

# NORTH WALES GROWTH DEAL FINAL DEAL AGREEMENT



Llywodraeth Cymru  
Welsh Government



north wales economic ambition board  
bwrdd uchelgais economaidd gogledd cymru



UK Government Wales  
Llywodraeth y DU Cymru

# Foreword

The **Growth Deal** has been developed through close collaboration and commitment, from partners across governments and sectors, to deliver long-lasting positive investment and change that will enable economic and employment growth for the long-term.

Over fifteen years, the Growth Deal empowers us to work together and take control of how we invest in our future.

It is a unique opportunity to de-centralise government investment, make those investment decisions locally and demonstrate the value this brings. Ultimately, as part of a broader programme of investment, the Growth Deal will enable us to build a more vibrant, sustainable and inclusive economy for North Wales.

The UK Government and Welsh Government are jointly investing £240million into the Growth Deal over 15 years. Alongside the North Wales Economic Ambition Board partners and the private sector, the Growth Deal is seeking to deliver a total investment of £1billion in the North Wales economy (£120m each from UK and Welsh governments), to create 3800 net additional jobs and generate £2.2billion in net additional GVA.

Building on the [Heads of Terms](#), signed in November 2019, this document sets out a compelling vision for North Wales. The aim of the Growth Deal is to build a more vibrant, sustainable and resilient economy in North Wales, building on our strengths to boost productivity while tackling long-term challenges and economic barriers to delivering inclusive growth.

The Growth Deal's approach is to promote growth in a scalable, inclusive and sustainable way in line with the Wellbeing of Future Generations (Wales) Act 2015, and the UK's Net-Zero target.

The Growth Deal will promote Welsh Government's national strategy: Prosperity for All which commits to delivering a regionally focused model of economic development, integrating policy, programmes and interventions to better support sustainable and inclusive growth in all parts of Wales, as well as the UK Government's ambition to strengthen Wales' place in the Union.

Tackling inequalities is at the heart of the UK Government's Levelling Up agenda, and the Welsh Government Economic Action Plan, which is grounded in the principle that places matter and it is our ambition to deliver better jobs closer to home.

The signing of this document, by all parties reaffirms our joint commitment to achieve full implementation of the Growth Deal over the next 15 years.

We look forward to seeing the benefits leading this important investment will bring for people and businesses across North Wales.



Ken Skates MS

Minister for Economy, Transport and  
North Wales

Welsh Government



Julie James MS

Minister for Housing and Local Government

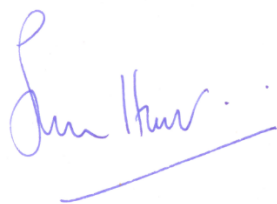
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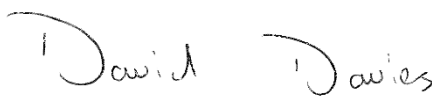
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Leader

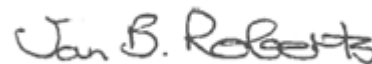
Conwy County Borough Council



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*All parties to this Final Deal have provided their signatures electronically*

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## 2. Executive Summary

The North Wales Growth Deal (the Growth Deal) is an agreement between the UK Government, Welsh Government and the North Wales Economic Ambition Board (*hereafter referred to as the Economic Ambition Board*) to deliver a transformational £1billion investment in the North Wales economy.

The Economic Ambition Board is a partnership between the six Local Authority areas of North Wales comprising the Councils of Gwynedd, Anglesey, Conwy, Denbighshire, Wrexham and Flintshire and also includes Bangor University, Glyndŵr University, Coleg Cambria and Grŵp Llandrillo-Menai.

Despite growth in recent years, there remains a persistent and widening productivity gap between North Wales and the UK with wide variations in GVA (Gross Value Added) per capita across the region. Addressing this productivity gap and disparities within Wales is an important priority for the Growth Deal.

The aim of the Growth Deal is to build a more vibrant, sustainable and resilient economy in North Wales, building on our strengths to boost productivity while tackling long-term challenges and economic barriers to delivering inclusive growth. The Growth Deal is based on the delivery of five programmes:

- **Low carbon energy Programme**
- **Innovation in high value manufacturing Programme**
- **Agri-food and tourism Programme**
- **Land and Property Programme**
- **Digital Programme**

By focusing delivery on these programmes collectively, the Growth Deal will achieve a greater impact in terms of our ambition and use of resources than individual projects.

All programmes and projects within the Growth Deal will contribute to the achievement of these objectives and the delivery of benefits for North Wales. The benefits from the Growth Deal will support sustainable and inclusive growth across the region.

The UK Government, Welsh Government and Economic Ambition Board have put in place robust delivery, assurance and governance arrangements to support the delivery of the Growth Deal.

**The Growth Deal is seeking to deliver a total investment of £1billion in the North Wales economy (£240m from UK and Welsh governments), to create 3800 net additional jobs and generate £2.2billion in net additional GVA.**

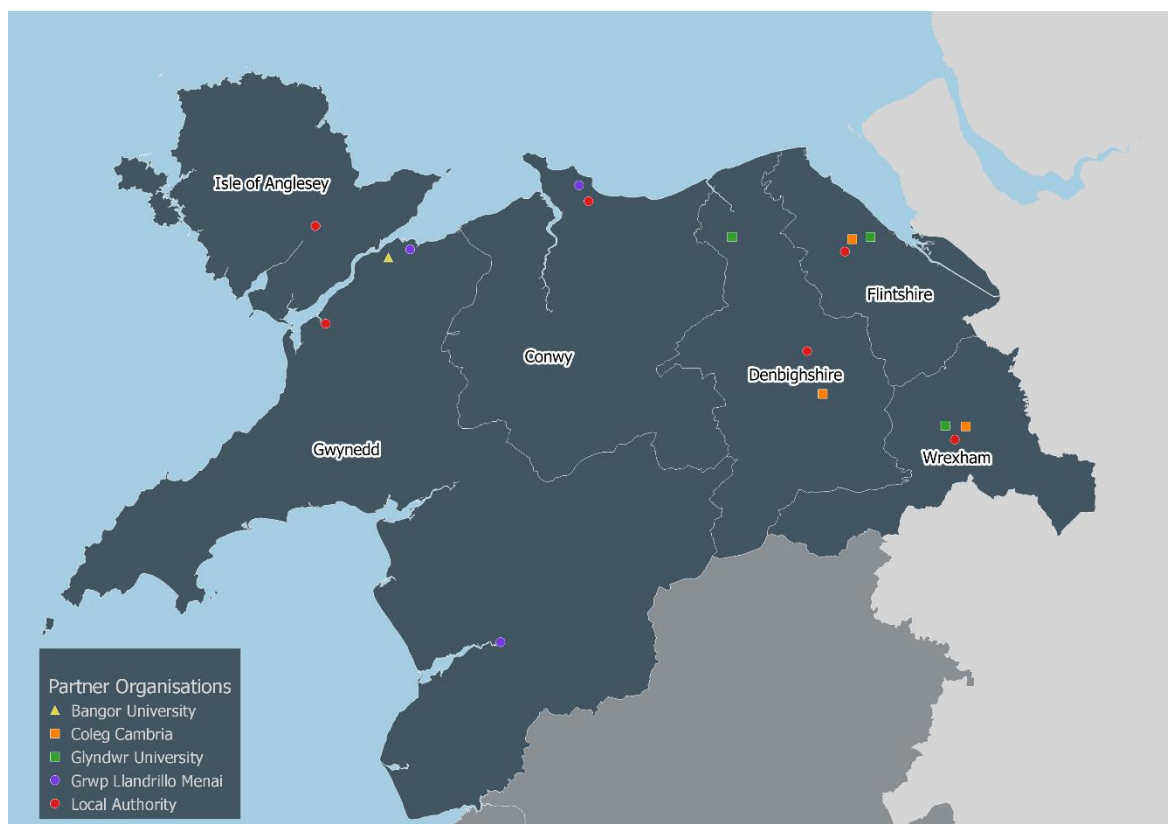
### 3. Introduction

City and Growth Deals in Wales are agreements between the UK Government, Welsh Government and local authorities in Wales to coordinate new investment and policy interventions to drive growth in key areas. The deals are locally led with leaders coming together across a locally agreed economic geography to develop a set of proposals that will drive growth and productivity across their region. The UK and Welsh governments support these local partners to deliver interventions to achieve local growth.

