifies the challenges facing Denbighshire's</b></p>					<p>Noted.</p>

<p>economy Tend to agree  <b>The strategy identifies the economic opportunities available to Businesses in Denbighshire</b> Tend to agree  <b>The strategy identifies the economic opportunities available to residents of Denbighshire</b> Tend to agree  <b>The Identified Headline Actions are appropriate for Denbighshire</b> Tend to agree  <b>The Identified Headline Actions are achievable</b> Tend to agree  <b>The Identified Headline Actions will help to address the challenges faced by Denbighshire's economy</b> Tend to agree  <b>The Identified Headline Actions will help Businesses in Denbighshire to realise the available opportunities</b> Tend to agree  <b>The Identified Headline Actions will help residents of Denbighshire to realise the available opportunities</b> Tend to agree</p>		
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Page No. 26

<p>So.26 - Wharnclyffe Bed &amp; Breakfast</p>				
<p>Medium:</p>	<p>Survey Monkey</p>			
<p>Comments:</p> <p><b>The vision is appropriate for Denbighshire</b> Strongly agree  <b>The identified outcomes are the right ones for Denbighshire</b> Strongly agree  <b>The underlying principles are appropriate for the strategy</b> Strongly agree  <b>The strategy captures the important issues for Denbighshire's economy</b> Tend to agree  <b>The strategy identifies the challenges facing Denbighshire's economy</b> Strongly agree  <b>The strategy identifies the economic opportunities available to Businesses in Denbighshire</b> Strongly agree  <b>The strategy identifies the economic opportunities available to</b></p>				<p>Noted.</p>

<p>residents of Denbighshire Tend to agree  <b>The Identified Headline Actions are appropriate for Denbighshire</b>  Strongly agree  <b>The Identified Headline Actions are achievable</b> Tend to agree  <b>The Identified Headline Actions will help to address the challenges faced by Denbighshire's economy</b> Tend to agree  <b>The Identified Headline Actions will help Businesses in Denbighshire to realise the available opportunities</b> Strongly agree  <b>The Identified Headline Actions will help residents of Denbighshire to realise the available opportunities</b> Tend to agree</p>		
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<b>No.27 - Stanyer Morris Ltd</b>				
<b>Medium:</b>	Survey Monkey			
<p><b>Comments:</b>  The vision is appropriate for Denbighshire Tend to agree  The identified outcomes are the right ones for Denbighshire Tend to agree  The underlying principles are appropriate for the strategy Tend to agree  The strategy captures the important issues for Denbighshire's economy Tend to agree  The strategy identifies the challenges facing Denbighshire's economy Tend to agree  The strategy identifies the economic opportunities available to Businesses in Denbighshire Tend to disagree  The strategy identifies the economic opportunities available to residents of Denbighshire Tend to disagree  The Identified Headline Actions are appropriate for Denbighshire Tend to agree  The Identified Headline Actions are achievable Tend to agree</p>				<p>}  ] It would be good to understand which economic  } opportunities you think we have missed or got wrong  }</p>

<p><b>The Identified Headline Actions will help to address the challenges faced by Denbighshire's economy</b> Tend to agree</p> <p><b>The Identified Headline Actions will help Businesses in Denbighshire to realise the available opportunities</b> Tend to disagree</p> <p><b>The Identified Headline Actions will help residents of Denbighshire to realise the available opportunities</b> Tend to disagree</p>		<p>}          } It would be good to understand what further or          } different actions you think we should be considering          } instead</p>
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<b>No.28 – Anonymous resident</b>					
<b>Medium:</b>	Survey Monkey				
<p><b>Comments:</b></p> <p><b>The vision is appropriate for Denbighshire</b> Tend to agree</p> <p><b>The identified outcomes are the right ones for Denbighshire</b> Tend to agree</p> <p><b>The underlying principles are appropriate for the strategy</b> Tend to agree</p> <p><b>The strategy captures the important issues for Denbighshire's economy</b> Tend to agree</p> <p><b>The strategy identifies the challenges facing Denbighshire's economy</b> Tend to disagree</p> <p><b>The strategy identifies the economic opportunities available to Businesses in Denbighshire</b> Tend to disagree</p> <p><b>The strategy identifies the economic opportunities available to residents of Denbighshire</b> Tend to disagree</p> <p><b>The Identified Headline Actions are appropriate for Denbighshire</b> Tend to agree</p> <p><b>The Identified Headline Actions are achievable</b> Strongly agree</p>					

<p><b>The Identified Headline Actions will help to address the challenges faced by Denbighshire's economy</b> Tend to agree</p> <p><b>The Identified Headline Actions will help Businesses in Denbighshire to realise the available opportunities</b> Tend to disagree</p> <p><b>The Identified Headline Actions will help residents of Denbighshire to realise the available opportunities</b> Tend to disagree</p> <p>I think teaching entrepreneurial skills at school would help.</p> <p>Identifying places where people can set up a business. Providing rural workshop spaces so that business can set up and provide a work place in rural areas.</p> <p>Improve transport links (such as later or earlier running buses) so that young people (those unable to drive) can find work easier (not all jobs are 9-5).</p>		<p>We intend to review the way enterprise and entrepreneurship are taught in schools (an more widely in colleges and the community) with a view to increasing the impact and encouraging more entrepreneurship, particularly from young people.</p> <p>Action 1.3c is intended to address this issue.</p> <p>Action 1.1c is intended to address this point.</p>
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<b>No.29 – Anonymous resident</b>				
<b>Medium:</b>	Survey Monkey			
<p><b>Comments:</b></p> <p><b>The vision is appropriate for Denbighshire</b> Strongly agree</p> <p><b>The identified outcomes are the right ones for Denbighshire</b> Strongly agree</p> <p><b>The underlying principles are appropriate for the strategy</b> Tend to</p>				Noted.

<p>agree</p> <p><b>The strategy captures the important issues for Denbighshire's economy</b> Strongly agree</p> <p><b>The strategy identifies the challenges facing Denbighshire's economy</b> Strongly agree</p> <p><b>The strategy identifies the economic opportunities available to Businesses in Denbighshire</b> Strongly agree</p> <p><b>The strategy identifies the economic opportunities available to residents of Denbighshire</b> Strongly agree</p> <p><b>The Identified Headline Actions are appropriate for Denbighshire</b> Tend to agree</p> <p><b>The Identified Headline Actions are achievable</b> Tend to agree</p> <p><b>The Identified Headline Actions will help to address the challenges faced by Denbighshire's economy</b> Tend to agree</p> <p><b>The Identified Headline Actions will help Businesses in Denbighshire to realise the available opportunities</b> Tend to agree</p> <p><b>The Identified Headline Actions will help residents of Denbighshire realise the available opportunities</b> Tend to agree</p>		
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<b>No.30 – Anonymous resident</b>					
<b>Medium:</b>	Survey Monkey				
<b>Comments:</b>  <b>The vision is appropriate for Denbighshire</b> Strongly agree <b>The identified outcomes are the right ones for Denbighshire</b> Tend to agree <b>The underlying principles are appropriate for the strategy</b> Strongly agree					Noted.





a reality. Indeed the Community Development Agency is accredited by the BCS Society to deliver ECDL

Over the years we have worked with and assisted in drawing down funding to provide broadband networks, computers and equipment on behalf of a number of neighbourhood centres e.g. Marsh Community Association, Rhyl Adventure Playground Association, Bruton Park Tenants Association, Llygadog Sheltered Housing.

To support that function we facilitate and deliver, on a regular basis, “open access” ICT Tutor/Mentor sessions, with the aim of developing a wide range of digital skills for the benefit of residents of Denbighshire.

We have built and expanded on this work through the ESF Funded Taith i Waith/New Work Connections Convergence Programme aimed at helping those furthest from the labour market back into work ensuring they have the confidence, motivation and the skills needed to participate and respond to the pressures of an ever more increasing digital society. Targets have been set and the work is recorded and evidenced through the NWC Database. We have developed relationships and are working with a number of partner organisations.

Some initial work is already being developed through the NWC Project. The Business and Careers Officer and the caseworkers have built up, and continue to do so, a network of businesses throughout the county who will offer work placements/experience, volunteering opportunities and indeed jobs, with robust processes in place to ensure health and safety and close monitoring of such placements. These contacts can be developed further

The Community Development Agency has over a number of years developed informal links with Jobcentre Plus to assist and support their clients to access ICT to: create effective CVs, generate and manage email accounts and apply for jobs online.

<p>When ESF funding for the NWC Convergence Programme was drawn down in 2010 links with JCP were then formalised. The NWC project is funded to provide intensive support and take those people who are unemployed through a journey of change and gain access to: training / education, volunteering / work placements and finding job opportunities. The strength of this project has been the one to one, bespoke service given to participants by a workforce who have gained tremendous valuable skills, knowledge and experience and who build a trusting bond with individuals and develop a 'can do' attitude. Unfortunately, as the ESF funding ends next year, the skills, knowledge and experience will be lost as staff move on to new jobs.</p>		<p>Regionally, all Councils are currently in the process of reviewing and prioritising initiatives for the next round of EU funding. The real challenge, however, is to seek to establish schemes that can either be self sustaining in the long run without the need for grant funding, or can be mainstreamed in place of alternative core services that are shown to be less effective.</p>
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<b>No.32 – Grwp Llandrillo Menai</b>					
<b>Medium:</b>	Email				
<p><b>Comments:</b></p> <p>The document is well presented and structured, and the language and format is very accessible for a variety of readers. The document summarises the main issues very well and provides a guide to the main actions that the local authority will pursue to deliver improvements.</p> <p>Grŵp Llandrillo Menai has two campuses in Denbighshire. The Rhyl College - incorporating the Rhyl 6th facility and Denbigh College in the centre of Denbigh town. We are also committed to developing premises in upper Denbigh as part of a project led by Cymdeithas Tai Clwyd in partnership with the College, Denbighshire County Council and the Denbighshire Youth Project.</p> <p>We share your concerns about West Rhyl and Upper Denbigh and the deprivation, low skills and unemployment which blights those areas in particular.</p>					<p>Noted.</p>

Rhyl, I am aware, is the subject of much discussion and planning in other initiatives and documents, but there is little mention within this strategy of how Rhyl is to be improved. It is the biggest town in Denbighshire that needs intervention, development and an injection of private sector investment in the town centre to bring some cheer, optimism and hope. There should, in our view, be more emphasis on this in the document.

One of the most positive developments in Rhyl has been the strong partnership between Grŵp Llandrillo Menai, Denbighshire County Council and the two schools in the town. Teenagers and older learners now have a facility where they can acquire skills, qualifications and the inspiration to succeed. Be that academically through an extensive A Level choice, or through a variety of vocational courses leading to job outcomes. The fact that both routes are available is an important feature. Grŵp Llandrillo Menai would welcome involvement in a continuing partnership with Rhyl.

The Rhyl post 16 education model is a success story and we can envisage similar developments in Denbigh in the coming years. Denbigh, and particularly upper Denbigh, needs an education and training facility where vocational skills and employability skills can be accessed. Again Grŵp Llandrillo Menai would be very pleased to partner with the authority and the school in Denbigh to further such a vision on a joint basis.

It may well be too much of a challenge to envisage large scale employment providers locating to the Denbighshire area. The county is however a beautiful place to live and has the advantage of being centrally located between two enterprise zones at Deeside and the Ynys Ynni development on Anglesey. A major priority for the county is to ensure that its young people and older learners have the right skills to gain employment in the areas of advanced manufacturing, energy and

Noted. We have highlighted Rhyl as a specific area of focus and priority in Section 5.3 of the Strategy. This will be in addition to the general actions throughout the Strategy which will also apply to Rhyl and its communities. Many of the initiatives in workstreams 4.1 and 4.2 will also be targeted in Rhyl in particular.

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We welcome the opportunity to further develop joint working with Grŵp Llandrillo Menai – in Rhyl and across Denbighshire as a whole.

Noted and agreed. Our work under Theme 4 is intended to address these points.

<p>engineering etc. to capitalise on the developing enterprise zones. These skills need to be promoted to school age children from late primary onwards so that they and their parents are fully aware of the job opportunities that are emerging in the next few years.</p> <p>I would like to reiterate that Grŵp Llandrillo Menai are very interested in pursuing these matters further, in partnership with Denbighshire County Council.</p>		<p>We would welcome further discussion with Grŵp Llandrillo Menai on how to support achievement of our aspirations in this area.</p>
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No.33 – Mersey Dee Alliance					
<b>Medium:</b>	Email				
<p><b>Comments:</b></p> <p>I had a look through the draft Strategy and Delivery Plan. I found the analysis of current issues and challenges really interesting and relevant. I don't know much about rural Denbighshire (other than Llangollen and the World Heritage Site – developing the tourism and economic potential of the WHS is a priority for the North Wales and Borders and the North Wales Waterway Partnerships – opportunity for Llangollen) and wasn't aware that the public sector accounts for such a high share of the county's employment.</p> <p>I haven't many specific comments on the Strategy – the Vision, themes and underlying principles seem sound to me. I think the challenge will be in taking forward and delivering the various activities listed under the 19 workstreams in the Delivery Plan. This will require provision of appropriate capacity/resources, effective coordination between different teams and high-level commitment and support. It will also require some degree of focus and prioritisation on specific activities – are these the activities in red ink in the Delivery Plan?</p>					<p>Noted.</p> <p>Noted. We have reviewed the priorities and actions within the Delivery Plan to make them more realistic and achievable, although they will continue to be deliberately stretching in their ambition.</p>

<p>Denbighshire’s economic performance is determined partly by wider economic geographies, notably North Wales and the MDA cross-border region, but also extending further into Cheshire and Warrington, Liverpool City Region and the wider Atlantic Gateway area. It will be important for Denbighshire to continue to play a full and active role in the Ambition Board, MDA and other partnerships in order to:</p> <ul style="list-style-type: none"> <li>• ensure as far as possible that the Council’s priorities and opportunities are recognised and incorporated into wider strategies (e.g. recognition for the proposed new strategic site at Bodelwyddan);</li> <li>• benefit from shared resources and initiatives, for example the EAB’s focus on advanced manufacturing, energy and environment and investment promotion and the MDA’s M56/A55 Industrial Innovation Corridor concept, which includes St Asaph as a key centre;</li> <li>• seek increased levels of Welsh and UK Government, European and other external funding to address barriers and support interventions to deliver economic growth.</li> </ul>		<p>Noted. We agree that close working with our partners will be essential and would welcome a discussion with the Mersey Dee Alliance on how we might better achieve that.</p>
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<b>No.34 – Llangollen Town Council</b>				
<b>Medium:</b>	Email			
<p><b>Comments:</b></p> <p>In general, the Town Council feels that overall the strategy is well written and covers the key aspects succinctly. However, Members believe that the one omission is the value of the County’s environment, as an asset and as a driver of economic and social change.</p> <p>In particular Members felt that reference should be made to the overall environmental quality of the County and the opportunities that it offers to business, individuals and tourists in the “Where we are now” section of the document.</p>				<p>Noted. We have strengthened references to the natural environment as an economic asset in the revised Strategy document.</p>

<p>In addition the value of the environment, and more importantly the designated landscapes of both the Dee Valley and Clwydian Hills AONB and the World Heritage Site, should also be reflected in the sections on Growth Opportunities and Effective Promotion.</p> <p>In terms of the delivery plan; this again appears to be reasonable, and Members accept that this is a long term Strategy and will not be delivered overnight. However the plan is un-costed, which must call into question the capability of the County Council to deliver some aspects of the workstream outcomes in a period of economic austerity.</p>	<p>Noted. We have chosen generally not to reference individual specific aspects in the Strategy. However, assets noted will be emphasised in promotional activities undertaken and also are clearly potential drivers for growth in terms of a strengthened tourism sector.</p> <p>Noted. We have reviewed actions and revised the Delivery plan accordingly. We have also attempted to demonstrate a closer connection between actions and the likely available resources. The current financial climate will, however, be a challenge to delivery for the Council and its partners.</p>
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<b>No.35 – Prestatyn Town Council</b>			
<b>Medium:</b>	Meeting & Email		
<p>The document as currently presented has patchy statistical information so it will be difficult for readers to assess whether any progress has been made as its implementation progresses.</p> <p>Having no NEET's at all as an outcome in Theme 4 may be a desirable aspiration but is not realistic.</p> <p>The strategy lacks a fundamental generator of wealth for the county's economy.</p> <p>As a consequence, there is insufficient demand to sustain a viable construction sector over the longer term.</p>			<p>We have produced a separate 'Measuring Economic &amp; Community Ambition' document which contains the baseline date for indicators in the strategy.</p> <p>Noted. We have changed the target to reflect reduction. However, our aspiration would be that no young person is left without opportunity in terms of employment, training or education.</p> <p>We have included Theme 3: Opportunities for Growth to address this point.</p> <p>We believe that investment in Denbighshire and across North Wales as a whole (infrastructure, housing, commercial properties) has the potential to support sustainable growth in the construction sector.</p>

<p>The community benefits currently derived from public sector construction projects are insufficient.</p> <p>Now that the LDP has been approved, the preparation of development briefs for employment sites should become a priority.</p> <p>Rail services can be improved by reviewing timetables as well as improving infrastructure e.g. services to/from Manchester not fitting in with the working day.</p> <p>Many of the holders of the higher skilled / paid jobs in the county prefer to commute over long distances rather than live here. The factors which discourage them from living here need to be identified and addressed.</p> <p>Developing tourism based on food and drink is a reasonable proposition but this needs to be further refined to exploit a specific USP</p> <p>Reference was also made to the need to improve links to A55 and also upgrading/marketing of A548 Coast Road which also provides a vital route into/from the town</p>		<p>We agree. This is why we have included an action to improve our own use of Community Benefit clauses.</p> <p>Noted. Action 1.3b is intended to include this</p> <p>Noted. We agree that services as well as infrastructure are in need of improvement</p> <p>We agree. Themes 5 and 6 are intended to address this point.</p> <p>Noted.</p> <p>Noted. We will include this in our assessment of infrastructure constraints to growth.</p>
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<b>No.36 – Cllr James Davies - Prestatyn Town Council</b>					
<b>Medium:</b>	Email				



In general I think it is a good document and makes all the necessary key points. I would add the following:

Employment land in Prestatyn is limited. Furthermore, what land we do have is not likely to be in great demand in the foreseeable future as we are simply too poorly connected to the rest of the country in terms of infrastructure. I would like to see a specific reference to the need to connect north Denbighshire with the eastbound A55 and/or to significantly upgrade the A548. This would allow people to live in the town and commute to areas of employment and also make the town more attractive to locate a business.

Apart from the factors just mentioned, the other main barrier to bringing designated employment land into effective employment use is the prohibitive cost of doing so. Sites in Prestatyn are brownfield and mostly comprise of old buildings which require costly demolition or alterations. The document does acknowledge the need to consider allowing enabling development. It also acknowledges the need for DCC to carry out work to ensure key sites are 'shovel ready' but Prestatyn members know from our most recent MAG that the Planning Dept. currently has no intention of fast tracking Prestatyn employment sites for such consideration. The issue is that our sites are not considered the most important on a county wide basis. I think we need to be prepared to devote more resources to teams who can work up viable proposals to market our employment sites to potential investors.

