

The background features a dark blue field with a network of light blue lines and circles of varying sizes. On the left side, there are large, overlapping geometric shapes in shades of teal and purple. A white line runs diagonally across the page, framing the text.

# **A Growth Deal for North Wales**

## **Draft Implementation Plan**

# GROWTH DEAL FOR NORTH WALES DRAFT IMPLEMENTATION PLAN

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## **SECTION 1 – PURPOSE OF THE IMPLEMENTATION PLAN**

The purpose of this document is to set out the arrangements for the implementation of the North Wales Growth Deal – in accordance with the requirements of the UK and Welsh Governments prior to the agreement of Heads of Terms. The request for an Implementation Plan was made in late November 2018.

It has been prepared in the context of the North Wales Growth Vision document, which was supported and approved by partners of the North Wales Economic Ambition Board in October 2018.

The Implementation Plan includes high-level activities that will support the delivery of the Growth Deal, and details of the nature of each project funded through the Deal, their outcomes and benefits, and the indicative timeline and inter-dependencies between the projects.

It outlines the work of the North Wales Economic Ambition Board and supporting structures, including programme governance, stakeholder engagement and programme implementations. It also sets out the arrangements in place for monitoring and evaluation.

The North Wales Economic Ambition Board will review the Implementation Plan annually.

The UK Government and the Welsh Government have both allocated £120 million each for the purpose of a Growth Deal for North Wales.

However, this Implementation Plan makes the case for an additional sum of £20 million from each Government to support the funding of a package of projects that addresses the challenges faced by the region, particularly in view of the recent announcement by Horizon that work on the proposed £20bn Wylfa Newydd Nuclear Power Station is to be suspended indefinitely.

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## SECTION 2 – CONTEXT

### **INTRODUCTION**

The North Wales Economic Ambition Board covers six Local Authority areas (Gwynedd, Anglesey, Conwy, Denbighshire, Wrexham and Flintshire) and has a population of **690,000** people. It currently contributes approximately £13.6 billion per year to the Welsh and UK economies.

Based on the Growth Vision Strategy, **prepared and agreed by partners within the North Wales Economic Ambition Board in October 2018**, the North Wales Growth Deal presents an unique opportunity to increase jobs and growth in the region. The Deal offers an exciting package of innovative and transformative projects that are inter-related and co-dependant.

The Welsh and the UK Government, together with representatives from the private sector, have been working collaboratively with partners in North Wales to develop the Growth Deal for the region.

Delivery of Growth Deal projects will support the region to overcome the barriers currently faced by the private sector to invest in the region. They will also support the region to adjust to and prepare for “new forces” impacting businesses, such as de-carbonisation, automation, artificial intelligence and other forms of digitalisation. There is a focus in particular on supporting innovation and low-carbon technologies to boost productivity.

### **OUR AMBITION**

**The Growth Deal will deliver clean growth, support 6% GVA uplift, 4,298 new jobs and £1bn total investment. £551m of the direct investment will be private sector investment, £247m will be public sector investment and the aim is to attract £280 million from the Growth Deal.**

The Growth Deal, together with the support from other funding programmes, will achieve the following for North Wales:

- **Build on our strengths to boost productivity**, and as a region:
  - Be positioned as one of the leading UK locations for low carbon energy generation and energy-related supply chain investment, with expertise in low carbon technologies and processes;
  - 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 the global stage;
  - Become a hub of innovation and technology excellence and a leader in turning exciting ideas into strong commercial products and services;
  - Further develop and project the reputation of North Wales as a centre of excellence for land-based industries and tourism, firmly establishing ourselves as the adventure tourism capital of the UK.
- **Tackle long-term structural challenges and key economic barriers** in the region, such as transport, digital infrastructure, stalled sites and premises, and skills and employment issues. This will be achieved in a co-ordinated, strategic and integrated way. Through such interventions, we will support and enable the private sector to invest in jobs and growth.

- **Promote inclusive growth**, addressing social and spatial irregularities and inequalities within the region. Inclusive growth is a central component of our Growth Deal programme, and will:
  - **Address issues which match the strategic priorities for growth** as outlined in key policy documents, such as the North Wales Growth Vision for North Wales, the Welsh Government's Economic Action Plan and the Well-Being of Future Generations Act, and the UK Governments' Industrial Strategy.

Our approach to promote growth in a scalable, inclusive, integrated way is recognised in the Future Generations Act. All the relevant public bodies will work collectively to improve the economic, social, environmental and cultural well-being of North Wales – in accordance with the well-being goals. All our Programmes are based on the principles of joined-up interventions, planned over the long term to deliver sustainable improvements in the performance of the North Wales economy.

## **OUR APPROACH**

Through the Growth Deal, the Welsh and UK Governments, the private sector and regional partners embark on a new relationship.

Our approach is underpinned by the commitment of partners to a joined-up way of working including:

- **Commitment to develop an approach that breaks down policy, organisational and spatial boundaries to deliver a quality strategic service and enable the delivery of the Growth Vision and Growth Deal for the region.** This approach recognises that many of the factors that help to unlock economic growth – transport, skills, sites and premises, digital infrastructure, innovation support and business advice and support – can be better managed and delivered at a wider level than individual counties and beyond organisational boundaries.
- **Commitment to develop an approach that is cross-sector and joined-up, working in partnership to address the barriers to growth in North Wales.** This will maximise public value from limited resources. It will also develop a “Team North Wales” approach, pooling resources together from key stakeholders (i.e. WG, FE, HE, LAs) and achieving “place-based” integration at a regional level.
- **Commitment to develop an approach that engages directly and closely with the business community across the region.** This engagement will take place in a structured way. This will ensure that the barriers to growth and issues faced by the private sector are clearly understood and articulated. The business community - through a structured engagement programme - will play a central role in supporting, challenging and advising the design and delivery of key interventions to address those barriers and issues.
- **Commitment to pooling resources at a regional level,** to make better use of existing resources, maximising impact whilst minimising financial burdens on partners.

This is demonstrated through the formation of the North Wales Economic Ambition Board, which is a partnership established to drive forward the economic agenda in North Wales. It includes all six local authorities, as well as representatives from Wrexham Glyndwr University, Bangor University, Grŵp Llandrillo Menai, Coleg Cambria and the private sector.

## **OUR OFFER TO THE UK AND WELSH GOVERNMENT**

- **North Wales will deliver clean growth, support 6% GVA uplift, 4,298 new jobs and £1bn total investment through the Growth Deal agreement.**
- **North Wales will be well organised with partners working collectively and in a strong partnership with robust governance arrangements.** There will be direct and regular engagement with the private sector. The partnership will have a coherent joined up plan that will deliver jobs and growth for North Wales, addressing directly the barriers and obstacles faced by the private sector; working even closer with the business community.
- **North Wales will offer a quality business environment to stimulate and promote investment with resources and expertise pooled from various organisations to meet the needs of the private sector.** This will be achieved in a co-ordinated and joined up way.
- **North Wales will offer a skills and employment system that meets the needs of the current and future labour market,** and will tackle economic inactivity in a determined and robust way, enabling and supporting people to access employment opportunities.
- **North Wales will offer to increase research and development activity as well as the commercialisation of ideas and innovation especially in low carbon energy, advanced manufacturing, and land-based and tourism industries.** This will improve and increase productivity and our contribution to the national economy.
- **North Wales will offer to deliver strategic ‘enabling’ projects that will increase the competitiveness of business across the region,** especially through the digital connectivity programme, the transport programme, land and premises programme and the skills and employment programme.
- **Partners in the region will form a Programme Office to co-ordinate the development and delivery of strategic interventions, including Growth Deal projects.** This will be Centre of Excellence for programme and project management, responsible for the development, implementation and monitoring of programme and project arrangements and processes. The standards and procedures adopted by the Programme Office will be based on best practice from both the public and private sector. It will support the activities of the North Wales Economic Ambition Board, and will forge a close working relationship with the UK and Welsh Governments.

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## SECTION 3 – CHALLENGES AND BASELINE INFORMATION

### ***NORTH WALES TODAY – THE CHALLENGES***

Set out below is a summary of the key challenge facing the economy of North Wales – as identified in the Growth Vision.

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. 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.
3. 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.
4. 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.
5. There is a dearth of larger enterprises especially in the North West counties and challenges around growing business beyond micro, small and medium sizes.
6. 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.
7. Levels of housing completions across the region are at an all-time low, and house building is failing to keep pace with demand.
8. 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.
9. 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.
10. Transport links and physical infrastructure limit movement and ready access to major employment hubs.



## STRATEGIC INDICATORS

Strategic Outcomes & Indicators	2010	2011	2012	2013	2014	2015	2016	Future Direction
<b>Growth in Regional Prosperity</b>								
GVA	10,933	11,472	12,099	12,669	12,813	13,313	13,836	↑
North Wales GVA per head as % of UK (-London +SE)	81%	83%	86%	87%	85%	87%	88%	↑
Dispersed GVA growth across the 6 Counties of North Wales	10%	11%	6%	10%	5%	8%	6%	↓
GVA growth in high value economic sector (GVA growth in manufacturing, information and communications and technical activities)	7%	8%	5%	9%	0%	6%	4%	↑
<b>Creation of Better Quality Jobs</b>								
Employment Growth	-0.8%	-2.4%	1.1%	0.5%	1.9%	2.4%	-2.1%	↑
Dispersal of Employment Growth across the 6 Counties of North Wales	6%	12%	11%	14%	10%	18%	14%	↓
Employment Growth in high value economic sectors	-4.9%	-2.6%	-0.5%	7.0%	6.7%	0.2%	-8.7%	↑
<b>A more Skilled Workforce within the Region</b>								
Proportion of population with higher level qualifications (Level 4 and above – equivalent to A Level, Higher Level Apprenticeships, Foundation Degrees, Bachelor Degree, PGCE, Masters & PhD)	30%	30%	32%	34%	35%	36%	35%	↑
Number of individuals on Higher Apprenticeship Programmes (Higher Apprenticeships is a work-based learning programme that is aimed towards Level 4, 5, 6 or 7)			305	610	735	1,045	710	↑
Number of 16-24 year olds on Apprenticeship Programmes			5,990	6,225	4,255	5,075	5,050	↑
<b>Improvements in Standards of Living across the Region</b>								
Reduce the proportion of workless households	20%	20%	19%	18%	19%	17%	17%	↓
Improve affordability (median house prices / median income)	6.1	6.0	5.9	5.6	5.6	5.9	6.0	↓



Increase in median household income (£)	22,656	22,531	23,272	24,596	24,516	24,753	24,442	↑
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## SECTION 4 – GROWTH DEAL PROGRAMMES

We have identified Strategic Programmes within the North Wales Growth Deal to address some of the challenges facing the regional economy, as well as exploiting the opportunities. These Programmes are a group of inter-related and co-dependant Projects managed in a co-ordinated way, and have been defined in the context of the Growth Vision for North Wales. By delivering these programmes collectively, we will achieve a greater impact in terms of our ambition and use of resources rather than delivering them in isolation.

### **HIGH GROWTH SECTORS TO DRIVE PRODUCTIVITY IN THE REGION**

The focus of the Growth Deal will be to maximise the economic value of high growth sectors to drive economic growth and productivity in the region over the next 15 years.

Innovation, research and development will be embedded into our approach, maximising the value of world-class research and development assets and activity that will be promoted in the region.

The co-ordinated and strategic approach to develop high growth sectors will lead to more value being captured from our science, research and creativity, and more will be done in order to address barriers that impact on collaboration and the flow of knowledge between research and industry.

The Projects aimed at increasing the value and impact of high growth sectors have been presented in 3 key Growth Deal Programmes:

#### **1. LOW CARBON ENERGY PROGRAMME**

Delivery of the Low Carbon Energy Programme will position North Wales as one of the leading UK locations for energy generation and energy related supply chain investment, with expertise in low carbon technologies, renewable energy and energy storage.

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 and to promote innovation and new technology. Pilot projects developed through this Programme will be exemplars for coastal and rural areas.

Projects to be funded through the Growth Deal under this Programme include the following:

<i>Trawsfynydd Power Station Project</i>
<i>Morlais Project</i>
<i>Smart Local Energy Networks</i>
<i>Nuclear Energy Centre of Excellence</i>

#### **2. ADVANCED MANUFACTURING PROGRAMME**

The Advanced Manufacturing Programme will capitalise on the strong network of anchor companies with an international profile, as well as world leading expertise to boost innovation and new technology to develop a powerful advanced manufacturing cluster – one which will be highly competitive on the global stage. These are enterprises applying leading edge technical knowledge and expertise to the creation of products, production and processes and associated services. Building this sector in the region will significantly improve productivity and achieve sustainable economic growth.

The Growth Deal will deliver world-class resources in sector-leading facilities, building on expertise in the region to maximise economic impact from research and technology.

We will also build on the success of recent investment by the Welsh Government, and establish synergies and close collaboration with the new Advanced Manufacturing Research Institute, providing businesses with quality facilities, research and innovation in critical key areas across the region. 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.

Projects to be funded through the Growth Deal under this Programme include the following:

<i>Enterprise Engineering and Optics Centre Project</i>
<i>Centre of Environmental Technology and Industrial Accreditation Project</i>

### **3. LAND-BASED INDUSTRIES AND TOURISM**

This programme will build on the well-established agricultural, food and drink sector in North Wales, as well as supporting further investment in high quality tourism to extend the tourism season.

The aim – through the Growth Deal - is to build a more vibrant foundation economy within the region, optimising the economic value of our environment and landscape. Agriculture, food and tourism sectors form the backbone of many local economies in the region. Our ambition is to support businesses within these sectors who are embedded in their local communities, to increase their productivity, encourage skills progression, and develop more sustainable business models through improving their access to innovation and new technology.

We will develop and project the reputation of North Wales as a centre of excellence for high value tourism, and adrenalin tourism in particular, building on recent investments and a growing portfolio of globally attractive all-year attractions. We aim to ensure that the Growth Deal will support further improvements to visitor experience in the region and enhance the quality of key destinations.

Projects to be funded through the Growth Deal, and any potential side-deal with the Welsh Government under this Programme, include the following:

<i>Glynllifon Rural Economy Hub Project</i>
<i>Llysfasi Carbon Neutral Farm</i>
<i>North Wales Tourism and Hospitality Centre of Excellence Project</i>

### **ADDRESSING KEY BARRIERS TO ENABLE AND ACHIEVE ECONOMIC GROWTH**

We have developed “enabling” Programmes through the Growth Deal to tackle key economic barriers and address structural issues that have impacted on productivity and jobs. Their delivery will create the appropriate conditions for businesses to invest in the region and for the labour market to take advantage of new employment opportunities.

We will plan and deliver a more strategic approach to our investments, ensuring that they are well-targeted in order to enable economic and employment growth across the region. This will be done in partnership with key partners, especially the UK and Welsh Governments.

The Projects to address key barriers to growth have been presented in 4 key Growth Deal Programmes:

### **1. LAND AND PROPERTY PROGRAMME**

This Programme includes a package of Projects to unlock growth opportunities across the region and will directly address the shortage of suitable land and properties for business growth. The Programme will also bring forward sites for housing development.

Their delivery will create a portfolio of high quality sites and premises to accommodate innovation and expansion in the business base, in particular in the high growth sectors such as low carbon energy related industries and advanced manufacturing.