#### North Wales Economic Ambition Board

The Economic Ambition Board was established in 2012 as a partnership between the six Local Authority areas of North Wales comprising the Councils of Gwynedd, Anglesey, Conwy, Denbighshire, Wrexham and Flintshire. The Economic Ambition Board also includes Bangor University, Glyndŵr University, Coleg Cambria and Grŵp Llandrillo Menai. In early 2019, the Economic Ambition Board was formally established as a joint committee.

Figure 3.1 Map of North Wales and North Wales Economic Ambition Board Partners



The Growth Deal is a partnership between the public and private sectors. The private sector has been strongly represented by the Business Delivery Group as well as the North Wales Mersey Dee Business Council who have been key to the development of the Growth Deal proposition. The Business Delivery Group was established to act as an independent advisory group to the Economic Ambition Board. The group is represented by business owners and senior leaders across industries who have challenged the Economic Ambition Board throughout the process of identifying and developing the Growth Deal portfolio. Their focus being to maximise the impact of the Growth Deal for the region and ensuring that the private sector opportunities can be accessed and led by business.

The North Wales Mersey Dee Business Council, a founding member of the Economic Ambition Board, has worked in close collaboration with member organisations and regional stakeholders to shape and influence the Growth Deal proposition.

## The Vision for North Wales

In 2016 the Economic Ambition Board partners adopted *A Growth Vision for the Economy of North Wales* (the Growth Vision).

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

The Growth Vision was founded on three key principles for North Wales:

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

Building on the vision, the Economic Ambition Board presented a proposition document to the Welsh Government and UK Government in October 2018. This led to the signing of [Heads of Terms in November 2019](#). The signing demonstrated a commitment by each of the partners to work together for the people and businesses of North Wales, and deliver local programmes and projects which will increase opportunity and prosperity in communities across the region. This Final Deal Agreement builds on the foundations set through the Heads of Terms.

The Growth Deal will be **smart** with this investment - building on the region's strengths to boost productivity, foster innovation and be competitive in the markets it serves. North Wales already has well-established research and innovation hubs including AMRC Cymru in Broughton, the Menai Science Park on Anglesey and the OpTIC Technology Centre in St.Asaph, which are helping the region to push the boundaries in discovering new growth areas within high value manufacturing. The Growth Deal will invest further to create centres of excellence to enhance the region's reputation and enable growth in this important industry.

The Growth Deal will tackle the long-term market failure that has been a barrier for commercial investment - making North Wales more investable and unlocking the potential for new high-value skilled jobs, for young people and our future generations to thrive. The Growth Deal will address the shortage of suitable land and properties for business growth and to bring forward sites to provide the employment land and housing needed as well as invest in the Port at Holyhead.

By investing now, the Growth Deal will build **resilience** for the future.

North Wales is **connected** as a region. The partnership across the six local authorities, universities, colleges and the private sector is well established and growing in strength. The Growth Deal will drive a step change in digital connectivity by balancing investment in infrastructure and technology. The Growth Deal will address those areas most in need of faster and more reliable broadband connections and exploit the potential of 5G access and new digital innovation. Opportunities also lie in the region's close connections with the neighbouring economies such as the Mersey Dee Alliance, the Northern Powerhouse, Ireland and Mid-Wales. The Growth Deal will build stronger economies by working together.

The Growth Deal will strengthen our reputation as a cohesive region; leveraging partnerships to promote growth in the economy that is scalable, sustainable and inclusive. The investment in low-carbon energy projects enables the region to contribute directly to the climate change emergency, not only helping to make North Wales a cleaner, greener environment, but also positioning the North Wales region as one of the leading UK locations within the low carbon energy sector. Not forgetting the foundation economies in agriculture and tourism, the Growth Deal will help to enable and encourage diversification to improve the long-term future of these key industries, ensuring they have opportunity to develop sustainably and thrive.

The Growth Deal will invest in a way that promotes social value and builds wealth in the region's communities. The Economic Ambition Board recognises and values the obligation to deliver the Growth Deal in a way that improves and enhances our social, cultural, environmental and economic well-being.



## The Region

North Wales is known for its beautiful landscapes, its history, heritage, culture and it has the highest proportion of Welsh speakers in Wales at an estimated 41.9%<sup>1</sup>.

North Wales is home to nearly 700,000 residents and contributes £14.2 billion to the UK economy each year,<sup>2</sup> representing 22% of the Welsh economy.<sup>3</sup> In North Wales, the population is projected to increase by 2.1 per cent in the 2018-2028 period, and 3.1 per cent in the 2018-2038 period. North Wales has an ageing population.

**The total GVA in North Wales in 2018 was £14,239million**, up 4.1 percent over the previous year, which accounted for 21.9 percent of Wales total GVA (£65,089million) and 0.8 percent of UK total GVA (£1,892,681million) in that year.<sup>4</sup> Within North Wales, there are **wide variations in GVA per capita**, with particularly weak productivity on the Isle of Anglesey (53% of the UK average) but stronger performance in Flintshire and Wrexham (both of which are 81% of the UK average).<sup>5</sup> This is also reflected in average earnings, which lag behind the UK average. Indeed, some local authorities in the West have the lowest earnings in Wales and the UK. For the year ending 30 June 2018, North Wales had the highest employment rate and lowest unemployment and economic inactivity rates of the Welsh regions<sup>6</sup>. However, there is a greater need in the region for high value employment opportunities.

North Wales has a number of areas that are within the top 10% most deprived areas in Wales. Many of the most deprived areas are based in rural communities.

**There remains a persistent and widening productivity gap between North Wales and the UK with wide variations in GVA (Gross Value Added) per capita across the region. Addressing this productivity gap and disparities within Wales is an important priority for the Growth Deal.**

North Wales has a diverse economy with key sectors being manufacturing, energy and tourism as well as public sector jobs. The public sector accounts for nearly a quarter (24.7%) of the region's GVA. A fifth (20.3%) of the economy is accounted for by manufacturing,

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<sup>1</sup> Welsh Government – Summary Statistics for Welsh economic regions: North Wales, May2020

<sup>2</sup> Measured by Gross Value Added (GVA). Source: ONS, 2018 data.

