

## Appendix 1

### **An Economy that Works for All GWYNEDD 2035**

An innovative, productive and low-carbon economy which strengthens the Welsh language, creates new opportunities and contributes towards everyone's well-being.

## EXECUTIVE SUMMARY

Gwynedd is a unique county. In its close communities, its natural beauty and in the vibrancy of the Welsh language in the county, it has a unique identity and appeal which makes it one of the best locations to live and work in Wales and beyond.

We also have a modern and innovative economy with substantial potential in our existing enterprises and opportunities in new industries and activities for a prosperous future for the people of Gwynedd.

But a lot of this potential is yet to be realised. According to many indicators, there is a substantial gap between the economy of Gwynedd and the rest of Wales and the United Kingdom (UK). In part, this can be attributed to the sense that the area lacks the opportunities, suitable employment or salaries required to live full lives.

This Strategy responds to this gap, and it will shape our work until 2035. It is an honest assessment of today's economy; however, it is ambitious for the future. By identifying our strengths and weaknesses, the opportunities here in the county, and those areas in need of improvement, the Strategy's purpose is to realise the potential of our people and our enterprises and create new benefits and opportunities. Our vision is to create:

**"An innovative, productive and low-carbon economy which strengthens the Welsh language, creates new opportunities and contributes towards everyone's well-being."**

Creating growth for growth's sake is not the intention. The purpose of the Strategy is to strengthen the economy in an inclusive and sustainable way so that everyone in Gwynedd - individuals, businesses and social enterprises - actually benefit from it. Essentially, it is a strategy that focuses on the values that mean the most to the people of Gwynedd:

- **Living with dignity:** Everyone should receive enough to sustain themselves and their families, to have full and happy lives without wanting for anything.
- **Opportunities:** Every individual should be able to access the opportunities they need to realise their full potential, regardless of their socio-economic background.
- **Fairness:** No area, person or community should be left behind.
- **Local roots:** Gwynedd enterprises are the essence of Gwynedd's economy, and through them, we are able to retain the wealth that we create locally.
- **Sustainability:** The Welsh language and environment must be nurtured and protected which, together, make Gwynedd such a unique place to live, work and enterprise.

As the funding landscape changes, there will be a need to decide where and how to target resources to secure the greatest economic and social benefit. This may include targeting resources geographically or to specific groups or

sectors. This Strategy gives us the structure to assess and prioritise interventions, in order to strike a balance between growth and quality of life.

This is not solely a Council Strategy. We will need to collaborate with partners on a local, county, regional and national level, to make the biggest possible difference. We will build on positive experiences of collaboration by establishing the **Gwynedd Economy Forum**. The Forum will bring organisations and partners together to draw up and coordinate an annual delivery plan which will include current activity and upcoming projects. This will assist to identify geographical and thematic gaps in terms of implementing the Strategy.

In order to review progress against the Strategy's priorities, a monitoring and evaluation framework has been developed. The indicators within the framework reflect the Strategy's priorities and the change required. This will assist the Forum when evaluating and reviewing progress.

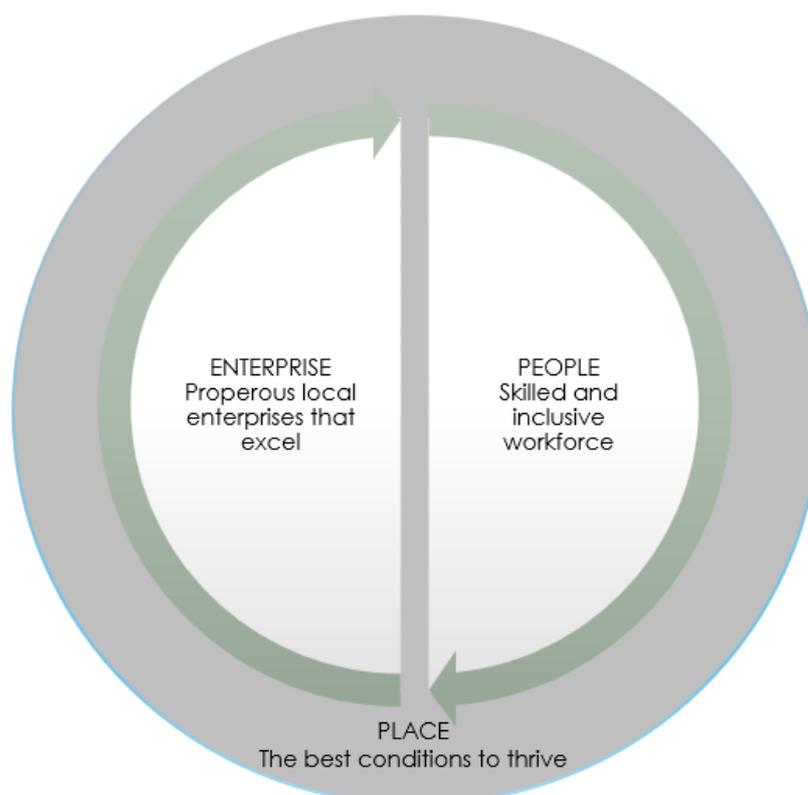
This is a vision that puts the people, communities and enterprises of Gwynedd at the centre. To implement this, we have three themes: *Enterprise, People and Place*.

Local **enterprises** of all shapes and sizes - commercial, community and voluntary - are essential to create opportunities for local **people** to sustain themselves and realise their potential.

Skilled **people** are essential to **enterprises** if they are to succeed.

**People** and **enterprises** need each other if they are to thrive and make a positive contribution to their communities.

An effective and attractive **place**, which helps them succeed, is critical to **enterprises** and **people**.



For each of the three themes, we have identified two strategic priorities:

OUR VISION:

An innovative, productive and low-carbon economy which strengthens the Welsh language, creates new opportunities and contributes towards everyone's well-being.