Projects to be funded through the Growth Deal under this Programme include the following:

<i>Regional Land and Property Joint Venture Project</i>
<i>Holyhead Gateway Programme</i>

### **2. SKILLS AND EMPLOYMENT PROGRAMME**

This Programme will tackle economic inactivity and deliver a co-ordinated and integrated skills and employment approach in the region. It will enable people to access support more easily and effectively, and help them gain employment and upskill, ensuring a more robust and resilient workforce to meet future employment needs.

It will also increase the supply of skills in key growth sectors, and will equip people for jobs shaped by the next generation technology, driving up digital skills in North Wales.

Projects to be funded through a side-deal with Welsh Government under this Programme include the following:

<i>Information and Advice Gateway</i>
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### **3. DIGITAL PROGRAMME**

This Programme will focus on improving the digital infrastructure and innovation in the region. It will deliver quality access to effective and affordable digital connectivity for businesses and households, and will boost innovation in digital signalling.

This will be achieved primarily through the delivery of a new full fibre broadband infrastructure across the region to support and enable businesses to innovate and grow.

Projects to be funded through the Growth Deal under this Programme include the following:

<i>Digital Connectivity Project</i>
<i>Digital Signal Processing Centre</i>

#### 4. STRATEGIC TRANSPORT PROGRAMME

The purpose of this Programme is to enable improved accessibility and connectivity, to and within the region. A portfolio of schemes will be delivered to improve local transport infrastructure, enhancing in particular access to employment. Congestion nodes will be tackled, transport will be better integrated and alternatives to road based access will be developed through this Programme. A key focus will be to develop integrated transport hubs and deliver low carbon transport solutions, in urban and rural areas.

The Programme will enable businesses in the region to have improved access to markets, goods, services and labour.

Projects to be funded through the Growth Deal under this Programme include the following:

*Regional Transport Decarbonisation*

#### **OUR AMBITION**

Collectively, the Projects identified under the Growth Deal Programmes are transformational, 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 to create employment opportunities.

There is a focus in particular on supporting low carbon technologies to boost productivity and create high value jobs.

There is a clear ambition here, in particular to position North Wales as one of the leading regions for low carbon energy production and renewable energy, as well as advanced manufacturing and land-based industries and tourism.

#### **ROLE OF THE PRIVATE SECTOR**

Representatives of the private sector have co-designed the Growth Deal Programmes and have been involved in shaping and influencing the Growth Deal. This has mainly been co-ordinated through the North Wales and Mersey Dee Business Council as well as the Business Delivery Group.

In addition, businesses have been engaged and involved in the development of individual projects, ensuring co-investment and private sector buy-in. Listed below are examples of businesses that are involved in the North Wales Growth Deal projects:

<i>Wood/Amec Foster Wheeler</i>	<i>Siemens</i>
<i>Rolls Royce</i>	<i>Raytheon</i>
<i>Westinghouse</i>	<i>Zipworld</i>
<i>RWE</i>	<i>Surf Snowdonia</i>
<i>Minesto</i>	<i>Money Penny</i>
<i>Nova Technologies</i>	<i>Jones Bros</i>
<i>Innogy</i>	<i>Barwood Land and Property</i>
<i>S P Energy Networks</i>	<i>Stena Line</i>
<i>Qinetiq</i>	<i>BT</i>
<i>Toyota</i>	<i>Airbus</i>

Letters highlighting the support and commitment of businesses identified above to the Growth Deal Projects have been received and are available on request.

The involvement and engagement of such businesses within the individual Projects will ensure that opportunities catalysed by the development of the Growth Deal will be accessed and led by businesses.

A private sector “champion” has also been identified for each Growth Deal project:

<b>Project</b>	<b>Private Sector Champion(s)</b>
<b>LOW CARBON ENERGY PROGRAMME</b>	
Trawsfynydd Power Station Project	Rolls Royce
Morlais Project	Minesto / Nova Technologies
Smart Local Energy Network Project	Nova Technologies / Minesto
Nuclear Energy Centre of Excellence	Wood/Amec Foster Wheeler / TWI
<b>ADVANCED MANUFACTURING PROGRAMME</b>	
Enterprise Engineering & Optics Centre	Qinetiq
Centre of Environmental BIOTECHnology	James Findlay Ltd
<b>LAND-BASED INDUSTRIES AND TOURISM</b>	
Glynllifon Rural Economy Hub Project	Halen Môn
The Llysfasi Carbon Neutral Farm	Kubota UK
North Wales Tourism and Hospitality Centre of Excellence Project	Zip World / Surf Snowdonia
<b>LAND AND PROPERTY PROGRAMME</b>	
Regional Land and Property Joint Venture	Money Penny
Holyhead Gateway Project	Stena Line
<b>DIGITAL PROGRAMME</b>	
North Wales Digital Connectivity Project	Virgin Media / Fibrespeed
Digital Signal Processing Centre Project	BT
<b>STRATEGIC TRANSPORT PROGRAMME</b>	
Regional Transport Decarbonisation	SP Energy Networks

## SECTION 5 – OUTCOMES AND BENEFITS

The Outcomes and Benefits of each Growth Deal Project is set out in the table below:

Project Name	Indirect / Construction Jobs	Direct Job Creation	Direct Private Sector Investment	Private Sector Leverage*	Improved Skills Base
<b>LOW CARBON ENERGY PROGRAMME</b>					
- Trawsfynydd Power Station Project	1,750	250	0	£2bn	High Impact
- Morlais Project	329	165	40	£5m	High impact
- Smart Local Energy Network Project	190	100	238	£3m	Medium impact
- Nuclear Energy Centre of Excellence	-	150	1	£21m	High impact
<b>ADVANCED MANUFACTURING PROGRAMME</b>					
- Enterprise Engineering & Optics Centre	370	145	0	£31.4m	High Impact
- Centre of Environmental BIOTECHnology	350	48	0	£11.2m	High impact
<b>LAND-BASED INDUSTRIES AND TOURISM</b>					
- Glynllifon Rural Economy Hub Project	91	80	0.8	-	High Impact
- The Llysfasi Carbon Neutral Farm	150	-	5	£5m	High impact
- North Wales Tourism and Hospitality Centre of Excellence Project	150	-	1.25	£36.2m	High Impact
<b>LAND AND PROPERTY PROGRAMME</b>					
- Regional Land and Property Joint Venture	2,250	1,875	210	£637.4m	Medium impact
- Holyhead Gateway Project	2200	1,250	45	£80m	Medium – High impact
<b>SKILLS AND EMPLOYMENT PROGRAMME</b>					
- Skills Information and Advice Gateway	Side Deal				High impact
<b>DIGITAL PROGRAMME</b>					
- North Wales Digital Connectivity Project	2100	-	0.4	£250m	Medium Impact
- Digital Signal Processing Centre Project	228	160	1.1	£15m	High Impact
<b>STRATEGIC TRANSPORT PROGRAMME</b>					
- Regional Transport Decarbonisation	30	75	8.5	-	Medium Impact
<b>TOTAL</b>	<b>10,188</b>	<b>4,298</b>	<b>£551m</b>	<b>£3.095bn</b>	

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

Outcomes are based on the co-delivery of the projects where the whole is greater than the sum of its parts.

**Delivery of the projects will support the creation of 4,298 new jobs, generate £551 million direct private sector investment and lead to a leverage of £3.095bn from the private sector. It will also significantly deliver an improved skills base in the region.**



The table below demonstrates the return on investment by the Growth Deal Projects:

<b>Project Name</b>	<b>Outcome(s)</b>
<b>LOW CARBON ENERGY PROGRAMME</b>	
Trawsfynydd Power Station Project	GVA impact of +£58m
Morlais Project	25% of inward investment into the local supply chain
Smart Local Energy Network Project	800mn installed capacity for low carbon renewable energy
Nuclear Energy Centre of Excellence	225 businesses accessing services and facilities
<b>ADVANCED MANUFACTURING PROGRAMME</b>	
Enterprise Engineering & Optics Centre	300 businesses accessing services and facilities
Centre of Environmental BIOTECHnology	120 businesses accessing services and facilities
<b>LAND-BASED INDUSTRIES AND TOURISM</b>	
Glynllifon Rural Economy Hub Project	200 businesses accessing services and facilities from the hub
The Llysfasi Carbon Neutral Farm	Improved uptake of renewable energy projects throughout North Wales (40 projects over the next 5 years)
North Wales Tourism and Hospitality Centre of Excellence Project	100 new tourism and hospitality apprentices in the first two years of operation
<b>LAND AND PROPERTY PROGRAMME</b>	
Regional Land and Property Joint Venture	20k m <sup>2</sup> business space provided 30 Ha business land provided
Holyhead Gateway Project	47 additional cruise ships visiting the port by 2023
<b>SKILLS AND EMPLOYMENT PROGRAMME</b>	
Skills Information and Advice Gateway	(side deal)
<b>DIGITAL PROGRAMME</b>	
North Wales Digital Connectivity Project	Superfast broadband available to 99% of premises by 2021
Digital Signal Processing Centre Project	88 additional highly skilled graduates in the local workforce annually
<b>STRATEGIC TRANSPORT PROGRAMME</b>	
Regional Transport Decarbonisation	Reduction in carbon emissions

## SECTION 6 – SEQUENCING OF PROJECTS

The Sequencing of Projects between 2019-2025 is set out in the table below:

PROJECT	TIMESCALE						
	2019	2020	2021	2022	2023	2024	2025
Trawsfynydd Power Station Project	Planning & development						
		Delivery & construction					
						Completion	
Morlais Project	Planning & development						
		Delivery & construction					
						Completion	
Smart Local Energy Network Project	Planning & development						
	Delivery & construction						
					Completion		
Nuclear Energy Centre of Excellence	Planning & development						
		Delivery & construction					
					Completion		
Enterprise Engineering & Optics Centre	Planning & development						
		Delivery & construction					
						Completion	
Centre of Environmental BIOTECHnology	Planning & development						
		Delivery & construction					
						Completion	
Glynllifon Rural Economy Hub Project	Planning & development						
		Delivery & construction					
				Completion			
The Llysfasi Carbon Neutral Farm	Planning & development						
		Delivery & construction					
				Completion			

North Wales Tourism and Hospitality Centre of Excellence Project	Planning & development	
		Delivery & construction
		Completion
Regional Land and Property Joint Venture	Planning & development	
		Delivery & construction
		Completion
Holyhead Gateway Project	Planning & development	
		Delivery & construction
		Completion
North Wales Digital Connectivity Project	Planning & development	
		Delivery & construction
		Completion
Digital Signal Processing Centre Project	Planning & development	
		Delivery & construction
		Completion
Regional Transport Decarbonisation	Planning & development	
		Delivery & construction
		Completion

## SECTION 7 – PROGRAMME FINANCING

The North Wales Growth Deal is a total investment of £1.07billion over a period of 10 years. This consists of £280 million from the UK and Welsh Governments, £247 million from other public sector funding and £551 million from the private sector. The public sector investment includes funding from either grants or direct contributions from project sponsors.

The proportion of Government Funding for each project is set out in the table below:

<i>Project Name</i>	<i>Private (£m)</i>	<i>Public (£m)</i>	<i>Growth Deal (£m)</i>	<i>Total Project Costs (£m)</i>
<b>LOW CARBON ENERGY PROGRAMME</b>				
- Trawsfynydd Power Station Project	0	0	20	20
- Morlais Project	40	19.974	9	68.974
- Smart Local Energy Network Project	238	7.8	30	275.8
- Nuclear Energy Centre of Excellence	1	75.7	21	97.7
<b>ADVANCED MANUFACTURING PROGRAMME</b>				
- Enterprise Engineering & Optics Centre	0	19.83	10	29.83
- Centre of Environmental BIOTECHnology	0	13	3	16
<b>LAND-BASED INDUSTRIES AND TOURISM</b>				
- Glynllifon Rural Economy Hub Project	0.8	3	10	13.8
- The Llysfasi Carbon Neutral Farm	5	5	10	20
- North Wales Tourism and Hospitality Centre of Excellence Project	1.25	5	10	16.25
<b>LAND AND PROPERTY PROGRAMME</b>				
- Regional Land and Property Joint Venture	210	45	72.5	327.5
- Holyhead Gateway Project	45	0	35	80
<b>SKILLS AND EMPLOYMENT PROGRAMME</b>				
- Skills Information and Advice Gateway	*Negotiate Side Deal with WG			
<b>DIGITAL PROGRAMME</b>				
- North Wales Digital Connectivity Project	0.411	0	34	34.411
- Digital Signal Processing Centre Project	1.147	3.125	3	7.272
<b>STRATEGIC TRANSPORT PROGRAMME</b>				
- Regional Transport Decarbonisation	8.5	50	12.5	71
<b>TOTAL FUNDING</b>	<b>£551.11m</b>	<b>£247.43m</b>	<b>£280m</b>	<b>£1.078bn</b>

Participating in the Growth Deal requires a major financial commitment covering the local government and partners' capital contribution, the cost of servicing debt used to finance projects in advance of receiving UK and Welsh Governments funding, and the cost of administrating the North Wales Economic Ambition Board arrangements.

The exact level of borrowing required by partners and the structure and terms of the borrowing is yet to be confirmed at this point in time.

The methodology for servicing the debt will be agreed by the partners of the North Wales Economic Ambition Board before signing the final Growth Deal with the UK and Welsh Governments.