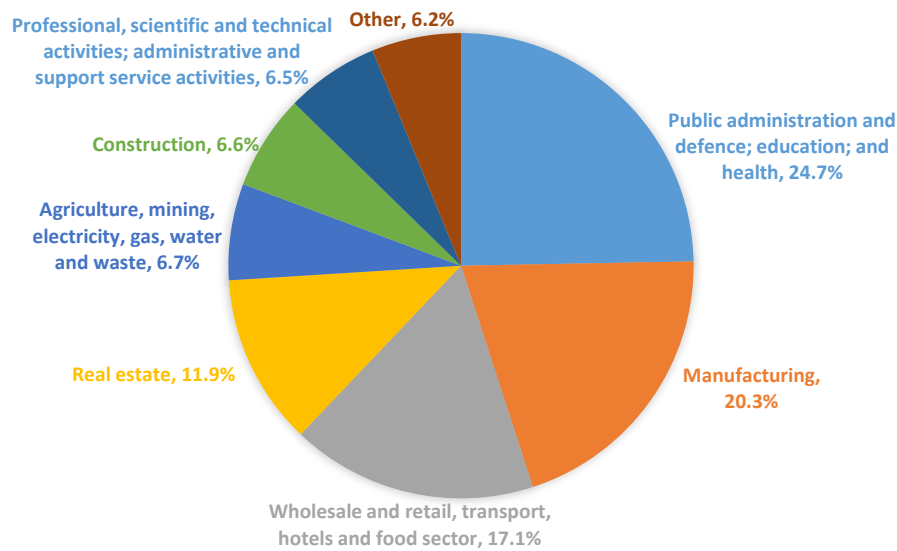
<sup>3</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/Regional-Accounts/Gross-Value-Added-GDP/gva-by-measure-welsheconomicregion-year>

<sup>4</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/Regional-Accounts/Gross-Value-Added-GDP/gva-by-measure-welsheconomicregion-year>

<sup>5</sup> <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/Regional-Accounts/Gross-Value-Added-GDP/gvaperhead-by-area-year>

<sup>6</sup> Welsh Government – Summary Statistics for Welsh economic regions: North Wales, May2020

which is significantly more important in North Wales than in Wales as a whole (where it accounts for 17% of GVA). Wholesale and retail, transport, hotels and food sector accounts for 17% of the economy of North Wales. The chart below shows the GVA breakdown by industry in North Wales as of 2018 <sup>7</sup>



A portion of the productivity gap is accounted for by the sectoral structure of the North Wales economy, with some areas particularly reliant on relatively low paid sectors including tourism and retail. At the same time, there are areas of strength, with 64,000 people employed in *high value sectors*, defined as manufacturing, information and communication, and professional, scientific and technical activities.

**Supporting high value sectors and addressing long-term barriers to growth is at the heart of the Growth Deal.**

There is an ageing population in the region and a net outward migration of talent from the region. Whilst the population of North Wales is expected to increase to 722,317 by 2039, the share of the population aged 65 or above is expected to increase from 23.6% to 29.8%. This means a smaller share of working age people, which may place pressures on the supply of skills.

The employment rate amongst working age residents in North Wales stood at 75.9% at March 2020, which was the same as the UK. Over 5 years, between March 2015 and March 2020, 18,300 jobs were added to the economy, a growth of 6.2% for the region. The specific impacts of Covid-19 on the North Wales economy and the Growth Deal are set out in the next section.

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<sup>7</sup> Source: ONS.

## The case for change

This section sets out the challenges and opportunities across the key sectors in the North Wales economy that the Growth Deal is seeking to address:

### High value manufacturing

- **Supporting innovation and R&D:** there is a need for facilities and technical support with individual businesses unable to access the skills and expertise to innovate and improve productivity via efficiency savings.
- **Supporting the low carbon agenda:** there is a strong need to decarbonise industry in order to meet national targets for clean growth, as well as to capitalise on market opportunities, with the number of 'green-collar' jobs expected to grow to 2 million and the value of UK exports from the low carbon economy expected to grow to £170 billion a year by 2030.
- **Supply chain integration:** A progressive depletion or 'hollowing out' of the Welsh and UK-based supply chain over recent decades represents a long-term threat to production and manufacturing capability and to its future prosperity. There is a need to re-build and sustain SMEs within supply chains to drive competitiveness.
- **Improving productivity:** North Wales' advanced manufacturing sectors are relatively high productivity sectors in the economy, but there is great potential to increase productivity via targeted investments in R&D and skills.

### Agri-food and tourism

- **Required investment in R&D and Innovation:** Engineering & Physical Science Research Council (EPSRC) data suggests that only 2% (c. £95 million) of all grants offered are directed to the Food & Drink sector. R&D spend across these three sectors equated to 1.3% of all R&D spend across all sectors in the UK (as of 2018) despite the sectors making up 10% of total employment.
- **Supporting the low carbon agenda across Wales and the UK:** From an environmental perspective, reducing carbon emissions is crucial to the future sustainability of Wales and this was recognised in the Well-being of Future Generations (Wales) Act 2015, which set a target to reduce emissions. Introducing sustainable low carbon land management practices, as well as driving innovation and new low carbon technologies in the agriculture sector could contribute to the long-term low carbon agenda.
- **Improving productivity:** In 2017, gross output per hectare of agricultural land was £858 in Wales, significantly lower than UK's most productive region, which was the South East of England (£3,190 per ha). The figures show that the value of gross output per hectare of agricultural land in Wales is lower than all other regions in England, and lower than Northern Ireland (£2063 per ha), but higher than Scotland (£514 per ha). The tourism sector also suffers from lower productivity levels than those seen in England, with GVA per employee in the tourism sector equating to £19,600; 14% lower than the equivalent metric in England.

- **Meeting skills needs:** The latest Employer Skills Survey indicated that 25% of restaurants and hotels in Wales reported skills shortages and 45% businesses within primary industry (which includes agriculture). Both sectors also reported skills gap increases from the previous survey, with hotel and restaurants reporting a +3% increase whilst primary industry reported a +28% increase.
- **Diversification and resilience:** agriculture, food and tourism sectors form the backbone of many local economies in North Wales. With the change of historical funding sources this sector is facing with the UK's imminent exit from the European Union it is important rural businesses have the support and knowledge to help them diversify.
- **Lack of appropriate premises:** Research carried out by Arad for the Glynllifon Rural Economy Hub indicates that the lack of food-grade premises, local product development facilities and technical support is holding back the potential of the sector, with individual businesses unable to access the skills and expertise to innovate and improve productivity via efficiency savings.

### Low carbon energy

- **Addressing climate change:** Responding to the climate emergency declared by Welsh Government and both the Welsh and UK government's aim of achieving Net Zero by 2050. There is a need to decarbonise North Wales' energy system, including energy generation, housing and transport.
- **Supporting economic growth in low carbon energy sectors:** exploiting local strengths and competitive advantages (e.g. existing energy infrastructure, research strengths and skilled workforce) to drive growth in the low carbon energy sector where there are substantial growth opportunities nationally (sector forecast to grow 11% per year to 2030). An estimated £10.9bn of additional investment is needed by 2035 to put the region on track to achieve Net Zero. This level of investment has the potential to create up to 24,400 new jobs.

### Land and property

- **A need for modern employment floorspace.** The network of readily developable strategic sites, capable of supporting both indigenous business growth and inward investment is relatively weak and fragmented
- **Low land values and infrastructure constraints** have resulted in insufficient developer interest, leading to a lack of supply of housing and commercial premises. To date the market has failed to address these challenges and therefore there is a specific need for Growth Deal funding to enable the delivery of employment space, serviced residential land and improvements to Holyhead Gateway.

