

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	22 October, 2018
Subject:	A Growth Deal for the Economy of North Wales: Proposition Document
Portfolio Holder(s):	Councillor Llinos Medi, Leader of the Council Councillor Carwyn Jones, Major Project and Economic Development Portfolio Holder.
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Local Members:	

A –Recommendation/s and reason/s
<p>1.1 The Executive adopted the <i>Growth Vision for the Economy of North Wales</i> in September 2016. The vision set out a collective and strategic ambition for North Wales for infrastructure development, skills and employment, and business growth. The cabinets of the five partner councils in the region similarly adopted the strategy at that time.</p> <p>1.2 Executive was then advised in a further report in February 2017 that North Wales had been formally invited to open negotiations for a Growth Deal with both the UK and Welsh Governments for additional resources and powers to pursue the priorities set out in the <i>Growth Vision</i>. A number of City Deals and regional Growth Deals have been adopted across the UK.</p> <p>1.3 In June of this year the Executive and Council adopted a Governance Agreement for the planning and development phase of a Growth Deal. The Governance Agreement empowers and regulates the regional partnership between the six local authorities, the two universities, the two further education colleges and the North Wales Mersey Dee Business Council. The partnership operates through a joint committee called the North Wales Economic Ambition Board. All partners have similarly adopted the Governance Agreement.</p>

- 1.4** The target date for entering a Heads of Terms Agreement for a Growth Deal with both governments was set as autumn/winter 2018. A *Proposition Document*, which sets out the priority programmes of activity for the region and for which national funding is being sought through the Growth Deal, has been approved by the North Wales Economic Ambition Board. The Growth Deal will fund selected programmes and projects from within the *Proposition Document*; ones that meet shared governmental objectives for economic growth. The document constitutes the regional bid which will lead to a deal.
- 1.5** The *Proposition Document* has been developed over a period of time with significant input from the business sectors in the region and the partners themselves, and in close liaison with civil servants from both the UK Government and the Welsh Government. The *Proposition Document* builds on the earlier *Growth Vision* and proposes a range of interventions for economic growth under a series of priority programmes.
- 1.6** Council resolved at its June meeting that it be presented with the final draft Growth Deal Bid prior to the stage of reaching Heads of Terms with both Governments. The *Proposition Document* sets out the programmes and projects to be considered for inclusion in a Growth Deal, at Heads of Terms stage, by both Governments. The region is now on the verge of reaching Heads of Terms.
- 1.7** During October the regional partners are being invited to endorse the *Proposition Document* to give a mandate to their respective leaders to enter into a Heads of Terms Agreement with both Governments. Post Heads of Terms, the region would then enter the final stage of Bid development and negotiation with Governments.

2.0 PROGRESS IN REACHING A GROWTH DEAL FOR NORTH WALES

- 2.1** The Executive adopted the *Growth Vision for the Economy of North Wales* in September 2016. The vision set out a collective and strategic ambition for North Wales for infrastructure development, skills and employment, and business growth. The cabinets of the five partner councils in the region similarly adopted the strategy at that time. The Executive was then advised in a further report in February 2017 that North Wales had been formally invited to negotiate a Growth Deal with both the UK and Welsh Governments for additional resources and powers to pursue the priorities set out in the *Growth Vision*. A number of City Deals and regional Growth Deals have been adopted across the UK. The target date for entering a Heads of Terms agreement for a Growth Deal with both governments was set as autumn/winter 2018.

- 2.2** A Growth Deal is a formal agreement between a regional partnership and Governments for additional investment in the region and the conferment of devolved powers. Bidding regions are required to have a legal, resilient and accountable governance model for the planning and implementation of their strategy. For North Wales, the Cardiff Capital City Region and the Swansea Bay Region the bidding process involves both the UK and Welsh Governments.
- 2.3** In June, the Executive and Council together adopted a Governance Agreement for the planning and development phase of a Growth Deal. The Agreement sets out in detail how the regional governance arrangements will work and are to be regulated. The Agreement is between the partnership of the six local authorities, the two universities, the two further education colleges and the North Wales Mersey Dee Business Council. The Business Council, which has a place on the Board without voting rights, is not a signatory to the Agreement as it is a membership organisation and not a constituted corporate body. The partnership operates through a joint committee, as the preferred governance model, called the North Wales Economic Ambition Board. All statutory partners similarly adopted the Governance Agreement in the summer.
- 2.4** In the interim, the Board has worked up its priority list of programmes, and specific supporting projects, to accelerate economic growth in the region. All projects are underpinned by an Outline Business Case. A *Proposition Document* (attached), which sets out the details of these priority programmes and for which national funding is being sought through a Growth Deal, has been approved by the North Wales Economic Ambition Board. The *Proposition Document* constitutes the regional bid. The Growth Deal will fund selected programmes and projects from within the *Proposition Document* – ones that meet governmental objectives for economic growth.
- 2.5** The *Proposition Document* has been developed over a period of time with significant input from the business sectors in the region and the partners themselves and in liaison with civil servants from both the UK Government and the Welsh Government, in an intense and iterative process. The *Proposition Document* builds on the earlier *Growth Vision* and proposes a range of project interventions for economic growth under a series of priority programmes.
- 2.6** There are two stages to securing a Growth Deal. Firstly, the Heads of Terms stage, where Governments will set out which programmes and projects they are prepared to fund and to what level via an outline agreement with the bidding region. Second is the stage of agreeing the final Deal with the detailed content and financing arrangements. In between these two stages, all selected programmes and projects have to pass through the five-case business model evaluation process (as required by the UK Government's Treasury). Those projects selected at the Heads of Terms stage which meet the tests of evaluation will be funded through the finalised Deal.

2.7 The *Proposition Document* is based on the following strategic priority programmes: -

1. Land and Property Development
2. Smart Access to Energy
3. Adventure Tourism
4. Smart Technology and Innovation Hubs
5. Regional Growth Business Fund and Hubs
6. Pathways to Skills and Employment
7. Skills Centres of Excellence
8. Digital Connectivity
9. Strategic Transport

2.8 The scale of the strategy is summarised below: -

- The total cost of investment proposed is £670.65m, with £109.19m of direct private sector contributions and £219.46m of contributions from partners. The region is seeking £334m of capital funding and £8m revenue funding from the Growth Deal;
- 5,408 direct jobs will be created, and the value of private sector investment achieved as a direct consequence of the projects being delivered (private sector leverage) will be £3.13billion; and
- The over-riding aim is to increase the value of the North Wales economy from £13.6 billion in 2016 to £26 billion by 2035.

3.0 BALANCING RISK AND OPPORTUNITY

3.1 A Growth Deal will give the region access to capital funds provided by both Governments. The funds will be allocated to the approved projects included in the final Deal. The projects might be implemented and overseen directly by the Board itself, or dispersed to partner organisations, such as the universities, on its behalf.

3.2 All projects will have robust project planning and management arrangements in place to manage exposure to the risks of cost and liability e.g. the risk of capital cost over-runs. The capital funds are expected to be in equal instalments over a 15-year period. To make the biggest impact on the economy the region is likely to plan to invest a high proportion of the capital in the early years and ahead of the Government payment schedule. If this is the case, then there will be additional costs from the payment of interest on the capital borrowed. This would be at a cost to the regional partners and is therefore a financial risk. The Board is working to the principle that it will minimise the risks to the region of entering a Growth Deal. To reduce or eliminate this financial risk the Board would: -

- Aim to keep the Growth Deal at a manageable and affordable level
- Share the risk amongst the partners
- Retain a proportion of the net growth in National Non-Domestic Rates (NNDR) across the region, to contribute to any borrowing costs, by agreement with the Welsh Government

- Recoup income from certain projects to contribute to any borrowing costs and reinvest in the region e.g. energy production income and digital connectivity income from users
- Explore with Governments options for sharing financial risk

3.3 The recommended final Deal will be presented to all the regional partners for their individual review and approval as a reserved matter (as set out in the Governance Agreement to which the Council is a party) at a later date. At this point partner organisations will be fully able to evaluate risk and opportunity before deciding whether to formally commit to the Deal in the form presented. When the recommended final Deal is presented for approval, the financial arrangements, and benefits and risks, will be set out in detail. The partners will be able to advise the North Wales Economic Ambition Board on their views on the cost-benefit analysis of the Deal on offer. The Board will not have the authority to sign the final Deal without the individual agreement of the partner organisations.

3.4 The partnership arrangements for the implementation stage of the Deal, which will follow the conclusion of reaching agreement on the final Deal from 2019 onwards, will be regulated by a second Governance Agreement. This second Agreement will specify the financial implications for the collective partnership and for the individual partners.

3.5 There will be a need for a regional resource to manage the implementation of the Growth Deal, and the wider strategy, to be called the Programme Office. Following the principle of minimising financial risk and cost to the region, the Programme Office will be financed through a combination of: -

- Considering capitalised salaries drawing on the capital resources provided by Governments (subject to a capitalisation direction)
- Management fees for project management similarly drawn from national resources
- Drawing down other national funding streams such as the remaining European Social Fund resources available to Wales
- Secondments and in-kind contributions
- Financial contributions from partners

4.0 NEXT STAGES OF GROWTH DEAL NEGOTIATION AND APPROVAL

4.1 As set out in 2.1 the target date for agreement of Heads of Terms for a Growth Deal with both Governments is autumn/winter 2018. As explained in 2.6 the Heads of Terms agreement is the first stage of securing a deal. Under this agreement the scope, priority content and scale of the potential final deal will be set out. Detailed work has then to be concluded on the prioritised programmes and projects through the five-case business model evaluation. The final deal will be reported back to the regional partners for review and agreement, as a reserved matter requiring the individual authority of each partner, in 2019. Once agreed by all partners the Board would then be authorised to commit to accessing the resources offered by Governments to begin to implement the projects supported.

4.2 The Growth Deal is not the only intervention to support the aims and objectives of the wider vision and strategy for the region. Welsh Government is already committed to significant capital investment in transport infrastructure and strategic sites in the region, and UK Government is supporting the region through the sector plans which underpin the national *Industrial Strategy*. Further investment programmes might be negotiated separately and a memorandum of understanding with Welsh Government for future joint working is being proposed; one which will complement the recently published *Economic Action Plan* for Wales. The unity of the region behind the vision and adopted strategy is an important factor in having negotiating purpose, credibility and leverage.

5.0 RESOURCE IMPLICATIONS

5.1 As set out in the report there is likely to be an interest cost of borrowing which will need to be serviced. Until we have the detail of the final Growth Deal, to be negotiated with the Governments, and the capital grant payment arrangements to finance the Deal, the regional partners will not know the number and the combined cost of the approved projects. The combined cost of the approved projects, and how they are to be phased over a period of years, will have a bearing on the contributions to the borrowing costs each partner might be expected to make.

5.2 In approving the recommendations of this report the Council will not be making any commitment to financial investment of its own, and will only be authorising the submission of a formal Bid for consideration by Governments. As explained in 5.1 the financial risks and benefits of a final Growth Deal will be reported at the second and final approval stage, along with the model for sharing any borrowing costs amongst regional partners.

6.0 CONSULTATIONS REQUIRED / CARRIED OUT

6.1 There has been extensive consultation across the public and business sectors in the development of the Proposition Document. Members have been engaged in each of the six councils through briefings and workshops. A regional conference has been organised for partner bodies and this information has been made available internally.

6.2 Engagement of the private sector has been continuous, primarily through the North Wales Mersey Dee Business Council and through the Confederation of British Industry (CBI). Intensive challenge sessions with selected business leaders by sector, consultation with a newly formed Business Leadership Stakeholder Forum, and latterly engagement with the Business Services Association (BSA) have been undertaken.

7.0 RISK MANAGEMENT

7.1 Once the potential extent and content of the Growth Deal is known, following agreement of Heads of Terms, a full risk assessment and cost-benefit analysis can be undertaken. This would be available to inform decision-making before the region entered into commitments at the stage of the final Growth Deal agreement later in 2019. Risk analysis is built into the business case modelling for the programmes and projects which make-up the developing Bid. All projects listed in the *Proposition Document* have an Outline Business Case to demonstrate their worth and value.

RECOMMENDATIONS

R1. That the Executive endorse the *Proposition Document* for recommendation to Council for adoption as (1) the basis of a longer-term regional strategy for economic growth and (2) the regional bid for the priority programmes and projects from which the content of a Growth Deal will be drawn at the Heads of Terms Agreement stage with Governments. Adoption does not commit the Council to any financial investment of its own at this stage and is subject to the financial risks and benefits of the final Growth Deal being set out in detail, for full consideration, when the final Deal is presented for approval at a later date.

R2. That the Leader be authorised to commit the Council to entering Heads of Terms with Governments alongside the political and professional leaders from the nine other statutory partners represented on the North Wales Economic Ambition Board, and the North Wales Mersey Dee Business Council, with the *Proposition Document* setting out the parameters for the Heads of Terms agreement.

B – What other options did you consider and why did you reject them and/or opt for this option?

C – Why is this a decision for the Executive?

CH – Is this decision consistent with policy approved by the full Council?

D – Is this decision within the budget approved by the Council?

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	
2	Finance / Section 151 (mandatory)	
3	Legal / Monitoring Officer (mandatory)	
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Procurement	
8	Scrutiny	
9	Local Members	
10	Any external bodies / other/s	

E – Risks and any mitigation (if relevant)	
1	Economic
2	Anti-poverty
3	Crime and Disorder
4	Environmental
5	Equalities
6	Outcome Agreements
7	Other

F - Appendices:
Appendix 1: Proposition Document

FF - Background papers (please contact the author of the Report for any further information):
<u>BACKGROUND PAPERS</u>
Regional Vision and Strategy (2016); Reports to Cabinet and Council (2016-2018) and North Wales Economic Ambition Board agendas, reports and minutes (2017-2018).

GLOSSARY OF TERMS

Proposition Document – the regional strategy for economic growth for the region which constitutes the bid for resources and powers to be conferred by Governments through a Growth Deal.

Growth Deal – funds provided to Local Enterprise Partnerships in England, and local authority partnerships in Wales, for economic intervention programmes which benefit the region and its economy.

Governance Agreement – interchangeable terms for a legally binding agreement between collaborative partners to regulate constitutional working and the sharing of risk and benefit.

North Wales Mersey Dee Business Council – a membership-based representative body of the private and business sectors in North Wales and the Mersey Dee sub-region.

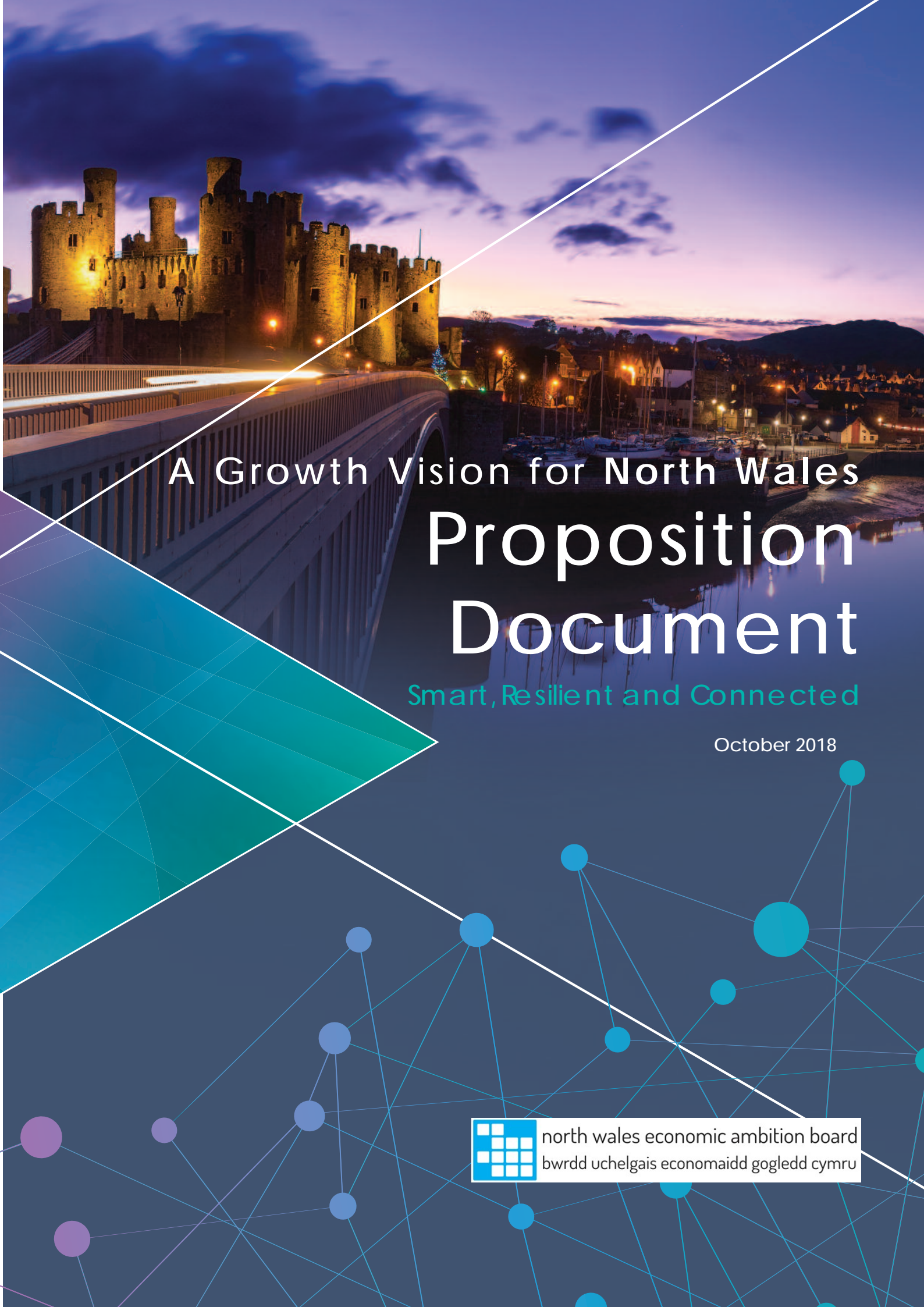
Five Case Business Model – an established project development method for making business cases in support of proposals for investment operated under UK Treasury guidelines.

Industrial Strategy – the national strategy of UK Government for economic growth and prosperity.

Economic Action Plan – the national strategy of the Welsh Government for economic growth and prosperity.

Sector Plans – national programmes of UK Government for investment in key industrial sectors of the economy e.g. nuclear energy, automotive and aerospace.

Programme Office – the regional resource for overseeing the planning and implementation of the Growth Deal and the regional strategy. The Programme Office is located within a host authority (currently Gwynedd County Council).