The financial profiles for individual projects is set out in the following table:

	2020/21			2021/22			2022/23			2023/24			2024/25			2025/26			TOTAL		
	(£m)			(£m)			(£m)			(£m)			(£m)			(£m)					
	Public	Private	GD	Public	Private	GD	Public	Private	GD	Public	Private	GD	Public	Private	GD	Public	Private	GD	Public	Private	GD
<b>LOW CARBON ENERGY PROGRAMME</b>																					
Trawsfynydd Power Station Project	0	0	11.9	0	0	8	0	0	0.1	0	0	0	0	0	0	0	0	0	0	0	20
Morlais Project	0	0	0	8.974	0	3.5	11	0	5.5	0	22	0	0	15	0	0	3	0	19.974	40	9
Smart Local Energy Network Project	2.8	40	5	3	50	10	2	70	10	0	78	5	0	0	0	0	0	0	7.8	238	30
Nuclear Energy Centre of Excellence	17.1	1	4.813	19.65	0	6.812	26.45	0	5.313	12.5	0	4.062	0	0	0	0	0	0	75.7	1	21
<b>ADVANCED MANUFACTURING PROGRAMME</b>																					
Enterprise Engineering & Optics Centre	8.8	0	8.49	4.26	0	1.51	4.31	0	0	2.46	0	0	0	0	0	0	0	0	19.83	0	10
Centre of Environmental BIOTTECHnology	4.1	0	1.5	3.6	0	1.5	3.5	0	0	1.8	0	0	0	0	0	0	0	0	13	0	3
<b>LAND-BASED INDUSTRIES AND TOURISM</b>																					
Glynlifon Rural Economy Hub Project	1	0	0.5	1	0	4.75	1	0	4.75	0	0.8	0	0	0	0	0	0	0	3	0.8	10
The Llysfasi Carbon Neutral Farm	2	0	4	3	3	6	0	2	0	0	0	0	0	0	0	0	0	0	5	5	10
North Wales Tourism and Hospitality	3	0.375	4.937	2	0.375	3.063	0	0.5	2	0	0	0	0	0	0	0	0	0	5	1.25	10

Centre of Excellence Project																						
<b>LAND AND PROPERTY PROGRAMME</b>																						
Regional Land and Property Joint Venture	5	0	10	10	30	25	10	40	20	10	50	10	10	90	7.5	0	0	0	45	210	72.5	
Holyhead Gateway Project	0	40.5	31.5	0	4.5	3.5	0	0	0	0	0	0	0	0	0	0	0	0	0	45	35	
<b>SKILLS AND EMPLOYMENT PROGRAMME</b>																						
Skills Information and Advice Gateway	Side deal																					
<b>DIGITAL PROGRAMME</b>																						
North Wales Digital Connectivity Project	0	0	1.051	0	0.023	2.573	0	0.109	9.72	0	0.238	7.898	0	0.041	4.557	0	0	8.201	0	0.411	34	
Digital Signal Processing Centre Project	1.855	0.688	1.75	1.23	0.459	1	0.02	0	0.25	0.02	0	0	0	0	0	0	0	0	3.125	1.147	3	
<b>STRATEGIC TRANSPORT PROGRAMME</b>																						
Regional Transport Decarbonisation	10	1	2	15	3	4	15	3	4	10	1.5	2.5	0	0	0	0	0	0	50	8.5	12.5	
<b>TOTAL FUNDING</b>	<b>55.355</b>	<b>83.563</b>	<b>85.941</b>	<b>70.314</b>	<b>91.357</b>	<b>81.208</b>	<b>73.38</b>	<b>115.61</b>	<b>63.133</b>	<b>38.48</b>	<b>152.54</b>	<b>29.46</b>	<b>10</b>	<b>105.04</b>	<b>12.057</b>	<b>0</b>	<b>3</b>	<b>8.201</b>	<b>247.43</b>	<b>551.11</b>	<b>280</b>	

**PROPOSED GROWTH DEAL FUNDING (UK AND WELSH GOVERNMENT)**

Project Name	UK Government (£m)	Welsh Government (£m)	Total Growth Deal (£m)
<b>LOW CARBON ENERGY PROGRAMME</b>			
- Trawsfynydd Power Station Project	20	0	20
- Morlais Project	9	0	9
- Smart Local Energy Network Project	30	0	30
- Nuclear Energy Centre of Excellence	21	0	21
<b>ADVANCED MANUFACTURING PROGRAMME</b>			
- Enterprise Engineering & Optics Centre	10	0	10
- Centre of Environmental BIOTECHnology	3	0	3
<b>LAND-BASED INDUSTRIES AND TOURISM</b>			
- Glynllifon Rural Economy Hub Project	0	10	10
- The Llysfasi Carbon Neutral Farm	0	10	10
- North Wales Tourism and Hospitality Centre of Excellence Project	0	10	10
<b>LAND AND PROPERTY PROGRAMME</b>			
- Regional Land and Property Joint Venture	0	72.5	72.5
- Holyhead Gateway Project	10	25	35
<b>SKILLS AND EMPLOYMENT PROGRAMME</b>			
- Skills Information and Advice Gateway		<b>Side Deal</b>	
<b>DIGITAL PROGRAMME</b>			
- North Wales Digital Connectivity Project	34	0	34
- Digital Signal Processing Centre Project	3	0	3
<b>STRATEGIC TRANSPORT PROGRAMME</b>			
- Regional Transport Decarbonisation	0	12.5	12.5
<b>TOTAL FUNDING</b>	<b>140</b>	<b>140</b>	<b>280</b>



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## SECTION 8 – GROWTH DEAL PROJECT PORTFOLIO

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 the Growth Vision, and are presented within the Growth Deal 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 Growth Deal projects will achieve the following:

- A positive impact on GVA, supporting enterprise growth and productivity gains;
- A positive impact on jobs;
- An impact beyond the local boundary area of where the investment takes place and does not displace activity within the region;
- Alignment with proposed interventions planned by key partners, in particular Welsh Government;
- Supporting people out of unemployment into employment.

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. Given the importance of the Growth Deal and the development of the work of the North Wales Economic Ambition Board, it is important that the Future Generations Act is given due consideration in the development of any proposal.

Summaries of the Outline Business Case (OBC) for each Growth Deal Project are included below. Copies of the full OBC for each Growth Deal Project are available on request. These OBC's have been prepared in accordance with the guidelines as set out in HM Treasury's Green Book.

## LOW CARBON ENERGY PROGRAMME

Programme:	LOW CARBON ENERGY PROGRAMME						
Project:	Trawsfynydd Power Station Project						
Lead Sponsor:	Snowdonia Enterprise Zone						
Total Cost:	£20m	Growth Deal:			£20m		
Description:	The future use of Small Modular Reactors (SMRs), is viewed with increasing interest. These reactors produce around 300MW of energy. In tandem with the development of the UK SMR offer, a group of industry experts has been investigating the key strategic employment site based upon the Trawsfynydd Licensed Nuclear Site. At this time, the preferred option is to pursue the aspiration of providing the First of a Kind (FOAK) with work continuing on appraising the secondary options in conjunction with partners. Work has been ongoing since 2012 in securing that early developer engagement, and it continues in earnest. The project seeks to facilitate the first phase of development of this site.						
Private Sector Buy in and co-investment:	Strong links have been forged with all of the key SMR developers, industry bodies, and government, consequently, the benefits offered by the Trawsfynydd site are now widely recognised, evidenced in the OBC. With companies including Rolls Royce, Nuclear Advanced Manufacturing Research Centre, MATOM, Jones Bros Cyf etc. supporting the project. The works within this project have been identified in collaboration with commercial partners, and we are therefore confident that it represents a package of work which both offers a practical means of removing some of the barriers to locating an SMR at Trawsfynydd, whilst also enhancing the site's offer.						
Key Milestones	Activity					Commencement Date (using calendar year)	
	Environmental studies/works (to 2022)					2019	
	Logistical studies/works; Digital connectivity; data centre spec; rail GRIP 3 studies; (to 2021)					2020	
	R&D facilities in conjunction with Bangor University (to 2022)					2020	
	Route improvements (to 2022)					2021	
Risks	Description			Mitigation			
	Identification of physical/environmental impediments			If feasible, timing is such as to enable these to be overcome before work commences on the reactor(s)			
	UK Government revises policy on SMRs			Site has alternative uses which will benefit from project			
	Failure to achieve FOAK status			Fewer job and other opportunities but still viable			
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	0	0	0	0	0
	Private	0	0	0	0	0	0
	Growth Deal	0	11.9	8	0.1	0	20
	TOTAL	0	11.9	8	0.1	0	20
Constraints	Consenting and licensing (land use/environmental/generic design) Changes in Government policy Any lack of commitment by the UK Government to transfer the Trawsfynydd Site under favourable terms to a suitable SMR developer at the appropriate time						
Dependencies	The hosting of a SMR on this site is subject to a number of factors relating to various consent processes and successful generic design assessments. There are interdependencies with the nuclear centre of excellence; Digital programme; and land and property joint venture.						
Outcomes	Quantifiable outputs within this first phase would largely come from the construction jobs created and safeguarded by the capital works undertaken. The intention is to de-risk the development of a FOAK SMR on the site, the total capital cost of which will be c£2bn. Some 250 FTE jobs would be provided (+150 if FOAK). There would be a GVA effect of +£58m						

Programme:	LOW CARBON ENERGY PROGRAMME						
Project:	MORLAIS Infrastructure Project						
Lead Sponsor:	Menter Môn Ltd						
Total Cost:	£68.974m	Growth Deal:		£9m			
Description:	The Morlais zone, situated off Holy Island Anglesey is one of three zones in the UK designated for tidal stream energy deployment by the Crown Estate. A 45 year lease for this zone was awarded in April 2014 to Menter Môn Ltd. The zone extends to 35km <sup>2</sup> of sea bed and can accommodate up to 240MW of tidal stream generation. The funds are required in order to connect the sea bed to a Point of Connection to grid near Holyhead.						
Private Sector Buy in and co-investment:	Morlais has attracted eleven technology developers to the project, three from the UK, four from the EU and four from North America. These companies have signed conditional agreements with Morlais and made deposits. Private sector funding for this project commences in 2023. It must be emphasised that these companies will spend £4m per mw to deploy turbines. This infrastructure project enables this leverage. Letters of support have been received by HydroQuest, Bigmoon, Minesto, Orbital Marine Power, SP Energy Networks etc.						
Key Milestones	Activity						Date (using calendar year)
	Land and connection agreements complete						Apr 2019
	Two year land and marine EIA studies complete						Apr 2019
	Consent submission						July 2019
	Consent award						Jan to Jun 2021
	Infrastructure construction start						Jan to Jun 2021
	Infrastructure construction completion						Jul to Dec 2022
	Turbine deployment						2023
Risks	Description	Mitigation					
	Risk of a 'stranded asset' due to absence of revenue support for tech companies, thus no customers.	Menter Mon (et al) are in proactive discussions with UKG, WG and utility companies to resolve the revenue support position over a two year period.					
	Risk of decommissioning liabilities (marine)	Decommissioning liability assignments prescribed in Crown Estate Head Lease.					
	Risks of decommissioning liabilities (terrestrial)	Agreement states that in the event of a need for decommissioning the landowner will retain the building for agricultural use.					
Financial Profile		2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL (£)
	Public	8.974	11	0	0	0	19.974
	Private	0	0	22	15	3	40
	Growth Deal	3.5	5.5	0	0	0	9m
	<b>TOTAL</b>	<b>12.474</b>	<b>16.5</b>	<b>22</b>	<b>15</b>	<b>3</b>	<b>68.974</b>
Constraints	A 2 year window has been allowed for consent completion. The extent of consent which will be achievable in the first phase cannot be foreseen with certainty' A 20MW constraint represents a worst case scenario, hence the Model 2 business plan mitigation. In order to ensure an orderly expenditure of ERDF funding prior to the end of December 2023), approval of the £9m match required prior to September 2019.						
Dependencies	Need to retain technology customer community. Promoters have an excellent record in this regard - four new companies of stature joined in the last quarter of 2018. They continue to work proactively with them to resolve common challenges. Because of uncertainty surrounding the prospect of revenue support, Morlais is presenting two Business Models 1 and 2.						
Outcomes	Best case Project outcomes (Business Model 1) include:- Inward investment of £480m (at £4m per MW installed with cost reduction factored) Percentage of inward investment expended into the regional supply chain = 25 – 35% Marine Technology Companies locating on the Holyhead corridor = 7 - 11						

Jobs created 2,696 FTE person years over 25 years, (based on WG Regeneris study 2014)  
Business Model 2: Inward investment of £40m over first 5 years rising to £440m over 10 years  
Percentage of inward investment expended into the regional supply chain = 25 – 35%  
Marine Technology Companies locating on the Holyhead corridor = 4-7  
Jobs created 750 FTE person years over first 5 years, rising to 2500 over 15 years (based on  
WG Regeneris study 2014)

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Programme:	Low Carbon Energy Programme						
Project:	Smart Local Energy Project						
Lead Sponsor:	Regional Energy Hub						
Total Cost:	£275.8 million	Growth Deal:		£30.0 million			
Description:	The project aims to support low carbon renewable energy development in North Wales. The project will – (1) Work in partnership with private sector energy developers to increase generation capacity (2) Work With SPEN and National Grid to remove barriers to investment (3) Deliver 4 pilot projects to support the long term decarbonisation of energy networks, including energy storage solutions (4) Establish a Regional Energy Hub with skills and capacity to work with partners						
Private Sector Buy in and co-investment:	<b>Energy Scheme Developers</b> – e.g. Minesto, Nova Technologies, Snowdonia Pump Storage, Innogy, Community Development groups <b>Grid and Supply Partners</b> – SP Energy Networks, National Grid <b>Public Bodies</b> – Local Authorities and Welsh Government <b>Stalled Sites</b> – Joint work to facilitate delivery of stalled consented sites across region						
Key Milestones	Activity						Date (using calendar year)
	Support for private sector renewable energy projects						2019 – 2022
	Deliver Local Energy Projects through the Energy Hub						2019-22
	Delivery of pilot projects on zero carbon transport, space heating, hydrogen networks						2020-22
	Establish Regional Energy Hub						2020
Risks	Description	Mitigation					
	Grid connection and capacity	Partnership with SPEN and National Grid					
	Complex legislative and regulation	Expertise developed within Regional Energy Hub and partners					
	Uncertainties over future income from renewable projects						
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	2.8	3	2	0	7.8
	Private	0	40	50	70	78	238
	Growth Deal	0	5	10	10	5	30
	<b>TOTAL</b>	<b>0</b>	<b>47.8</b>	<b>63</b>	<b>82</b>	<b>83</b>	<b>275.8</b>
Constraints	Strike price - national policies Grid connections Innovative technologies may prove unviable Availability and commitment to private funding						
Dependencies	Strong links to Transport Decarbonisation project Holyhead Port development National Grid and SP Energy Networks investment programmes Regional Energy Strategy						
Outcomes	Up to £238 million private sector investment 100 jobs 4 pilot project to scope future roll out of low carbon technologies 800 mw installed capacity for low carbon renewable energy						

Programme:	LOW CARBON ENERGY PROGRAMME						
Project:	<b>Nuclear Energy Centre of Excellence (NECoE)</b>						
Lead Sponsor:	Bangor University (BU)						
Total Cost:	£118.2m (incl. £20.5m enabling investment)			Growth Deal:	£21m		
Description:	<p>The economic opportunities for a Nuclear Energy Centre of Excellence sprang initially from proposals to build a <b>new nuclear power station in Anglesey</b> and the plans <b>to develop SMR/AGR technologies relevant to Trawsfynydd</b>. However, with active investment by Welsh Government, the clear direction of the UK government’s Nuclear Strategy and support from key commercial and agency players in the nuclear sector, the NECoE project has a direction, momentum and level of support all of its own. Consequently, all parties involved recognise that Horizon’s suspension in the construction of the Wylfa Newydd site does not influence the likely success of the NECoE project, allowing an even stronger focus on SME and AMR technologies, further facilitated by greater partnering with the Trawsfynydd Growth Deal project, and inclusion of the <b>Centre for Enhanced Industrial Certification and Evaluation (ceICE)</b> providing the ability to life-cycle test critical components involved in nuclear and other industries. NECoE will be well-placed for alternative development of Wylfa site for SMR/AMR. The recently established <b>Nuclear Futures Institute</b> in Bangor University funded through Sêr Cymru forms an integral part of the project offer as it introduces high quality academic capacity in nuclear engineering within Bangor University. One element of the project is to provide this group with the research infrastructure (laboratories and equipment) within the University to develop and expand R&amp;D capacity in this important area. Together with attracting world leading academics and the proposals for a Thermal Hydraulic Facility at M-SParc this is a clear commitment by Bangor University, Imperial College London, Menai Science Park and their industry partners <b>to bring transformational change to the economy of the region</b>.</p> <p>The NECoE project will join other <b>world-leading centres designed to transform the UK’s capability for innovation</b> in specific areas and help drive future economic growth, <b>ensuring North Wales is recognised as the best location in the UK for future nuclear investment</b>. It will be a physical centre where the very best of the UK’s businesses, scientists and engineers work side by side on late-stage research and development in energy generation – <b>transforming high potential ideas into new products and services to generate economic growth</b>.</p>						
Private Sector Buy in and co-investment:	Wood/Amec Foster Wheeler will act as Champion for this development with close support for the project from the Nuclear AMRC and the UK Atomic Energy Authority. Other companies with clear interest in the development include Rolls Royce, Westinghouse, RWE and Horizon. TWI expects to act as champion for ceICE						
Key Milestones	Activity	Date					
	GD announcement- project commissioning	2019					
	THF development and build	2020-23					
	Nuclear testing lab	2020-23					
	Finalise build / testing	2024					
	Operational (initiating research work)	2020					
	Full equipped facility and operations	2024 (2023 – ceICE)					
Risks	Description	Mitigation					
	No development at Wylfa	Not wholly dependent – NECoE applications more generalised					
	No SMR/ AGR development	Not wholly dependent – NECoE applications more generalised					
	No THF investment	Not wholly dependent – NECoE applications more generalised					
	UK anti –nuclear energy policy	Facility will have international profile					
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£m)
	Public		17.1	19.65	26.45	12.5	75.7
	Private		1				1
	Growth Deal		4.813	6.812	5.313	4.062	21
	TOTAL		<b>22.913</b>	<b>26.462</b>	<b>31.763</b>	<b>16.532</b>	<b>97.70</b>