The document refers to the need to make Denbighshire attractive as a place to live, especially to young people. This is a challenge but if there is one thing that would attract young professionals and families to stay and indeed to move here, it would be the provision of excellent schools. As you point out, we perform reasonably well on a Wales basis but are not so impressive compared to the North West and our educational performance compared to the economically successful South East will be worse still. Partly that is down to demographics but we are also

We have generally avoided specific references to individual issues throughout the strategy. We will, however, include this issue in our assessment of infrastructure constraints to growth.

We intend that action 1.3b will address this strategically across the county. On a more local level, where individual sites are identified as economically important to an individual town we would expect to see them featured in the relevant Town Plan and progressed through that mechanism.

Noted. We intend that action under Theme 4 will address this point, alongside the Council's broader priority towards improving educational standards and attainment.

constrained by devolved education policy and I fear the England vs Wales educational gap will only worsen as things stand. If we believe that then we should argue for more autonomy locally to develop excellent schools (or conversely, UK govt intervention where Assembly policies are failing and threaten severe inequalities as compared to England). We should also use loopholes to do what we can as things stand and there are some interesting if slightly controversial ways that might be achieved e.g. expanding St. Brigid's.

Another way to encourage wealth generators to live here relates to perceptions. I am aware that the inward-looking fear of "outsiders" from a vocal minority in Wales does put off some from other parts of the UK and often holds back our potential. I know degree educated, high earning employees who work in St Asaph yet commute from rural Cheshire. The same applies to many in the medical profession. I am the exception and not the rule in travelling the opposite direction to them each day. I appreciate tackling this goes beyond the scope of the document and is politically sensitive but I believe it is very true nevertheless.

Finally, the people we want to encourage to live here will be more likely to do so if we have cultural facilities (e.g. the Scala) and quality eateries, amongst other facilities such as decent swimming pools and leisure centres. Food and drink is mentioned within the "Opportunities for Growth" section but I don't see evidence of how we intend to make progress in that area. If we do have proposals, we need to outline them. I have already discussed with Jamie Groves about the Nova redevelopment, whose proposed cafe/restaurant could be an ideal opportunity to bring in a big name restaurant with sea views that would attract people from many miles away. We need to embrace and actively encourage trends of the times such as the celebrity chef culture and then the vast middle classes with disposable income who live within a couple of hours of here will begin to sit up and take a fresh look at our area. Some may even decide they want to live here and bring wealth

Noted. We intend that action under Theme 6 will encourage people and businesses to consider Denbighshire as location of choice for them to live, work and invest.

Noted. We have included Workstream 6.2 Destination Management specifically for this point. We anticipate that local issues should be highlighted in and progressed through local Town/Area Plans. High quality services and a good range of local facilities, including leisure and hospitality, are important. There is a limit to what the Council can do directly, however. Opportunities such as suggested here are worth considering.

We have a specific action in the Rural Denbighshire section of the Strategy (Workstream 5.2) focused on promoting a local food production/sales sector. We have included hotel/restaurants within this in our revised Strategy.

and employment with them.		
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No.37 – Rhuddlan Town Council				
Medium:	Email			
<p>The Council endorsed the emphasis of working together (which was noted by Councillors when the strategy was launched at the Eisteddfod)</p> <p>Highlighted the importance of communications and faster broadband to encourage training, business and tourism</p> <p>Highlighted that tourism is emphasised, but that business and private sector should not be neglected.</p> <p>Felt that there was perhaps too much weighting towards Rhyl</p> <p>Felt that the document didn't highlight the rural areas enough</p> <p>Felt that the document didn't mention the opportunities for European funding enough</p>			<p>Noted. We are clear that we can only achieve the full impact if we work together with our partners. The importance and the role of Partnership working has been strengthened in the revised Strategy.</p> <p>Noted. We intend that our Digital Denbighshire project will address this.</p> <p>Noted. Our actions throughout the strategy are aimed at supporting the private sector to flourish and grow.</p> <p>We have focused on Rhyl in Workstream 5.3 as this is where the highest deprivation in the county exists. Tackling deprivation &amp; poverty in Rhyl will have a positive impact, both locally and across the county as a whole. Rhyl is also the county's largest town.</p> <p>We have a specific Workstream (5.2) focusing on Rural Denbighshire. We have also included a new Workstream (3.1b) on Agriculture.</p> <p>We have strengthened references to EU Funding in the Delivering the Strategy section.</p>	

Page 203

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# Measuring Economic & Community Ambition (Summary)

For further information  
please speak to David  
Morgan or Mike Horrocks



## INTRODUCTION

Measuring progress towards achieving our ambition is a key component of good management. It is essential in helping us understand the extent to which actions we pursue bring about the changes we want to see. To be effective, it must be a live activity that provides information to inform decisions and allow changes to be made as required. In support of this a review of the Economic & Community Ambition Strategy, its implementation and its contribution to desired corporate plan outcomes will be undertaken on an annual basis.

This document sets out a summary of the desired outcomes in the Strategy and their links to a measurable set of indicators. These are monitored and reported to the Economic & Community Ambition Programme Board as part of the governance arrangements for delivery of projects and programmes within the scope of the Strategy.

During the first year of the Strategy a complete baseline for the outcome indicators will be established, some of which will be obtained through additional primary research activity in the form of a business survey.

It should be noted that all projects within the scope of the Strategy will follow the corporate project management methodology which requires clear identification of project outcomes, expected benefits, measurement indicators and timescales for reporting on these. Projects will be linked to programme outcomes via the shared indicators in this document so that progress towards achieving an outcome can be tracked and reported through monitoring progress on a number of projects.

## **THEMES**

**HEADLINES**

[Click for Details](#)

**THEME1: INFRASTRUCTURE FOR GROWTH**

[Click for Details](#)

**THEME 2: SUPPORTED AND CONNECTED BUSINESSES**

[Click for Details](#)

**THEME 3: OPPORTUNITIES FOR GROWTH**

[Click for Details](#)

**THEME 4: HIGH QUALITY SKILLED WORKFORCE**

[Click for Details](#)

**THEME 5: VIBRANT TOWNS AND COMMUNITIES**

[Click for Details](#)

**THEME 6: WELL PROMOTED DENBIGHSHIRE**

[Click for Details](#)

## HEADLINES

There are two headline outcomes:

### **1. Denbighshire is a county with high levels of employment and good levels of income in all its towns and communities**

Indicators

- claimant count a % of the working age population.
- median household income.

#### **Comparators**

We will compare claimant count data with Great Britain and Wales aiming to have lower levels of claimants than these comparators and to return to the historically low levels, we achieved before the recession, as the economy recovers.

We will compare household income data with Wales aiming to have higher average household income than Wales with continuous improvement thereafter.

### **2. Businesses Develop and Grow**

Indicators

- The count of births of new enterprises.
- Survival of newly born enterprises (1 year survival rate).
- Survival of newly born enterprises (3 year survival rate).
- Turnover (£m) of Denbighshire based businesses.

#### **Comparators**

We will compare these indicators with our own past performance aiming to retain our high business survival rates whilst also returning to pre-recession levels of Business Births and turnover as the economy recovers.

[Back to Themes](#)



## THEME1: INFRASTRUCTURE FOR GROWTH

There are three outcomes in this theme:

### **1. We have effective transport connections that enable people to access jobs, and businesses to access markets/customers**

#### Indicators

- % of businesses who report travel difficulties as a barrier for employees
- % of businesses who report travel difficulties as a barrier for customers
- % of businesses who report travel difficulties as a barrier for suppliers
- % of businesses who report selling goods and services to a wider area

In order to collect data for these indicators we need to conduct a survey of businesses. This is planned and is due to take place for the first time from May to July 2014 and annually thereafter. Therefore no baseline will be available until summer 2014.

#### Comparators

We will compare performance as a trend against baseline.

### **2. We have modern digital and voice communication networks that meet the needs of businesses, residents and visitors**

#### Indicators

- Ofcom five point ranking for overall broadband performance
- Ofcom rank for premises that receive no reliable signal (3G)
- Ofcom rank for premises that receive no reliable signal (4G)
- % of businesses who report carrying using the internet to sell or source goods and services

Data is not yet available for the 4G signal coverage but this is expected to be published in 2014. The data for the final indicator will be collected as part of the survey of businesses. Therefore no baseline will be available until summer 2014.

#### Comparators

We will rate broadband and 3G performance using the national (UK) scale but will also compare specifically with our close geographical neighbours; the North Wales Local Authorities, Cheshire West and Chester and the Wirral.

For the Business survey question we will compare performance as a trend against baseline.

### **3. We have a good and readily available supply of appropriate business premises and land that supports established businesses to grow and new businesses to start up**

#### Indicators

- % of new employment land that has been developed
- % of employment land sites that are ready to be developed
- % of all available employment land sites where business premises are in use

These indicators are still being developed and there is currently no baseline available.

#### Comparators

We will compare performance against commitments in the Local Development Plan and those arising from the review of commercial property.

[Back to Themes](#)

## **THEME 2: SUPPORTED AND CONNECTED BUSINESSES**

In this theme there are three outcomes:

### **1. We have easy to understand, accessible and high quality business support services available for established and new businesses**

#### Indicators

- No. of businesses that access business advice & support services in the past 12 months
- % of businesses (who accessed advice & support in the last 12 months) who were satisfied with the quality of advice & support.
- % of businesses reporting that the right advice and support was easy to access

These indicators are new and will need to be collected via the new business survey. Therefore no baseline will be available until summer 2014.

#### Comparators

We will compare performance as a trend against baseline.

## **2. We have a strong local business community that benefits from being well connected, both within each other and with opportunities outside the county**

### Indicators

- % of businesses who report that they are part of a business network
  - Local
  - Regional
  - National
- % of businesses who report some benefit from their business network
  - Local
  - Regional
  - National

These indicators are new and will need to be collected via the new business survey. Therefore no baseline will be available until summer 2014.

### **Comparators**

We will compare performance as a trend against baseline.

## **3. Denbighshire County Council's procurement activity benefits local businesses and residents**

### Indicators

- £ value of procurement contracts awarded to local businesses
- £ value of local procurement as a % of total procurement
- % of agreed community and social benefit clauses that are:
  - fully achieved
  - partially achieved
  - not achieved

These indicators are currently being developed by the Corporate Research and Intelligence Team in conjunction with the Procurement Team. Baseline data will be available shortly.

### **Comparators**

We will utilise the Value Wales dataset to compare our performance with that of other local authorities within Wales.

[Back to Themes](#)

## THEME 3: OPPORTUNITIES FOR GROWTH

In this theme there are three outcomes:

### **1. We build on the strengths of our tourism and agricultural sectors and encourage them to make increasingly strong contributions to Denbighshire's economy**

Indicators

- Total revenue derived from tourism.
- No. of people employed in the tourism sector in Denbighshire
- No. of businesses in the accommodation and food services sector
- Total turnover of agricultural businesses

#### **Comparators**

We will compare current performance levels of increase in Wales and Great Britain. We will also utilise econometric projections to forecast national and regional growth and our likely share of this growth.

### **2. We exploit new opportunities for growth, with an initial focus on the Manufacturing, Energy & Environmental Technologies and Creative Industries Sectors**

Indicators

- No. of businesses in the production sector
- No. of businesses in the creative industries sector
- No. of residents employed in the manufacturing sector
- No. of residents employed in the energy & water sector
- No. of residents employed in the agriculture sector
- No. of residents employed in the creative industries sector

#### **Comparators**

We will compare current performance levels of increase in Wales and Great Britain. We will also utilise econometric projections to forecast national and regional growth and our likely share of this growth.

### **3. We encourage growth in the Social Enterprise sector to deliver alternative and complementary opportunities for services and jobs**

Indicators

- The count of births of new social enterprises
- The one year survival rate for new social enterprises
- The three year survival rate for new social enterprises
- The number of jobs created within the social enterprise sector

These are all suggested new indicators and data sources will need to be developed with partners from the third sector.

### **Comparators**

We will compare performance as a trend against baseline.

[Back to Themes](#)

## **THEME 4: HIGH QUALITY SKILLED WORKFORCE**

In this theme there are four outcomes:

### **1. Denbighshire's residents well skilled, and equipped to benefit from jobs and opportunities that arise**

Indicators

- % of the working age population with no qualifications
- % of the working age population with qualifications of level 2 and above
- % of the working age population with qualifications of level 4 and above

### **Comparators**

We will compare against Great Britain and Wales level and also assess our position relative to our near geographical neighbours in the other North Wales Authorities, Cheshire West and Chester and the Wirral.

### **2. Employment rates across Denbighshire improved, with significant reductions in youth unemployment in particular**

Indicators

- % of Year 11 Leavers for Schools in Wales known to be not in education, employment or training by Unitary Authority
- % of the working age population claiming Job Seekers Allowance
- % of the population aged 16 to 24 claiming Job Seekers Allowance

## **Comparators**

We will compare performance against Great Britain and Wales and also assess our position relative to the other Local Authorities in Wales.

### **3. Denbighshire's businesses have easy access to a workforce with the skills needed for businesses to be successful and grow**

Indicators

- % of businesses reporting unfilled vacancies due to unsuitable applicants
- % of businesses reporting difficulty recruiting staff with the right skills

These indicators are new and will need to be collected via the new business survey. Therefore no baseline will be available until summer 2014.

## **Comparators**

We will compare performance as a trend against baseline.

### **4. Denbighshire has a strong culture of enterprise and entrepreneurship**

Indicator

- % of people employed in Denbighshire who are self-employed

## **Comparators**

We will compare the performance of this indicator against the other rural local authorities in Wales.

[\*\*Back to Themes\*\*](#)

## THEME 5: VIBRANT TOWNS AND COMMUNITIES

In this theme there are three outcomes:

### **1. Denbighshire's towns are vibrant and prosperous, and ready to meet the challenges of the future**

Indicators

- % of vacant town centre premises
- % of residents reporting overall satisfaction with their town centre
- % of town residents reporting overall satisfaction with their local area
- % of town centre businesses reporting confidence in future prospects

#### **Comparators**

We will compare performance as a trend against baseline.

### **2. Denbighshire's rural communities are economically sustainable, now and in the future**

Indicators

- % of the rural working age population claiming Job Seekers Allowance
- % of rural residents reporting overall satisfaction with their local area
- % of rural businesses reporting confidence in their future prospects

The final indicator is new and will need to be collected via the new business survey. Therefore no baseline will be available until summer 2014.

#### **Comparators**

We will compare performance as a trend against baseline.

### **3. The number of communities and households in Denbighshire experiencing deprivation are reduced**

Indicators

- % of LSOA that fall into the 10% most deprived in Wales
- No. of LSOA with a claimant count as % of working age population greater than Great Britain
- No. of LSOA with a median household income below Wales

## Comparators

We will use the Wales figures as a benchmark and compare relative performance as a trend against baseline.

[Back to Themes](#)

## THEME 6: WELL PROMOTED DENBIGHSHIRE

In this theme there are three outcomes:

### **1. Denbighshire is recognised as a great place to live and is successful in attracting people to move to or remain living in its towns and communities**

Indicators

- % of residents satisfied with their area as a place to live
- % of residents reporting that they are likely to move out of Denbighshire within the next 5 years
- Number of house sales
- Number of housing new build completions

## Comparators

We will compare performance in the residents' survey questions as a trend against baseline. The housing market data will be compared with the Great Britain and Wales data.

### **2. Denbighshire is recognised as a great place to visit and plays a key role in making North Wales a top 5 UK visitor destination**

Indicators

- Visitor Numbers

## Comparators

We will compare current performance levels of increase in Wales and Great Britain. We will also utilise econometric projections to forecast national and regional growth and our likely share of this growth.



### **3. Denbighshire is recognised as an attractive place for businesses to be located and is successful in attracting new and retaining existing growing businesses**

#### Indicators

- Total number of active enterprises
- Number of enquiries from business wishing to locate in Denbighshire

The second indicator is new and will need to be collected by the council's business support teams.

#### **Comparators**

We will compare the active enterprises indicator with our own past performance aiming to return to pre-recession levels as the economy recovers. We will compare the number of enquires as a trend against baseline.

[Back to Themes](#)

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# Economic and Community Ambition Strategy – Equality Impact Assessment

For more information please  
contact David Morgan or  
Mike Horrocks



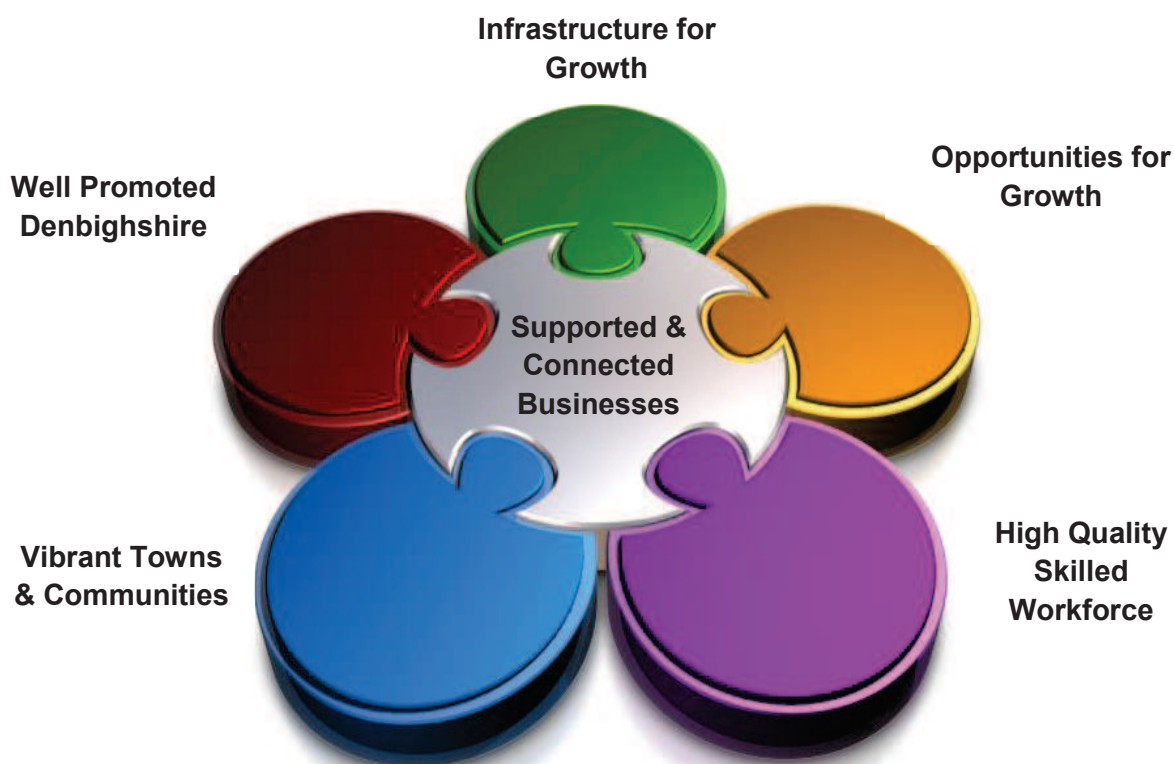
## CONTENTS

Introduction.....	4
Equality Legislation and Equality Impact Assessments .....	5
Engagement.....	6
This report .....	9
Age.....	10
Table – Qualifications by age .....	10
Table – Economic Activity by age.....	11
Table – Job seekers allowance claimants by age .....	12
Potential impacts - Older / Younger residents .....	13
Conclusions and recommendations.....	15
Disability.....	16
Table – Adult learning, disabled and non-disabled.....	16
Table - Disabled and Non-disabled Economic Activity .....	17
Potential impacts - Disability.....	18
Conclusions and recommendations.....	20
Gender reassignment.....	21
Potential impacts – Gender reassignment.....	22
Conclusions and recommendations.....	22
Marriage and civil partnership .....	22
Potential impacts – Marriage and civil partnership .....	22
Conclusions and recommendations.....	22
Pregnancy and maternity.....	23
Potential impacts – Pregnancy and maternity .....	23
Conclusions and recommendations.....	23
Race and ethnicity.....	24
Potential impacts – Race and ethnicity.....	25

Conclusions and recommendations.....	26
Religion and belief.....	27
Potential impacts – religion and belief .....	27
Conclusions and recommendations.....	27
Sex / gender .....	28
Table – Economic activity by sex .....	28
Table - Male and Female Qualifications .....	29
Table – Annual earnings 2010 .....	30
Diagram - Male and Female Working Patterns (Denbighshire) Numbers.....	31
Table - Male and Female Weekly Earnings (Full-time Employees).....	31
Diagram - Occupational Segregation (Wales).....	32
Diagram - Occupational Segregation (Denbighshire).....	33
Diagram - Pay Gaps by Occupation (Wales).....	34
Diagram - Segregation by Industrial Sector (Denbighshire) % .....	35
Diagram - Pay gaps by Industrial Sector .....	35
Potential impacts – Sex / gender .....	36
Conclusions and recommendations.....	37
Sexual orientation.....	38
Table – Numbers of Lesbian, gay and bisexual residents .....	38
Potential impacts – Sexual orientation.....	38
Conclusions and recommendations.....	38
Welsh language.....	39
Potential impacts – Welsh language.....	40
Conclusions and recommendations.....	43
Final Conclusions and Recommendations .....	44
Final conclusions.....	44
Final Recommendations.....	45

## INTRODUCTION

In common with communities across Wales, Denbighshire residents and businesses have stressed the importance of reviving the local economy to provide a sound base for all other development. Denbighshire County Council has identified 'Developing the Local Economy' as one of its 7 Corporate Priorities and the Economic & Community Ambition Strategy sets out what the Council and its partners will do to achieve this. The Strategy has six main themes:



For our Strategy to have the most positive impact we will have to work hard to encourage as much potential growth and wealth as possible to recirculate within Denbighshire's economy, businesses and communities. To increase this impact further we will also work hard to maximise the benefits of a growing economy to as wide a range of residents as possible.