A Growth Vision for North Wales
**Proposition
Document**

Smart, Resilient and Connected

October 2018



north wales economic ambition board
bwrdd uchelgais economaidd gogledd cymru

GROWTH VISION FOR NORTH WALES PROPOSITION DOCUMENT

CONTENTS

EXECUTIVE SUMMARY AND KEY MESSAGES	1
SECTION 1 – INTRODUCTION AND CONTEXT	3
SECTION 2 – CASE FOR INVESTMENT	5
SECTION 3 – STRATEGIC CONTEXT AND FIT WITH GOVERNMENT POLICY	14
SECTION 4 – OPTION APPRAISAL AND THE PREFERRED WAY FORWARD	16
SECTION 5 – GROWTH VISION	18
SECTION 6 – PROJECT SCHEDULE LIST	24
SECTION 7 – ECONOMIC CASE	45
SECTION 8 – FINANCE AND FUNDING	46
SECTION 9 – EMPOWERING THE REGION	48
SECTION 10 – GOVERNANCE AND DELIVERY STRUCTURE	49

APPENDICIES:

Appendix 1:

Project Outline Business Cases ([HYPERLINK](#))

Appendix 2:

Terms of Reference for the North Wales Economic Ambition Board

Appendix 3:

Terms of Reference for the Stakeholders Forum

Appendix 4:

Governance Map

Appendix 5:

Host Authority

EXECUTIVE SUMMARY AND KEY MESSAGES

- There has been solid and positive growth in productivity and employment over recent years in the economy of North Wales. However, more investment is required to build on this success and progress and to create further opportunities for businesses and the local labour market in the region.
- Although employment and unemployment levels are improving, high value employment offering high wages is under-represented in the labour market and significantly below the UK average.
- We have an ageing population across the region and tradition of outward migration of talent.
- There is significant variation within the region's economy, most notably in GVA per head (Flintshire and Wrexham are 84.1% of UK average, Anglesey is only 52.9%). There has been a track record of very strong growth in North East Wales, yet this is being constrained by the lack of infrastructure (sites and transport) as well as labour market shortage and skill supply. In North West Wales, the economy is much more dependent on the public sector. There is a need for publicly funded infrastructure to stimulate and facilitate private sector growth, and to support supplier developments related to large scale investment projects.
- The region has a big opportunity to generate growth due to proposed investments by the private sector in key economic sectors such as advanced manufacturing and energy. One key strategic project is the £15bn Wylfa Newydd Project, the largest infrastructure project in Wales for a generation which will have a large impact on businesses and labour market in the region.
- To capitalise on such opportunities, the region has developed a single, 'joined-up' vision for economic and employment growth, with a commitment between all the partners to work together collaboratively for a common purpose.
- We are promoting "inclusive growth", addressing social and spatial irregularities and inequalities within the region. Growth will need to be dispersed and scalable, in accordance with the priorities of the Welsh Government's Economic Action Plan and our obligation under the Well-Being of Future Generations Act.
- There is ambition for the region to position itself as one of the leading **UK locations for energy generation and advanced manufacturing** – as well as becoming a **hub of innovation and technology expertise**, and a centre of excellence for **high value tourism**. This ambition builds on strengths and opportunities, and its delivery will create a more sustainable and balanced approach to economic development.
- The Growth Vision is founded on three key aims:
 - Smart North Wales – with a focus on innovation in high value economic sectors to advance economic performance;
 - Resilient North Wales – with a focus on retaining young people, increasing employment levels and skills to achieve inclusive growth;
 - Connected North Wales – with focus on improving transport and digital infrastructure to enhance strategic connectivity to and within the region
- These aims, which are broad statements of desired outcomes for the region, set the context for our Strategic Programmes. These Programmes, nine in number, are a group of inter-related projects to be managed in a co-ordinated way. The programmes and projects are "key drivers" to deliver our vision and to address the identified challenges and create the conditions for growth. The Programmes will be long-term, broad based in nature and provide a clear framework to pool and integrate private and public resources to deliver positive outcomes for the economy.
- The Strategic Programmes have been co-designed and developed by key stakeholders, particularly the private sector. There is currently a long list of Projects which have been identified to provide interventions for the shorter term. These are packaged under the thematic Programme structure - the Project schedule list, as explained in section 6, is reviewed and updated on a regular basis to ensure agility and flexibility and to maximise opportunities, especially if investment is forthcoming from the private sector;

- Our Projects concentrate on developing the conditions to attract private sector investment. Some of our major sites for business or industrial development are currently “stalled” and we need to make ‘up-front’ investment to enable these sites to be “market ready” for the private sector. This reflects the need for intervention and to maximise the value of assets available for economic growth across the region.
- **Collectively, the Projects identified are transformational** – we have a package of innovative and transformative projects that are inter-related and co-dependant. Their delivery will support the region to overcome the barriers currently faced by the private sector to invest in the region and create jobs. They will also support the region to adjust to and prepare for “new forces” impacting businesses, such as decarbonisation, automation, artificial intelligence and other forms of digitalisation. There is a focus in particular on supporting low carbon technologies to boost productivity and create high value jobs;
- The total cost of investment proposed is **£670.65m**, with **£109.19m** of direct private sector contributions and **£219.46m** of contributions from various partners. We are seeking **£334m** of capital funding from the Growth Deal and **£8m** revenue funding from the Growth Deal;
- **5,408** direct jobs will be created, and the value of private sector investment achieved as a direct consequence of the projects being delivered (private sector leverage) will be **£3.13bn**;
- The over-riding aim is to increase the value of the North Wales economy from **£13.6 billion** in 2016 to **£26 billion** by 2035;
- There will be robust engagement with local businesses to enable them to access supply chain opportunities resulting from Growth Deal funded projects, in order to maximise the potential regional benefits and impact of investment.
- We also seek the support of the UK Government and Welsh Government to be given more capacity and flexibilities to make key decisions at a regional level. New powers and responsibilities are sought to facilitate growth in key policy areas such as transport and employment. Our approach advocates regionalism and devolution;
- The Growth Deal is not the sole intervention to support the aims and objectives of the wider vision and strategy for the region. Welsh Government is already committed to significant capital investment in transport infrastructure in the region alongside the Bid, both road, rail, and other investments such as the opening up of the Northern Gateway site for inward investment and the Advance Manufacturing Research Institute at Broughton. The Growth Track 360 strategy for cross-border rail network investment is progressing at a UK Government level. Welsh Government has recently announced the new Wales and Borders Rail Franchise with infrastructure and service improvements. Further investment programmes might be negotiated separately. We will focus in particular on the UK Government’s “Sector Deal” programme – as outlined in the Industrial Strategy. We will also be targeting other available relevant programmes from both Governments to deliver the interventions as set out in our Growth Vision.
- The region has established new, robust and effective governance arrangements to co-ordinate and deliver the Growth Vision for the region. Functions such as economic development, skills and employment, transport and land use planning will now be co-ordinated by the newly-formed “**North Wales Economic Ambition Board**”;
- A new private sector stakeholders group is also being established to support, advise and challenge the North Wales Economic Ambition Board. This will include business representatives from all key growth and foundation sectors, to provide expert advice to members of the Ambition Board;
- The North Wales Economic Ambition Board, together with its governance arrangements and structure, will provide leadership and accountability for strategic direction and outcomes. It will also be a strong and united voice for North Wales.
- Coming together as “one North Wales” through the North Wales Economic Ambition Board, with a single, joined up vision for the economy, has been achieved over recent years. We now present this Proposition Document to set out the rationale for investment in the region and the details of our Strategic Programmes and Projects which will deliver inclusive economic growth for the communities and businesses of North Wales.

SECTION 1 – INTRODUCTION AND CONTEXT

Introduction and Purpose of the Proposition Document

The purpose of the Proposition Document is to set out a package of bold measures and interventions to deliver sustainable economic growth in North Wales.

It acts as the vehicle to leverage funding from the UK Government and the Welsh Government – in particular through the Growth Deal.

The document provides the strategic rationale for investment in North Wales, and explain how the Proposition fits in with wider national policies, particularly the UK Governments’ Industrial Strategy and the Welsh Governments’ Economic Action Plan.

It demonstrates how a wide range of realistic and achievable strategic options were identified and appraised in terms of addressing the economic challenges of the region.

The agreed Growth Vision is set out, as well as the Aims and the Strategic Programmes. This forms the context for the Project Schedule List which will demonstrate the proposed interventions and timeline for delivery.

The engagement of private sector partners is shown in the way in which the Projects were designed and developed.

The economic case highlights the overall impact, outcomes and inter-dependencies, and demonstrates how the investment proposal optimises public value.

The finance and funding case summarises the financial appraisals of the project. It sets out the capital investment required, as well as the revenue implications. It also sets out the investment required from the Growth Deal.

Empowering the region to make more decisions at the regional level and to gain more control over key policy areas are also critical themes of the Proposition, and the key “devolution asks” to facilitate the delivery of the Growth Vision from both Governments are set out.

The Governance and Delivery structure and arrangements are demonstrated in this Proposition Document, along with the programme management and reporting arrangements that are being put in place.

The document demonstrates the key roles of the private sector in the delivery of the Growth Vision.

Origins of the Proposition

The rationale for exploring a new approach to delivering economic growth in North Wales came from three initial drivers:

- **Shared challenges** – there is a recognition that Local Authorities across the region faced a number of shared and similar challenges in relation to their economies, with a deep concern in relation to the widening gap with the economic performance of the rest of the UK. Issues such as low levels of household income, low productivity, low population retention, and levels of concentrated poverty have long been identified as barriers to growth across the region. There is also a challenge of improving the infrastructure and the skills base of the region.
- **Opportunity through collaboration** – there has been an acknowledgement that collaboration between partners can build and capitalise on regional strengths to deliver positive changes and quality

employment. Partners in the region, from Higher Education, Further Education, Local Authorities, and the Private Sector, have shown a commitment to work together collaboratively for common purpose. It is a region with unique assets and opportunities, such as the high quality natural environment and landscape, the recent advancement of the advanced manufacturing sector – particularly in Deeside, and the emerging opportunities such as the development of Wylfa Newydd Power Station and related low carbon and renewable energy initiatives. The region can build on these strengths and opportunities to create the conditions for innovative and globally competitive sectors to thrive and generate growth and jobs. It is recognised that a partnership approach is crucial if this is to be achieved – with all the partners aligning and sharing resources in pursuit of delivering a single, joined-up vision for sustainable economic growth in North Wales.

- **National Policies** – the development of the UK Government’s “Industrial Strategy” and the Welsh Government’s “Economic Action Plan” has given more impetus to the new approach at the regional level. The Industrial Strategy emphasises the importance of “local leadership” and “ambitious visions” for regions in the UK, whilst the Welsh Government’s Economic Action Plan highlights the key role of regional partnership in delivering on shared goals. There is a clear commitment by the Welsh Government to a regionally focused model of economic development, with the aim of developing the distinctive strengths of each region “in pursuit of growth”. This new, place-based approach will support our efforts in North Wales to promote and strengthen strategic economic planning and develop a more integrated and joined-up model to deliver change.

In developing the Proposition Document, close attention has been paid to our duties under the Well-Being of Future Generations Act. The principles of the Act have been embedded in our approach and strategic thinking, and they have informed and influenced the Vision, Aims and the Strategic Programmes. The well-being goals, objectives and ways of working will be a key thread through our work.

SECTION 2 – CASE FOR INVESTMENT

Introduction

The current state of the North Wales' economy is briefly described in the following pages through analysis of key statistical information. This information provides a snapshot of North Wales economy and social structure as it currently stands. It also includes the challenges and opportunities for achieving sustainable and inclusive growth across the region.

ECONOMIC PERFORMANCE – GROSS VALUE ADDED

The total GVA in North Wales in 2016 was £13.6 billion, up 3.0 percent over the previous year, which accounted for 22.9 percent of Wales total GVA (£59.6 billion) and 0.8 percent of UK total GVA (£1,747.6 billion) in that year. Despite the relatively small size of North Wales' economy, its performance has been resilient following the financial crisis and during the period of austerity.



Figure 2.1 – Percentage change in North Wales' GVA

The average North Wales GVA growth rate between 2008 and 2016 was 2.6 percent, which is higher than that seen for Wales (2.4%) but lower than that of the UK (2.8%) over the same period. This growth is not evenly distributed across each of the Local Authorities in North Wales, as seen by the maximum/minimum GVA growth seen in Figure 2.1. In recent years, Flintshire and Wrexham have been the engine of regional growth through their manufacturing activities. Manufacturing accounted for 24.4 percent of North Wales GVA in 2016 (and 40.9% of Flintshire and Wrexham GVA in the same year). Figure 2.2 shows the contribution of different industries to North Wales GVA.

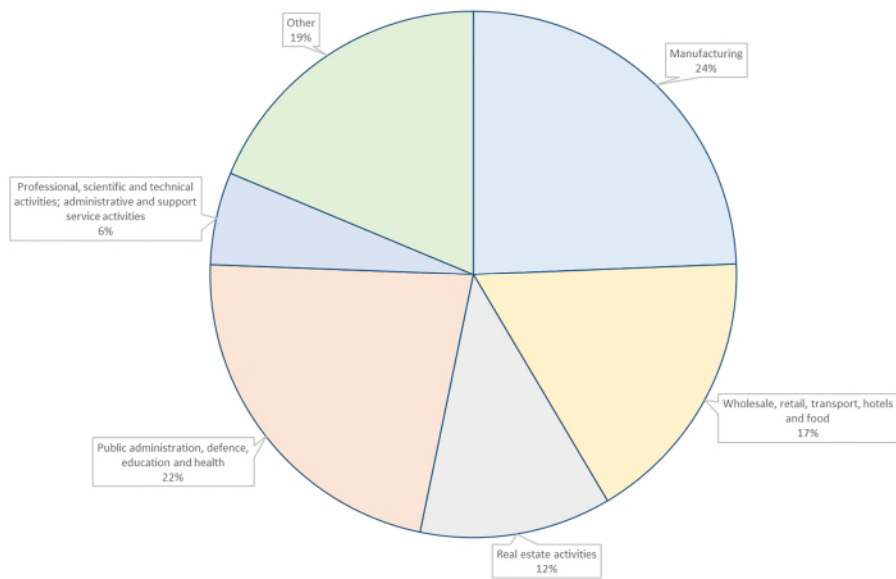


Figure 2.2 – Industry contribution to 2016 GVA

The public sector plays a significant role in the region’s economy, accounting for 22.4 percent of GVA in 2016, followed by the wholesale, retail, transport, hotels and food sector (17%). The distribution seen in Figure 2.2 is similar to that seen across Wales, albeit with differences in the contributions of manufacturing (24% vs. 18%) and the public sector (22% vs. 25%) makes to GVA.

Despite the performance of the economy, GVA per capita in North Wales remains persistently below that of the UK. With North Wales total GVA of £13.6 billion in 2016 and a population of circa 690,000, this translates to £19,601 per capita. This is 73.6 percent of the £26,621 per capita seen for the UK in the same year.

Within North Wales there are wide variations in GVA per capita, from 52.9 percent of the UK average in Isle of Anglesey to 84.1 percent in Flintshire & Wrexham.

This difference is largely explained by higher economic activity rates in the latter, and a higher proportion of elderly residents and net commuting out in the former.

As a consequence of the low GVA in the four North West Wales counties, these areas qualify for the highest level of EU structural funding intervention.

The North Wales Growth Vision aims to target high value sectors to grow the economy. Growth in these sectors has been volatile between 2010 and 2016.

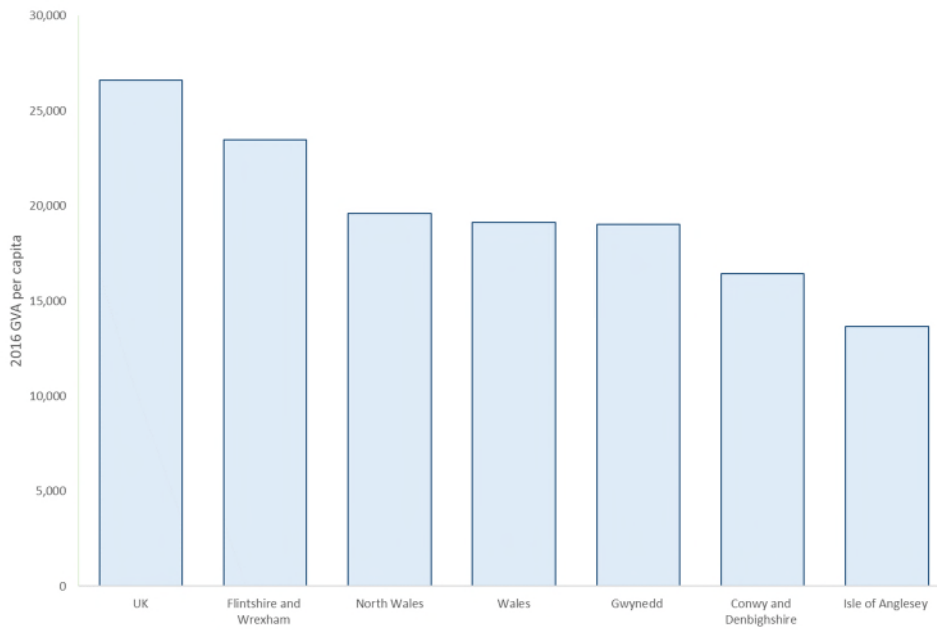


Figure 2.3 – 2016 GVA per capita

The economy of the region is diverse with key sectors being manufacturing, energy and tourism as well as public sector jobs. Accessibility to markets, access for employment and for visitors is crucial. The North West of the region has seen a welcome growth in adventure tourism, capitalising on the post-industrial landscape and the area’s natural assets.

BUSINESS STRUCTURE

In North Wales, there were 2,515 VAT/PAYE registered births during 2016. This was an increase from 2,365 enterprise births in 2015. There were 25,070 VAT/PAYE registered enterprises in North Wales in 2017, with 88.9 percent of these in the micro size-bands (i.e. 0 to 9 employees). This is similar to the situation in the whole of the UK (89.4%) and Wales (89.2%). 98.5 percent of enterprises in North Wales are classified as micro or small enterprises (i.e. less than 50 employees), while only 0.2 percent are large enterprises (i.e. more than 250 employees). For comparison, 0.4 percent of UK enterprises are large; 0.3 percent in Wales, and 0.6 percent in Cardiff. North Wales is reliant on micro and small enterprises and there is a barrier to grow these beyond 50 employees and attract large enterprises to the region.

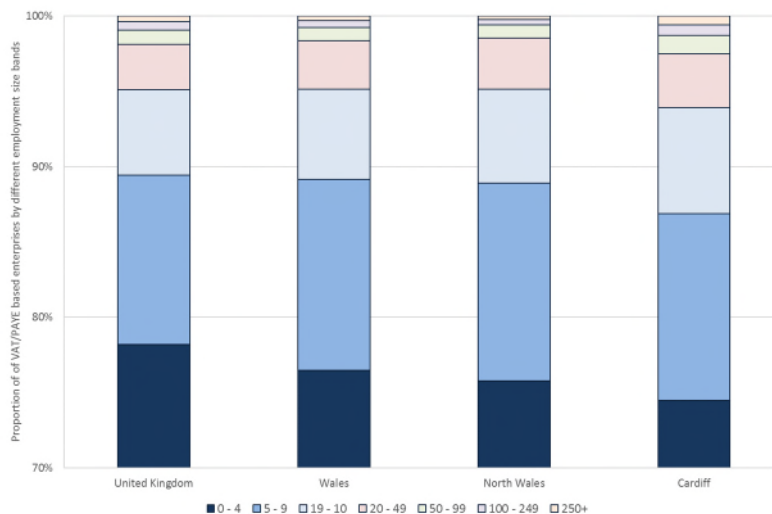


Figure 2.4 – Enterprises by employment bands

POPULATION

North Wales comprises of six Local Authorities; Isle of Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd, and Wrexham. The region has a resident population of 690,000 living across an area of 6,500 km². The largest town is Wrexham with a population of 61,000, followed by Rhyl (31,000) and Colwyn Bay (29,000). North Wales is a rural region with a population density of 106 person/km². Gwynedd in the west of the region is the least densely populated area with 49 person/km² while Flintshire in the east is the most densely populated area with 350 person/km². By comparison, the Cardiff Urban area in South Wales has a population of 447,000 and a density of 5,900 person/km².