- ENTERPRISE - prosperous local enterprises that excel
  - **PRIORITY ONE**  
**Maximise the value of our current economy**  
Realising the potential of our existing enterprises and sectors by increasing their value, strengthening their resilience and supporting them to reduce emissions
  - **PRIORITY TWO**  
**Make the most of new opportunities**  
Supporting and making the most of new industries and activities with substantial potential, ensuring that the benefit stays local
- PEOPLE - a skilled and inclusive workforce
  - **PRIORITY THREE**  
**Securing a skilled workforce**  
Nurturing, attracting and retaining talent, responding to the county's long-term skills needs
  - **PRIORITY FOUR**  
**Supporting our people**  
Supporting the people of Gwynedd to realise their full potential, to obtain quality employment, fair salaries and local opportunities
- PLACE - the best conditions to thrive
  - **PRIORITY FIVE**  
**The best possible connectivity and infrastructure**  
Acting for better connectivity and business infrastructure to boost the economy
  - **PRIORITY SIX**  
**A great place to live, work and enterprise**  
Promoting Gwynedd as a great place to live, work and enterprise, celebrating the Welsh language and our unique identity

# **OUR STRATEGY TO DEVELOP THE GWYNEDD ECONOMY UP TO 2035**

## I. FOREWORD

Here in Gwynedd, we have a strong economic history that we can be proud of. From our world-famous quarrying communities to our university and power stations - all parts of Gwynedd have witnessed substantial innovation and progressiveness.

But we are not going to rely on the past. Today, we have huge potential in Gwynedd - in our residents, our communities and our entrepreneurs; but this potential is not always realised. There is still a substantial gap between the performance of the economy in Gwynedd and the rest of Wales and the United Kingdom.

Therefore, it is a privilege to introduce this Economic Strategy which clearly sets out our vision and long-term priorities for Gwynedd's economy:

**"An innovative, productive and low-carbon economy which strengthens the Welsh language, creates new opportunities and contributes towards everyone's well-being."**

Growth for growth's sake is not our intention. We must create an economy which brings benefits to all by creating new employment, reducing poverty and improving quality of life across the county. This is the economy that will give our people the opportunities they need to remain in or return to their communities and thrive. And this will be an economy that will strengthen and protect the Welsh language and environment. At the heart of this, Gwynedd enterprises will realise their full potential, they will be resilient and they will grow, and the wealth we create will stay local.

It is a vision which responds to the call for prosperity expressed by Gwynedd residents during the Ardal Ni consultation. We heard calls for full-time higher-salary jobs, for a more stable and diverse economy, for lively town centres, and for opportunities for our young people to thrive in Gwynedd.

We want an economy that gives everyone an opportunity to live full lives and realise their full potential, and for an economy that strengthens the natural and cultural wealth which makes our county so unique.

Prosperity that is not only sustainable but is also **inclusive** and **fair** and **restores** the community, natural and cultural wealth of our county.

With substantial economic changes afoot, there is an exciting opportunity ahead of us to make Gwynedd a destination of excellence in new industries - in the creative and digital industries, professional services, clean energy and low-carbon activity, life sciences, advanced manufacturing and aerospace. Similarly, we must be supportive of those industries that already exist in Gwynedd which are essential to our communities, enterprises and residents -

this is the second largest area in Wales in terms of agricultural land, for example, and we must nurture and add value to our traditional sectors, such as agriculture and tourism, as a firm foundation and full part of a modern and innovative economy.

Consequently, there is a need for a clearer and stronger voice to steer development which affects us and keeps the benefits local. This Economic Strategy was formulated for this purpose. It acknowledges that we will need to collaborate with partners on all levels and influence them if we are to take advantage of opportunities and overcome challenges, and as the funding landscape and economic policy changes, the value and importance of collaboration increases.

We look forward to seeing this Economic Strategy deliver its vision.

**Cllr R. Medwyn Hughes**  
**Cabinet Member for Economy and Community**  
**Cyngor Gwynedd**



## THE LABOUR MARKET

- 72.1% of Gwynedd's population is in employment, which is lower than Wales (73.4%) and the UK(75.4%).<sup>i</sup>
- The proportion of the workforce that is self-employed is over 50% higher in Gwynedd than in Wales, and 26% higher than the UK.<sup>ii</sup>
- Gwynedd workers earn some of the lowest wages in the UK: £669.20 per week, compared with £719.30 in Wales, and £766.60 in the UK.<sup>iii</sup>

## PRODUCTIVITY

- In terms of productivity, gross value added (GVA) per person in Gwynedd is comparative with the north and rest of Wales but is 33% less than the UK.<sup>iv</sup>
- Considering GVA based on each job filled, Gwynedd performs at a level that is 35% lower than the UK, and 20% lower than north Wales.<sup>v</sup>
- The GVA figures per hour worked shows not only that Gwynedd has the second lowest figure for north Wales, but that it also experienced the smallest growth in the region between 2004 and 2023.<sup>vi</sup>

## SKILLS

- There are fewer working-age people without any qualifications in Gwynedd (4%) than in north Wales (8.5%) and Wales (7.9%).<sup>vii</sup>
- People of working age in Gwynedd have higher qualifications than the north Wales and Wales region with 70.6% of the population having a higher qualification than A Level.<sup>viii</sup>
- More people of working age who are economically inactive want employment in Gwynedd (32.7%) than in Wales (19.3%) or the UK (20.5%).<sup>ix</sup>

## THE COUNTY'S ENTERPRISES

- Over half the businesses established in Gwynedd in 2019 were still trading in 2024 – the highest five-year survival rate in Wales. This was 45% higher than the total rate for Wales, and 44% higher than the UK rate. Gwynedd's businesses are therefore more likely to survive in the medium term. <sup>x</sup>
- 93.3% of Gwynedd's native businesses employ fewer than 10 people, which is comparative to the rest of Wales and the UK.<sup>xi</sup>
- Although only 225 large businesses (businesses employing over 250 people) exist in the county, this percentage (1.7%) is lower than north Wales and Wales.<sup>xii</sup>
- There are almost 13,000 native enterprises in Gwynedd<sup>xiii</sup>, spread across a number of sectors, as follows: *(information to be included as a graph in the final designed document)*