Our Strategy has seven underlying principles, two of which strongly support our desire to assess equality impact:

- **Inclusive.** The strategy is intended to have impact county wide and to deliver economic and community ambition across Denbighshire's many communities.
- **Welsh Language and Culture.** The Strategy is intended to build on the economic strengths provided by Denbighshire's strong Welsh identity and culture, and to actively promote use of the Welsh language by businesses, residents and visitors.

The Equality Act 2010 is about ensuring a fair deal for everyone and focuses on ending discrimination, advancing equality of opportunity and outcome and fostering good relations between different individuals and communities.

It simplifies and clarifies the role of Local Authorities as leaders in achieving equality improvements for their citizens and communities. Specific duties developed by the Welsh Government provide detailed and challenging requirements for Authorities but an overall emphasis on 'due regard' leaves authorities with greater freedom to produce distinctive local solutions and greater accountability to their communities.

### **Who is protected under the Act?**

In actual fact everyone is. The Act sets out a new prescribed list of protected characteristics which replace what have traditionally been referred to as Equality Strands. These groups are protected through the general and specific duties of the Act.

- Protected characteristics:
- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Sexual orientation
- Religion or belief

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

### **The General Duty**

Local Authorities and other public bodies are required to have due regard to the need to:

1. eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act
2. advance equality of opportunity between people who share a relevant protected characteristic and those who do not
3. foster good relations between people who share a protected characteristic and those who do not.

These are essentially the aims of the Act. Having due regard for advancing these equality aims involves:

- removing or minimising disadvantages experienced by people due to their protected characteristics

- taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

## Equality Impact Assessments

The requirement to conduct equality impact assessments is one of the specific duties of the Public Sector Equality Duty (Wales). The primary objectives of an EIA are to:

- assess whether one or more of these groups could experience disproportionate effects (over and above the impacts likely to be experienced by the general population) as a result of a policy being implemented or the way in which a service is delivered;
- identify opportunities to promote equality more effectively or to a greater extent; and
- develop ways in which any disproportionate negative impacts could be removed or mitigated to prevent any unlawful discrimination and minimise inequality of outcomes.

## ENGAGEMENT

There have been two major phases of public engagement associated with the development of the Economic and Community Ambition Strategy.

1. Public Engagement to develop the Council's Corporate Priorities
2. Public Engagement on the draft Economic and Community Ambition Strategy

In the first phase we undertook a considerable amount of consultation and engagement work, focusing on residents, staff, and Elected Members. The aim of this work was to help identify priorities to address the needs and concerns of our communities. Some of the key activities undertaken as part of our consultation and engagement work included:

- A residents' survey: of 6,000 households during the summer of 2011, that included questions about the biggest issues facing our communities.
- A public survey: through our website and by posting leaflets in our leisure centres, libraries, One-Stop-Shops and council reception areas. This took place between October and December 2011, and generated 1,228 responses.
- Workshops with young people: through the Denbighshire Youth Council and Student Councils in some of our high schools.
- Staff workshops: with different levels of staff throughout the council.
- Workshops with Elected Members: to consider the conclusions from our research and engagement work and agree draft priorities for our new Corporate Plan.
- Public consultation on draft Corporate Plan priorities: inviting comments from residents, staff, Town & Community Councils and other stakeholders during August and September 2011.



Specific research and engagement was also undertaken, in parallel to inform the equality impact assessment of the Corporate Plan and Council priorities. This involved incorporating views and issues raised by:

**General**

Equality and Human Rights Commission (Wales and UK)  
The Bevan Foundation  
Welsh Government  
HM Government  
North Wales Public Sector Equality Network

**Older People**

Age Cymru and Age UK  
The Older Peoples Commissioner for Wales

**Younger People**

Children's Commissioner for Wales  
NSPCC

**Disabled People**

Disability Wales  
Office for Disability Issues  
Denbighshire Self-Advocacy

**Trans People**

UNIQUE

**Women**

The Fawcett Society  
Welsh Women's Aid  
WENWales

**Men**

GEM Project

**LGB People**

Stonewall Cymru and Stonewall UK

**Race**

Runnymede Trust

**Religion and Belief**

Human Rights and Social Justice Research Institute

In conducting this research we utilised information from the publications of representative organisations and other research papers and where possible discussed these with local groups, who provided further insights. This enabled us to produce reports on the needs and concerns of all the protected groups covering the full range of topics in the Corporate Plan. We also produced a specific topic report on *Equality and the Economy in Denbighshire*.

The draft Economic and Community Ambition Strategy was then developed throughout 2013 building on the earlier evidence from research and engagement, additional research on economic policy themes and the outputs of the Economic and Community Ambition Strategy Task & Finish Group workshop programme.

The second phase of public engagement commenced in July 2013 and ran until mid September 2013, with an extension to this period for City, Town and Community Councils allowing them to provide feedback up to mid October. More than 1800 groups, organisations and individuals were contacted as part of this second phase, with a number of groups / contacts representing protected characteristics or with an interest in equalities issues being contacted directly for comments on the draft strategy. These included:

Action for Hearing loss Wales	NCH-Action For Children
Barnardos	NHS Chaplaincy
Chwarae Teg	NHS Equalities
Clybiau Plan Cymru	North Wales Public sector equality network
Co-op	NWIS
Crossroads	NWREN
CWNE	Quakers
Deaf Association	Rhyl Youth Action Group
Deaf-blind Cymru	Royal National Institute of Blind People
Dial a ride	Royal National Institute for Deaf People
Disability Wales	Shopmobility
Denbighshire Voluntary Services Council	Stonewall Cymru
Dyserth chapel	Un llais
EHRC	Unique
Guide dogs	Victim support
Hafal	Vision support
Home call	Viva LGBT
Mediate north wales	Women's aid (Glyndwr)
Menter Iaith Sir Ddinbych	

## THIS REPORT

This report sets out the socio demographic profiles of groups with statutory protected characteristics and Welsh speakers in Denbighshire. Where we have identified potential benefits / dis-benefits of the Strategy themes these are set out alongside recommendations intended to either maximise positive benefits or minimise dis-benefits in relation to each of the groups with protected characteristics.

At the end of the document the authors have set out overall final conclusions and recommendations to be considered when implementing the Strategy.

## AGE

The Economic Ambition Strategy's intention to increase employment and to increase the skills of the workforce (theme 4) are particularly relevant to the age characteristic because available data suggests differing levels of economic activity and participation on learning and qualification levels among different age groups.

At the Wales level, participation in new adult learning declines with age; the 18-24 year old age group most likely to engage in adult learning and the 60+ age group least likely.<sup>1</sup>

Although there is some useful data on age and qualification patterns for Denbighshire residents' from the Annual Population Survey there are a number of variables where data is unreliable due to issues with the sample size. Therefore it has been necessary to remove or combine some age bands.

TABLE – QUALIFICATIONS BY AGE

	Jan 2011- Dec 2011	conf
% with NVQ4+ - aged 20-24	17.8	9.9
% with NVQ4+ - aged 25-29	20.4	9.3
% with NVQ4+ - aged 30-39	42.4	7.6
% with NVQ4+ - aged 40-49	35.0	6.4
% with NVQ4+ - aged 50-64	25.7	4.3
% with NVQ3 only - aged 25-29	20.6	9.3
% with NVQ3 only - aged 30-39	16.2	5.7
% with NVQ3 only - aged 40-49	16.1	4.9
% with NVQ3 only - aged 50-64	11.2	3.1
% with NVQ2 only - aged 25-29	29.1	10.5
% with NVQ2 only - aged 30-39	17.7	5.9
% with NVQ2 only - aged 40-49	19.4	5.3
% with NVQ2 only - aged 50-64	17.1	3.7
% with NVQ1 only - aged 25-29	14.8	8.2
% with NVQ1 only - aged 30-39	12.7	5.1
% with NVQ1 only - aged 40-49	13.5	4.6
% with NVQ1 only - aged 50-64	14.3	3.5
% with other qualifications - aged 40-49	6.4	3.3
% with other qualifications - aged 50-64	9.7	2.9
% with no qualifications - aged 40-49	6.1	3.2
% with no qualifications - aged 50-64	15.9	3.6

<sup>1</sup> WLGA, Equality Issues in Education: A resource for Strategic Equality Plans and Equality Objectives in schools and local authorities, (November 2011)

The 50 -64 age band seem most likely to have no qualifications. The 25-29 age group may have a higher rate than other age groups of the middle level qualifications equivalent to NVQ 2 and 3 but broad confidence bands mean that we should treat this conclusion with caution. The lower NVQ1 and equivalent qualifications are fairly consistent across the age bands. The 30-39 and 40-49 age bands have the higher rates of top level qualifications. The above distributions are broadly in common with national trends.

TABLE – ECONOMIC ACTIVITY BY AGE

	Apr 2010- Mar 2011	conf
<b>Economic activity rate - aged 16-19</b>	54.3	11.8
<b>Economic activity rate - aged 20-24</b>	78.5	9.4
<b>Economic activity rate - aged 25-34</b>	85.1	5.3
<b>Economic activity rate - aged 35-49</b>	84.3	3.9
<b>Economic activity rate - aged 50-64</b>	62.1	4.7
<b>Economic activity rate - aged 65+</b>	8.9	2.5
<b>% who are economically inactive - aged 16-19</b>	45.7	11.8
<b>% who are economically inactive - aged 20-24</b>	21.5	9.4
<b>% who are economically inactive - aged 25-34</b>	14.9	5.3
<b>% who are economically inactive - aged 35-49</b>	15.7	3.9
<b>% who are economically inactive - aged 50-64</b>	37.9	4.7
<b>% who are economically inactive - aged 65+</b>	91.1	2.5

There are confidence issues in relation to the economic activity and inactivity rates for the 16-19 and 20-24 groups. However, the unemployment rate figures (overleaf) also show higher rates in these age bands and from a policy perspective initiatives to create job opportunities for young people and to prepare young people for work would address both issues. The figures for the 50 – 64 and 64+ age groups show a trend of economic inactivity in the older age bands that begins well before retirement despite the fact that there are relatively fewer people in these age groups claiming unemployment benefits.

TABLE – JOB SEEKERS ALLOWANCE CLAIMANTS BY AGE

	Denbighshire (level)	Denbighshire (%)	Wales (%)	Great Britain (%)
<b>Aged 16 to 64</b>				
<b>Total</b>	1,905	3.4	3.5	3.2
<b>over 12 months</b>	580	1	1.1	1
<b>Aged 18 to 24</b>				
<b>Total</b>	565	7.5	6.9	5.8
<b>over 12 months</b>	125	1.6	1.4	1.1
<b>Aged 25 to 49</b>				
<b>Total</b>	1,020	3.7	3.8	3.3
<b>over 12 months</b>	350	1.3	1.3	1.1
<b>Aged 50 to 64</b>				
<b>Total</b>	320	1.7	1.9	2
<b>Over 12 months</b>	105	0.5	0.7	0.8

The issue of employment rates for older people, and those identified in ‘How Fair is Wales?’ seem to be relevant in Denbighshire too. Furthermore it has been argued that:

*the key question [is] not: “Should we focus our limited resources on younger workers or older workers?” but: “How can we grow the economy to ensure that everyone has the skills they need to do the work they want to do for as long as they want to do it and that the economy needs them to do?”. This broader view is the one we need to take forward as we consider difficult questions in relation to employment and other areas of economic and social growth.<sup>2</sup>*

<sup>2</sup> EHRC, *Just Ageing? Fairness, equality and the life course Final report*, 2009 p22

POTENTIAL IMPACTS - OLDER / YOUNGER RESIDENTS

Strategy theme	Actual or potential benefit	Actual or potential dis-benefit	Recommended action
<b>Infrastructure for Growth</b>	<p>Effective transport connections improve access to employment / training / services / customers</p> <p>Digital infrastructure improvements overcome digital exclusion of rural residents, services become more accessible, engagement with ICT improved across county</p> <p>Development of land &amp; premises generates local employment opportunity</p>	<p>Decisions based on cost could disproportionately affect those in rural areas</p> <p>Digital divide increases for those not connected as services move online</p> <p>Employment opportunities are unsuitable or are taken up by other more mobile groups within the population</p>	<p>Ensure specific needs of rural and urban older / younger residents are considered when designing transport related projects / activities</p> <p>Identify and remove barriers to use of ICT for the target group through early actions in project activity</p> <p>Encourage development in proximity to concentrations of older / younger residents out of work. Link training activity to job opportunities in advance.</p>
<b>Supported and Connected Businesses</b>	<p>Business support &amp; advice for older / younger people is improved</p> <p>Stronger business networks offer improved support &amp; mentoring</p> <p>Community benefit clauses in procurement activity result in e.g. increased local apprenticeship opportunities, improvements to facilities / services used by group</p>	<p>None identified</p> <p>Barriers to participation reduce benefits for older / younger residents</p> <p>Benefits not delivered if unrealistic targets set or contracts managed poorly.</p>	<p>Tailor advice / support for older / younger residents. Consider targeted business start-up initiatives.</p> <p>Mentoring offers significant benefits to younger people. Identify barriers at an early stage</p> <p>Ensure community benefit contracts managed effectively</p>
<b>Opportunities for Growth</b>	<p>Creation of wider range of employment and business start-up opportunities more suitable to older / younger people</p> <p>Increased local provision of Health &amp; Care services by social / private enterprise</p>	<p>None identified</p> <p>None identified</p>	<p>Town / Area Plans to assess the types of employment that would most benefit younger / older residents in their area. Consider targeted start-up initiatives in these sectors</p> <p>Promote market opportunities around provision of Health &amp; Care goods / services to older residents.</p>
<b>High Quality Skilled Workforce</b>	<p>Significant benefits from targeted actions to develop skills for work &amp; life, include older / younger people in the labour market and stimulate enterprise / entrepreneurship</p>	<p>Potential for reduced benefits where partner contributions cannot be realised and actions cannot be implemented</p>	<p>Provide support to enable <i>effective</i> partnership working</p> <p>Ensure specific benefits to younger / older residents</p>

			are identified in projects / initiatives
<b>Vibrant Towns and Communities</b>	Retention of young people through increased prosperity / attractiveness of local towns	Potential house price rises may increase affordability issues	Ensure young people linked into prosperity
	Local employment opportunity	None identified	Secure employment of local young / older residents
	Reduced household deprivation for younger / older people	None identified	Target initiatives to ensure group see benefits
<b>Well Promoted Denbighshire</b>	Increased employment opportunity	Potential for increased competition for local jobs and housing as Denbighshire becomes more widely recognised	Ensure local people are competitive potential employees
	Increased leisure choice for younger / older residents	Some older residents may find the area less peaceful	Minimise negative impacts of prosperity



## CONCLUSIONS AND RECOMMENDATIONS

The Strategy is likely to result in a number of positive benefits around accessibility and infrastructure for both younger and older people in the county, particularly those living in more rural areas. These are mainly related to improved access to services and employment opportunity. However, many of these benefits will be limited unless the specific needs of these age groups are focussed on.

It is general recommended that older / younger people are included as stakeholders in the actions developed around the strategy themes in order to incorporate often simple adjustments that can increase benefits to the target group.

## DISABILITY

The Economic Ambition Strategy's intention to increase employment, to increase the skills of the workforce (Theme 4) and increase household income are particularly relevant to this group because available data suggests differing levels of economic activity and participation in learning and qualification levels among disabled and non-disabled people.

TABLE – ADULT LEARNING, DISABLED AND NON-DISABLED

	Apr 2010- Mar 2011	conf
% with no adult learning - both DDA & also work-limiting	49.8	9.1
% with no adult learning - not disabled	27.7	3.9
% with non-taught adult learning -both DDA & also work-limiting	24.7	7.8
% with non-taught adult learning -not disabled	18.2	3.4
% with taught & non-taught adult learning -both DDA & also work-limiting	13.6	6.2
% with taught & non-taught adult learning -not disabled	30.1	4.0
% with taught adult learning -both DDA & also work-limiting - aged 16-64	12.0	5.9
% with taught adult learning - not disabled aged 16-64	24.1	3.7

We can observe substantial differences between the non-disabled group and the DDA and work limiting combined group. The DDA and work limiting combined group have higher levels with no adult learning and non-taught adult learning but lower levels of taught learning when compared with the non-disabled group. Unfortunately we are not currently able to produce robust data that separates the DDA only category. This trend in adult learning in Denbighshire reflects the position across a wide range of qualifications observed at the Wales level.

