

DRAFT FOR COMMENTS

(Final document to be designed / typeset)

FRONT PAGE

GWYNEDD 2035:

An innovative, productive, and low carbon economy that strengthens the Welsh language, creates new opportunities, and contributes to the well-being of all.

1. FOREWORD

Here in Gwynedd, we have a strong economic history that we can be proud of. From our world-renowned quarrying communities to our university and power stations – throughout Gwynedd there is evidence of considerable ingenuity and progressiveness.

But we don't want to settle for our past successes. Today, there is an abundance of potential in Gwynedd – in our residents, communities, and entrepreneurs. But that potential isn't necessarily always realised - there is still a significant gap between the performance of the economy in Gwynedd and the rest of Wales and the UK.

It is therefore a privilege to present this economic strategy which clearly sets out our long-term vision and priorities for Gwynedd's economy:

"An innovative, productive, and low carbon economy that strengthens the Welsh language, creates new opportunities, and contributes to the well-being of all."

Growth for its own sake is not our intention. We need to create an economy that brings prosperity to all – that creates new employment, reduces poverty and raises the quality of life across the county; which gives our people the opportunities they need to thrive and be able to stay in or return to their communities, with the Welsh language and the environment strengthened and protected. And at the heart of this, that Gwynedd's enterprises reach their full potential, are resilient and grow, and that the wealth created stays in the local area.

It is a vision that responds to the call for prosperity expressed by Gwynedd residents in the Ardal Ni consultation: calls for full-time higher paid 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 the opportunity to live fulfilling lives and reach their full potential, and that the natural and cultural resources that make our county so unique —the environment and the Welsh language— are strengthened by the economy.

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

With significant economic changes facing us, an exciting opportunity lies ahead to make Gwynedd a destination of excellence in new industries – in the creative and digital industries; in professional services; in clean energy and low-carbon activity; the life sciences; advanced manufacturing and aerospace. Similarly, we must back those industries that are already in Gwynedd and vital

to our communities, enterprises and residents – with the second largest area in Wales in terms of agricultural land, for example, we must nurture and add value to our traditional sectors as a solid foundation and as a full part of a modern and innovative economy.

As a result, we need a clear and strong voice to steer development that affects us and to retain benefits locally. It is for this purpose that this Economic Strategy has been compiled. It recognises that it will be necessary to collaborate with partners at all levels and influence them if we are to maximise opportunities and overcome challenges, and as the financial and economic policy landscape changes, the value and importance of this collaboration will increase.

I look forward to seeing this economic strategy deliver on its vision.

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

Part One

**OUR STRATEGY TO DEVELOP GWYNEDD'S ECONOMY
FOR 2025 TO 2035**

2. SUMMARY

Gwynedd is an unique county. In its close-knit communities, natural beauty and vibrancy of the Welsh language, it has an identity and unique appeal that places it among the best places to live and work in Wales and beyond.

There is also a modern and innovative economy with significant potential; potential in the initiatives already found throughout the county, and opportunities in new industries and activity for a prosperous future for the people of Gwynedd.

But, much of this potential is yet to be released. According to several indicators, there is a significant gap between the economy of Gwynedd and the rest of Wales and the UK. In part because of this, it is too often felt that there are not the opportunities, the appropriate types of work and the wages needed to live fulfilling lives.

This Strategy responds to this gap. It is an honest assessment of today's economy but remains ambitious for the future. It will be operational until 2035. By identifying our strengths and weaknesses, the opportunities that exist in the county, and those areas that need improvement, the purpose of the Strategy is to unlock the full potential of our people and enterprises and create new benefits and opportunities. This Strategy is not just the Council's Strategy. It will take collaboration with partners at all levels—local, county, regional, and national—to make the biggest difference. Our vision is therefore to create:

"An innovative, productive, and low carbon economy that strengthens the Welsh language, creates new opportunities, and contributes to the well-being of all."

Growth for its own sake is not the intention. The purpose of the Strategy is to strengthen the economy in an inclusive and sustainable way; that everyone in Gwynedd—individuals, businesses, and community enterprises — genuinely benefit from the economy. It is a vision that focuses efforts on those values that mean the most to the people of Gwynedd:

- **To live with dignity:** Everyone should have enough to support themselves and their families, and to live a full and happy life **without going without.**
- **Opportunities:** Everyone should be able to access the opportunities they need for achieving their full potential, regardless of their socioeconomic background.
- **Fairness:** No area, person, or community should be excluded.
- **Local roots:** Gwynedd's enterprises are at the heart of Gwynedd's economy, and through them the wealth created in Gwynedd can be kept locally.
- **Sustainability:** The Welsh language and the environment, which together make Gwynedd such a special place to live, work and venture should be fostered and protected.

To achieve the vision, a monitoring and progress framework has been developed to measure the impact across the Strategy in all parts of the county.

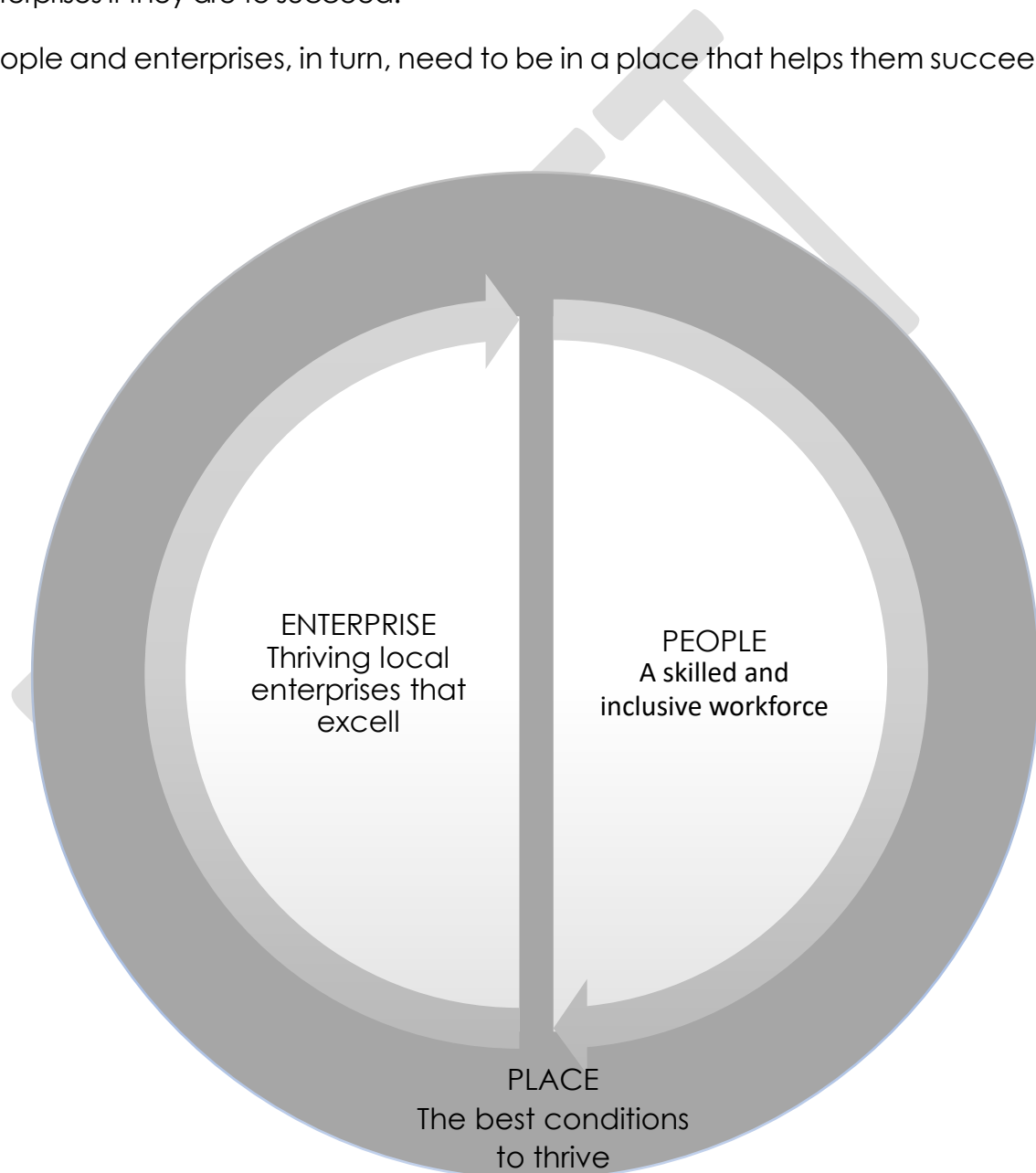
It is a vision that puts the people, communities, and enterprises of Gwynedd at its centre. There are three themes for implementation - *Enterprise, Place* and *People*.

