



north wales economic ambition board

bwrdd uchelgais economaidd gogledd cymru

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By email to:

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Ein Cyf / Our Ref:

DLS/ITJ/Is

Eich Cyf / Your Ref:**Dyddiad / Date:**

28 May, 2019

Dear Minister,

The North Wales Economic Ambition Board (NWEAB) met on Friday, 17th May, 2019 and I thought I would provide you with a short update with the outcomes of the meeting.

I would firstly like to confirm that the NWEAB appointed myself as Chair of the Board and Cllr. Mark Pritchard, Leader of Wrexham County Borough Council as Vice-Chair. We both look forward to our term as Chair and Vice-Chair and are both fully committed to working closely and collaboratively with both Governments.

Our short term priority is to deliver the Growth Deal for North Wales. We believe we have a portfolio of exciting projects that will create jobs, attract investment and achieve growth. The projects have the full support of the Business Delivery Board and the Mersey Dee & North Wales Business Council, who are both represented on the NWEAB.

The delivery of these projects will achieve the following:

- Position the region 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 process;
- Capitalise on the strong network of anchor companies with an international profile to build a high quality advanced manufacturing cluster – one which will be highly competitive on the globally stage;
- Develop the region as 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.

The Board was pleased to hear the positive response from both Governments to our suggestion of dual-track approach to a Heads of Terms agreement. This approach has also been endorsed by the private sector in the region.

The Board is looking forward to receiving comments from both Governments on the Outline Business Cases on the 6 Projects to be included in the first wave of Growth Deal projects. The initial response from your officials has been positive, with no fundamental concerns highlighted within the individual OBCs.

The Key Milestones Document provided by Government officials provided reassurance to Members of the NWEAB in relation to the timeline for delivery. It sets out clearly the steps required to reach Heads of Terms by the end of July 2019 and to sign the final deal document by July 2020. I would like to confirm that we are comfortable with the timeline as set out in the Milestones Document.

We are eager to receive more information about the challenge sessions as set out in the Milestones Document. I wonder if you can inform us on your expectations for the sessions, as well as possible dates and locations. That would be really appreciated.

Your officials kindly provided us with constructive comments in relation to the role and responsibilities of the North Wales Business Delivery Board. As a result, a revised paper setting out the remit of the Business Delivery Board, together with the process of appointing Chair, was approved by the NWEAB at the recent meeting. Please be assured that both Governments will be involved in the appointment of the Chair. The Business Delivery Board will directly advise and challenge the NWEAB, and will be an integral part of the governance arrangements that have been established to develop and deliver the Growth Vision for North Wales, including the Growth Deal. A copy of the paper that was approved at the NWEAB meeting is included in **Appendix 1**.

The meeting also approved a short-list of candidates for the Programme Director's role. This appointment will take place on the 21st June, 2019 and we look forward to establishing a dedicated Programme Office for the NWEAB that will provide capacity to deliver our Programmes and Projects. We will recruit to other key posts in the coming months, such as Programme Managers for Digital, Land and Property, and Low-Carbon Energy. The Programme Office will work closely with the officials from both Governments, especially, the Welsh Government Regional Team, to deliver our Growth Vision and the Growth Deal Projects.

The development of HS2 was also discussed at the meeting. We are working closely with colleagues in Cheshire & Warrington to secure the best alternative that does not result in poorer services for the region. The key asks from North Wales are:

- There must be routes in the new layout that will allow HS2 classic compatible service to access Chester and North Wales in future, when electrification of the route is in place;
- In the meantime cross-platform connectivity with HS2 services at Crewe should be available for North Wales services;
- The proposal must provide additional track capacity to cater for future anticipated rail service growth and additional connecting services from North Wales to Crewe;
- The time penalty of changing trains at Crewe onto HS2 services should be minimised;
- We do not accept the loss of current classic direct services to London, or poorer links along the existing west coast main line, in order to accommodate HS2 services.