*'People defined as both DDA disabled and as having a work limiting condition have by far the lowest educational achievements of all the equality categories. Both men and women in these groups are 3 times more likely to have no qualifications compared to non-disabled people.'* Rhys Davies et al (2011)<sup>3</sup>

We find from Rhys Davies et al that:

- *'People who are both DDA disabled and have a work limiting condition experience most disadvantage in relation to employment. Seventy four per cent are not employed. This is more than 3 times the overall UK proportion of 22%.'*<sup>4</sup>

<sup>3</sup> WISERD for EHRC Wales, AN ANATOMY OF ECONOMIC INEQUALITY IN WALES, (March 2011) p. xv

<sup>4</sup> WISERD for EHRC Wales, AN ANATOMY OF ECONOMIC INEQUALITY IN WALES, (March 2011) p.xv

TABLE - DISABLED AND NON-DISABLED ECONOMIC ACTIVITY

	Apr 2010- Mar 2011	conf
<b>Economic activity rate aged 16-64 - disabled</b>	48.0	5.7
<b>Economic activity rate aged 16-64 - both DDA &amp; also work-limiting</b>	32.6	6.8
<b>Economic activity rate aged 16-64 - DDA only disabled</b>	82.2	9.2
<b>Economic activity rate aged 16-64 - not disabled</b>	83.1	2.6
<b>% economically inactive - aged 16-64 - disabled</b>	52.0	5.7
<b>% economically inactive aged 16-64 - both DDA &amp; also work-limiting</b>	67.4	6.8
<b>% economically inactive aged 16-64 - DDA only disabled</b>	17.8	9.2
<b>% economically inactive aged 16-64 - not disabled</b>	16.9	2.6

The Denbighshire figures demonstrate similar levels of economic activity and inactivity rates between non-disabled and the DDA only group, but a large gap between these groups and the DDA and work limiting group. While it is the case that some people in the latter category may be unable to work, this is unlikely to be the case across the group as a whole because of the range of issues covered by this category. Statistical analysis is unlikely to demonstrate any further useful information on the subject so it is important to engage with disabled people in the work limiting group to get a better understanding of employment possibilities and support needs.

It is difficult to estimate the incomes of individual protected groups in Denbighshire because of the small cohorts of particular protected groups, scarcity of data and the complexity of incomes model which would need to include earnings, pension, benefits and other elements. As ever we must fall back on national evidence and attempt to apply the available Denbighshire insights to this. Rhys Davies et al (2011) inform us that:

*'Approximately a fifth of the Welsh population live in poverty (measured after housing costs). Those living on the lowest incomes are once again the youngest, disabled people, those of Pakistani and Bangladeshi ethnicity and those living in rented accommodation. However, lone parents are the most susceptible group, with almost half living in poverty.'*<sup>5</sup>

<sup>5</sup> WISERD for EHRC Wales, AN ANATOMY OF ECONOMIC INEQUALITY IN WALES, (March 2011) p. xvi

POTENTIAL IMPACTS - DISABILITY

Strategy theme	Actual or potential benefit	Actual or potential dis-benefit	Recommended action
<b>Infrastructure for Growth</b>	<p>Public / community transport improvements will increase access to employment and services</p> <p>Digital connectivity increases opportunity for working from home and accessing services online</p> <p>Local employment creation reduces travel to work issues</p>	<p>Benefits will be reduced if transport solutions do not specify needs of people with a disability</p> <p>Migration to online service provision may increase the exclusion of those with barriers to access</p> <p>None identified</p>	<p>Ensure appropriate involvement / consultation in 'access to work' related initiatives supported by the Strategy</p> <p>Identify barriers to digital access for people with a disability and specify the need for relevant actions in the strategy to address these as pre-requisites. Promote the opportunities and benefits of working from home / employing home workers</p> <p>Increase benefits to people with a disability by ensuring they are prepared for locally available jobs.</p>
<b>Supported and Connected Businesses</b>	<p>Improved business support, networking and mentoring opportunities for people with a disability who wish to start / grow a business</p>	<p>None identified</p>	<p>Increase benefits by identifying specific barriers to business support / networking for people with a disability.</p> <p>Provision of face to face business support and mentoring to overcome mobility issues</p> <p>Promote disability awareness as part of Denbighshire Business Week / Business Awards</p>
<b>Opportunities for Growth</b>	<p>Creation of wider range of employment and business start-up opportunities</p> <p>Improvement in quality of visitor accommodation in Denbighshire</p>	<p>None identified</p> <p>Potential for benefits to be reduced if the needs of people with a disability are not taken into account</p>	<p>Increase benefits by promoting the exploration of opportunities for niche market products and services that appeal to people with a disability.</p> <p>Ensure actions to increase quality of visitor accommodation includes disability improvements</p>

<b>High Quality Skilled Workforce</b>	Targeted support to assist people with a disability to enter the labour market	Potential for benefits to be reduced if the specific needs of people with a disability are not taken into account	Ensure actions under Theme 4 identify and address barriers for those with a disability  Targeted promotion of Theme 4 actions to group
<b>Vibrant Towns and Communities</b>	Local employment opportunity  Reduced household deprivation for people with a disability  Locally available shops / services reduce need to travel	None identified  None identified  Benefits could be reduced if needs of people with a disability not taken into account during design of initiatives to improve town centres	Promote the engagement of people with a disability in design of projects / initiatives  Ensure actions in Town / Area Plans complete equality impact assessments
<b>Well Promoted Denbighshire</b>	Increased employment opportunity  Increased leisure choice	Potential increased competition for employment  Leisure choices could be limited if the needs of people with a disability are not taken into account	Promote employment opportunities to residents with a disability. Identify and remove barriers.  Promote and develop Denbighshire as a destination for people with a disability

## CONCLUSIONS AND RECOMMENDATIONS

Overall the Strategy is likely to result in positive benefits to people with a disability. The majority of these are around improved access to transport, employment opportunity, training and provision of goods / services. In order to maximise these benefits proactive engagement with the group is required in advance to ensure that people with a disability are sufficiently well prepared to make the most of opportunities.

## GENDER REASSIGNMENT

*'The terms 'trans people' and 'transgender people' are both often used as umbrella terms for people whose gender identity and/or gender expression differs from their birth sex, including transsexual people (those who intend to undergo, are undergoing or have undergone a process of gender reassignment to live permanently in their acquired gender), transvestite/cross-dressing people (those who wear clothing traditionally associated with the other gender either occasionally or more regularly), androgyne/polygender people (those who have non-binary gender identities and do not identify as male or female), and others who define as gender variant'.<sup>1</sup>*

Since the Equality Act 2006 and then more comprehensively in the Equality Act 2010 trans people have been accorded rights and given protection in law from discrimination.

Transgender – refers to an individual who identifies with a gender inconsistent or not culturally associated with their biological sex. Simply put, it defines a person whose biological birth sex conflicts, or is considered by society to conflict, with their psychological gender.

Transsexual – is a term that refers to men and women (referred to as a trans men or trans women respectively) who desire to establish a permanent gender role as a member of the gender with which they identify, often (but not always) pursuing medical interventions as part of the process.

There are no official or census figures for the number of trans people in Wales. The Home Office 'Report of the interdepartmental working group on transsexual people' based on research from the Netherlands and Scotland, estimates that there are between 1,300 and 2,000 male to female and between 250 and 400 female to male transsexual people in the UK. However, Press for Change estimate the figures at around 5,000 post-operative transsexual people.

Further, 2008 research by the Gender Identity Research and Education Society (GIRES) claims there are 6,200 people who have transitioned to a new gender role via medical intervention and approximately 2,335 full Gender Recognition Certificates have been issued to February 2009. The figures are more diverse when looking at the trans community in the UK, where estimates range from 65,000 to 300,000.

The Welsh Governments equality impact assessment for the Rural Development Plan programme has highlighted the need identify and understand any existing barriers to accessing finance faced by individuals within this equality group (ranging from concerns over being treated differently by financial institutions to instances of outright discrimination).

Our engagement work with local trans support group Unique indicates that Trans people can experience bullying and harassment at work and there are concerns that this may impact on their employment prospects in terms of both recruitment and promotion. National studies also suggest that trans people face harassment, bullying and hate crime in some educational and community settings.

## POTENTIAL IMPACTS – GENDER REASSIGNMENT

None identified.

## CONCLUSIONS AND RECOMMENDATIONS

We have not identified any disproportionate positive or negative benefits for Trans people, although there could be opportunities to maximise benefits for these groups, as with other equality groups, during implementation of individual projects. Within individual projects opportunities may arise to promote fair and inclusive approaches to training, recruitment and employment practices which should be identified in the project specific equality impact assessment.

Continued engagement with trans support groups should be maintained in order to pick up issues in relation to the Strategy if they arise.

## MARRIAGE AND CIVIL PARTNERSHIP

We have not identified any national or local evidence to suggest that our strategy could have any disproportionately negative or positive benefits for people who are married or in a civil partnership.

## POTENTIAL IMPACTS – MARRIAGE AND CIVIL PARTNERSHIP

None identified.

## CONCLUSIONS AND RECOMMENDATIONS

It is not anticipated that there will be any disproportionate impacts of the Strategy on the marriage and civil partnership characteristic.

Apart from working to ensure that illegal discrimination against people who are married or in a civil partnership is excluded from project practices, there are no specific recommendations regarding implementation for this protected characteristic.



## PREGNANCY AND MATERNITY

It is anticipated that there will be no disproportionate impacts on this protected characteristic.

Nonetheless, pregnant women and new mothers can be at risk of being made redundant, something which has not been helped by the recent recession. Even before the recession, the Equal Opportunities Commission had already estimated that 30,000 women lost their jobs each year as a result of being pregnant.

As such, during implementation it will be important to ensure that projects are tailored to ensure that they work to eliminate discrimination against pregnant women and those on maternity leave and that they improve equality of opportunity for this group (for example, by encouraging and supporting flexible working arrangements and other forms of support amongst employers (as outlined in the section on 'Sex / Gender'). Addressing labour market mobility and flexibility is key to this, and provision should be made to accommodate the particular constraints facing women planning to start a family.

### POTENTIAL IMPACTS – PREGNANCY AND MATERNITY

We have not identified any disproportionate positive or negative benefits for pregnant women and new mothers, although there could be opportunities to maximise benefits for these groups, as with other equality groups, during implementation of individual projects.

### CONCLUSIONS AND RECOMMENDATIONS

The Strategy is not likely to result in disproportionate benefits / dis-benefits for pregnant women and new mothers however individual projects opportunities should be taken to promote fair and inclusive approaches to training, recruitment and employment practices and flexible working.

## RACE AND ETHNICITY

The Economic Ambition Strategy's intention to increase employment, the skills of the workforce (Theme 4) and household incomes are relevant because we can observe differences in these outcomes among different ethnic groups.

It is difficult to estimate the incomes of individual protected groups in Denbighshire because of the small cohorts of particular protected groups, scarcity of data and the complexity of incomes model which would need to include earnings, pension, benefits and other elements. However, we may fall back on national evidence and attempt to apply the available Denbighshire insights to this. Rhys Davies et al (2011) inform us that:

*'Approximately a fifth of the Welsh population live in poverty (measured after housing costs). Those living on the lowest incomes are once again the youngest, disabled people, those of Pakistani and Bangladeshi ethnicity and those living in rented accommodation. However, lone parents are the most susceptible group, with almost half living in poverty.'*<sup>6</sup>

The EHRC's 2010 triennial review has tentatively suggested that, in Wales, participation in adult learning is higher among ethnic minority populations than in the white population with the exception of people from Pakistani or Bangladeshi backgrounds.<sup>7</sup> In addition Winkler et al have pointed out the complexity of the situation in relation to levels of qualification among ethnic minority groups.

*'Fewer people from an ethnic minority origin hold at least level 2 qualifications than the population as a whole (55 per cent compared with 68 per cent). However, persons from an ethnic minority origin are equally likely to hold degree-level qualifications as the population as a whole (26 per cent) (Welsh Assembly Government, 2007w). Amongst ethnic minority groups who are out of work, the Future Skills Wales survey (2004) found that they had similar higher-level qualifications and generic skills as the general population but that they had better entrepreneurial and foreign language skills.'*<sup>8</sup>

National research has also found:

*'Women are disadvantaged in employment terms: in almost all population groups women face an above-average incidence of non-employment. This is particularly the case for some ethnic minority groups in Wales, particularly women of Indian, Bangladeshi and Pakistani and Chinese ethnicity.'*<sup>9</sup>

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<sup>6</sup> WISERD for EHRC Wales, AN ANATOMY OF ECON. INEQUALITY IN WALES, (Mar 2011) p. xvi

<sup>7</sup> EHRC (2010) How Fair is Britain?, page 322

<sup>8</sup> Bevan Foundation for EHRC Wales, Equality issues in Wales: a research review, (2009) p.156. The Welsh Government report referred to is Welsh Assembly Government, Proposals for a Learning and Skills (Wales) Measure 2008 (2008w)

<sup>9</sup> WISERD for EHRC Wales, AN ANATOMY OF ECONOMIC INEQUALITY IN WALES, (March 2011) p.xv

POTENTIAL IMPACTS – RACE AND ETHNICITY

Strategy theme	Actual or potential benefit	Actual or potential dis-benefit	Recommended action
<b>Infrastructure for Growth</b>	Lower levels of car ownership mean public transport improvements can bring significant benefit	Potential for benefit to be reduced where other factors act as a barrier e.g. fear of race hate crime  No evidence to suggest that digital inclusion issues exist	Personal security concerns to be identified and addressed in transport improvement initiatives  Review digital inclusion issues for race & ethnicity group as part of Digital Denbighshire
<b>Supported and Connected Businesses</b>	No disproportionate benefits identified	Potential for benefits to be reduced by barriers to engagement with business support e.g. language, terminology, accessibility	Provide information through cultural or community centres in areas where populations within this group are concentrated  Undertake impact assessment of individual actions
<b>Opportunities for Growth</b>	No disproportionate benefits identified	None identified	None identified
<b>High Quality Skilled Workforce</b>	Employment and skills development opportunities for women from the group	Benefits could be reduced if women from minority groups are not effectively supported to access learning employment	Projects should seek to remove barriers and be flexible enough to meet any particular employment and skills needs of members of minority communities
<b>Vibrant Towns and Communities</b>	Reduction in deprivation for households in poverty will have a disproportionate benefit	None identified	Ensure initiatives are targeted to take account of minority group needs  Promote the benefits of cultural diversity and highlight the contributions to the county made by those from diverse backgrounds
<b>Well Promoted Denbighshire</b>	No disproportionate benefits identified	None identified	Ensure that all communications are accessible to people from minority groups

## CONCLUSIONS AND RECOMMENDATIONS

The Strategy has limited potential to deliver disproportionate benefits to people in this group, mainly around improved transport and reduced deprivation. No dis-benefits have been identified. In order for positive benefits to be secured it will be necessary for individual projects / initiatives to identify and assess barriers specifically in relation to race and ethnicity.

## RELIGION AND BELIEF

There is no specific list that sets out what religion or belief discrimination is. The law defines it as any religion, religious or philosophical belief. This includes all major religions, as well as less widely practised ones.

A person's actual or presumed religious identity can overlap with other elements of identity, such as ethnicity or political views. This can be a positive choice, for example many Jews define themselves as being of Jewish ethnicity as well as of Jewish faith, but it can also form part of negative or inaccurate stereotypes, for example many people from Asia report being subjected to islamophobic abuse.

Feedback from local engagement events<sup>10</sup> suggest that some business owners in North Wales have regular experience of islamophobic abuse. We note that such abuse can occur to people regardless of whether or not they are of Islamic faith, another faith or none.

We are also aware of concerns in the Islamic faith around the operation of credit, loans and interest on debts. These concerns will be included in the individual impact assessment of any project that includes such financial mechanisms, should any be developed in the course of implementation of the strategy.

A number of cases involving matters of conscience and religious expression in the employment context have come to prominence nationally, in recent years, involving Christian, Sikh and Islamic people. While none relate directly to the work of the strategy, there may be opportunities in the implementation of projects to promote fair and inclusive approaches to training, recruitment and employment practices.

## POTENTIAL IMPACTS – RELIGION AND BELIEF

None identified.

## CONCLUSIONS AND RECOMMENDATIONS

We have not identified any disproportionate positive or negative impacts of the Strategy for individuals committed to religions or beliefs systems, although there could be opportunities to maximise benefits for these groups, as with other equality groups, during implementation of individual projects. Within individual projects opportunities may arise to promote fair and inclusive approaches to training, recruitment and employment practices. Each individual project will have its own separate equality impact assessment.

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<sup>10</sup> North Wales Public Sector Equality Network, Public Engagement Event (Conwy, 2011)

## SEX / GENDER

The Strategy intention to increase employment, skills and household incomes are relevant because we can observe differences in these outcomes between men and women.

TABLE – ECONOMIC ACTIVITY BY SEX

	Apr 2010- Mar 2011	conf
<b>Economic activity rate females - aged 16-64</b>	70.4	3.8
<b>Economic activity rate males - aged 16-64</b>	77.1	3.7
<b>% of males who are economically inactive - aged 16-64</b>	22.9	3.7
<b>% of economically inactive males who do not want a job</b>	73.1	8.1
<b>% of economically inactive males who want a job</b>	26.9	8.1
<b>% of females who are economically inactive - aged 16-64</b>	29.6	3.8
<b>% of economically inactive females who do not want a job</b>	86.2	5.1
<b>% of economically inactive females who want a job</b>	13.8	5.1

The rate of female economic inactivity due to looking after the family home (in Wales) has declined substantially since 1992 and throughout the 2000s as more women have entered the labour market. This has contributed to an overall reduction in the rate of economically inactive females although this has been partially countered by increases in the rates of female students and female disabled or long-term sick. Nevertheless the gap (in Denbighshire in 2010) of 9.5 percentage points between Male and Female levels of inactivity is significant and may have consequences for policy makers who also need to consider the higher levels of economically inactive female who want a job compared to the proportion of economically inactive males who want a job.

There is some evidence that historic gender stereotypes around apprenticeship and vocational training persist.

The results for males and females are more comprehensively reliable (the exception being females with trade apprenticeships). We see more females with the higher NVQ4+ qualifications, we can assume more trade apprenticeships among males and we see broadly similar rates for other levels of qualifications.

TABLE - MALE AND FEMALE QUALIFICATIONS

	Jan 2011-Dec 2011	conf
<b>% with NVQ4+ - males aged 16-64</b>	22.3	3.8
<b>% with NVQ4+ - females aged 16-64</b>	32.4	4.1
<b>% with NVQ3 only - males aged 16-64</b>	16.8	3.4
<b>% with NVQ3 only - females aged 16-64</b>	15.0	3.1
<b>% with Trade Apprenticeships - males aged 16-64</b>	7.3	2.4
<b>% with Trade Apprenticeships - females aged 16-64</b>	0.7	* <sup>11</sup>
<b>% with NVQ2 only - males aged 16-64</b>	20.5	3.7
<b>% with NVQ2 only - females aged 16-64</b>	23.1	3.7
<b>% with NVQ1 only - males aged 16-64</b>	16.1	3.4
<b>% with NVQ1 only - females aged 16-64</b>	13.3	3.0
<b>% with other qualifications - males aged 16-64</b>	6.3	2.2
<b>% with other qualifications - females aged 16-64</b>	5.6	2.0
<b>% with no qualifications - males aged 16-64</b>	10.7	2.9
<b>% with no qualifications - females aged 16-64</b>	9.9	2.6

<sup>11</sup> Where ever \* is displayed see Metadata for Charts and Tables for explanation

The national picture with respect to earnings is a complex and uneven one.