The population of North Wales is expected to increase to over 720,000 by 2039. This growth in population is driven by an increasing birth rate coupled with a decreasing mortality rate, due to extended life expectancy. In 2018, the population aged +65 accounted for 23% of North Wales population; however, this will increase to 30% by 2039. This increase in older population means there are fewer working-age people in the economy, which can lead to a supply shortage of qualified workers and making it more difficult for businesses to fill in-demand roles.

LABOUR MARKET & EMPLOYMENT

The employment structure of North Wales differs to that of Wales and the UK with a reliance on Public Administration, Health and Education sector in North West Wales, and Manufacturing plays a significant role in North East Wales. In 2016, the public sector accounted for 35.3 percent of total employment in North West Wales, while manufacturing accounted for 23.7 percent of total employment in North East Wales. Flintshire and Wrexham have a high proportion of the workforce employed by larger employers, and rural areas of Gwynedd, Conwy and Ynys Môn are much more reliant on SMEs.

North Wales has seen a greater improvement in employment compared to Wales since 2001. This puts the region in a strong position as we face the challenges ahead.

Over the year 2017, the employment rate in North Wales rose by 2.3 percent, with 326,000 people (75.4% of the population) in employment as of December 2017. This rate was higher than the rate for Wales (72.4%) and the UK (74.7%). (Between 2010 and 2015, nearly 16,800 of jobs were added to the economy, a growth of over 6.3% for the region.)

This growth in the number of jobs has not been evenly distributed across all Local Authorities. Within North Wales, five of the six Local Authorities had increases in the employment rate over the year. Since 2001, all 6 Local Authorities have seen increases in employment rates, with Anglesey having the largest (up to 9.1 percentage points).

Despite the increase, the average growth in 'high value' employment was 1.6% across north Wales between 2010 and 2015. Less than 59,000 people were employed in 'high value' sectors in 2016, a decrease of 4.8 percent on the 2015 figure. This presents a challenge for the region if we are looking to increase 'high value' sectors to improve productivity and competitiveness. Growth in high value sectors has been volatile during the last 5 years.

There is also a reliance on traditionally low paid sectors/employment such as Tourism and Retail, and there is a high percentage of people employed in the Construction sector in the region – higher than the Wales and UK average.

The chart below shows the percentage change in full time employment by dominant sector in North Wales.

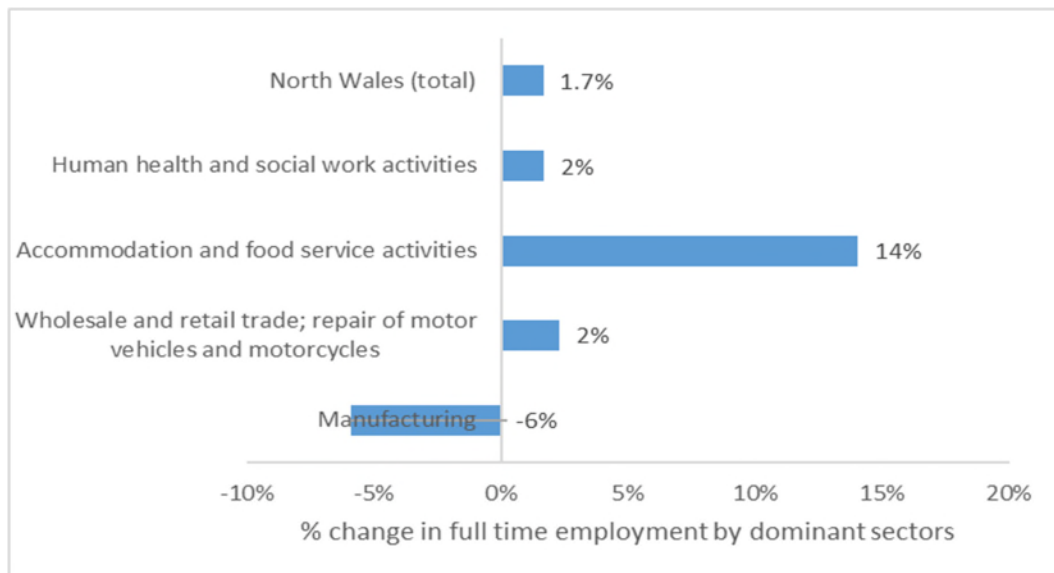


Figure 2.5 – Change in full time employment by dominant sector

Conwy and Flintshire are competitive in attracting jobs to the area when compared against the whole of the UK (as calculated through shift-share analysis).

Flintshire has a competitive advantage in creating employment in manufacturing, public administration and defence, and scientific and technical activities, while Conwy has a competitive advantage in creating employment in the education sector.

Economic Inactivity – Unemployment and Inactivity

The unemployment rate in North Wales has decreased over the recent period. The unemployment rate for the region currently stands at 3.3%, down from 4.5% in the previous year. This is lower than the rates for Wales (4.8%) and the UK (4.4%).

However, there is a difference between the economic inactivity seen in each Local Authorities; four of the six Local Authorities had falls in the unemployment rate over the year. Flintshire has seen the lowest rate at 2.1% and Wrexham the highest at 5% - above Wales and UK average.

Looking long term, North Wales has seen a bigger improvement in employment and unemployment compared to Wales since 2001, but has not improved in terms of economic inactivity.

The region's current Economic Inactivity rate stands at 18.3%, which is below the Wales average (19.8%), but above the UK average of 17.8%. There are variance across the Local Authorities, with the inactivity rates for Denbighshire (21.7%) and Conwy (20.0%) above the Wales average. However, since 2001, all six Authorities had falls with Wrexham having the largest (down 9.6 percentage points).

There were 36,400 workless households across North Wales in 2016, accounting for 16.6% of the region's total households. There has been a small decline in the number of workless households in North Wales from a peak of around 19.8% in 2010.

EARNINGS AND INCOME

The picture for earning and income in the region is diverse. Gwynedd has the lowest average full-time weekly earnings (£421), and second lowest in Wales, and considerably lower than that of the UK (£550.40). Isle of Anglesey and Conwy are also showing a similar situation, and are well below the average for Wales, and the UK. However, Flintshire's average earnings is higher than Wales's average at £535.50.

The average weekly earnings in North Wales are down by 2.4 percent over the last year, compared to an increase of 1.0 percent for Wales and an increase of 2.2 percent for the UK.

SKILLS

North Wales does have a skilled and productive workforce. However, their skills may not necessarily match the demands of a growing economy as the current workforce does not possess the higher skills required; those who are highly qualified and skilled often leave to find employment elsewhere; and those who are furthest away or removed from the labour market are often caught in a cycle of repetitive support that is often too locally focused. Those in possession of higher-level skills may not necessarily enjoy a higher level job, as they may not match that individual's employer requirement, and the skills possessed may not be in accord with future workforce requirements.

HIGHER LEVEL SKILLS

In terms of skills, North Wales higher skills (NQF4 or above) has been increasing since 2010 and reached a peak in 2015 at 36.1% of those aged 18-64.

Skills development is an essential factor for achieving the objective of 'decent work' both by increasing the productivity and sustainability of enterprises and for improving working conditions and the employability of workers; however, skills development will not automatically lead to improved productivity or more and better jobs unless there is a conducive economic and social environment to translate productivity improvement into employment growth and development.

APPRENTICESHIPS & CHALLENGES

The regional challenges for skills and employment is how to address a workforce replacement demand gap rather than a skills gap. The primary challenges, features and requirements for North Wales are:

- a. An ageing workforce with skills disappearing through retirement.
- b. A requirement to upskill existing workforce as well as increase entry points for younger workers
- c. An alignment of the training opportunities with the vacancies – e.g. STEM, digital
- d. Joined-up careers and advice services and major projects that are pipelined/timetabled so as to gain the maximum legacy for the region.
- e. 8.2% of the working age population in North Wales have no qualifications - which is below the Welsh national average of 9.5 percent.
- f. There were 6,240 apprenticeships and traineeships in North Wales in 2016/17 (compared to 6,625 in 2015/16).
- g. There were 710 higher level apprenticeships in North Wales in 2016/17 (compared to 1,045 in 2015/16).

SCIENCE, TECHNOLOGY, ENGINEERING AND MATHS (STEM)

North Wales performs well in terms of young people in STEM subjects; however, there is a decrease in those choosing to take up these areas of study, particularly amongst young females. There is also a decline in the percentage of young people achieving grades A* to C in both Maths (61.5%) and Science (74.4%) at GCSE in 2017; which puts the region below the respective Welsh averages (62.5% and 75.6%).

If we are to respond regionally with a future workforce that is qualified and skilled to meet the future STEM based opportunities across the region, we need a greater coordinated approach across North Wales that promotes diversity, inclusivity and clear progression into our future economic demands based on clear industry demands.

In addition to an increased demand for STEM skills, we need to see a workforce that is more aware of, and competent in digital skills. As a response to increasing automation across all sectors and industries, with over 9,000 IT specific and digital jobs advertised across Wales during 2017, we need to both upskill the current workforce to remain technically competitive, and for future workforce, to appear technically attractive to future employers.

PHYSICAL INFRASTRUCTURE

Road Infrastructure

The region is of national strategic significance as it has at its western point the port of Holyhead, which is the principal gateway to the island of Ireland. The port of Holyhead is the end of the A5, A55, and E22 dual carriageway roads and the main railway line from London (Euston). This transport infrastructure spans the whole of North Wales and connects Europe via the E22 with the ferries to the Port of Dublin.

The economy of north Wales is heavily dependent on road transport for connectivity. Most journeys to work and effectively all freight movements rely on road based carbon fuel transportation. Our road networks are increasingly congested leading to increased journey times and a lack of resilience.

The A55 corridor is of key importance to the region as a catalyst for wider economic growth. It is however only a two lane highway, with significant pinch points at its junction with the A483 near Chester, on the Deeside Corridor, between Colwyn Bay and Abergele and at the Menai crossing near Bangor. The A483 corridor is also critical, linking Wrexham to the M54 and the A55. The major junctions with the A55 and the A5 near Chirk, as well as the town centre junctions serving Wrexham are all heavily congested.

Congestion costs which impact directly on businesses, as well as long journeys for employees and visitors to the region, act as throttles on our ability to grow the economy.

Whilst North Wales is a large and diverse region it is not self-contained. North Wales is a strategic gateway between Ireland and Europe through the Port of Holyhead for both passengers and freight. The Port of Mostyn also provides for freight linkages being close to the strategic road and rail network of North East Wales/ North West England. The A55/ A494, Holyhead passenger port and the mainline railway from Crewe to Holyhead are designated as European TEN-T core routes and the rail line for freight, Holyhead freight port and the A483 are designated as TEN-T comprehensive routes.

The road crossings between North Wales and North West England carry significant commuter traffic flows as well as strategic freight. There is significant congestion and a lack of resilience at peak times. Given the importance of connectivity and the potential for growth, an improvement in cross border strategic travel planning is essential.

Improved capacity and better management of our road networks, reducing congestion, increasing resilience and journey time reliability will help support economic growth, and is considered vital for large capital developments associated with energy generation.

Rail Infrastructure

The rail network does not support regional economic growth effectively. Less than 1% of journeys to work are made by rail. Whilst this is partly due to the rail network only serving the coastal strip and Wrexham effectively, the lack of frequent services on some routes, high fares, overcrowded trains and services not

going to employment sites are all factors. There has been little investment in infrastructure in recent years and service patterns have remained largely unchanged despite different commuting and travel patterns.

The Growth Track 360 campaign was established to identify priorities for investment, both in infrastructure and in additional services. The prospectus www.growthtrack360.co.uk, set out the rationale for and proposals for investment in rail.

In particular line speed improvements on the main coast railway, and the Wrexham and Bidston route, together with capacity improvements at Chester and Wrexham stations are priorities. The recently announced new franchise operator for the Wales and Borders Franchise, and the commitments to deliver improvements, establishes a good basis for delivering some of the region's key priorities.

Public Transport Infrastructure

Public passenger transport represents a small part of our transport contribution. Bus networks are declining with many services having been discontinued in recent years. Services, especially in rural areas, can be infrequent often with long journey times. Opportunities to integrate transport modes are very poor. Bus and rail are often in competition with each other rather than contributing to an integrated transport network. The lack of effective alternative provision of public transport, leads to increased pressure on the road network.

In addition, to respond to Government initiatives to decarbonise transport, innovative proposals are needed to reduce dependence of fossil fuels.

Better and more integrated transport networks, will reduce dependence of the private car, help reduce congestion and bring more choice for transport users. Access to employment and services will be enhanced by better transport integration.

Digital Connectivity

Demand for high-speed broadband and mobile connectivity in North Wales has kept pace with supply. However, the infrastructure in the region has historically lagged behind the rest of the UK in terms of coverage and capacity.

With the emergence of commercially available fibre optic technology towards the end of the 20th century, the widening of the 'digital divide' now has the potential to increase exponentially where the difference in affordable bandwidth can now be typically 100s of Megabits per second compared to other regions (e.g. 4.9% premises in Denbighshire with availability of ultrafast at >100Mbps compared to 49% in North West England).

All four counties in the West rank in bottom 25% of UK areas for Superfast (>30Mbps) broadband coverage.

Housing

The Region has a diverse housing market, with activity by the volume builders largely restricted to the east. Whilst a few areas need no public sector intervention for the delivery of mainstream volume housebuilding, most areas face more challenging market conditions and need mechanisms to stimulate delivery.

Levels of housing completions across the region is at a historical low, despite projected provision for housing allocations in Local Development Plans ranging from 37,500 to 44,100 (2500-3000 homes annually). To date 13,100 dwellings have been completed (2015 figures), with the majority in Flintshire and Wrexham area.

House building in Wales is failing to keep pace with demand, with Welsh Government household projections indicate a need for 8,500 new homes per annum in Wales from 2011-31. Latest figures show that there is a current shortfall of over 2,600 per annum.

Data analysis also show that there is a shortage of fully available land for business development in parts of the region.

In light of the above data, we have identified the following challenges that face the economy of North Wales today. These challenges will need to be addressed:

NORTH WALES TODAY – THE CHALLENGES

1. Despite the increase in GVA in the region, there is a wide variation in GVA per head between West and East of the region. The GVA in North Wales remains persistently lower than the UK average.
2. Although employment and unemployment levels are improving, growth in 'High Value' sectors in the economy has been volatile during the last five years, with a decrease in growth in the last two years. This presents a challenge if we are to improve productivity and competitiveness of the region.
3. Some parts of the region are reliant on traditionally low paid sectors/ employment. Over reliance on public sector in some areas can have a negative impact, especially given the current financial climate.
4. Even though the region has seen an improvement in employment and unemployment, the economic inactivity rates have not improved and are above the UK average.
5. Average household earnings are below Wales and UK averages, with some Local Authorities in the West among the lowest in Wales and UK.
6. 94.3% of enterprises in North Wales are classed as zero to micro sized band (0-9 employees). This indicates a reliance on small micro businesses in region.
7. There is a dearth of larger enterprises especially in the North West counties and challenges around growing business beyond micro, small and medium sizes.
8. Inadequate Digital Connectivity across the region continues to present challenges to enterprise and individuals, with infrastructure lagging behind the rest of the UK in terms of coverage and capacity.
9. Transport links and physical infrastructure limit movement and ready access to major employment hubs.
10. Levels of housing completions across the region are at an all-time low, and house building is failing to keep pace with demand.
11. Skills levels – current workforce does not possess the higher skills or the correct skills required for the growing economy. There is a poor take up of STEM/digital subjects.
12. There is an ageing population in the region and a net outward migration of talent. Investing in skills that match the needs of the region's new employment opportunities is fundamental to our future economic health.

SECTION 3 – STRATEGIC CONTEXT AND FIT WITH GOVERNMENT POLICY

Consideration has been given to the UK Government’s Industrial Strategy and the Welsh Government’s Economic Action Plan in developing our approach in the region.

The UK Government’s Industrial Strategy

The UK Government’s Industrial Strategy emphasises the importance of five foundations of productivity – which are ideas, people, infrastructure, business environment and places. It also identifies “Grand Challenges” which are set for the Government and the wider economy, including the need to put the UK at the forefront of the artificial intelligence and data revolution, maximising the advantages for UK industry of the global shift to clean growth, and harness the power of innovation to help meet the needs of an ageing society.

The Strategy also sets out partnership arrangements between the Government and industry on sector-specific issues (Sector Deals) to create significant opportunities to boost productivity, employment innovation and skills. This has recently involved specific sectors coming together under clear leadership and negotiating a Sector Deal with the Government to boost productivity and employment within that particular sector. There are Sector Deals in place for Life Sciences, Construction, Artificial Intelligence and the Automotive Sector, with the Creative Industries, Industrial Digitalisation and Nuclear in advanced discussion.

Its Strategy also promotes a “regional” approach to economic development, stating that the Government will “work in partnership” with local leaders to drive productivity. Collaboration to address shared challenges is encouraged; and there is a commitment to build on the “innovative approaches” secured through City and Growth Deals.

Welsh Government’s Economic Action Plan

The Economic Action Plan of the Welsh Government emphasises the need to grow the economy inclusively, spreading opportunity and promoting well-being. It defines its approach as ensuring a “fairer distribution of the benefits of economic growth – both at an individual level and between different parts of Wales”. The Plan is shaped by the principles of public investment with a social purpose, simplification, a stronger regional voice, and a focus on the long term.

The Plan also sets out a new approach – moving away from a “sectoral” approach to focusing more on supporting businesses to take advantage of new forces such as decarbonisation, automation, artificial intelligence, and other form of digitalisation.

It also confirms the key role of the foundation sectors such as care, tourism, food and retail – and sets out new models of support and partnership in these areas.

The proposals contained within the Proposition Document will align closely with the priorities of the UK and Welsh Governments in relation to economic development. It will also be in keeping with the Welsh Government policy on local government reform and modernisation through strategic regional collaboration and integrated service models. We will have a strong “regional offer”, building on our strengths and unique assets, and our approach – as highlighted in this Proposition Document – will make a significant contribution to the delivery of national policies at a regional level.

Alignment with other Key Strategies

We have also ensured an alignment with the strategies for the Northern Powerhouse and the immediate North West of England, specifically the strategies of the Mersey Dee Alliance and the Cheshire & Warrington Local Enterprise Partnership.

The Mersey Dee Prospectus (2017) is particularly relevant, with the focus on the cross-border area including North East Wales, West Cheshire and Wirral. This is a very dynamic economic area with a population of nearly one million people, and a strong, diverse economy which includes aerospace, automotive, nuclear, renewables, engineering and retail.

There will also be a close relationship with strategies supporting the connectivity with the economy of Ireland, and a key priority will be ensuring a close synergy with the emerging economic plans being co-ordinated by the Growing Mid Wales Partnership and the Wales Rural Forum.

The Proposition Document is also co-dependent on the delivery of other key strategies, such as the Growth Track 360 for rail investment, the Welsh Government trunk road programmes as set out in the Moving North Wales Forward Strategy (2017) and the UK Industry Sector Deals. These strategies are supported in parallel to this document but with separate decision-making processes and budgets.