## SECTORS

- Gwynedd has the highest percentage of hospitality enterprises (14%) in north Wales.<sup>xiv</sup>
- The county also has the highest percentage of agricultural enterprises (23%, which is equal to Anglesey).<sup>xv</sup>
- At the other end of the spectrum, the three counties in the west of the region (Gwynedd, Conwy and Anglesey) have only 5% of manufacturing enterprises.<sup>xvi</sup>

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<sup>i</sup> Welsh Government data for the year ending 31 March 25 [Employment rate by Welsh local area and year](#)

<sup>ii</sup> Nomis data on employment and unemployment for the period October 2024 – September 2025 for working age population (18-64) showing 11.9% self-employed in Gwynedd, 7.9% in Wales and 9.5% in the UK [Labour Market Profile - Nomis - Official Census and Labour Market Statistics](#)

<sup>iii</sup> Nomis data of weekly and hourly pay by location shows that Gwynedd is below Wales and the UK [Labour Market Profile - Nomis - Official Census and Labour Market Statistics](#)

<sup>iv</sup> Welsh Government data on GVA for 2023 shows £23,848 per head for Gwynedd, £27,395 per head for north Wales, £25,742 for Wales and £35,661 for the UK [Gross value added by Welsh local authority and year | StatsWales](#)

<sup>v</sup> Office for National Statistics data measuring productivity for the period 2004 to 2023, shows GVA per job filled of £43,076 in Gwynedd, £66,402 for the UK, and an average of £53,042 for North Wales [Subregional productivity: labour productivity indices by local authority district - Office for National Statistics](#)

<sup>vi</sup> Office for National Statistics data measuring productivity for the period 2004 to 2023, showing GVA of £29.30 per hour worked in Gwynedd in 2023, a growth of 43% since 2004

[Subregional productivity: labour productivity indices by local authority district - Office for National Statistics](#)

<sup>vii</sup> Welsh Government data – Highest qualification level held by adults of working age (18-64) for the year 2024 showing percentage with no qualifications [Highest qualification level of working age adults by region and local authority | StatsWales](#)

<sup>viii</sup> Welsh Government data – Highest levels of qualification for adults of working age (18-64) for the year 2024 showing percentage qualified to level 3 (A Level) or above [Highest qualification level of working age adults by region and local authority | StatsWales](#)

<sup>ix</sup> Data on population economic inactivity by Nomis for the period October 2024 – 2025 [Labour Market Profile - Nomis - Official Census and Labour Market Statistics](#)

<sup>x</sup> Office for National Statistics data measures the numbers of businesses that have survived after 5 years since their establishment. Gwynedd has a survival rate of 55.2% after five years, the highest rate in Wales, compared to 38.1% for the whole of Wales, and 38.4% for the UK (Table 5.1a) [Business demography, UK - Office for National Statistics](#)

<sup>xi</sup> Welsh Government data for all industries shows that 93.3% of businesses in Gwynedd, 94% of businesses in North Wales, 94.6% of businesses in Wales and 95.6% of UK businesses are micro businesses (0-9 employees). [Size analysis of businesses by industry \(SIC2007\), size band, area and year | StatsWales](#)

<sup>xii</sup> Welsh Government data analysing businesses by size and industry, shows that only 1.7% of businesses in Gwynedd employ 250 or more employees, compared to 2.2% for Wales and North Wales [Size analysis of businesses by industry \(SIC2007\), size band, area and year | StatsWales](#)

<sup>xiii</sup> [Size analysis of businesses by industry \(SIC2007\), size band, area and year | StatsWales](#)

<sup>xiv</sup> Office for National Statistics data measures business numbers by sector in each county (Table 1) [UK business: activity, size and location - Office for National Statistics](#)

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### III. THE CASE FOR ACTION

According to many indicators, there is a substantial gap between Gwynedd's economy and the rest of Wales and the UK. This represents a deep structural inequality and places the people of Gwynedd under a comparative disadvantage. This restricts our people's ability to obtain suitable employment which offers security and fair salaries, and the potential of the local economy to improve living standards and life opportunities.

According to the [Competitiveness Index \(2025\)](#), Gwynedd is amongst the 10% of counties that under-perform most economically across England and Wales - in the 308<sup>th</sup> position across 330 local areas, and the eighth lowest amongst the counties of Wales.

It is a central challenge that directly affects the well-being of the people of Gwynedd. Indeed, as shown below, the biggest gaps show the under-performance of Gwynedd in more than one [National Well-being Indicator](#):

#### GAPS IN GWYNEDD'S ECONOMY

##### 1. WORKFORCE GAP

Low unemployment rate, but the county's inactivity rate (i.e. the proportion of the 16- to 64-year-old population not in employment) is higher than the average for north Wales and the UK.

(Well-being Indicator 21: Proportion of the population in employment)

##### 2. POPULATION GAP

The population is ageing quicker than in Wales and the UK, with a higher proportion of older people of retirement age and high levels of outward migration amongst young people.

##### 3. PAY GAP

The weekly average salary of a full-time employee and gross household spending income is consistently lower in Gwynedd since 2010 than the average for Wales and the UK.

(Well-being Indicator 10: Gross Household Spending Income per Head)

##### 4. WORK CONDITIONS GAP

Substantially higher rates of workers in Gwynedd are part-time and seasonal employees, compared with Wales and the UK.

(Well-being Indicator 16: Percentage of the population in employment, on permanent contracts and earning the Real Living Wage).

5. WELL-BEING GAP

Low salaries and part-time jobs causing high levels of poverty in rural and urban areas, with poverty in employment particularly high in Gwynedd compared with Wales and the UK.

(Well-being Indicator 18: Percentage of households in poverty compared with the UK)

(Well-being Indicator 19: Percentage of households in material deprivation)

6. PRODUCTIVITY GAP

The value of what is produced in Gwynedd (per hour worked; per each job filled), is substantially lower than the averages of Wales and the UK in 2023, and the rate of productivity growth in Gwynedd is substantially lower than the averages of Wales and the UK since 2004.