*Amongst those who are in employment, pay gaps are one of the most significant areas of inequality. [...] The hourly wages of full-time women workers, disabled workers and Pakistani and Bangladeshi workers are less than men's and non-disabled people's wages. This remains a deep-seated inequality<sup>12</sup>.p8*

In Denbighshire we have substantial evidence in relation to male and female difference and have analysed it in detail below. We do not have this level of evidence for other protected characteristics.

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TABLE – ANNUAL EARNINGS 2010

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	number	conf %
<b>Male</b>	20,882	9
<b>Female</b>	13,220	15*

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At the headline level the gap between male and female earnings in Denbighshire appears<sup>13</sup> substantial but the reasons for this are complex. A significant factor is the different working patterns of male and female workers. Many more women work part-time, although social and economic changes mean that the balance has altered overtime. Since 1998 we have seen a small increase in the number of men working part-time but a much more significant change in relation to the overall number of women in employment (which has increased) and the pattern of employment. In 2008 more women were employed full-time than part-time.

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<sup>12</sup> WISERD for EHRC Wales, AN ANATOMY OF ECONOMIC INEQUALITY IN WALES, (March 2011) p.8

<sup>13</sup> The figure for female earnings has a wide confidence interval and is not as precise as we would like.



DIAGRAM - MALE AND FEMALE WORKING PATTERNS (DENBIGHSHIRE) NUMBERS

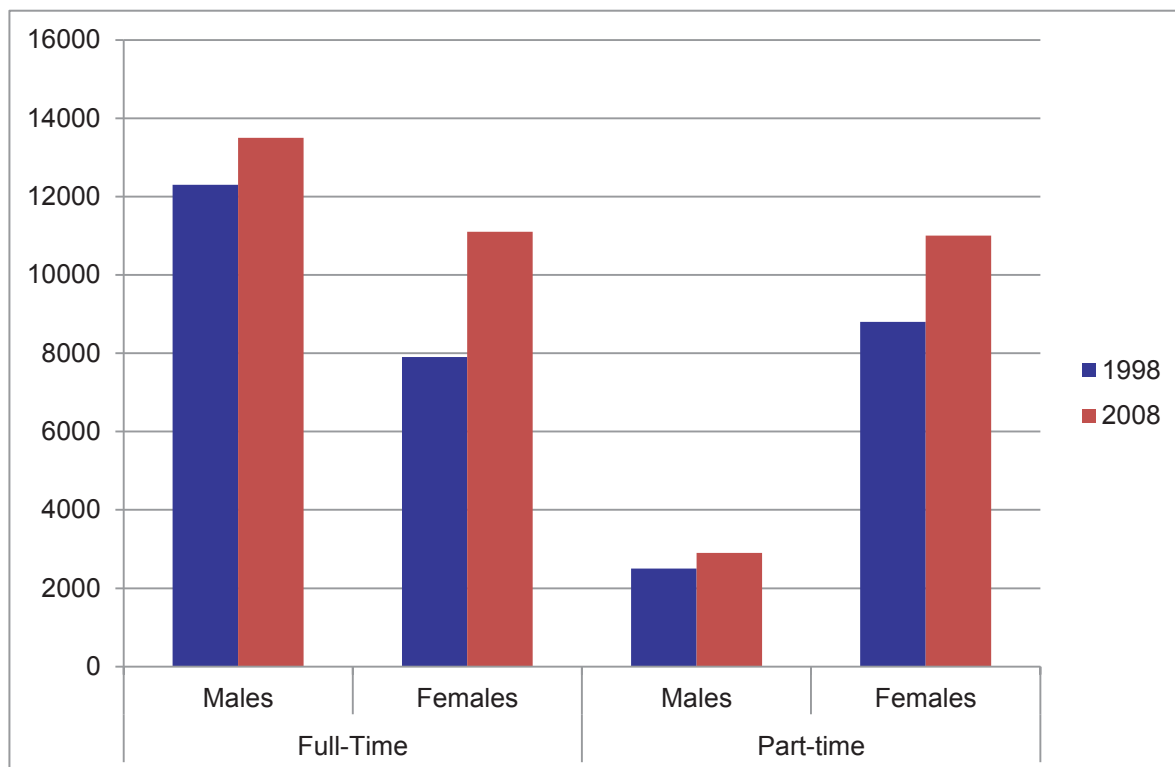


TABLE - MALE AND FEMALE WEEKLY EARNINGS (FULL-TIME EMPLOYEES)

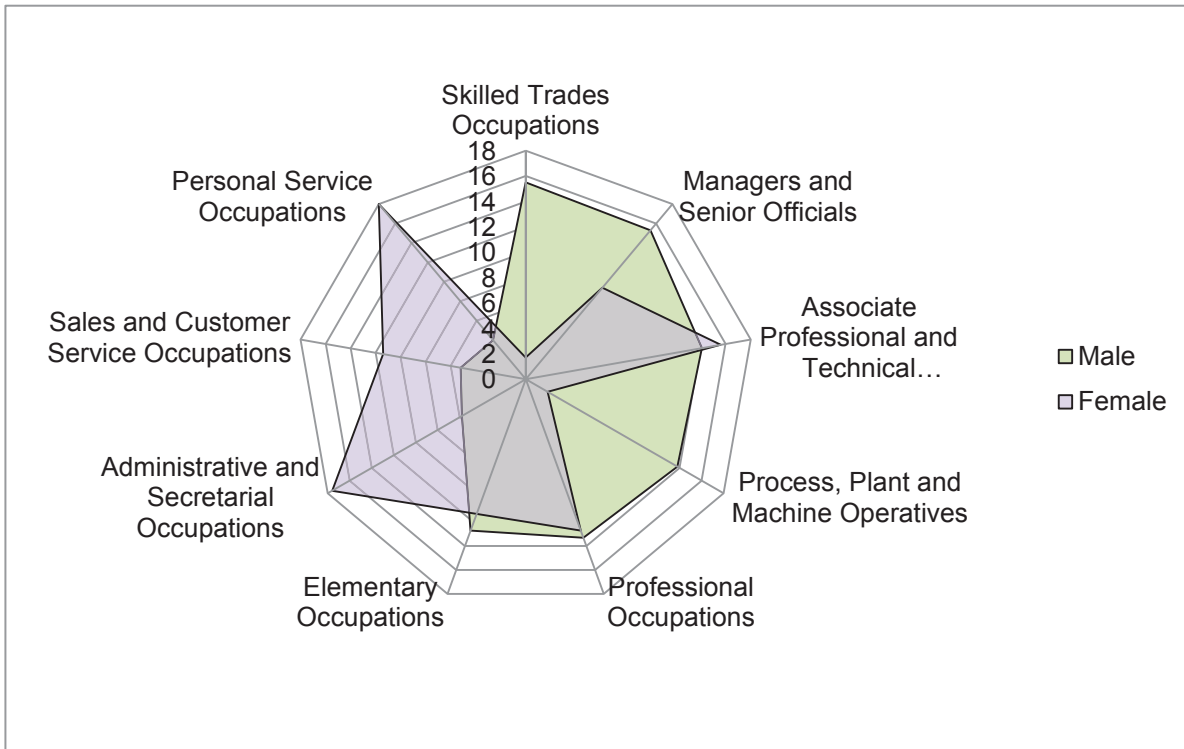
Year	1999		2010	
	Males	Females	Males	Females
<b>Area</b>				
<b>Wales</b>	391.9	300.5	547.8	469.9
<b>Denbighshire</b>	366.4	299.2	537.5	473

The gap in gross weekly earnings of full-time employees between males and females was smaller in Denbighshire than in Wales in both 1999 and 2010. However, the rate of gap reduction has been greater in Wales than in Denbighshire. The gap in Denbighshire of 12 per cent remains substantial and the reasons for this gap are complex. One factor relates to hours worked where in 2010 male full-time workers worked an average of 40 hours per week and female full-time workers worked 37 hours.<sup>14</sup> Other factors also play a part including occupational segregation and equal pay (pay difference) issues.

Analysis of the pay gap in relation to part-time employees is impossible for Denbighshire because of the low number of male part-time workers.

<sup>14</sup> annual survey of hours and earnings - resident analysis

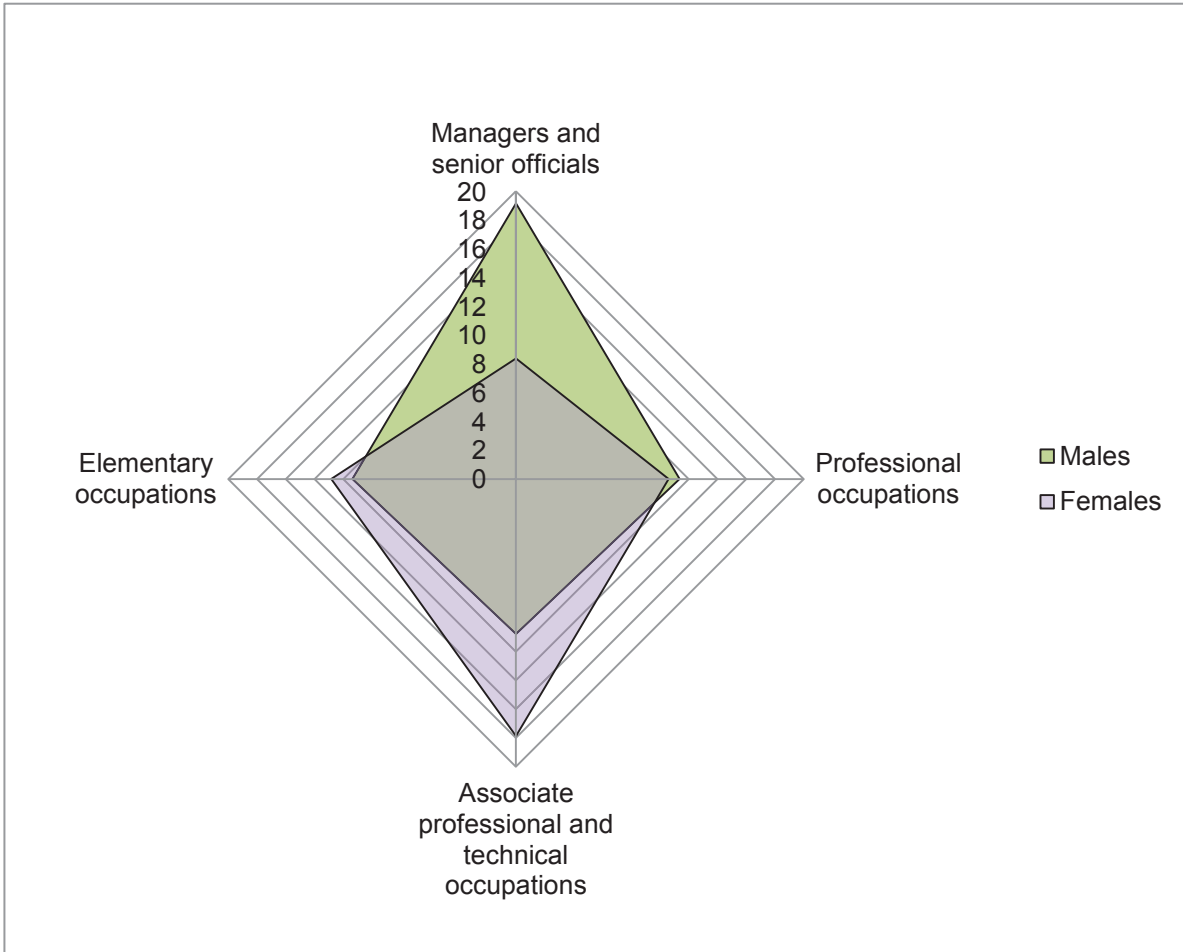
DIAGRAM - OCCUPATIONAL SEGREGATION (WALES)



One reason for the gap pay gap between men and women in Wales and Denbighshire is that men and women tend to be employed at different occupational grades. At the Wales level we see male jobs clustered around the Skilled Trade, Managers and Senior Officials, Associate Professional and Technical, Process, plan and Machine Operators, Professional Occupations and Elementary Occupations. There are also many female jobs in Associate Professional and Technical, Professional Occupations and Elementary Occupations but very few in Process, Plant and Machine Operators, and Skilled Trades. Managers and Senior Officials make up almost twice the proportion of male employment than female. In contrast very few male employments are in the Administrative and Secretarial, Sales and Customer Service and Personal Services occupations.

Unfortunately, because of the size of survey samples and the low numbers of either males or females in specific occupations it is impossible to show precise rates for all occupational groups for Denbighshire. Those available with sufficient precision are illustrated below. It largely illustrates the difference in relation to Managers and Senior Officials, which make up a high percentage of male jobs and the Associate professional and technical occupations, which make up a high percentage of female jobs.

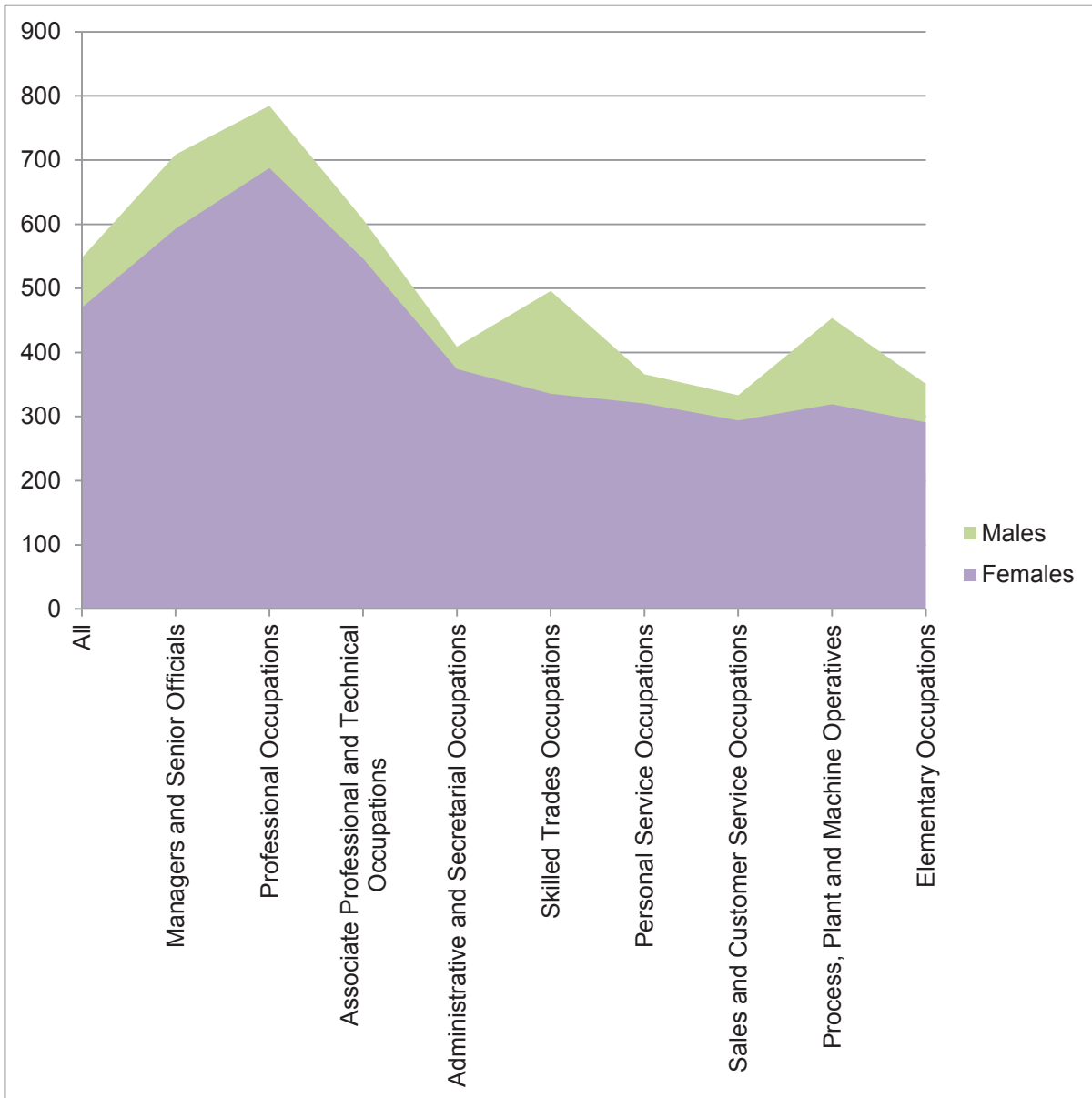
DIAGRAM - OCCUPATIONAL SEGREGATION (DENBIGHSHIRE)



One reason that these occupational patterns are important is the different wage and salary levels in each occupational grouping. Furthermore we can observe at the Wales level that there is also a variation in the male / female pay gap within each occupational group. Pay gaps exist in all occupational groups but in those which make up the bulk of female employment such as Administrative and Secretarial, Sales and Customer Service, Associate Professional and Technical and Personal Services occupations, the gap is small. The widest gaps are in the male dominated occupations including Skilled Trade, Managers and Senior Officials, Process, Plant and Machine Operators, and Professional Occupations.

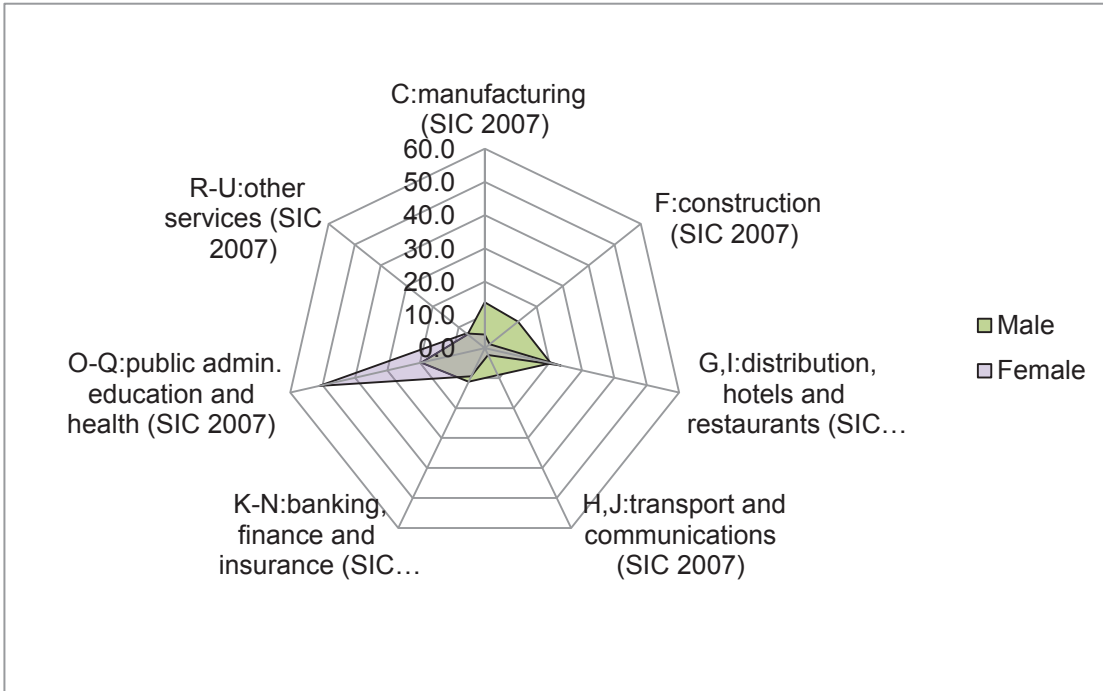
These pay gaps reflect differences in hours worked, illegal differences in pay and vertical segregation (the tendency for males to occupy the more senior positions even within occupational groups).