People and enterprises need each other if they are to thrive and contribute positively to their communities.

Local commercial and community enterprises are key to generating a range of opportunities for local people to meet their needs and fulfil their potential.

Likewise, it is necessary to ensure that there are enough skilled people available to enterprises if they are to succeed.

People and enterprises, in turn, need to be in a place that helps them succeed.



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

OUR VISION:

An innovative, productive, and low carbon economy that strengthens the Welsh language, creates new opportunities and contributes to the well-being of all.

- ENTERPRISE

Thriving Local Enterprises That Excel

- **PRIORITY ONE**

Maximising the value of our present economy

Release potential, increase value and strengthen the resilience of enterprises and sectors already found in Gwynedd, and support them to reduce emissions.

- **PRIORITY TWO**

Seizing new opportunities

Capitalise on, and support new industries and activities with significant potential, and ensure that the prosperity created stays local

- PLACE

The best conditions to thrive.

- **PRIORITY THREE**

Optimal connectivity and infrastructure

Working for better connectivity and business infrastructure to boost the economy.

- **PRIORITY FOUR**

A good place to live, work and venture.

Promoting Gwynedd as a great place to live, work and venture, celebrating our special identity

- PEOPLE

A skilled and inclusive workforce

- **PRIORITY FIVE**

Securing a skilled workforce

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

- **PRIORITY SIX**

Supporting our people

Supporting the people of Gwynedd to reach their full potential, to have quality work, fair wages, and local opportunities.

3. GWYNEDD

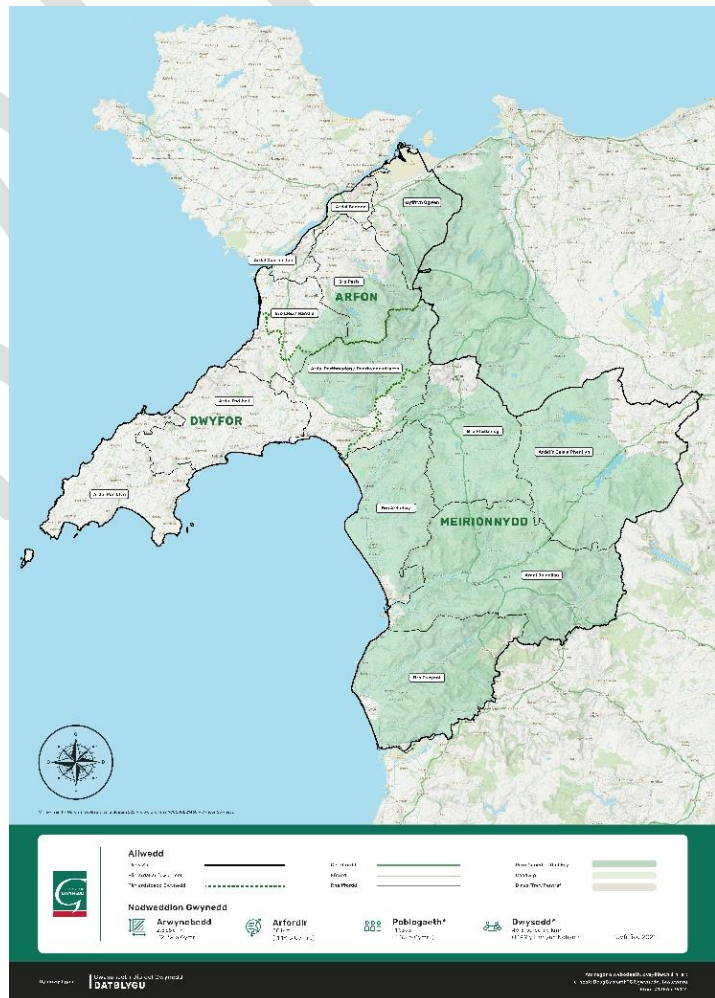
Gwynedd is the second largest county in Wales in terms of size. Situated in north-west Wales, Gwynedd stretches from Cardigan Bay in the west to the Menai Strait, with the Snowdonia National Park covering a significant part of the county. The spatial distribution of the population is shaped by this geography, with the majority living along the coast and lowland, particularly in the north of the county, and the remainder in villages, smaller towns or single settlements.

Gwynedd is an unique county with exceptional cultural and environmental richness. Gwynedd as a county has the highest percentage of Welsh speakers – and 92% of the county's local areas (LSOAs) are above the Commission for Welsh Speaking Communities' threshold for a higher concentration of Welsh speakers . The county is also environmentally rich and includes the mountains of Snowdonia, the Llŷn Area of Outstanding Natural Beauty, and the Bro Dyfi Biosphere Zone. There is also a world famous and unique heritage site, which is reflected in the two UNESCO World Heritage Sites—the Castles of Edward I and the Gwynedd Slate Landscape.

Population
117,000

Area
2,535km²

Population density
46 person per km²



***Below to be presented in graphic form.**

LABOUR MARKET

- 72.1% of the population of Gwynedd is employed, which is similar to the rate for the whole of Wales (73.4%) but significantly higher than the rate for across the United Kingdom.
- The proportion of the workforce that is self-employed is over 50% higher in Gwynedd than in Wales, 26% higher than across the UK.
- Gwynedd workers earn some of the lowest wages in the UK - £610.60 compared to £684.40 for Wales, and £728.30 for the UK.

