Bwrdd Tyfu Canolbarth Cymru / Growing Mid Wales Board

Man Cyfarfod
Meeting Venue
By Zoom

Dyddiad y Cyfarfod
Meeting Date
Dydd Iau, 11 Mawrth 2021

Amser y Cyfarfod
Meeting Time
5.30 pm

I gael rhagor o wybodaeth cysylltwch â
For further information please contact
steve.boyd@powys.gov.uk

AGENDA

1.	**CROESO AC YMDDIHEURIADAU / WELCOME AND APOLOGIES**

2.	**DATGANIADAU O FUDDIANT PERSONOL / DECLARATIONS OF PERSONAL INTEREST**

3.	**COFNODION DRAFFT Y CYFARFOD DIWETHAF 03/02/21 / DRAFT MINUTES OF THE LAST MEETING 03/02/21**

(Tudalennau 1 - 8)

4.	**BARGEN TWF CANOLBARTH CYMRU: DATBLYGU'R PORTFFOLIO / MID WALES GROWTH DEAL: PORTFOLIO DEVELOPMENT**

4.1. **Adroddiad: Diweddariad cynnydd a chyd-destun i'r drafodaeth / Report: Progress update and context for discussion**

(Tudalennau 9 - 82)

4.2. **Ar Lafar: Adborth o'r Grwp Strategaeth Economaidd / Verbal: Feedback from the Economic Strategy Group**

5.	**LLYWDORAETHIANT: CYTUNDEB RHYNG-AWDURDOD DIWYGIEDIG / GOVERNANCE: REVISED INTER-AUTHORITY AGREEMENT**

(I Ddilyn)

6.	**PARTNERIAETH DYSGU A SGILIAU RHANBARTHOL (PDSRH): DIWEDDARIAD A CHAMAU NESAF / REGIONAL LEARNING AND SKILLS PARTNERSHIP (RLSP): PROGRESS BRIEFING AND NEXT STEPS**

7.	**UNRHYW FATER ARALL / ANY OTHER BUSINESS**

8.	**DYDDIADAU'R CYFARFODYDD NESAF / DATES OF FUTURE MEETINGS**

11 Mehefin / June 2021 – Rhithiol / Virtual
21 Medi / September 2021 – Rhithiol / Virtual
10 Rhagfyr / December 2021 - Rhithiol / Virtual

COFNODION CYFARFOD BWRDD TYFU CANOLBARTH CYMRU A GYNHALIWYD AR ZOOM DDYDD MERCHER, 3 CHWEFROR 2021

PRESENNOL
Aelodau Cabinet Cyngor Sir Ceredigion:
Cyng. Ellen ap Gwynn, Arweinydd Cyngor Sir Ceredigion a'r Aelod Cabinet dros Bolisi, Perfformiad, Partneriaethau a Gwasanaethau Democrataidd **(EAG) (Cadeirydd)**
Cyng. Dafydd Edwards: Aelod Cabinet dros Briffyrdd a Gwasanaethau Amgylcheddol yn ogystal â Thai **(DE)**
Cyng. Catrin Miles: Aelod Cabinet dros Wasanaethau Dysgu a Dysgu Gydol Oes **(CM)**
Cyng. Rhodri Evans: Aelod Cabinet yr Economi ac Adfywio **(RE)**
Cyng. Gareth Lloyd, Aelod Cabinet dros Wasanaethau Cyllid a Chaffael a Gwasanaethau Diogelu'r Cyhoedd **(GL)**

Aelodau Cabinet Cyngor Sir Powys:
Cyng. Rosemarie Harris, Arweinydd Cyngor Sir Powys **(RH)**
Cyng. Aled Davies, Deiliad y Portffolio Cyllid, Cefn Gwlad a Thrafnidiaeth **(AD)**
Cyng. Phyl Davies, Deiliad y Portffolio Addysg ac Eiddo **(PD)**
Cyng. Heulwen Hulme, Deiliad Portffolio yr Amgylchedd **(HH)**
Cyng. Iain McIntosh, Deiliad y Portffolio Datblygu Economaidd, Cynllunio a Thai **(IM)**

Fiona Stewart, Cadeirydd y Grŵp Strategaeth Economaidd **(FS)**

Swyddogion:
Eifion Evans, Prif Weithredwr Cyngor Sir Ceredigion **(EE)**
Caroline Turner, Prif Weithredwr Cyngor Sir Powys **(CT)**
Nigel Brinn, Cyfarwyddwr Corfforaethol yr Economi a'r Amgylchedd, Cyngor Sir Powys **(NB)**
Clive Pinney, Cyfreithiwr y Cyngor, Cyngor Sir Powys **(CP)**
Carwyn Jones-Evans, Rheolwr Strategol Bargen Twf Canolbarth Cymru **(CJE)**
Paul Griffiths, Cynghorydd **(PG)**
Russell Hughes-Pickering, Swyddog Arweiniol Corfforaethol: yr Economi ac Adfywio, Cyngor Sir Ceredigion **(RHP)**

1.	**CROESO AC YMDDIHEURIADAU / WELCOME AND APOLOGIES**

Croesawodd y Cadeirydd bawb i'r cyfarfod.

2.	**DATGANIADAU O FUDDIANT PERSONOL / DECLARATIONS OF PERSONAL INTEREST**

Ni chafwyd unrhyw ddatganiadau o fuddiant personol.

3.	**COFNODION Y CYFARFOD DIWETHAF/ MINUTES OF THE LAST MEETING 4/12/2020**

Cytunwyd bod cofnodion y cyfarfod diwethaf a gynhaliwyd ar 4ydd Rhagfyr 2020 yn gofnod cywir.

4.	BARGEN TWF CANOLBARTH CYMRU: ADRODDIAD CYNNYDD A CHAMAU NESAF/ MID WALES GROWTH DEAL: PROGRESS BRIEFING AND NEXT STEPS

Rhoddodd CJE ddiweddariad ar y gwaith sy'n mynd ymlaen ers i'r Arweinwyr arwyddo Penawdau'r Telerau gyda Gweinidogion ar 22ain Rhagfyr. Yn sgil arwyddo Penawdau'r Telerau roedd gwaith ar droed i ddatblygu'r cytundeb bargen lawn.

Llywodraethu a Sicrwydd
Roedd y trefniadau llywodraethu'n cael eu hadolygu'n barod ar gyfer cyfnod cyflawni'r fargen. Roedd y Swyddogion Monitro'n bwriadu ymestyn y Cytundeb Rhyng-Awdurdod am y tro. Byddai hyn yn cael ei gyflwyno i'w ystyried yn y cyfarfod nesaf ym mis Mawrth.

Cyfathrebu ac Ymgysylltu
Cafwyd llawer o sylw positif yn y wasg i arwyddo Penawdau'r Telerau ar 22ain Rhagfyr. Hefyd, siaradodd yr Arweinydd mewn digwyddiad a drefnwyd gan Sefydliad y Cyfarwyddwyr ac ArloesiAber ar 15fed Rhagfyr, gan ddod â rhwydwaith dylanwadol o arweinwyr at ei gilydd ar draws y sectorau cyhoeddus a phreifat i drafod economi'r rhanbarth.

Gallu ac Adnoddau
Cafwyd gwybod ar lafar bod y cais am gyllid dan Flaenoriaeth 5 ESF yn symud yn ei flaen yn dda. Disgwylid iddo gael ei gymeradwyo o fewn pythefnos. Unwaith bod y cyllid wedi'i sicrhau gellid dechrau recriwtio i sefydlu'r Swyddfa Rheoli Portffolio.

Cytundeb Bargen Lawn
Roedd Swyddogion wrthi'n gofyn am ganllawiau ac eglurder gan y ddwy Lywodraeth ar y gofynion a'r disgwyliadau o ran dogfennau a manylion i gefnogi Cytundeb Bargen Lawn.

Datblygu Portffolio
Cynhaliwyd gweithdy swyddogion pellach gyda gweision sifil o'r ddwy Lywodraeth, dan gyfarwyddyd Joe Flanagan ar 16eg Rhagfyr. Roedd Swyddogion wrthi'n cwblhau drafft cyntaf Achos Busnes Portffolio Strategol, a byddent yn ymgynghori â'r Bwrdd a'r Grŵp Strategaeth Economaidd (GSE) yn fuan. Roedd yr Achos Strategol wedi'i ddrafftio'n llawn a'r Achos Economaidd wedi'i ddrafftio'n rhannol, gyda'r rhestr hir wedi'i drafftio a'r ffrydiau gwaith wrthi'n datblygu a mireinio ymhellach y rhestr fer gychwynnol. Amlinellodd CJE gynnydd pob un o'r ffrydiau gwaith.

- Ymchwil Gymhwysol ac Arloesi: Penodwyd SQW i wneud gwaith mapio manwl o weithgaredd ymchwil gymhwysol ac arloesi yng Nghanolbarth Cymru.
- Amaethyddiaeth, Bwyd a Diod: Ni chynhaliwyd unrhyw weithgaredd a gomisiynwyd yn ffurfiol yn y maes hwn eto.

- Digidol: comisiynwyd cymorth arbenigol i fynd i'r afael â materion cysylltedd yng Nghanolbarth Cymru.
- Ynni: roedd y prif ffocws ar ddatblygu cynnig dichonolrwydd ar yr Economi Hydrogen yng Nghanolbarth Cymru. Roedd cyllid wedi'i sicrhau drwy gais ar y cyd ar draws y ddau Grŵp Gweithredu Lleol, gyda chefnogaeth ariannol y Rhaglen Datblygu Gwledig.
- Hunaniaeth Twristiaeth wedi'i Chryfhau: Ni chynhaliwyd unrhyw weithgaredd a gomisiynwyd yn ffurfiol yn y maes hwn eto. Awgrymodd RH y gellid hyrwyddo ar y cyd â sefydliadau megis Croeso Cymru.
- Cynorthwyo Menter: roedd adolygiad o Safleoedd ac Eiddo ar droed.
- Trafnidiaeth: roedd y prif flaenoriaethau rhanbarthol dan y pennawd hwn yn cael eu hystyried fel rhan o waith parhaus Grŵp Cysylltedd a Thrafnidiaeth Rhanbarthol TCC.
- Sgiliau a Menter: gweithio i sefydlu Partneriaeth Dysgu a Sgiliau Rhanbarthol.

Ymatebodd CJE a PG i bryderon a godwyd ynghylch sicrhau bod y bwrdd yn ymgysylltu ac yn ymwneud â busnesau. Pwysleisiodd y ddau nad oedd swyddogion yn gwneud penderfyniadau ar beth i'w gynnwys yn y rhestr hir, ond roeddent am sicrhau bod ffurf gyntaf y portffolio yn ei lle i'r Bwrdd allu gwneud sylwadau ac ymgysylltu arno, ac i wahodd barn a mewnbwn gan grwpiau eraill allweddol megis y GSE a'r Bartneriaeth. Rhagwelwyd y byddai hynny'n digwydd erbyn cyfarfod nesaf y Bwrdd ym mis Mawrth. Roedd cyfarfod ar y cyd o'r ddau Gabinet wedi'i drefnu ar gyfer 18fed Chwefror i'w briffio ar y cynnydd, a byddai'r GSE yn cwrdd i edrych ar yr Achos Busnes Portffolio Strategol. Croesawodd Cadeirydd y GSE y cyfle i'r grŵp adolygu'r ddogfen, a chroesawodd yn arbennig y ffaith bod cysylltedd a sgiliau wedi'u cynnwys yn yr ABPS am fod y ddau hyn wedi'u hystyried gan fusnesau fel rhwystr i ddatblygiad ers amser hir.

5.	**BWRDD: DIWEDDARIAD AR Y GYLLIDEB REFENIW 2020/21 / GMW BOARD: UPDATE ON REVENUE BUDGET 2020/21**

Cafodd y Bwrdd ddiweddariad ar y gyllideb refeniw. Byddai CJE yn siarad â'r ddwy lywodraeth am gymorth ariannol yn y dyfodol.