(Well-being Indicator 09: GVA per hour worked compared with the UK average)

7. INDUSTRIAL GAP

A relatively narrow range of industries with employees and enterprises more numerous in a smaller range of industries.

8. NEW ENTERPRISE GAP

The business start-up rate in Gwynedd is amongst the lowest across the counties of Wales in 2023, lower than the Wales national average and substantially lower than the UK average.

9. HIGH PERFORMANCE GAP

Percentage of enterprises that saw an increase of 20% in the number of employees over a three-year period is consistently lower in Gwynedd than in Wales and the UK between 2018 and 2023.

10. DIGITAL CONNECTIVITY GAP

Percentage of property with access to gigabyte connectivity (>1,000 Mbps) is lower than the average for Wales and the UK, with a higher proportion of property also with poor connectivity (<15 Mbps). 4G and 5G coverage is also lower in Gwynedd.

(Well-being Indicator 50: Digital inclusion)

## IV. THE CHANGE REQUIRED

The gaps facing Gwynedd shows a clear need for a fundamental change in the economy: change which, on one hand, addresses the comparative under-performance of the economy, and creates the best possible conditions for our enterprises, and on the other hand, change which has a direct positive impact on the well-being of our people and life opportunities in Gwynedd. The Strategy has been developed in order to start-up and support these types of change.

Within the framework we have noted the changes to the economy and the positive difference to the lives of the people of Gwynedd that we wish to see.

On the whole economy level, it includes:

- **Raising the productivity levels of our enterprises and our workers** to stimulate higher salaries and better work conditions.
- **Increasing the competitiveness of our native enterprises** so that they are more effective and efficient, realising their long-term business objectives and creating quality jobs.
- **Strengthening digital connectivity and the county's business infrastructure** to create the best possible conditions for enterprising.
- **Creating a more diverse industrial foundation** with local enterprises in a range of industries, creating new opportunities and a more resilient economy.
- **Supporting our people to gain the skills they need** so that they, as well as the enterprises employing them, can take full advantage of opportunities.
- **Retaining more of the wealth that we have created locally in Gwynedd** to maximise benefits for the people, enterprises and communities of Gwynedd.
- **Building an economy that is environmentally, linguistically and culturally sustainable.**

We are going to implement this mainly to make a positive difference to the lives of the people of Gwynedd. The most important outcomes affecting the people of Gwynedd are:

- Higher salaries and gross household income
- More people employed in stable jobs
- Lower levels of poverty and socio-economic disadvantage
- Broader variety of work opportunities locally
- More people able to stay, live and work in their local communities
- More people enjoying their work and realising their full potential
- A green economy which protects the outstanding natural environment of the county
- A Welsh economy which increases the use and visibility of the language with customers and in the workplace across Gwynedd.

We will need to be brave when implementing this Strategy, encouraging others to do the same. We will need to be prepared to experiment with new and different methods, accepting that not all efforts will bear fruit.

## V. DEVELOPING THE STRATEGY FOR GWYNEDD'S ECONOMY

The Strategy was developed through desktop research and extensive engagement with stakeholders between 2024 and 2025. It is an honest, but also ambitious assessment of the economy. We planned it in the light of the opportunities, challenges and needs of Gwynedd, and an understanding of what can be achieved by Cyngor Gwynedd and its partners.

### Research and Engagement

First, we considered the profile of Gwynedd's economy - its features and its performance, how it compares with other areas of Wales and the United Kingdom (UK), and the issues that they need a response to most. Through exercises, we highlighted the Strengths, Weaknesses, Opportunities and Threats facing Gwynedd, as well as the broader influences affecting Gwynedd today, or are likely to do so in the future. Alongside this research, the strategic and policy context was mapped - on a county, regional and national (Wales and the UK) level - in order to build on, complement and obtain the best possible benefit for Gwynedd from the broadest possible range of economic development activities.

We also engaged extensively with stakeholders, as strategic partners to the Council, and as businesses and residents in the county. A series of individual meetings were arranged with the Council's main partners, on a county, regional and national level, in the economic development field. In order to encourage input from the Gwynedd business community, the Council's Business Surveys were used in 2024 and 2025; the messages from businesses about their intention for the future, the opportunities and challenges facing them, and the types of support they need.

Responses to the Council's public consultations were also used. It includes the extensive consultation on the Gwynedd economy and community, namely the Ardal Ni Consultation. Messages were gathered from the people of Gwynedd about what they felt were good about their local areas, things that are not as good, and what they felt needed changing. It is a useful measure of what matters for the people of Gwynedd and the type of economy they wish to see.

### Influence and collaboration

Employers from the public sector, private sector and the third sector all have a key part to play across this Strategy. Through them, many of the changes will bear fruit, and we are required to support them - whether through the direct influence of the Council, or our partners. The fields within local influence include:

- Business development grants
- Development loans
- Adorning and regeneration plans
- Administration of business and non-domestic rates

- Business licences and trading standards
- Land, property and business units
- Planning and building control
- Procurement, tendering and public spending
- Career support and advice
- Education and skills, including further education and higher education
- Research and Development
- Health and care, housing and social services interventions to keep the workforce healthy, safe, and with the ability to work.

One area of specific significance when developing the economy is to ensure that public contracts support local suppliers. Whether individually, or when formulating cooperative enterprises, local suppliers, with support, have the capacity to supply substantial contracts. Keeping the pound local is more important than ever. There is a duty, not only to the Council, but to all our partners, to make a specific effort to support the local supply chain, directly through procurement exercises, and indirectly by encouraging individual businesses to use them.

Many of these fields are shaped by national policy with many of the biggest forces within those governance tiers - at the UK Government and Welsh Government. There is a need for collaboration and influence to secure the biggest possible benefit for Gwynedd. We will continue to make the strongest case for securing a fair proportion of economic investment from all future sources.