PRODUCTIVITY

- In terms of productivity, GVA per person is fairly similar to the figure across North Wales, and Wales as a whole, but 33% less than the UK level.
- Considering GVA on a per-job basis, Gwynedd performs at a level 27% less than the United Kingdom, and 11.4% less than North Wales
- GVA figures per hour worked show not only that Gwynedd has the lowest figure in Wales and the Northwest of England, but that it also experienced the lowest growth between 2004 and 2022.

SKILLS

- There are fewer people of working age with no qualifications in Gwynedd (6.4%) than in North Wales (7.6%), or the UK (8.2%).
- The population of Gwynedd is more highly qualified than that of North Wales and the UK, with 44.2% of the population having a qualification above A Level.

ENTERPRISES IN THE COUNTY

- There are almost 13,000 indigenous businesses in Gwynedd
- 93.4% of these employ fewer than 10 people – this percentage is very similar to Wales and the UK
- Although there are only 225 "large" businesses in the County, this percentage (1.7%) is significantly higher than in North Wales and Wales as a whole.
- In turn, therefore, Gwynedd and Anglesey have the lowest percentage of medium-sized companies (1% compared to 1.6% for the UK).
- Gwynedd businesses are more likely to survive 5 years, with over half of those established in 2018 continuing to trade by 2023. This percentage is 39% higher than the across Wales, and 29% higher than the UK.

SECTOR

- Gwynedd has the highest percentage in North Wales of hospitality (14%) and agriculture (23% with Anglesey) businesses – sectors associated with low wages and seasonal contracts.
- At the other end of the spectrum, it has the lowest percentage of manufacturing businesses (4% with Conwy) across the region, that can bring stable, high-value employment.

DRAFT

4. THE CASE FOR ACTION

According to several indicators, there is a significant gap between the economy in Gwynedd and the rest of Wales and the UK. It represents a deep structural inequality and puts the people of Gwynedd at a relative disadvantage – limiting people's ability to get suitable jobs that offer security and fair wages, and limiting the potential of the local economy to improve living standards and life opportunities.

According to the [Competitiveness Index \(2025\)](#), Gwynedd is among the 10% of counties that are underperforming most economically across England and Wales – ranked 308th across 330 local areas, and the 8th lowest among Welsh counties.

It is a core challenge that has a direct impact on the well-being of the population in Gwynedd. Indeed, as can be seen below, the largest gaps show Gwynedd's underperformance in more than one [National Well-being Indicator](#) covering the Welsh economy:

GAPS IN GWYNEDD'S ECONOMY

1. WORKFORCE GAP

Unemployment rate is low, but the county's inactivity rate (i.e. proportion of the population aged 16-64 who are not in work) is higher than the North Wales and UK averages.

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

2. POPULATION GAP

The population is ageing faster than Wales and the UK, with a higher proportion of older people of retirement age and high levels of emigration among young people.

3. PAY GAP

The average weekly salary of a full-time worker and the gross disposable income of households has been consistently lower in Gwynedd since 2010 than the Welsh and UK averages.

(Well-being Indicators 10: Gross Household Disposing Income Per Head)

4. WORKING CONDITIONS GAP

Significantly higher rates of employees in Gwynedd are part-time and seasonal workers compared to Wales and the UK.

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

5. WELL-BEING GAP

Low wages and part-time jobs cause high levels of poverty in rural and urban areas alike, with in-work poverty particularly high in Gwynedd compared to Wales and the UK.

(Well-being Indicators 18: Percentage of households in poverty compared to 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 job filled) is significantly lower than the Welsh and UK averages in 2023, and the productivity growth rate in Gwynedd is significantly lower than the Wales and UK averages since 2004.

(Well-being Indicator 09: Gross value added [GVA] per hour worked compared to 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 birth rate in Gwynedd is among the lowest across Welsh counties in 2023 - below the Welsh national average and significantly below the UK average.

9. HIGH PERFORMANCE GAP

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

10. DIGITAL CONNECTIVITY GAP

The percentage of properties with access to gigabyte connectivity (>1,000 Mbps) is below the Welsh and UK averages, with a higher

proportion of properties also with the weak connectivity (<30 Mbps).
Reach of 4G – and 5G is also lower in Gwynedd.
(Well-being Indicator 50: Digital inclusion)

DRAFT

1. THE CHANGE NEEDED

The gaps facing Gwynedd demonstrate a clear need for fundamental change in the economy: a change that, on the one hand, reduces the relative underperformance of the economy and creates the best possible conditions for our enterprises, and on the other hand, a change that has a direct positive impact on the well-being of our people and life opportunities in Gwynedd. The Strategy has been designed to develop and support these types of change.

At the level of the whole economy it includes:

- **Raising the productivity levels of our enterprises and employees**, to stimulate higher wages and better working conditions.
- **Increasing the competitiveness of our local enterprises**, so that they are more effective and efficient, achieve their long-term business objectives and create quality jobs.
- **Strengthening the county's business infrastructure and digital connectivity** to create the best possible conditions for enterprise.
- **Creating a more diverse industrial base** 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, along with the enterprises that employ them, can take full advantage of any opportunities.
- **Retaining more of the wealth created locally in Gwynedd** to maximise benefits for Gwynedd's people, enterprises and communities.
- **Building a net zero and naturally Welsh economy that** is environmentally and culturally sustainable.

These changes are primarily being implemented to make a positive difference to the lives of the people of Gwynedd. The most important outcomes affecting the people of Gwynedd are:

- Higher Wages and gross household income;
- More people employed in stable jobs;
- Lower levels of poverty and socio-economic disadvantage;
- A wider range of local employment opportunities;
- More people able to stay, live and work in their local communities;
- More people enjoying their work and reaching their full potential;
- A green economy that protects the county's exceptional natural environment, and
- A Welsh language economy that increases the use and visibility of the Welsh language with customers and in the workplace throughout Gwynedd.

6. DEVELOPING THE STRATEGY FOR THE GWYNEDD ECONOMY

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

Research and Engagement

Gwynedd's economic profile was considered firstly - its characteristics and performance, how it relates to other areas of Wales and the UK, and the issues that need to be addressed most. Through the SWOT and PESTLE exercises, the Strengths, Weaknesses, Opportunities and Threats facing Gwynedd were highlighted, as well as the wider influences that affect Gwynedd today or are likely to in the future. Alongside this research, the strategic and policy context at county, regional and national level (Wales and UK) was mapped, to build upon, complement and maximise the benefit for Gwynedd from the broadest range of economic development activities.

We also engaged extensively with stakeholders, the Council's strategic partners, and the county's businesses and residents. A series of one-on-one meetings were organised with the Council's main economic development partners at county, regional and national level and, in order to attract input from Gwynedd's business community, the Council's Business Surveys were used in 2024 and 2025 to gauge businesses' future intentions, the opportunities and challenges they face, and the types of support desired.

The public consultations that the Council already has have also been used. It includes the significant consultation undertaken about the economy and communities of Gwynedd – Ardal Ni Consultation; messages from the people of Gwynedd about what they feel is good about their local areas, things that are not as good, and what they feel needs to change. It is a useful measure of what is important to the people of Gwynedd and the type of economy they wish to see.