DIAGRAM - PAY GAPS BY OCCUPATION (WALES)



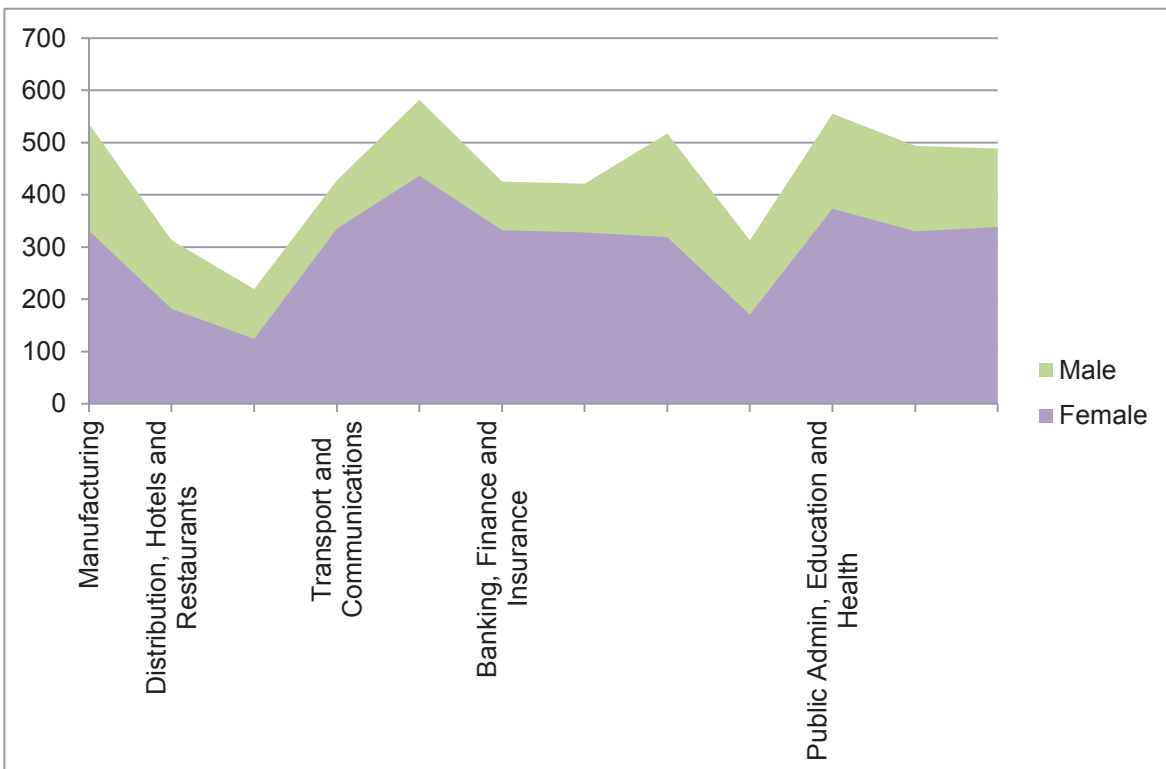
The degree of segregation by industrial sector (among Denbighshire residents) is even starker than that between occupations. Over 50% of female jobs are within the public administration, education and health sector. Male jobs are much more evenly spread across different industries and are substantially higher in manufacturing and construction and also transport and communications. The percentage of jobs in both the agriculture and fisheries and the energy and water sectors has been removed from the analysis because of a lack of precise figures for female jobs.

DIAGRAM - SEGREGATION BY INDUSTRIAL SECTOR (DENBIGHSHIRE) %



When we analyse the weekly earnings by sex and industrial sector we can again observe gaps across all sectors, at the Wales level. Unlike the occupational analysis we do not see smaller gaps in the female dominated sectors. The reasons for the gaps are again complex and include differences in hours worked, illegal differences in pay and vertical segregation (the tendency for males to occupy the more senior positions within industrial sectors).

DIAGRAM - PAY GAPS BY INDUSTRIAL SECTOR



POTENTIAL IMPACTS – SEX / GENDER

Strategy theme	Actual or potential benefit	Actual or potential dis-benefit	Recommended action
<b>Infrastructure for Growth</b>	Digital infrastructure improvements enable home-working for people who wish to balance work / family commitments  Development of land & premises generates local employment opportunity for women	None identified  Potential for reduced benefit where women are not linked into new employment opportunity or opportunities are inflexible	Promote the benefits and availability of female home workers through broadband connectivity  Ensure women are linked into employment opportunities at strategic development sites  Encourage new developments that offer higher paid jobs for women
<b>Supported and Connected Businesses</b>	No disproportionate benefits identified	None identified	None identified
<b>Opportunities for Growth</b>	Potential to increase number of women outside public sector employment	None identified	Remove barriers to female business start-ups in male dominated and growth sectors  Map specific opportunities for employment of women at growth locations
<b>High Quality Skilled Workforce</b>	Potential to impact significantly on female rates of pay by connecting women to opportunities in male dominated growth sectors / roles	Failure to connect women to higher paid opportunities will increase gaps	Identify and address barriers to female employment in under-represented occupations e.g. skilled trade, managerial, technical
<b>Vibrant Towns and Communities</b>	No disproportionate benefits identified	None identified	None identified
<b>Well Promoted Denbighshire</b>	No disproportionate benefits identified	None identified	None identified

Page 254

## CONCLUSIONS AND RECOMMENDATIONS

Overall the Strategy presents significant opportunity to deliver positive benefits for women around the gaps in pay, occupational and sectoral representation identified in the evidence. These benefits are only likely to be realised through the pursuit of targeted measures designed specifically to address the barriers faced by women, which should be identified at individual project level.

## SEXUAL ORIENTATION

Sexual orientation concerns whether a person's sexual attraction is to their own sex, the opposite sex or both sexes.

There are no comprehensive official or census figures for the number of LGB people in Wales and different surveys have produced different results. Denbighshire's resident's survey reports the following:

TABLE – NUMBERS OF LESBIAN, GAY AND BISEXUAL RESIDENTS

	Count	% <sup>15</sup>
<b>Heterosexual</b>	1503	97.03%
<b>Bisexual</b>	9	0.58%
<b>Gay or Lesbian</b>	22	1.42%
<b>Other</b>	15	0.97%
<b>Blank</b>	206	11.74%
<b>Total</b>	1755	100.00%
<b>total - blank</b>	1549	88.26%

Our engagement work with national and local groups indicates that LGB people can experience bullying and harassment at work. There is also perception (and case study evidence) that prejudice against LGB people can have an impact on their employment prospects in terms of both recruitment and promotion.<sup>16</sup> We have not been able to identify any specific information on such discrimination in Denbighshire or local case examples.

## POTENTIAL IMPACTS – SEXUAL ORIENTATION

None identified.

## CONCLUSIONS AND RECOMMENDATIONS

We have not identified any disproportionate positive or negative impacts for LGB individuals, although there could be opportunities to maximise benefits for these groups, as with other equality groups, during implementation of individual projects. Within individual projects opportunities may arise to promote fair and inclusive approaches to training, recruitment and employment practices. Each individual project should have its own separate equality impact assessment.

<sup>15</sup> Percentages are calculated using total minus blanks.

<sup>16</sup> Numerous publications including case examples of discrimination can be found at [www.stonewallcymru.org.uk/cymru/english/at\\_work/research\\_and\\_guides/8360.asp](http://www.stonewallcymru.org.uk/cymru/english/at_work/research_and_guides/8360.asp)



## WELSH LANGUAGE

The Welsh language is an integral part of Welsh people's culture and heritage and the Strategy recognises that it should be protected. The 2011 Census found that more than 24,425 people living in Denbighshire professed to being able to speak Welsh - the 6<sup>th</sup> highest level by local authority area in Wales - representing almost 24.6% of the county population.

In terms of percentage of population, a greater percentage of people identify themselves as Welsh speaking in the south of the county compared with the north, with the highest percentages being in the electoral divisions of Gwyddelwern (60.8%); Betws Gwerful Goch (59.8%), Llandrillo (59.2%); Cynwyd (59.1%); Clocaenog (54.4%) and Llanrhaeadr yng Nghinmeirch (51.2%) whilst the lowest percentages are in the wards of Prestatyn (15.1%) and Y Rhyl (14.2%).

POTENTIAL IMPACTS – WELSH LANGUAGE

Strategy theme	Actual or potential benefit	Actual or potential dis-benefit	Recommended action
<b>Infrastructure for Growth</b>	<p>Increased local employment opportunity will support retention of Welsh speakers</p> <p>Digital infrastructure will enable Welsh speakers to secure employment without need to leave the area</p>	<p>Reduced benefits if employment opportunities are distanced from Welsh speaking communities.</p> <p>Reduced benefits if barriers to ICT prevent uptake and usage</p>	<p>Ensure development of employment sites in priority Welsh speaking areas</p> <p>Assess the impact of individual developments on Welsh language</p> <p>Ensure Digital Denbighshire addresses barriers to ICT for Welsh speakers</p> <p>Identify and promote home-working opportunities for Welsh speakers</p>
<b>Supported and Connected Businesses</b>	<p>Increase in value of Welsh language to business</p> <p>Increased use of Welsh in business</p>	<p>Reduced benefits if opportunities to promote use are missed</p> <p>Reduced benefits if DCC Welsh Language Scheme is not adhered to</p>	<p>Include Menter Iaith and Menter a Busnes in multi-agency Business Advice &amp; Support Partnership</p> <p>Encourage the adoption of voluntary Welsh language policies in the private sector</p> <p>Promote the benefits of Welsh language as a means of securing customer loyalty</p> <p>Promote Welsh language awareness as part of Denbighshire Business Week / Business Awards</p> <p>Pro-actively offer language choice in the delivery of council services and monitor soft outcomes around creating a bilingual atmosphere</p> <p>Provide specific written guidance for staff and contractors delivering services</p> <p>Consider introducing a requirement to</p>

	Local businesses win more business from DCC		<p>bilingualise signage, corporate identity etc as a condition of obtaining grants from the public purse</p> <p>Ensure effective implementation of DCC Welsh Language Scheme and procurement policy</p>
<b>Opportunities for Growth</b>	<p>Increased use of Welsh language and culture in the branding and marketing of tourism, food and drink</p> <p>Development of specific Welsh language and culture tourism products</p> <p>Potential for bilingual accommodation sector improvements</p> <p>Development of the agricultural sector sustains / develops employment opportunity for Welsh speakers</p> <p>Employment opportunity for Welsh speakers in growth sectors</p>	<p>Benefits reduced if support is not available through the medium of Welsh</p> <p>Benefits reduced if barriers to accessing growth sectors are not removed e.g. public transport connections from stronghold Welsh speaking communities to strategic sites such as St Asaph Business Park</p> <p>Potential negative impact if bilingually delivered council services migrate to non-bilingual social enterprise delivery</p>	<p>Incorporate use of Welsh language into all actions</p> <p>Assist private sector business to explore and understand the Welsh market</p> <p>Incorporate use of Welsh language into all supported actions</p> <p>Ensure the provision of support and advice through the medium of Welsh</p> <p>Promote opportunities in agriculture to young Welsh speakers</p> <p>Establish which jobs require bilingual skills and promote job opportunities for Welsh speakers in growth sectors</p> <p>Encourage growth sector businesses to incorporate bilingual service provision</p> <p>Ensure social enterprise approaches to service provision are bilingual</p>

<p><b>High Quality Skilled Workforce</b></p>	<p>Work to improve local provision from Careers Wales</p>	<p>Potential for benefits of activity under Theme 4 to be reduced if barriers to access / engagement for Welsh speakers are not addressed</p>	<p>Identify barriers to specific initiatives and actions at the project level</p> <p>Promote investment in bilingual skills of the workforce</p> <p>Encourage Careers Wales to market the advantages in the job market of bilingual skills</p> <p>DCC to stimulate Welsh language demand by offering work placements, jobs fairs, school visits etc that highlight the need for Welsh language skills</p> <p>Encourage Workstream 4.4 to explore Welsh language as the source of enterprise or products within an enterprise</p>
<p><b>Vibrant Towns and Communities</b></p>	<p>Increased employment opportunity in rural areas will support retention of Welsh speakers</p> <p>Welsh language and culture profile increased as part of vibrant &amp; prosperous towns work</p>	<p>Failure to place language at the heart of new rural employment opportunities could lead to a high negative linguistic impact</p>	<p>Establish baselines and on-going monitoring to enable assessment of Welsh language use in communities</p> <p>Ensure Town &amp; Area plans identify opportunities to promote Welsh language and culture</p>
<p><b>Well Promoted Denbighshire</b></p>	<p>Welsh language and culture profile increased as part of wider destination marketing activity</p>	<p>Increased competition for employment from non-Welsh speakers</p>	<p>Ensure development of Welsh language and culture is embedded in project actions under Theme 6</p> <p>Targeted employment and skills development planning could reduce negative impact</p>

## CONCLUSIONS AND RECOMMENDATIONS

Over its lifetime the Strategy offers significant potential benefit to the Welsh language in line with growth in the economy. Benefits range from an increase in employment opportunity for Welsh speakers to a higher profile for the language in marketing and communications activity and in product development. There are also potential dis-benefits that must be managed.

Positive benefits are unlikely to accrue without a concerted effort to implement the recommendations above and other similar actions that seek to prepare Welsh speakers for a competitive employment market.

Staff responsible for design and implementation of activities supported by the Strategy should take account of Welsh language impact at the project level in particular, seeking to identify and remove barriers to engagement, participation and progression. The Economic & Business Development Manager, 3 geographically focussed teams (Coastal, North & South), the specialist European and Other Funding Team and the Tourism, Marketing and Events Team will need to work in collaboration with the Council's lead officers on Welsh language to ensure that linguistic themes are considered from the outset, explicitly outlined in Service Plans and delivered in both a meaningful and supportive manner

Adopting bilingualism in terms of developing the economy in the context of a global recession needs to be handled sensitively and in a manner which garners wide general support - it is not an easy task. However, it is imperative that the language does not become a divisive and unwarranted additional cost issue so highlighting the context and benefit will be essential to ensuring greater support and ownership.

## FINAL CONCLUSIONS AND RECOMMENDATIONS

### FINAL CONCLUSIONS

The Economic and Community Ambition Strategy and accompanying Programme is a positive programme of investment and support. It aims to bring focus and funding to a range of interventions that will achieve positive outcomes. By its very nature there will be few dis-benefits or disproportionate negative impacts on the characteristics protected by the Equality Act 2010, or the Welsh language (as covered by the Welsh Language Act).

The Strategy is directed towards support for infrastructure, businesses, labour market development and participation, regeneration and the alleviation of poverty (experienced by many members of equality groups), and a higher profile for the area, including its language and culture. As such there are likely to be beneficial effects overall.

Some of the protected characteristics will be amongst the key beneficiaries of some interventions either because they are the specific intended recipients of support (for example, young people, who are the focus of a number of actions under Theme 4); or in other cases they are likely to benefit disproportionately due to their propensity to experience certain economic, social or accessibility barriers (for example, older people, people with a disability and women).

There are many opportunities to maximise the potential benefits and impacts (as in the case of the Welsh language and for Welsh speakers), and what runs through the Strategy at its very core is the need and desire to ensure that benefits accrue to local businesses and residents; it will be crucially important that these are not missed.

## FINAL RECOMMENDATIONS

It is the view of the authors that the Programme has the potential to realise benefits for some equality groups. However, in the majority of cases, the positive impacts are reliant to a great extent on the way in which specific needs are accounted for in project design and ongoing delivery. Opportunities must be taken to secure additional benefits for equality groups wherever possible, and for benefits relating to protected groups to be identified, monitored and reported back into the Economic and Community Ambition Programme Board.

It will be important for staff and partner organisations involved in delivery of actions to be guided on equality issues and to have access to relevant training and support. Engaging and working with equality organisations and groups representing those with protected characteristics will be an important factor in good quality project design, enabling the identification of real current barriers to participation and subsequent action to reduce or remove them.

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**Report To:** County Council

**Date of Meeting:** 5 November 2013

**Lead Member / Officer:** Councillor David Smith

**Report Author:** Graham Boase, Head of Planning & Public Protection  
Emlyn Jones, Public Protection Manager

**Title: Scrap Metal Dealers Act 2013**

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**1. What is the report about?**

1.1 The Government has introduced The Scrap Metal Dealers Act 2013, which repeals the Scrap Metal Dealers Act 1964 and Part 1 of Vehicles (Crime) Act 2001 and brings forward a revised regulatory regime for the scrap metal dealing and vehicle dismantling industries. This will provide the Council with a strong legislative framework desperately needed to empower the council and police forces in the fight against offenders who wilfully plunder the country of metal, whilst also strengthening and supporting legitimate scrap metal dealers

**2. What is the reason for making this report?**

2.1 To inform Members of the provisions of the Scrap Metal Dealers Act 2013 and request that they approve the suggested delegated powers for Licensing Committee to hear oral representations.

**3. What are the Recommendations?**

3.1 Where an applicant/licensee has requested the opportunity to make oral representations, the Licensing Committee be delegated the powers to determine the following:

- to grant or refuse a Scrap Metal site licence or a collector's licence
- to grant or refuse a variation to a licence
- to revoke a licence

**4. Report details.**

4.1 Metal theft has a major impact on the economy costing a reported estimate of between £220 million and £777 million a year. To address this issue the regulation of scrap metal dealers, introduced in the 1960s, has now been revised. The Government has introduced the Scrap Metal Dealers Act 2013.

4.2 The Scrap Metal Dealers Act 2013 received Royal Assent on 28<sup>th</sup> February 2013 and came in to force on the 1 October 2013.

