

## **Draft Terms of Reference – [Name of Board to be agreed by the EAB]**

(Business Delivery Board is a defined term in GA2 and any name adopted will be referenced to this term)

**Updated: 26 January 2020**

### **Background**

The Business Delivery Board has been established by the North Wales Economic Ambition Board (“Economic Ambition Board”) as a sub-group. It was suggested by members of the Business Delivery Group and agreed by the Portfolio Management Office, at their 12<sup>th</sup> January, 2021 meeting that it was timely and appropriate to review the remit of the Business Delivery Group. This decision is consistent with the desire by the Economic Ambition Board to invite the Business Delivery Group to propose an approach for building further on the relationship with the private sector.

The Growth Deal projects will help North Wales to overcome the barriers to investment currently faced by the private sector and also place investment in high value sectors, such as low carbon energy and advanced manufacturing, thus enabling the region to build on its strengths.

The approach to deliver the Growth Deal successfully is founded on a strong and collaborative relationship between the Welsh and UK Governments, regional partners and the private sector.

With the Final Deal signed in December 2020, it is important to develop the regional relationships and structures to enable and foster strong and inclusive relationships with the private sector.

These draft Terms of Reference have been jointly developed between the Economic Ambition Board, the Portfolio Management Office and the private sector representatives who, together, paved the way, over many years, to get the Final Deal signed.

### **Status and Purpose**

The North Wales Economic Ambition Board established the Business Delivery Board as a sub-group to provide independent advice, support and guidance to the Economic Ambition Board and to work in collaboration with the Portfolio Management Office to deliver the Growth Deal.

### **Aims**

The Business Delivery Board share the same aims as the North Wales Economic Ambition Board and their work will focus on supporting the region to deliver against these key aims.

The key aims to be delivered by the Economic Ambition Board by means of the Growth Deal are:

- To build a more vibrant, sustainable and resilient economy in North Wales.
- To build on our strengths, to boost productivity while tackling long-term challenges and economic barriers to deliver inclusive growth.
- The approach is to promote growth in a scalable, inclusive and sustainable way, in line with the Wellbeing of Future Generation (Wales) Act 2015.

The key objectives to be delivered by the Economic Ambition Board by means of the Growth Deal are:

- Create 3,400 – 4,200 net additional jobs.
- Generate £2.0 – £2.5 billion in net additional GVA.
- Attract total investment of over £1bn into the North Wales economy.

Achieving these aims and objectives are reliant on a dynamic and effective relationship with the private sector both locally in North Wales but also beyond this and into the international investor

market. The focus has changed from being internally focused on achieving the deal to delivery and thus attracting investment.

All of the objectives are interdependent and founded on good collaboration to sell North Wales to the world. We will invest the Government investment of £240m in our portfolio of projects defined within the Growth Deal and this will unlock the potential for further investment to come into the region from private sector investors who can see the potential in the region as we can.

### **Remit and Responsibilities**

The Board provides:

**Strategic advice** to the Economic Ambition Board on matters relating to the North Wales Growth Deal programmes which are – low carbon energy, digital connectivity, land and property, innovation in high-value manufacturing, agri-food and tourism. Advice also sought in the areas of broader economic development, transport and skills.

Support to actively promote the Growth Deal and seek the **engagement and participation** of all key sectors in the development and delivery of Growth Deal projects. The Board should independently gather and share market intelligence, evidence and analysis which will contribute and support to the progress monitoring and evaluation of impact from Growth Deal projects.

Guidance on how to leverage **private sector investment** into North Wales. The two key programmes that require significant investment from private sector partners are Land and Property and Low Carbon Energy. Close consultation and a planned approach to target this required investment which equates to over £700m will be required.