Forces and collaboration

Businesses, community enterprises and employers in Gwynedd have a key role to play throughout this Strategy. It is through them that many of the changes sought will bear fruit, and it requires that we support them – whether with the direct powers of the Council, or our partners. Areas of local influence may include:

- Business development grants;
- Development loans;
- Beautification and regeneration schemes;

- Business and non-domestic tax administration – discounts and relief;
- Business licences and trading standards;
- Land, property and business units;
- Planning and building control;
- Public procurement, tendering and expenditure;
- Career support and advice;
- Education and skills.

Of course, many of these areas are shaped by national policy – and many of the largest forces are in those layers of government, both in the UK Government and the Welsh Government. It requires collaboration and efforts to influence to ensure maximum benefit for Gwynedd.

The strategic and policy context

This collaboration requires a full understanding of the policy and strategic context implemented in it, particularly in the areas of economic development. The Strategy responds to this context and builds on what is already in place, in order to add value and maximise benefits for Gwynedd. This context will be monitored over the full duration of the Strategy, 2025-35, to ensure that the action taken as a result is alive to wider policy changes.

Local Areas

- [Our Area: Local Regeneration Plans:](#) In 2022, Cyngor Gwynedd undertook a consultation exercise with communities across the county; The work resulted in 13 local regeneration plans. The plans are living documents that are updated annually with input from the communities and collectively form a regeneration framework for the county. Issues related to the economy are a common theme across the plans and their inclusion has informed this strategy. In turn, the strategy is a means of meeting some of the common needs.
- [Regeneration:](#) Eight plans to improve Gwynedd's main commercial centres have been drawn up which will guide future investment.
- [Local and community schemes:](#) Throughout Gwynedd, there are networks that operate locally - town and community councils and wider local forums. Many of these bodies have documents that set out local priorities and needs.

Gwynedd

- [The Cyngor Gwynedd Plan 2023-28](#): The Council's corporate plan identifies a Prosperous Gwynedd among its strategic priorities. The aim is to *"strengthen the economy and support the residents of Gwynedd to earn decent wages"*. The Plan outlines Cyngor Gwynedd's priorities within the area for the period in question.
- [Gwynedd and Eryri Sustainable Visitor Economy 2035](#): The Strategic Plan has been adopted by Cyngor Gwynedd and the Eryri National Park Authority to realise their principles for the visiting economy to *celebrate, respect and protect our communities, language, culture and heritage; maintain and respect our environment and ensure that the benefits to the communities of Gwynedd and Eryri outweigh any disadvantages*.
- [Cynllun Eryri - Home](#): Cynllun Eryri is the Eryri National Park Authority's Statutory Management Plan to protect the unique qualities of Eryri. It is a joint plan with a broad partnership to ensure that *Eryri is a great place to live, develop and work in* is among the desired outcomes.
- [Planning Policy](#): in terms of town and country planning the territory of Gwynedd is divided between the planning authorities [Cyngor Gwynedd](#) and [Eryri National Park Authority](#), and as a result two Local Development Plans control land use including land for employment.

Regional

- [Ambition North Wales | Growth Deal](#): Through Ambition North Wales, the Growth Plan 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 led by the North Wales Joint Corporate Committee which brings together six Local Authorities and the Eryri National Park Authority to address regional priorities.
- [North Wales Skills and Employment Plan 2023-2025](#): The North Wales Skills Partnership identifies the needs of employers and employees within the economy and offers guidance to organisations on how to meet the needs of employers.
- [North Wales regional economic framework](#): In 2021 North Wales Ambition and the Welsh Government (along with the other regions of Wales) published a framework outlining how the region is working towards common priorities.
- [ARFOR Programme](#): ARFOR is a partnership of Anglesey, Gwynedd, Ceredigion and Carmarthenshire councils funded by the Welsh Government. ARFOR looks at the socio-economic challenges that have an impact on the viability of the Welsh language in those areas with a high density of Welsh speakers and focuses on economic planning that will benefit indigenous Welsh communities and, in turn, benefit the language.

Wales

- [Regional investment in Wales: framework](#): This is the Welsh Government's announcement outlining their proposed approach for regional investment, combining national, regional and local action.
- [Economic mission: priorities for a stronger economy](#): The Welsh Government's priorities for building a more prosperous, equitable and greener economy are based on four priority areas; *green prosperity and just transition, supporting young people, stronger regional collaboration and investing in growth*. The document also emphasizes growth that is inclusive.
- [Foundational economy: mission statement](#): The mission is the statement of the Welsh Government's priorities for the sectors they consider fundamental to the economy including health and care services, social housing management, home and commercial building construction, energy and utilities, food, high street shops and services, tourism and public transport
- [Innovation strategy for Wales](#): The Welsh Government's strategy on how to use innovation to improve the lives of people in Wales and boost the economy.
- [Home - Future Generations Wales](#): 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 is built on the principles and purpose of this Act, and this is fully explained in Annex A.

United Kingdom

- [Kickstarting Economic Growth](#) (Economy Mission) : Economic growth is the top priority of the current government in London. The goal is to increase productivity and create a competitive, diverse, and innovative economy.
- 1. [Industrial Strategy 2035](#): The UK Government's industrial strategy, *Invest 2035*, is central to the UK Government's Economy Mission. It identifies eight strategically important growth sectors based on their growth potential 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 of the technology, which will also be key among Gwynedd's enterprises and the wider economy.

7. PRIORITIES OF THE STRATEGY

OUR VISION:

An innovative, productive and low carbon economy that strengthens the Welsh language, creates new opportunities and contributes to the well-being of all.

DRAFT

Enterprise Theme

Thriving Local Enterprises That Excel

PRIORITY ONE: Maximizing the value of our current economy

Aim (what?):

Releasing potential, increasing value and strengthening the resilience of the enterprises and sectors already found in Gwynedd, to support them to reduce emissions

Areas of activity (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 local enterprises to reach new markets
- 1.5. Support succession plans that retain local ownership.
- 1.6. Keep more public spending local.
- 1.7. Regular engagement with Gwynedd initiatives to highlight business opportunities and knowledge.
- 1.8. Supporting the transition to a net zero economy and seizing opportunities.
- 1.9. Encouraging micro and small enterprises to work together in order to build on each other's strengths.

PRIORITY TWO: Seizing new opportunities

Aim (what?):

To capitalise on and support new industries and activities with significant potential, and to ensure that the prosperity created remains local

Areas of activity (how?):

- 2.1. Capitalising on significant investment in the North Wales region to maximise the benefits for Gwynedd.
- 2.2. Direct resources to local enterprises with potential in new industries and activities, in order to maintain local prosperity.

- 2.3. Support local enterprises to take advantage of alternative and private investment opportunities.
- 2.4. Maximise our strategic assets with the potential to attract significant developments.
- 2.5. Attract and ensure that new developments in Gwynedd contribute to the communities in which they are located.
- 2.6 Ensure that Gwynedd takes advantage of opportunities arising from major changes in the global economy.

DRAFT

Place Theme

The best conditions to thrive

PRIORITY THREE: Optimal connectivity and infrastructure

Aim (what?):

Action for better connectivity, spaces and business infrastructure

Areas of activity (how?):

- 3.1. Expand access to optimal digital connectivity in areas where it is weak.
- 3.2. Push for improvements in transport to facilitate the mobility of people locally.
- 3.3. Push for improvements to Gwynedd's road network to facilitate business development.
- 3.4. Push for improvements in grid capacity and utility infrastructure locally.
- 3.5. Support town centre regeneration schemes.