All types of investments - public, private and joint enterprises – will be all-important when realising this Strategy. We are already working on projects through partnership, and we will continue to maintain and expand our network of funding partners. We will pro-actively investigate traditional and innovative methods of bringing bodies together to fund appropriate projects for the county.

### The strategic and policy context

This collaboration work asks for a firm understanding of the policy and strategic context we operate within, particularly in the field of economic development. The Strategy responds to this context, building on what is already in place to add value and secure the biggest possible benefits for Gwynedd. This context will be monitored over the period of the Strategy in order to ensure that it is live to broader policy changes.

It also acknowledges that Gwynedd is a part of a broader region with people and businesses working and operating across county boundaries. It is not possible for the economy of Gwynedd to thrive without receiving and contributing ideas, methods and talent within the region and beyond.

### **Local Areas**

- [Ardal Ni: Local Regeneration Plans](#): In 2022, Cyngor Gwynedd consulted with communities across the county. The output was used to develop 13

local regeneration plans. The plans are live documents which are updated annually with the input of the communities. Collectively, they are formulating a regeneration framework for the county. Economy-related issues are a common theme across the plans, and they have shaped this Strategy. In turn, the Strategy is a means of meeting some common needs.

- [Town Regeneration Plans](#): Cyngor Gwynedd has eight plans to improve its main commercial centre, which will be a guide for future investment.
- [Local and community connection](#): Networks across Gwynedd operate locally, both town and community councils, and are broader local forums. Several of these bodies have documents setting out local priorities and needs.

## Gwynedd

- [Cyngor Gwynedd Plan 2023-28](#): The Council's corporate plan identifies A Prosperous Gwynedd amongst its strategic priorities. The intention is to *"strengthen the economy and support the people of Gwynedd to earn a worthy wage"*. The Plan outlines the priorities of Cyngor Gwynedd within the field for the period in question.
- [Gwynedd and Eryri Sustainable Visitor Economy Strategic Plan 2035](#): The Strategic Plan has been adopted by Cyngor Gwynedd and Eryri National Park Authority to realise their visitor economy principles to *celebrate, respect and protect our communities, language, culture and heritage; maintain and respect our environment and ensure that the advantages to Gwynedd and Eryri communities are greater than any disadvantages*.
- [Cyngor Gwynedd Language Strategy 2023 - 2033](#): The Language Strategy notes Cyngor Gwynedd's priorities in terms of promoting the Welsh language and facilitating its use across the county. There is particular attention to the relationship between the language and the economy in the "Work and Service" priority area.
- [Cynllun Eryri](#): Cynllun Eryri is Eryri National Park Authority's Statutory Management Plan to protect the unique features of Eryri. It is a joint plan with a broad partnership, and it ensures that *Eryri being a great place to live, develop and work*, is amongst the desired outcomes.
- [Planning Policy](#): Gwynedd's territory in terms of town and country planning is shared between the Cyngor Gwynedd and Eryri National Park Authority's planning authorities [Cyngor Gwynedd](#) and [Eryri National Park Authority](#). Consequently, there are two Local Development Plans managing land use, including employment land.

## Regional

- [North Wales Growth Deal](#): By means of Ambition North Wales, the Growth Deal has secured funding of £120 million from the Welsh Government and £120 million from the UK Government to invest in a selection of projects across five programmes. The Plan aims to produce 4,000 jobs by 2036. It is now being led by the North Wales Corporate Joint Committee, which brings

six local authorities and the Eryri National Park Authority together to deal with the regional priorities.

- [North Wales Skills and Employment Plan 2023-2025](#): The North Wales Skills Partnership recognises the needs of employers and employees within the economy and offers guidance for organisations on how to meet the demand.
- [North Wales Regional Economic Framework](#): In 2021/22, Ambition North Wales and Welsh Government published a framework outlining how the region worked towards common priorities.
- [ARFOR programme](#): ARFOR is a partnership between the councils of Anglesey, Gwynedd, Ceredigion, and Carmarthenshire, which is funded by the Welsh Government. ARFOR is looking at the socio-economic challenges affecting the viability of the Welsh language in areas with a high density of Welsh speakers, focusing on economic planning that will benefit from native Welsh communities, and thus, benefit the language.

## Wales

- [Regional investment in Wales: a framework](#): Welsh Government Framework which outlines its proposed implementation method for the regional investment field, combining national, regional, and local actions.
- [Economic Mission: priorities for a stronger economy](#): Welsh Government Priorities for building a more prosperous, equal, and greener economy based on four priority areas; *green prosperity and justified transformation, supporting young people, stronger regional collaboration and investing in growth*. The document also emphasises inclusive growth.
- [Foundational Economy: mission statement](#): A Statement of Welsh Government priorities for the sectors they consider foundational to the economy, including health and care services, social housing management, construction of homes and commercial buildings, energy and utilities, food, high street shops and services, tourism, and public transport.
- [Innovation strategy for Wales](#): Welsh Government Strategy on how to use innovation to improve the lives of people in Wales and stimulate the economy.
- [The Well-being of Future Generations \(Wales\) Act 2015](#): Responsibility is placed on public bodies in Wales to consider the well-being of the population and future generations, and to act in accordance with the Five Ways of Working and the Seven Well-being Goals. This Strategy has been developed in accordance with the principles and purpose of this Act, and this is explained in the supplementary well-being assessment.

## The United Kingdom

- [Economic Mission](#): Economic growth is the main priority of the current government in London. The aim is to increase productivity and create a competitive, varied, and innovative economy.
- [Industrial strategy, 2035](#): The UK Government Industrial Strategy, *Invest 2035*, is central to the UK Government's Economic Mission. It identified eight

important strategic growth sectors based on their potential for growth and identifies a combination of interventions to support them. The Government's Artificial Intelligence Action Plan is also central to the growth agenda and seeks to increase the use made of the technology amongst Gwynedd enterprises and the broader economy.

## VI. THE STRATEGY'S PRIORITIES

### OUR VISION:

An innovative, productive and low-carbon economy which strengthens the Welsh language, creates new opportunities and contributes towards everyone's well-being.