The Board will:

- provide strategic challenge to ensure that resources and funds are aligned to deliver against the Growth Deal's aims and objectives.
- provide advocacy and support within their networks and beyond, utilising all appropriate channels at their disposal to do so.
- engage and influence Governments to drive policy development in key strategic areas. This approach will be agreed and coordinated between the Chair and the Portfolio Director in order to help achieve the outcomes desired.
- provide insight, data and advice regarding the region's priority areas in business and/or where issues exist.
- facilitate introductions, as appropriate, to potential investors looking for suitable projects to invest in across North Wales.
- encourage and facilitate communication and interaction between the business community (local and beyond) and the Portfolio Management Office. Sharing collateral and resources to build understanding of what North Wales has to offer and how the Growth Deal makes this even more attractive.
- support and are involved in the marketing strategy and plan for the Growth Deal. Actively share and like the key social media messages and give a personal flavour on why and how our Growth Deal opportunities and investments will make a difference.

### **Economic Ambition Board**

Governance Agreement 2 "GA2" encapsulates the constitution and role of the Business Delivery Board, as a sub-group to the Economic Ambition Board. In accordance with GA2 the constitution, role

and membership of the board and any amendments will be proposed to, and agreed with the Economic Ambition Board.

The Economic Ambition Board will fully 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 Economic Ambition Board will be presented in a written report which will be considered at a meeting of the Board and the response and reasons will be recorded and communicated.

### **Meetings**

The Board will meet monthly on-line for two hours. These arrangements will stay in place until such time it is safe and appropriate to revise the arrangements and consider face to face meetings.

Agendas for the meeting setting out the business to be transacted shall be agreed with the chair and should be circulated to members by the Portfolio Management Office no later than three clear (save in cases of urgency) prior to the day of the meeting.

### **Secretariat**

The secretariat role is provided by the Portfolio Management Office on behalf of the Economic Ambition Board.

### **Chair**

The Chair will be appointed by the Business Delivery Board at its first meeting following the start of the financial year.

The Chair will work closely with the Portfolio Director, Chair and Vice Chair of the Economic Ambition Board and will deliver high quality and relevant advice in accordance to the Board's purpose and responsibilities.

The Chair will promote the views of the Board to the Economic Ambition Board and will lead the forum in developing and maintaining effective relationships between the Economic Ambition Board, its sub-committees and the private sector.

The Chair of the Board will be an Adviser of the Economic Ambition Board and they, in partnership, will play a key role in providing insight and direction to Welsh and UK Government, in relation to decisions required to strengthen the economy of North Wales.

### **Membership**

Members will be outward looking and are well-connected beyond the North Wales region. This will enable it to bring expertise and potential investment into the region.

New members will be recruited in an open and transparent way, and in accordance with the selection criteria as defined below. They will be nominated and proposed by the current Business Delivery Board, and endorsed by the Portfolio Director in consultation with the Economic Ambition Board Chair. The appointment of members will be confirmed and communicated by Economic Ambition Board.

The Board operates on a voluntary basis and membership collectively should:

- represent all relevant sectors being addressed by the Growth Deal.
- Includes representation by the social enterprise and third/voluntary sector.

- considers how the voice of key strategic stakeholders/employers such as the National Park, health and social care and housing are heard.
- comprises a maximum of 18 members.

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.

### **Budget**

The Portfolio Management Office will be provided with an initial annual budget of £20K to support and facilitate the work of the Business Delivery Board. The budget should be utilised in a way that supports their work to achieve the outcomes as described in the Terms of Reference. Budget may be used for events, commissioned research, survey work or other such activities. All expenditure would be administered by the Portfolio Management Office and approved by the Portfolio Director in line with Gwynedd Council policies and procedures.

### **Conflict of Interest**

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 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 GA Code of Conduct and the Conflicts Policy in relation to personal interests. Members appointed to the Business Delivery Board will be expected to comply with the same provisions.

### **GA2**

As part of each party's appointment to the Business Delivery Board they will each acknowledge and accept the terms of the GA2 and will be expected to comply with the same to include (but not limited to) Clause 22 (Confidentiality and Announcements).