It is also worth highlighting that a number of strategic projects are underway in North Wales on which the Proposition Document will build. These projects already have funding, and are not therefore, included in the Proposition Document for new support. Principal examples are the Deeside Advanced Manufacturing Research Institute, the Wrexham Incubator Hub, M-Sparc on Anglesey and a number of strategic road improvement schemes (A494, A483 and A55 improvements as well as the third Menai Crossing).

The one “Stand-out” project to be developed in the region over the next 10 years is the Wylfa Newydd Project on Anglesey. The £15bn project will stimulate major opportunities for the local and regional supply chains with the construction phase having the potential to create 9,000 jobs and its operational phase will deliver 850 well paid, long term jobs. The project will also have a number of project inter-dependencies and associated developments, including park and rides, worker accommodation/site campus, logistic centre, highway improvements and other facilities.

A combination of these strategic projects, together with the development of the £15bn Wylfa Newydd project and the innovative projects contained in this Proposition Document, will accelerate growth of high value economic sectors to increase competitiveness. They will also demonstrate how the North Wales region can successfully contribute to the delivery of the UK Industrial Strategy and the Welsh Government’s Economic Action Plan.

Furthermore, the announcement of the Nuclear Sector Deal, with specific reference to the UK National Thermal Hydraulic Experimental Facility (of international significance), to be based in North Wales at Menai Science Park, and the support for SMRs and Advanced Nuclear Technologies, specifically at Trawsfynydd, is highly significant for the region.

The North Wales Nuclear Arc Consortium (NWA), led by Bangor University, with partners University of Manchester and NNL, recently submitted a draft Science and Innovation Audit (SIA) to BEIS for the Arc, which extends from Cumbria across to North West Wales. The NWA Consortium has made recommendations and supported the setting up of twin ‘Innovation Partnerships’ for both Cumbria and North West Wales with the core ‘central areas’ of this ‘geography’ supporting the potential for economic growth in the nuclear sector for the UK and international exports. Additionally the region was included in the North West Coastal Arc Clean and Sustainable Growth SIA, led by Lancaster University, which highlighted a number of R&D facilities which closely align with the priorities of the Growth Deal.

SECTION 4 – OPTION APPRAISAL AND THE PREFERRED WAY FORWARD

A number of realistic and achievable strategic options were considered and appraised in order to address the economic challenges of the region.

They are listed below:

- **“Minimum Change”**

This would involve the “same old, same old” approach with limited innovation and ambition. Different priorities and agendas would stifle opportunities, with no shared goals between organisations and stakeholders. Productivity levels would continue to “lag behind” the rest of the UK.

- **To focus purely on key economic sectors**

This approach would certainly improve productivity levels in the region’s economy, but risks excluding a majority of the labour market. Development in decarbonisation and automation are also transforming industries and increasingly driving new collaborations across sectors.

- **To focus more on the foundation economy, in particular care, tourism and retail sectors**

This would support the backbone of the local economy in the region, and would help small and often fragile enterprises embedded in local communities increase their productivity. However, this is a risk that such an approach would not generate the levels of growth required in the economy – and there would also be concerns about the quality of employment opportunities across the region.

- **To focus more on areas of opportunity where the private sector is already strong – such as the Cross-Border areas**

This option would certainly deliver economic growth and improve productivity – but risks the over-concentration in one particular area to the detriment of other areas within the region.

- **To focus on scalable and dispersed growth across the region to achieve sustainable, balanced and inclusive economic growth**

This would also focus on capitalising on the success of high value economic sectors, such as advanced manufacturing and energy, and our connection to the economies of the Northern Powerhouse and Ireland. This approach would develop a more balanced economy, and achieve inclusive growth so that irregularities are addressed. It would lead to a fairer distribution of the benefits of economic growth – both at an individual level and between different parts of the region. It will also create the climate to boost productivity across the region and maximise opportunities for the labour market.

A strategic appraisal matrix was adopted to identify the most sustainable approach for North Wales. The factors used to evaluate the options and set the best strategic approach included:

- **Equity** – that the approach ensures that benefits have a positive impact on as many communities as possible in the region.
- **Value added** – that the approach is focused on high value returns.
- **Strategic fit** – that the approach is in keeping with both Wales and UK wide industrial and economic strategies of relevance.
- **Private Sector Investment** that the approach would need widespread appeal for the private sector – both in terms of support and potential leveraged investment.

Action	Equity	Value Added	Strategic Fit	Private sector interest
Do nothing / Minimum	x	x	x	x
To focus purely on key economic sectors	x	✓	✓	✓
To focus more on the foundation economy, in particular care, tourism and retail sectors	✓	x	✓	x
To focus more on areas of opportunity where the private sector is already strong – such as the Cross-Border areas	x	✓	✓	✓
To focus on scalable and dispersed growth opportunities across the region to achieve sustainable ‘balanced’ economic growth	✓	✓	✓	✓

The strategic options appraisal was definitive in terms of establishing that the preferred approach was:

“To focus on scalable and dispersed growth opportunities across the region to achieve sustainable ‘balanced’ and inclusive economic growth”.

SECTION 5 – GROWTH VISION

Overview

This Proposition Document is being developed in support of the “Growth Vision” for the Economy of North Wales – adopted by all the strategic partners in July 2016. It will be the mechanism/vehicle for leveraging additional public and private sector investment and resources to deliver an exciting package of measures and interventions that will achieve transformational and positive change.

Growth Vision

We have a single, joined-up vision for economic and employment growth for North Wales. It will be delivered through collaboration and partnership working, with a strong private sector involvement and a “Team North Wales” approach, building close economic relationships with neighbouring areas.

The Vision is co-owned by key stakeholders across the various sectors and sets out a clear framework for the development of strategic interventions.

Delivery of the Vision will demonstrate clearly how North Wales is contributing to the priorities of the Industrial Strategy and the Welsh Government’s Economic Action Plan.

The adopted Vision is to develop “a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and our connection to the economies of the Northern Powerhouse & Ireland.”

We will, as a region, be positioned as one of the leading UK locations for **energy generation and energy-related supply chain investment**, with expertise in low carbon technologies and processes.

We will, as a region, capitalise on the strong network of anchor companies with an international profile to build an **advanced manufacturing cluster** – one which will be highly competitive on a global stage.

We will, as a region, become a **hub of innovation and technology excellence** and a leader in developing digital business clusters. We will put the region at the forefront of the artificial intelligence and data revolution.

We will develop and project the reputation of North Wales as a **centre of excellence for high value tourism**, building on recent investments and a growing portfolio of globally attractive all-year attractions. This will contribute to the attractiveness of the region as a destination and a place for investment. We will be the “adventure capital” of the UK.

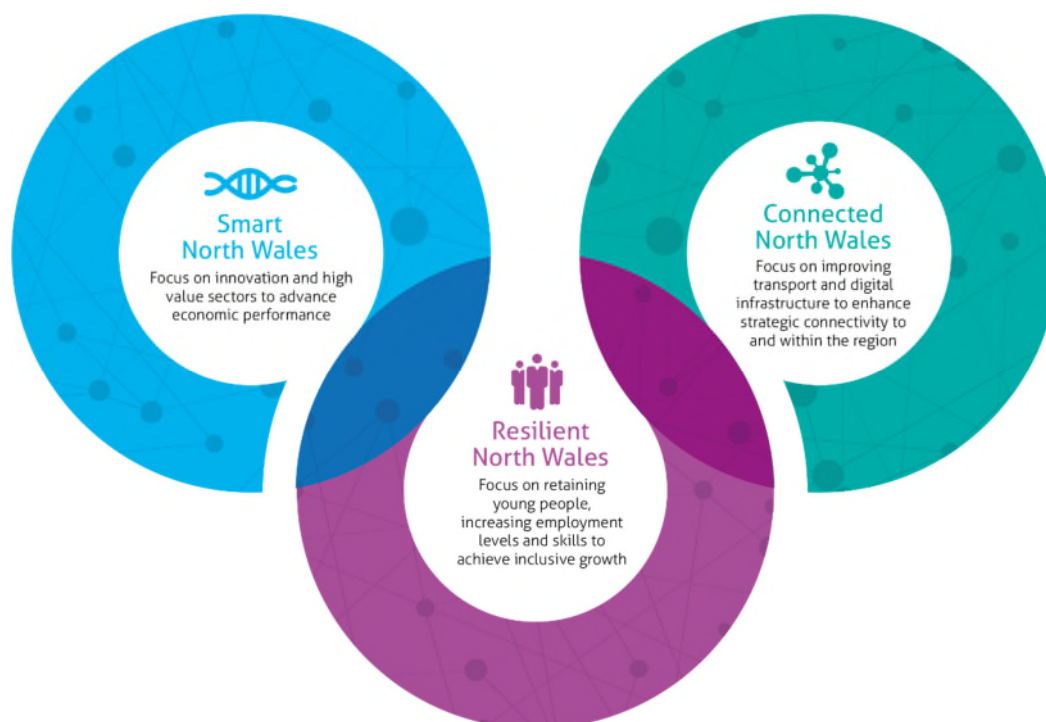
We will capitalise on the opportunities created by significant private sector investments, most notably Wylfa Newydd on Anglesey, one of the largest contemporary private sector investments in the UK. This will be a £15 billion direct investment into the region, and will be transformational in increasing high quality employment and supply chain opportunities. Over 850 jobs will be created when the Plant is operational, and up to 9,000 construction jobs will be created.

With the stimulus of public and private sector investment North Wales will become a low carbon, high-tech economy with a high-quality infrastructure, a sustainable skills-base and responsive business support to host and grow sustainable businesses in globally competitive sectors. We will maximise the advantages for industry in the region from the global shift to clean growth. And we can become an exemplar of a “low carbon region”.

3 Aims

The Growth Vision was founded on three key Aims:

- **Smart North Wales** – with a focus on innovation and high value economic sectors to advance economic performance.
- **Resilient North Wales** – with a focus on retaining young people, increasing employment levels and skills to achieve inclusive growth.
- **Connected North Wales** – with a focus on improving transport and digital infrastructure to enhance strategic connectivity to and within the region.



Smart North Wales:

With a focus on innovation in key sectors to advance economic performance. We will do more to:

- Capture the value from our science, research and creativity and support innovation that drive our productivity.
- Address barriers that impact on collaboration and the flow of knowledge between research and industry.
- Improve access to capital and ensure that business support and advice is coherent and coordinated, especially in view of “new forces” impacting businesses such as decarbonisation, automation, artificial intelligence and other forms of digitalisation.
- Deliver high quality sites and premises across the region to accommodate expansion, diversification and innovation in the business base, particularly in the advanced manufacturing and adventure tourism sector.
- Play a leading role in providing the low carbon technologies, innovations and services in maximising opportunities stemming from the global shift to “clean growth”.

Resilient North Wales:

Retaining young people, raising employment levels and improving skills. We will do more to:

- Embed a culture of career-long learning, so as to give people the opportunity to adapt, learn new skills and grow their earning power.
- Reduce the number of workless households and remove barriers faced by workers to access good jobs.
- Inspire young people to access opportunities and exciting careers in the region, and we will equip people for jobs shaped by next generation technology, driving up digital skills.
- Ensure people and businesses have a co-ordinated and joined up service to skills and employment support and advice in the region.
- Ensure that there is sufficient supply of housing in the region especially of affordable types, to support employment growth and community needs.

Connected North Wales:

Improving transport and digital infrastructure to upgrade connectivity to and within the region. We will do more to:

- Plan and deliver a strategic approach to our investments, ensuring that they are well-targeted in order to drive economic development and employment growth.
- Upgrade digital networks and infrastructure across the region, with a focus on full fibre broadband, new 5G networks and smart technologies.
- Address and reduce traffic congestion on strategic road routes across the region.
- Develop integrated transport hubs and to deliver low carbon transport solutions.

9 Strategic Programmes

We have identified 9 Strategic Programmes. These Programmes are defined as a group of related Projects managed in a co-ordinated way to obtain benefits and to deliver the overall Vision and Aims.

The Programmes are listed below:

- **Land and Property Development**
To address the shortage of suitable land and properties for business growth and to bring forward sites for housing development.
- **Smart Access to Energy**
To deliver the infrastructure improvements required to position North Wales as one of the leading UK locations for energy generation and production, building in particular on the Wylfa Newydd Nuclear Power Project.
- **Adventure Tourism**
To enable further investment in adventure tourism attractions in the region, increasing their value to the regional economy.
- **Smart Technology & Innovation Hubs**
To deliver world-class resources in sector leading facilities such as low carbon energy and advanced manufacturing, building on expertise in the region, accelerating economic impact from research and technology.

- **Regional Growth Business Fund & Hubs**

To provide financial, technical and coherent advice and support for businesses across the region

- **Pathways to Skills & Employment**

To tackle economic inactivity and to deliver a co-ordinated skills and employment advice and support service, particularly to skill people up for future employment.

- **Skills Centres of Excellence**

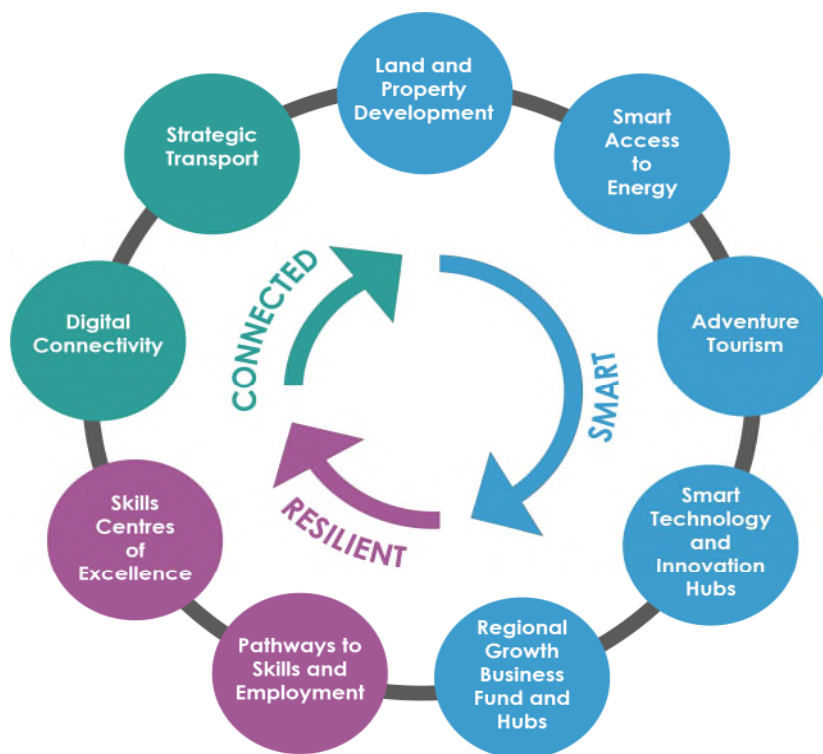
To create the conditions to increase the supply of skills in key growth sectors, focusing on improving the skills infrastructure in the region.

- **Digital Connectivity**

To deliver quality access to effective and affordable digital connectivity for businesses and households across the region, to boost innovation in digital signalling and to improve digital skills.

- **Strategic Transport**

To improve local transport infrastructure to support accessibility and connectivity.



The Vision, Aims and Strategic Programmes have been developed and agreed by a wide Partnership of people, organisations and the private sector who share a pride in, and ambition for, a region with unique assets, challenges and opportunities.

The focus of our approach is on creating the appropriate conditions for high value economic clusters such as energy, advanced manufacturing and digital sector to flourish and boost their contribution to the Welsh and UK economies.

This will be achieved by building on the strengths of the existing business base and overcoming barriers and challenges by delivering a package of Projects which are needed to transform opportunities for people and businesses.

Increasing productivity is naturally a key goal. However, to achieve this successfully, and to deliver a more balanced economy, long term investment will be required to tackle long term challenges, especially around transport, skills and employments, business support, specific sites and premises, and housing needs.

The need to achieve growth in an inclusive, integrated and suitable way is recognised and acknowledged – especially in keeping with the Well-Being of Future Generations Act. Our approach will address the well-being goals, with all the relevant public bodies working collectively to improve the economic, social, environmental and cultural well-being of North Wales.

Strategic Outcomes

The strategic outcomes that will be delivered through this approach will include the following:

- Growth in regional prosperity.
- Creation of better quality jobs for the local labour market.
- A more skilled workforce within the region.
- Improvements in standards of living across the region.

Strategic Outcomes & Indicators	2010	2011	2012	2013	2014	2015	Future Direction
Growth in Regional Prosperity							
GVA Growth	10,723	11,160	11,812	12,357	12,402	12,822	↑
North Wales GVA per head as % of UK (-London +SE)	82%	84%	87%	88%	85%	86%	↑
Dispersed GVA growth across the 6 Counties of North Wales	9.6%	5.5%	5.0%	12.3%	3.1%	5.5%	↓
GVA growth in high value economic sector (GVA growth in manufacturing, information and communications and technical activities)	0.1%	4.8%	4.0%	7.8%	-0.3%	2.0%	↑
Creation of Better Quality Jobs							
Employment Growth	-0.9%	1.4%	3.6%	-0.3%	0.4%	1.1%	↑
Dispersal of Employment Growth across the 6 Counties of North Wales	7.2%	8.2%	8.1%	7.4%	13.2%	12.9%	↓
Employment Growth in high value economic sectors	-1.5%	1.8%	0.1%	6.2%	5.8%	-2.6%	↑
A more Skilled Workforce within the Region							
Increase in proportion of the population with qualifications (NQF 4)	29.7%	30.4%	32.2%	33.5%	35.2%	36.1%	↑
Increase in higher level apprenticeships as a proportion of total employment	-	-	-	-	1,335	1,885	↑
Increase in apprenticeships 16-24 as a proportion of total employment	-	-	-	-	5,100	5,155	↑
Improvements in Standards of Living across the Region							
Reduce the proportion of workless households	19.9%	19.7%	18.7%	17.6%	18.7%	17.4%	↓
Improve affordability (median house prices / median income)	6.08	5.99	5.91	5.55	5.64	5.84	↓
Increase in median household income (£)	£22,813	£22,602	£23,297	£24,362	£24,478	£24,823	↑

SECTION 6 – PROJECT SCHEDULE LIST

The Projects for which investment is sought are included in this section. They are all strategic and their delivery will transform the performance and opportunities across the region. They have been developed in the context of our Vision and Aims, and are presented within the Strategic Programmes.

The Projects are inter-related and co-dependent. They have all been tested in terms of strategic fit, delivering value for money, commercial sustainability, deliverability and partnership support and commitment.

They have been designed and developed through partnership working and co-production amongst the public, higher education, further education and particularly the private sector in the region.

The Project Schedule List includes a mix of solutions that are:

- Spatially targeted
- Applied to the whole region
- Enablers, e.g. transport, housing
- Supporting growth and attracting private sector investment
- Promoting innovation

The balance of benefits from the investment will be shared to support sustainable and inclusive growth across the region – in accordance with our Vision as well as the priorities of the Well-Being of Future Generation Act.