Constraints	Uncertainty regarding GD funding. Otherwise, project is ready to go with the project approved in principle within the University and with local planners. Partner funding is in place and specialist skills available to access / use the equipment given the establishment of NFI. A strength of the Bangor University GD bids is the valued added element arising from co-location of research facilities (e.g. shared Business Landing Space, shared service infrastructure etc.) however; this creates a dependency on the other projects progressing.			
Dependencies	Proposals at Trawsfynydd and Anglesey are now intimately linked alongside strong partnerships with the Nuclear AMRC and AMRI Wales. There are possible additional links to DSP and energy projects (e.g. Morlais)			
Outcomes	Access by Business	Number businesses co-located	Partnerships	Employment
	225*	46*	60*	150*

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## ADVANCED MANUFACTURING PROGRAMME

Programme:	ADVANCED MANUFACTURING PROGRAMME						
Project:	Enterprise Engineering & Optics Centre (EEOC)						
Lead Sponsor:	Wrexham Glyndwr University (WGU)						
Total Cost:	£30.31m (incl. £0.48m WGU enabling investment)	Growth Deal:		£10m			
Description:	<p>WGU currently has engineering and optics technology facilities on its sites in St Asaph and Wrexham. Allied with genuine pre-existing high-level expertise in optics and photonics, microwave technology, hydrogen cell technology, advanced manufacturing (including composites) the Growth Deal investment presents a critically important development opportunity for the region to establish an international profile in these fields. The aim of this project is therefore to build on WGU’s renowned expertise in advanced manufacturing and optics to provide small and medium sized businesses in the region (and indeed, UK wide) with facilities, research and innovation and access to expert skills across these key sectors of advanced manufacturing and engineering. Growth Deal alongside significant partner funding will help deliver facilities in three core high value development areas: precision optical systems, and world leading surface metrology capabilities, microwave technology and composites and hydrogen cell development. WGU is engaged with other key University based centres (e.g. Sheffield, Bristol, Cardiff, Bangor etc.) with close links to the North Wales AMRC ensuring strong complementarity in the marketplace.</p>						
Private Sector Buy in and co-investment:	<p>Qinetiq is championing this investment closely supported through key private sector partners including Qioptic, BAe, MDBA Systems, Coveris, Cytec / Solvay, Gooch &amp; Housego and Toyota, and with engagement with Sheffield University/AMRC/AMRI.</p> <p>Other engaged commercial partners include: Fifth Wheel, Unimaq, Brother Industries, Neva Aerospace, Wholebake Foods, KK Fine Foods, LoS, UPS2, Meadowvale Foods.</p>						
Key Milestones	Activity						Date (using calendar year)
	GD announcement- project commissioning						2019
	Build stage						2020-22
	Equipment purchases						2020-23
	Operational (initiating research work)						2020
	Full equipped facility and operations						2023
Risks	Description	Mitigation					
	Insufficient commercial interest	Unlikely – wide corporate support already in place					
	Inadequate integration with other technologies	Expertise in place to deliver					
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£m)
	Public	0	8.8	4.26	4.31	2.46	19.83
	Private	0	0	0	0	0	0
	Growth Deal	0	8.49	1.51	0	0	10
	TOTAL	0	17.29	5.77	4.31	2.46	29.83
Constraints	<p>Protracted GD deliberations and a series of unhelpful interjections regarding the relationship with the AMRC proposals. WGU is highly committed and motivated to develop the project which is complementary to the local offer in the field of optics, composite materials and hydrogen cell development and brings transformative value to the regional economy.</p>						
Dependencies	<p>Whilst this is a unique facility there are important interdependencies with AMRC, NECoE, Smart Local Energy Network Project, the Digital Connectivity project and the Transport Decarbonisation project.</p>						
Outcomes	Access by Business	PSI Leveraged	Partnerships		Employment		
	<b>300</b>	<b>31.4M</b>	<b>55</b>		<b>145</b>		

Programme:	ADVANCED MANUFACTURING PROGRAMME						
Project:	Centre of Environmental BIOTECHnology (CEB)						
Lead Sponsor:	Bangor University						
Total Cost:	£17.625m (incl. £1.625m enabling investment)	Growth Deal:		£3m			
Description:	<p>CEB aims to become a world-leading transformational <b>Biotech</b> facility working with leading international businesses in chemical synthesis, pharma, food, beverage and chemical engineering to commercialise the application of advanced enzyme science in modern manufacturing operations. This area is already a significant ‘<u>disruptive</u>’ technology given its potential to replace high energy and polluting catalysts with low carbon green alternatives, hence the interest of major international players.</p> <p>Investment from the Growth Deal will dramatically up-scale the commercial impact of CEB by enabling it to evolve from Technology Readiness Levels (TRL) 1-3 to TRL 4-6, actively overcoming the transition between research laboratory and commercialisation often referred to as the “Valley of Death. In turn this leads to the prospect of commercial product development and industrial development and growth (TRL 7-9) facilitated by Growth Deal co-investment, previous investment in the BEACON biorefining project and the University’s Bio-composites Centre, further augmented by the innovation pipeline provided by the M-SParc Science Park.</p> <p>Thus, CEB has the potential to generate significant inward investment to North Wales from major international corporates as well as the opportunity for SME growth from specialist spin-offs.</p>						
Private Sector Buy in and co-investment:	Bangor University is already working with major corporates in this field including Bayer AG, Unilever, Novozymes and Evoxx GmbH. The lead private sector sponsor for this investment is James Findlay Ltd of Buckingham Gate, Westminster, an international beverage company with a business footprint on every continent. The sector Champion will be their Group Innovation Director, Dr Wolfgang Tosch.						
Key Milestones	Activity	Date (using calendar year)					
	GD announcement- project commissioning	2019					
	Build stage	2020-23					
	Equipment purchases	2021-22					
	Operational (including research work)	2022					
	Full equipped facility and operations	2023					
Risks	Description	Mitigation					
	Lack of funding (e.g. GD)	Explore publicly available contracts / funding					
	Lack of private sector support	Exploit current links with networks (e.g. CLIB2021)					
	Specialised skills deficit	Early engagement with key partners					
	IP conflicts	Early legal specialist advice to set up systems					
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	1.9	2.2	3.6	3.5	1.8	13
	Private	0	0	0	0	0	0
	Growth Deal		1.5	1.5			3
	TOTAL	1.9	3.7	5.1	3.5	1.8	16
Constraints	Uncertainty regarding GD funding. The project is ready to go with the project approved in principle within the University and with the local planners. Partner funding is in place and specialist skills available to access / use the equipment via the staffing of the WEFO funded ERDF CEB project which more research capacity focussed.						
Dependencies	Maintaining close relationship with key private sector partners will be very important for this project. A strength of the Bangor University GD bids is the valued added element arising from co-location of research facilities (e.g. shared Business Landing Space, shared services infrastructure etc.) however; this creates a dependency on the other projects progressing. Links with AMRI Wales, Digital Connectivity project and The Llysfasi Carbon Neutral Farm / Glynllifon would seem important and potentially beneficial to all parties.						

Outcomes	Access by Business	Number of businesses co-located	Additional highly skilled graduates	Employment
	<b>120*</b>	<b>tbc</b>	<b>22</b>	<b>48</b>

DRAFT

## LAND-BASED INDUSTRIES AND TOURISM

Programme:	LAND-BASED AND TOURISM					
Project:	<b>Glynllifon Rural Economy Hub</b>					
Lead Sponsor:	Grŵp Llandrillo Menai (GLLM)					
Total Cost:	£13m	Growth Deal:	£10m			
Description:	<p>The Glynllifon Rural Economy Hub (REH) will be a regional centre of excellence supporting rural enterprises with the specialist space, knowledge and tools to enable them to reach their productive potential. Customers will include pre-start-ups, start-ups and growing SMEs primarily in the Food and Drink Sector. The Hub will work closely with GLLMs current Food Technology Centre at Llangefni (part of Food Innovation Wales) and will be part of Gwynedd Council’s Arloesi Gwynedd strategy and plan. The Hub expects to work with companies across North Wales with links to Llangefni and Wrexham Food Park. The Hub will comprise three facilities:</p> <ul style="list-style-type: none"> <li>• <b>Knowledge Centre</b> – which is centred on creating a pool of “know-how” and practical experience to support innovation and enterprise growth in the region.</li> <li>• <b>Food Enterprise Park</b> – including incubator space for start-ups and flexible food grade units designed to attract growing SMEs.</li> <li>• <b>Demonstration space</b> – which will stimulate research and innovation in rural development across all sectors, e.g. sustainable energy, robotics and telecommunications.</li> </ul>					
Private Sector Buy in and co-investment:	<p>The Welsh Government’s Food and Drink Strategy Board (made up of key private sector companies) strongly support these proposals. There is significant evidence across a number of small / start-up businesses in the Food and Drink sector of support for this development with a clear desire to invest in rental space once open (projected £800k over the first five years of operation).</p> <p>Private sector support include Halen Môn, Castell Gwyn Artisan Cheese, Matt and Ben’s Proper Fudge, The Cake Crew and Horizon Nuclear Power.</p>					
Key Milestones	Activity	Date (calendar years)				
	Growth Deal award	Q2 2019				
	Professional Team appointed All permissions in place	Q2 – Q4 2019				
	Building spec and contract award	Q1 2020				
	Actual build	Q2 2020 – Q2 2021				
	Fit-out	Q3 2021				
	Operational	Q3 2021				
Risks	Description	Mitigation				
	Project is dependent on gaining all planning/ technical permissions	Ongoing dialogue with local planners etc.				
	Loss of public sector partners	Ongoing dialogue with partners				
	Submitted tender prices	Ongoing overview and mitigation				
Financial Profile		BUILD & DEVELOPMENT (Financial Years)			OPERATIONAL PHASE	
		2020/21	2021/22	2022/23	TOTAL	2022/23 – 2027/28
	Public	1	1	1	3	0
	Private	0	0	0		0.8
	Growth Deal	0.5	4.75	4.75	10	0
	<b>TOTAL</b>	<b>1.5</b>	<b>5.75</b>	<b>5.75</b>	<b>13</b>	<b>0</b>
Constraints	This development is dependent on securing permissions from bodies such as Gwynedd Planning Department, Gwynedd Highways Department, CADW etc.).					
Dependencies	There are important interdependencies between REH and proposals at Coleg Llysfasi , Smart Local Energy Network Project, CEB, Digital Connectivity Project					
Outcomes	Access by Business	Number businesses co-located	Employment during Build Phase	Employment when Operational		
	200	20	91	80		

Programme:	LAND BASED INDUSTRIES AND TOURISM						
Project:	Renewable Energy & Digital Precision Technology centre						
Lead Sponsor:	Coleg Cambria						
Total Cost:	£20m	Growth Deal:		£10m			
Description:	To create a centre of excellence in renewable energy technologies that will act as an innovation demonstrator platform and test bed for new and existing renewable low carbon technologies. This will facilitate growth in the commercial Agricultural sector in North Wales and wider regions through the efficient use of digital precision, in primary food production. It will improve sustained growth, employment and business profitability, with increased resilience of the sector and communities. In addition, it will enable Welsh businesses to compete in a global marketplace post Brexit. The centre will enable this to happen by assisting to provide a dynamic workforce for the rural and wider community to ensure the delivery of carbon reduction primary agriculture food production.						
Private Sector Buy in and co-investment:	Kubota UK, Tilhill Forestry, LEAF, The Greener group, AGCO, Emyr Evans, fre Energy, Class UK, ABP Food Group						
Key Milestones	Activity			Date (using calendar year)			
	Award of funding			2020			
	Contractor mobilisation and site set up			2020			
	Construction phase completed			2021			
	Site handover			2021			
Risks	Description		Mitigation				
	Project drift		Roles and responsibilities for developing, implementing and monitoring the strategy.				
	Project goes over time		Detailed project plan. Routine monitoring of project. Performance targets in contract.				
	Loss of private sector partners		Continued engagement with partners.				
	Project goes over price		Procurement through Construction Framework and fixed price contract.				
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	2	3	0	0	5
	Private	0	0	3	2	0	5
	Growth Deal	0	4	6	0	0	10
	TOTAL	<b>0</b>	<b>6</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>20</b>
Constraints	Confirmation of funding. Project aligned to funding timescales and draw down of funding in 2020 onwards achievable.						
Dependencies	No material dependencies which would impact on success of project. Project supports and complements other parts of NWGD which include: Digital project, Smart Local Energy Network project and Glynllifon project.						
Outcomes	<ul style="list-style-type: none"> <li>Renewable energy projects - <b>target of 40 projects</b></li> <li>Knowledge transfer - <b>target of 500 businesses/ communities</b></li> <li>Commercial innovation renewable &amp; digital precision farming - <b>20 projects</b></li> <li>Economic rural diversification - <b>target 300 rural businesses</b></li> <li>Deliver a leading resource in North Wales.</li> <li>Promote careers and bring new jobs to North Wales</li> <li>Training, skills &amp; development for employment - <b>target 3,000 learners</b></li> </ul>						