The focus of the NWEAB for the coming meetings will be on reaching Heads of Terms by July. We will also discuss reports that will set out clearly our values and culture as an organisation, to deliver positive change to the economy of North Wales, as well as the detailed design and structure of the Programme Office and resourcing plan. A report on developing a Business Growth Hub and our approach to Skills and Employment will also be tabled at the meeting of the NWEAB on the 28th June, 2019. These reports (in draft form) will be discussed with your officials at the Executive Officers Group meeting which is scheduled to take place on the 14th June, 2019.

Yours sincerely,



Cllr. Dyfrig Siencyn
Chair – North Wales Economic Ambition Board

Encl.



REPORT TO THE NORTH WALES ECONOMIC AMBITION BOARD
17th MAY, 2019

TITLE: *Business Delivery Board*

AUTHOR: *Iwan Trefor Jones, Lead Director – North Wales Economic Ambition Board*

1. PURPOSE OF THE REPORT

- 1.1. The purpose of the report is to formally set out the role and remit of the Business Delivery Board (currently named the Business Delivery Group). It also outlines the proposed recruitment process to select the Chair and Members of the Business Delivery Board.
- 1.2. The Business Delivery Board will be an integral part of the governance arrangements that have been established to develop and deliver the Growth Vision for North Wales, including the Growth Deal.
- 1.3. The Business Delivery Board will directly advise and challenge the North Wales Economic Ambition Board, who will be obliged to consider its advice. It must be outward looking and well-connected beyond the region. This will enable it to bring expertise and potential investment into the region, drawing on the experience of its members.
- 1.4. The Board will also play a crucial role in the delivery of strategic projects commissioned by the North Wales Economic Ambition Board. It will monitor progress and outcomes, and consider ways in which economic and employment benefits can be maximised.
- 1.5. The Board was established in shadow form over 6 months ago and has already made a significant contribution to the development of the Implementation Plan and the individual OBCs. The aim now is to formalise the arrangements and firmly establish the Business Delivery Board as a key part of the governance framework to deliver the Growth Vision for North Wales.
- 1.6. This report takes into consideration the discussion during the North Wales Economic Ambition Board Meeting on 12th April 2019, as well as discussions with both Governments on the proposal.

2. DECISION SOUGHT

- 2.1. To approve the proposed role and responsibilities of the Business Delivery Board.
- 2.2. To approve the recruitment process for the Chair of the Business Delivery Board as set out in the report and to delegate authority to the Chief Executive of the Accountable Body to undertake the recruitment process.
- 2.3. To approve the arrangements for selection and recruitment of Board Members as set out in the report and to delegate authority to the Chief Executive of the Accountable Body to undertake the recruitment process once the Chair has been appointed.

- 2.4. To confirm the use of up to £20,000 per annum from the North Wales Economic Ambition Board's 'Project Development and Support' budget to support the Business Delivery Board.
- 2.5. To delegate authority to the Chief Executive of the Accountable Body to establish the remuneration arrangements for the Chair, in consultation with the Chair and Vice-Chair of the North Wales Economic Ambition Board in accordance with the report.

3. REASONS FOR THE DECISION

- 3.1. As set out in the report.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. During the last North Wales Economic Ambition Board the paper on the Business Delivery Board was discussed. The Board agreed to defer a decision on the matter until feedback was received by both Governments.
- 4.2. Both Governments have by now collectively provided the Economic Ambition Board with comments in relation to the proposal that are set out below:

Reference	WG/UKG Feedback	Response
	The board's role doesn't appear to be "delivery" orientated, as set out. What is its role in delivery?	The paper incorporates how the Board will have a role in the delivery. Setting out how the board will support the challenge of the Outline Business Cases and then the Full Business Cases, as well as monitor the delivery of the projects. See 2.1
	What happens if the Private Sector Board disagrees with EAB over a project, its scope, how it's delivered, etc?	See 1.12.
1.1.	Suggest cutting the sentence about the North Wales Mersey Dee Business Council – it detracts from the importance of the board.	Sentence revised.
1.3.	This should be stronger – suggest something about challenging the joint committee, and deleting 'articulate the needs of business' which is vague.	This point has been amended to reflect the comments. See 1.3
1.6.	Senior/Decision makers should be on the board from representative companies	This is now set out under 1.6.
1.7.	The role of the board should be two-way – and also setting out the opportunities which the EAB/NWGD should deliver on.	This is now set out under 1.7.
1.11.	The board must be flexible to change their constitution and role as they see fit in order to be as independent as possible. The interrelationship between the Joint Committee and the board is important in GA2 however, and should be left in here.	This is now set out under 1.11.

2.1.	<p>It should focus on the Growth Deal package – and on overseeing the delivery of the Growth Deal and advise / challenge the Joint Committee, especially in relation to projects in ‘tranche 2’.</p> <p>The deal is one of course component of a wider economic agenda, however there is a lot of other stuff here (advocacy role promoting the region for inward investment, work on the growth vision, Welsh Government schemes, working with CBI North Wales, Working with North Wales Mersey Dee Business Council, etc) – which detracts from its role and importance. Suggest focusing this down.</p> <p>It should state that the Board will have a role to play in maximising the impact of the deal for the region (joining up / more than the sum of parts), securing direct and indirect private sector investment for the deal.</p>	The focus of this section is now on the Growth Vision and Deal.
2.1.	<p>Also per the general comment above, it is not a ‘delivery board’ as currently scoped.</p> <p>The board needs to be able to challenge the NWGD projects and proposals, with teeth i.e. EAB cannot ignore its advice. Can this be set out here?</p> <p>It should say that they will consider FBCs before they are approved by the JC / sent to governments.</p>	This has now been set out under 1.12.
3.3.	1 day a week for the Chair of the Board seems like a lot, and could exclude good candidates that do not have that sort of time.	Noted. It is stated that the level of commitment will fluctuate across the term.
3.8.	Needs to explicitly say that both governments need to approve the chair – and have a veto, not just be consulted on the matter.	Revise version states that ‘both governments will need to approve the appointment of the chair’.
3.10.	Needs to explicitly say that the constitution of the rest of the board should be done in consultation with governments.	See 4.5.
6.1.	Again, what is the ‘teeth’ of the Board? As currently scoped the EAB can choose to ignore its recommendations, without evidence or comment. Can this be addressed?	See 1.12.

5. FINANCIAL IMPLICATIONS

- 5.1. The proposed annual cost for supporting the Chair, and other associated Business Delivery Board costs, is £20,000 per annum.

6. LEGAL IMPLICATIONS

- 6.1. The Business Delivery Board will act as a consultative and advisory body to the Economic Ambition Board. It will have no delegated decision making power. It is important to note that the decision to create the Business Delivery Board as a consultative and advisory body, will give rise to the legitimate expectation that the North Wales Economic Ambition Board will take into consideration

the views of the Business Delivery Board when making decisions. This is also addressed by the proposed appointment of the Chair as Advisor to the Economic Ambition Board.

- 6.2. The NWEAB will need to be satisfied that it can meet all the costs of the Business Delivery Board from its Annual Budget
- 6.3. Legal advice should be sought on the proposed terms and conditions of those appointed to the Business Delivery Board.

7. STAFFING IMPLICATIONS

- 7.1. None at this stage.

8. IMPACT ON EQUALITIES

- 8.1. The recruitment processes will be undertaken in compliance with the Partners duties under the provisions of the Equalities Act 2010.

9. CONSULTATIONS UNDERTAKEN

- 9.1. A meeting of the Executive Officers' Group on the 29th March, 2019 agreed that this report should be submitted to the North Wales Economic Ambition Board for consideration.
- 9.2. The UK Government and Welsh Government have also been consulted.

