



# 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  Get 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> <p>}</p>
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<b>No. 4 - Tourism Focus Group</b>					
<b>Medium:</b>	Focus Group				
<p><b>Comments:</b></p> <p>Nant 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>}</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

<p>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.</p> <p><b>High Quality skilled workforce</b></p> <p>We support efforts to improve skills and instil a work ethic.</p> <p>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.</p> <p><b>Vibrant towns &amp; communities</b></p> <p>Should reference also be made to the Grimsey Report as well as the Portas report?</p> <p>We support the town &amp; 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.</p> <p>Given the proportion of the County that is rural are we giving it the prominence it deserves?</p>		<p>in all Area Plans and in the Council’s overall ‘ Closer to the Community’ approach.</p> <p>Noted.</p> <p>Noted.</p> <p>There are a range of reports now available and all will form part of our analysis of actions to support Denbighshire’s Town Centres.</p> <p>Noted.</p> <p>Rural Economy has been identified as a key early priority and will be addressed.</p>
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**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?

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				
<p><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.</p> <p>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.</p> <p>Theme 2 a fair reflection of the problems.</p> <p>Business support all seems sensible, especially point c about regulation.</p> <p>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.</p> <p>Developing a 'business friendly' culture is great – need to make sure people think specifically about small businesses within this.</p> <p>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</p>					<p>Our intention is to support business of different sizes.</p> <p>Noted and agreed.</p> <p>Noted.</p> <p>Noted.</p> <p>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.</p> <p>Noted. We will include this in our work on this action.</p> <p>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>

<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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<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.

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.

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?

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?

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.

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.

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.

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.

Re-visit the parking and the pedestrianised area – open them up to access the shops.

Noted. We will explore this point.

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.

Noted and agreed. Action 4.2f is intended to address this point.

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.

Beyond lobbying, councils have little/no influence over business rate levels. We have focused this strategy on what we can influence/control.

This is an issue common to a number of Denbighshire's towns. Action 5.1d is intended to address the concerns raised.

Noted.

Workstream 5.1 will review these issues across all Denbighshire's towns including Rhyl.

<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>  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.  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 'nudge' 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 to 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.</p> <p>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.</p> <p>Bus Service – Rose Hill – no bus stop for residents to go into the City.</p> <p>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!</p> <p>} 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.</p> <p>Noted. For consideration in St. Asaph Area Plan.</p> <p>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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<b>No. 14 – FSB business members</b>					
<b>Medium:</b>	FSB members event				
<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>					
Requests that we don't overload the AONB with inappropriate tourism numbers and make sure it's infrastructure can cope.					Noted.
Also that we show more clearly how housing development will support economic growth in rural areas e.g. places for the workforce to live.					Noted.

<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>

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.

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.

The fact that Denbighshire has not got Enterprise Zone money is a disadvantage.

DCC has a variety of “levers” to influence the business economy

- Planning
- Procurement
- Local infrastructure
- Regulations
- Finance – Rates (grants/Loans?)

A culture across the council based around a strategy of “**Making doing business in Denbighshire easy**” would drive a common approach to achieving the ambition.

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.

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.

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.

Noted.

Noted.

Noted. We intend the Strategy as a whole and in particular our actions 2.1b and 2.3a will address these points.

Noted and agreed. We are working on some simple communications and messages.

Noted and agreed.

**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.

**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.

**3. 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>Encourage 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>

<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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>discussion with the RDP Partnership on how to ensure alignment.</p> <p>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.</p> <p>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.</p> <p>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>
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<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> <li>• 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.</li> </ul> <p><b>The Ambition</b></p> <p>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> <li>• 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.</li> </ul> <p><b>The Underlying Principles</b>  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> <li>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’.</li> <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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<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>		<p>Noted.</p> <p>The performance indicators and targets published alongside the Strategy provide more detail.</p>
<p><b>Theme 2 – Supported and Connected Businesses</b></p> <p>We wholeheartedly support the inclusion of this theme in the strategy. Our specific comments on this section include:</p> <ul style="list-style-type: none"> <li>• 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).</li> <li>• 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</li> </ul>		<p>Noted.</p> <p>Noted.</p>

<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> <li>• 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.</li> </ul> <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> <li>• 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.</li> <li>• 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.</li> </ul> <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> <ul style="list-style-type: none"> <li>• 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.</li> <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> <li>• 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.</li> <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.

**Theme 6 – A Well Promoted Denbighshire**

We support the inclusion of this theme. Our specific comments include:

- We agree that at present, the ‘Denbighshire message’ both to visitors and prospective inward investors is confused and lacks coherence.
- 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.
- 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.
- 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.
- 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.
- 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.

is valid and robust.

Noted.

} 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.

Noted.

We have rewritten Theme 6 to make clearer our intentions and priorities in this area.

The performance indicators and targets published alongside the Strategy address this point.

<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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<b>No.19 - Coleg Cambria</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> 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>

<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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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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<b>No.25 - RPC Ltd</b>					
<b>Medium:</b>	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><b>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  <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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<b>No.26 - Wharncliffe Bed &amp; Breakfast</b>				
<b>Medium:</b>	Survey Monkey			
<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> 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>				Noted.

<p><b>residents of Denbighshire</b> 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></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 economy</b> Tend to agree  <b>The strategy identifies the economic opportunities available to Businesses in Denbighshire</b> Tend to disagree  <b>The strategy identifies the economic opportunities available to residents of Denbighshire</b> Tend to disagree  <b>The Identified Headline Actions are appropriate for Denbighshire</b> Tend to agree  <b>The Identified Headline Actions are achievable</b> 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 to realise the available opportunities</b> Tend to agree</p>		
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<b>No.30 – 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> Tend to agree</p> <p><b>The underlying principles are appropriate for the strategy</b> Strongly agree</p>					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.  
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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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<b>No.33 – Mersey Dee Alliance</b>					
<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 All-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			
The Council endorsed the emphasis of working together (which was noted by Councillors when the strategy was launched at the Eisteddfod)				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.
Highlighted the importance of communications and faster broadband to encourage training, business and tourism				Noted. We intend that our Digital Denbighshire project will address this.
Highlighted that tourism is emphasised, but that business and private sector should not be neglected.				Noted. Our actions throughout the strategy are aimed at supporting the private sector to flourish and grow.
Felt that there was perhaps too much weighting towards Rhyl				We have focused on Rhyl in Workstream 5.3 as this is where the highest deprivation in the county exists. Tackling deprivation & 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.
Felt that the document didn’t highlight the rural areas enough				We have a specific Workstream (5.2) focusing on Rural Denbighshire. We have also included a new Workstream (3.1b) on Agriculture.
Felt that the document didn’t mention the opportunities for European funding enough				We have strengthened references to EU Funding in the Delivering the Strategy section.