Programme:	LAND BASED INDUSTRIES AND TOURISM						
Project:	Tourism and Hospitality Centre of Excellence						
Lead Sponsor:	Grŵp Llandrillo Menai – Coleg Llandrillo						
Total Cost:	£16.250m	Growth Deal:		£10m			
Description:	<p>The Tourism &amp; Hospitality Centre of Excellence will provide targeted skills development, product research and business support to grow the sector across North Wales. Designed in partnership with the private sector, delivery will create a pipeline of talent and a range of innovative businesses to grow the value and contribution of the hospitality and tourism sector in North Wales. Industry buy-in and ownership has been central in project design, which has led to significant private sector investment support. The ambition is to position North Wales as an anchor and centre of excellence for the development of tourism and hospitality in Wales and the wider UK. A hub and spoke model will centre on a new purpose-built Tourism &amp; Hospitality Centre of Excellence at Coleg Llandrillo in Rhos-on-Sea (the hub), connected to a number of strategic facilities coordinated by tourism and hospitality businesses across North Wales (the spokes). The project will be industry-driven and complement and support other provision across North Wales.</p>						
Private Sector Buy in and co-investment:	<p>The project has been shaped by the needs identified by private sector partners. The tourism and hospitality sector is experiencing significant growth yet continuing this growth in North Wales is dependent on the supply of a talented and skilled workforce. A number of private sector partners will champion the project including ZipWorld and Surf Snowdonia, who together with other businesses, will invest and support the project.</p>						
Key Milestones	Activity		Date (using calendar year)				
	GD award		2019				
	Full Business Plan and Project Specification		2019				
	Build Spec and contract award – the hub		2019/20				
	Actual build		2020/22				
	First Phase Spoke facilities developed		2020/22				
	Operational – live		2022/23				
Risks	Description		Mitigation				
	Bureaucratic delays with GD		NWEAB dependent				
	Loss of private sector partners		Industry-led with Project Board to oversee design and delivery				
	Cost Plan is inaccurate		Full Business Plan. Cost Consultants will be appointed as part of the Design Team				
	Failure to achieve NWEAB growth milestones / outputs		Effective monitoring systems will be established				
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	3	2	0	0	5
	Private	0	0.375	0.375	0.5	0	1.25
	Growth Deal	0	4.937	3.063	2	0	10
	<b>TOTAL</b>	<b>0</b>	<b>8.312</b>	<b>5.438</b>	<b>2.5</b>	<b>0</b>	<b>16.25</b>
Constraints	<p>Uncertainty regarding GD funding. Full Business and Operational Plan will mitigate any constraints. Hub site identified and private sector commitment confirmed.</p>						
Dependencies	<p>There are no interdependencies which are material to the success of the project. However, there are important interdependencies with other parts of the NWGD which include the Digital Strategy, Holyhead Gateway and Transport.</p>						
Outcomes	<ul style="list-style-type: none"> <li>• 100 new tourism and hospitality apprentices in first two years of operation</li> <li>• New Centre of Excellence and 10 regional industry-owned training facilities</li> <li>• 500 sq.m. commercial space</li> <li>• 40 tourism and hospitality businesses support and innovation sessions</li> </ul>						

## LAND AND PROPERTY PROGRAMME

Programme:	LAND AND PROPERTY PROGRAMME						
Project:	Regional Land and Property Joint Venture						
Lead Sponsor:	NWEAB						
Total Cost:	£327.5 million	Growth Deal:		£72.5 million			
Description:	<p>To establish a Joint Venture (JV) between the NWEAB and Welsh Government to increase the supply and delivery of sites, premises and housing in North Wales.</p> <p>The JV will provide support for site and property development across the region – directly benefiting private sector occupiers who otherwise would not be able to invest.</p> <p>Support will be provided to increase the housing completion rate across the region, in partnership with RSL, and private sector developers.</p>						
Private Sector Buy in and co-investment:	<p>Private Sector End User investors – e.g. Money Penny, Workz Group, GLI</p> <p>Private Sector Developers – Barwood Land &amp; Property, RSL Partnership, Jones Bros Finance – Joint work with Development Bank and RSL Partnership</p> <p>Tourism – funding through JV to support tourism developments</p>						
Key Milestones	Activity						Date
	Establish Joint Venture						2019
	Wrexham, Bodelwyddan and Bryn Cegin – site development						2019-21
	SME House builder support						2019-22
	RSL and major developer site development						2019-22
	Tourism projects supported						2019-22
Risks	Description	Mitigation					
	Individual Site appraisals necessary	Commercial Development Appraisal methodologies used					
	Impact of Brexit on major investment decisions.	Major investment opportunities and regional development approach					
Financial Profile		2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL (£)
	Public	5	10	10	10	10	45
	Private		30	40	50	90	210
	Growth Deal	10	25	20	10	7.5	72.5
	<b>TOTAL</b>	<b>15</b>	<b>65</b>	<b>70</b>	<b>70</b>	<b>107.5</b>	<b>327.50</b>
Constraints	<ul style="list-style-type: none"> <li>• Demand from end users</li> <li>• Limited funding available to meet demand</li> <li>• Complex land ownership and infrastructure requirements on some sites</li> </ul>						
Dependencies	<ul style="list-style-type: none"> <li>• Key support tool for most private sector investments in the region</li> <li>• Key outcome for devolved joint work regionally</li> <li>• RSL partnership and Development Bank key partners</li> <li>• The programme will work with existing Welsh Government and EU funded projects</li> </ul>						
Outcomes	<ul style="list-style-type: none"> <li>• Joint venture established</li> <li>• First phase sites developed and occupied</li> <li>• 20k m2 floor space; 30 Ha land provided, scope for up to 1875 jobs; potential for £210 million direct and indirect private investment; support for up to 12 k homes, tourism development projects supported</li> </ul>						

Programme:	LAND AND PROPERTY PROGRAMME						
Project:	Holyhead Gateway						
Lead Sponsor:	NWEAB						
Total Cost:	£80m	Growth Deal:		£35m			
Description:	The project aims to future proof the port of Holyhead by providing new deep water heavy loading and cruise facilities, improved vehicular access, guaranteeing the future of the breakwater and providing for the demands of regional energy projects. It includes reclamation to deliver up to 24 acres.						
Private Sector Buy in and co-investment:	The promoters of the scheme, Stena Line, will invest £45m in the development.						
Key Milestones	Activity					Date (using calendar year)	
	Sign off final scheme and business plan					Q1 2019	
	Start of preparatory capital works					Q2 2019	
	Anticipated approval of Harbour Revision Order					Q3 2019	
	Completion of project					Q4 2020	
Risks	Description			Mitigation			
	Insufficient business to justify investment			Bring forward investment in partnership to reduce risk			
	Postponement of Wylfa project resulting in reduced demand for services			Capacity still required for other energy projects and potential SMR developments			
	BREXIT effects			Although unknown at present, provision is being made for more space for processing ro-ro traffic			
	Breakwater			Deterioration addressed in remediation proposals			
	Lack of purpose built deep water berths affects business			Proposals meet the demands of the cruise lines and for heavy loading/unloading			
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	0	0	0	0	0
	Private	0	40.5	4.5	0	0	45
	Growth Deal	0	31.5	3.5	0	0	35
	TOTAL	0	72	8	0	0	80
Constraints	Long term viability of the Breakwater; availability of space for the necessary developments; access; lack of purpose built facilities for the offshore energy industry						
Dependencies	Commercial income from Morlais and other energy projects. Improved connectivity as a result of the Digital Connectivity project will make a major impact upon the port's ability to process traffic in an effective manner. The port may have a role in relation to developments at Trawsfynydd and revised proposals for Wylfa						
Outcomes	1250 direct jobs created in the port, 700 indirect and induced jobs, 1500 jobs supported by new cruise ship expenditure. 24 acres of new/improved port facilities together with new and improved commercial floorspace						



## DIGITAL PROGRAMME

Programme:	DIGITAL PROGRAMME								
Project:	Digital Connectivity								
Lead Sponsor:	NWEAB								
Total Cost:	£34.4 million	Growth Deal:			£34 million				
Description:	<p>Step change in digital connectivity across the region delivered through four key themes:</p> <ul style="list-style-type: none"> <li>• Full Fibre at Key economic sites – range of affordable fibre broadband to business parks and industrial estates</li> <li>• Connected Campuses – leading edge fibre and radio connectivity at selected sites</li> <li>• Connected Corridors – contiguous LPWAN gateways providing real time tracking of logistics</li> <li>• Last few % - providing a minimum of superfast broadband (30Mbps) to 99% of premises</li> </ul>								
Private Sector Buy in and co-investment:	<p>Opportunities for network operator investment are being discussed. Current expectation is that main source of private sector co-investment will be in the form of local access networks built around backhaul supported by Growth Deal funded passive infrastructure. Proposed co-investment will be consistent with the TDIC model.</p> <p>Private sector support include Virgin Media, Fibrespeed, Openreach.</p>								
Key Milestones	Activity	Date (using calendar year)							
	GD award	2019							
	Building spec and contract awards	2019/20							
	Build	2020/22							
	Operational – live on stream	2022/23							
Risks	Description	Mitigation							
	Failure to commercialise infrastructure	Exploitation of passive infrastructure is undertaken via DCMS backed Digital Infrastructure Cooperative							
	Uptake of new connectivity options is not widely adopted by SMEs	Demand stimulation work is undertaken in advance of and during builds							
	State aid challenges	Delivery is through either MEIP/OP or pre-approved state aid mechanism							
	Regional capacity to deliver at scale is insufficient	Evaluation of resource requirements is undertaken in advance.							
Financial Profile		2019 /20	2020 /21	2021 /22	2022 /23	2023 /24	2024 /25	2025 /26	TOTAL (£m)
	Public	0	0	0	0	0	0	0	0
	Private	0	0	0.023	0.109	0.238	0.041	0	0.411
	Growth Deal	0	1.051	2.573	9.720	7.898	4.577	8.201	34
	<b>TOTAL</b>	<b>0</b>	<b>1.051</b>	<b>2.596</b>	<b>9.829</b>	<b>8.136</b>	<b>4.598</b>	<b>8.201</b>	<b>34.411</b>
Constraints	<p>Network commercial activity</p> <p>DCMS programmes</p> <p>Market demand</p>								
Dependencies	Regional Land and Property; Smart Local Energy								
Outcomes	<p>Gigabit capable premises coverage increase</p> <p>Wholesale infrastructure competition</p>								

Programme:	DIGITAL PROGRAMME						
Project:	Digital Signalling Processing (DSP) Centre						
Lead Sponsor:	Bangor University (BU) – Optical Communications Research Group (OCRG)						
Total Cost:	£8.456m (incl £1.184m BU enabling investment)				Growth Deal:	£3m	
Description:	<p>Optical Communications Research Group (OCRG) is a world renowned BU research division. Its focus is the 5G digital signalling and communications sector. 5G allows large amounts of data to be processed, and DSP intends to address strategic industrial challenges within 5G and 5G ecosystems, including the reduction of energy used by Smart Devices ('Internet of Things'), based on real-time optical experimental demonstrations. Growth Deal (GD) investment will complement significant private sector, BU and WEFO investment into a leading research facility in North Wales, allowing DSP to work intensively with the private sector. GD will fund technical kit / apparatus which will be exploited commercially by technical staff at the OCRG and wider afield. <b><i>This project is a key element in the wider innovation ecosystem that NW Growth Deal investment facilitates.</i></b></p>						
Private Sector Buy in and co-investment:	<p>This project has been developed in response to the need identified by the private sector for a world leading research facility within North Wales. BT have been identified as the private sector champion contributor for the project, along with other companies including Fujitsu, Huawei and TWI expected to invest and support this project.</p>						
Key Milestones	Activity				Date		
	GD award				2019		
	Building spec and contract award				2019/20		
	Actual build				2020/22		
	Tech Purchases				2020/23		
	Operational – live on stream				2022/23		
Risks	Description			Mitigation			
	Bureaucratic delays with GD			NWEAB dependent			
	Loss of private sector partners			Maintain ongoing dialogue with partners			
	Insufficient highly skilled personnel available			The investment is itself a mitigation factor			
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	1.855	1.23	0.020	0.020	3.125
	Private	0	0.688	0.459	0	0	1.147
	Growth Deal	0	1.75	1	0.25	0	3
	TOTAL	0	4.293	2.689	0.27	0.02	7.272
Constraints	<p>Uncertainty regarding GD funding. Otherwise project is ready to go with all internal approvals, planning approvals and partner funding in place and specialist skills available to access / use the equipment.</p>						
Dependencies	<p>None which are material to the success of the project. However there are important interdependencies with other parts of the NWGD which include the NCoE / ICE, the Digital Strategy , Trawsfynydd Nuclear Power Station and the Smart Local Energy Network</p>						
Outcomes	Access by Business	Number businesses co-located		Partnerships		Employment	
	45*	10*		20*		160*	

## STRATEGIC TRANSPORT PROGRAMME

Programme:	STRATEGIC TRANSPORT						
Project:	Regional Transport Decarbonisation						
Lead Sponsor:	Regional Transport Body						
Total Cost:	£71 million	Growth Deal:		£12.5 million			
Description:	<p>The project will support the change from carbon based fuelled vehicles as the main mode of transport to alternative low and zero carbon transport across north Wales. It is proposed to develop projects that will see capability for the use of electric and low carbon vehicles to be used region wide. Electric charging points and specific low carbon routes will support users who choose low carbon technologies and support a cleaner environment.</p> <p>Three pilot projects for zero carbon emission transport networks will be delivered at Deeside, Holyhead Port and Snowdonia National Park</p>						
Private Sector Buy in and co-investment:	<p>SP Energy Networks have secured £8.5 million for a project to deliver an EV Charging Strategy.</p> <p>The Snowdonia project supports improved access to adventure tourism through the use of sustainable transport</p> <p>The project will be delivered in partnership with the roll out of the Welsh Government funded North Wales Metro</p>						
Key Milestones	Activity						Date (using calendar year)
	Feasibility into 3 demonstration projects						2019
	EV Charging Strategy for N Wales						2019-21
	Delivery of pilot projects						2020-22
	Evaluation and full implementation plan						2022
Risks	Description	Mitigation					
	Skills capacity	Develop regional team approach					
	Technology	Pilots based on emerging examples					
Financial Profile		2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL (£)
	Public	0	10	15	15	10	50
	Private	0	1	3	3	1.5	8.5
	Growth Deal	0	2	4	4	2.5	12.5
	<b>TOTAL</b>	<b>0</b>	<b>13</b>	<b>22</b>	<b>22</b>	<b>14</b>	<b>71</b>
Constraints	<p>Electricity grid capacity</p> <p>Emerging technology could lead to wrong option selection</p> <p>Operating costs of new advanced technologies will need building into the WG Bus Review work</p>						
Dependencies	<p>Strong links to Smart Access to Energy Project</p> <p>Access for tourism</p> <p>Improved accessibility to major employment sites and Holyhead Port</p> <p>Links with cross-border Hydrogen Network projects</p>						
Outcomes	<p>Project delivered, for low carbon emission transport networks</p> <p>Evaluation and implementation strategy post project</p> <p>75 jobs in transport networks supported</p> <p>Reduction in carbon emissions</p>						

## SECTION 9 – SYNERGIES AND INTER-DEPENDENCIES

There are a number of inter-dependencies' between a number of projects:

	Trawsfynydd Power Station Project	Morlais Project	Smart Local Energy Network Project	Nuclear Energy Centre of Excellence	Enterprise Engineering & Optics Centre	Centre of Environmental BIOTECHnology	Glynllifon Rural Economy Hub Project	The Llysfasi Carbon Neutral Farm	North Wales Tourism and Hospitality Centre of Excellence Project	Regional Land and Property Joint Venture	Holyhead Gateway Project	Skills Information and Advice Gateway	North Wales Digital Connectivity Project	Digital Signal Processing Centre Project	Regional Transport Decarbonisation
Trawsfynydd Power Station Project	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Morlais Project	✓	-	✓			✓				✓	✓	✓	✓		✓
Smart Local Energy Network Project	✓	✓	-		✓		✓	✓			✓	✓	✓	✓	✓
Nuclear Energy Centre of Excellence	✓			-		✓						✓	✓	✓	
Enterprise Engineering & Optics Centre	✓		✓		-	✓						✓	✓	✓	
Centre of Environmental BIOTECHnology and Industrial Accreditation Centre	✓	✓		✓	✓	-	✓	✓				✓		✓	
Glynllifon Rural Economy Hub Project	✓		✓			✓	-	✓					✓		
The Llysfasi Carbon Neutral Farm	✓		✓			✓	✓	-					✓		
North Wales Tourism and Hospitality Centre of Excellence Project	✓								-		✓		✓		✓
Regional Land and Property Joint Venture	✓	✓								-	✓		✓		✓
Holyhead Gateway Project	✓	✓	✓						✓	✓	-	✓	✓	✓	✓
Skills Information and Advice Gateway	✓	✓	✓	✓	✓	✓					✓	-			
North Wales Digital Connectivity Project	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		-	✓	✓
Digital Signal Processing Centre Project	✓		✓	✓	✓	✓					✓		✓	-	✓
Regional Transport Decarbonisation	✓	✓	✓						✓	✓	✓		✓	✓	-

## SECTION 10 – EMPOWERING THE REGION

Through the Growth Deal process, the region will be given more capacity and flexibilities to make key decisions at the 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 partnership 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. These are additional asks beyond the Growth Deal process:

Devolved Powers	From UKG/WG
The Region invites the Welsh Government to support the formation of a <b>Regional Transport Body</b> 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.	WG
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 <b>Regional Business Network</b> . The Network will pool resources from across the region and will deliver a consistent approach to economic and business development.	WG
The region invites the UK Government to co-commission and co-design <b>Employment Programmes</b> 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.	UKG

The region will also require the support of the Welsh and UK Governments to deliver the following:

KEY ASKS	Gov.
The region invites the UK Government to commit to making the Trawsfynydd site available to first of a kind Small Modular Reactor and transfer the Trawsfynydd site under favourable terms to a suitable Small Modular Reactor developer.	UK
The region will request the support and commitment of the Welsh Government to retain our share of NNDR from Growth Deal project.	WG
The region will require support from the UK Government’s Sector Deal Programme to support the delivery of our Growth Vision. We will focus on particular opportunities stemming from the Aerospace Sector Deal, Nuclear Sector Deal, Construction Sector Deal Programme.	UK
The region will request Side Deals with Welsh Government to deliver activity that support the Growth Deal, in particular the Skills Agenda. We invite the WG and UK Government to work in partnership with regional partners to develop a Brokerage Service for the region.	WG
Welsh Government to agree for an area within the North Wales Region to be an early adopter for the implementation of the Welsh Government Employment Advice Gateway (now Work Advice Wales) and provide resources, funding and other support accordingly.	WG
The region requests the Welsh Government to establish a Joint Venture with the North Wales Economic Ambition Board to deliver a pipeline of development land and property across North Wales.	WG
The region requests the commitment from the UK Government and the Welsh Government to a rolling programme of Growth Deals for North Wales.	UKG & WG

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## SECTION 11 – SKILLS & EMPLOYMENT

### **SIDE DEAL AND IMPLEMENTATION PROPOSALS**

In addition to the Growth Deal, we will propose a “side deal” with Welsh Government to take forward the Skills and Employment Programme for North Wales. The key project within the programme is the Information and Advice Gateway project.

An outline business case has been prepared for the Information and Advice Gateway project which includes 4 key activities:

- Increased **employer engagement** in the region;
- Provision of a **Brokerage Service** for the region;
- Be engaged in the development of Welsh Government’s **Work Advice Wales** in the region;
- Co-develop with Welsh Government the use of an **Adult Bursary Scheme** in the region.

In addition, the “side deal” would also promote, enhance and co-ordinate the STEM provision for pupils aged between 4-18 years of age, hence making young school and college learners more employable for business in North Wales.

To support the implementation, the outline business case highlighted non-financial asks of Governments, which included:

- Welsh Government to agree for an area within the North Wales Region to be an early adopter for the implementation of the **Welsh Government Employment Advice Gateway (now Work Advice Wales)** and provide resources, funding and other support accordingly;
- For Welsh Government and UK Government to work closely with the North Wales Growth Deal, including ensuring that the Working Wales National programme, the work of Careers Wales and DWP align with and support the **Regional Employability Pathway Framework** approach in North Wales;
- For Welsh Government and UK Government to work in partnership with regional partners to develop a **Brokerage Service** for North Wales.

As it is revenue funding being sought, which falls outside the direct capital ask of the Growth Deal, further discussions with UK and Welsh Governments are taking place with regard to negotiating a side deal to facilitate implementation.

The latest position statement with regard to implementation and costing/funding for each of the 4 key activities is detailed below:

#### **1. INCREASE EMPLOYER ENGAGEMENT IN THE REGION**

The aim is to increase Employer Engagement in the region with a view to:

- Identifying future employment opportunities;
- Enhancing knowledge about skills development requirements, to feed into curriculum development and influence post 16 education;
- Stimulating and promoting apprenticeships and work experience opportunities;

- This can be achieved through more co-ordinated communications and knowledge sharing between stakeholders via the Regional Skills Partnership. This element of the project needs to link directly with the work of the Business Growth Hub.

### **Latest development and new implementation proposals**

Impartial employer engagement in relation to the issues highlighted, is being incorporated within the scope of the development of the Business Growth Hub project, which is being co-developed between the NWEAB and Welsh Government.

The ask is for a Regional Gateway Co-ordinator post what will play a conduit between the Regional Skills Partnership needs/ demands and the Business Growth Hub delivery activity.

Funding is required as part of a Side Deal for **Regional Gateway Co-ordinator post** (on-costs and sundries) - £60k per annum (please note the post holder will work across all 4 key activities).

## **2. PROVIDE A BROKERAGE SERVICE FOR SKILLS DEVELOPMENT AND RECRUITMENT**

The aim is to provide a Brokerage Service for skills development and recruitment for major projects in the region. The brokerage's activities will match people's skills and experiences to vacancies thereby acting as a bridge to support unemployed clients into sustainable employment by working closely with the clients and employers.

It will build on the successful brokerage partnership for North Wales Prison, partly through seeking to influence DWP resources made available for the activity over the next 5 years, so they can act as lead agency through the utilisation of WG Work Advice Wales.

### **Latest development and new implementation proposals**

The proposal is being developed with colleagues in the DWP regarding the likely demand for brokerage services in the region for the coming 5 years, incorporating Growth Deal projects and how they may be resourced from within the service.

Depending on the size of the demand predicted, there may be scope to seek investment for an 'electronic portal' to more effectively manage the brokerage activity and provide evaluation information for the region. Such portals exist and are used elsewhere, for example by Build London. **This approach would require upfront investment and incur a license fee costs, which would not be funded by DWP – costs tbc.**

Work to develop the proposal is currently ongoing and expected to be completed by the end of March 2019.

## **3. DEVELOPMENT OF WORK ADVICE WALES**

The aim is to be at the forefront of the development of Welsh Government's Work Advice Wales which is a key delivery element of Welsh Government's Employability Plan.

In order to deliver the *Information & Advice Gateway* and *Employability Pathway* elements of the North Wales Growth Vision, the Regional Skills Partnership (RSP), Careers Wales and Welsh Government have agreed the need to establish a North Wales Advisory Group to facilitate partnership working.

With the launch of both Work Advice Wales and Working Wales in 2019, the alignment of support providers and streamlining of referral processes is paramount.

#### **Latest development and new implementation proposals**

The Regional Skills Partnership is actively involved in the development and roll-out of Work Advice Wales (WAW) through the establishment of the North Wales Advisory Group.

By establishing a North Wales Advisory Group, nominated members from key stakeholders can work together to develop and trial “joined up working” across the region in order to align Work Advice Wales with other support provision, avoid duplication and add value for the client.

In order to meet these aims, the following objectives have been identified for the Advisory Group (By June 1<sup>st</sup> 2019):

- Align resources in the region with Work Advice Wales (WAW) to avoid duplication, add value and broker support on the ground locally to ensure local needs are met;
- Agree communications for the WAW official launch (tbc);
- Explore expanding the 5 tier model to all ages, starting with 18-24 year olds in the first instance;
- Test out the WAW guidance assessment outcomes to check validity;
- Establish and test referral systems to and from WAW;
- Explore populating and using the new WAW Provision Directory to highlight gaps in provision locally;
- Highlight any additional processes required for data sharing in accordance with GDPR.

Welsh Government and Careers Wales are funding a full time Stakeholder Manager to support the implementation of WAW in North Wales, working closely with the Regional Skills Partnership.

#### **4. CO-DEVELOP THE USE OF AN ADULT BURSARY SCHEME**

The aim was to co-develop the use of an Adult Bursary Scheme for North Wales. The bursary would help to boost individual’s investment in learning, address skills shortages in key sectors and promote career progression for those individuals.

#### **Latest development and new implementation proposals**

Welsh Government are currently developing a scheme for Personal Learning Accounts (PLA), which has the same ethos as the Adult Bursary.

Early conversations have taken place between North Wales Regional Skills Partnership and Welsh Government Employability Programmes team about how North Wales can be engaged with an influence in this process, including:

- how to influence the pre-determined list of sectors, skills and qualifications;
- How to secure a pilot in North Wales, potentially planned for September 2019.

It is important that these shared conversations continue so the region can provide information and support to positively influence the development to meet the region’s needs.



As noted above, the “side deal” would also include the enhancement and co-ordination of STEM activities across North Wales. This approach would:

- Ensure that all North Wales learners benefited from STEM enhancement (from employers and other bodies) that enriches their school studies and that enthuses young learners to follow STEM related courses and potentially careers;
- Seek a “STEM Assured” or similar accreditation for the provision across the region to ensure that current employers can attract the number of applicants for employment with the suitable skills, knowledge and enthusiasm;
- Set North Wales apart, and above, other regions in the UK when employers considering inward investment are looking for a suitable future workforce.

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## SECTION 12 – GOVERNANCE

### *INTRODUCTION*

The partners in the region are committed to establish robust decision-making and financial management processes. **These have been captured in a first-stage Governance Agreement that was approved by all partners in June and July 2018.**

### *GOVERNANCE AGREEMENT (1 & 2)*

The Governance Agreement 1 has been developed as the legal framework for establishing the North Wales Economic Ambition Board as a Joint-Committee.

The Governance model is restricted under the Local Government Act of 1974 and is not ideally suited for how the Board wishes to operate. For example, non-local authority partners cannot be voting members of an Executive Joint-Committee. However, the model is the best one available under current legislation, and there is full commitment to engage with key partners and work in an inclusive way. This is reflected in the arrangements of the Board to seek to achieve a consensus before any proposal is taken to the vote.

Overall, the Governance Agreement establishes the following principles:

- The establishment of a Joint-Committee of the six North Wales Local Authorities;
- The areas of delegation for the Joint-Committee (which focus on the management of the Growth Deal);
- The establishment of Gwynedd Council as the Accountable Body;
- Financial principles for the Joint-Committee;
- The matters reserved to individual Councils;
- The role of key partners in the region who will have Advisor status on the Joint-Committee.

It is intended, however, that the aim would be to achieve consensus before any proposal is taken to the vote.

The Governance Agreement (GA) also establishes that the Joint-Committee will establish a series of Sub-Committees to support its work. The Transport and Digital Sub Committees will be established as a priority.

In approving the GA, all the 6 Local Authorities delegated responsibility for overseeing the implementation of the Growth Deal to the Joint-Committee with identified “reserved matters” being brought back to individual Partners for approval.

A joint scrutiny panel may be established at a regional level to provide additional accountability with representation from each individual Council.

Individual Council’s Scrutiny Committees would also remain a vital source of advice and challenge relating to each Council’s participation in the North Wales Economic Ambition Board.

Over the coming months we will progress to Governance Agreement 2 (GA2) which will provide greater detail and incorporate the Heads of Terms Agreement with both Governments. It will develop the current governance model to meet the needs of the implementation phase of the project.

The North Wales Economic Ambition Board will set out an overarching 5 year Governance Agreement 2 Business Plan that, amongst other matters, shall set out the objective and priorities for the delivery of the Growth Deal.

It is intended that the GA2 Business Plan will be updated annually.

The GA2 Business Plan shall, amongst other matters, address the following:

- The overall costs and investment by each Party over the term of the Growth Deal;
- The methodology for agreeing the nature, scope and prioritisation of projects to be developed for the overall benefit of the North Wales Region (in accordance with the terms of the Implementation Plan);
- The methodology and responsibility for any external audits in relation to this Agreement;
- The methodology and responsibility of any performance monitoring along with any performance indicators to enable the Joint Committee to measure progress against the GA2 Business Plan; and
- Any revenue and capital monitoring reports to be prepared for the Joint Committee and the frequency of such reports.

### ***THE ROLE OF THE NORTH WALES ECONOMIC AMBITION BOARD***

The first stage Governance Agreement formalised the constitutional arrangements for the North Wales Economic Ambition Board.

This agreement defined the purpose of the Board as follows:

- To co-ordinate the planning and delivery of the Growth Vision, with an initial emphasis on the Growth Deal;
- To provide direction for key strategies in support of the above, In particular transport, skills and employment, economic development and land use planning;
- To unite partners around common purpose in support of the planning and delivery of the Growth Vision and the Growth Deal;
- To provide direction to any Sub-Committee that the Joint Committee chooses to appoint including the commissioning of specific tasks or projects;
- Proposing projects that could be undertaken as part of the Growth Deal;
- Deliberating on such projects to assess whether further due diligence is warranted and reaching agreement on the costs that should be incurred undertaking further appraisal work;
- Agreeing a pro-forma Implementation Plan that will set out the process for agreeing and prioritising projects that will be taken forward pursuant to the Growth Deal;
- Preparing a draft Business Plan in accordance with clause 7 (Business Plan);

- Overseeing and co-ordinating the discharge of the Council's preparatory obligations in relation to the Growth Deal;
- To take all necessary decisions to pursue the aims and objectives of the Growth Vision;
- To carry out the key functions set out in Schedule 2 (Joint Committee Terms of Reference) in the Governance Agreement.

### ***THE ROLE OF THE BUSINESS DELIVERY GROUP***

The Business Delivery Group will act as the voice of the business and employers in the region.

It will have a key role in challenging and advising the North Wales Economic Ambition Board on matters relating to the Growth Vision and Growth Deal.

The Group will articulate the needs of businesses in North Wales, highlighting the barriers to growth, as well as bringing forward ideas and proposals.

The Group is a key part of the Growth Deal governance apparatus and performs an important two-fold role:

- To ensure the voice and wishes of business shape and influence the Growth Vision for North Wales and the Growth Deal package and delivery;
- To ensure that opportunities galvanised and catalysed by the development of the Growth Deal can be accessed and led by businesses.

The Group is committed to optimising the opportunities within the Growth Deal, and promoting investment leverage from companies, enterprises and businesses.

Its membership will include representatives from the growth and foundations economic sectors across the region.

Its programme of work (which will be set out in an annual business plan) will demonstrate clearly the private sector opportunities stemming from the delivery of the Growth Vision and Growth Deal.