APPENDICES:

Appendix 1 Business Delivery Board

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer – Accountable Body:

“As stated in the report this moves to set the Business Delivery Board on a formal footing as part of the developing structure of the project. It appropriately sets out a process which will be governed by a transparent and fair appointments process and reflects the key role of the body in the governance of the project. The results of the consultation with the governments are reported on and the amended documents offer a response to these within the Board framework. As reported these arrangements will form the basis for incorporation into the second Governance Agreement, GA 2.”

ii. Statutory Finance Officer (the Accountable Body's Section 151 Officer):

“The Board may decide to use £20,000 its 'Project Development and Support' budget to fund the Business Delivery Board's costs, as the Business Delivery Board will be a key contributor to project development. In accordance with the Ambition Board's request on 12 April, I note that part 6.2 of this report provides details of the Business Delivery Board Chair's remuneration package.”



BUSINESS DELIVERY BOARD

1. Role and Remit

- 1.1. The Business Delivery Board will act as the voice of the business and employers in the region, working closely with organisations such as the North Wales & Mersey Dee Business Council (the umbrella body for Business representative organisations). It will focus on the delivery of the Growth Vision for the region.
- 1.2. 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.
- 1.3. The Board will highlight the barriers to growth, as well as bring forward ideas and proposals. It will be expected that the North Wales Economic Ambition Board will consider ways in which such proposals can be delivered.
- 1.4. The Board 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.
- 1.5. The Board is committed to optimising the opportunities within the Growth Deal, and promoting investment leverage from companies, enterprises and businesses.
- 1.6. The Board will consist of a Chair and between 9-12 members. Its membership will include representatives and sector experts from key businesses from the growth and foundation economic sectors across the region. There is an expectation that the Board Members will include senior decision makers from representative organisations.
- 1.7. 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. The annual business plan and proposals brought forward by the Board will be formally considered by the North Wales Economic Ambition Board for incorporation within its work programme.
- 1.8. 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 driven and delivered.
- 1.9. The Board will ensure that investment in growth is informed and shaped by business for business.
- 1.10. The Chair of the Board will be an Adviser of the North Wales Economic Ambition Board and, in partnership with the North Wales Economic Ambition Board will play a key role in providing leadership and key relations with Welsh Government and the UK Government. The post of Chair will be advertised and publicly appointed.

- 1.11. The constitution and role of the Board within the governance of the Growth Deal and its inter-relationship with the Joint Committee will be encapsulated in Governance Agreement 2. The Board must be flexible to change their constitution and role as they fit in order to be as independent as possible. The constitution and role of the Board and any amendments will be agreed with the North Wales Economic Ambition Board.
- 1.12. The North Wales Economic Ambition Board wilfully consider and take into account any advice or challenge from the Business Delivery Board. Any formal recommendations made by the Business Delivery Board to the North Wales Economic Ambition Board will be presented in a written report to them which will be considered at a meeting of the Board and the response and reasons will be recorded and communicated.

2. Key Responsibilities

- 2.1. The Business Delivery Board will be responsible for:
 - Reviewing and shaping the Growth Vision for North Wales;
 - Provide review and challenge to the portfolio of projects proposed within the Growth Deal, and consider and challenge the Full Business Cases for individual projects;
 - Focus on the delivery of projects commissioned by the North Wales Economic Ambition Board, and ensure that opportunities catalysed by the Growth Deal can be accessed and led by businesses;
 - Provide an advocacy role, promoting the region as a prime investor and visitor location and working with partners to increase the value and quality for inward investment;
 - Provide advice on proposed intervention from other key stakeholders, including Welsh Government.
- 2.2. The Board will have a crucial role to play in maximising the impact of the Growth Deal for the region, securing additional direct and indirect private sector investment for the Deal.
- 2.3. It will work closely and in partnership with the North Wales Economic Ambition Board.