PRIORITY FOUR: A good place to live, work and venture

Aim (what?):

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

Areas of activity (how?):

- 4.1. Strengthening self-confidence and the belief that success can be achieved in Gwynedd.
- 4.2. To energise and support Gwynedd's unique cultural and social scene.
- 4.3. Strengthening the use and visibility of the Welsh language as an unique aspect of Gwynedd's economy.
- 4.4. Engaging with Gwynedd's "diaspora" to bring different experience, expertise and capital back to Gwynedd.
- 4.5. Encouraging more people and enterprises to buy locally.

People Theme

A skilled and inclusive workforce

PRIORITY FIVE: Ensure a skilled workforce

Aim (what?):

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

Areas of activity (how?):

- 5.1. Supporting Gwynedd enterprises to overcome recruitment challenges and skills needs.
- 5.2. Working with education sector partners to plan for long-term skills needs.
- 5.3. Keeping in touch with young people who are leaving Gwynedd, or who are considering doing so, to show the job opportunities available in Gwynedd.
- 5.4. Promoting talent attraction and development schemes
- 5.5. Supporting young people who are not in employment, training or education to seize opportunities and reach their full potential.
- 5.6. Supporting volunteering opportunities.

PRIORITY SIX: Supporting our people

Aim (what?):

To support the people of Gwynedd to reach their full potential, to access quality work, fair wages and opportunities locally

Areas of activity (how?):

- 6.1. Supporting people into work who are unemployed, inactive or facing additional challenges.
- 6.2. Supporting people in work to get to a better job with higher wages or more secure working conditions.
- 6.3. Promoting the Real Living Wage among the county's employers
- 6.4. Promoting inclusive forms of employment to make it easier for people to be able to work.
- 6.5. Promoting secure job opportunities to the people of Gwynedd.

- 6.6 Supporting older people of retirement age to continue working and volunteering, where they want to do so.

DRAFT

8. THE STRATEGY IN ACTION

Working through partnership

The Strategy is not a document for an individual organisation, its realisation will require an effort across organisations and sectors.

We will build on the positive experience of implementing the UK Shared Prosperity Fund and the appreciation organisations have expressed of the opportunity to come together to collaborate, coordinate their efforts and voice the needs of their stakeholders and establish a '**Gwynedd Economy Forum**' to implement the Strategy.

The Forum's membership will include the major organisations that contribute to local prosperity and the bodies that work to develop an economy that benefits our communities. The Forum will bring together local partners from the public, private and third sectors; relevant regional and national organisations will also be involved in the Forum.

We will ensure that different parts of Gwynedd have a voice to ensure that there is awareness of the diversity which exists across the county.

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

1. Draw up and co-ordinate an annual Delivery Plan for the Strategy
2. Monitor individual activities and their individual and composite outputs/outcomes
3. Maintain an overview of progress towards achieving the Strategy
4. Review and update the Strategy as necessary
5. Maintain an overview of the area and wider developments relevant to the economy of Gwynedd and to lobby in favour of our needs.
6. Promote and facilitate collaboration among organisations with a role in the development of the county's economy and other partnerships/forums.

Action Plan for the Strategy

The Strategy establishes the aim and identifies an approach to address the long-term economic challenges that have been identified for Gwynedd.

A Delivery Plan will be developed annually under the guidance of the Gwynedd Economy Forum to turn the Strategy into action. The Plan will include activity already underway and projects in progress, setting out their alignment with the Strategy and the areas that will benefit.

The scheme will also enable the Forum to identify gaps in provision and to influence regional and national plans.

Monitoring, evaluation and review

Being able to measure what plans and activities individually achieve, and their composite impact is key.

To this end we have set out a series of indicators to measure:

- OUTPUTS

The direct product of a project or activity

- OUTCOMES

Mid-term gains derived from plans/activities reflecting a change in behaviour

- IMPACT

Indicators of 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 priorities of the Strategy.

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

A framework for monitoring and evaluating what is being achieved		
<div> <div>Change in the economy</div> <div> 1. Raising the productivity levels of our enterprises and employees; 2. Increasing the competitiveness of our indigenous enterprises; 3. Strengthening digital connectivity and the county's business infrastructure; 4. Creating a more diverse industrial base; 5. Supporting our people to gain the skills they need; 6. To keep more of the wealth created in Gwynedd local; 7. Building a net zero and natural economy. </div> </div>		
<div> <div>Change needed (SECTION V)</div> <div> <div>A positive difference to lives</div> <div> 1. Higher wages and gross household income; 2. More people employed in stable jobs; 3. Lower levels of poverty and socio-economic disadvantage; 4. A wider range of employment opportunities locally; 5. More people able to stay, live and work in their local communities; 6. More people find enjoyment in their work and feel that they are reaching their full potential; 7. A green economy that protects the county's exceptional natural environment, and 8. A Welsh language economy that increases the use and visibility of the Welsh language throughout Gwynedd, both with customers and in the workplace. </div> </div> </div>		
<div> <div>Priorities of the strategy (Section VII)</div> <div> <div>ENTERPRISE: Thriving Local Enterprises That Excel</div> <div>PLACE: The best conditions to thrive</div> <div>PEOPLE: a skilled and inclusive workforce</div> </div> </div>		
<div> <div>1. Maximising the value of our current economy</div> <div>2. Seizing new opportunities</div> <div>3. Optimal connectivity and infrastructure</div> <div>4. A good place to live, work and venture</div> <div>5. Securing a skilled workforce</div> <div>6. Supporting our people</div> </div>		
<div>The outputs that plans will produce (short term)</div> <div> A1. Enterprises receiving support to adopt technology A2. Enterprises receiving succession support A3. Enterprises supported to switch to employee ownership A4. Enterprises supported to work together A5. Enterprises adopting green technology A6. Manufacturing enterprises receiving support to set up/grow A7. Enterprises in higher value sectors receiving support to set up/grow A8. Number of local enterprises engaging with business support A9. Enterprises receiving procurement support A10. Digital infrastructure improvements supported A11. Major developments engaged A12. Number supported to secure a job A13. Number supported to upskill A14. Number of businesses/enterprises committing to the actual living wage A15. Number of businesses / enterprises committing to using more Welsh A16. Towns receiving investment A17. Empty buildings returned to use A18. Work units built A19. Welsh speakers helped to secure a job and return to the area A20. Enterprises receiving recruitment help </div>	<div>Outcomes derived from activities (medium term)</div> <div> C1. Businesses remaining locally owned following founder's retirement C2. Enterprises are more productive as a result of support C3. Enterprises paying the actual living wage following receiving support C4. Enterprises using more Welsh following receiving support C5. Enterprises reducing their carbon footprint following support C6. Enterprises gaining access to private investment C7. Public spending with local enterprises C8. Major development spending with local businesses C9. Number securing a job after receiving support C10. Number remaining in employment after receiving support C11. Number increasing earnings (more hours/wages) after receiving support C12. Number gaining qualification after receiving support C13. Individuals/businesses have access to digital infrastructure C14. Residents living / visiting towns have received investment C15. Businesses located within built-up work units C16. People 50+ stay in work following support </div>	<div>Indicators that the strategy is having a positive impact:(long-term)</div> <div> E1. Gwynedd economy's productivity gap narrowing compared to Wales, UK and similar areas E2. Proportion of businesses hiring new employees closer to average Wales/UK E3. Share of medium-sized businesses has grown E4. Average pay gap with Wales and UK narrowing E5. Household income closer to average in Wales and the UK E6. Economic inactivity rate closer to average in Wales and UK E7. Part-time working rate closer to average in Wales and UK E8. Decrease in youth emigration rate E9. Digital infrastructure availability rate closer to average in Wales and the UK and better than in similar areas E10. Perceptions of Gwynedd as a good place to live/venture among young people improved E11. Commuting rate from the county has decreased E12. Rate of children in jobless households has decreased </div>