6.	**PARTNERIAETH SGILIAU A DYSGU RHANBARTHOL (PSDRH): DIWEDDARIAD CYNNYDD A CHAMAU NESAF / REGIONAL LEARNING AND SKILLS PARTNERSHIP (RLSP): PROGRESS BRIEFING AND NEXT STEPS**

Adroddodd NB fod cyfarfod positif iawn wedi'i gynnal â Llywodraeth Cymru i drafod y camau nesaf, amseriad a dyraniad adnoddau tu hwnt i'r £30,000 a ddyrannwyd eisoes. Roedd llythyr yn gofyn am gadarnhad o'r cyllid yn barod i'w anfon at Weinidog yr Economi, Trafnidiaeth a Gogledd Cymru. Roedd angen y cadarnhad hwn er mwyn gallu symud ymlaen i recriwtio Rheolwr ar gyfer y Bartneriaeth Dysgu a Sgiliau Rhanbarthol.

Byddai cyfarfodydd yn cael eu trefnu gyda'r Arweinwyr i ystyried aelodaeth y Bartneriaeth Dysgu a Sgiliau Rhanbarthol. Cytunwyd y dylai'r Bartneriaeth gael ei harwain gan ddefnyddwyr yn hytrach na darparwyr, a nodwyd y byddai'r cadeirydd yn dod o'r sector preifat.

7. UNRHYW FATER ARALL / ANY OTHER BUSINESS

Dim.

8. DYDDIADAU CYFARFOD NESAF / DATES OF FUTURE MEETINGS

11 Mawrth 2021 – Rhithwir
11 Mehefin 2021 – Rhithwir
29 Medi 2021 – Rhithwir
10 Rhagfyr 2021 - Rhithwir

Cynghorydd Sir Ellen ap Gwynn
Cadeirydd

MINUTES OF A MEETING OF THE BWRDD TYFU CANOLBARTH CYMRU / GROWING MID WALES BOARD HELD BY ZOOM ON WEDNESDAY, 3 FEBRUARY 2021

PRESENT

Ceredigion County Council Cabinet Members:

Councillor Ellen ap Gwynn, Leader of Ceredigion County and Cabinet Member for Policy Performance, Partnerships and Democratic Services **(EAG) (Chair)**

Councillor Dafydd Edwards: Cabinet Member for Highways and Environmental Services together with Housing **(DE)**

Councillor Catrin Miles: Cabinet Member for Learning Services and Lifelong Learning **(CM)**

Councillor Rhodri Evans: Cabinet Member for Economy and Regeneration **(RE)**

Councillor Gareth Lloyd, Cabinet Member for Finance and Procurement Services and Public Protection Services **(GL)**

Powys County Council Cabinet Members:

Councillor Rosemarie Harris Leader of Powys County Council **(RH)**

Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport **(AD)**

Councillor Phyl Davies, Portfolio Holder for Education and Property **(PD)**

Councillor Heulwen Hulme, Portfolio Holder for Environment **(HH)**

Councillor Iain McIntosh, Portfolio Holder for Economic Development, Planning and Housing (IM)

Fiona Stewart, Chair of the Economic Strategy Group **(FS)**

Officers:

Eifion Evans, Chief Executive, Ceredigion County Council **(EE)**

Caroline Turner, Chief Executive, Powys County Council **(CT)**

Nigel Brinn, Corporate Director Economy & Environment, Powys County Council **(NB)**

Clive Pinney, Solicitor to the Council, Powys County Council **(CP)**

Carwyn Jones-Evans, Strategic Manager Mid Wales Growth Deal **(CJE)**

Paul Griffiths, Advisor **(PG)**

Russell Hughes-Pickering, Corporate Lead Officer: Economy & Regeneration, Ceredigion County Council **(RHP)**

1.	**CROESO AC YMDDIHEURIADAU / WELCOME AND APOLOGIES**

The Chair welcomed everyone to the meeting.

2.	**DATGANIADAU O FUDDIANT PERSONOL / DECLARATIONS OF PERSONAL INTEREST**

There were no declarations of interest reported.

3.	**COFNODION Y CYFARFOD DIWETHAF/ MINUTES OF THE LAST MEETING 4/12/2020**

The minutes of the last meeting held on 4th December 2020 were agreed as a correct record.

4.	BARGEN TWF CANOLBARTH CYMRU: ADRODDIAD CYNNYDD A CHAMAU NESAF/ MID WALES GROWTH DEAL: PROGRESS BRIEFING AND NEXT STEPS

CJE gave an update on ongoing work since the Leaders had signed the Heads of Terms with Ministers on 22nd December. With the signing of the Heads of Terms, work was underway to develop the full deal agreement.

Governance & Assurance
The governance arrangements were being reviewed in readiness for the delivery phase of the deal. The Monitoring Officers were looking at extending the current Interim Authority Agreement for the time being. This would be brought to the next meeting in March for consideration.

Communications & Engagement
There had been a lot of positive press coverage for the signing of the Heads of Terms on 22nd December. In addition, the Leaders had spoken at an event organised by the Institute of Directors (IoD) and AberInnovation on the 15th December, bringing together and influential network of leaders across the public and private sectors to discuss the region's economy.

Capacity & Resourcing
Verbal indication had been received that the application for funding from ESF Priority 5 was progressing well. Approval was expected within a fortnight. Once funding had been secured recruitment could begin to establish the Portfolio Management Office.

Full Deal Agreement
Officers were seeking guidance and clarity from both Governments on the requirements and expectations of documentation and detail to support Full Deal Agreement.

Portfolio Development
A further officer workshop with civil servants from both Governments, under the direction of Joe Flanagan was held on 16th December. Officers were currently working on finalising the first draft of a Strategic Portfolio Business Case (SPBC), and would be consulting the Board and the ESG shortly. The Strategic Case had been drafted in full and the Economic Case had been partly drafted, with the long-list drafted and the workstreams further developing and refining the initial short-list. CJE outlined the progress in each of the workstreams:

- Applied Research and Innovation Applied Research and Innovation: SQW had been appointed to undertake a detailed mapping of applied research and innovation activity in Mid Wales.
- Agriculture, Food & Drink: No formally commissioned activity had been undertaken in this area yet.

- Digital: expert support had been commissioned to address connectivity issues in Mid Wales.
- Energy: the main area of focus was the development of a feasibility proposal on the Hydrogen Economy in Mid Wales. Funding had been secured through a joint co-operation bid across the two Local Action Groups, supported by Rural Development Programme funding.
- Strengthened Tourism Identity: No formally commissioned activity had been undertaken in this area yet. RH suggested joint promotion with organisations such as Visit Wales
- Supporting Enterprise: ongoing Sites & Premises review.
- Transport: the main regional priorities under this heading were being considered as part of the ongoing work of the GMW Regional Transport and Connectivity Group
- Skills and Enterprise: working to establish a Regional Learning and Skills Partnership (RLSP)

CJE and PG responded to concerns raised about keeping the Board involved and engaging with businesses. They stressed that officers were not taking decisions on what was included in the long-list but were looking to ensure that the initial shape of the portfolio was in place for the Board to comment and engage on, and to invite views and input from other key groups such as the ESG and Partnership. This was anticipated to happen by the next Board meeting in March. A joint meeting of both Cabinets had been arranged for 18th February to brief them on progress and the ESG would be convened to look at the Strategic Portfolio Business Case. The Chair of the ESG welcomed the opportunity for the group to review the document and she particularly welcomed the inclusion of connectivity and skills in the SPBC as both issues had long been seen by businesses as a block to development.

5.	**BWRDD: DIWEDDARIAD AR Y GYLLIDEB REFENIW 2020/21 / GMW BOARD: UPDATE ON REVENUE BUDGET 2020/21**

The Board received an update on the revenue budget. CJE would be talking to both governments about future financial support.

6.	**PARTNERIAETH SGILIAU A DYSGU RHANBARTHOL (PSDRH): DIWEDDARIAD CYNNYDD A CHAMAU NESAF / REGIONAL LEARNING AND SKILLS PARTNERSHIP (RLSP): PROGRESS BRIEFING AND NEXT STEPS**

NB reported that there had been a very positive meeting with Welsh Government to discuss next steps, timings and the allocation of resources beyond the initial £30,000 already allocated. A letter requesting confirmation of funding was ready to be sent to the Minister for Economy, Transport and North Wales. This confirmation was needed so the recruitment of the RLSP Manager could proceed.

Meetings would be arranged with the Leaders to consider the membership of the RLSP. There was agreement that the RLSP should be user led rather than provider led and it was noted that the chair would come from the private sector.

7. UNRHYW FATER ARALL / ANY OTHER BUSINESS

None.

8. DYDDIADAU CYFARFOD NESAF / DATES OF FUTURE MEETINGS

11 March 2021 – Virtual
11 June 2021 – Virtual
29 September 2021 – Virtual
10 December 2021 - Virtual

County Councillor Ellen ap Gwynn
Chair

REPORT TO THE GROWING MID WALES BOARD

11th March 2021

TITLE:	Mid Wales Growth Deal – Progress Update and Context for Portfolio Discussion
AUTHOR:	Carwyn Jones-Evans, Strategic Manager – Mid Wales Growth Deal

1. Purpose of the Report

1.1. To provide a written briefing on progress to Members of the Growing Mid Wales Board in relation to the formal development of the Mid Wales Growth Deal.

2. Decision(s) Sought

2.1. To note the progress to date in developing the Deal, and the next steps outlined.

2.2. To mandate the further development of the Portfolio Business Case as outlined, subject to additional views from the Board/ESG – so that initial programme and project proposals can be brought forward for consideration at pace.

3. Progress Update

3.1. This section provides an update on progress achieved since the last update to the GMW Board on 3rd February.

3.2. **Governance:** a paper is tabled later on the agenda today, for Members to consider extending and evolving interim arrangements to cover the development period. This will address Members' previously expressed desire to resolve scrutiny arrangements, and to ensure there are robust arrangements to carry us to the next milestone.

3.3. **Management:** Officer workstream leads now meet weekly to ensure momentum on development activity. Tools and processes to manage the regional work programme have been developed, in the form of milestone trackers and risk/issue registers. This is evolving, but starts to develop a common approach across the region – in advance of the Portfolio Management Office being established.

3.4. **Capacity:** verbal approval on the external funding has been received, which will help to establish the Portfolio Management Office. Job descriptions have gone through job evaluation. Legal agreements nearly in place across the partners. Arrangements are in place for an expedited recruitment process, once official confirmation of funding is approved. It is anticipated the recruitment process will be underway, with a view of conclusion in the next 2-3 months.

The capacity issue will be continually reviewed and adjusted as the Growth Deal develops. The current delivery structure is being progressed in the form of a Portfolio Management Office (PMO) that is partly consistent with other regional arrangements. It may require adjusting and fine-tuning as things develop, and will be subject to views from Governments once more before through relevant Governance and Assurance reviews.

3.5. **Communications and Engagement:** the Growing Mid Wales website is being continually updated with information on the regional partnership's activities – with holding pages being developed for the emerging Regional Learning and Skills Partnership.

3.6. **Portfolio Development:** this is the main focus of the progress update today. Main headline activity in the last month, as follows:

- **Strategic Portfolio Business Case:** Early informal engagement held with the two Cabinets and a meeting of the Economic Strategy Group on 03/03/21. Views will be fed into the process continually – with today being the start of the process formally to engage and shape the Portfolio as it develops.

- **Portfolio approach:** Officer meeting held 22/02/21 with UK and Welsh Government officers and external expert on the approach to date. Affirmation that the work to date and approach was correct according to the emerging guidance on Portfolio Business Cases. Next milestone is Final Deal Agreement, and Governments will expect a sufficiently detailed Portfolio Business Case – but also with clear, accountable and robust Governance, Assurance and Management arrangements – in addition to strengthened Communications and Engagement.

  Detail of the Portfolio will evolve and change over time. The region needs to submit a sufficiently detailed Portfolio Business Case with Programme/Project information at a high-level – to provide confidence that activity can and will be delivered.

  The region is continually told it is following the right development approach. Of scoping potential opportunities, and informally encouraging projects to develop/come forward. It is not a grant fund – region needs to be confident of capacity and capability to deliver, and will achieve the expected outcomes.