It must be emphasised that this is a long list of projects – and the Schedule List will be regularly updated and reviewed in order to capture new and innovative projects that will deliver our vision and aims. This is therefore by no means a fixed and inflexible Project Schedule List. An Outline Business Case (OBCs) for each Project is included in **Appendix 1** (<C:\Users\900094\OneDrive - Cyngor Gwynedd\North Wales Growth Deal OBCs>). **Copies of individual OBCs are available in the Economic Development Department of all 6 Local Authorities.**

These OBCs have been prepared in accordance with the Treasury's Green Book.

A narrative of each Project is included below:

SMART NORTH WALES

1. Land & Property Development Programme

This Programme includes a package of projects to unlock growth opportunities in the region. Their development will deliver high quality sites and premises to accommodate innovation and expansion in the business base, in particular in advanced manufacturing and low carbon energy related industries.

The delivery of the Project within the Programme will provide businesses with access to a portfolio of well-serviced, high quality employment sites and premises and help meet the demand for housing, attracting investment and creating employment opportunities in the construction sector. A pipeline of schemes will be available to meet demand in future years:

Regional Land and Property Joint Venture Project

The purpose of the Project is to deliver a pipeline of quality sites and premises to meet demand and end-user requirements in the region. This will support opportunities for growth in key sectors (advanced manufacturing, energy and digital) and facilitate expansion, diversification and new investment in the business base of north Wales.

The project involves establishing a joint venture between the North Wales Economic Ambition Board and the Welsh Government to co-ordinate and manage the development and delivery of land and property across north Wales. The Joint Venture will also work with the private sector and other partners to resolve the barriers to development. There will also be a focus on accelerating the development of housing sites designated in the Development Plan of individual local authorities, working in partnership with the group of Registered Social Landlords in the region. The Partnership represents a strategic approach to the effective use of resources in seeking to address the housing needs of the region and bringing an innovative approach to the development by providing easier access to funding for local and regional house-builders to accelerate the rate of house building across the region.

The aim is to work in partnership with the Development Bank of Wales to ring-fence, expand the scope of, and promote, specific loans which are targeted at the SME house-building sector within the region. There are a series of “stalled sites” across where progress has been halted for a variety of reasons, such as viability issues caused by high infrastructure costs. Problems accessing finance limits the ability to unlock stalled sites which are a key barrier to house-builders in the region.

The project will create 2875 direct jobs and 2750 indirect jobs.

The total cost of the project is £124m.

This is a project that will be funded through the Growth Deal.

Priority sites for the joint-venture, where pump-priming investment is needed to bring forward development, include the following:

Warren Hall Strategic Site Project **[Lead Sponsor: 6 Local Authorities]**

Warren Hall is a major strategic site in Flintshire that has been in public sector ownership since the early 1990's. Although some primary road junction infrastructure has been installed, the site remains undeveloped and incapable of further development until additional on-site infrastructure has been provided. The site is located close to the A55 and has planning consent.

Funding is required to support up-front infrastructure costs. The site comprises 65Ha of land available for development. The proposals include a mixed-use development of housing and Business Park, and will complement and capitalise on the success of the Deeside Industrial Zone and Chester Business Park.

There is clear evidence of demand from the private sector, and major enquiries are currently under discussion. However, private investment cannot be secured and interest can't proceed unless the primary infrastructure is provided.

The site has the potential to generate private sector investment leverage of £55 million, with a scope for up to 1,000 indirect or construction jobs.

The Project will be delivered between 2019-2021.

The total cost of the Project is £15m.

Wrexham Technology Park Strategic Site Project

[Lead Sponsor: 6 Local Authorities]

The purpose of this Project is to bring forward an extension to the Wrexham Technology Park – which is a strategic site located between the town centre and the main A483 road corridor. Additional brown field site is available for development, but new road access is required, together with improved junctions on the A483, electricity grid connections and other new primary infrastructure.

Recent progress by Welsh Government to support significant junction improvements to be delivered over the next few years means that the site can now be bought forward for development.

The site comprises 5Ha of development land, in four plots, with a proven demand from the private sector for development. A major local occupier with significant growth and job creation potential is known to require additional development land.

Funding is required in order to support up-front infrastructure work to bring forward the site. The site has been in public ownership for many years and has not progressed due to the inadequate infrastructure supporting the site. The site has the potential to accommodate significant opportunities for digital and financial services employment opportunities.

The Project will deliver direct private sector investment of £2 million. It is also considered that there will be an additional indirect leverage of £32.4 million. The Project will generate up to 1,000 direct jobs and 500 indirect jobs.

The Project will be delivered between 2022-2025.

The total Project cost will be £11 million.

Parc Bryn Cegin Strategic Site Project, Bangor

[Lead Sponsor: 6 Local Authorities]

Parc Bryn Cegin is a strategic development site close to the A55 on the outskirts of Bangor. The site has remained undeveloped – despite investment in primary infrastructure in the early 2000's

There is known private sector interest in the site and area, in particular in view of opportunities related to the energy sector and Wylfa Newydd. However, the return on investment is not deemed sufficient to persuade private sector developers to build units for occupation on terms acceptable to potential occupiers.

Funding is required to provide industrial floor space to meet known demand for units. It is proposed that up to 10km² of industrial and B1 floor space will be provided on the site. The completed development could be sold on completion, either to end users or on the investment market. There is potential for a return on some of the investment made from the sale of the occupied units.

There is scope to generate 250 indirect jobs, and up to 5 large businesses could be accommodated. It has potential to generate £12m private sector leverage.

The total cost would be £12million.

The Project will be delivered between 2019-2021.

Bodelwyddan Strategic Site Project

[Lead Sponsor: 6 Local Authorities]

The purpose of the Project is to support the development of a strategic mixed-use development site at Bodelwyddan in Denbighshire.

The site is located as a key strategic site within the Denbighshire Local Development Plan and planning consent has been agreed.

Funding is required in order to support up-front infrastructure costs. The site comprises 137Ha of land on which a master plan has been developed to accommodate housing development, employment, land and local facilities. The site will complement the existing St. Asaph Business Park and Kimmel Park employment sites, and will provide additional capacity for development in the central part of the A55.

There is a “named” developer for the site who will contribute £4m of direct private sector investment into the Project. The Project is expected to secure private sector leverage of £185m and will create up to 1,000 indirect or construction jobs. A joint venture mechanism will be used to generate a return on investment. This will be used to fund future projects within the Land and Property Development Programme.

The Project will be completed by 2021.

The total Project cost is £22m.

Consideration will also be given to the development of the Wrexham Food Centre, which is aimed at strengthening and enhancing regional food and beverage sector. The focus in the short term will be develop speculative rental units with onsite support to facilitate the development of sector cluster.

These “early win” sites, together with a pipeline of other potential opportunities, will be managed by the Joint Venture so as to respond to market demand and not to oversupply of the market. It will also allow capacity to meet future investment requirements in the region.

These sites – once developed and occupied – will produce income for the Joint Venture generated from rents and disposals of land and property. This income will be used to deliver the schedule of sites and premises priorities by the Joint Venture.

A small pool of technical expertise will be identified to develop and deliver projects on behalf of the Joint Venture.

New jobs, properties and housing units will be identified on a project-by-project basis. High level targets for the Joint Venture include 100 h.a. of “shovel ready” business land provided, 15,000m² of business space provided, 1500 housing lots with infrastructure available for development and £30 million direct private sector investment.

This is a project that will be funded through the Growth Deal.

It is estimated that the project will attract £657 million private sector investment achieved as a direct consequence of the portfolio of sites and premises being delivered by the Joint Venture.

2. Smart Access to Energy Programme

This Programme includes a package of Projects that will focus on positioning North Wales as one of the leading UK locations for low carbon energy generation and production, as well as innovative small scale smart local energy networks. It will focus in particular on capitalising on the opportunities from the £15 billion investment taking place as a result of the Wylfa Newydd Nuclear Power Station.

The delivery of the Projects within the Programme will ensure that North Wales has a quality and modern infrastructure to accommodate and facilitate sustainable growth in the low-carbon energy sector. Pilot projects will be exemplars for rural and peripheral areas:

Holyhead Gateway Project **[Lead Sponsor: 6 Local Authorities]**

The purpose of the Project is to upgrade and improve the infrastructure of Holyhead, a strategic gateway into North Wales and the UK. The Project will provide new deep-water cruise and heavy loading facilities, thereby, maximising the economic impact of the raft of North Wales energy projects, in particular Wylfa Newydd.

The Project will be developed and delivered in partnership with the private sector. Stena Line, the owners and operators of the Port of Holyhead, have made a clear commitment to inject private sector funding into the Project.

There is an urgent need for improved port facilities for the loading and unloading of heavy items. Very strong indications have been given by potential key customers that they will use Holyhead Port if the appropriate infrastructure improvements are delivered. This includes Horizon for the purpose of Wylfa Newydd.

Funding is required in order to support the infrastructure improvements to the Port, including reclamation of a site to deliver a multi-purpose berth and flexible holding area and the development of an integrated deep-water berth, enabling visits from larger cruise ships. There will also be a breakwater restoration scheme as part of the Project and the introduction of technologies to enable Holyhead to become the UK's first "smart" Port.

This is a project that will be funded through the Growth Deal.

The Project will deliver up to 1,250 direct jobs and 1,589 indirect construction jobs, and 17 acres of new and improved port facilities.

The overall Project cost is £80m, with a direct private sector contribution of £45m.

The Project will be delivered between April 2019 and March 2023.

Trawsfynydd Power Station Project **[Lead Sponsor: 6 Local Authorities]**

The purpose of this Project is to represent the first phase of infrastructure development to enable further energy-related development to take place at Trawsfynydd.

The site is within the designated area of the Welsh Government's Snowdonia Enterprise Zone – its inherent characteristics, infrastructure and grid connections lending itself well to further energy related development.

Funding is required in order to support complex feasibility studies in relation to the site, and upgrading infrastructure to and from the site. The aim is to enable the site to have the necessary licence to host a Small Modular Reactor and to base research activities in future nuclear technologies and associated systems on site.

Strong links have already been forged with key Small Modular Reactor developers, industry bodies, and governments, and consequently the benefits offered by the Trawsfynydd site are now widely recognised.

There is strong synergy between this Project with the ongoing and proposed developments at Bangor University, especially in Research & Development. The activities of the Energy Project, for example, will align closely with the Trawsfynydd Project, and enable innovation and testing to take place on advanced technology. There is strong synergy with the development of the Nuclear Sector Deal and the support for SMRs and Advanced Nuclear Technologies.

This is a project that will be funded through the Growth Deal.

The Project will lead to 250 direct jobs, over 2,500 construction jobs, and support over 600 new long-term jobs across the North Wales supply chain. It has the potential to achieve a leverage of £2bn in private sector investment.

The total cost of the Project is £20m.

The Project will be delivered between April 2019 and March 2030.

Morlais Project

[Lead Sponsor: 6 Local Authorities]

The Morlais Project is one of the most innovative marine energy Projects in the World. The Project will provide a “plug and play” seabed zone where tidal stream turbine manufacturers can install their turbines to generate energy.

The Project has identified sub-tenant customers with a range of technologies, a deliverable route to commercial readiness and proximity to expandable grid connectivity.

It has the potential to provide an output of 180MW of energy.

This Project has seven named tidal turbine manufacturers signed up on the sequential contracts. It will generate a new innovative method of generating energy through renewable sources. The development will be the first of its kind, and may well lead the way in the tidal stream energy sector.

Funding is required in order to support up-front infrastructure costs to develop the “plug and play” model. The Project will deliver a fully consented and connected zone for commercial roll-out, with the potential of private sector leverage of £5m with 8 turbine manufacturing companies establishing bases in the region. The Project will facilitate over 300 direct jobs.

This will be a project that will be funded through the Growth Deal.

The cost of the Project is £28m and the Project will be delivered between 2019-2022.

Smart Local Energy Network Project

[Lead Sponsor: 6 Local Authorities]

The purpose of this Project is to facilitate the development of sustainable local energy solutions for communities across the region.

The region has considerable potential for local renewable energy generation, but often these are constrained by grid capacity, especially in rural and peripheral areas. Additionally, community groups are also often constrained by complex legal and governance barriers and technical capacity. The project will address such barriers to accelerate and support community-owned electricity generation schemes.

The project will establish a Regional Energy Body to provide a hub of technical expertise, deliver pilot projects and evaluate options for future solutions to ensure communities and business benefit from local energy developments, by considering and evaluating innovative solutions.

The project will also support the decarbonisation of energy networks by delivering innovative pilot projects. These projects would involve the decarbonisation of transport and decarbonisation of domestic and business heating.

Opportunities for renewable schemes that provide balanced energy generation where hydro, wind and solar generation, supported by storage and gas storage solutions that can provide a mix of renewable energy will be considered. The project will also seek to produce hydrogen in modular facilities to support decarbonisation of transport networks; pilot projects that support access to tourism and reduce carbon usage for transport at major transport and business hubs will be delivered.

It will also seek to develop local energy networks that improve resilience, use energy generated more locally, and allow for the storage of energy when gaps in supply occur.

The project will deliver local energy generation schemes across a balanced mix of sources by funding and supporting small scale projects and working in partnership with community enterprises. The mix of technical expertise and funding provided by the project will help accelerate the development of future projects in the region.

This will be a project that will be funded through the Growth Deal.

The overall Project cost is £18m.

The Project will be delivered between April 2019 and March 2025.

3. Adventure Tourism Programme

This Programme will support the delivery of strategic projects that will boost the reputation of the region as the UK capital of adventure tourism, maximising and delivering the economic value from our natural environment. The programme will focus in particular on capitalising on the opportunities from international growth in the adventure tourism visitor market.

The successful delivery of the Projects within the Programme will further enhance the position of the region as the No 1 adventure tourism destination. There is a clear focus on extending the season and increasing the value base in terms of jobs, earning and value-added. All investments proposed within the Programme are distinctly private sector driven from existing Adventure Tourism facilities in north Wales. This will take the current offer to the next level and generate new and additional economic activity in the region

North Wales Adventure Tourism Capital Investment [Lead Sponsor: TBC]

The purpose is to bring forward a series of partnership projects with the private sector to increase the global reputation of North Wales as an adventure tourism destination. The Project will focus on increasing the competitiveness of existing attractions, enabling them to offer new experiences to visitors and retain them in the region for a longer period.

The project will focus in particular on addressing the barriers faced by the private sector in further developing their attractions. One key aim will be to bring forward transformational proposals that will

extend the season and therefore have a positive impact on the value base of the current offering in terms of jobs, earnings and value added.

A portfolio of key investment will be delivered through this project that will have a transformational impact on the adventure tourism base across North Wales. All the proposals funded will be distinctly private sector drivers from existing adventure tourism facilities in North Wales.

Proposals will be subject to prioritisation framework based on existing UK and Welsh Government appraisal system with a set of key criteria aligned with delivering proposals that attract international visitors, deliver year-round tourism, extend dwell-time, deliver complimentary offers (i.e. health and well-being) and achieve additionality. We will also seek to ensure that any supported proposal through this Project will deliver jobs efficiently, introduce innovation into the sector, and are potentially “game changers” for North Wales.

These investments are estimated to deliver over 175 Full Time direct jobs and upwards of 450 indirect jobs.

This is a project that will be funded through the Growth Deal.

The estimated total cost of the project is £40m but will also attract £20m of direct private sector investment.

The project will be delivered between April 2019 and March 2023.

4. Smart Technology & Innovation Hubs Programme

This Programme includes Projects that will deliver world-class resources in sector leading facilities, building on expertise in the region to maximise local economic impact from research and technology. It will focus in particular on opportunities in low carbon energy and advanced manufacturing.

The delivery of the Projects within the Programme will ensure that the region has world leading expertise and a network of world leading centres to boost innovation and new technology in key economic sectors, and therefore enabling new investment, growth and quality jobs in North Wales. Key to this Programme will be the direct benefits to the local SME sector in the region. Access to R&D facilities and assets will be promoted within the region to ensure that their value is maximised with relevant local businesses:

Nuclear Energy Centre of Excellence [Lead Sponsor: Bangor University]

The purpose of this Project is to establish world-class facilities and expertise on Sustainable Energy with a strong nuclear focus. The economic opportunities for a Nuclear Energy Centre of Excellence arise from the proposal to build a £15bn new nuclear power station on Anglesey and the plans by Rolls Royce, GE Hitachi and others to develop SMR technologies relevant to Trawsfynydd.

The plans in place and proposals being developed, namely the BWR Hub & Network, the academic capacity in nuclear engineering within the recently established Nuclear Futures Institute in Bangor University funded through Sêr Cymru, the attraction of world leading academics and the proposals for a Thermal Hydraulic Experimental Facility indicates a clear commitment by Bangor University, Imperial College London, Menai Science Park and their industry partners to bring transformational change to the economy of the region. These have the potential to bring about the biggest economic boost to the region in a generation.

The Centre located jointly at Bangor University and the Menai Science Park, will foster the formation of businesses and academic enterprises by providing a range of technical and business support to newly-formed companies in a nuclear-related cluster.

Funding is required in order to develop the Sustainable Energy Centre and the Nuclear Energy Centre of Excellence. The private sector will be a key partner in the development of the Centre. Companies such as GE Hitachi, Rolls Royce, The Wood Group and Horizon have shown a clear interest in supporting the Centre.

The Centre will increase innovation in the energy sector, and levels of commercialisation of research in high value sector. It will help to support positioning North Wales as a centre of international expertise in nuclear technology and create high value jobs. It will be a significant R&D facility promoting knowledge transfer with access to world class facilities and highly skilled graduates.

This is a project that will be funded through the Growth Deal.

It has the potential to create 90 direct jobs, and up to 900 indirect construction jobs.

The cost of the Project is £108.7m.

Enterprise Engineering & Optics Centre Project (EEOC) **[Lead Sponsor: Wrexham Glyndwr University]**

The project is to build on Wrexham Glyndwr's existing expertise in advanced manufacturing and optics to provide businesses in the region with facilities, research and innovation and skills in critical areas.

The Enterprise Engineering & Optics Centre will provide facilities targeted to boost high-level skills development for the region and enable SME's and large businesses to work in partnership with WGU on commercially driven research and development.

The provision of new state-of-the-art equipment that has wide industrial, R&D and educational application will support business in the region to deliver on the priority & growth sectors: advanced manufacturing, energy & environment, construction. Funding is therefore required to support the development of the Centre.

Key initiatives within the planned Enterprise Engineering & Optics Centre include: Precision Optics and Photonics (primarily based at St. Asaph); Microwave Technology & Composite Materials and Hydrogen Cell Technology (based in Wrexham).

Some 500 businesses will expect to be accessing services and facilities from the Centre with 30 being co-located on campus.

This is a project that will be funded through the Growth Deal.

The total cost of the Project is £30.7m and it will create 145 direct jobs.

The Project will be delivered between April 2019 and March 2024.

3D Factory UK **[Lead Sponsor: Wrexham Glyndwr University]**

The project is to build on Wrexham Glyndwr's existing expertise in advanced manufacturing to provide businesses in the region and beyond with production-level capacity in additive manufacturing.

The 3D Factory UK is the UK's first comprehensive commercial production centre for additive manufacturing, based in Wrexham.

The facility will provide commercial production level 3D printing across key materials and multiple technologies. These will include titanium, plastics, steel, nylons, ceramics and printed circuit boards. This technology will support a wide spread of manufacturing and construction industries, from automotive, aerospace and energy to health and medical.