## Digital connectivity

- **Addressing the digital divide:** in order for the North Wales economy to prosper and for key sectors to grow to their fullest potential, significant connectivity gaps must be addressed. There is a need to rapidly increase gigabit connectivity at key growth sites, ensure rural 'not spots' are tackled in full, deliver seamless mobile connectivity across economic corridors and assets and provide the foundations for greater social equity and inclusion.
- **Responding to clear demand for better connectivity:** a wide body of evidence showcases the prescient need for next generation fixed and mobile broadband and the opportunity cost of poor provision, relative to other parts of the UK. There is an exceptional appetite to deploy more sophisticated technologies and innovative use cases, which will secure productivity, efficiency and competitiveness across the region.
- **Creating competitive market conditions:** North Wales' digital connectivity has been constrained by a lack of market competition at the wholesale level, and within the degree of choice offered by broadband providers at the retail level. There is an opportunity to respond to this by creating conditions that improve market attractiveness, reduce consumer costs, enhance end user take-up and provide the basis for longer-term commercial investment.
- **Establishing a world-class digital corridor:** the A55 is the primary economic axis for North Wales, connecting key sites, hubs for growth and the region's most prominent assets. There is an opportunity to ensure that 5G and full fibre broadband creates a seamless high-speed corridor, as the basis for large-scale smart technology deployment, pilots and trials and as a lever for inward investment.
- **Expanding digital research capacity:** North Wales has an emerging profile as a base for innovative and technology-led research, led by higher education institutions and the private sector. There is an opportunity to scale this further, drawing on other sources of funding and business intent, creating a critical mass of technology, expertise and ambition to ensure that North Wales is at the cutting edge of the discovery and deployment of cutting-edge technologies.

## The economic impact of Covid-19

Covid-19 has had an immense economic impact on North Wales as in other parts of the UK and globally. The Economic Ambition Board works closely with the six local authorities, UK and Welsh Governments and private sector representatives to co-ordinate the regional response to economic recovery.

The longer-term effects of Covid-19 on the regional economy at this stage is unknown but work is underway to define the current state of the economy during what has been a challenging period for businesses and employees across many sectors. Uncertainty caused by the pandemic and the end of the transition period for leaving the European Union are both contributing factors.

The Growth Deal programmes were designed to be robust and relevant to deliver long-term economic growth for the region. Despite the challenges of Covid-19, the programme themes being addressed are demonstrating how they deliver value to counter the impacts of the Covid-19 pandemic.

**Digital** – the demand and reliance on digital connectivity to enable people to go about their daily lives, work and learn from home, keep in touch with loved ones, run businesses and access essential public services has never been greater and will only continue to grow.

**Low carbon energy** – positioning North Wales as a leading UK location for low carbon energy generation, innovation and supply chain investment will secure hundreds of new jobs for generations to come. Playing a key role in addressing climate change and in delivering against government policy areas while creating more prosperous communities for the region is an absolutely key enabler for overcoming Covid-19.

**Land and property** – the demand for land and property development has been uncertain throughout Covid-19. The Growth Deal investment places focus on key strategic sites and will stimulate the local construction sector as well as support the development of Holyhead port as a valuable economic asset for the region. The requirements for employment space on each site will be reviewed as project business cases are developed to take account of any change in demand post Covid-19, particularly in relation to office space.

**Agri-food and Tourism** - The Growth Deal injects much needed capital into projects that will facilitate innovation, educate businesses on the benefits of decarbonisation, diversification and sustainable business models and encourage skills development and knowledge transfer so that North Wales has a product and service offering that can compete with the best in the world. Tourism is an economic engine for Wales and accounts for a quarter of North Wales' economy and employs over 42,000 people. Covid-19 has had a devastating impact on the sector's businesses and their employees and the tourism project within this programme is being reviewed to take account of the needs of the sector post Covid-19.

**Innovation in High Value Manufacturing** – North Wales is a major manufacturing and engineering location with considerable strengths in the aerospace, automotive, food, paper, electronics and green energy sectors. There have been significant job losses announced in the sector and its supply chain due to both Covid-19 and the UK leaving the European Union. The Growth Deal investment capitalises on the strong network of anchor companies and world leading expertise to develop a high value manufacturing cluster which will drive collaboration to facilitate a low carbon economy, to bring businesses and universities together to facilitate the adoption of new innovative technologies and to encourage skills development in biotechnology, optics, composites, and hydrogen fuel cells.

An independent economic partner has been commissioned to develop a report summarising the economic situation and recommending recovery interventions for North Wales. Data used for the report includes insights from a recent regional survey of businesses, attracting over 1,800 responses and an independent report on tourism to identify the strengths, weaknesses and opportunities facing this sector. The recommended interventions will focus on the near-term economic recovery but also recognise the importance of the Growth Deal on the North Wales economy in the long term and throughout the lifetime of the Growth Deal.

The Growth Deal on its own cannot address all the challenges facing the North Wales economy. However, such a significant injection of capital investment into the North Wales economy through the Growth Deal will be a significant boost to the economy.

## The investment

The investment by UK Government, Welsh Government and the North Wales Economic Ambition Board will act as a catalyst and accelerator to unlock investment and aid economic recovery in the region.

The UK and Welsh Governments have each committed to the investment of £120 million (total £240 million) over the next 15 years, with the North Wales Economic Ambition Board also committing to secure further public and private sector investment to deliver an overall investment of £1billion.

Through the North Wales Growth Deal, the Welsh and UK Governments and partners are embarking on a new strategic relationship that creates a lasting legacy that will transform the region in the long term with co-ordination centred across key programmes.

### Breakdown of funding for the North Wales Growth Deal

UK Government	Welsh Government	Other Public Sector	Private Sector	<b>TOTAL</b>
£120m	£120m	£184.3m	£722.1m	<b>£1.146.4b</b>

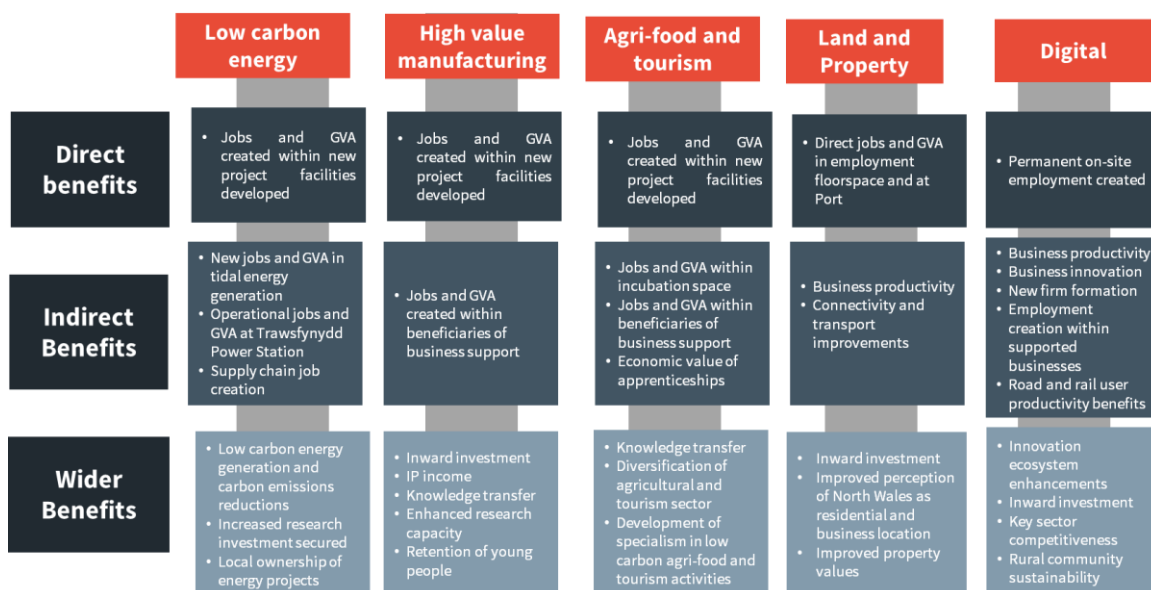
## The impact of the Growth Deal

The following spending objectives have been developed through the creation of a portfolio and five programme business cases to support the region to secure the Final Deal Agreement with Welsh Government and UK Government.