3. The Chair of the Board

- 3.1. An interim Chair has been in place since December 2018.
- 3.2. The new Chair will be appointed on a two-year fixed term basis, with the maximum number of terms limited to two.
- 3.3. The time commitment, whilst flexible, is assumed to be an average of 1 day a week, though the level of commitment will fluctuate across the term.
- 3.4. The role will be remunerated at a level which reflects the significance of the role.
- 3.5. The Chair will be responsible for:
 - Leading the Board, ensuring it fulfils its responsibilities;
 - Chair meetings of the Board, collecting views expressed by each stakeholder group and where necessary arriving at a consensus;
 - Communicating and representing the recommendations of the Board on the North Wales Economic Ambition Board;

- Being a “business” figurehead and champion of the region both nationally and internationally.

The Chair should have the following background and experience:

- Be a member of the private sector business community;
- Have extensive senior leadership experience;
- Have a wide network of public, private and government contacts which extends beyond the region.

- 3.6. Strategic, research, policy and media support will be provided to the Chair and the Business Delivery Board by the Programme Office (once fully established).
- 3.7. Both the UK Government and Welsh Government will need to approve the appointment of the Chair. The process will be overseen by the North Wales Economic Ambition Board. Subject to the approval of both the UK and Welsh Governments the Chair will be appointed by the North Wales Economic Ambition Board.
- 3.8. The Chair will be appointed in accordance with the acknowledged standards for public appointments, including an open advert.

4. Selecting the Business Delivery Board Members

- 4.1. The selection process must be open and transparent, accompanied by the selection criteria listed below.
- 4.2. The Appointment Panel will consist of the Chair and Vice-Chair of the North Wales Economic Ambition Board and the Chair of the Business Delivery Board. The Panel will put forward recommendations to the Economic Ambition Board for approval of the most suitable candidates to appoint.
- 4.3. The Board Membership role will be advertised publicly to encourage a diverse range of applications. The collective set of skills and experience of the Board will be a key consideration. There will be an application process which will allow for proposed members to be nominated.
- 4.4. Collectively, the Board should have the following knowledge and skills:
 - Understanding of the economy of North Wales and an appreciation of opportunities in the growth and foundation economic sectors across the region;
 - A wide network of contacts across the UK and internationally;
 - Experience of analysing and assessing commercial, technical and financial information in order to provide quality advice to decision makers;
 - Experience of providing impartial advice on projects and initiatives, particularly in relation to their viability and impact on economy and employment issues.
- 4.5. The process will be undertaken in consultation with both Governments.
- 4.6. In appointing members consideration will be given to establishing a membership which as far as possible is balanced overall so that it reflects and represents the whole of the geographical area

of North Wales its business sectors and communities and this will need to be taken into account during the appointment process.

5. Conflict of Interest

- 5.1. To allow the Business Delivery Board to undertake all its function, a clear distinction will be drawn between those involved in specific project development and those preparing recommendations on those projects to the North Wales Economic Ambition Board. A robust system of declaration of conflict of interest will be put in place. In addition, Advisors to the Economic Ambition Board are governed by a Code in relation to personal interests. Members appointed to the Business Delivery Board will be expected to comply with the same provisions.

6. Next Steps

- 6.1. The next steps will involve advertising the role for Chair. The process would be as follows:
- The North Wales Economic Ambition Board to approve a proposed recruitment process, based on the process set out above;
 - Advertise the position for 2 weeks;
 - The North Wales Economic Ambition Board to undertake shortlisting assessment, and to undertake interviews;
 - To consult with the UK and Welsh Governments on the proposed shortlist;
 - The North Wales Economic Ambition Board, and both Governments, to approve the appointment of the preferred candidate.
- 6.2. The proposed annual cost for supporting the Chair, and other associated Business Delivery Board costs, is £20,000 p.a. This is based on a review of the UK LEPs and other Growth Partnerships. The remuneration of the Chair will be negotiated, but will be limited by the £20,000 of resources allocated to the Business Delivery Board. The Chair's remuneration will include the daily rate of the attendance allowance as well as travelling expenses in accordance with what co-opted members are eligible for on committees such as the Standards Committee. The remaining Board members will be eligible for reimbursement of travelling expenses.