  Programmes/Projects are only approved when they undertake their own business case development and get approved within an approvals process that will be defined. The Portfolio approves Programme/Project areas at a high-level – but these can and will change.

  Nothing is set in stone at the Portfolio stage. It is the operating framework by which Programmes and Project come forward to be considered.

3.7. **Feasibility studies:** the majority of the feasibility studies commissioned at a programme-level across the Portfolio will be coming to fruition in the coming month.

- **Sites and Premises:** Third phase of work underway – to set out a broad strategic case for investment priorities to develop further. Conversations held with Welsh Government property team, and the final report of the work due end of March.

- **Digital:** Phase 1 of work due to complete end of March 2021. This will articulate the strategic case for digital connectivity investment in the region, and will outline broad options. This will be engaged and consulted on, before commissioning phase 2 over the summer – to further refine and develop a potential programme of interventions.

- **Applied Research and Innovation:** The current feasibility study will be drawing to a close end of March, with the report being available early April. This will provide a clear context and evidence base on the strategic opportunities for investment in the region. Consultants currently interviewing a range of business across the region to help shape the work.

- **Hydrogen:** Procurement for the study underway, with the tenders being assessed this week. Conclusion due shortly, with the work planned to complete by July 2021.

3.8. **Projects:** are still being scoped, as part of the long-list development. These are informal conversations only at this stage – to determine the who, the what, the where and the how. The same level of information is provided in all contexts, around the expectations and requirements of the five case business model – and how the Portfolio development process works. The current set of projects being considered will be communicated shortly once the long-list has been developed, and further work has been undertaken to refine it into an initial short list.

The short list will then outline what the initial set of projects being considered are. The Portfolio can accommodate new projects at any time – but they have to be mature proposals, that align with the vision and the objectives of the Portfolio.

The capacity to bring forward project proposals rest predominantly with the project proposers. The main bottleneck to date has been development capacity within the region and the key partners looking to propose projects.

The decision around projects will be made by the Board, with advice from the ESG – supported by the PMO within the context of the Portfolio, and on the development of suitably detailed business cases. This will come forward in the next iteration of development of the Deal.

The Portfolio is being scoped on the basis of the attached long-list – and will be brought forward on an initial basis with the strongest proposals. Circumstances can, and will change – and the Portfolio will be reviewed annually to deal with that.

The team will be looking to put information on the website shortly in the form of "Frequently Asked Questions", and post elections, will be looking to increase communications and engagement activity on how people can get involved and support the Deal's development.

3.9. **Engagement:** early conversations have been held with the two Cabinets informally, and with the Economic Strategy Group. There will be opportunity to hear feedback from these views during the meeting.

Engagement and consultation on the Portfolio and the Programmes/Projects emerging within is **not a one-off process**. The Portfolio will be a live document, which the Board and the ESG and key groups will have sight of and contribute towards its development continually.

Once the initial Portfolio is shaped, that forms the basis of the proposal to Governments underpinning Final Deal Agreement – but as noted previously, the Portfolio is agreed. Programmes and Projects can change. Further engagement and shaping of the Portfolio can then happen as the initial proposals start to take hold and develop.

4. Portfolio Business Case – Early engagement and Steer

4.1. Two key documents have been provided in the agenda pack. They are very early drafts of the documentation which both Governments require us to develop.

4.2. They are being engaged and consulted upon with the Board to take a formal steer and view, before moving forward to the next phase. The ESG has had an early opportunity to discuss the documents, and the Chair will have the opportunity to feedback during the meeting today.

4.3. The two documents provided are:

- **Draft Strategic Portfolio Business Case:** is the first formal business case document in the Growth Deal, and is set out according to the requirements of the five case business model. It sets out the strategic context, what we are trying to achieve with the Portfolio, and why. It then begins to set out how (in the form of the long and short lists). These sections are developed over time in further iterations. This document effectively frames why we are bringing the Growth Deal forward, and to what purpose.

- **Initial Long-List:** is exactly that. It is an initial list of all the potential projects, programmes and ideas currently within scope. Its role is to set out the maximum scope for consideration and is as wide a list possible of realistic and possible options for delivering the strategic aims and objectives of the Portfolio.

  There is a lot of proposals on the list, but it has been put together to include as much realistic and possible options as possible to cover the scope of the 8 strategic priorities set out in the Strategy/Vision set out.

  The information underneath each option is variable. Some are self-explanatory, some require more work. This is the point of the long-list, to begin structuring options in a methodical manner – to identify which areas where further detail does exist, and where requires more information.

4.4. **To note:** the long-list will ultimately form part of the Portfolio Business Case – but they are being provided separately in early draft form today for ease of navigation.

<u>What is being asked of the GMW Board?</u>

4.5. These two documents are being shared with the Board (and have been shared and engaged with the ESG) at this early stage, to seek a steer on the general content and feel of the documentation developed to date.

4.6. The Board is not being asked for any formal decisions on any individual proposal. These decisions come at a later stage of the process.

4.7. These documents are being shared now – so that Members can see the proposals evolving iteratively, and have the full opportunity to contribute at each stage.

4.8. For the two documents, the following questions help to frame the steer requested:

Draft Strategic Portfolio Business Case

- General feedback on content. The strategic case, the rationale and context for the Growth Deal. This is mostly consistent with the Vision document last year.
- Investment Objectives and Critical Success Factors

Initial Long-List

- Are these broadly right?
- Has anything been missed? If so, what, where, who?

5. Portfolio Business Case – What happens next

5.1. Following feedback from the ESG and GMW Board – any relevant amendments to the documentation will be undertaken.

5.2. During the coming weeks, further information will be made available from the feasibility studies (Digital, Sites and Premises and Applied Research and Innovation).

5.3. Regional officers will be continually reviewing and will develop an initial assessment of proposals against the established criteria. This will be undertaken in a structured manner – querying all proposals on the long-list against the investment objectives, critical success factors – and a realistic view of proposals in the short, medium and long term.

5.4. Officers will not be making decisions. Officers will be organised in a regional structure and will be reaching joint conclusions on recommendations to be made for further consideration by the Board and ESG and other key groups.

5.5. This will form the initial proposal for the Portfolio, likely to include more information on the broad Programme areas, and initial set of projects.

5.6. The Board will then be able to consider and make recommendations and decision on the emerging Portfolio, and to mandate the next phase of development of Programme and Project Business Cases.

5.7. Work will continue as planned by the officer team for the time being. Once the PMO is established in the coming months, they can start to take forward the Governance and Assurance arrangements in earnest, continue further Portfolio and Programme development. Officers across the regional team will then focus more on the emerging project activity.

5.8. Scrutiny arrangements are also being developed, considered separately under another item today. To ensure that there is clarity on the process and development of the Deal, and then onwards into delivery.

5.9. The Chief Executives/SROs will be considering the co-ordination and structure of the officer capacity required to oversee this in the interim period, and considering the PVR recommendations for the medium-long term.

6. Legal Implications

6.1. There are no legal implications arising from this report.

7. Human Resources Implications

7.1. There are no HR implications arising from this report.

8. Financial Implications

8.1. There are no financial implications arising from this report.

9. Appendices

- Annex A: Draft Strategic Portfolio Business Case
- Annex B: Initial Long-List

MID WALES GROWTH DEAL

Portfolio Business Case

Version: 0.4 (Strategic Portfolio Business Case – Draft for consultation with GMW Board)

DRAFT – For engagement & consultation with GMW Board. This is a document in development, and is not definitive at this stage. It will be shaped and developed in further iterations.

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VERSION CONTROL

Version	Date	Details of changes or comments (Author)
v0.1	30/10/20 - 09/12/20	First draft – Completed Strategic Case following workshops 1a-1d (CJE)
v0.2	16/12-?	Second draft – First pass of Economic Case following Workshop 2 16/12
v0.3	18/02/21	Third draft – following officer consultation. Draft for early consultation with Senior Officers and Joint Cabinets.
V0.4	05/03/21	No changes since last draft – prepared for GMW Board 11/03/21 – comments from ESG/Board will be fed into next draft.

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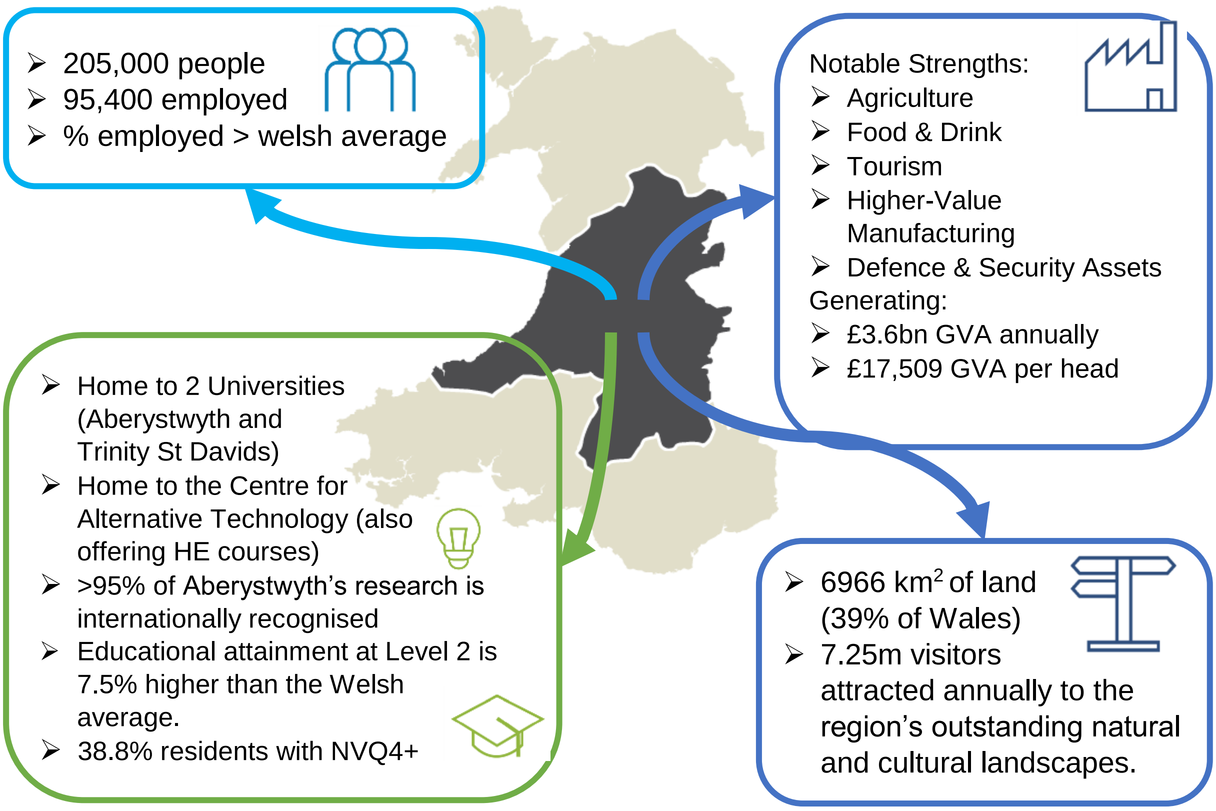
CONTENTS

Executive Summary

The purpose of the Portfolio Business Case (PBC) is to set out the optimal choice of programmes/projects for the delivery of the Mid Wales Growth Deal. The Mid Wales Growth Deal is seeking to deliver a total investment of (£tbc) in the Mid Wales economy (£110m from both Governments from the Growth Deal), to create between x-x net additional jobs and generate £tbc in net additional GVA.

The document is a live document, and as a result, the content and shape of the Portfolio Business Case will evolve over time. Changes and updates to the content will be recorded as part of a version control – noted at the start of the document.

The Mid Wales region comprises the local authority areas of Ceredigion and Powys. Mid Wales has a strong track record of driving regional economic growth in Partnership. Ever since the creation of the Growing Mid Wales Partnership in 2015; public, private and voluntary partners across the region have developed the leadership and voice to influence and strengthen the focus on growing the Mid Wales economy.