The 3D Factory UK's physical facilities will be underpinned by senior design engineers who will be able to advise commercial partners on technology applications and design solutions and work closely with partner staff on process management.

The rise of the digitally-driven economy and "Industry 4.0" are transforming manufacturing industry and revolutionising the development and prototyping of new products. This facility will be a significant regional asset, placing North Wales at the forefront of manufacturing and supporting our place as a centre for leading-edge engineering.

This project is under development.

Funding is required in order to support the development of the facility. The Project cost is £14.9m and it will create 92 direct jobs.

Over 300 businesses will access the facility, capitalising on the first multiple technology platform 3D Manufacturing Facility in the UK.

The Project will be delivered between April 2019 and March 2023.

Glynllifon Rural Economy Hub Project **[Lead Sponsor: Grŵp Llandrillo Menai]**

The purpose of the Project is to develop the role and contribution of the Grŵp Llandrillo Menai Glynllifon campus to support rural economic development, specifically to stimulate economic growth and create jobs. The Rural Economy Hub (REH) will be a regional centre of excellence supporting rural enterprises with the space, knowledge and tools to enable them to reach their productive potential. Customers and users will include pre-start-ups, start-ups and growing SMEs who will take advantage of the support infrastructure, research and innovation excellence to become competitive in the global market place.

The Hub will provide an innovation bridge between research in agriculture methods and the local farming community and the land-based sector in general. The Hub will work closely with GLLMs current Food Technology Centre at Llangefni who have a very positive regional reach and impact. The Hub will enhance this reach and impact across the region.

The REH will be a joint venture between national and regional partners with the aim of supporting the regional rural economy through nurturing entrepreneurship, innovation and enterprise development. The hub will focus on providing support through facilities including: the **Knowledge Centre** – which is centred on creating a pool of "know-how" and practical experience to support innovation and enterprise growth in the region; and the **Food Enterprise Park** – including incubator space for start-ups and flexible food grade units designed to attract growing SMEs.

The project will address the challenge of Brexit, provide higher value employment opportunities for young, skilled people and provide a solid local and regional infrastructure to support the growth and development of the rural economy.

Funding is required in order to support the infrastructure costs associated with the development of the Hub.

The Federation of Small Businesses have given their support to the project:

“We are supportive of this project and could lead to enhanced partnerships between FE and smaller businesses as well as provide opportunities for joint approaches to rural enterprises within the region.”

The Llysfasi Carbon Neutral Farm and the Glynllifon Rural Economy Hub projects both compliment each other, by together providing a whole supply chain solution in the agri-food sector, focusing predominantly on pre-farm gate and post farm gate support respectively.

This is a project that will be funded through the Growth Deal.

The Project will achieve £3m of partner investment and create at least 80 new jobs. Some 2,300sq.m. of dedicated space for specialist food grade accommodation will be developed and near 1,000sq.m for the Knowledge Centre. Around 200 businesses will expect to be accessing services and facilities from the hub.

The total cost of the Project is £13m.

The Project will be delivered between April 2019 and December 2022.

The Llysfasi Carbon Neutral Farm - Renewable Energy and Technology Centre [Lead Sponsor: Coleg Cambria]

The vision is to create a centre of excellence in productive farming and renewable energy technologies that will act as an innovation demonstrator platform and test bed for new and existing technologies. This will facilitate growth in the commercial Agricultural sector in North Wales and wider regions through the efficient use of digital precision primary food production. It will establish a strategic resource in North Wales for innovation in agricultural productivity and sustainability.

The digitalisation of the sectors and the business infrastructure delivering rural sustainability are all closely related with the skills base, and the future development of innovation. It is estimated that 500 businesses/ communities will benefit from knowledge transfer, and 20 commercial projects will be delivered in renewable and digital precision farming. It will lead to the development of Coleg Cambria's farm and campus at Llysfasi as an innovative, technology-led centre to support productivity in the agricultural sector in North Wales.

This project fits into the vision by Welsh Government that Wales becomes a global leader in clean energy and low carbon electricity generation, and the aspirations of 'best in class' of Wales industry in future years.

The project will be achieved by working in partnership and forming close collaborations a range of organisations including: Welsh Government; Grwp Llandrillo-Menai; Natural Resource Wales (NRW); Local Government; A range of appropriate Universities - UK and international; Tillhill / BSW Forestry management, wood processing and transport logistics; LEAF-FACE (Linking Environment and Farming-Food and Countryside Education with links to schools and careers education); National Renewable Energy businesses - The Greener Group, FreEnergy, Aeolus Energy group. Dulas; UK renewables; Wales farming unions (National Farmers Union - Cymru, Farmers Union Wales); Young Farmers Wales (YFC Wales); Levy boards (AHDB, HCC); General public and local/regional communities; plus a further range of blue chip businesses Regional, National and International.

The project will aim to improve the uptake of renewable energy projects with a target of 40 projects over five years. It will provide a test bed for commercial testing of near market technology over the next five years, whilst delivering economic rural diversification enhancement.

Capital funding is required towards building development and equipment and machinery purchase. Private/commercial sector and Coleg Cambria investment of £5m each is being leveraged, to match fund the ask from the Growth Deal bid.

The Llysfasi Carbon Neutral Farm and the Glynllifon Rural Economy Hub projects both compliment each other, by together providing a whole supply chain solution in the agri-food sector, focusing predominantly on pre-farm gate and post farm gate support respectively.

This is a project that will be funded through the Growth Deal.

The total capital cost of the project is £20m

The capital element of the project will be delivered within 2 years of the funding being secured.

Centre of Environmental Technology and Industrial Accreditation Project [Lead Sponsor: Bangor University]

The purpose of the Project is to provide businesses with industrial-scale facilities to enable them to design and test new products and materials, and help achieve the necessary industrial and environmental standards and accreditation.

The Centre for Environmental Biotechnology (CEB) will apply Bangor University's international excellence in environmental science and biochemistry to contribute to the development, long-term sustainability and competitiveness of a new high-tech industrial sector in North Wales, providing innovative solutions to improve the efficiency and reduce the environmental footprint of traditional processes. It will deliver a North Wales biotechnology cluster and position North Wales as a centre of excellence of innovation in environmentally sustainable high-tech manufacturing businesses.

The CEB project is focused on transforming biological processes into industrial/ commercial applications (bioengineering and biocatalysis) through the discovery and categorisation of novel enzymes derived from extreme environments. One of many potential applications is pulp extraction for paper-making which currently takes place at 80°C, and employs corrosive, toxic and greenhouse-gas producing chemicals such as Sodium Hydroxide, Sodium Sulphide and Chlorine. This is truly transformational research with huge commercial potential; support has been indicated by pharmaceutical giant Beyer, as well as Danish firm Novozymes, a company boasting 48% share of the worldwide enzyme production market. Project partners also include Unilever (Wirral), Croda (Cheshire) as well as many other leading industrial companies.

The Accreditation Arm of the Centre will provide Welsh and wider UK businesses with industrial-scale facilities to enable them to design and test new products and materials for a wide range of high value sectors, including: nuclear, solar photovoltaics, photonics, aerospace, automotive and space technology.

The Centre will provide access to highly specialised equipment supported by world-class academic expertise, focussing not just on engineering product design but on commercially vital lifetime and reliability testing. This capacity will be a critical addition to the engineering and manufacturing R&D infrastructure in the region. Private sector project partners include TWI - one of the world's foremost independent research and technology organisations, with expertise in materials joining and engineering processes - Qioptiq Ltd (North Wales) and IQE Ltd (South Wales) - the leading global supplier of advanced wafer products and wafer services to the semiconductor industry and a Welsh company at the forefront of the compound semiconductor industry for more than twenty-five years. The Accreditation Centre also links strongly to the nuclear agenda, both nationally and locally. Support can be provided through the

Centre, to the proposed Nuclear Centre of Excellence. Supporters / potential customers from across North Wales include Raytheon UK, QinetiQ Group plc, Denis Ferranti Group, PPM Technology, Siemens, Menai Organics, Dyesol Ltd, and UK Micromachining Ltd.

Funding is required in order to support the development of the Centre, enabling investment in world-class facilities and equipment.

This is a project that will be funded through the Growth Deal.

The Project will achieve £20.1m of partner investment and create at least 128 new jobs.

The total cost of the Project is £29.15m.

The Project will be delivered between April 2019 and March 2023.

5. Regional Growth Business Fund & Hubs Programme

This Programme will deliver Projects that will provide financial, technical and coherent advice to businesses in the region, focusing in particular on accelerating the rate of decarbonisation and promoting innovation with the business base.

The delivery of projects within the programme will provide North Wales businesses with the necessary high quality, coherent and market focused advice and support in order to succeed in their competitive marketplace. This should make a major contribution towards supporting North Wales' future economic growth across all sectors and business types. The key aim will be to simplify the service to the region's businesses and community.

The North Wales Regional Business Growth Fund Project (RBGF) [Lead Sponsor: 6 Local Authorities]

The North Wales Regional Business Growth Fund (RBGF) is a targeted, dedicated regional suite of business support aids that will lever in significant private sector investment and accelerate the rate of decarbonisation within the North Wales business base. The RBGF will complement existing services and strategic projects across North Wales, adding substantial value to the area's current offer and ensuring that business support and advice is much more co-ordinated and coherent across the region. The Project has been designed and developed by the private sector in the region.

The focus for the Regional Business Growth Fund is to ***accelerate Innovation, increase Productivity and Harness Local Talent through the following:***

Accelerating Innovation

- Cultivate and Commercialise World Leading Research & Development
- Adoption and Commercialisation of Digital - Industry 4.0 technologies across all Sectors
- Increasing Knowledge Transfer and collaboration

Increasing Productivity

- Increasing Exports
- Boost Supply Chain / Accreditation development
- Targeted Marketing of the North Wales region
- Supporting Clean Business Growth – Accelerate the decarbonisation of the business base

Harnessing Local Talent

- Boosting Graduate Recruitment and Retention

Funding is required in order to support the development of the Business Growth Fund.

The Project will achieve circa £100m of private sector investment as leverage, create at least 1250 new jobs, increase export sales by over £80m, deliver 140 significant R&D projects and save 450,000+ tonnes of carbon within the NWMD region. 1000s of businesses will benefit ranging from micro-businesses (which are usually excluded or ineligible) to the very largest in the North Wales economy.

One key component of the Project is the establishment of a “Business Growth Hub” to deliver a more co-ordinated and integrated support network for businesses. It will enable the co-location of existing officers working in various organisations to achieve a more co-ordinated, joined-up service in the region.

There will be a focus in particular on supply micro-businesses and the self employed sector in the region.

This project is under development.

The total cost of the Project is £52.5m.

The Project will be delivered April 2019 and March 2024.

RESILIENT NORTH WALES

6. Pathways to Skills & Employment Programme

This Programme includes Projects that will tackle economic inactivity and deliver a more co-ordinated skills and employment advice and support service in the region.

The delivery of the Projects within the Programme will enable people to access support more easily and effectively to help them upskill and gain employment, ensuring a robust local workforce is available to meet future employment needs and opportunities in North Wales. A particular focus will be given to those who are inactive and to young people who will be inspired to access opportunities and exciting careers in the region:

Information & Advice Gateway

[Lead Sponsor: 6 Local Authorities]

The aim of the project is to facilitate the upskilling of the North Wales Population for future employment needs, by improving the regional skills and employment knowledge, advice and support available across the region for individuals, employers and service providers.

This is a bespoke enabling project that will support delivery of a number of other key growth deal projects by ensuring appropriate skilled labour is available at the right time and in the right place that is also aligned to and supportive of national policy.

Work will be focused on increasing the level of impartial employer engagement in the region, to increase and share knowledge about future employment and training needs and stimulate apprenticeships. Providing a brokerage service for skills development and recruitment for large regional projects, to aid successful implementation and capitalise on skills development opportunities. Working in partnership with Careers Wales and Welsh Government, to support the development of Welsh Government ‘Employment Advice Gateway’ in the region, including an Adult Bursary Scheme, to influence and increase

the availability of good quality impartial advice and support, to inspire people to train in skills related to future job opportunities in North Wales.

The project will aim to stimulate an 8% shift in skilled labour available in the regional market by 2034, with a 50% increase in the number of higher level apprenticeships in key and growth sectors undertaken and 4000 job opportunities taken up by the local workforce, facilitated via the brokerage service by 2024.

Funding is required to provide capacity to work in partnership with Careers Wales and Welsh Government locally to facilitate the early implementation of the WG Employment Advice Gateway, stimulate employer engagement and resource the brokerage service and adult bursary scheme. Private sector investment of circa £1.5m will be leveraged for the brokerage service.

This is a project that will be funded through the Growth Deal.

The total cost of the project is £10.25m.

The project will be delivered between 2018 and 2024.

Employability Pathway

[Lead Sponsor: 6 Local Authorities]

It is important to recognise that for those who need help and support in to employment, many are not thinking about work, are not job ready and/or have too many barriers in their way. To support these people on their journey to employment, there is a need to respond locally with bespoke support, but added value in the response can be achieved through a regionally co-ordinated approach.

The aim is to develop a Regional Employability Pathway Framework, which partners in the region would sign up to and use to influence their funding, commissioning and service delivery decisions. The Framework is underpinned by the delivery of a variety of programmes and services both locally and regionally and will be complimented by the National commissioning of the Working Wales employability programme contracts, currently out for tender.

Work will focus on better understanding and co-ordination of the delivery of these programmes and services within the commonality of the Framework, to make best use of available funding, especially in the changing landscape of funding, with the ending of ESF funding.

The project will aim to achieve a 15% reduction in the number of people claiming work related benefits and a 20% reduction in the number of households claiming work related benefits by 2024.

This project is under development.

Funding is required initially to stimulate the framework development and co-ordination activity.

The initial cost of the project is £0.3m.

The project will be delivered between 2019 and 2024.

7. Skills Centres of Excellence Programme

This Programme includes a package of Projects that will improve the skills infrastructure in the region to increase the supply of skills in key growth sectors.

The delivery of the Projects within the Programme will facilitate the development of a network of key skills centres across the region that will deliver high quality training in key sectors of the economy:

North Wales Tourism & Hospitality Centre of Excellence [Lead Sponsor: Grŵp Llandrillo Menai]

The Tourism and Hospitality Centre of Excellence aims to provide targeted skills development, product research and business support across North Wales. It seeks to increase the resilience of tourism businesses, support the development of sustainable high value tourism jobs, position tourism as an aspiration career choice and support the growth and value of the tourism industry in North Wales.

It will operate in partnership with the private sector as a hub and spoke model. The primary skills excellence hub will be a purpose-built new facility at Coleg Llandrillo in Rhos-on-Sea with much of the training and development being delivered by partner tourism businesses across the region, supported by the very latest training delivery technology in bespoke training facilities.

The hub and spokes will provide training, exhibitions, taster sessions and real work experience to several cohorts including: school pupils, full-time post 16 learners, apprentices and those who are not in employment, education or training. Facilities will be developed that support the development of the skills in demand across the sector with each spoke potentially developing a different area of training. An integral part of this will be that each spoke will commit to operating a high quality apprentice scheme that could be in partnership with other smaller or newer business.

Strong engagement and support is being demonstrated by the private sector with partners involved so far including Zipworld, Surf Snowdonia, Always Aim High, Continuum/Greenwood Forest Park, Dylan's, North Wales Tourism, British Hospitality Association, Llandudno Hospitality Association, Wrexham County Council, Conwy County Borough Council, DWP/JCP. Letters to formally register their interest in the project have been received from a number of these partners.

The project aims to achieve 45 new junior apprenticeships and 50 new apprenticeship opportunities, with 480 hospitality and tourism level 1 to 3 qualifications available at the Hub and Spokes across North Wales.

This is a project that will be funded through the Growth Deal.

Funding is required to establish the hub and spoke model, with a potential leverage of £1.25m private sector investment and £5m investment from Grŵp Llandrillo Menai.

The total anticipated cost of the project is £16.25m

A timeframe for the delivery of the project currently being developed.

North Wales Rail Engineering Centre of Excellence [Lead Sponsor: Grŵp Llandrillo Menai]

The purpose is to develop workforce skills in rail engineering that support rail infrastructure improvements in Wales and North West / Mid England.

Aligned with the aspirations set out in Growth Track 360, the West and Wales Rail Prospectus and discussions between Network Rail, Grŵp Llandrillo Menai and Denbighshire County Council, this project will provide a highly skilled regional workforce, able to support the significant rail infrastructure improvements required across North Wales. To achieve this, a new North Wales Rail Engineering Centre of Excellence will be developed in the town of Rhyl.

The centre will house a wide range of skills development opportunities across the broad spectrum of rail engineering. Training will be offered to those seeking employment and to those wishing to upskill. Initially the centre will focus on signal engineering to meet the demands of the ongoing upgrade to the North Wales line.

The project will aim to deliver 1000 training days for upskilling, 24 new junior apprenticeships, 36 rail engineering trainees and 24 rail engineering apprenticeships in the each year. With the development of a new higher education programme in rail engineering in year two.

Capital funding is required to fund the development of the infrastructure of the facility and will leverage £0.5m from Network Rail, along with £3.5m from Grŵp Llandrillo Menai.

This is a project under development.

The total capital cost of the project is £7.5m

The construction of the centre can potentially commence in the summer 2019 with completion the following year.

Regional STEM – Achieving Excellence in Skills Development **[Lead Sponsor: TBC – currently with Regional Skills Partnership]**

This project is in its early development phase and is currently being scoped by the Regional Skills Partnership, ensuring it interlinks with other STEM related projects taking place in the region.

North Wales Health & Social Care with Higher Education –Achieving Excellence in Skills Development **[Lead Sponsor: TBC – currently with Regional Skills Partnership]**

This project is currently at concept stage and the Regional Skills Partnership has commissioned a piece of work to understand the skills requirements in the region for Health and Social Care, to inform the scoping of a solution.

North Wales Digital Automation –Achieving Excellence in Skills Development **[Lead Sponsor: TBC – currently with Regional Skills Partnership]**

This project is co-dependent on the Digital Skills for North Wales project. It is currently at concept stage and the Regional Skills Partnership has commissioned a piece of work to understand the skills requirements in the region for digital automation, to inform the scoping of a solution.

CONNECTED NORTH WALES

8. Digital Connectivity Programme

This Programme will bring forward Projects that will improve digital connectivity for business and households across the region, as well as digital skills and innovation in digital signalling.

The delivery of Projects within the Programme will provide connectivity to facilitate innovation and smarter working, improvement of business competitiveness, with businesses and residents having the capacity and know-how to exploit high quality digital opportunities. This is seen as an urgent and high priority of the Programme to be delivered in the region:

North Wales Digital Connectivity Project [Lead Sponsor: 6 Local Authorities]

This Project will develop improvements in fixed broadband and mobile infrastructure necessary to support new and existing competitive business activity in North Wales. It will also enhance the region as a place to invest, work and live. It will focus in particular on full fibre passive infrastructure, an affordable gigabit service, and rural broadband deployment.

The private sector across the region view this project as a top priority. They have been engaged and involved in its design and development.

The Project will also be the vehicle to leverage private sector funding from the private sector, particularly from network operators. Serious consideration will be given by network operators to invest direct private sector money in the Project through a joint venture.

The need for the Project is highlighted by the fact that four of the six counties in North Wales are ranked in the bottom 25% of UK Local Authority areas for Superfast (>30 Mbps) broadband coverage (March 2018).