Part Two

**OUR DELIVERY PLAN TO DEVELOP GWYNEDD'S
ECONOMY IN 2025/26**

Plans / activities in operation

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)													
	Enterprise		Place		People															
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People	Bangor	Bro Ardudwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penrhynau deudraeth	Pwllheli	Y Bala a Phenllyn	
Construction of 10 new work units at Snowdonia Business Park in Minffordd Investment: £2.95M Lead by Cyngor Gwynedd – construction work to be completed <u>September 2026</u> Main outputs / outcomes: <ul style="list-style-type: none">10 work units built10 businesses located within built-up work units	✓✓		✓✓✓					✓		✓								✓+		
'Supportive Action' scheme – providing support to prevent vulnerable students in Further Education from leaving Investment: £368k Grŵp Llandrillo-Menai leads – funded until March 2026 Main outputs / results: <ul style="list-style-type: none">200 students engage with key worker support services200 students in education or training						✓✓✓	✓+	✓	✓	✓	✓	✓	✓	✓+	✓	✓	✓	✓	✓+	✓
'EGNI' scheme to train construction workers and others to acquire green technology and business skills Investment: £330k Grŵp Llandrillo-Menai leads – funded until March 2026 Main outputs / results:	✓				✓✓	✓✓✓	✓+	✓	✓	✓	✓	✓	✓	✓+	✓	✓	✓	✓	✓	✓

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)													
	Enterprise		Place		People															
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People	Bangor	Bro Arudwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Pentrhvndraeth	Pwllheli	Y Bala a Phenllyn	
<ul style="list-style-type: none">80 employees gain a qualification or complete a training course																				
<p>Provide a Resilience Fund to help businesses reduce costs and/or increase income</p> <p>Investment: £1.07M</p> <p>Gwynedd Council leads – funded until March 2026</p> <p>Main outputs / results:</p> <ul style="list-style-type: none">70 enterprises receive grants170 enterprises receive non-financial support15 jobs created30 jobs protected	✓✓✓	✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>Providing vouchers for businesses to receive expertise / training from Bangor University</p> <p>Investment: £90k</p> <p>Bangor University leads – funded until March 2026</p> <p>Main outputs / results:</p> <ul style="list-style-type: none">10 enterprises receiving non-financial support	✓✓✓	✓✓					✓+	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>'Môr Ni Gwynedd' scheme to help local fishing industry</p> <p>Investment: £175k</p> <p>Bangor University leads – funded until March 2026</p> <p>Main outputs / results:</p>	✓✓✓						✓	✓	✓		✓		✓	✓	✓	✓	✓	✓		

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)													
	Enterprise		Place		People		Bangor	Bro Arudwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llyn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn	
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People														
<ul style="list-style-type: none">Promoting the seafood businesses to 500 people																				
<p>'Capitalising on the North Wales Growth Vision' scheme to encourage and support local enterprises and communities to take advantage of the growth plan's energy and digital programmes</p> <p>Investment: £68k</p> <p>Ambition North Wales leads – funded to March 2026</p> <p>Main outputs / results:</p> <ul style="list-style-type: none">13 agricultural businesses supported to increase their use of technology	✓✓✓	✓✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
<p>Providing specialist support to social enterprises in terms of legal and financial requirements, and for mature businesses to transition to workforce ownership</p> <p>Investment: £135k</p> <p>Scope leads – funded to March 2026</p> <p>Main outputs / results:</p> <ul style="list-style-type: none">12 enterprises have received non-financial support4 new initiatives created24 jobs protected	✓✓✓	✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
<p>To maintain the provision of an Enterprise Hub in Gwynedd to provide additional support to support the start of new enterprises and help under-represented groups.</p> <p>Investment: £210k</p>	✓✓✓	✓✓	✓	✓		✓✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)													
	Enterprise		Place		People		Bangor	Bro Ardudwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penrhyndeudraeth	Pwllheli	Y Bala a Phenllyn	
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People														
Menter Môn leads – funded until March 2026 Main outputs / results: <ul style="list-style-type: none">63 enterprises have received non-financial support18 new initiatives created																				
A programme of visual improvements for the towns and villages of Gwynedd Investment: £1.35M Gwynedd Council leads with town and community councils - work to be completed March 2026 Main outputs / results: <ul style="list-style-type: none">55 town and community councils awarded a grant22 amenities or facilities have been created or improved	✓		✓	✓✓✓			✓+	✓+	✓+	✓+	✓+	✓+	✓+	✓+	✓+	✓+	✓+	✓+	✓+	✓+
The 'Skills and Work Potential of the People of Gwynedd' scheme to provide further support to prevent young people from becoming unemployed, and to support people to return to work or secure a better job. Investment: £1.14M Gwynedd Council with Gwynedd housing associations and Gisda - funded until March 2026 Main outputs / results: <ul style="list-style-type: none">66 people in employment36 people in education or training383 people supported with basic skills	✓				✓✓	✓✓✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)												
	Enterprise		Place		People		Bangor	Bro Ardudwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People													
<ul style="list-style-type: none">300 households received numeracy skills support																			
'Diwylliesiant' Scheme – an investment/support package and support for the arts, culture, leisure and tourism sectors. Investment: £1.37M Gwynedd Council leads - funded until March 2026 Main outputs / results: <ul style="list-style-type: none">30 organisations receiving grants£150k increase in visitor spending20 community-led arts, cultural, heritage and creative programmes	✓✓			✓✓✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Regeneration Support Fund – a fund to support organisations to lead and develop projects that respond to local needs and priorities Investment: £973K Gwynedd Council leads - funded until March 2026 Main outputs / results: <ul style="list-style-type: none">14 amenities or facilities have been created or improved36 enterprises received non-financial support	✓✓		✓	✓✓✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Voluntary Sector Fund – an investment within communities that creates opportunities for people of all ages to come together.	✓✓			✓✓✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)													
	Enterprise		Place		People		Bangor	Bro Ardudwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn	
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People														
Investment: £650K Mantell Gwynedd leads - funded until March 2026 Main outputs / results: <ul style="list-style-type: none">75 local events supported50 volunteering opportunities created15 organisations receiving grants																				
A 'Healthy and Active' scheme that promotes physical activity and wellbeing in communities facing the greatest barriers to healthy living. Investment: £70K Actif North Wales leads – funded to March 2026 Main outputs / results: <ul style="list-style-type: none">15 local events supported8 organisations receiving grants						✓✓✓			✓	✓			✓							
'Gwynedd Community Resilience' Scheme – a package of support for people to access local services that will enable them to live longer, healthier and happier lives in their communities. Investment: £850K Gwynedd Council leads – funded until March 2026 Main outputs / results: <ul style="list-style-type: none">295 people with basic skills following support157 volunteering opportunities created					✓✓	✓✓✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)												
	Enterprise		Place		People		Bangor	Bro Arduwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People													
'Recharge' scheme to help sustainability of local enterprises through advice on how to work more efficiently or diversify Investment: £50K Gwynedd Council leads – funded until September 2028 Main outputs / results: <ul style="list-style-type: none"> 25 businesses receive expert advice 25 enterprises more productive as a result of support 	✓✓✓	✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
A support scheme for disadvantaged young people to look for a job, and help adults who are working but in poverty increase their income Investment: £240k Gwynedd Council leads – funded until September 2028 Main outputs / results: <ul style="list-style-type: none"> 60 receive support to upskill 45 secure a job as a result of support 30 secures qualification 	✓				✓✓	✓✓✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
'Communities for Work and More' scheme providing support for individuals who have never worked or have not worked for a long time due to complex needs. Investment: £397k Gwynedd Council leads - funded until March 2026 Main outputs / results:	✓				✓✓	✓✓✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)													
	Enterprise		Place		People		Bangor	Bro Arludwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn	
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People														
<ul style="list-style-type: none">270 receiving support to secure a job138 secure a job after receiving support																				
<p>North Wales Clean Energy Fund – support for clean energy and decarbonisation projects to reduce costs, improve efficiency and unlock new opportunities.</p> <p>Investment: £4.1M (on an equal split basis across the region)</p> <p>Ambition North Wales leading – funded to 2030?</p> <p>Main outputs/results (based on equal split):</p> <ul style="list-style-type: none">25 New jobs£16.6M of additional GVA	✓✓	✓✓✓	✓✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>Establishment of an Environmental Biotechnology Centre at the Henfaes site, Bangor</p> <p>Investment: £3.5M</p> <p>Bangor University leads – project within the North Wales Growth Plan – funded up to XXX</p> <p>Main outputs / results:</p> <ul style="list-style-type: none">16 New posts (based on 25% of the regional total)Additional £3.75M GVA (based on 25% of regional total)	✓✓	✓✓✓					✓	✓	✓	✓	✓	✓	✓	✓	✓+	✓	✓	✓	✓	✓
<p>Development of Digital Signal Processing Centre, Bangor by increasing equipment range</p> <p>Investment: £3.5M</p>	✓✓	✓✓✓					✓	✓	✓	✓	✓	✓	✓	✓	✓+	✓	✓	✓	✓	✓