In 2017, the region was invited to bring forward a Growth Deal, and partners have since been working to develop the necessary evidence baseline through detailed commissions and engagement to build a credible proposal, alongside a broader vision of regional investment.

Throughout 2018 and 2019, significant engagement and evidence gathering was undertaken to help shape the strategic context and case for investment in the region – identifying the key needs and opportunities.

In December 2019, both Local Authorities entered into an Inter-Authority Agreement (IAA)[1] to formalise the collaboration and governance required to bring forward the development of the Mid Wales Growth Deal; and agreeing a Heads of Terms with both governments.

The IAA set the foundations for establishing regional governance in the form of a Joint Committee (Growing Mid Wales Board) and a private sector group (Economic Strategy

Group). It also sets out the lead functions and authorities to support the process required to provide the advice, co-ordination and decision making to develop the Deal.

In May 2020, this work was brought together and the GMW Board approved the Vision for Growing Mid Wales[2] document for publication and submission to both Governments. This document outlined the "Strategic Economic Plan" for the Mid Wales economy, as well as the pathway proposed to develop the Growth Deal on a Portfolio basis – setting the potential Growth Deal in context as a key catalyst to transform the regional economy as part of a broader funding mix.

Work is ongoing between the region to agree a Heads of Terms before the end of the 2020 calendar year.

This Portfolio Business Case is being developed iteratively, and should be considered a live document. Mid Wales is following guidance and advice from both Governments to undertake a structuring of the Portfolio Business Case from the Strategy published in May 2020. As the Portfolio develops, so will the information on resulting programmes/projects.

The document follows the structure of the Five Case Model and HM Treasury Green Book principles. Throughout the development of the business case we have consulted with UK and Welsh Government officials.

The remainder of the document is structured as follows:

- The Strategic Case: the strategic context and case for change, investment objectives and potential scope for the Deal.
- The Economic Case: the value for money provided by the Growth Deal.
- The Commercial Case: the contractual and procurement approach to be taken
- The Financial Case: the costs and funding profile for the Growth Deal
- The Management Case: the approach to managing the Growth Deal.

1 THE STRATEGIC CASE

The purpose of the Strategic Case is to set out the alignment with national, regional and local strategies and policies, other current or planned programmes, and to make a compelling case for change for the investments identified within the Portfolio.

It is in two parts as follows:

- **Strategic Context:** Explains the background to Growth Deals, setting out the Growing Mid Wales Board and its members, and a review of the relevant strategies and policies to demonstrate strategic fit.
- **Case for change:** Outlines the rationale for the Mid Wales Growth Deal and its identified investment priorities for the Portfolio. This includes details on the relevant socio-economic issues and market failures, the consequent spending objectives for the Growth Deal and the main benefits, risks, constraints and dependencies.

This section has been drafted following the completion of a number of key steps and actions, as outlined in guidance and supported by officials from both Governments:

- **May 2020:** Publication of the Vision for Growing Mid Wales document[2], which outlined the strategic context, evidence base, policy fit and scoped the mandate and brief for the Portfolio.
- **3rd July 2020:** Workshop with SROs, both Governments and senior officers from the Local Authorities to review the strategic context, led by the Welsh Government's Office for Project Delivery. RPA commissioned.
- **July 2020:** Cabinet Office Risk Profile Assessment (RPA) commissioned by the Welsh Government's Office for Project Delivery.
- **October-November 2020:** Project Validation Review commissioned and undertaken following the Infrastructure and Projects Authority guidance (review team appointed by the Welsh Government's Office for Project Delivery). Report completed and action plan developed by SROs.
- **October-December 2020:** Technical workshops held under the guidance of Joe Flanagan on key steps and actions on the Strategic and Economic Cases (Affirming scope, developing a long-list, CSFs, Investment Objectives and mechanism for shortlisting).

The Vision for Growing Mid Wales document contained a lot of the information that this d builds on – and for the purposes of the above steps, contained the required information to establish the mandate, brief and scope for the subsequent structured Portfolio development.

1.1 Strategic Context

Organisational Overview

The Mid Wales region comprises the local authority areas of Ceredigion and Powys. The region has long been working towards driving forward regional economic growth in Partnership. Ever since the creation of the Growing Mid Wales Partnership in 2015; public, private and voluntary partners across the Mid Wales region have developed the necessary leadership and voice to influence and strengthen the focus on growing Mid Wales.

Since the invitation for the region to develop a Growth Deal in 2017, it became apparent there needed to be further formal, robust and clear partnership structures that established good and clear governance and management arrangements to bring forward the development of, and the delivery of the Deal.

As is the case with other City & Growth Deals, this is set out in the form of governance agreements between the relevant Local Authorities, to establish new joint decision-making forums and engagement with wider stakeholders.

In Mid Wales, the governance of the Mid Wales Growth Deal is covered in two key documents:

- **Governance Agreement 1 (Inter-Authority Agreement 1):** sets out the formal arrangements to bring forward the development of the Deal – signed December 2019[1].
- **Governance Agreement 2 (Inter-Authority Agreement 2):** sets out the formal arrangement that will underpin the delivery of the Deal – development underway, to coincide with Final Deal Agreement.

The governance arrangements currently are as follows:

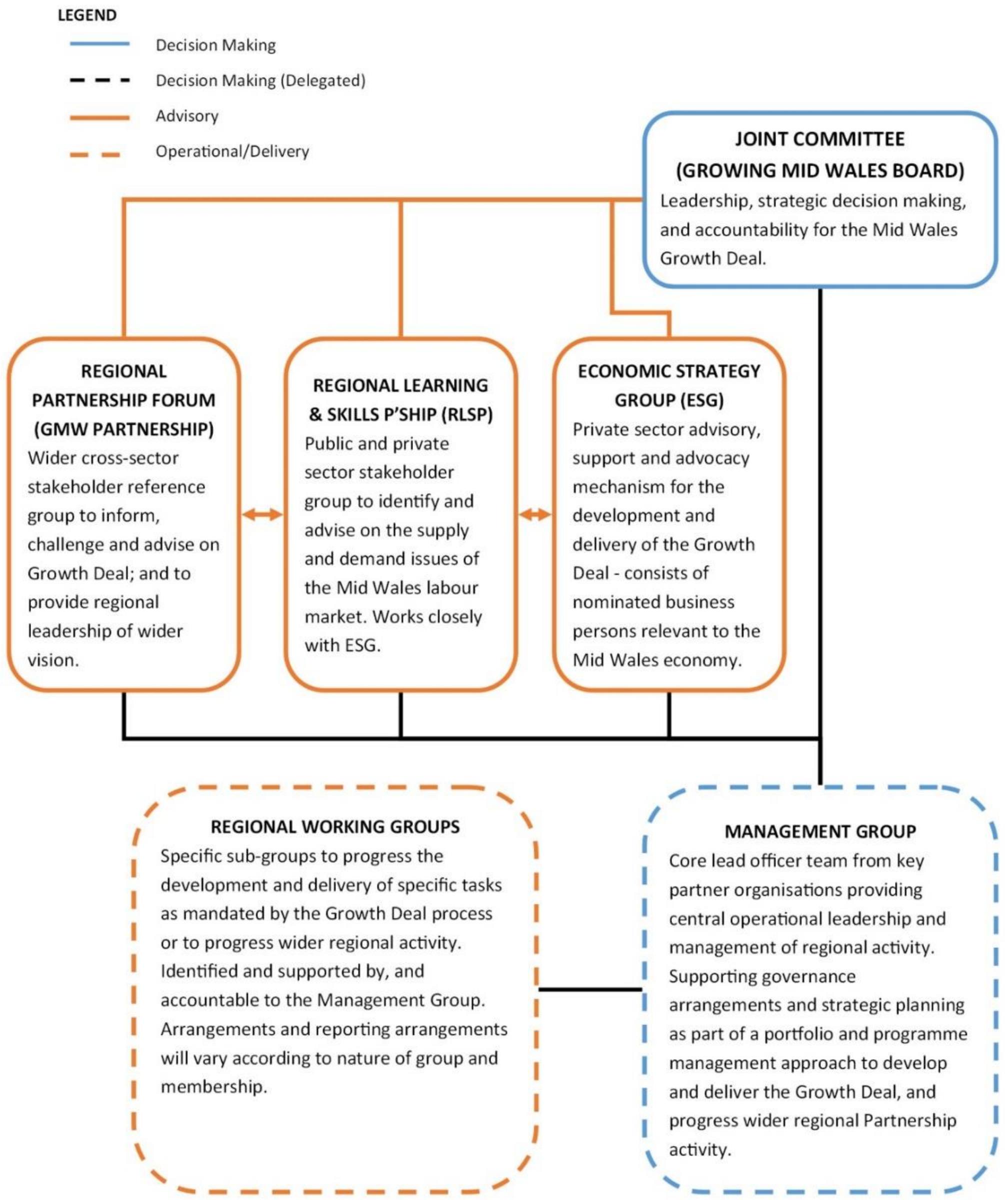


Image source: taken from Vision for Growing Mid Wales (2019)

Business Strategy and Aims

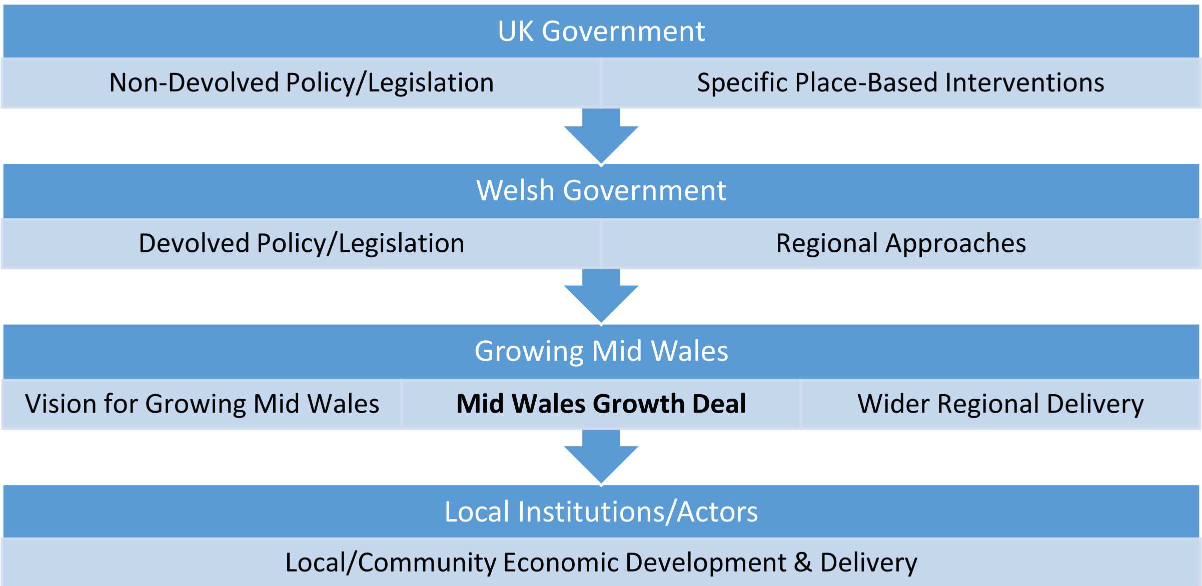
Growth Deal – Policy context and fit

The purpose of City and Growth Deals is to support cities and regions to deliver responsive and flexible local strategies. They are now commonplace in both the UK and devolved governments, with over 36 deals in place to promote decentralisation across the country. These deals give more power and flexibility to regions and cities in terms of employment and skills, infrastructure, business engagement and support, housing, transport and investments. Regions and cities have used these powers to achieve a number of investment objectives, such as providing support to the unemployed, providing training relevant to local needs and supporting a low carbon economy.

Growth Deal funding across the UK has specific key characteristics:

- is Capital only (no revenue).
- is long-term (average 10-15 year profile).
- is deal-driven – it has to align and be agreed by the UK and Welsh Governments.
- has to demonstrate a strong case for investment and additionality above 'business as usual' (has to be transformational).
- leverages additional match funding from a range of sources (including private sector).
- has strong public-private partnership and clear, robust and accountable governance, management and assurance processes.