The Project will be delivered between 2019-2021.

The Project will have clear outcomes and impact, including 80% of strategic employment sites will be “passed” by direct infrastructure and 100% of the duct provided will be accessed by at least one network provider.

There will be a focus on particular on supply micro-businesses and the self employed sector in the region.

This is a project that will be funded through the Growth Deal.

The cost of the Project is £66.75m.

Digital Signal Processing Centre Project [Lead Sponsor: Bangor University]

This Project will transfer market-driven Research & Development activities into commercial exploitable products, processes and services for digital communication. It will ensure that the region is at the forefront of the new digital economy, and will undertake market-drivers Research & Development for digital signal processing for both wired and wireless networks.

The Project will be based at Bangor University – the University has a worldwide reputation in the application of this technology with the Telecoms sector. Close collaboration with major international companies will take place through this project.

Funding is required in order to develop the Processing Centre and ensure it has the appropriate equipment and facilities.

This Project will position the region as a Centre for International Expertise in digital signalling, and increase in particular levels of commercialisation of research in high value sectors. It will also raise the number of graduates and post-graduates in high demand disciplines within the region.

It will create 160 direct jobs, and generate 30 additional highly skilled graduates in the local workforce annually.

The Project aligns closely with the Digital Infrastructure Connectivity Project, together with the core business of M-Sparc Science Park on Anglesey.

This is a project that will be funded through the Growth Deal.

The Project will be delivered between 2019-2021.

The total Project cost is £7.4m.

Digital Skills for North Wales Project **[Lead Sponsor: 6 Local Authorities]**

This Project aims to develop a clear delivery plan to improve the digital skills of the current and future workforce of North Wales.

It will be a partnership approach between Bangor University, Glyndwr University, Grŵp Llandrillo Menai, Coleg Cambria and the 6 Local Authorities. The delivery plan will be co-ordinated by the Regional Skills & Employment Partnership.

This is a key project within the Programme and will ensure that the workforce is equipped with the necessary skills to keep up with the speed of digital and technological change. We need to increase the supply of digital skills across the economy. Highly skilled and highly paid digital jobs grew at twice the rate of non-digital jobs between 2011-2015 (UK Industrial Strategy). We need to ensure that the computing curriculum for pupils aged 5-16, including coding and the basics of programming, is ambitious and rigorous. We need to deliver a comprehensive programme to improve the teaching of computing and drive up participation in computer science.

The new digital age will change jobs and businesses, and we want to ensure that the local workforce in North Wales are able to capitalise on these opportunities.

This is a Project that is currently under development.

9. Strategic Transport Programme

This Programme will include Projects to improve local transport infrastructure to support accessibility and connectivity.

The delivery of the programme will improve regional connectivity, access to employment and for business and economic growth. Congestion nodes will be tackled, transport will be better integrated and alternatives to road based access developed. The region will be prepared for decarbonisation of our transport networks

Strategic Transport Project **[Lead Sponsor: 6 Local Authorities]**

The purpose of the project is to improve transport connectivity across North Wales. The transport network is heavily dependent of private cars and good vehicles to service business and tourism. Journey times are long, there is increasing congestion on the road network, public transport provision is fragmented and there is little integration between transport modes.

The project will deliver a number of Integrated Transport Zones across North Wales. These are areas where there is conflict between local journeys and longer distance travel on the strategic road network. This causes specific congestion points, impacting on access to employment and services, reducing the ability to travel to work and adds costs to business supply chains.

Integrated Travel Zones have been identified for the following locations:

- Deeside Corridor
- A483 and Wrexham Town Centre
- Prestatyn, Abergele, St Asaph and Llandudno, Conwy, Colwyn Bay
- Caernarfon Menai Corridor
- North Anglesey

In addition there are some region wide projects aimed at preparing the ground for decarbonisation of transport, improving integration between modes and providing public transport solutions in rural and peripheral areas currently dependent on private cars for transport.

Funding is required in order to deliver intertwined transport projects in the areas identified above. The project will be delivered between March 2019 and March 2024.

The project supports all other projects in the Proposition bid and outcomes and outputs are likely to be related to transport objectives rather than specific job and private investment. Transport is fundamentally an enabler of economic growth and without the interventions being developed, growth will be stifled. Outcomes to be achieved from the project are:

- Enable businesses to access markets, goods, services and labour
- The local population to access employment, education and services
- Visitors to access destinations, accommodation and attractions in the region
- A fully integrated transport system that enables non private car journeys to be undertaken easily and cost effectively
- A sustainable transport infrastructure that does not damage the environment

The private sector are supportive of this project with Wrexham Business Professionals stating:

“We are glad that the need to strengthen the transport infrastructure in and around Wrexham has been recognised.”

This is a project that will be funded through the Growth Deal.

The cost of the Project is £80million. It is estimated that the Project will create over 1,950 indirect or construction jobs across the region.

The Project will be delivered between April 2019 and March 2024.

The following table highlights how the Vision, Aims, Programme and Projects are all inter-connected.

<p>1 Vision</p> <p><i>“defined as an idealistic view of the desired outcome to be produced for the region. It is about creating a mental picture that will serve to energise and inspire”</i></p>	<p>3 Aims</p> <p><i>“defined as broad statement of desired outcomes for the region – linked to the vision”</i></p>	<p>9 Programmes</p> <p><i>“defined as a group of related projects managed in a co-ordinated way to obtain benefits and to deliver the overall vision and aims”</i></p>	<p>24 Projects</p> <p><i>“with a defined start and end point and specific objectives that, when attained, signify completion”</i></p>
<p>The vision is to develop “a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and our connection to the economies of the Northern Powerhouse and Ireland”</p>	<p>SMART NORTH WALES (with a focus on innovation in key sectors to advance economic performance)</p> <ul style="list-style-type: none"> - Lead innovation in low carbon and nuclear energy, advanced “smart” manufacturing and the digital and creative sectors, building on existing initiatives and strengths to increase investment and employment in these sectors; - Build a critical mass of world class expertise in these lead sectors and exploit supply chain opportunities for indigenous business in the region to grow; - Through close collaboration between businesses and leading research centres and Universities facilitate knowledge exchange, innovation and technology commercialisation to promote sector leading excellence and the growth and development of SMEs; - Grow digital businesses, both indigenous and investing, and create a highly competitive and diverse digital cluster that will cement the regions’ position as a hub of technology and digital excellence; - Build on the strong network of anchor companies with international profile and develop a portfolio of well-serviced, market-ready and accessible development sites across the region. 	<p>1. Land and Property Development</p> <ul style="list-style-type: none"> • to address the shortage of suitable sites and properties for business growth and to bring forward sites for housing development <p>2. Smart Access to Energy</p> <ul style="list-style-type: none"> • to deliver the infrastructure improvements required to position North Wales as one of the leading UK locations for energy generation and production <p>3. Smart Technology & Innovation Hubs</p> <ul style="list-style-type: none"> • to deliver world class resources in sector leading facilities, building on expertise in the region, accelerating economic impact from research and technology <p>4. Regional Growth Business Fund & Hubs</p> <ul style="list-style-type: none"> • to provide financial, technical and coherent advice and support for businesses across the region <p>5. Adventure Tourism</p> <ul style="list-style-type: none"> • to raise the quality of the adventure tourism offer in North Wales to international standards and increase the value base of the industry in the region. 	<ul style="list-style-type: none"> - Regional Land and Property Joint Venture Project - Holyhead Gateway Project - Trawsfynydd Power Station Project - Morlais Project - Smart Local Energy Network Project - Nuclear Energy Centre of Excellence - Enterprise Engineering & Optics Centre (EEOC) - 3D Factory UK* - Glynllifon Rural Economy Hub Project - Centre of Environmental Technology and Industrial Accreditation Project - The Llysfasi Carbon Neutral Farm – Renewable Energy and Technology Centre - The North Wales Regional Business Growth Fund (RBGF)* - North Wales Adventure Tourism Capital Investment
	<p>RESILIENT NORTH WALES (retaining young people, raising employment levels and improving skills)</p> <ul style="list-style-type: none"> - Retain young people and reduce outward migration through offering a positive future; - Increase employment levels, reduce inactivity and reduce the number of workless households; - Achieve “inclusive growth” and equality of access – connecting the labour market and localities to jobs and opportunities for business growth – through improved transport access and skills; - Be pioneering in skills and employment planning, with schools and training providers collaborating in support of regional economic priorities, and equipping young people with the skills needed by employers ready for employment - Succeed in ensuring that growth is scalable, and is dispersed across the region, respecting and valuing the cultural and linguistic characteristics of North Wales. 	<p>6. Pathways to Skills & Employment</p> <ul style="list-style-type: none"> • to tackle economic inactivity and to deliver a co-ordinated skills and employment advice and support service, particularly to skill people up for future employment <p>7. Skills Centres of Excellence</p> <ul style="list-style-type: none"> • to create the conditions to increase the supply of skills in key growth sectors, focusing on improving the skills infrastructure in the region 	<ul style="list-style-type: none"> - Information & Advice Gateway - Employability Pathway* - North Wales Tourism & Hospitality Centre of Excellence - North Wales Rail Engineering Centre of Excellence* - Regional STEM – Achieving Excellence* - North Wales Health & Social Care with Higher Education – Achieving Excellence* - North Wales Digital Automation -Achieving Excellence*
	<p>CONNECTED NORTH WALES (improving transport and digital infrastructure to upgrade connectivity to and within the region)</p> <ul style="list-style-type: none"> - Improve transport infrastructure, specifically road and rail, to facilitate economic growth and the movement of people, goods and services; - Develop integrated transport hubs to (1) connect localities to employment centres and the regional and national transport infrastructure – both road, air and rail, and (2) achieve a modal shift from private to public transport; - Identify and deliver low carbon transport solutions; - Reduce traffic congestion on strategic road routes to improve connectivity and access; - Upgrade digital networks and infrastructure access the region to support the functionality, competitiveness and growth of the indigenous business sector with an emphasis on SMEs. 	<p>8. Digital Connectivity</p> <ul style="list-style-type: none"> • to deliver quality access to effective and affordable digital connectivity for businesses and households across the region <p>9. Strategic Transport</p> <ul style="list-style-type: none"> • to improve local transport infrastructure to support accessibility and connectivity 	<ul style="list-style-type: none"> - North Wales Digital Connectivity Project - Digital Signal Processing Centre Project - Digital Skills for North Wales Project* - Regional Strategic Transport Project

* under development

SECTION 7 – ECONOMIC CASE

PROGRAMME	Indirect / Construction Jobs	Direct Job Creation	Direct Private Sector Investment	Private Sector Leverage*	Improved Skills Base
1. Digital Connectivity					
1.1. North Wales Digital Connectivity Project	2,100	n/a	-	£250m	Medium Impact
1.2. Digital Signal Processing Centre Project	120	160	£1.44m	£15m	High Impact
1.3. Digital Skills for North Wales Project*	n/a	n/a	n/a	n/a	n/a
2. Land and Property Development					
2.1. Regional Land and Property Joint Venture Project	2750	2875	£34m	£637.4m	Medium Impact
3. Adventure Tourism					
3.1 North Wales Adventure Tourism Capital Investment	450	175	£20m	£40m	-
4. Smart Access to Energy					
4.1. Holyhead Gateway Project	1,589	1,250	£45m	£80m	Medium - High Impact
4.2. Trawsfynydd Power Station Project	2,500	250	-	£2bn	High Impact
4.3. Morlais Project	300	230	£0.4m	£5m	Medium Impact
4.4. Smart Local Energy Network Project	190	25	-	£3m	Medium Impact
5. Smart Technology & Innovation Hubs					
5.1. Nuclear Centre of Excellence Project	-	90	-	£21m	High Impact
5.2. Enterprise Engineering & Optics Centre Project	370	145	-	£31.4m	High Impact
5.3. 3D Factory UK*	n/a	n/a	-	n/a	n/a
5.4. Glynllifon Rural Economy Hub Project	91	80	-	-	High Impact
5.5. Centre of Environmental Technology and Industrial Accreditation Project	350	128	£1m	£11.2m	High Impact
5.6. The Llysfasi Carbon Neutral Farm – Renewable Energy and Technology Centre	-	-	£5m	£5m	High Impact
6. Regional Growth Business Fund & Hubs					
6.1. The North Wales Regional Business Growth Fund (RBGF)*	n/a	n/a	n/a	n/a	Medium Impact
7. Pathways to Skills & Employment					
7.1. Information & Advice Gateway	-	-	£1.5m	-	High Impact
7.2. Employability Pathway*	n/a	n/a	n/a	n/a	n/a
8. Skills Centres of Excellence					
8.1. North Wales Tourism & Hospitality Centre of Excellence	150	-	£1.25m	£36.2m	High Impact
8.2. North Wales Rail Engineering Centre of Excellence*	n/a	n/a	n/a	n/a	n/a
8.3. Regional STEM - Achieving Excellence*	n/a	n/a	n/a	n/a	-
8.4. North Wales Health & Social Care with Higher Education - Achieving Excellence*	n/a	n/a	n/a	n/a	-
8.5. North Wales Digital Automation - Achieving Excellence*	n/a	n/a	n/a	n/a	-
9. Strategic Transport					
9.1. Regional Strategic Transport Project	1,950	-	-	-	Medium Impact
TOTAL:	12,910	5,408	£118.59M	£3.12BN	

*under development

SECTION 8 – FINANCE AND FUNDING

PROGRAMME	COSTS AND FUNDING					Regional Growth Deal Contribution	
	Total Investment / Costs	Direct Private Sector Contribution	Private Sector Leverage**	Other Contributions from Various Partners	Capital	Revenue	
1. Digital Connectivity							
1.1. North Wales Digital Connectivity Project	£66.75m	-	£250m	£28.25m	£38.5m	-	
1.2. Digital Signal Processing Centre Project	£7.4m	£1.44m	£15m	£3.025m	£3m	-	
1.3. Digital Skills for North Wales Project*	n/a	n/a	n/a	n/a	n/a	n/a	
2. Land and Property Development							
2.1. Regional Land and Property Joint Venture Project	£124m	£34m	£637.4m	-	£90m	-	
3. Adventure Tourism							
3.1. North Wales Adventure Tourism Capital Investment	£40m	£20m	£20m	-	£20m	-	
4. Smart Access to Energy							
4.1. Holyhead Gateway Project	£80m	£45m	£80m	-	£35m	-	
4.2. Trawsfynydd Power Station Project	£20m	-	£2bn	-	£20m	-	
4.3. Morlais Project	£28m	-	£0.4m	£19m	£9m	-	
4.4. Smart Local Energy Network Project	£18m	-	£3m	£6m	£12m	-	
5. Smart Technology & Innovation Hubs							
5.1. Nuclear Centre of Excellence Project	£87.2m	-	£21m	£68.6m	£18.6m	-	
5.2. Enterprise Engineering & Optics Centre Project	£30.7m	-	£31.4m	£20.3m	£10.4m	-	
5.3. 3D Factory UK*	n/a	-	n/a	n/a	n/a	-	
5.4. Glynllifon Rural Economy Hub Project	£13m	-	-	£3m	£10m	-	
5.5. Centre of Environmental Technology and Industrial Accreditation Project	£29.1m	£1m	£11.2m	£20.1m	£8m	-	
5.6. The Llysfasi Carbon Neutral Farm - Renewable Energy and Technology Centre	£20m	£5m	£5m	£5m	£10m	-	
6. Regional Growth Business Fund & Hubs							
6.1. The North Wales Regional Business Growth Fund (RBGF)*	n/a	-	n/a	n/a	n/a	n/a	
7. Pathways to Skills & Employment							
7.1. Information & Advice Gateway	£10.25m	£1.5m	£1.5m	£0.75m	-	£8m	
7.2. Employability Pathway*	-	-	n/a	-	-	-	
8. Skills Centres of Excellence							
8.1. North Wales Tourism & Hospitality Centre of Excellence	£16.25m	£1.25m	£36.2m	£5m	£10m	-	
8.2. North Wales Rail Engineering Centre of Excellence*	n/a	n/a	n/a	n/a	n/a	-	
8.3. Regional STEM - Achieving Excellence*	n/a	n/a	n/a	n/a	n/a	n/a	
8.4. North Wales Health & Social Care with Higher Education - Achieving Excellence*	n/a	n/a	n/a	n/a	n/a	n/a	
8.5. North Wales Digital Automation - Achieving Excellence*	n/a	n/a	n/a	n/a	n/a	n/a	
9. Strategic Transport							
9.1. Regional Strategic Transport Project	£80m	-	-	£40m	£40m	-	
TOTAL:	£670.65M	£109.19M	£3.12BN	£219.46M	£334.5M	£8M	

**the value of private sector investment achieved as a direct consequence of the project being delivered

* under development

Potential Core Projects for Growth Deal

Potential Core Projects for Growth Deal	Total Investment / Costs	Regional Growth Deal Contribution	
		Capital	Revenue
1. North Wales Digital Connectivity Project	£66.75m	£38.5m	-
2. Regional Land and Property Joint Venture	£124m	£90m	-
3. Holyhead Gateway Project	£80m	£35m	-
4. Trawsfynydd Power Station Project	£20m	£20m	-
5. Regional Strategic Transport Project	£80m	£40m	-
6. Nuclear Energy Centre of Excellence Project	£87.2m	£18.6m	-
7. Smart Local Energy Network Project	£18m	£12m	-
8. Skills Information & Advice Gateway	£10.25m	-	£8m
9. Enterprise Engineering & Optics Centre Project	£30.7m	£10.4m	-
10. Glynllifon Rural Economy Hub Project	£13m	£10m	-
11. The Llysfasi Carbon Neutral Farm - Renewable Energy and Technology Centre	£20m	£10m	-
12. Morlais Project	£28m	£9m	-
13. North Wales Tourism & Hospitality Centre of Excellence Project	£16.25m	£10m	-
14. Centre of Environmental Technology and Industrial Accreditation Project	£29.1m	£8m	-
15. North Wales Adventure Tourism Capital Project	£40m	£20m	-
16. Digital Signal Processing Centre Project	£7.4m	£3m	-
TOTAL:	£670.65M	£334.5M	£8M

SECTION 9 – EMPOWERING THE REGION

We seek the support of the UK and Welsh Governments to be given the capacity and flexibilities to make key decisions at a regional level.

Since 2010, City Growth and Devolution Deals have shifted power, as well as funding, to local areas to enable them to take strategic decisions about local priorities. Collectively, these bespoke deals have enabled places to develop long-term plans, strengthen local leadership and have more powers to create the right conditions for growth.

The region will need additional new powers and responsibilities to be effective in facilitating economic growth and delivering its own Strategy with confidence:

- The region invites the Welsh Government to support the formation of a Regional Transport Body and fund the delivery of a well-planned and integrated transport network. Additional powers will be needed to enable the planning of integrated passenger transport networks.
- The region invites the UK Government to co-commission and co-design employment programmes within the region to achieve a more integrated, joined-up service. This will depend on flexibilities being allowed from both the Welsh Government and the Department of Work and Pensions (DWP) to integrate funding programmes for the region to be most effective in taking people off benefits and into work.
- The region requests the Welsh Government to establish a Joint Venture to deliver a pipeline of development land and property across North Wales.
- The region will need the Welsh Government to support a regional allocation from the Apprenticeship Tax Levy.
- The region will depend on the Welsh Government to commit to a devolved and co-ordinated approach to economic development at the regional level – enabling the co-location of key levers and assistance for businesses within the Regional Business Growth Hub. The Hub will pool resources from across the region and will deliver a consistent approach to economic and business development.
- The region seeks the support of the Welsh Government to retain a share of national non-domestic rates (business rates) to invest in economic growth.
- The region requests the Welsh Government to allow relaxation of grant rules and accountabilities for social reform and anti-poverty programmes.
- The region will require support from the UK Government’s Sector Deal Programme to deliver additional activity that supports delivery of our vision and aims – as outlined in this document. Particular focus will be given to the opportunities stemming from the Nuclear Sector Deal and the Construction Sector Deal Programme.