## **Enterprise**

### **Prosperous local enterprises that excel**

#### **PRIORITY ONE: Maximise the value of our current economy**

##### Aim (what?):

Realising the potential of our existing enterprises and sectors by increasing their value, strengthening their resilience and supporting them to reduce emissions.

##### Activity areas (how?):

- 1.1 Supporting enterprises to become more productive and competitive and create more value.
- 1.2 Supporting enterprises to become more efficient and reduce costs and waste.
- 1.3 Supporting enterprises to adopt and/or respond to new technologies.
- 1.4 Supporting enterprises to innovate by using the resources available to create and develop new products and services.
- 1.5 Supporting local enterprises to reach new markets.
- 1.6 Supporting succession plans that keep ownership local.
- 1.7 Retaining more public spending in the local area.
- 1.8 Regular engagement with Gwynedd enterprises to highlight business opportunities and information.
- 1.9 Supporting the transition to a net zero economy and take advantage of the opportunities that come from that.
- 1.10 Encouraging micro and small enterprises to collaborate in order to build on each other's strengths.
- 1.11 Encouraging and supporting local ownership of economic assets.

#### **PRIORITY TWO: Make the most of new opportunities**

##### Aim (what?):

Supporting and making the most of new industries and activity with substantial potential, ensuring that the benefit stays local

### Activity areas (how?):

- 2.1 Attracting investment to create quality employment for the county.
- 2.2 Taking advantage of substantial investments in the north Wales region to ensure the greatest possible benefits for Gwynedd from the North Wales Growth Deal, Wrexham and Flintshire Investment Zone and Anglesey Freeport.
- 2.3 Supporting local enterprises with potential in new industries and activity, to keep the benefit local.
- 2.4. Supporting local enterprises to take advantage of alternative and private investment opportunities.
- 2.5. Making the most of our strategic assets with potential to attract substantial developments.
- 2.6. Ensuring that new developments in Gwynedd benefit the communities in which they are located.
- 2.7 Ensuring that Gwynedd enterprises take advantage of opportunities arising from major changes in the global economy.
- 2.8 Encouraging and enabling enterprises and education organisations to collaborate on research and development opportunities.

## **People**

### **A skilled and inclusive workforce**

#### PRIORITY THREE: Securing a skilled workforce

#### Aim (what?):

Nurturing, attracting and retaining talent, responding to the county's long-term skills requirements

#### Activity areas (how?):

- 3.1. Supporting Gwynedd enterprises to overcome recruitment challenges and skills needs.
- 3.2 Working with education sector partners in order to plan for long-term skills needs.
- 3.3 Keeping in contact with young people who leave the county, or who consider doing so, and showing the work opportunities here in Gwynedd.
- 3.4 Promoting schemes to attract and develop talent.

- 3.5 Supporting young people not in education, employment or training (NEET) to take advantage of opportunities and achieve their full potential.
- 3.6 Supporting volunteering opportunities.
- 3.7 Encouraging use of alternative work arrangements and patterns to enable more convenient working in terms of location and time, particularly within our rural areas.

#### PRIORITY FOUR: Supporting our people

##### Aim (what?):

Supporting the people of Gwynedd to realise their full potential, to obtain quality employment, fair salaries and local opportunities

##### Activity areas (how?):

- 4.1. Supporting people who are unemployed, inactive or facing additional challenges into employment.
- 4.2 Supporting people in employment to progress to a better post with higher salaries or more certain work conditions.
- 4.3 Promoting the Real Living Wage amongst the county's employers.
- 4.4 Promoting inclusive types of employment to make it easier for people to be able to work.
- 4.5 Promoting work opportunities that give people security.
- 4.6 Supporting people of retirement age to continue working and volunteering if they wish to do so.
- 4.7 Reducing inequality between men and women to ensure that everyone is treated the same and are able to participate fully in the labour market.
- 4.8 Ensuring that disabled people have fair opportunities, by removing barriers and ensuring equal access to services and to opportunities.

## **Where**

### **The best conditions to thrive**

#### PRIORITY FIVE: The best possible connectivity and infrastructure

##### Aim (what?):

Acting for better connectivity and business infrastructure to boost the economy

### Activity areas (how?):

- 5.1. Expanding access to the best possible digital connectivity in areas where it is weak.
- 5.2 Pressing for improvements in transportation in order to facilitate the movement of people locally.
- 5.3 Pressing for improvements in the Gwynedd roads network in order to facilitate business development.
- 5.4 Pressing for improvements in local grid capacity and utility infrastructure.
- 5.5 Supporting town centre regeneration plans.
- 5.6 Creating and improving work unit stock in order to ensure suitable provision.

### **PRIORITY SIX: A great place to live, work and venture**

#### Aim (what?):

Promoting Gwynedd as a great place to live, work and venture, celebrating the Welsh language and our unique identity

#### Activity areas (how?):

- 6.1. Strengthening self-confidence and the belief that success can be achieved locally in Gwynedd.
- 6.2 Energising and support the unique cultural and social scene of Gwynedd.
- 6.3 Strengthening the use and visibility of the Welsh language as a unique aspect of Gwynedd's economy.
- 6.4 Engaging with the Gwynedd diaspora to attract different experience, expertise and investment back to the area.
- 6.5 Encouraging more people and enterprises to buy locally.

## VII. THE STRATEGY IN PRACTICE

### Working in Partnership

The Strategy is not a document for a single organisation alone. Its success will require effort across organisations and sectors.

We will build on the positive experience of implementing the UK's Shared Prosperity Fund and the appreciation that organisations have expressed for the opportunity to come together to collaborate, coordinate their efforts, and express the needs of their stakeholders. Therefore, we will establish the '**Gwynedd Economy Forum**' in order to implement the Strategy.

The Forum membership includes the main organisations that contribute to local prosperity, and the bodies who work to develop an economy that benefits our communities. The Forum will bring local partners together from the public sector, private sector and third sector. Relevant regional and national organisations will also be a part of the Forum.

We will secure a voice for different parts of Gwynedd to ensure that there is awareness of these variances across the county.