A Growth Deal also has to fit within a broader strategic policy and delivery context:



All sectors within the Mid Wales economy have a role to play to deliver economic growth.

We will, however, have to determine the appropriate strategic investments for achieving our growth objectives that build on the track record of success of our existing industrial, research and labour market strengths – it has to relate and address the needs of Mid Wales.

Mid Wales has distinctive opportunities, but also has significant challenges it needs to overcome. How the region can structure its Growth Deal will be dependent on the level of support available from both Welsh and UK Government to address both opportunity and challenges. A twin-pronged approach will be required to both support opportunity but also tackle inequalities and disparities across Mid Wales if we are to truly develop and deliver sustainable, inclusive growth.

Because the Growth Deal is capital-only, some of this will mean re-positioning and re-aligning existing delivery in terms of business support and skills to better address and respond to our challenges – aligned with our Growth Deal. Doing so in tandem will be crucial to the success of our delivery. Doing so in isolation will continue to fail our economy.

Strategic Context for the Portfolio

The main reference strategy for the Mid Wales Growth Deal is the Strategic Economic Plan – outlined in the Vision for Growing Mid Wales document (May 2020).

The strategy set out the ambition for the region by 2035, and 8 Strategic Growth Priorities (identified in the illustration below):

The document outlines in detail, the evidence, analysis, potential interventions and areas to explore further underneath the 8 Strategic Growth Priorities noted above.

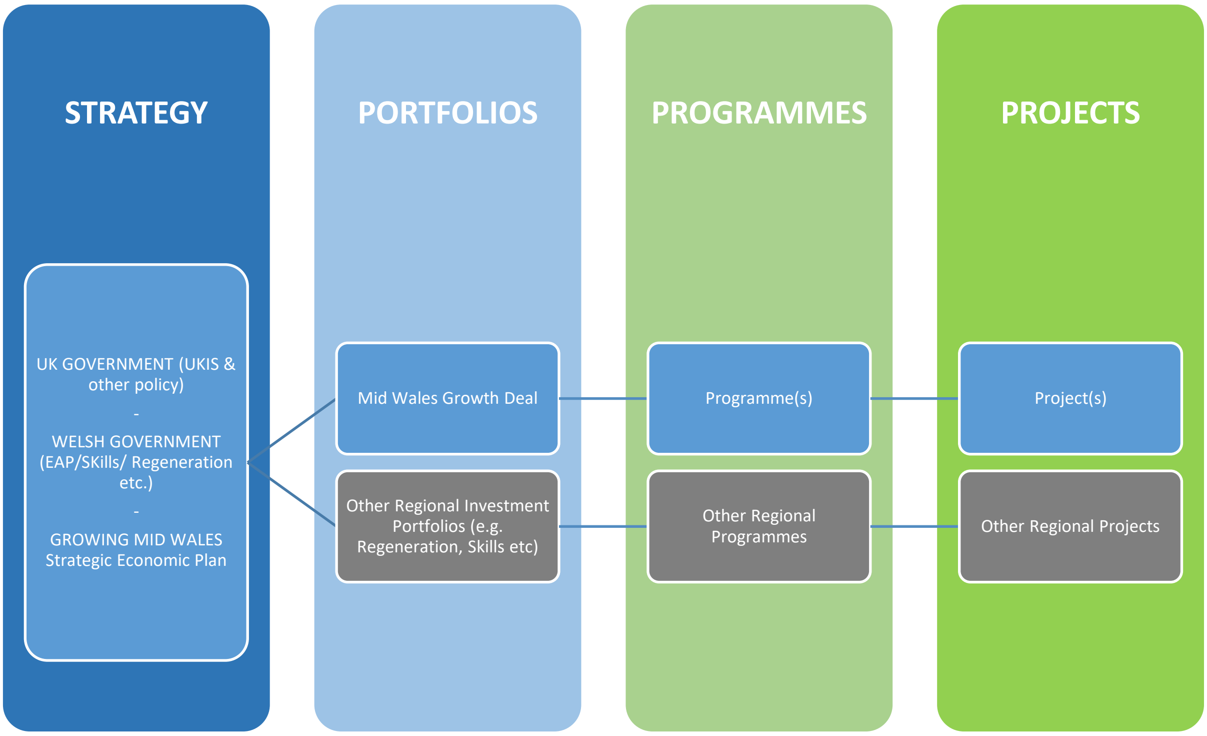
The 8 Strategic Growth Priorities identified as part of the Strategy:

- **Agriculture, Food & Drink:** a strong and vibrant agricultural sector generating significant employment and produce to a nationally and internationally recognised standard, coupled with industrial and innovation strengths offers the opportunity to grow the economic base significantly and lead on new high-value food development.
- **Applied Research & Innovation:** home to internationally-significant industries and internationally-recognised research & development assets and expertise that offer opportunities to catapult regional productivity growth.
- **Strengthened Tourism Offer:** rich heritage, culture and outstanding natural assets underpin a vibrant tourism sector – offering a strong platform to drive new growth.
- **Energy:** the region is well-placed to lead Welsh and UK efforts in developing and generating solutions to address the challenges of a future energy system, and to contribute towards net zero goals. The region has developed a comprehensive Energy strategy with the vision "To achieve a net zero carbon energy system that delivers social and economic benefits, eliminates fuel poverty, better connects Mid Wales to the rest of the UK, and contributes to wider UK decarbonisation".
- **Supporting Enterprise:** a vision for a strong, resilient and diverse Mid Wales economy requires enterprises to start, grow and prosper with the right support and infrastructure.
- **Digital:** connectivity is an essential part of modern life, influencing how individuals work, communicate and access services. Significant economic opportunities can be unlocked through investing in regional digital infrastructure.
- **Transport:** connectivity improvements will also be required to catalyse and further grow investment in the region, building on existing linkages to help deliver the transport network required to meet social and labour mobility demands of a growing economy.
- **Skills & Employment:** An effective, functioning labour market with the appropriate supply of skills and a capable workforce to meet business and industry demands will be essential if Mid Wales economy is to grow and prosper.

Mid Wales Growth Deal Portfolio – strategic context, relationships and dependencies

The Mid Wales Growth Deal has been brought forward and to be structured with the principles of Portfolio, Programme and Project Management (P3M3) at its heart from the outset. Not all programmes/projects will deliver all outcomes at the same time or through the same activity.

Managing the Growth Deal as a Portfolio will ensure there is an appropriate balance of investments that meet the investment objectives set out, and there is clear relationship between its investments and the strategic context within which it operates.



Other relevant strategies

Strong consideration has been given throughout the development of this document to ensure full alignment with both the UK and Welsh Government's ambitions. It demonstrates a clear offer around how we will work together regionally to capitalise on our strength of assets and opportunities to make a significant and impactful contribution to the Welsh and UK economy.

UK Government

There is recognition that whilst the UK economy has significant strengths; opportunities and growth remain unevenly distributed across the country. The UK Industrial Strategy outlines the five foundations of productivity: ideas, people, infrastructure, business environment and places and 4 Grand Challenges, responding to global changes: Artificial Intelligence and data; ageing society; clean growth; & future of mobility.

There is a clear recognised role for Local Authorities, working individually and in partnership across sectors and Government to drive regional economic growth and productivity enhancements. Collaboration to address shared challenges is a central theme, with a commitment to build on the work ongoing in developing and delivering City and Growth Deals across the UK.

Recent emerging priorities around a future UK Shared Prosperity Fund also reinforce the aspiration to address uneven regional economic growth across the UK.

Welsh Government

The Welsh Government's long-term aim is to build a Wales that is prosperous and secure, healthy and active, ambitious and learning, and united and connected. It recognises four key themes as part of its national strategy "Prosperity for All" - Prosperous and Secure; Healthy and Active; Ambitious and Learning; United and Connected.

It outlines key priority areas that articulate a national policy ambition aligned to the Wellbeing of Future Generations Act that is focused on the integration and collaboration between services to enable early intervention and prevention – delivering better outcomes for the long-term.

Prosperity for All: Low Carbon Wales – our economic vision cannot sit in isolation to environmental and climate change concerns, but embraces Decarbonisation and a Low Carbon economy at its heart.

The Economic Action Plan specifically outlines the Welsh Government's ambition to grow the economy and reduce inequality. It represents a significant policy shift to acknowledge the importance of partnership working to build resilience and future proof the Welsh economy. It outlines a new Economic Contract between Government and business; Calls to Action; Support for Thematic Sectors and the Foundational Economy, alongside a new approach to supporting regional economic development.

Regional partners are working closely with the Welsh Government to develop the Regional Economic Framework that will sit alongside this document, both documents will closely mirror each other in terms of content to articulate our collective priorities for the Mid Wales economy.

Local Priorities

The development of Growing Mid Wales builds on the work that Local Authorities, Universities and partner organisations already do, continuing to support the Mid Wales economy.

Collaborating regionally to support the Mid Wales economy does not detract from, or replace what local organisations will continue to do to support local economic growth and support our local communities. It is clear that addressing the challenges and unlocking the opportunities of the Mid Wales economy requires significant, sustained efforts at local, regional and national levels – all working in tandem and for the long-term.

The Case for Change

This section summarises:

- What we are seeking to achieve (SMART Spending Objectives)
- What is currently happening (existing arrangements or Business As Usual (BAU))
- What is required to close the gap (business needs)

1.2 Investment Objectives

Investment objectives have been set for both the Portfolio and the 8 Strategic Growth Priorities.

These have been determined from the context set out in the strategy document (Vision for Growing Mid Wales), and subsequent workshops in October-November 2020.

These investment objectives have been established to help provide clarity and refinement of what the Growth Deal Portfolio will be seeking to achieve in terms of measurable social, economic and environmental outcomes.

NOTE: These are draft at this stage. Values have not been set, until the detail of remaining cases of the Portfolio will be developed further.

INVESTMENT OBJECTIVES - PORTFOLIO:

1. To create between [range] and [range] net new jobs in Mid Wales through the Growth Deal by [date]
2. To support a net additional GVA uplift of between [£lower value] and [£upper value] for the Mid Wales Economy through the Growth Deal by [date].
3. To deliver a total investment of up to [£value] in the Mid Wales Economy through the Growth Deal by [date].

INVESTMENT OBJECTIVES – STRATEGIC GROWTH PRIORITIES:

	STRATEGIC AIMS[i]	INVESTMENT OBJECTIVES
Applied Research & Innovation	• Investment in Regional Infrastructure and Assets • Strengthened Networks and Ways of Working • Labour Market Development	• To support the creation of x high-value jobs in the sector regionally by y. • To leverage additional public/private investment to research and industrial assets in the region by x% by y.
Agriculture, Food & Drink	• Enabling and Supporting Market Growth • Fostering Innovation • Developing the Right Business Environment • Labour Market Development	• To create x sustainable jobs in the sector regionally by y. • To raise sector productivity from x to x by y.

[i] As set out in the Vision for Growing Mid Wales document

	STRATEGIC AIMS[i]	INVESTMENT OBJECTIVES
Strengthened Tourism Offer	• Investment in Strategic Regional Infrastructure and Assets • Investment in Supporting Infrastructure • Labour Market Development • Strengthened Awareness of the Mid Wales Offer	• Investment in targeted regional sites to support the creation of x new jobs in the industry by y. • Increase visitor spend from x to x by y.
Energy	• Addressing Network Capacity & Grid Constraints • Decarbonisation of our Energy Supply and Use • Developing the potential of Agriculture • Harnessing Regional Innovation • Reducing Fuel Poverty • Decarbonising Transport	• To increase the availability of green charging/fuelling sites in Mid Wales by x% by 2030. • To increase the percentage share of green energy production in the region by x% by x. • To help reduce fuel poverty levels in Mid wales by X% so that it's in line with national levels by 2035
Digital	• Broadband • Mobile Technology • Innovation • Infrastructure • Business Support • Policy	• Add value to existing public/private investment in digital infrastructure to increase coverage by x% by [date]. • Indirectly supporting the creation of x new jobs and boosting regional productivity growth by x, by y.
Supporting Enterprise	• Enabling Business Growth • Strengthening the Support Offer • Procurement • Policy	• Increase the number of jobs created/supported in the region by x, through creation of x new employment floor-space by y
Transport	• Road • Public transport • Behaviour Change • Decarbonisation • Integration	• Improve journey time confidence across the region from x to x by y.
Skills & Employment	• Better strategic alignment of provision with industry • Strengthened industry intelligence • Tailoring regional skills & employment support • Targeted support • Capital investment in skills infrastructure	• Increased retention of learners within the regional labour market from x to x by y. • Improving accessibility to learning opportunities within the region from the base (x) to target (x) by y.