SECTION 10 – GOVERNANCE AND DELIVERY STRUCTURE

All the 6 Local Authorities, and the other key partners from Higher Education, Further Education and the Private Sector in the region, have approved the formation of a Statutory Joint Committee to direct, oversee and facilitate the development and delivery of the Growth Vision. This reflects the commitment in the North Wales region between the Partners to work together collaboratively for common purpose to facilitate and accelerate economic growth.

The name of the Joint Committee is the North Wales Economic Ambition Board.

The Board will set the governance and delivery arrangements for the discharge of strategic functions at the regional level. These functions will include economic development, skills & employment, transport and land use planning.

The Economic Ambition Board will be supported by a new Stakeholders' Forum, which will bring together all the relevant partners at a regional level. The private sector will play a leading role in the new Stakeholders' Forum.

The North Wales Economic Ambition Board

The main role and functions of the Economic Ambition Board include the following:

- To provide leadership and accountability for strategic direction and outcomes in key strategic functions, in particular transport, skills and employment, economic development and land use planning.
- To be a strong and united voice for North Wales.
- To co-ordinate the planning and delivery of the Growth Vision, with a focus on the Growth Deal.
- To provide direction to the Sub-Boards and to perform a "commissioning" role.

The terms of reference of the Economic Ambition Board is included in **Appendix 2**.

A Governance Agreement has been developed for the first phase of the planning and development of the Growth Vision and the Growth Deal. This is in the process of being adopted by all partners who are Members of the Ambition Board. The Agreement covers Terms of Reference and Membership, voting and decision making, sharing risks, reserved matters and scrutiny arrangements.

A second, more comprehensive, Governance Agreement will be developed and submitted for the next stage Growth Vision and Growth Deal implementation and delivery – in early 2019. The adopted Governance Model for the Board is an Executive Joint Committee i.e. a Joint Committee of all Cabinets of the six Local Authorities in North Wales. To ensure the full participation of all the relevant partners, including representatives from Higher Education, Further Education and the private sector, the Board will seek to achieve consensus before making decisions or taking a formal vote.

Delivery Sub-Boards

The Delivery Sub-Boards will be Sub-Committees of the Economic Ambition Board, and some of the Sub-Boards will be constituted with delegated powers to make decisions, as agreed, within their areas of responsibility. The Board has agreed on 5 Delivery Sub-Boards that will have the following role and functions:

- To plan and co-ordinate a joined-up and integrated strategic service in North Wales.
- To plan and co-ordinate the delivery of strategic interventions, including Growth Bid projects.

- To report to the North Wales Economic Ambition Board on progress, performance, outcomes and funding issues.

There will be 5 Delivery Sub-Boards reporting to the Economic Ambition Board:

- Digital Sub-Board
- Skills & Employment Sub-Board
- Transport Sub-Board
- Enterprise & Innovation Sub-Board
- Property, Sites & Premises Sub-Board

Stakeholders' Forum

The Stakeholders' Forum will play a key role in advising, supporting and challenging the Economic Ambition Board. The Terms of Reference of the Stakeholders' Forum is included in **Appendix 3**.

The Stakeholders' Forum will include business representatives from all key growth and foundation sectors to provide expert input and advice to the Economic Ambition Board.

Governance Map

The governance model is legal, functional and credible. The overall "governance map" is included in **Appendix 4**.

The Monitoring Officers from all of the six Local Authorities have been involved in the process of designing and developing the "governance" structure of the North Wales Economic Ambition Board.

Host Authority

A host authority is required in order to deliver the Growth Vision for the region. The "host" will provide the partnership with professional advice, support and services for it to function effectively through a dedicated Programme Office. The host authority will also be the accountable body for the Growth Deal.

A paper setting out an outline of the host authority's role is included in **Appendix 5**.



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APPENDIX 2

OUTLINE OF THE NORTH WALES ECONOMIC AMBITION BOARD (JOINT-COMMITTEE) TERMS OF REFERENCE

1. Functions
2. Strategy
3. Prioritisation
4. Representation
5. Performance
6. Responsibility

Terms of Reference 1: FUNCTIONS

- Economic growth strategy and planning;
- Infrastructure prioritisation and planning;
- Strategic land use planning and allocation;
- Transport planning and commissioning;
- Skills planning and commissioning strategy;
- Others to be added as powers are devolved.

Terms of Reference 2: STRATEGY

Setting the direction of regional strategy;

Ongoing assessment of evidential regional needs and opportunity to underpin the strategy;

Setting of priorities and investment plans to deliver the strategy.

Terms of Reference 3: PRIORITISATION

Prioritisation of contributory schemes;

Business case development and case-making for prioritised schemes;

Investment profiling and prioritisation;

Securing investment agreements.

Terms of Reference 4: REPRESENTATION

Engagement and relationship management with regional partners;
Engagement and relationship management with cross-border partners;
Advocacy and lobbying with Welsh Government and UK Government, Ministers and political groups;
Public and media relations and profile.

Terms of Reference 5: PERFORMANCE

Programme management and implementation of the strategy;
Oversight of performance against key progress milestones and outcome measures;
Securing strategic, programme management and project development and management resources to implement contributory schemes.

Terms of Reference 6: RESPONSIBILITY

Reporting to the six local authorities;
Reporting to regional partners on performance, investment performance and risk management;
Reporting to Welsh Government on performance and the effective use of its investment; Reporting to UK Government on performance and the effective use of its investment.

Limitations of Decision-Making and Reserved Matters

Examples of decisions which will be reserved for individual council approvals are:

- Agreement of functions to be given to the Joint-Committee;
- Agreement of annual budget contributions for the Joint-Committee and host authorities;
- Investment and borrowing commitments and risk exposure levels; and
- Allocation of land and other asset for pooling.



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APPENDIX 3

TERMS OF REFERENCE PRIVATE SECTOR STAKEHOLDERS FORUM (guide only)

STATUS:

- **The Forum is a Stakeholders' Partnership to support, advice and challenge the North Wales Economic Ambition Board.**
- **This Forum will not have any formal decision making powers but will inform the Economic Ambition Board of its views and make recommendations on key policy and operational matters.**

PURPOSE OF FORUM:

To be the key stakeholders' partnership to co-ordinate advise to the North Wales Economic Ambition Board and provide challenge, where and when necessary.

The Forum has the following specific roles and responsibilities:

Strategic

- to provide strategic advice on the development, monitoring and evaluation on the Growth Vision;
- to provide advice and support to the Economic Ambition Board on strategic matters relating to transport, skills and employment, economic development and land use planning;
- to provide advice on the development and implementation of a regional strategy for place regeneration.

Programme & Project Management

- to provide support, advice and challenge in relation to the development and delivery of Strategic Programmes commissioned by the Economic Ambition Board;
- to provide support, advice and challenge in relation to the development and delivery of Projects commissioned by the Economic Ambition Board, and specifically the Projects within the Growth Deal;
- to actively monitor and review progress, impact and performance of Programmes and related Projects, and to put forward any recommendation for change to the Board;
- to advise and put forward views and suggestion to the Board on the business cases for Projects, and specifically the Projects within the Growth Deal.

Engagement

- to actively promote the engagement and participation of all key sectors in the development and delivery of the Growth Vision for North Wales;
- to engage with stakeholders to identify any strategic activity and investment required to overcome barriers to growth, and to put forward any recommendations to the Economic Ambition Board;
- to consult with stakeholders to gather market intelligence, evidence and analysis of economic trends in the region and market demand/failure to inform and support the work of the Economic Ambition Board.

MEMBERSHIP:

Its membership will include representatives from the growth and foundation economic sectors.

The Stakeholders' Forum will include business representatives from all key growth and foundation sectors to provide expert input and advice to the Economic Ambition Board.

ROLE OF CHAIR (to be advertised and publicly appointed):

The Chair will be expected to play a key role in providing leadership to the Forum, and in providing high quality advice to the North Wales Economic Ambition Board.

The key responsibilities of the Chair will be to:

- Play a key role in promoting the views of the Stakeholders Forum to the North Wales Economic Ambition Board;
- Lead the Forum in the monitoring of the development and delivery of the Growth Deal;
- Develop and maintain an effective relationship with the North Wales Economic Ambition Board and its Sub-Committees;
- Act as advisory member of North Wales Economic Ambition Board.

SECRETARIAT:

Secretariat for the Stakeholders Forum will be provided by the Programme Office for the North Wales Economic Ambition Board.

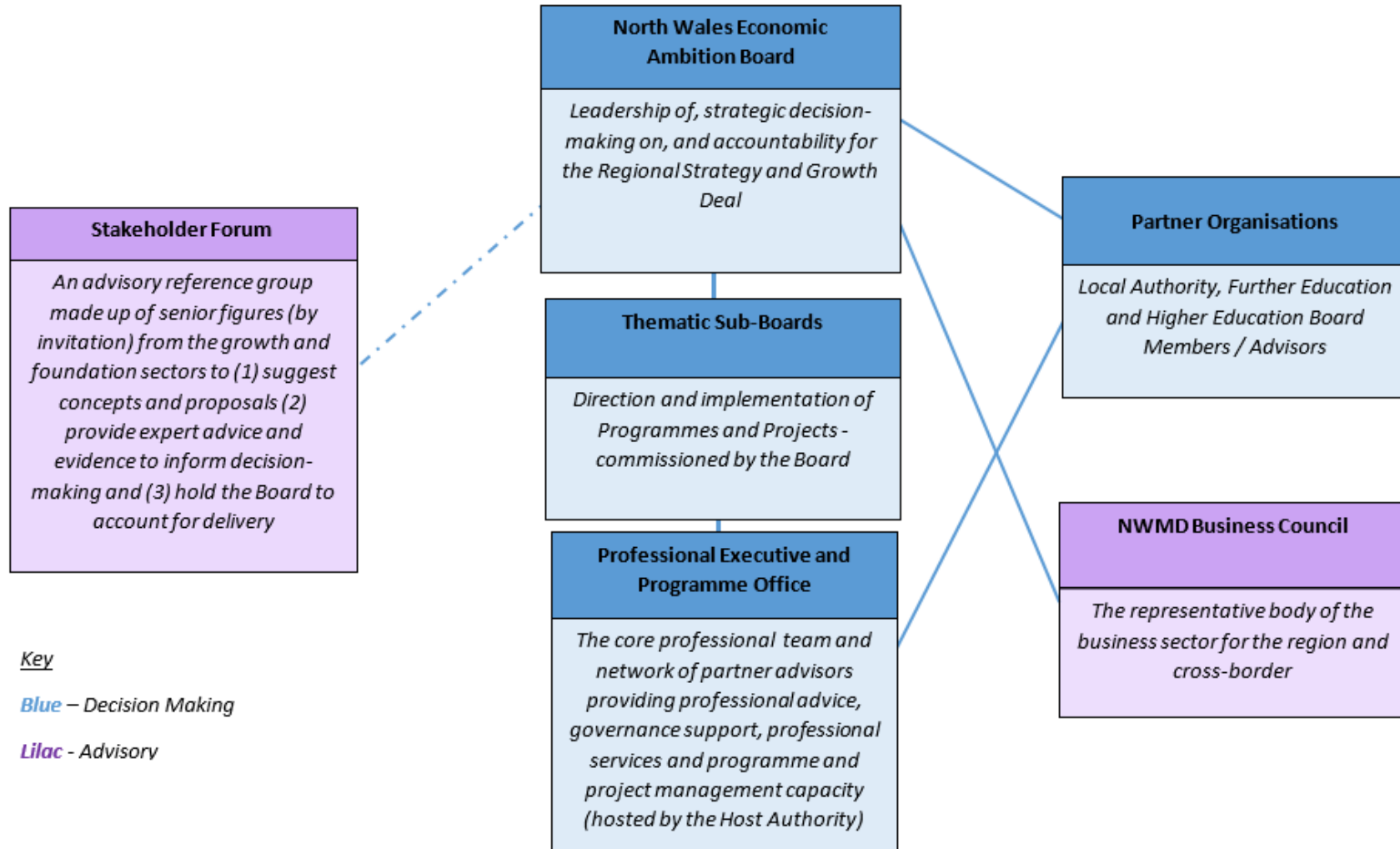


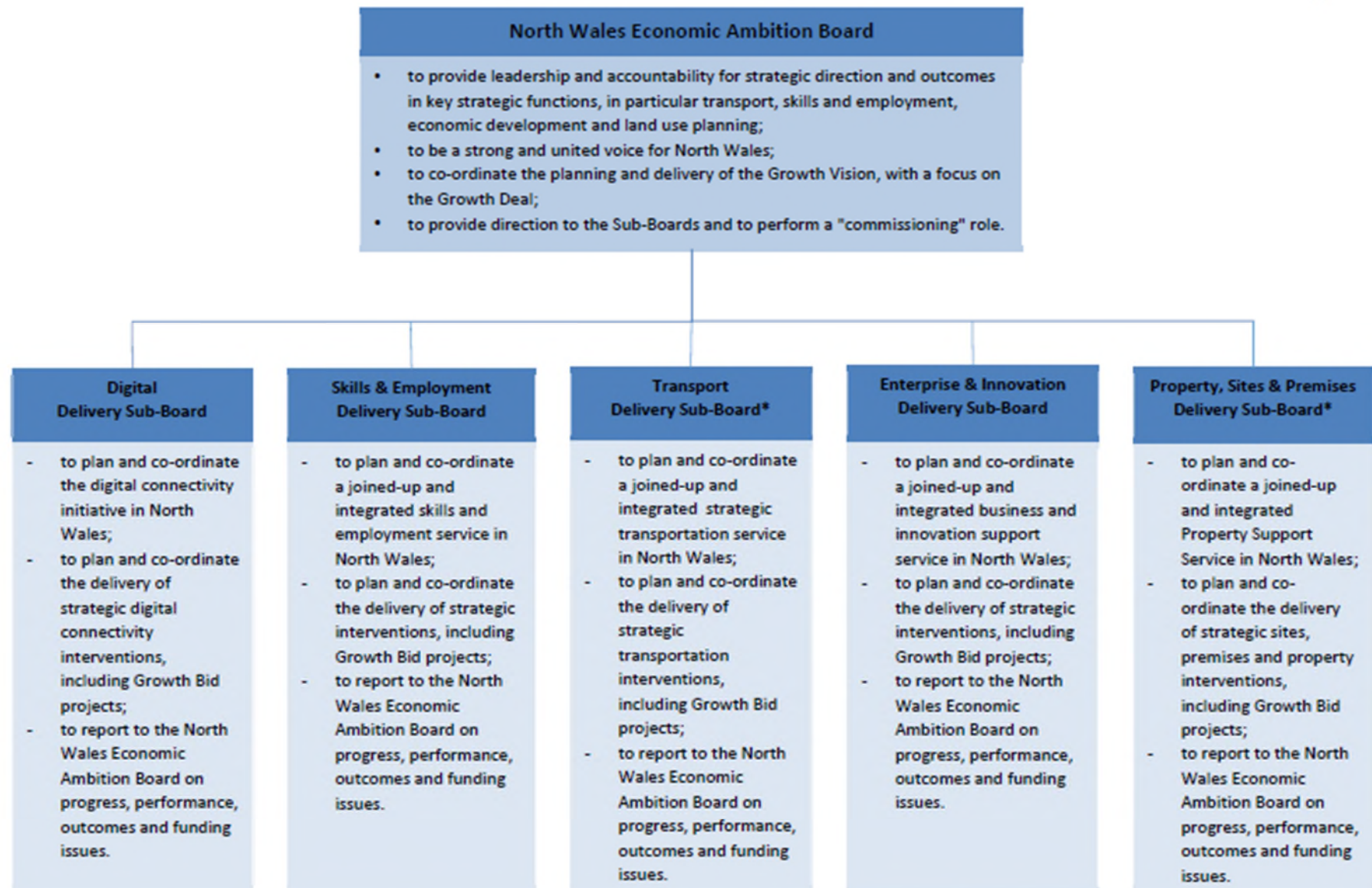
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APPENDIX 4



GOVERNANCE MAP





* Formal Delivery Sub-Boards that will be constituted – at this stage – with delegated powers to make decisions on behalf of the North Wales Economic Ambition Board



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APPENDIX 5

DELIVERING THE GROWTH VISION FOR NORTH WALES HOST AUTHORITY

For collaborative partnerships which engage employees, manage government grants, enter into contracts, and commit resources, a host authority is required. A host authority acts on behalf of a partnership and acts as its 'home' partner. The host provides the partnership with professional advice, support and services for it to function. It acts as the employer for any employees, provides the financing and governance/secretariat functions, and fulfils the statutory professional roles required under law such as the Monitoring Officer, Section 151 Officer and Internal Audit Manager. The Host Authority be the host for the Programme Office.

This paper sets out an outline of the host authority role for the Growth Bid.

Gwynedd is acting as the host authority for the development and planning phases. A decision will need to be taken on the choice of host authority for the implementation phase from April 2019.

Host authorities are familiar to us. Examples of formal collaboratives in North Wales are GWE (Gwynedd is the host) and the Regional Emergency Planning Service (Flintshire is the host). The new national Wales Pension Pool (Carmarthenshire is the host) is an example on a larger geographical scale.

The host authority role is not necessarily one and the same as a lead role. Leadership roles in governance (e.g. Chair and Vice Chair of a Committee), specialist advice (e.g. professional leads on programme themes), and project management (responsibility for delivery of assigned projects) can be dispersed amongst the partners of the partnership.

The roles of the host authority, its inter-relationships with its partners, how liabilities are to be shared, and how the roles and activities of the host and dispersed roles are to be co-funded, will be regulated by the Governance Agreement 2.

It is proposed that expressions of interest are invited for the role of host authority from 2019 onwards. Informal discussions can then take place to develop the brief for the role and assess the capacity and expertise likely to be needed for the chosen host to be effective. The demands of being the host authority for this collaboration will be extensive and should not be under-estimated.

CORE ROLES OF A HOST AUTHORITY:

Governance

- Democratic services support and secretariat services
- Monitoring Officer role

Employer

- Recruitment and secondment management
- Employment advice, HR support services and payroll

Professional Services

- Legal services
- Internal Audit

- ICT infrastructure and support services
- Procurement advice and support
- Asset and facilities management
- Translation services
- Communications and public relations
- Commissioning consultancy for specialist skills and/or capacity

Financial Planning and Management

- S151 Officer role
- Financial planning (capital and revenue)
- Management accounting (capital and revenue)
- Payments and invoicing
- Grant and income management

Performance, Contract, Risk and Project Management

- Performance management systems and reporting
- Contract management (Policy and Negotiation)
- Risk management systems and reporting
- Project management systems and support