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)												
	Enterprise		Place		People		Bangor	Bro Arduwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People													
<p>Bangor University leads – project within the North Wales Growth Plan – funded up to XXX</p> <p>Main outputs/results (based on equal split):</p> <ul style="list-style-type: none"> 16 New posts (on an equal split basis): Additional £3.75M GVA (on an equal split basis): 																			
<p>An 'Advanced Wireless' scheme to provide subsidies to help investment in new technology by private and public organisations.</p> <p>Investment: £3.1M (on an equal split basis across the region)</p> <p>Ambition North Wales leads – funded to 2029</p> <p>Main outputs/results (based on equal split):</p> <ul style="list-style-type: none"> 52 New jobs Additional £21.6M GVA 	✓✓	✓✓✓	✓✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>A '4G plus' scheme to facilitate investment in North Wales' mobile broadband infrastructure.</p> <p>Investment: £31.03M (on an equal split basis across the region)</p> <p>North Wales ambition leads – funded to 2029</p> <p>Main outputs/results (based on equal split):</p> <ul style="list-style-type: none"> Extending access to a quality digital service 	✓✓	✓✓✓	✓✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p>Construction of four works units at Parc Bryn Cegin, Bangor.</p>	✓✓	✓✓✓	✓✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)												
	Enterprise		Place		People		Bangor	Bro Arduwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People													
<p>Investment: £6M</p> <p>Ambition North Wales leads – target to complete construction by 2026</p> <p>Main outputs / results:</p> <ul style="list-style-type: none"> • 50 New jobs • £20M of additional GVA 																			
<ul style="list-style-type: none"> • First Phase of Glynllifon's Rural Economy Hub: Sheep's Milk Parlour <p>Investment: £16.8M</p> <p>Grŵp Llandrillo-Menai leads – project within North Wales Growth Plan – target to complete construction by 2027</p> <p>Main outputs / results:</p> <ul style="list-style-type: none"> • 95 New job indirectly • £30M of additional GVA 	✓✓	✓				✓✓	✓	✓	✓	✓	✓+	✓	✓	✓	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> • Tourism Talent Network – a plan to develop tourism and hospitality skills for the future <p>Investment: £19M (on an equal split basis)</p> <p>Grŵp Llandrillo-Menai leads – project within North Wales Growth Plan – funded until 2029</p> <p>Main outputs/results (based on equal split):</p> <ul style="list-style-type: none"> • £10M of additional GVA • Positioning the North as a centre of excellence for the tourism and hospitality sector 	✓				✓✓✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)													
	Enterprise		Place		People		Bangor	Bro Arduwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llyn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn	
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People														
Bangor Empty Shops Initiative – A pilot scheme to make improvements to empty shops in the centre of Bangor in order to restore them into commercial space. Investment: £2.27M White Advice Main outputs / results: <ul style="list-style-type: none">Restoration of 4 commercial properties	✓		✓✓	✓			✓+													
Redevelopment of the National Slate Museum – Transforming the museum in Llanberis to secure its future and contribution to the local visiting economy Investment: £22.1M Amgueddfa Cymru – National Museum Wales leads – part of the Llewyrch o'r Llechi programme – funded until March 2028 Main outputs / results: <ul style="list-style-type: none">14 jobs protected1900 volunteering opportunities createdOver 70 thousand visitors to a cultural attraction	✓✓			✓			✓		✓	✓	✓	✓+			✓	✓	✓			
Parc Padarn Upgrade – Part of a package of investments in strategic infrastructure in the Llewyrch o'r Llechi programme areas Investment: £2.78M Gwynedd Council leads - funded until March 2028	✓		✓	✓		✓						✓+								

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)												
	Enterprise		Place		People		Bangor	Bro Ardudwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People													
<p>Main outputs / results:</p> <ul style="list-style-type: none"> 2 jobs protected 3km of upgraded footpaths 7 heritage buildings restored 																			
<p>Upgrading Neuadd Ogwen, Bethesda – Part of a package of investments in strategic infrastructure in the Llewych o'r Llechi programme areas</p> <p>Investment: £701K</p> <p>Cwmni Tabernacl leads - funded to March 2028</p> <p>Main outputs / results:</p> <ul style="list-style-type: none"> 4 jobs secured 	✓			✓											✓+				
<p>Development of Yr Hen Bost, Bethesda – Part of a package of investments in strategic infrastructure in the Llewych o'r Llechi programme areas</p> <p>Investment: £2.8M</p> <p>Partneriaeth Ogwen leads - funded to March 2028</p> <p>Main outputs / results:</p> <ul style="list-style-type: none"> 7 commercial units created 	✓		✓	✓											✓+				
<p>Trail developments and connectivity to the slate landscape – Part of a package of investments in the Llewych o'r Llechi programme areas</p>	✓✓			✓					✓+						✓+				