The setting of clear, concise and meaningful SMART spending objectives is an iterative exercise and will be driven by the nature and focus of the Portfolio, as it develops. These will be refined over time.

1.3 Existing Arrangements

The content in this section has been developed from the Vision for Growing Mid Wales document[2] – which contained significant analysis, baseline work and engagement supporting these statements and figures.

The Economy & Society

The Mid Wales economy is often characterised as a large and predominantly rural region, comprising of 34% of the land mass of Wales . It is known for its natural beauty, strong cultural identities and heritage. It is less well-known as a land of untapped economic opportunity - where business survival rates outclass the Welsh average; where our natural and academic assets offer an obvious choice for cutting-edge research providing strong opportunities to create new industrial clusters; where there is a strong yet diverse labour market – with strategic commuter links within and outside the region to other parts of Wales and cross-border into England.

Productivity

Mid Wales contributes £3.6bn in annual Gross Value Added (GVA) to the UK economy (equating to £17,509 per head).[ii] This is amongst the lowest in the UK and compares to £65.1 billion (£20, 738 per head) for Wales; with Mid Wales contributing approximately 5.5% of the Gross Value Added (GVA) generated by the Welsh economy, a proportion that has remained constant over almost the last twenty years. Powys records the lowest performance for GVA per hour worked of all areas across the UK, lagging significantly behind the rest of Wales (82% of Welsh average) and the UK (65% of the UK average).

The drivers of these trends are complex and mainly due to employment structure including seasonal employment and the presence of low value-added sectors across the region. The largest contributors by sector to the region's GVA are manufacturing, real estate and wholesale and retail. This contrasts markedly with the employment breakdown in the region which shows the dominance of agriculture which is high in employment terms but delivers low GVA to the Mid Wales economy.

Business

Mid Wales contains 12,660 VAT registered businesses. The business base has a very high proportion (>95%) of micro businesses (<10 employees). Just 0.8% of businesses across Mid Wales are classed as medium or large (50+ employees). Over the past ten years, growth in the number of businesses in the region has remained relatively static at 2% and has lagged significantly behind Wales (15%) and the UK (27%). Survival rates for new businesses after 5 years are however significantly better in Mid Wales than for England & Wales[iii].

The large proportion of micro businesses across Mid Wales is in part driven by the high number of farms and agricultural enterprises, which represent 37% of all businesses. Medium sized enterprises are seen predominantly in the health and manufacturing sectors, representing 6% and 5% of the total business stock respectively. The large geographic area and rural nature of Mid Wales means that business density is also significantly lower than in Wales and the UK.

Construction, Accommodation and Food Services, Professional, Scientific and Technical Services, and Business Administration Services are other significant sectors in terms of business counts.

[ii] StatsWales, December 2019
[iii] Growing Mid Wales Baseline Report, AECOM, 2019

Reflecting the sectoral composition of businesses, employment is heavily based in agriculture, with accommodation and food services also being significant, illustrating the importance of the tourism industry to the region. Education and health also contribute significantly to employment in Mid Wales demonstrating the key role of the public sector as a source of jobs in the region, with military bases in other areas offering significant local employment.

People

The demographic profile of the region presents both challenges and opportunities. At an overall population of 205,000, Mid Wales is characterised by an ageing population and a net out-migration of young people. Since 2008, the region has seen an overall decline in its population of around 1.2%.

The working age population is less than the Welsh and UK average and is predominantly characterised by higher proportions of 50-64 and 65+ year olds. There is a relatively small share of working age people due to the higher proportions of 50-64 and 65+ year olds. Comparatively, Mid Wales has proportionally fewer people below the working age – though the figures are partly skewed due to the student population in key locations in Ceredigion.

Population projections for Mid Wales currently estimate a 16% decline in the working age population and 37% increase in the 65+ age group to 2039. Unless addressed this predicted trend is likely to reduce the region's workforce over the next 15 years.

Labour Market

There are some 95,400 people in employment in Mid Wales, with economic activity rates in line with Welsh and UK averages, driven by high levels of self-employment. Levels of unemployment in the region are comparatively low at 2.6% in January 2020[iv], almost half that of Wales and the UK, and the region has seen a bigger improvement in unemployment numbers compared to Wales since 2001. Despite this, underemployment, low earnings and seasonal employment remain key challenges. Average full-time weekly earnings for example were 93%% of the UK average in 2016 and 94 %% of the Wales average[v].

Over the past five years, employment in Mid Wales has decreased by around 4%[vi]Jobs are particularly concentrated in Public Administration and Accommodation & Food Services. The largest increases in employment growth were predominantly in knowledge-based services. Several sectors, including information & communication, business administration and support services, and professional, scientific and technical services and manufacturing, are currently less concentrated in Mid Wales compared to the UK, but are growing rapidly. This combination of under-representation and dynamic growth illustrates the potential for further expansion of these sectors.

Learning & Skills

Mid Wales performs well in educational attainment with levels of achievement at GCSE level exceeding the Welsh average. The proportion of young people Not in Employment, Education and Training is low while the qualifications profile of Mid Wales performs better than the Welsh average – but with lower rates of older people upskilling.

Despite these strengths, skills gaps and recruitment difficulties are commonplace amongst Mid Wales employers. Apprenticeships and further education delivery are challenged by the rural nature of the region. Employer investment in training is currently relatively low, possibly reflecting the high proportion of small and medium sized enterprises (SMEs).

[iv] StatsWales, January 2020
[v] ONS, Average Weekly Wage Data, October 2019
[vivi] StatsWales, Workplace Employment Data, 2014-2018

Existing Arrangements - Strategic Growth Priorities

Applied Research and Innovation
• Region is home to internationally-significant industries and internationally-recognised research & development assets and expertise that offer opportunities to catapult regional productivity growth. • Agri-tech, Food and Bioscience: leading r&d expertise in these sectors and home to world leading research centres such as the Institute of Biological, Environmental and Rural Sciences (IBERS), and new dedicated facilities to support commercial development (AberInnovation). • Environmental leadership: home to the Centre for Alternative Technology, a globally renowned educational charity dedicated to researching and communicating positive solutions for environmental change driving academic and tourism potential. • Animal Health: existing strengths in veterinary science via the Wales Veterinary Science Centre and the £4.2m Vet Hub development aligned to a research Centre of Excellence in Bovine TB. • Advanced Manufacturing: home to a significant number of advanced manufacturing industries supporting the employment of 6,625 people (8% of regional employment) across a number of sub-sectors (fabricated metal products-31.7%; machinery and equipment-22.3%; basic metals-12.4%)[vii] with niche areas of expertise such as automation, motion engineering and biotechnology/life sciences. Overall manufacturing employment here has increased by 8.2% from 2010 levels, representing a positive trend to build on as we seek to improve productivity and generate economic growth[viii]. • Emerging potential developments in Radio Spectrum, Rail Testing and Hydrogen.
Agriculture, Food and Drink
• 935 food-related enterprises • Distributed, but notable concentrations in Welshpool, Newtown, Llanymynech, Knighton, Aberystwyth and Felinfach. • Future Food @ AberInnovation: dedicated resources and expertise to research and develop future food (TRLs 2-5). • Food Centre Wales, Horeb: supply chain development, process and product innovation to add value (TRLs 5-8). • Royal Welsh Agricultural Society & Show: showcase of regional agriculture, and food and drink. • Region home to key strategic support organisations head quartered within its boundaries, including Menter a Busnes, Hybu Cig Cymru, Lantra, Cambrian Training as well as the two main farming unions (FUW and NFU). • 10,275 people employed in the food industry in Mid Wales – exceeds national averages, despite total business stock being lower than national averages. • Sector currently generates significant employment share (6.6%) in food and drink wholesaling, above national averages. • Mid Wales employment in sector has grown in the past 7 years at 11.5%, again higher than national averages. • High rate of inclusivity – broad demographic range of employees and owners – offering sustainable career pathways. • Sector and region are recognised in national policy to offer further growth potential. • Sector vulnerable to changes in external policy & trading environments (e.g. Brexit) – but also opportunities to develop new markets/processes.

[vii] ONS Business Register and Employment Survey 2017; ONS UK Business Counts
[viii] AECOM (2019) Evidence Based Programme of Interventions Baseline Report

Strengthened Tourism Offer

- Employs over 23,200 people in the region
- Outstanding natural assets in the Brecon Beacons National Park, the Wales Coastal Path and other renowned destinations such as the Cambrian Mountains. Mid Wales is also home to five blue flag beaches.
- During the period 2014 to 2016 Mid Wales accounted for 18% of overnight domestic (GB) trips, 10% of international visits, and 12% of day visits to Wales.
- Tourism sector estimated to be worth an estimated £1.08 billion to the Mid Wales economy in 2016
- The tourism trade is further bolstered by a diverse range of annual events including internationally recognised brands such as Green Man Festival, Royal Welsh Agricultural Show, Wales Rally GB, and Hay Festival.

Energy

- The region generates 97% of the electricity that it consumes from local renewable sources, predominantly supplied by onshore wind (270MW) making up 72% of generation and 66% of capacity, while solar PV (51MW) supplies around 6% of renewable generation.
- The region has the highest deployment of renewable heat installations in Wales with nearly 2% of homes having a heat pump or biomass boiler – reflecting the ‘off-grid’ nature of many rural properties.
- Presence of renowned academic/research institutions: CAT, Aber Uni/IBERS, and companies specialising in Hydrogen and Alternative Fuel.
- Natural resources in Mid Wales are well placed to produce green and renewable forms of energy.
- Due to its abundant natural resources the region is well to help both Welsh and UK governments reach their 2050 target for reducing carbon emissions.

Digital

- Although there have been significant improvements in recent years digital connectivity in the region significantly behind the rest of Wales and the UK
- Approx 81% of premises in region have Superfast Broadband connection capability.
- There are over 20,000 ‘white premises’ in the region who cannot access speeds of 30Mbps Mobile coverage lags behind rest of Wales and UK
- Topography and low density populations are the biggest challenge to accessing better coverage
- 20% less 4G coverage than rest of Wales, 28% less than UK
- Digital connectivity vital to region to support a thriving economy.
- Improving digital infrastructure and exploiting next generation technologies will be critical to improving productivity, innovation and competitiveness.
- Supporting the development of digital skills will help bridge the digital divide allowing people to live and work more freely.

Supporting Enterprise

- The business base has a very high proportion (>95%) of micro businesses (<10 employees), providing a large number of businesses with the potential for growth.
- The number of businesses in Mid Wales is steadily growing – In 2019 Mid Wales was home to xxx businesses, a growth of 2.2% since 2010
- Survival rates for new businesses in Mid Wales after 5 years are significantly better in Mid Wales than for England & Wales, indicating resilient businesses.

- Farms and agricultural enterprises represent 37% of all businesses.
- Medium sized enterprises are seen predominantly in the health and manufacturing sectors, representing 6% and 5% of the total business stock respectively.
- There are significant opportunities in terms of shaping business support and aligning infrastructure availability (digital, physical, land and premises) to better support businesses across Mid Wales.