It will strengthen the profile of the business voice and input into the Growth Deal, in order that whilst it is politically-led, it is business and industry drive and delivered.

The Group will ensure that investment in growth is informed and shaped by business for business.

The Chair of the Group will be an advisory member of the North Wales Economic Ambition Board and will play a key role in providing leadership. The post of Chair will be advertised and publicly appointed.

The constitution and role of the Group within the governance of the Growth Deal and its inter-relationship with the Joint Committee will be encapsulated in Governance Agreement 2.

### ***THE ROLE OF THE ACCOUNTABLE BODY***

Gwynedd Council has been defined in the first stage Governance Agreement as the Accountable Body for the North Wales Economic Ambition Board and will be responsible for ensuring that funding decisions made by the Board are lawful and appropriate.

As the Accountable Body, overall financial arrangements are managed and accounted for through its financial systems and subject to the Standing Orders and Governance Systems of that body.

Funding allocated to the North Wales Economic Ambition Board through the Growth Deal will be paid to the Accountable Body.

The role of the Accountable Body will be to:

- Act diligently and in good faith in all its dealings with the other councils and it shall use its reasonable endeavours to discharge the councils' obligations in relation to the Growth Deal pursuant to and in accordance with the Governance Agreement and all applicable legislation;
- Act as a primary interface (on behalf of itself and the other councils) with the Welsh Government, the UK Government and the European Regional Development Fund and any other body necessary to discharge the councils' obligations in relation to the Growth Deal; and
- Act as the Accountable Body to hold any funds received directly from the Welsh Government, the UK Government, the Regional Development Fund, the councils and/or any other sources in relation to the Growth Deal and only to use and release such funds as agreed in accordance with the terms of such funding and this Agreement;
- Comply with the funding conditions as set out in Governance Agreement 1 and any subsequent Governance Agreement;
- Host the Programme Office and employ the Programme Office staff.

Resources to cover the costs of the Accountable Body role will be allocated among the partners of the North Wales Economic Ambition Board, and set out separately in the annual budget.

The contribution would be in addition to any capital contributions and cost of borrowing.

In taking on the role of Accountable Body, Gwynedd Council's Contract Standing Orders and Procurement Rules, Financial Procedure Rules and all other Policies and Procedures will be adopted by the North Wales Economic Ambition Board.

### ***THE ROLE OF THE EXECUTIVE OFFICERS GROUP***

An Executive Officers Group has been established under Governance Agreement 1 for the purpose of co-ordinating the development and delivery of the Growth Vision, including the Growth Deal.

It will provide support and advice to the North Wales Economic Ambition Board, and implement their decisions.

It will have no decision-making powers, but will offer recommendations to the North Wales Economic Ambition Board.

Each partner shall appoint a senior representative on the Executive Officers Group. Government Officials will be invited at its discretion. It will be led by the Programme Director for the North Wales Economic Ambition Board.

The Executive Officers Group will meet in advance of the meetings of the North Wales Economic Ambition Board and will be responsible for:

- Preparing recommendations to the North Wales Economic Ambition Board on the overall Growth Deal programme and individual projects;
- To provide advice and support to the Programme Director to enable him/her to undertake the functions of the post successfully;
- To oversee the performance and delivery of Growth Deal projects, reviewing progress against agreed milestone;
- To overseeing production of business cases and ensuring that all projects are developed accordance with the agreed package;
- Co-ordinate the work programme and advising on the strategic direction of the thematic Sub-Committee and Project Boards to drive forward delivery;
- Provide support to the Business Delivery Group;
- Ensure that the Growth Deal Implementation Plan and the monitoring and evaluation framework are updated according to operation need and annually as a minimum;
- To support the planning and co-ordination of a joined up economic development, transport, strategic land use planning, skills and business support service in the region.

The Executive Officers Group will empower the Project Boards (that will be established to co-ordinate the development and delivery of individual projects funded through the Growth Deal) to achieve progress and deliver outcomes. The Project Boards will identify risks and any necessary remedial action.

### ***THE ROLE OF THE PROGRAMME OFFICE***

In order to progress the development and delivery of the Growth Vision and Growth Deal, a Programme Office will be established.

The Programme Office is responsible for supporting the activities of the North Wales Economic Ambition Board and will also be responsible for progressing key elements of the Growth Deal.

We are committed as partners in the region to working collectively and cross-sector to provide leadership and achieve the delivery of the Growth Vision.

We are also committed to a Programme Office model that is flexible and agile in its design and operations, which can evolve over time, as the policy and financial landscape changes across the region in years to come.

The purpose of the Programme Office will be to provide executive support for the North Wales Economic Ambition Board and all parts of the governance structure – to deliver the Growth Vision and Growth Deal.

It will provide professional advice on strategy and policy for all functions of the Board, and its structure – e.g. economy, transport, strategic land use planning, skills and employment.

It will also support the Board to co-ordinate and oversee service integration to achieve a more joined-up approach across key strategic functions. This will be cross-sector.

It will support the Board to plan, co-ordinate and deliver a package of strategic programmes in the region. This will include the Growth Deal projects.

It will be led by a Programme Director, who will be accountable to the North Wales Economic Ambition Board, and will have the following detailed functions:

- Providing the North Wales Economic Ambition Board, UK Government and Welsh Government with quarterly performance reports on Growth Deal projects;
- Work to the strategic direction as set out by the North Wales Economic Ambition Board;
- Develop, maintain and monitor a comprehensive performance management system and evaluation framework that will operate at both the corporate level and the project level;
- Ensure that “due diligence” is undertaken on each Growth Deal project;
- Be responsible for the management and co-ordination of the Growth Deal Programme, gateway reviews, and the annual Business Plans, including performance and financial management of the delivery programme;
- Provide executive support of new entities created as part of the implementation of the Growth Deal, including the Project Boards;
- Provide research and analysis on impact and wider benefit realisation, as well as market trends;
- Co-ordinate stakeholder engagement in relation to the delivery of the Growth Vision and the Growth Deal.

It will also co-ordinate the Executive Officers Group – which will be the professional executive for the Growth Board. This will include Lead Officers from various partners. The Group will oversee co-ordination and joined-up working, and will review and update the Programme Risk Register.

We will make improved use of existing resources currently within the region, to collectively work on a common regional agenda and to deliver the North Wales Growth Vision and Deal.

The Programme Office will need to be structured and shaped in view of the governance arrangements of the North Wales Economic Ambition Board. It will need to be developed and evolve gradually and incrementally. The focus will have to be on pooling existing resources and deliver a more resource-efficient approach, strengthening resilience and sustainability. Its key aim will be to support the North Wales Economic Ambition Board, and to deliver the Growth Deal.

### ***SUB-COMMITTEES FOR THE NORTH WALES ECONOMIC AMBITION BOARD***

The North Wales Economic Ambition Board is empowered to establish sub-committees for any matters which they feel would be better dealt with in this way.

These sub-committees may be advisory and report to the North Wales Economic Ambition Board with recommendations, or be provided with delegated powers, from the North Wales Economic Ambition Board, which will provide them with a defined level of decision making powers.

The North Wales Economic Ambition Board will aim to establish a **North Wales Regional Transport Sub-Committee** to co-ordinate regional transport planning and investment, in partnership with the Welsh Government. It will be responsible for the following:

- To plan and co-ordinate a joined-up and integrated strategic transportation network and service in North Wales;
- Collaborate with Welsh Government and Transport for Wales to ensure objectives for transport investment are aligned;
- Define the transport priorities for the region and present business cases to the UK and Welsh Governments to target funding;
- To plan and co-ordinate the delivery of strategic transportation interventions, including Growth Deal projects.

The North Wales Economic Ambition Board is committed to strengthening the existing **Regional Skills Partnership**. This currently represents a wide range of stakeholders, including business organisation, employers, high and further education and local authorities. The Partnership provides strategic leadership and informs a demand-led and sustainable regional skills system that delivers on economic priorities. It reports to the Welsh Government and the North Wales Economic Ambition Board and has the following role:

- Supporting the Welsh Government’s “Curriculum for Wales, Curriculum for Life” Plan, by encouraging closer alignment between future employer skills need and education provision across the region;
- To plan and co-ordinate a joined-up and integrated skills and employment service in the region;
- To identify and respond to the economic and social skills needs of the region, and to align activity to future demands;
- To engage with employers and other stakeholders to identify current and future skills needs and plan accordingly;
- To align the activities of the Partnership with the priorities and activities as set out in the North Wales Growth Vision and North Wales Growth Deal.

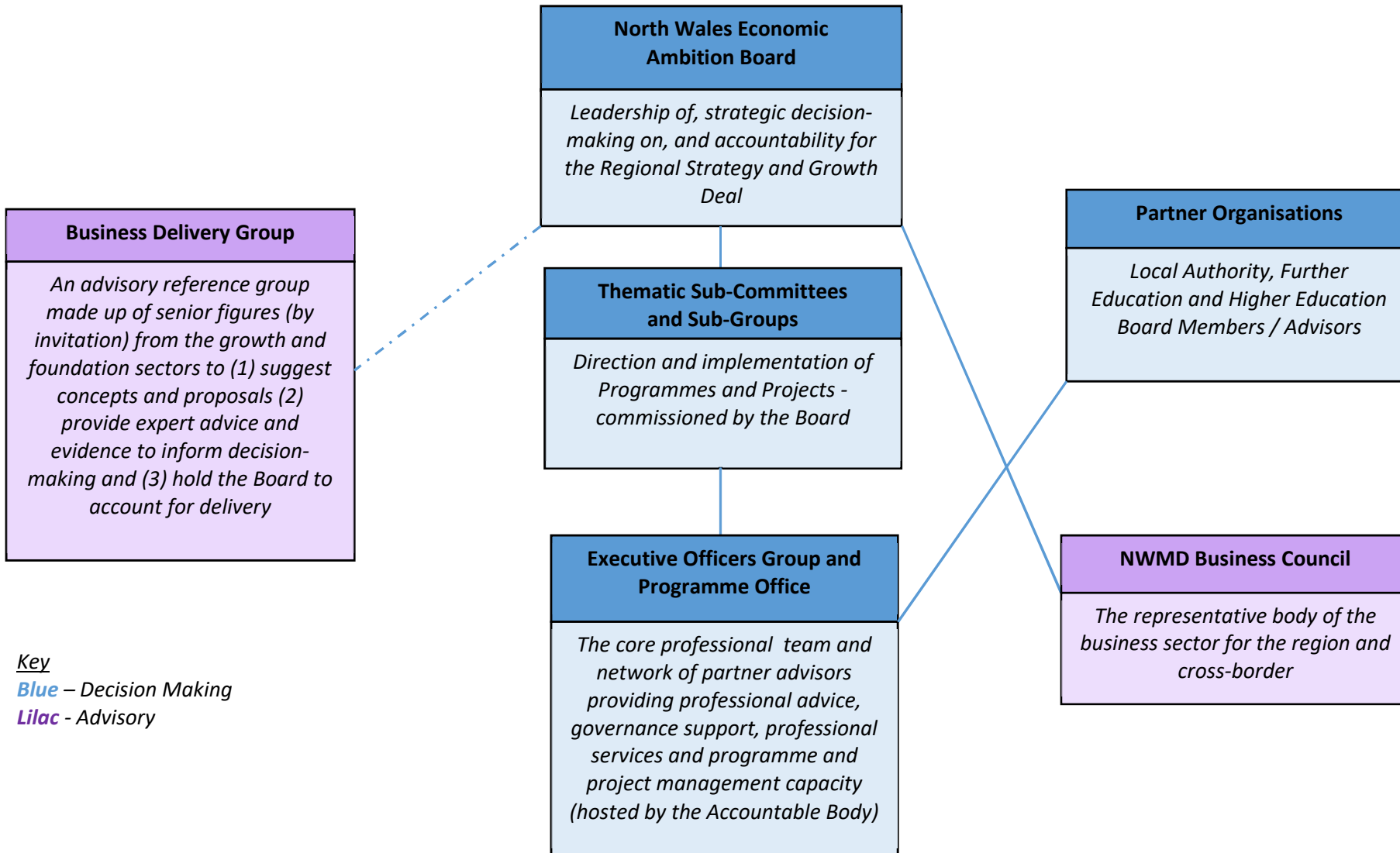
We will also be seeking to build stronger links with existing regional forums, such as the Tourism Forum.

A series of **Project Boards** will be established to co-ordinate the development and delivery of strategic interventions, including Growth Deal projects. They will include representative from all the relevant partners, and will report to the Executive Officers Group in relation to progress against key milestones, as well as performance, outcomes and risks.

All the Project Boards will be operational in 2019-20, supported by the Programme Office.

The North Wales Economic Ambition Board will be the overall Programme Board for the development and delivery of the Growth Deal, guided and supported by the Executive Officers Group and the Business Delivery Group.





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## **SECTION 13 – RISK REGISTER**

It is crucial that all risks, be they Programme or Project level risks, are identified, evaluated and controlled in a transparent, consistent and systematic manner.

The Programme Director – through the Programme Office – will co-ordinate the development of a high-level Programme Risk Register, focusing on strategic risks for the planning and development stage.

A detailed risk analysis will be undertaken for all projects by the Project Sponsor as part of the development of the 5 Case Business Model Process, with a project specific Risk Register established to assist in the ongoing management and mitigation of all risks during project implementation.

The Programme Office will also co-ordinate the compilation of the Growth Deal Projects Risk Register against the Growth Deal Programme Plan.

The Risk Registers will set out clearly the identified risks, status and mitigating strategies. The Risk Register will cover areas such as governance, financial, Stakeholder Engagement and Communication and Commissioned Projects.

The Risk Registers will be reviewed on a regular basis by the Executive Officers Group. A summary of the most significant risks will be reported to the North Wales Economic Ambition Board.

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## SECTION 14 – GROWTH DEAL PROGRAMME PLANNING AND MONITORING

### **PROGRAMME MONITORING**

A detailed Programme Plan will be developed for the Growth Deal in line with the Implementation Plan. This will be jointly developed between the Programme Office and the Project Sponsors.

The Programme Director will have day to day responsibility for managing the monitoring and evaluation processes for projects.

Monitoring and evaluation information will be presented to the North Wales Economic Ambition Board on a quarterly basis by the Programme Director. This will be in the form of a suite of specified monitoring information submitted on a retrospective basis.

The North Wales Economic Ambition Board will continually assess the monitoring and evaluation information collected and use it to inform the Growth Vision and future investment proposals and to identify opportunities to achieve enhanced outcomes and impacts.

A dashboard will be used across the Governance Structure to monitor progress across all aspects of the Growth Deal. A RAG (Red, Amber, Green) scale is assigned to programmes and projects by the Programme Director, acting on advice from the Project Boards.

This table shows the guidelines that the Programme Director will use when determining the RAG status, and the action required:

<b>RAG Status</b>	<b>Projects/Programme Status</b>	<b>Action Required</b>
<b>Green</b>	On track for completion within desired timescales	No management action required
<b>Amber</b>	Project may be at risk to meet deadlines if issues are not addressed	Management action is in place by the Programme Office and/or senior management to address issues
<b>Red</b>	Project is at risk to miss a schedules completion date	Immediate action is required by senior management and relevant Boards as appropriate to address issues

The Executive Officers Group will consider the RAG Dashboard, and advice the Programme Director which concerns should be escalated to the North Wales Economic Ambition Board.