<b>Spending Objective 1 - Jobs</b>	<b>To create 3,800 net new jobs in North Wales through the Growth Deal by 2036.</b>
<b>Spending Objective 2 – GVA</b>	<b>To support a net additional GVA uplift of £2.2 billion for the North Wales Economy through the Growth Deal by 2036.</b>
<b>Spending Objective 3 – Investment</b>	<b>To deliver a total investment of £1 billion in the North Wales Economy through the Growth Deal by 2036.</b>

All Growth Deal programmes and projects will contribute to achieving the spending objectives above. Each of the programmes will generate a set of benefits that have been classed as direct, indirect and wider benefits. The precise nature of these vary between the programmes. The key types are summarised below, by programme.

Figure 1.1 Benefits Framework



Source: North Wales Economic Ambition Board



## 4. The Growth Deal programmes

The aim of the Growth Deal is to build a more vibrant, sustainable and resilient economy in North Wales, building on the region's strengths to boost productivity while tackling long-term challenges and economic barriers to delivering inclusive growth. The approach is to promote growth in a scalable, inclusive and sustainable way in line with the Well-being of Future Generations (Wales) Act 2015. The Growth Deal is based on the delivery of 5 programmes. The programmes have been defined as either high growth programmes or enabling programmes. Further details of the Programmes can be found in Annex 1.

### High growth sectors to drive productivity in the region

The projects within the Growth Deal aimed at increasing the value and impact of high growth sectors will be focused on three key programmes:

- **Low carbon energy Programme;**
- **Innovation in high value manufacturing Programme;**
- **Agri-food and tourism Programme.**

### Addressing key barriers to enable and achieve economic growth

The Growth Deal has identified enabling sectors to tackle key economic barriers and address structural issues that have impacted on productivity and jobs. Delivery in these sectors will create the appropriate conditions for businesses to invest in the region and for the labour market to take advantage of new employment opportunities. A strategic approach will be taken with these 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 within the Growth Deal to address key barriers to growth will be focused on two key programmes:

- **Land and Property Programme**
- **Digital Programme**

By focusing delivery on these programmes collectively, the Growth Deal will achieve a greater impact in terms of our ambition and use of resources than individual projects.






All programmes and projects within the Growth Deal will contribute to the achievement of the Growth Vision and the delivery of benefits for North Wales. The benefits from the Growth Deal will support sustainable and inclusive growth across the region – in accordance with the Growth Vision as well as the priorities of the Well-being of Future Generations (Wales) Act 2015.

The strategic aims to address in each programme, and the types of intervention they are intended to facilitate, are summarised below:

## Low Carbon Energy Programme

**Strategic Aim:**  
To unlock the economic benefits of transformational low carbon energy projects and position North Wales as a leading UK location for low carbon energy generation, innovation and supply chain investment.








### Spending Objectives

 <p><b>JOB CREATION</b> Create between 800 and 980 new jobs by 2036</p>	 <p><b>GVA</b> Create net additional CVA of £433- 530m by 2036</p>	 <p><b>INVESTMENT</b> Total investment of £602- £735m through the programme by 2036</p>	 <p><b>LOW CARBON ENERGY GENERATION</b> To enable the deployment of at least 314MW of new installed low carbon energy generation capacity through the programme by 2036</p>	 <p><b>CARBON SAVINGS</b> To enable carbon savings of at least 2723 Tonnes CO2e through the programme by 2036</p>
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## Digital Programme

**Strategic Aim:**  
To deliver the step change in digital connectivity needed to ensure North Wales is able to satisfy user demand, maintain pace with the rest of UK, unlock the growth potential of priority sectors and sites and underpin a flourishing innovation ecosystem. Plays an enabling role for other programmes to deliver maximum benefit.







### Spending Objectives

 <p><b>JOB CREATION</b> To create between 315 and 380 jobs through the programme by 2036</p>	 <p><b>GVA</b> Create net additional GVA of £130-£158m through the programme by 2036</p>	 <p><b>INVESTMENT</b> Investment of between £37- £46m through the programme by 2036</p>	 <p><b>ROBUST AND COMPETITIVE CONNECTIVITY MARKET AT KEY SITES</b> To introduce robust and competitive connectivity market at 28 strategic key sites in step with or in advance of UK Government 2025 target for gigabit capability coverage.</p>	 <p><b>HIGH BANDWIDTH MOBILE COVERAGE TRANSPORT NETWORKS</b> To introduce high bandwidth mobile coverage on transport networks with deployment in step with or in advance of UK Government 2027 target for 5G coverage. Delivery of coverage across A55, A483 and A5.</p>	 <p><b>SUPERFAST DIGITAL CONNECTIVITY EVERYWHERE</b> To ensure all inhabited premises in the region have Superfast broadband connectivity in the short term (by 2025) with gigabit upgrade capability built in as far as possible.</p>	 <p><b>DIGITAL INFRASTRUCTURE INNOVATION</b> To ensure that the region is empowered to participate in innovation and commercialisation of new digital infrastructure technology to achieve and consolidate a long term role in a strategically important industry</p>
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## Land and Property Programme

**Strategic Aim:**  
To address the shortage of suitable land and properties for business growth and to bring forward sites for housing development. To deliver improvements that stimulate investment in sites and premises in the Port of Holyhead and the wider region. Plays an enabling role for other programmes by ensuring the right land and property infrastructure is available.

### Spending Objectives

 <p><b>JOB CREATION</b> To create between 1,870 and 2,280 jobs by 2036</p>	 <p><b>GVA</b> Create net additional GVA of £1.06-£1.29bn by 2036</p>	 <p><b>INVESTMENT</b> Investment of between £320m- £390m by 2036</p>	 <p><b>EMPLOYMENT SITES AND PREMISES</b> To deliver 30 ha land and 20,000 sq. m of employment in premises between 2021 and 2026</p>	 <p><b>RESIDENTIAL SITES</b> To deliver 1,000 plus residential development plots between 2021 and 2026.</p>	 <p><b>HOLYHEAD GATEWAY</b> Land reclamation, safeguarding and life extension works to the breakwater, access improvements and port capacity enhancements.</p>
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## Innovation in High Value Manufacturing Programme

### Strategic Aim:

To consolidate North Wales' position as a powerful and innovative high value manufacturing cluster, building on existing specialisms and leading expertise to create a higher value, more diverse economic base that supports the transition to a low carbon economy

### Spending Objectives



#### JOB CREATION

To create between 145 and 180 jobs by 2036



#### GVA

Create net additional GVA of £94m and £114m by 2036.



#### INVESTMENT

Investment of between £36m and £43m by 2036



#### RESEARCH AND INNOVATION FOR A LOW CARBON ECONOMY AND WASTE REDUCTION

Work with 55 UK and International industry partners or SME's to develop new low carbon technologies.



#### EXPAND ECONOMIC INTEGRATION BETWEEN REGIONAL UNIVERSITIES AND BUSINESSES TO FACILITATE TECHNOLOGY ADOPTION

Support and facilitate three collaborative R&D projects per annum to develop new technologies.



#### SKILLS DEVELOPMENT AND KNOWLEDGE TRANSFER

Provide training and upskilling to 100 people/businesses in the targetted technologies over first 5 years.

## Agri-food and Tourism Programme

### Strategic Aim:

To build a more sustainable, vibrant and resilient foundation economy within the region, optimising opportunities for employment and prosperity through our environment and landscape.