Transport

- Transport connectivity both inside and outside of Mid Wales is crucial to economic flows and future growth.
- The region has 945 km (587 miles) of Trunk and A roads connecting the region with North and South Wales and east to the West Midlands, which is crucial for cross-border connectivity
- There are also two railway corridors (Cambrian Main line/Coast and the Heart of Wales line) which run north-south and east-west.
- Rail services in Mid Wales are too infrequent with slow journey times and limited direct connectivity to major UK cities.
- Low Carbon Economy can be supported by improving safety and resilience of the network which will lead to reduced journey times and increase capacity.
- Investment required in improving strategic networks to keep goods and labour services moving freely.
- Less than 1% of bus use in region.
- Low take up of electric vehicles due to lack of infrastructure.

Skills & Employment

- School-age attainment in Mid Wales exceeds the Welsh average.
- A higher proportion of the working age population are qualified to degree level compared to the national average while unemployment is at historically low levels
- The region's universities provide a pipeline of talented and skilled young people but there are opportunities to increase the number of graduates finding employment in Mid Wales.
- Notable presence of HE, limited FE presence.
- Emerging Regional Learning and Skills Partnership – offers opportunity to identify and co-ordinate a plan to align skills supply and demand in Mid Wales.

1.4 Business Needs

As with the previous section, the content has been developed from the Vision for Growing Mid Wales document – which contained significant analysis and baseline work behind these statements and figures.

Mid Wales comprises the two local authority areas of Ceredigion to the West and Powys to the East and combined, the largely rural region accounts for 34% of the total land mass of Wales. It is home to a population of just over 200,000 people and is well-known for its natural beauty, research and industrial expertise, strong cultural identities and heritage. The Mid Wales economy is a critical component in driving and supporting intra-regional growth across Wales and the UK, contributing ~£3.6bn GVA annually.

Mid Wales is less well-known as a land of untapped economic opportunity. Where business survival rates outclass the Welsh average; where its natural and academic assets offer an obvious choice for cutting-edge research combined with notable business strengths in key sectors providing strong opportunities to strengthen industry clusters. A region with a strong supply of talented and skilled labour; with strategic commuter links within and outside the region to other parts of Wales and cross-border into England.

The region's economy has its challenges in addressing the structural weaknesses that are currently hinder its residents and businesses. Poor connectivity, lagging productivity, limited skills infrastructure, grid constraints and lack of supporting business infrastructure. Proposals developed in the region designed to address these challenges and harness the assets and opportunities will be brought forward as a Portfolio to secure capital investment. Playing a pivotal role in a broader investment strategy to realise the full extent of the ambition articulated in the Vision for Growing Mid Wales.

The Vision for Mid Wales by 2035 is:

> "***an enterprising and distinctive region delivering economic growth driven by innovation, skills, connectivity and more productive jobs supporting prosperous and bilingual communities***"

With the role of the Growth Deal clearly identified to:

> "***take full advantage of the opportunities available to create and support economic and social growth by overcoming its challenges to become a fairer, smarter region that contributes to its full potential to address its productivity challenge.***"

Despite a succession of efforts to improve the regional economy over the years, Mid Wales continues to lag behind other Welsh and UK regions in a number of areas:

- **Lagging productivity:** Mid Wales continues to lag behind other Welsh and UK regions in real and per head terms due to the seasonality and structure of its employment base. Mid Wales contributes £3.6bn in annual Gross Value Added (GVA) to the UK economy. This is amongst the lowest in the UK and compares to £65.1 billion for Wales; with Mid Wales contributing approximately 5.5% of the Gross Value Added (GVA) generated by the Welsh economy, a proportion that has remained constant over almost the last twenty years. Notably, Powys records the lowest performance for GVA per hour worked of all areas across the UK.
- **Changing demographics:** reducing population figures and changing demographics, leading to a 'pinched middle' due to a relatively larger older population and a proportionately smaller working age population. Population

projections for Mid Wales currently estimate a 16% decline in the working age population and 37% increase in the 65+ age group to 2039. Unless addressed this predicted trend is likely to reduce the region's workforce over the next 15 years.

- **Narrow and vulnerable economic base:** leading to employment and productivity imbalances. The largest GVA contributors are manufacturing, real estate and wholesale and retail – whilst agriculture employs the most – representing 37% of all businesses - it contributes comparatively less GVA. Seasonality also exacerbates vulnerability – the tourism sector employs over 23,200 people in Mid Wales.
- **Projected employment decline:** Over the past five years, employment in Mid Wales has decreased by around 4%. Pre-covid, the employment forecasts for Mid Wales were projecting significant reduction – which will now be in even sharper focus due to the lasting impacts of the pandemic on livelihoods.
- **Static and weakening labour market:** gaps in skills provision and infrastructure to meet industry demands – leading to reduced accessibility and equality of opportunity for young people, reinforcing out-migration. Powys' commuting outflows of ~3,495 especially highlight the need to improve employment opportunities in the region.
- **Market failure:** Underlying structural economic weaknesses mutually reinforce market failure; evidenced by weak and relatively static commercial and residential build rates, declining and narrowing business base and the lagging development of digital, transport and energy grid infrastructure. For example, approximately 81% of premises in Mid Wales have the capability to connect to Superfast Broadband (30Mbps+), lower than that for Wales (95%) and the UK (96%). Only 19% of the region currently has access to Ultrafast Broadband (100mbps+) compared to Wales (39.5%) and the UK (60%).
- **The hidden nature of a rural economy:** relatively strong employment and low unemployment data masking issues of low pay and underemployment. Average full-time weekly earnings for example were 93% of the UK average in 2016 and 94 % of the Wales average in 2019.

There are clear opportunities to exploit from existing drivers and assets in research, industrial and human capital to:

- **Attract and develop industries that drive regional productivity, earnings and employment growth –** capitalising on the strengths of our research, industrial and skilled assets.
- **Attract and unlock private sector investment** within the Region by ensuring the right environment for growth.
- **Position Mid Wales as a rural powerhouse** that develops existing industrial strengths to generate new industrial and employment opportunity.
- **Reduce outward migration and retaining a skilled workforce** through industry-led employment and skills support combined with clear employment pathways.
- **Utilise Growth Deal investments to influence and catalyse further investments** and policy changes to ensure equitable, inclusive growth across the whole region, positioning the Growth Deal as a core component within wider regional economic recovery efforts.

1.5 Potential Scope: Mid Wales Growth Deal

The Vision for Growing Mid Wales sets out the broader strategy for investment in the Mid Wales region.

It identified 8 Strategic Growth Priorities (sectors), that had strong rationale and a robust evidence base for investment.

The Growth Deal, managed on a Portfolio basis over the next 15 years, will have to determine the appropriate strategic investments for achieving the growth objectives identified. Building on the track record of success of our existing industrial, research and labour market strengths – it has to relate and address the needs of Mid Wales.

Over the 15 year lifecycle of the Growth Deal Portfolio, a number of elements can (and will) change:

- Macro/Micro Economic Changes – affecting private investment opportunities, confidence, sector composition, industry capability etc.
- Revisions to Governments contribution to the Deal (Future Increases, Further Funding Opportunities)
- Uncertain Fiscal Climate – will impact public finances (implications for borrowing capacity, revenue, capacity).
- New economic drivers/capabilities: New investments/developments by the public/private sector may create new opportunities/reduce impact of current.
- Demographics/Labour Market: Supply of labour and market composition will change over time – requiring flexible and adaptive responses.
- Policy: Government policy priorities (& funding) will change over 15 years. The Portfolio will have to keep abreast and aligned to emerging opportunities to maximise leverage potential of existing funds.

As a starting point, all 8 Strategic Growth Priorities (sectors) are considered within scope, and identified as the “maximum scope” of the Growth Deal.

Not all interventions identified within the maximum scope can be delivered through a Growth Deal (within the existing dependencies and constraints). However, for the Portfolio to be continually aligned and maximising public investment – the entire 8 sectors of the Strategy are identified in scope, from which the initial long-list is drawn.

The strategic aims and types of interventions in each of the 8 Strategic Growth Priorities (sectors), are identified below. Should the reader wish to query these in greater detail, please refer to the Vision for Growing Mid Wales document[2].

Applied Research and Innovation
Strategic Aim: Capitalising on internationally-significant research and industrial strengths, harnessing emerging specialisms, alongside strengthened industry engagement and development to catapult regional productivity growth. **Types of Intervention:** Investment in Regional Infrastructure and Assets; Strengthening Networks and Ways of Working; Labour Market Development
Agriculture, Food and Drink
Strategic Aim: Significantly grow the economic and employment base through new high-value food development and produce development to a nationally and internationally recognised standard.

Types of Intervention: Enabling and Supporting Market Growth; Fostering Innovation; Developing the Right Business Environment; Labour Market Development
Strengthened Tourism Offer
Strategic Aim: To capitalise on the strength of our natural, heritage and cultural assets and offer to drive sustainable and resilient tourism growth focusing on quality and value, not volume. **Types of Intervention:** Investment in Strategic Regional Infrastructure and Assets; Investment in Supporting Infrastructure; Labour Market Development; Strengthened Awareness of the Mid Wales Offer
Energy
Strategic Aim: Establishing Mid Wales' role in supporting, and potentially leading Welsh and UK efforts in developing and generating solutions to address the challenges of a future energy system. **Types of Intervention:** Addressing Network Capacity & Grid Constraints; Decarbonisation of our Energy Supply & Use; Developing the potential of Agriculture; Harnessing Regional Innovation; Reducing Fuel poverty; Decarbonising transport
Digital
Strategic Aim: Capitalising on the economic opportunities that can be unlocked by investing in our digital infrastructure **Types of Intervention:** Broadband investment; Mobile Coverage; Innovation Platforms; Physical Infrastructure; Business Support; Policy
Supporting Enterprise
Strategic Aims: Fostering the environment for a strong, resilient and diverse Mid Wales economy that enables enterprises to start, grow and prosper with the right support and infrastructure. **Types of Intervention:** Enabling Business Growth; Strengthening the Support Offer; Procurement; Policy
Transport
Strategic Aims: Build on existing linkages to help deliver the transport network required to help grow the economy and raise productivity. **Types of Intervention:** Road; Rail; Public Transport; Behaviour change; Decarbonisation; Integration
Skills & Employment
Strategic Aims: Ensuring the appropriate supply of skills and a capable workforce to meet business and industry demands and needs as part of a functioning labour market to underpin future economic growth.

Types of Intervention: Better strategic alignment of provision with industry; Strengthened industry intelligence; Tailoring regional skills & employment support; Targeted support; Capital Investment in Skills Infrastructure

1.6 Main benefits

The key benefits the Portfolio will be delivering will evolve as the detail of the Programmes/Projects evolve.

However, the key headline direct and indirect benefits that the Growth Deal is expected to contribute towards are:

- Growth in regional prosperity – through improved productivity, inward investment and the creation of new jobs.
- Creation of better-quality jobs for the local labour market – through targeted interventions in high value sectors to create new jobs.
- A more skilled workforce within the region – through supporting skills and training initiatives and targeted interventions in high value sectors to create opportunities.
- Improvements in standards of living across the region- inclusive growth that provides opportunities, reduces poverty, inequality and deprivation.

Mid Wales Growth Deal – Strategic Change Indicators[ix]						
Indicator	**2014**	**2015**	**2016**	**2017**	**2018**	**Change**
Regional Productivity Growth						
GVA (£ million)	3,182	3,410	3,596	3,621	3,597	
GVA per head (£)	15,291	16,451	17,430	17,613	17,509	
GVA in high value sectors (£ million)*	478	551	620	636	581	
Increase in proportion of working age population (%)	-0.7	-0.5	-0.5	-0.5	-0.4	
Increased Employment and Skills						
Employment Growth (%)	+2.3	-0.8	+1.6	+1.6	-0.6	

[ix] Multiple economic wellbeing indicators used according to ONS definitions – please see latest well-being economic indicator set from ONS at; https://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/incomeandwealth/datasets/economicwellbeingreferencetablesummaryoffigures

Employment in High Value sectors	19,500	19,300	17,300	22,000	20,800	
Increase in proportion of the population with qualifications at Level NQF 4 and above (%)	+2	+1.8	+2.5	-3.2	+1.5	
Increased Employment and Skills						
Gross Disposable Household Income (£ per head)	16,050	16,389	16,351	16,539	n/a	

*High value sectors identified as Manufacturing, Information and Communications, and Professional, Scientific and Technical activities

1.7 Main risks

Risks for the Portfolio and associated Programme and Project will be captured within the relevant risk register. Further details on the approach to managing risk across the portfolio will be set out in the Management Case.