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)													
	Enterprise		Place		People		Bangor	Bro Ardudwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn	
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People														
Investment: £4.3M Gwynedd Council leads - funded until March 2028 Main outputs / results: <ul style="list-style-type: none">5.7km of upgraded footpaths or cycle paths1.5km of new footpath created																				
Blaenau Ffestiniog town centre investment – purchase, development and upgrade of 3 properties as part of the Llewyrch o'r Llechi programme Investment: £1.58M Antur Stiniog leads - funded until March 2028 Main outputs / results: <ul style="list-style-type: none">3 jobs safeguarded3 commercial units created	✓		✓	✓					✓+											
Town Centre Improvements and Conservation – part of a package of investments in the Llewyrch o'r Llechi programme areas Investment: £1M Gwynedd Council leads - funded until March 2028 Main outputs / results: <ul style="list-style-type: none">1,500m2 of green/blue space improved	✓			✓✓					✓+		✓+									
<ul style="list-style-type: none">LleCHI LleNI – a programme of activities to empower Gwynedd's slate communities to benefit from World Heritage Site status				✓✓✓	✓	✓	✓		✓	✓	✓	✓			✓		✓			

Outline of plan / activity	Alignment with Strategy (✓✓✓high; ✓✓ medium; ✓low)						Implementation area / will benefit (✓+ location; ✓ benefits)												
	Enterprise		Place		People		Bangor	Bro Arludwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llyn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn
	1. Maximising the value of our current economy	2. Seizing New Opportunities	3. Optimal Connectivity and Infrastructure	4. A Good Place to Live, Work and Venture	5. Ensuring a Skilled Workforce	6. Supporting Our People													
Investment: £2M Gwynedd Council leads - funded until March 2028 Main outputs/results achieved: • 48 events held • 2,000 people took part in events																			

Plans / activities in preparation

(developing the plan / targeting funding)

Amlinelliad o'r cynllun / gweithgaredd	Aliniad i'r Strategaeth (✓✓✓ uchel; ✓✓canolig; ✓cymedrol)						Ardal gweithredu / yn buddio (✓+ lleoli o fewn; ✓ yn elwa)												
	Mentergarwch		Lle		Pobl														
	1. Uchafu Gwerth Ein Economi Bresennol	2. Manteisio ar Gyfleon Newydd	3. Y Cysylltedd a'r Is-adeiledd Gorau Posibl	4. Lle Dai i Fyw, Gweithio a Mentro	5. Sicrhau Gweithlu Medrus	6. Cefnogi Ein Pobl	Bangor	Bro Ardudwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penrhyndeudraeth	Pwllheli	Y Bala a Phenllyn
Preparation of plans for Bangor (Roman Camp, Storiel surroundings / Pontio and leisure resources) Gwynedd Council leads with town and community councils - preparing for completion March 2026 Potential investment: tbc Main outputs / proposed results: <ul style="list-style-type: none">Perceptions of the commercial centreIncrease in the number of users of the commercial centre	✓			✓✓✓			✓+												
Signage strategies for Bala and Pwllheli Gwynedd Council leads with town and community councils - work to be completed March 2026 Potential investment: tbc Main outputs / proposed results: <ul style="list-style-type: none">Better perception of the commercial centreIncrease in the number of users of the commercial centre	✓			✓✓✓														✓+	✓+
Establish a Science Centre on the site of the former Trawsfynydd power station to try and maintain the supply of higher level jobs in the area. Cwmni Egino in partnership with Gwynedd Council and the NDA – preparation for completion summer 2026.	✓✓	✓✓✓	✓✓✓		✓✓			✓		✓+				✓			✓		✓

Amlinelliad o'r cynllun / gweithgaredd	Aliniad i'r Strategaeth (✓✓✓ uchel; ✓✓canolig; ✓cymedrol)						Ardal gweithredu / yn buddio (✓+ lleoli o fewn; ✓ yn elwa)												
	Mentergarwch		Lle		Pobl														
	1. Uchafu Gwerth Ein Economi Bresennol	2. Manteisio ar Gyfleon Newydd	3. Y Cysylltedd a'r Is-adeiledd Gorau Posibl	4. Lle Dai i Fyw, Gweithio a Mentro	5. Sicrhau Gweithlu Medrus	6. Cefnogi Ein Pobl	Bangor	Bro Ardudwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn
Potential investment: £15M Main outputs / proposed results: <ul style="list-style-type: none">• Work units built• Enterprises in higher value areas have received support to set up/grow• Major developments engaged																			
UK Government's 'Connect and Work' programme in Gwynedd to help individuals with health-related challenges, mainly to secure work. Gwynedd Council (and other North Wales counties) – preparing for completion October 2025. Potential investment: £2.3M Main outputs / proposed results: <ul style="list-style-type: none">• 625 people supported to secure a job• 500 secure a job after receiving support	✓				✓✓	✓✓✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Bangor Health Hub developed to attract visitors and employees to the city centre Gwynedd Council (and other North Wales counties) – preparation for completion March 2028. Potential investment: £30M Main outputs / proposed results: <ul style="list-style-type: none">• Jobs relocated to the centre of Bangor• Increase in the number of users of the commercial centre	✓			✓✓✓			✓+												

Amlinelliad o'r cynllun / gweithgaredd	Aliniad i'r Strategaeth (✓✓✓ uchel; ✓✓canolig; ✓cymedrol)						Ardal gweithredu / yn buddio (✓+ lleoli o fewn; ✓ yn elwa)												
	Mentergarwch		Lle		Pobl														
	1. Uchafu Gwerth Ein Economi Bresennol	2. Manteisio ar Gyfleon Newydd	3. Y Cysylltedd a'r Is-adeiledd Gorau Posibl	4. Lle Dai i Fyw, Gweithio a Mentro	5. Sicrhau Gweithlu Medrus	6. Cefnogi Ein Pobl	Bangor	Bro Arduadwy	Bro Dysynni	Bro Ffestiniog	Bro Lleu / Nantlle	Bro Peris	Caernarfon	Dolgellau	Dyffryn Ogwen	Pen Llŷn	Porthmadog / Penthyndeudraeth	Pwllheli	Y Bala a Phenllyn
<p>Second Phase Glynllifon Rural Economy Hub: Rural and food technology / enterprise centre</p> <p>Investment: tbc</p> <p>Grŵp Llandrillo-Menai leads – project within the North Wales Growth Plan – preparations to be completed by the end of 2026</p> <p>Main outputs / results:</p> <ul style="list-style-type: none">Indirect new jobsAdditional GVA	✓✓	✓		✓		✓✓	✓	✓	✓	✓	✓+	✓	✓	✓	✓	✓	✓	✓	✓