### Spending Objectives



#### JOB CREATION

To create between 310 and 380 jobs by 2036



#### GVA

Create net additional GVA of £230m and £281m by 2036.



#### INVESTMENT

Investment of between £37m and £45m by 2036



#### DECARBONISATION AND SUSTAINABLE BUSINESS MODELS

Educating businesses on the benefits of decarbonisation, diversification and sustainable business models. 300-400 businesses diversifying from traditional core operation to adapting new practices in the first 5 years of programme.



#### INNOVATION AND PRODUCTIVITY

Provide 4,000-6,000m square of incubator, R&D and training floorspace to encourage innovation, promote upskilling and support business growth in the agri-food and tourism sector.



#### SKILLS AND KNOWLEDGE TRANSFER

Provide specialist skills and training provision, alongside collaboration opportunities for businesses, education providers and research institutions. Provide additional training to 2,500 people/businesses



#### LOCAL SUPPLY CHAIN OPPORTUNITIES

Increase the % of supply contracts delivered through the programme with businesses located in North Wales - baseline to be agreed.

## 5. Governance structure

The Growth Deal's governance arrangements enable decisions to be made in an open and transparent way for the benefit of the whole of the region. This section details these arrangements and how they contribute to the management of the programme and associated risks.

Listed in Annex 2 are the additional governance documents which will apply to delivery of the Growth Deal, over the 15 years. Once adopted, any updating or changes to these processes and protocols, need to be agreed by the relevant parties.

The Economic Ambition Board was established by local authority partners as a joint committee in 2019 and is the decision making body for the Growth Deal. It also has a wider role to lead regional collaboration more broadly. The governance arrangements for the Economic Ambition Board are underpinned by the partnership agreement 'Governance Agreement 2' to be adopted on completion of the Final Deal Agreement.

The Welsh and UK Governments link with the governance structure both formally and informally. The Welsh Government, UK Government and the Economic Ambition Board have agreed to adopt the City & Growth Deal (C&GD) Governance & Assurance Framework (G&A Framework).

The approach is based on the appropriate and proportionate application of best practice Governance, Assurance and Programme & Project Management (PPM), underpinned by an Integrated Assurance and Approval Plan (IAAP) in order to balance Government oversight and regional delivery partner requirements.

It is recognised that refinements may be required to the G&A Framework from time to time. The Welsh Cities & Growth Implementation Board will review the framework as and when required.

## **Governance Agreement 2**

Having secured the Growth Deal the Economic Ambition Board partners have agreed to enter into a second Governance Agreement ("GA2") which will support the partnership into the next phase of implementation of the Growth Deal and further development of the Growth Vision.

The agreement, which is a legally binding document, defines the role and function of the Economic Ambition Board and its use of delegated powers. It also provides for its decision-making structures and democratic accountability. Provision is made for the commitments of the Economic Ambition Board partners to the project and how these are managed and apportioned. GA2 provides assurance for the Accountable Body (which is Gwynedd Council acting as the representative of the combined local authorities, and the primary interface with the Governments) in assuming that role. The underlying arrangements providing for legal and compliance matters and arrangements between the parties to GA2 are addressed in GA2 (including, amongst other things, governance of the Portfolio Management Office).

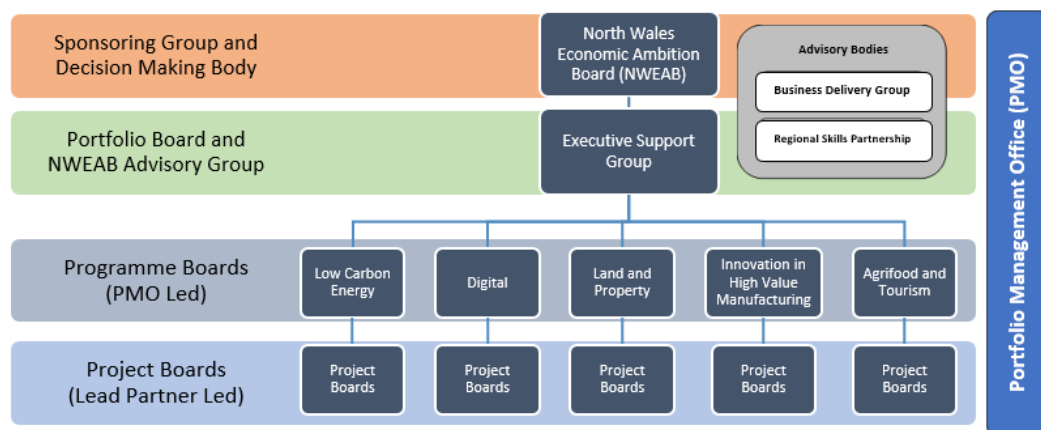
It is a key document providing a clear structure and foundation for taking the implementation of the Growth Deal forward at the regional level.

## Portfolio, Programme and Project Management Arrangements (PPM)

The Economic Ambition Board has adopted a delivery model based on a best practice approach to portfolio, programme and project management as set out in ‘*Government Functional Standard GovS 002: Project Delivery*’. Portfolio, programme and project management is an integrated way of meeting an organisation’s ambitions, driving better decisions and increasing the likelihood of successful outcomes.

The diagram below sets the Economic Ambition Board’s PPM governance delivery structure for the Growth Deal:

Figure 1.2 Growth Deal Delivery Structure



Source: North Wales Economic Ambition Board

## Strategic and Portfolio Level

**North Wales Economic Ambition Board (Sponsoring Group)** – The Economic Ambition Board acts as the Sponsoring Group (Organisation) and the Decision-Making Body. All authority below this level is delegated to relevant parties as required through a formal Economic Ambition Board decision. A member of the Economic Ambition Board will take on a Lead Member role for each of the programmes and sit on the relevant Programme Board. The Economic Ambition Board will be responsible for the consideration and approval of project business cases within the portfolio and with responsibility for delivery delegated to the relevant programme and project boards.

**Executive Support Group (Portfolio Board)** - This group is the advisory body to the Economic Ambition Board but also acts as the Portfolio Board for the Growth Deal to support and challenge the Growth Deal Portfolio Director to ensure delivery. The group is made up of senior officers from each of the Economic Ambition Board’s partner organisations. A member of the Executive Support Group will act as a Senior Responsible Owner (SRO) for each of the programmes and lead the relevant Programme Board.

**Portfolio Director** - The Portfolio Director is accountable to the Economic Ambition Board for the delivery of the Growth Deal portfolio.

## **Programme and Project Level**

**Portfolio Management Office (PMO)** – The PMO supports and co-ordinates activity across the programmes acting as an information hub and ensuring a consistent approach to reporting, control of risk and issues. It also acts as a valuable assurance function, providing advice and challenge to programmes and projects. Each programme is assigned a Programme Manager from within the PMO.

**Programme Boards** - Each programme will have a formal Programme Board and an appointed Senior Responsible Owner (SRO). These boards will be focused on the development (initially) and delivery of the agreed Programme Business Case, with a specific focus on the benefits and outcomes to be achieved. Programme Boards escalate to the Portfolio Board via the Programme Director.

**Project Boards** - All projects within the Growth Deal will be managed via a Project Board with appointed SROs and project managers in place to ensure delivery. These boards will be focused on the development and delivery of the agreed business case, with a focus on the delivery of specified outputs. Projects and Project Boards will be the responsibility of the Lead Partner and clear arrangements for the delivery of projects in line with best practice will be set out in each project business case. Projects will report through to the relevant Programme Board. Terms of reference for Project Boards will be agreed between the Lead Partner and the Portfolio Management Office to ensure the appropriate links and reporting arrangements between the project and the Programme Board are understood by both parties.