The Forum will formally meet three times a year, to:

1. Formulate and coordinate an annual Delivery Plan for the Strategy.
2. Monitor activities and their individual and composite indicators.
3. Maintain an overview of the progress towards achieving the Strategy.
4. Review and update the Strategy as needed.
5. Maintain an overview of the field and broader developments that are relevant to the Gwynedd economy, lobbying in favour of our needs.
6. Promote and facilitate collaboration between organisations with a role in developing the county's economy and partnerships / other forums.

### Strategy Delivery Plan

The Strategy establishes the goal and identifies the method of addressing the long-term economic challenges identified for Gwynedd.

A Delivery Plan will be formulated annually under the leadership of the Gwynedd Economy Forum to implement the Strategy. The Plan will include current activity, and projects that are underway, noting their alignment with the Strategy and the areas that will benefit.

The plan will also be a way for the Forum to identify gaps in provision and of influencing regional and national plans.

## Monitoring, evaluating and reviewing

It is crucial that we can measure what the plans and activities deliver individually, and their composite impact.

To this end, we have developed a monitoring and evaluation Framework which includes a series of indicators to measure:

- OUTPUTS  
Direct products of a project or activity
  - OUTCOMES  
Medium-term indicators arising from plans and activities, reflecting changes in behaviour
    - EFFECTS  
Indicators of a long-term, strategic change over a period of years

By having a consistent selection of indicators, it will be possible to evaluate the impact of activities and review our progress against the Strategy's priorities.

The indicators identified reflect the change needed and the priorities within the Strategy

# MONITORING AND EVALUATION FRAMEWORK

## THE CHANGE REQUIRED

### Changes to the Economy

- Raising the productivity levels of our enterprises and our workers
- Increasing the competitiveness of our native enterprises
- Strengthening digital connectivity and the county's business infrastructure
- Creating a more diverse industrial foundation
- Supporting our people to gain the skills they need
- Keeping more of the wealth that we have created locally in Gwynedd
- Building a sustainable economy

### Positive Difference to People's Lives

- Higher salaries and gross household income
- More people employed in stable jobs
- Lower levels of poverty and socio-economic disadvantage
- Broader variety of work opportunities locally
- More people able to stay, live and work in their local communities
- A green economy which protects the outstanding natural environment of the county
- A Welsh economy which increases the use and visibility of the language with customers and in the workplace across Gwynedd

## THE STRATEGY'S PRIORITIES

### ENTERPRISE

Prosperous local enterprises that excel

### PEOPLE

A skilled and inclusive workforce

### PLACE

The best conditions to thrive

#### PRIORITY ONE

Maximise the value of our current economy

#### PRIORITY TWO

Make the most of new opportunities

#### PRIORITY THREE

Securing a skilled workforce

#### PRIORITY FOUR

Supporting our people

#### PRIORITY FIVE

The best possible connectivity and infrastructure

#### PRIORITY SIX

A great place to live, work and venture

Supporting enterprises to become more productive and competitive, and create more value

Attracting investment to create quality employment for the county

Supporting Gwynedd enterprises to overcome recruitment challenges and skills needs

Supporting people who are unemployed, inactive or facing additional challenges into employment

Expanding access to the best possible digital connectivity in areas where it is weak

Strengthening self-confidence and the belief that success can be achieved locally in Gwynedd

Supporting enterprises to become more efficient, and reduce costs and waste

Taking advantage of substantial investments in the north Wales region to ensure the greatest benefits for Gwynedd from the North Wales Growth Scheme, Wrexham and Flintshire Investment Zone, and the Anglesey Freeport

Working with education sector partners to plan for long-term skills needs

Supporting people in employment to progress to a better post with higher salaries or more certain working conditions

Pressing for improvements in transportation in order to facilitate the movement of people locally

Energising and supporting the unique cultural and social scene of Gwynedd

Supporting enterprises to adopt and/or respond to new technologies

Supporting local enterprises with potential in new industries and activity, to keep the benefit local

Keeping in contact with young people who leave the county, or who consider doing so, and showing the work opportunities here in Gwynedd

Promoting the Real Living Wage amongst the county's employers

Pressing for improvements in the Gwynedd roads network in order to facilitate business development

Strengthening the use and visibility of the Welsh language as a unique aspect of Gwynedd's economy

Supporting enterprises to innovate by using the resources available to create and develop new products and services

Supporting local enterprises to take advantage of alternative and private investment opportunities

Promoting schemes to attract and develop talent

Promoting inclusive types of employment to make it easier for people to be able to work

Pressing for improvements in local grid capacity and utility infrastructure

Engaging with the Gwynedd diaspora to attract different experience, expertise and investment back to the area

Supporting local enterprises to reach new markets

Ensuring that new developments in Gwynedd benefit the communities in which they are located

Supporting young people not in education, employment or training (NEET) to take advantage of opportunities and achieve their full potential

Promoting work opportunities that give people security

Supporting town centre regeneration schemes

Encouraging more people and enterprises to buy locally

Maximise the value of our current economy	Make the most of new opportunities	Securing a skilled workforce	Supporting our people	The best possible connectivity and infrastructure	A great place to live, work and venture
Supporting succession plans that keep ownership local	Make the most of our strategic assets with potential to attract substantial developments	Supporting volunteering opportunities	Supporting people of retirement age to continue working and volunteering if they wish to do so	Creating and improving work unit stock to ensure suitable provision	
Retaining more public spending in the local area	Ensuring that Gwynedd enterprises take advantage of opportunities arising from major changes in the global economy	Encouraging use of alternative work arrangements and patterns to enable more convenient working in terms of location and time, particularly within our rural areas	Reducing inequality between men and women to ensure that everyone is treated the same and are able to participate fully in the labour market		
Regular engagement with Gwynedd enterprises to highlight business opportunities and information	Encouraging and enabling enterprises and education institutions to collaborate on research and development opportunities		Ensuring that disabled people have fair opportunities, by removing barriers and ensuring equal access to services and opportunities		
Supporting the transition to a net zero economy and take advantage of the opportunities that come from that					
Encouraging micro and small enterprises to collaborate in order to build on each other's strengths					
Encouraging and supporting local ownership of economic assets					