- 4.3 The Act maintains Local Authorities as the principal regulator of these industries. It gives local authorities the power to better regulate these industries by providing a power to refuse to grant a licence and revoke licences if the dealer is considered “unsuitable”. Unsuitability will be based on a number of factors including any relevant criminal convictions. The Act will also provide local authorities and police officers with suitable powers of entry and inspection and to close down unauthorised sites.
- 4.4 The Act has created two different types of Scrap Metal Licence, either a “Site Licence” or a “Mobile Collectors Licence”. A Mobile Collector would have to have a licence in every Local Authority area in which they operate.
- 4.5 Under the 1964 Scrap Metal Dealers Act councils only registered anyone who notifies them that they are operating as a scrap metal dealer. Under the 2013 Act councils will be able to refuse to grant a licence where the applicant is judged not to be a suitable person to operate as a scrap metal dealer. There is guidance on assessing the suitability of applicants and this would include information such as previous relevant convictions.
- 4.6 Where the Council considers it necessary to refuse to issue a licence, to vary a licence or revoke a licence then they must give the opportunity to an applicant/licensee to make oral representations. The Local Government Association (LGA) Guidance regarding the Act recommends the Council’s Licensing Committee as the appropriate body to hear such representations. Full Council therefore is required to delegate the power to hear any requests for oral representation to Licensing Committee. As the Committee only meets quarterly there is likely to be the need to convene at short notice a Licensing Sub Committee comprising 3 Members to hear the oral representation and to make an application decision. Persons aggrieved by any decision can appeal to the Magistrate’s Court.
- 4.7 Those applications which are uncontested or where there are no questions about the suitability of the applicant can be delegated to Licensing Officers to make the decision on whether or not to grant the application.
- 4.8 For Members information, a report was presented to Cabinet on the 24<sup>th</sup> September delegating all other powers (apart from oral hearings) under the Scrap Metal Dealers Act to the Head of Planning and Public Protection, as the Act is an executive function. The powers delegated to the Head of Service includes the power to delegate responsibilities under the Act to appropriate Officers in the Public Protection Section.
- 5. How does the decision contribute to the Corporate Priorities?**
- 5.1 The implementation of this Act will contribute to economic growth by regulating and enforcing the scrap metal industry.
- 6.0 What will it cost and how will it affect other services?**

- 6.1 The costs will be met within existing budget, as along with additional responsibilities are addition fees for dealing with applications. The setting of the fees is delegated to the Head of Service. Fees will be set at a level that ensures recovery of costs.
7. **What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.**
- 7.1 The use of the new powers will be subject to an Equality Impact Assessment during the development of procedures, prior to implementation. The Service is committed to carrying out Equality Impact Assessments for all new policies and procedures.
8. **What consultations have been carried out with Scrutiny and others?**
- 8.1 Consultation with Licensing Officers, Public Protection Manager and Head of Planning and Public Protection. A report has also been presented to Cabinet in October 2013 on related matters under this legislation.
9. **Chief Finance Officer Statement**
- 9.1 Additional costs to be covered from additional fees raised, therefore there are no further financial implications.
10. **What risks are there and is there anything we can do to reduce them?**
- 10.1 The Council may be open to legal challenge if a system is not in place to hear oral representations.
11. **Power to make the Decision**
- 11.1 Scrap Metal Dealers Act 2013.

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# Tackling metal theft

A councillor's handbook





# Contents

Foreword	4
Introduction	5
The role of the LGA and local government in influencing the legislation	7
Identifying the problem	8
Understanding the chain	10
The Scrap Metal Dealers Act 2013	11
Other relevant legislation	12
Civil recovery	13
Heritage crime	13
Who in the council can take action?	14
Who else is working on this?	16
Resources and materials	19



# Foreword



Metal theft reached a peak in 2011. Although the number of incidents has fallen over the last year, it is still having a significant impact on communities.

Nine out of ten councils surveyed in early

2012 had been affected and disruptions to rail services, loss of power to homes, interruptions to telecommunications, theft of lead from the roofs of churches, the theft of bus shelters, lightning conductors, street signs, gully and manhole covers, and war and grave memorials have serious implications for communities.

Unless the police and councils continue to take action, many of us will probably continue to suffer the effects of metal theft. As the international economy recovers and metal prices rise again, the rewards of metal theft will increase further.

It is likely that someone will be seriously injured by these thoughtless crimes. Indeed, several of the criminals have already been electrocuted while in pursuit of valuable materials from sub-stations and railway cables.

With our residents and businesses being seriously affected we, as elected members, must do all we can to prevent thefts from happening.

Over the last year the LGA worked tirelessly to support the private members bill taken through parliament by Richard Ottaway MP, and we are delighted that our efforts have met with success. Members can now take robust action to ensure that scrap metal dealers in their area are properly licensed, operating to high standards of transparency, and are altogether an asset to the economy of the area.

This handbook, originally produced in direct response to the resolution on tackling metal theft raised and emphatically passed by members at the 2012 LGA General Assembly, has been updated to help members understand their new powers and responsibilities under the Scrap Metal Dealers Act 2013.

In it, we outline some of the key facts about metal theft and suggest ways in which councillors can make a real difference locally. It complements the practical toolkit that I had the pleasure to launch in March 2012, and which has also been updated; the toolkit contains pro-forma examples and effective practice case studies that will help officers translate your leadership into practical prevention and enforcement activities.

A handwritten signature in black ink that reads "Mehboob Khan". The signature is written in a cursive style with a horizontal line underneath the name.

**Councillor Mehboob Khan**  
Chair of LGA Safer and Stronger  
Communities Board, Leader, Kirklees  
Council



# Introduction

Demand for metals continues to be strong and the metal recycling industry is booming, with a total worth of £5 billion in 2011. This is great news in terms of providing jobs and reducing the UK's environmental footprint, but the poor regulation of the industry and legislation dating back to 1964 means it has been ill-suited to cope with the rise in illegal sales.

In 2011, 15,000 tonnes of metal were stolen, of which 7,500 tonnes came from railways, statues and church roofs. The cost of the thefts to the railways alone amounted to £13 million<sup>1</sup>, with many more millions lost as a result of delays to passengers. Overall, the Association of Chief Police Officers (ACPO) estimated that metal theft costs the UK economy £770 million every year, while others put the cost at £1 billion or higher.

The Energy Networks Association, representing utility companies, experienced an average of 20 attacks a day in 2011 at an estimated cost of £60 million. This was in addition to the £12 million already spent by the companies on security measures. While companies seek to absorb much of this expense, there is inevitably a cost implication for consumers, in addition to the disruption caused to supply.

Our heritage sites and national assets are also being targeted with over 23,000 listed buildings and sites being damaged by metal theft in 2011.<sup>2</sup>

These buildings are often the most costly to repair and leave key tourist sites obscured by scaffolding, much to the dismay of visitors.

Overall, the Home Office estimated that there were between 80,000-100,000 police recorded metal theft offences in England and Wales in 2010-11, amounting to roughly a fifth of the 481,659 'other theft' offences recorded by the police in that year.<sup>3</sup>

All this is changing as councils and the police respond to the threat with new enforcement tools, shared intelligence and partnerships with responsible local dealers. There have been some immediate successes in tackling the issue, with over 771 offenders arrested and charged in 2012-13, resulting in custodial sentences of up to 27 months and fines up to £170,000. In addition, 759 illegal sites and 190 illegal scrapyards were closed down thanks to the intervention of councils, police and the Environment Agency.

However, it is with the introduction of the new Scrap Metal Dealers Act 2013 and its tougher regulatory regime that we can expect to see the tide turn in favour of the enforcers and responsible metal dealers. This handbook outlines some of the key aspects of the new Act and how they can complement the other tools that councils and their partners have been using.

<sup>1</sup> British Transport Police, 2011

<sup>2</sup> Heritage Crime Research: The Size of the Problem <http://www.english-heritage.org.uk/professional/advice/advice-by-topic/heritage-crime/>

<sup>3</sup> Metal Theft - prohibit cash payments and higher fines LASPO Act 2012 impact assessment, 22 February 2012 <http://tinyurl.com/iametaltheft>

It is worth reflecting that it is not just copper and lead that is at risk and that changing global markets can mean that other assets become vulnerable. Over the past few years there has been a shift in the materials stolen, expanding the impact from lead on church roofs to encompass such commonplace materials as steel, cast iron and aluminium: metals used in construction of items such as manhole covers, shopping trolleys, phone cables and street signs. In short, all of the traditional materials used in street furniture and public infrastructure are now vulnerable and at risk.

Councils must now take sensible precautions to reduce the opportunity for thieves, whether through the use of alternative materials, more effective enforcement of scrap metal dealers, or developing robust policies to ensure that the council's disposal of its own metal assets is understood.



## Case study: Wandsworth Council

In a bid to stop metal thieves causing unnecessary heartache for families, memorial plaques being mounted in Wandsworth cemeteries will now be made using alternative materials.

In June 2012, police officers uncovered about 300 plaques that had been cut up into pieces during a raid on a scrap metal dealer in Croydon. It was subsequently confirmed that some of the broken memorial plaques had been stolen from Putney Vale Cemetery.

Wandsworth Council's cemeteries team have ordered replacement plaques in a material called 'Traffolyte' - a non metallic material suitable for engraving.

The new materials are used to retain quality while ensuring the plaques do not become targets for callous metal thieves, whose actions result in suffering for the families and friends who commissioned the memorials. Any new plaques being mounted in the borough's cemeteries will also be made using Traffolyte.

The council's cabinet member for environment, culture and community safety, Councillor Jonathan Cook, said: "Knowing that a plaque honouring a friend or family member has been stolen is bad enough - but to hear that it's been ruthlessly cut into pieces by criminals whose sole purpose is to line their own pockets must be truly heartbreaking.

I hope that these new-style memorial plaques will bring some peace of mind to the loved ones of those they commemorate."

The council has now also joined a campaign that's been launched to combat crimes and anti-social behaviour that damage Britain's historic buildings. The Alliance to Reduce Crime against Heritage (ARCH) is a nationwide network of agencies that includes English Heritage, the police and the Crown Prosecution Service who have all pledged their commitment to tackling crimes against historic buildings and structures.

By becoming a signatory to the campaign<sup>4</sup>, the council hopes to send out a strong message that anyone who damages historical and architecturally important buildings will be brought to account.

The move has been backed by the Borough's Heritage Champion Cllr Vanessa Graham, who said: "Wandsworth is blessed with many architecturally and historically important buildings."

"There are around 500 designated statutory listed buildings of interest to the nation, a similar number on our list of local heritage assets, 237 war memorials and six registered historic parks and gardens, so we have much to protect and treasure - but also much that could be at risk from criminal behaviour.

"Unfortunately many of the crimes that are committed against historic or listed buildings leave an indelible scar or blemish and deny future generations the chance to enjoy fine architecture or in the case of war memorials, the opportunity to pay homage to the sacrifices of their forefathers."

<sup>4</sup> <http://tinyurl.com/archmemo>

## The role of the LGA and local government in influencing the legislation around scrap metal dealers

The LGA worked hard with other industry stakeholders to first persuade the Government of the need to reform the legislation regulating scrap metal dealers, and then to ensure the Scrap Metal Dealers Act's safe passage through both Houses of Parliament.

As the Act progressed we briefed our Vice Presidents, as well as other interested MPs and Peers, in person and in writing. They then raised our concerns in both Houses and spoke on our behalf. We also used our survey results of local councils to emphasise the seriousness of the situation prior to this legislation, demonstrating that metal theft has affected almost nine in ten councils.

We raised issues within the committee stage debate in the House of Commons around local licensing conditions and fees; whilst reinforcing at each stage the strong cross party support within the LGA for the legislation.

The Act looked likely to fail during Commons committee stage but our support and hard work, alongside that of other stakeholders, ensured its progression and eventual Royal Assent.

The LGA has since worked closely with the Home Office and Environment Agency/ Natural Resource Wales (NRW) to establish the parameters for implementing the 2013 Scrap Metal Dealers Act, including the establishment of the new national register of licences.

We have also produced a number of tools and guides, including this handbook, to help our members adapt to the new system and take rapid action to establish a regulated scrap metal industry in their area. In addition to this handbook, members may wish to refer to our practical toolkit, fees calculator and implementation guide.<sup>5</sup>

## Identifying the problem

Metal theft has now affected 90 per cent of all councils, so it is likely that there will have been an impact on your community. However, it is important to understand whether this is a significant problem, a one-off incident, or a problem that may increase or decrease over time.

It makes more sense to spend time and resources on identifying and tackling a long-term problem than on one that may have only lasted for a couple of weeks. Similarly, if there are steps that can be taken now to prevent a problem in the future then it is sensible to consider them. Current trends in market value for metals show no sign of reducing and it can be expected that theft of metal will continue to be financially attractive for both opportunists and persistent offenders.

There are a number of ways in which you can find out about the nature of the problem in your area and, as a result, identify any priority actions that you may need to take.

For instance:

- examination of police data may show a percentage rise in calls reporting metal theft
- rail operating companies may show a rise in delays due to metal theft
- consultation with communities and businesses may highlight anecdotal (non-reported) increases in incidents of low-level metal theft (lead from roofs, etc).

Following on from this analysis of the current picture, you may wish to develop a plan for assessing the risk of further problems. This could include developing a risk register of public property or protected buildings, sites and monuments in the area, or undertaking a public awareness campaign to reduce the window of opportunity for theft. You will also want to liaise with neighbouring authorities and key partners to identify what work they may be doing to tackle the problem.

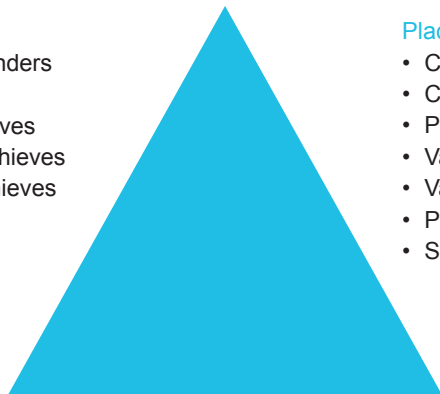
Where metal theft is a serious and recurring issue, one way of thinking about how to address it is through the problem analysis triangle often used in community safety to deal with crime and disorder problems. This relies on the idea that crime results when offenders and suitable targets come together in the same place. An example of this for metal theft is given in the diagram below, and using this approach can help identify the most appropriate means of addressing particular offences.

<sup>5</sup> [www.local.gov.uk/publications](http://www.local.gov.uk/publications)



#### Offender

- Motivated offenders
- Scrap dealers
- Organised thieves
- Opportunistic thieves
- Drug related thieves



#### Place

- Construction sites
- Churches/public buildings
- Pubs and restaurants
- Vacant/void housing
- Vacant/void commercial premises
- Playgrounds
- Scrap metal/metal stores

#### Target

- Manhole covers
- Plumbing fixtures (pipes and boilers)
- Copper wiring and power transmission cables
- Rail tracks
- Vehicles and pedal cycles
- Beer kegs
- Gas canisters
- Fencing and railings
- Metal roofing sheets
- Bronze plaques and statues

Centre for Problem-Oriented Policing – Guide No. 58 (2010)



## Case study: London Borough of Lambeth

Lambeth is a historic borough and has over 2,500 listed buildings, 10 major war memorials and many other significant monuments. It is particularly vulnerable due to its extensive rail network and numerous listed buildings and monuments, with recent thefts including: a war memorial, lead and copper stolen from West Norwood Library which led to its closure, park benches stolen from Streatham Common, signs, gutters, grave memorials, and even front gates belonging to residents.

A report by Lambeth Police to the council stated “The cost benefit analysis of this crime in the eyes of the criminal is now so attractive that metal theft may become more widespread in Lambeth than most other forms of acquisitive crime unless we do something to counteract this”.

As a result, Lambeth established a scrutiny investigation to explore the range of excellent work that is being undertaken by different public and private agencies under an out-of-date legislative framework. With the welcome enactment of the Scrap Metal Dealers Act 2013 that framework is set to change.

However, the investigation found that the new legislation alone will not be a panacea and proposed a partnership action plan to tackle the full range of issues that contribute to the prevalence of metal theft, from enforcement activity to establishing an Urban Heritage Watch. Lambeth also became the first London Borough to sign up to ARCH, shortly followed by Wandsworth.

What was quite clear to the commission was that any steps that Lambeth could take are unlikely to have a significant impact unless they are replicated by their neighbours.

They felt their most important recommendation therefore was that the council work with their partners and neighbours to develop and enforce a voluntary code of conduct for the scrap metal trade with a view to this being adopted pan-London once its sub-regional success can be demonstrated.

The full scrutiny report can be found at <http://tinyurl.com/lambethmetal>

## Understanding the chain

Any item stolen in large quantities must have a retail outlet; that is, somewhere where the good can be converted into cash or some other asset.

In the UK, the most accessible and immediate option for converting metal into cash is through a scrap metal dealer, either legally or illegally operating. This is not to say that other means of disposing of large quantities of stolen metal are not used, such as shipping it abroad in containers, and we touch on the implications of this later.

There are approximately 3,500 registered scrap metal dealers in the UK. The British Transport Police estimates that in addition to this there are also illegal sites and itinerant dealers that bring the total number of businesses operating in this sector to over 4,000. The BMRA have told us that the illegal sites that are known to authorities represent only “the tip of the iceberg” and suggested that “the size of the illegal trade, in terms of numbers of sites, is possibly as large as the legal trade”.

Itinerant collectors, in particular, have been more loosely regulated and hard to monitor due to their lack of a fixed premise site; however, they will now be registered with each local authority under the Scrap Metal Dealers Act 2013 and be registered with the Environment Agency/NRW as a waste carrier. The latter should provide some degree of traceability.

Councillors will want to make sure that their officers are fully up-to-date with changes to the legislation and actively checking them with the dealers in their area. You will also want to make sure that your officers have

established a good working relationship with the Environment Agency/NRW to share intelligence and inform each other if the dealer is missing either an Environment Agency/NRW permit or council licence.

## The Scrap Metal Dealers Act 2013

This Act repeals the Scrap Metal Dealers Act 1964 and Part 1 of Vehicles (Crime) Act 2001 and brings forward a revised regulatory regime for the scrap metal dealing and vehicle dismantling industries.

The Act maintains local authorities as the principal regulator of these industries. It gives local authorities the power to better regulate these industries by providing a power to refuse to grant a licence and revoke licences if the dealer is considered ‘unsuitable’.

Unsuitability will be based on a number of factors including any relevant criminal convictions. The Act will also provide local authorities and police officers with suitable powers of entry and inspection.

Unfortunately, it is unlikely that even the provisions of the Act will completely prevent metal theft. An increasing percentage of metal is shipped abroad in containers, and councils with ports in their areas may wish to work closely with customs and excise to tackle these unorthodox points of exit.



## ✓ What you can do

- licence all dealers in your area, whether they are mobile collectors or operate from a yard
- refuse applications for a licence where the applicant is considered unsuitable
- impose conditions on a licence where the dealer is convicted of a relevant offence
- inspect premises and records to ensure they are complying with the law
- revoke a licence where you are satisfied the dealer is no longer trading or is no longer a suitable person
- recover all your costs of issuing the licence and enforcing the requirements
- close unlicensed premises.

## ✗ What you can't do

- impose local conditions in the same way that you can for alcohol or gambling licences
- recover enforcement costs against **unlicensed** premises through the fee system, although you can consider using the Proceeds of Crime Act 2002 to deprive them of any financial gain from illegal operations.

## What your council needs to do

Councils will have to put in place appropriate procedures for considering applications and deciding whether an applicant is a suitable person to carry on business as a scrap metal dealer.

No method of deciding licensing applications is set out in the Act, so councils will have to decide which applications (if any) should be considered by their licensing committee(s).