## **Standing Orders, delegated authority and terms of reference**

The Portfolio Management Office has been established by the Economic Ambition Board to deliver the Growth Deal. They are employed by Gwynedd Council as the Accountable Body and operate to their standards, procedures and policies.

As the Accountable Body (Gwynedd Council) will receive and administer the Growth Deal funding, which will be received on an annual basis in instalments of up to £16m over the 15 year Growth Deal term.

The funding will be committed by means of an award of funding letter (AFL), issued to the Accountable Body, Gwynedd Council, from the Housing and Local Government Department within Welsh Government. The Accountable Body will sign this letter on behalf of the Economic Ambition Board and the annual cycle of instalments will commence, subject to compliance with agreed terms and conditions within the AFL.

Release of the annual funding instalments will follow the process as outlined in Appendix 3 – Annual Funding Approval Process and will be subject to satisfactory assurance and monitoring as set out in the integrated Assurance and Approval Plan (IAAP).

Project business cases will be approved by the Economic Ambition Board and will demonstrate the feasibility, viability and value for money required within the five case Better Business Case methodology and approach. Governance Agreement 2 sets out the authority delegated to the Economic Ambition Board by the partner organisations and what authority is delegated to the Portfolio Director. Terms of reference for the Economic Ambition Board are included as part of Governance Agreement 2.

## **Resourcing**

The Economic Ambition Board's Portfolio Management Office has been established to deliver the Growth Deal. The Portfolio Management Office was established in January 2020 and is to be funded for the first three years of its existence by the Welsh European Funding Office, and afterwards will be self sustaining as set out in the Portfolio Business case. The office oversees the delivery of the Growth Deal's programmes and projects. Led by the Portfolio Director, the team includes experienced programme and project managers as well as operational staff. The team is supported specifically by legal and financial resources provided through the Accountable Body as well as a wide range of additional resources drawn from across the partnership.

## **Decision Making Process**

### UK Government and the Welsh Government

Both the UK Government and the Welsh Government are accountable for ensuring the most appropriate use of Government funding for the Growth Deal

The UK Government has allocated City and Growth Deal funding for the Welsh Government to administer, allowing funding from both Governments to be managed and released through a single agreed process. The funding will be paid to the Accountable Body of the Growth Deal (Gwynedd Council) on an annual basis over the lifetime of the Growth Deal on a flat profile.

Monitoring & evaluation of the progress of the Growth Deal will be an ongoing activity and an annual review of progress will be required prior to the release of annual funding. This will take the form of an assessment of a range of documentation and presentation to the Welsh Cities & Growth Implementation Board (WCGIB) by the Portfolio Management Office.

Decisions as to the release of funding to the Growth Deal will be taken by Ministers of the Welsh Government and UK Government annually. These decisions are informed by recommendations made by the Welsh Cities & Growth Implementation Board (WCGIB).

The annual funding approval process is set out in Annex 3.

While overarching accountability for the administration of funding rests with the Permanent Secretary for the Welsh Government, members of the Welsh Cities & Growth Implementation Board need to ensure that they are acting in accordance with the principles in Managing Welsh Public Money<sup>8</sup> (in the case of Welsh Government officials) and HMT's Managing Public Money<sup>9</sup> (for UK Government officials). This includes the need to assure themselves that the use of the funding offers good value for money and that it will be used with due regularity and propriety.

Welsh Government is currently setting out a separate protocol which will relate to certain aspects of the Growth Deal such as confidentiality, data protection, dispute resolution and assurance between Welsh Government and the partners in the region.

#### Economic Ambition Board

The Growth Deal partners are committed to putting in place robust decision-making and financial management processes to ensure that public money is spent responsibly and accounted for. The Economic Ambition Board is a Local Authority executive joint committee and as such is subject to the requirements in relation to transparency, accountability, standards of governance, decision making and conduct which apply to such a body.

Decisions within the Economic Ambition Board's governance framework can be categorised at three levels:

- **Portfolio Director Matters** – decisions that the Programme Director can make
- **Joint Committee Matters** – decisions that the Economic Ambition Board can make
- **Reserved Matters** – decisions that would require separate agreement of all partners

All decisions related to the delivery of Growth Deal as set out within this document within the agreed funding envelope for the partnership will be either Portfolio Director matters or Joint Committee matters.

The Economic Ambition Board operates as a Joint Committee whilst having majority voting will seek to establish a consensus of all the partners around all decisions relating to the Growth Deal.

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<sup>8</sup> <https://gov.wales/managing-welsh-public-money>

<sup>9</sup> <https://www.gov.uk/government/publications/managing-public-money>



It is recognised that the Economic Ambition Board's powers and duties relate to activities set out in the Growth Deal. Each constituent partner's decision-making in relation to its own financial commitments will not be subject to Economic Ambition Board approval. The Economic Ambition Board working with the Accountable Body does however have a monitoring and assurance role with respect to the Growth Deal funding to ensure that it is spent in line with the Growth Deal objectives.

## **Assurance Process**

Assurance provides an independent and objective examination of a portfolio, programme or project at a particular point in its lifecycle.

The Welsh Government, UK Government and Portfolio Management Office have agreed to utilise the Welsh Government's Office for Project Delivery (OPD) or any successor to the OPD to ensure that consistent assurance standards are delivered across the Growth Deal's portfolio. This supports all those responsible for successful delivery, providing funders and other stakeholders with the confidence that the Growth Deal can deliver to time, budget and quality.

The Growth Deal must undertake suitable assurance and produce and implement an Integrated Assurance and Approval Plan (IAAP).

An IAAP sets out the planned Governance Assurance and Audit activities at Portfolio, Programme and Project level for the Growth Deal. An IAAP has been agreed by all three parties ahead of the Final Deal Agreement and will be subject to review on an annual basis.

An Accounting Officer Review (AOR) is a Business Case assurance review that focusses on the achievement of value for money from public spend and addresses the responsibilities placed on Accounting Officers.

An AOR has been completed as part of both governments' assurance processes ahead of this Final Deal Agreement and future AORs may be undertaken during the term of the Growth Deal.

The Welsh Government and UK Government have agreed to collaborate in using the Welsh Government's AOR process for the Growth Deal's Portfolio Business Case. This AOR is part of the Approval Process required for the Final Deal Agreement for the Growth Deal.

## **Project approval process**

The Growth Deal is agreed on the basis of a portfolio business case and five programme business cases. Once the Final Deal Agreement has been signed, project business cases can be brought forward for the Economic Ambition Board to consider.

Full (5 Case Model) business cases will be developed for each project within Growth Deal in line with the 'Better Business Case' guidance developed by Welsh Government and HM Treasury.

Preparing a Project Business Case using the five Case model provides decision makers and stakeholders with a proven framework for structured 'thinking' and assurance that the project provides and strategic fit, maximise public value, is commercially viable, is affordable and is fundable over time.

Project business cases will be required to demonstrate how they deliver against the objectives and aspirations of the Growth Deal and specifically the relevant programme business case.

It is recognised that through the development and agreement of portfolio and programme business cases between the Economic Ambition Board and UK/Welsh Government that the strategic case for projects will have been established.

Each project business case will be subject to independent gateway reviews at agreed points as agreed with the UK Government and Welsh Government in line with the Integrated Assurance and Approval Plan. The Welsh Cities & Growth Implementation Board may also commission additional Assurance and / or assessment of Business Cases as required. E.g. where the Project Business Case and / or level of assurance undertaken is considered insufficient.