Project Sponsors will be responsible for collecting and submitting their monitoring data to the Programme Director in accordance with a series of pre-agreed timescales, most probably on a quarterly basis. This will enable the Programme Director to analyse and collate data for submission to the Executive Officers Group and the North Wales Economic Ambition Board.

Once the relevant progress reports have been considered by the North Wales Economic Ambition Board, they will be reported to both Governments – again, on a quarterly basis.

To assess how the Growth Deal is aligning towards the Growth Vision and the strategic outcomes for the region, the Programme Director will produce an Annual Report on all Growth Deal activity. The template for the Annual Report will be agreed with Government.

The report will be presented to both Governments and the North Wales Economic Ambition Board annually.

Monitoring and evaluation reporting will also be provided to the Accountable Body.

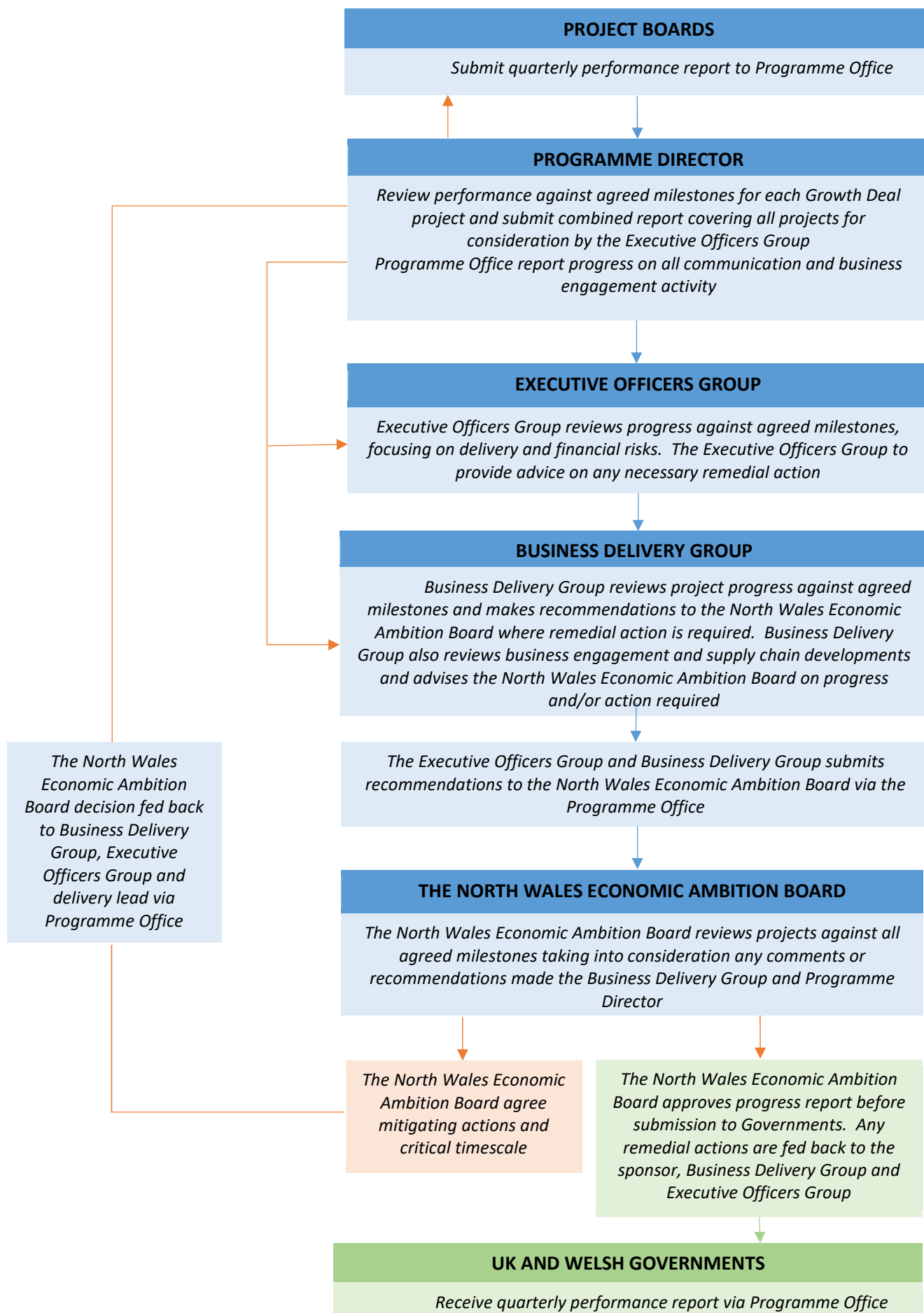
In order to effectively discharge their responsibilities in relation to the programme management of Growth Deal, the Accountable Body monitor information on a pre-determined frequency in support of claims for funding from individual projects. This is determined during the development of the formal Growth Fund Agreements/Memorandums of Understanding for individual projects.

This ensures that the Accountable Body is satisfied that funding is being released appropriately in accordance with contracted arrangements. It also provides the mechanism for the Accountable Body to track the achievements of agreed project activity, spend, milestones, outputs and outcomes.

All programme level reporting in relation to the Growth Deal and its associated projects will follow a clear process as set out in the following model:

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## PERFORMANCE MONITORING PROCESS FOR GROWTH DEAL PROJECTS



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## SECTION 15 – BUSINESS CASE ASSESSMENT PROCESS

All projects have in place a credible and robust outline business plan, which includes a detailed financial profile and budget.

It is the aim of the North Wales Economic Ambition Board that all projects are delivered in five years in order to maximise the full benefit realisation of the schemes funded through the Growth Deal.

Once Heads of Terms is agreed, all the Growth Deal business cases will be developed in greater detail using the HM Treasury and Welsh Government's Five Case Model – an approach which is both scalable and proportionate.

Each business case in support of Growth Deal projects will have to evidence the following:

- **Strategic Case** – the intervention is supported by a compelling case for change that provides fit with other parts of the organisation and public sector;
- **Economic Case** – the intention represents best public value;
- **Commercial Case** – the proposed Deal is attractive to the market place, can be procured and commercially work;
- **Financial Case** – the proposed spend is affordable;
- **Management Case** – that what is required for all parties is achievable.

The relevant Programme Board and the Executive Officers Group will oversee the development of Five Case Model Business Plans.

A Gateway Review process will be used to manage the progress of the Growth Deal Projects through the implementation and delivery. Each Project Plan for Growth Deal projects will have a clear timeline for their Gateway Reviews.

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## SECTION 16 – ENGAGEMENT PLAN

Robust engagement has been a key theme throughout the process of developing the Growth Vision and OBCs.

Each project will fully engage with relevant stakeholders during the development of the 5 Case Business Model. This will be an ongoing process, following on from the good practice of private sector developer sessions in developing the OBCs.

There will be a dedicated resource within the Programme Office to co-ordinate the engagement across the projects utilising the resources of the Regional Engagement Team.

The Engagement Plan will be underpinned by a Communications Plan which will be developed by the Programme Office. This will build on the Social Media and website activities by the North Wales Economic Ambition Board.

Political Engagement will be planned and co-ordinated through members of the North Wales Economic Ambition Board. This will include regular engagement with both AMs and MPs as well as elected Members from across the region.

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## SECTION 17 – INITIAL WORK PROGRAMME FOR THE NORTH WALES ECONOMIC AMBITION BOARD

A work programme was approved by the North Wales Economic Ambition Board on the 1 February, 2019. This Work Programme will be translated into a detailed project plan by the Programme Office, setting out clear tasks, accountability and timelines.

Category	Action	Timeframe (Quarters, calendar year)	Responsibility
<b>Heads of Terms</b>	- Approval of “Programmes” for the North Wales Growth Deal. (3 Key Thematic Areas and 4 Key Enablers).	Q1 2019	Joint Committee
	- Assessment of options and agree way forward on the £240 Million budget available from the UKG/WG to deliver the Growth Deal. (Draft Implementation Plan)	Q1 2019	Joint Committee
	- Review of Outline Business Cases to match commitment within the Draft Implementation Plan.	Q1 2019	Executive Officers Group
	- Challenge sessions with UKG / WG Ministers.	Q1 2019	Representative from Joint Committee with UKG and WG Ministers
	- Approve the Implementation Plan for the Growth Deal.	Q2 2019	Joint Committee
	- Agreement on appropriate and proportionate level of assessment and appraisal of business cases for growth deal projects.	Q2 2019	Joint Committee / UKG / WG
	- Formal approval of the Heads of Terms for the Growth Deal.	Q2 2019	Joint Committee / UKG / WG  This will need to be considered as a matter which may involve individual Councils decision at the appropriate juncture.
	- Agreement on “side deals” with WG or MoUs (for example Transport, Property, Business Growth, Skills to deliver the Growth Vision).	Q2 2019	Joint Committee / WG
<b>Governance</b>	- Formal establishment of Joint Committee.	Q1 2019	Accountable Body



	- Practical arrangements for the Joint Committee.	Q1 2019	Accountable Body / Joint Committee
	- Agree Terms of Reference and engagement with Business Delivery Group (private sector advisory board).	Q1 2019	Joint Committee
	- Identify and agree 6 month work programme for the Joint Committee.	Q1 2019	Joint Committee
	- Identify initial terms of reference for sub-committees, in particular transport sub-committee and digital sub-committee.	Q2 2019	Joint Committee
	- Identify initial terms of reference for the "informal" sub-committees (Skills and Employment, Sites and Premises, Business and Innovation, Tourism).	Q2 2019	Joint Committee
	- Identification and final selection of Accountable Body for GA2.	Q2 2019	Joint Committee
	- Agreement on Scrutiny Arrangements.	Q2/Q3 2019	Joint Committee and Councils scrutiny arrangements
	- Undertake a public appointment process for the Business Delivery Group.	Q3 2019	Joint Committee
<b>Finance</b>	- Identify, review and agree a 3 year budget and contributions from all partners.	Q1 2019	Accountable Body / Joint Committee  Increases in contributions will be matters reserved to Parties
	- Agree budget for the Accountable Body.	Q1 2019	Joint Committee
	- Agree position on NNDR and capitalisation.	Q2 2019	Section 151 Officers / Accountable Body / Joint Committee
	- Identify and agree LA borrowing requirements.	Ongoing	Section 151 Officers and Monitoring Officers / Accountable Body / Joint Committee
<b>Programme Office</b>	- Agree on recruitment process for a Programme Director.	Q1 2019	Joint Committee / Accountable Body
	- Appointment of Programme Director.	Q2 2019	Joint Committee
	- Agree design and structure of a Programme Office.	Q2 2019	Joint Committee / Accountable Body

	- Agree on ESF Institutional Capacity Bid to support with the work of the Programme Office.	Q2 2019	Joint Committee / Accountable Body
	- Appointment of Programme Managers within the Programme Office.	Q3 2019	Joint Committee / Accountable Body
<b>Commissioned Strategies and Projects</b>	- Agree Project Approval Process (and delegation process).	Q2 2019	Joint Committee / UKG / WG
	- Agree the Business Network North Wales project and implementation Plan.	Q2 2019	Joint Committee
	- Delivery of the LFFN project.	Q2 2019 onwards	Joint Committee
	- Develop 5 Case Business Models for Growth Deal Projects.	Q2/Q3 2019	Joint Committee
	- Approval of the Skills and Employment Plan.	Q3 2019	Joint Committee
<b>Legal and Procurement</b>	- Develop Template Funding Agreement to allow the transfer of Growth Deal funding to the recipient Project Lead Authority.	Q2 2019	Accountable Body / Section 151 / Monitoring Officers / Joint Committee
	- Agree project plan and timeline for the adoption of Government Agreement 2.	Q2 2019	Joint Committee / Monitoring Officers
	- Adoption of Government Agreement 2.	Q2/Q3 2019	Matter reserved to Parties
	- Agree Growth Deal Procurement Strategy.	Q3 2019	Joint Committee / Accountable Body
<b>Monitoring and Evaluation</b>	- Programme Risk Register developed.	Q1 2019	Joint Committee
	- Monitoring and Evaluation Plan agreed.	Q1 2019	Joint Committee
<b>Stakeholder Engagement and Communication</b>	- Development and agreement of business and stakeholder engagement plan agreed.	Q2 2019	Joint Committee
	- Development and agreement of political stakeholder engagement plan agreed	Q2 2019	Joint Committee
	- Communication Plan agreed and protocol.	Q2 2019	Joint Committee
<b>Strategic Regional Function</b>	- Explore key strategic functions at a regional level that will support both the implementation of the deal and wider development activity.	Ongoing	Joint Committee / UKG / WG
	- Agreement of protocol with the Minister for North Wales and the new Regional Standing Committee.	Q2 2019	Joint Committee / Minister for North Wales / Regional Standing Committee
<b>Delivery Management</b>	- All Project Boards in place to coordinate the delivery of commissioned projects.	Ongoing	Project Sponsors

## SECTION 18 – BUDGET 2019-20

A budget is in place for the 2019-20 transition year:

<b>Economic Ambition Board Budget - 2019/2020</b>	
<b>Expenditure</b>	<b>(£)</b>
<b>Programme Management Office</b>	
Employee Expenditure (Pay, N.I. & Superannuation)	246,480
Travel and Subsistence	10,000
Engagement and Meetings	11,620
Communications and Public Relations	45,000
Performance Audit Fee	12,500
Supplies and Services	10,000
Regional Engagement Team (RET)	43,480
Premises	5,000
Project Planning, Development and Support	319,800
<b>Programme Management Office Total</b>	<b>703,880</b>
<b>Accountable Body Support Services</b>	
Finance Services Support	105,710
Legal (includes Monitoring Officer)	16,000
Corporate Support	29,400
Information Technology	2,760
<b>Accountable Body Support Services Total</b>	<b>153,870</b>
<b>Joint Committee</b>	
Governance Agreement 2 - Legal	20,000
External Audit Fee	12,500
<b>Joint Committee Total</b>	<b>32,500</b>
<b>Total Expenditure</b>	<b>890,250</b>

**Economic Ambition Board Budget - 2019/2020**

<b>Income</b>	<b>(£)</b>
<b>Funding Contributions</b>	
<b>Partner Contributions - GA1</b>	
Conwy County Borough Council	(50,000)
Denbighshire County Council	(50,000)
Flintshire County Council	(50,000)
Gwynedd Council	(50,000)
Isle of Anglesey County Council	(50,000)
Wrexham County Borough Council	(50,000)
Bangor University	(25,000)
Wrexham Glyndwr University	(25,000)
Coleg Cambria	(25,000)
Grŵp Llandrillo Menai	(25,000)
<b>Partner Contributions - Other</b>	
Conwy County Borough Council	(40,000)
Denbighshire County Council	(40,000)
Flintshire County Council	(40,000)
Gwynedd Council	(40,000)
Isle of Anglesey County Council	(40,000)
Wrexham County Borough Council	(40,000)
Capitalisation of Project Costs	(250,250)
Private Sector (future years)	0
<b>Total Income</b>	<b>(890,250)</b>
<b>Net Budget</b>	<b>0</b>