## THE STRATEGY IN PRACTICE

### Outputs - Short Term

- |  |   |  |  |  |
|--|---|--|--|--|
| 1. Enterprises supported to adopt technology               | 9. Enterprises supported to become more productive and competitive        | 18. Enterprises receiving recruitment support  | 26. Disabled people supported into training, work or volunteering  | 37. Welsh speakers supported to secure a job and return to the area      |
| 2. Enterprises receiving succession support                | 10. Manufacturing enterprises supported to start up or grow               | 19. People enrolled in a qualification   | 27. Women supported into training or to return to work             | 38. Enterprises committing to using more Welsh                           |
| 3. Enterprises supported to transfer to employee ownership | 11. Enterprises in high value sectors supported to start up or grow       | 20. Young people who are not in education, employment or training (NEET) receiving support             | 28. Digital infrastructure improvements supported                  | 39. Young people engaged before they graduate from education             |
| 4. Enterprises adopting green technology                   | 12. Major developments engaged  | 21. People supported through schemes to attract and develop talent                                     | 29. Towns that have received investment                            | 40. Enterprises supported to increase spending in the local supply chain |
| 5. Local enterprises engaging with business support        | 13. Major developments consented projects                                 | 22. People supported to volunteer  | 30. Empty buildings returned to use                                | 41. Cultural or social activities supported                              |
| 6. Enterprises that have received procurement support      | 14. Inward investment into capital projects                               | 23. Unemployed, economically inactive or people facing additional challenges supported into employment | 31. Public spaces improved   | 42. Number of activities to promote positive perceptions of Gwynedd      |
| 7. Enterprises supported to expand into a new market       | 15. Public sector investment into capital projects                        | 24. People in work who have received training or support   | 32. Improvements to transport connectivity                         |  |
| 8. Enterprises supported to win public sector contracts    | 16. Public sector investment to support the growth of existing businesses | 25. People of retirement age supported to continue working or volunteering                             | 33. Improvements to grid capacity and other utility infrastructure |  |
|  | 17. Inward investment to support the growth of existing businesses        |  | 34. Work units built   |  |
|  |   |  | 35. Commercial floor spaces permitted                              |  |
|  |   |  | 36. Commercial floor spaces built                                  |  |

## Outcomes - Medium Term

- |  |   |   |   |  |
|--|---|---|---|--|
| 1. Enterprises remaining locally owned following founder's retirement          | 8. Enterprises being established or growing as a result of inward investment        | 14. People volunteering as a result of support  | 19. People of retirement age in employment or volunteering as a result of support                   | 25. Enterprises located within new work units or new commercial floor spaces |
| 2. Enterprises more productive as a result of support                          | 9. Enterprises being established or growing as a result of public sector investment | 15. People who were unemployed, economically inactive or facing additional challenges in employment | 20. Disabled people who have received training, are in employment or volunteering following support | 26. Enterprises using more Welsh as a result of support                      |
| 3. Enterprises that have reduced their carbon footprint as a result of support | 10. Major developments spending with local enterprises                              | 16. People increasing their earnings (increased hours/wages) as a result of support                 | 21. Individuals/businesses with access to improved digital infrastructure                           | 27. People who have participated in a cultural or social activity            |
| 4. Increase in business start-up rate  | 11. Enterprises reporting a reduction in recruitment challenges                     | 17. Enterprises paying the Real Living Wage as a result of support                                  | 22. Residents living / visiting towns that have received investment                                 | 28. People engaged in activities to promote positive perceptions of Gwynedd  |
| 5. Increase in business survival rate  | 12. People gaining a qualification as a result of support                           | 18. People in employment as a result of support   | 23. People benefitting from improved transport connectivity   | 29. Enterprises creating an action plan to use the Welsh language            |
| 6. Public sector spending with local enterprises                               | 13. NEET young people in education, training or work as a result of support         |   | 24. Increase in the number of visitors to town centres  |  |
| 7. Increase in spending in the supply chain in North Wales                     |   |   |   |  |

## Effects - Long Term

- |  |  |  |  |   |
|--|--|--|--|---|
| 1. Gwynedd economy's productivity gap narrowing compared to Wales, UK and similar areas              | 6. Growth in employment across the economy, particularly in the high value/high productivity sectors | 11. Increased sense of community pride and community engagement    | 17. Increase in the rate of people over the age of 50 continuing to work   | 22. Reduction in the rate of young people emigrating from the county                              |
| 2. Proportion of businesses hiring closer to the Welsh and UK average                                | 7. An economy that will be better able to seize global opportunities                                 | 12. Economic inactivity rate closer to the average in Wales and UK | 18. Digital infrastructure availability rate closer to the average in Wales and UK and better than similar areas | 23. Increase in the perception that Gwynedd is a good place to live or venture among young people |
| 3. Increase in the proportion of medium-sized enterprises  | 8. Business growth increases as talent supply strengthens  | 13. Narrowing in the average pay gap with Wales and the UK         | 19. Town centres that are more resilient and sustainable, with fewer dilapidated or vacant buildings             | 24. Reduction in the rate of people commuting from the county                                     |
| 4. Growth in employment across the economy, particularly in the high value/high productivity sectors | 9. The skills level in the county maintained and improved  | 14. Household income closer to the average in Wales and the UK     | 20. Reduction in the risk that grid capacity or other infrastructure will restrict or delay development          | 25. Increase in the use of Welsh across the county  |
| 5. A more diversified economy by sector  | 10. Reduction in young people not in education, employment or training (NEET)                        | 15. Part-time working rate closer to the average in Wales and UK   | 21. Reduction in the barrier that transport connectivity creates for jobseekers                                  | 26. Communities where the percentage of speakers has been maintained or improved                  |
|  |  | 16. Reduction in the rate of children in workless households       |  |   |