Project business cases will first be considered by the relevant Programme Board. Business cases will only be presented to the Economic Ambition Board following endorsement by the Portfolio Board and the Programme Board and the completion of required gateway reviews. The PMO retains the right to commission external reviews of project business cases where required.

## **Change Management**

A Change Management Plan, together with a Dispute Resolution Plan, has been developed for the Growth Deal. Change management activities for the Growth Deal will be primarily managed via the Programme Boards and relevant Project Board within tolerances delegated by the Economic Ambition Board upon consideration of the project business case.

Significant changes outside these tolerances would need to be escalated to the Portfolio Board. Recommendations will then be presented to the Economic Ambition Board for a decision. Examples of such decisions may include changes to cost, scope, timescales and benefits. Any significant changes beyond the agreed governance framework for the Growth Deal, specifically changes that would lead to increase cost for the Economic Ambition Board partners, would be considered a reserved matter and require the approval of all the individual partners.

Any new or replacement projects to be brought forward for consideration must demonstrate delivery against the relevant programme business case and the objectives of the portfolio business case. Where those projects are within the existing agreed financial envelope for the partnership, those projects would be a matter for the Economic Ambition Board to decide.

Projects that fall outside the remit of an agreed programme business case or those that would exceed the agreed financial envelope would be considered a 'reserved matter' for the Economic Ambition Board partners.

## **Role of members/accountability**

It is the duty of all Economic Ambition Board members to act in the best interests of the Growth Deal region. All private and third sector members will also be required to act in the interests of the Growth Deal region; foregoing any interest (if any) their own organisation may have in the Growth Deal and any related projects.

All members are expected to comply with the code of conducts of their respective organisations, the Economic Ambition Board's Conflict of Interest Policy and the values and aspirations of the Growth Deal.

Government representatives may attend in observer/advisory capacity and are not bound by the requirements of the Economic Ambition Board's members.

## 6. Role of the Accountable Body

For the duration of the Growth Deal, the accountable body shall be responsible for receiving and allocating funds for and on behalf of the Economic Ambition Board. The Accountable Body shall

- Act diligently and in good faith in all its dealings with the other parties and it shall use its reasonable endeavours to discharge the parties' obligations in relation to the implementation of the Growth Deal and delivery of the Growth Vision.
- Act as the primary interface for the Economic Ambition Board with Welsh Government, and UK Government and any other body as necessary in relation to the implementation of the Growth Deal.
- Hold any funds received directly from Welsh Government, and UK Government, the Economic Ambition Board partners and/or any other sources (if any) in relation to the Growth Deal and only to use and release such funds as agreed in accordance with the terms of the Growth Deal;
- Government funding for the Growth Deal will be released as a payment on an annual basis subject to satisfactory quarterly progress reports and relevant assurance activity. The legally binding award of funding **letter** (AFL) to the Accountable Body sets out the terms and conditions of the funding to be provided. An Implementation Plan setting out the indicative process and timeline for the procurement and implementation of the Growth Deal is attached to the AFL.
- Hold land and/ or any other assets procured under any project on trust for the Economic Ambition Board partners pursuant to the terms of the relevant Project Business Case.
- Without assuming responsibility for the delivery of any specific Growth Deal project and within the limitation of the funding provided to it (as part of the Joint-committee Costs), provide the support services required to facilitate the work of the Economic Ambition Board.
- Without assuming responsibility for the delivery of any specific Growth Deal project, provide for the Accountable Body's Chief Finance Officer ("s151 Officer") and Monitoring Officer (or their nominated deputies) (the "Monitoring Officer") to act, respectively, as the s151 Officer and Monitoring Officer to the Joint-committee; and
- Have responsibility for, but not limited to administering the financial affairs of the Joint-committee (and its sub committees and groups established), including accounting for VAT, keeping financial records, ensuring that the annual accounts of the Joint Committee are prepared in accordance with the Code of Practice on Local Authority Accounting and making arrangements for the external audit of the Joint Committee.
- Employ the Portfolio Management Office to deliver the Growth Deal.

## 7. Monitoring and evaluation

A Monitoring and Evaluation Plan has been developed for the Growth Deal. Programme and project performance will be monitored on a monthly basis through the relevant programme and project boards with formal quarterly reports submitted to the Portfolio Board and the North Wales Economic Ambition Board, as well as the UK and Welsh Governments.

The Economic Ambition Board has an adopted Risk Framework for the delivery of the Growth Deal. The Framework sets out how risks and issues will be managed at the appropriate level across the portfolio with clear escalation processes in place including the escalation of risk to UK Government and Welsh Government as appropriate. The Framework sets out the three levels of risk associated with the delivery of the Growth Deal – portfolio level risks, programme level risks and project level risks.

The key components of the Monitoring and Evaluation Plan are set out below:

- Monthly Highlight Reports for all programmes and projects;
- Formal Quarterly Reports to the Economic Ambition Board, UK Government and Welsh Government;
- Formal Annual Report to Economic Ambition Board, the Board's partners, UK Government and Welsh Government;
- Independent economic impact evaluation to be undertaken every 3-5 years against suite of indicators agreed with UK Government and Welsh Government.
- Wider benefits to be achieved through procurement, particularly social and community value will be monitored and evaluated to ensure maximum benefit is derived to the region from such activity.
- The Economic Ambition Board will work with the Welsh Government to ensure that evaluation against the Wellbeing of Future Generations Act (Wales) 2015 is a key component of all monitoring and evaluation activities.
- The Economic Ambition Board is committed to developing an appropriate feedback mechanism for the Growth Deal with both governments to ensure lessons learned during the delivery of the Growth Deal are captured and shared.

## 8. Communications Protocol

A Communications Protocol is being agreed between both governments and the Economic Ambition Board to effectively communicate key messages and to ensure a joined-up and consistent approach for the promotion of the Growth Deal.

## **9. Delivering for North Wales**

The Growth Deal will continue to evolve over its 15-year lifetime and this Final Deal Agreement sets out the principles and processes relating to governance and assurance which have or will be put in place to ensure that the Growth Deal remains relevant and achievable.

All signatories look forward to working together for the people and businesses of North Wales.

# Annex 1 – Proposed Growth Deal Projects

- **Low carbon energy Programme**
  - Morlais
  - Trawsfynydd Power Station
  - Low Carbon Centre of Excellence
  - Smart Local Energy
  - Transport Decarbonisation
  
- **Innovation in high value manufacturing Programme**
  - Centre for Engineering Biotechnology
  - Enterprise Engineering and Optics Centre
  
- **Agri-food and tourism Programme**
  - Glynllifon Rural Economy Hub
  - Llysfasi Carbon Neutral Centre
  - Tourism TALENT Network
  
- **Land and Property Programme**
  - Regional Land and Property
  - Holyhead Gateway
  
- **Digital Programme**
  - Digital Connectivity
  - Digital Signal Processing Centre

## Annex 2 – Additional Governance Documents to the FDA

- Governance & Assurance Processes
- IAAP
- Monitoring & Evaluation Plan
- PMO Portfolio Risk Register
- Benefits Realisation Strategy
- Welsh Language Impact Assessment
- Equality Impact Assessment
- Communications Protocol
- Change Management Strategy
- Implementation Plan
- Procurement Strategy
- Financial Plan
- Benefit – Cost Ratio Assessment
- Capital & Operational Revenue Costs
- Governance Assurance 2 – Arrangements between Local Authorities partners
- Dispute Resolution plan



# Annex 3 – Annual Funding Approval Process