Given the rights to make representations where a licence application is going to be refused, revoked or varied, it would be appropriate for applications where officers recommend refusal, as well as cases where revocation or variation of the licence is being considered, to be heard by members.

Councils will also need to have a process for calculating their costs and setting appropriate fee levels. This will be an executive function and can be delegated to committees or heads of service.

Ensuring that your council has the right delegations in place to set fees, make decisions, and hear appeals will be essential if the council is to avoid legal challenge.

## Other relevant legislation

Scrap metal dealers are also required to have planning permission to operate a site and are required to have permits or exemptions from the Environment Agency/NRW to operate a scrap metal site under the Environmental Protection Act 1990. Failure to have the correct permits can lead to a fixed penalty notice or fines of up to £50,000 or 5 years imprisonment.

Those transporting metal to a scrap metal site for profit are required to be registered as a 'waste carrier'. Waste carriers must comply with the waste duty of care. Breach of the duty of care is a criminal offence that can lead to large fines under the Environmental Protection Act 1990. Specific requirements of the duty of care include that waste carriers must:





- ensure the waste goes to a properly licensed or exempt waste site
- complete a waste transfer note (WTN) - this must include a description of the waste and be signed by the carrier and the person that they give/sell the waste to
- keep the WTN for a minimum of two years.

The Legal Aid, Sentencing and Punishment of Offenders Act 2012 introduced changes to the 1964 Scrap Metal Dealers Act, which will be superseded by the provisions in the 2013 Act when that comes into effect. These changes:

- created a new offence of buying scrap metal for cash (the “cashless offence”), so that a “scrap metal dealer must not pay for scrap metal except... by a cheque... or... by an electronic transfer of funds”

- provided new powers for the police (on production of a warrant issued by a justice of the peace) to enter regulated scrap yards where there were reasonable grounds for believing that scrap metal paid for in cash was being (or had been) received or kept there.

It is particularly important that council officers are aware of the criminal offence of buying scrap metal for cash under section 147 of the Legal Aid, Sentencing and Punishment of Offenders Act. The Home Office has provided advice to help officers enforce the new requirements, including details around acceptable forms of payment and the revised record keeping requirements.

Up until the commencement of the Scrap Metal Dealers Act 2013, itinerant, or house to house, collectors continue to be able to receive cash payments provided that they have registered as a scrap metal dealer under s1 of the 1964 Act and that they have also been granted an order by their licensing authority under section 3(1) of the Scrap Metal Dealers Act 1964. The new Scrap Metal Dealers Act 2013 removes the distinction between itinerant collectors and fixed location dealers, prohibiting both from dealing in cash transactions.

## Civil recovery

If a theft has been committed then prosecution through the criminal courts is not the only action a council can take. The civil law allows a business, council, or individual to seek to recover not only the value of the metal which has been stolen, but any other consequential losses.

For metal thefts, this includes the cost of associated repairs, the cost of any down time



## Heritage crime

Heritage crime is defined as ‘any offence which harms the value of England’s heritage assets and their settings to this and future generations.’ Although it is broader than just metal theft, a great many listed buildings or protected landmarks are victims of metal theft, and may indicate future trends in resource theft.

Councils are often responsible for maintaining or caring for historic buildings, and in any case have a vested interest through the tourist offer associated with these buildings and monuments. Any work to tackle metal theft should also therefore consider whether there is any application to preventing heritage crime in the area, or any insight to be gained from existing work to tackle heritage crime.

English Heritage commissioned research by Newcastle University, Loughborough University and the Council of British Archaeology into the scale of the threat from heritage crime in England.

Key highlights included:

- An estimated 18.7 per cent of all listed buildings were physically affected by crime last year. That is over 70,000 listed buildings.
- For almost 30,000 listed buildings the impact was substantial.
- The biggest single threat is metal theft and the most threatened type of building is a church. About three in eight churches or other religious buildings were damaged by crime last year.

Following the research, English Heritage has produced a guide to the range of

in the service (such as a school or library having to be closed), the cost of diversion of staff’s time and all of the administrative costs. The consequential losses can in some instances, far outweigh the value of the metal stolen, and they are not elements which will usually be ordered as compensation in criminal proceedings.

It is not a question of either/or in prosecutions and civil recovery, and there can be a criminal action and a civil action. Nor is one dependent upon the other. It is also possible for a council to pass this information on to the victim of the crime, to allow them to take action.

This approach is common practice among retailers seeking redress from shoplifting. It has proven to be particularly effective at deterring repeat offenders as they dislike paying back the cost of what was stolen, but dislike even more paying back the consequential costs as well.

interventions available to those agencies responsible for the enforcement of heritage crime. It looks in general terms at the possible interventions from prosecution through to the many types of alternative disposal options, both formal and voluntary, including consideration of the restorative justice process.<sup>6</sup>



## Who in the council can take action?

In practice, a number of departments within the council will be able to directly or indirectly contribute to tackling metal theft. Councils are responsible for licensing scrap metal dealers and, along with the police and Environment Agency/NRW, ensuring that they meet the requirements for trading.

Councils are also commissioners of all street furniture, as well as maintenance of the public realm, although actual responsibilities vary between districts, unitaries and counties. In

<sup>6</sup> <http://www.english-heritage.org.uk/professional/advice/advice-by-topic/heritage-crime/>

that role, there are opportunities to test new materials, introduce new protective measures and raise awareness of how council-owned metal is legitimately disposed.

A number of councils are taking steps to tackle the problem by using non-metallic alternatives and by using anti-theft measures such as CCTV and the use of smart water marking, and many of these formerly untested products have now proven their effectiveness.

This work will span a number of teams within the council and your role as a councillor is to ensure that they are all working together as effectively as possible. Please note that there will be different responsibilities between district, unitary and county councils.

### Licensing

Your licensing team will be responsible for reviewing applications and issuing a licence. The new licensing regime will become a major tool in regulating the licensed trader.

### Environmental health and environmental crime

Your environmental health and crime officers will be responsible for much of the day-to-day enforcement of inspecting existing scrap metal dealers, and spotting illegal operators. They will act as your eyes and ears on the ground and will need to work closely with partners such as the police, Environment Agency/NRW and utility companies like BT to ensure they share information and joint enforcement activities where appropriate.

They can also have an important role in establishing protocols with local dealers to drive up standards and improve local practice. Our toolkit contains exemplar protocols from Forest of Dean Council, which



have engaged scrap metal dealers and promoted the adoption of stringent measures to vet the legitimacy of scrap metal.

### **Highways and planning teams**

Your highways and planning teams will be responsible for commissioning much of the street furniture and signage that is vulnerable to theft. Simple steps like exploring alternative materials can not only reduce thefts but many are actually more durable than regular metals. Some composite manhole covers come with a 15 year guarantee, provide better grip for cars and motorcycles, and cannot be melted down and reused.

Stoke-on-Trent Council has begun replacing all manhole covers with rubber ones, following the theft of 500 metal covers worth £73,000 over the past two years alone.

This team should also be considering making effective use of water-marking, anti-climb paint and other detection methods when replacing or ordering new street furniture and signage.

### **Waste**

Councils are collectively the third largest provider of scrap metal after the main utility companies. It therefore behoves them to make sure that they dispose of it in a consistent, transparent and cost-efficient way.

BT, the largest provider of scrap metal, experienced a significant reduction in metal theft when it decided to make clear that it disposed of its scrap metal only through a restricted list of scrap metal dealers. Once this was published, the responsible scrap metal dealers not on the list were fully aware that any BT branded material they handled was stolen. The market for BT scrap metal immediately became more restricted and less attractive as a result.

Councils operate individually and many councils themselves use a number of different contractors to dispose of their scrap metal. Establishing and publishing a list of dealers that you use, perhaps in partnership with neighbouring authorities, will not only make it harder for thieves to sell



on your metal items, but could also get you preferential rates.

The Environment Agency has been working with partners to encourage business models that allow for the safe and secure transfer of waste. A recent example is the South East Waste Exchange<sup>7</sup>, which allows councils and businesses to trade waste through a secure online platform.

### Community safety teams

It is not just councils who lose their property, but residents, businesses and charities as well. Many of these groups are unaware of the basic measures they can take to protect their metal and deter opportunistic thieves. Your community safety teams, and the wider community safety partnerships, will be fundamental in informing and alerting people to what they can do.

These teams can also play an important role in alerting residents to things they should look out for, including vans that are accessing cables through manholes. Residents should be encouraged to take part in the fight against crime.

## Who else is working on this?

Metal theft has had a significant impact on a wide range of the community, with the result that a great many organisations are working to stop it.

Your **neighbouring authorities** will almost certainly be experiencing similar problems and, with rogue dealers and thieves operating across council borders, you will want to build on your existing links to tackle this issue. Many councils have come up with innovative ways of improving their enforcement protocols. The Forest of Dean, Birmingham and Kirklees councils have kindly shared their template policies and documents in the LGA's 'Tackling metal theft toolkit'<sup>8</sup> and these provide a good start for working with the industry itself using existing powers.

The police, coordinated by **British Transport Police**, have launched a number of initiatives to tackle the issue, working with local councils to crack down on illegal handling of metal. Many forces now have their own packages of advice which they are happy to share with councils and residents and there are usually dedicated enforcement officers who will be working closely with council enforcement teams. More information on some of the innovative work that the police are leading can be found at: [http://www.btp.police.uk/about\\_us/latest\\_news/operation\\_tornado.aspx](http://www.btp.police.uk/about_us/latest_news/operation_tornado.aspx)

Police and Crime Commissioners (PCCs) may also have an interest in this work and opportunities should be taken to ensure they are briefed on the subject and able to identify opportunities to work jointly with the police. The PCCs for Cheshire and Lincolnshire

<sup>7</sup> [www.wpesoutheast.co.uk/](http://www.wpesoutheast.co.uk/)

<sup>8</sup> <http://www.local.gov.uk/publications>

have both included it in their police and crime plans following high profile local incidences of metal theft and heritage crime.

In Scotland, the Scottish Commercial Crime group has taken the lead and has produced some good films to highlight the real impact it has on individuals. You can view these films at: <http://www.metaltheftscotland.org.uk/>



## Case study: Kent councils and Kent Police

Kent Police in conjunction with local councils have been attempting to educate the scrap metal industry on crime prevention and legislation. In 2012, Kent rolled out Operation Tornado, a set of national identification measures drawn up by the Association of Chief Police Officers (ACPO), The Home Office, British Metals Recycling Association (BMRA) and British Transport Police (BTP), to tackle metal theft by making it easier to trace sellers of stolen metal, and thus assist in deterrence and detection of crime.

As a result of all the multi-agency activity in Kent, they saw a 33 per cent reduction in metal theft in 2012-13 compared to the previous year. This is particularly positive, given that metal theft commodity prices continue to rise.

Partnership working is key, because this allows agencies to share intelligence, increases the powers available and hence improve the opportunities for detecting offences. For example, offenders selling metal to a scrap metal dealer, may be claiming benefits when they are actually earning, or they may have no tax or insurance for their vehicle so the relevant agency can deal with them there and then. In particular, metal theft 'days of action' have proven to be good opportunities to detect, deter and publicise what the force is doing to tackle these crimes.





**BT** have established a team to work directly with scrap metal dealers and are happy to either carry out joint-information work with councils or to share information about which dealers have been visited. This will allow councils to build up a risk register of places that they should concentrate on, enabling the most to be made of the limited resources councils have. Many councils will already have established contacts with BT.

**The Institute of Materials, Minerals and Mining** is exploring new ways in which to introduce disruption to the crime supply chain. This includes looking at chemical markers, tracking devices, alternative materials and unique marking methods. Their website contains all the latest information on preventative research [www.materialsktn.net](http://www.materialsktn.net)

All of the main energy utility companies have been badly affected and their representative organisation, the **Energy Networks Association**, has been undertaking work to examine more effective prevention techniques. They are very keen to build links with local government as the frontline enforcers, and are willing to share ideas and help enforcement officers to identify metal that has come from illegal sources. More information and advice can be found at [www.energynetworks.org](http://www.energynetworks.org)

**The Environment Agency/Natural Resources Wales** are the principal enforcement agencies and are responsible for permitting sites, ensuring environmental compliance, registering waste carriers, monitoring international waste shipments, and tackling illegal sites. All of this is clearly complementary but distinct from council and police licensing and enforcement work.

It is quite possible for a site to have a scrap metal dealers licence without the necessary environmental permits and vice versa. Close working links with the Agency and NRW are therefore vital and should be incorporated into any inspection plans. Councils can get in touch directly with the Agency through the dedicated email address [national.intelligence@environment-agency.gov.uk](mailto:national.intelligence@environment-agency.gov.uk). The Agency and NRW will also be responsible for hosting the two national registers of scrap metal dealers, using information collected from councils.

**English Heritage** is the Government's statutory adviser on the historic environment. It leads on the National Heritage Protection Plan (NHPP), which is a major strategy that identifies those parts of England's Heritage that matter most to people and are at greatest risk – and then concentrates efforts on saving them.

They are coordinating training across the country which brings together many different professions from within conservation and crime enforcement.

A number of assessment and prevention tools can be found on their website and will be invaluable for any council seeking to protect its historic assets. It is also important to remember that English Heritage has enforcement powers and can provide impact statements to assist with prosecutions. <http://www.english-heritage.org.uk/professional/advice/advice-by-topic/heritage-crime/>

It is important to not lose sight of the vital economic contribution that legitimate dealers make. Indeed, dealers themselves suffer large numbers of thefts from their premises. The **British Metal Recycling Association** works with the larger members of the industry to secure their premises and to ensure that they do not inadvertently handle stolen material. All members also sign up to a code of practice, produced jointly with the Association of Chief Police Officers, to reduce metal-related crime.

The code, along with further details of how the industry is tackling metal-theft, can be found at [www.recyclemetals.org](http://www.recyclemetals.org).



## Case study: Gwent and North Wales police and councils

Gwent and North Wales police identified that mobile traders, those registered as itinerant traders under the 1964 Act, were experiencing difficulties in providing appropriate identification.

This was particularly acute when they were stopped in the course of their collections. As a result, the police have worked with their councils to implement a process whereby the councils provide photo ID's to itinerant collectors and record keeping books.

The ID's are more practical than asking itinerants to supply passports or driving licenses, coupled with recent utility bills when selling metal to yards. The record books are tailored for itinerants and are similar to books that yards keep. Otherwise itinerants tended to keep no records or partial ones which did not comply with full requirements.

The cost of issuing photo ID's and record books is low. Some local authorities charge itinerants for the books to cover costs, and will continue to be able to do so under the locally-set fees system, and the legitimate itinerants are happy to have the books to fill in.

Caerphilly Council pioneered the scheme of 'NO ID NO CASH' in 2011 when they calculated that they were losing £129,000 a year to metal theft. The low costs associated with issuing ID were therefore easily justified. As a result of the scheme, the authority achieved a 65 per cent reduction in metal thefts.

## Resources and materials

The LGA will be continuing to update its toolkit with the latest information and examples.

We will also continue to work with and lobby central government on this issue, and to establish better links with other organisations affected, to better allocate limited resources and develop an intelligence-led management system. Members wishing to keep up-to-date with any developments can sign up to receive the Community safety e-bulletin on [www.local.gov.uk/ebulletins](http://www.local.gov.uk/ebulletins) or follow [@LGALicensing](https://twitter.com/LGALicensing) on Twitter.







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County Council Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Council Decision required (yes/no)	Author – Lead member and contact officer
<b>Council Briefing – 18 November</b>	1	Biodiversity Issues	To consider biodiversity legislative requirements and DCC implementation	N/A	Cllr Huw Jones / Elizabeth Webster / Huw Rees / Kate Taylor
	2	Older People’s Commissioner for Wales	To brief Members on the work of the Commissioner	N/A	Cllr Bobby Feeley / Sally Ellis
	3	Bodelwyddan Key Strategic Site	A presentation by the prospective developer	N/A	Graham Boase / Angela Loftus
<b>3 December</b>	1	Budget proposals for 2014 / 15 Budget	To consider an update on the developing budget	No	Cllr Julian Thompson-Hill / Paul McGrady
	2	North Wales Gypsy and Traveller Accommodation Needs Assessment (GTANA)	To seek Council to adopt the North Wales GTANA	Yes	Cllr. Hugh Irving/Peter McHugh/John Sweeney
	3	Contract Procedure Rules: Revised	To consider revisions to the CPRs	Yes	Cllr Julian Thompson-Hill / Lisa Jones
	4	Capital Plan	To consider the current year position and funding and proposed allocation for the 2014/15 capital plan	Yes	Cllr Julian Thompson-Hill / Paul McGrady / Richard Weigh
	5	Appointment of Director of	To consider appointing to the	Yes	Cllr Barbara Smith /

County Council Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Council Decision required (yes/no)	Author – Lead member and contact officer
		Social Services <b>Part II item</b>	post of Director of Social Services		Linda Atkin
<b>Council Briefing – Budget</b> 9 December		Reserved for an all-Council budget workshop			Cllr Julian Thompson-Hill / Paul McGrady
<b>Council Briefing</b> 27 January	1	Social Media Training (Requires an hour – first on agenda if possible)	A short session for members on the use of social media	N/A	Sue License / Eleri Woolford
	2	Modernisation (2 hours requested)	To give a presentation to Members on the Modernisation programme	N/A	Julie Horman
<b>4 February</b>					
<b>25 February</b>	1	Supplementary Planning Guidance Masterplan for the North Wales Hospital	To seek approval to adopt the SPG	Yes	Graham Boase
	2	Local Housing Strategy	To agree the Local Housing Strategy	Yes	Cllr Hugh Irving / Peter McHugh / Sue Lewis
	3	Capital Plan	To set the budget for the year 2014/2015	Yes	Cllr Julian Thompson-Hill / Paul McGrady /

County Council Forward Work Plan

Meeting	Item (description / title)	Purpose of report	Council Decision required (yes/no)	Author – Lead member and contact officer	
				Richard Weigh	
	4	North Wales Police – Force Communications Centre (FCC)	Superintendent Alex Goss to give a presentation to increase knowledge of the FCC function and accessibility and possible visits to the FCC if required by Members.	N/A	Superintendent Alex Goss / Jane Pearson, Command Team Secretary.
<b>8 April</b>					
<b>Council Briefing</b> 28 April	1	Natural Resources Wales	To introduce the new arrangements now that NRW has been established and to share their corporate priorities and discuss how they impact on the council	N/A	Rebecca Maxwell
<b>13 May ANNUAL MEETING</b>					
<b>September 2014</b>	1	Capital Plan	To discuss previous years outturn and update of 5 months of current year	Yes	Cllr Julian Thompson-Hill / Paul McGrady / Richard Weigh

County Council Forward Work Plan

Note for officers – Full Council Report Deadlines

<i>Meeting</i>	<b><i>Deadline</i></b>	<i>Meeting</i>	<b><i>Deadline</i></b>	<i>Meeting</i>	<b><i>Deadline</i></b>
<i>November</i>	<b><i>22 October</i></b>	<i>December</i>	<b><i>19 November</i></b>	<i>February (4<sup>th</sup>)</i>	<b><i>21 January</i></b>

Updated 23/10/2013 – SP

Council Work Programme.doc