However, at the Portfolio-level, a number of key risks can be identified at this stage:

Resources	Resources are required at portfolio, programme and project level to ensure the successful delivery of the Growth Deal portfolio. Insufficient resourcing could have a significant impact on the successful delivery of the deal.
Delivery	Delays in the delivery of any of the projects could have an impact on the overall Growth Deal portfolio.
Cost	There is a risk that the projects contained within the North Wales Growth Deal proposal will increase in cost prior to the completion of the deal. As the Welsh/UK Government funding is fixed at £240million any increase in costs would need to be met by the public/private sector
COVID-19	The COVID-19 pandemic still poses a risk to the delivery of the programme. The economic impact of lockdown restrictions has still yet to be fully realised which could impact local businesses, local authorities and education providers alike. Future lockdown restrictions could also delay the Growth Deal.
Brexit	At present, there remains uncertainty on the outcome of the Brexit negotiations. The Welsh economy could be hit in the short term in the event of a no-deal, which would impact on some of our sectors through tariffs and supply chain disruption.
Private Sector Investment	Significant private sector investment is required to deliver the programme. There is a risk, particularly following the impact of COVID-19 on the regional economy that the level of private sector investment required will not be attained.
Public Sector Investment	There is a risk, particularly following the impact of COVID-19 and changing priorities on the regional economy that the level investment required will not be attained.

Limited end user company involvement	Lack of demand from end users would hinder the programme and one of its key aims to drive diversification and innovation through collaboration between industry and education providers.
Political Change	Changes in Government policy will happen over the course of the 15-year Growth Deal period. These policy changes could impact significantly on the scope of the Growth Deal, the programmes and the projects.
Statutory Consents and Planning	As a capital investment programme there is a risk that if Growth Deal projects do not receive the necessary statutory consents and planning approval the projects will not be delivered and the benefits not realised.

1.8 Constraints

This section sets out the parameters agreed for the delivery of the strategic portfolio over the next 15 years.

There are a number of constraints placed on the delivery of the Growth Deal, notably:

- Total Funding Package – The total amount of funding is set at £55million from the Welsh Government and £55milion from the UK Government. The combined £110million must be supplemented by private and public sector funding to ensure the delivery of the Growth Deal and the programme.
- Term of the Growth Deal – The programme cannot exceed the term of the Growth Deal set at 15 years.
- Capital Funding – The Growth Deal funding package is capital funding with no revenue funding provided for projects. Revenue funding must be provided by the partners.
- State Aid – Growth Deal projects must comply with relevant State Aid rules.

1.9 Dependencies

This section outlines the dependencies for the successful delivery of the Growth Deal.

Growth Deal funding across the UK has specific key characteristics (these are funding dependencies):

- is Capital only (no revenue).
- is long-term (average 10-15 year profile).
- is deal-driven – it has to align and be agreed by the UK and Welsh Governments.
- has to demonstrate a strong case for investment and additionality above 'business as usual' (has to be transformational).
- leverages additional match funding from a range of sources (including private sector).
- has strong public-private partnership and clear, robust and accountable governance, management and assurance processes.

Alongside the above, the following dependencies also have to be taken into account:

- Annual funding profile from Government (for the £110) – can be mitigated, but needs factoring in.
- Securing the Final Deal – a process is being mapped out by Governments and the region to secure the funding. Heads of Terms is expected Autumn/Winter 2020 – with a final deal agreement to secure the £110m government funding and agreeing Governance Agreement 2 within the partnership.

- Private Sector Engagement – The Growth Deal cannot be successfully delivered without the engagement of and collaboration with the private sector. The Economic Strategy Group (ESG) is one avenue of engagement and advice – but there should also be strong engagement in a broader sense.
- Public Sector Engagement – The Growth Deal required the Local Authorities to establish the Growing Mid Wales Board to continue to develop, and ultimately deliver the Deal. There is a broader consideration of how this works alongside other regional structures and funding streams.
- Statutory Consents and Planning Approval – A number of the Growth Deal projects will require statutory consents and planning approval.

Dependencies for any programmes and projects will be set out within the relevant business case(s).

2 THE ECONOMIC CASE

The Economic Case sets out how we appraise options for the potential scope of the Mid Wales Growth Deal, as set out in the Strategic Case.

NOTE: This section is not yet complete. This is an INITIAL draft, subject to consultation.

Following cycle of consultation, and further work – the detail will be developed iteratively, over time.

2.1 Critical Success Factors (CSF)

The following Critical Success Factors have been developed from existing documentation (Vision for Growing Mid Wales), and the outcome of workshops 1a-1d and workshop 2.

They are standardised according to HM Treasury guidance, with the process having been led and advised by an experienced practitioner.

NOTE: *elements may be refined in subsequent revisions of the Portfolio Business Case, however, they are sufficient for this early draft stage.*

CSF	**Details**
How well the option provides: **Strategic fit**	With: • Wellbeing of Future Generations Act • UK Industrial Strategy • Prosperity for all: Low Carbon Wales • Economic Action Plan – WG and Regional Framework • Local collaboration – Local Authorities, Universities and Partnering Organisations • *Emerging UKG/WG policies around Green Recovery (10 point plan)*
How well the option meets: **Business needs**	The need to overcome the following core regional needs: • Low and lagging productivity • A declining, aging population • A narrow and vulnerable economic base • Projected employment decline • Static and weakening economic base • Market failure • Hidden nature of rural economy
How well the option: **Optimises social welfare (cost benefit)**	In terms of the following strategic outcomes: • Attract and develop industries that drive regional productivity, earnings and employment growth – capitalising on the strengths of our research, industrial and skilled assets.

	• Attract and unlock private sector investment (leverage potential). • Position Mid Wales as a rural powerhouse that develops existing industrial strengths to generate new industrial and employment opportunity. • Reduce outward migration and retaining a skilled workforce through industry-led employment and skills support combined with clear employment pathways. • Utilise Growth Deal investments to influence and catalyse further investments and policy changes to ensure equitable, inclusive growth across the whole region, positioning the Growth Deal as a core component within wider regional economic recovery efforts.
Potential Supply side capacity and capability	In terms of: • *What is available within the region – volumes and skills post pandemic* • *What could be attracted by way of inward investment from other parts of Wales and the UK*
Potential Affordability	In terms of: • Available capital from WG and UK Government • Ability to match fund from the private sector • Funding horizon – 15 years • *Organisations ability to meet ongoing operational whole life costs*
Potential Achievability	In terms of governance: • Growing Mid Wales Board (Joint Committee) • Economic Strategic Group (ESG) • Growing Mid Wales Partnership • Mid Wales Management Group • Programme/Project Boards Resources (competence and capabilities): • Regional PMO • Programme/Project Sponsors • Use of best practice (able to develop in accordance with HM Treasury & WG guidance on Better Business Cases)

	• Timescales (within 15 year Portfolio lifecycle)

2.2 Options Assessment

The Mid Wales region has undertaken significant evidence baselining and stakeholder engagement, to help determine and refine the appropriate scope for the Growth Deal. These are all documented in detail in the Vision for Growing Mid Wales document, upon which this Portfolio has been scoped.

Long List

Within each of these 8 Strategic growth Priorities identified, work was undertaken to scope an initial long-list of potential interventions. This was informed from the extensive work undertaken in bringing together the Strategy/Vision document, and officer workstreams and technical workshops. This list was then formed and refined during workshops 1a-d under the guidance of an experienced Business Case practitioner.

The following is the long-list of potential inverventions that were identified for each of the 8 themes:

[*section to be completed following consultation with key groups*]

-long-list and initial short list documentation provided separately.

2.3 Economic Appraisal

[to be drafted in a future iteration of the document]

2.4 Risk and Sensitivity Assessment

[to be drafted in a future iteration of the document]

2.5 Wider Benefits

[to be drafted in a future iteration of the document]

3 THE COMMERCIAL CASE

[to be drafted in a future iteration of the document]

3.1 Commercial Strategy

[to be drafted in a future iteration of the document]

3.2 Procurement Strategy

[to be drafted in a future iteration of the document]

3.3 Contractual Relationships

[to be drafted in a future iteration of the document]

3.4 Service Requirements, Outputs and Risk Allocation

[to be drafted in a future iteration of the document]

3.5 Charging Mechanism

[to be drafted in a future iteration of the document]

3.6 Asset Ownership, Management and Accountancy Treatment

[to be drafted in a future iteration of the document]

3.7 State Aid

[to be drafted in a future iteration of the document]

3.8 Personnel Implications

[to be drafted in a future iteration of the document]

4 THE FINANCIAL CASE

[to be drafted in a future iteration of the document]

4.1 Capital Requirements

[to be drafted in a future iteration of the document]

4.2 Revenue Requirements

[to be drafted in a future iteration of the document]

4.3 Income and Expenditure Summary

[to be drafted in a future iteration of the document]

4.4 Project Maturity

[to be drafted in a future iteration of the document]

4.5 Private Sector Funding

[to be drafted in a future iteration of the document]

4.6 Monitoring and Evaluation

[to be drafted in a future iteration of the document]

5 THE MANAGEMENT CASE

[to be drafted in a future iteration of the document]

5.1 Management, Governance and Co-Ordination

[Headings to be drafted in a future iteration of the document]

BIBLIOGRAPHY/REFERENCE DOCS

[1] Mid Wales Growth Deal – Inter-Authority Agreement 1 (December 2019) (LINK)
[2] Vision for Growing Mid Wales (May 2020) (LINK)

DRAFT IN DEVELOPMENT – For engagement & consultation with GMW Board. This is a document in development, and is **not definitive at this stage**. It will be shaped and developed in further iterations.

It serves as a starting point of the potential proposals that currently are being proposed/scoped. This list can, and will be added to, and will be periodically reviewed.

MID WALES GROWTH DEAL – LONG LIST

Version: 8.1

Status: Working draft – shared as a starting point.

Development history: This document was developed following technical workshops 1a-1d and workshop 2 of the Growth Deal development process throughout the Autumn/Winter of 2020/21. Technical input from officers was provided through a workstream structure – and serves to provide an initial long-list that draws together the main contenders and known proposals to help develop the Growth Deal portfolio.

The proposals were drawn from a combination of the previous public workshops held in the region during 2018 and 2019, individual proposals being proposed to the Local Authorities, and the work of the workstream leads engaging with key stakeholders and partners in Industry and Government in the region.

The list is not definitive, and never will be. It serves as the broad scope of potential opportunities, that demonstrate what is currently being considered.

New ideas/proposals are welcomed at any time. Subject to the Board's agreement, further information on the emerging Portfolio will be placed on the GMW website. The Portfolio approach means that the door is always open for proposals that fit within these 8 themes, and with the vision and objectives of the Growth Deal.

A lot of activity on this list are not immediately fundable from the Growth Deal – but they are on the list for context, to ensure the region does not lose sight of the activity that needs to happen alongside the Growth Deal.

Applied Research & Innovation

Scheme / Project Title	Project / Scheme Detail	Advantages General and in relation to CSF's	Disadvantages General and in relation to CSF's	Phase/Time scale	Categorisation Must /should /Could	Conclusions (to be completed at workshop 2)
Scoping & Feasibility study commissioned for this thematic area	This will develop project ideas What are the key areas that will bring investment to the region	Will be clear once feasibility completed	Will be clear once feasibility completed	Short	Must - Already commissioned	ACTIVITY – will provide the evidence base for delivering some of the activities below and maybe alternative projects.
Centre for Alternative Technology	Project ideas for expansion requiring capital funding – repositioning to make more main stream	Please see tourism and energy workstreams		Short	Should	Under Strengthening the Tourism Offer – not considered further in the W/stream.
Global Applied AI centre AU	Growth for private sector agri tech company	• Strategic – good alignment with UK priorities and strong evidence of regional collaboration • Business needs – will contribute to tackling issues relating to productivity, employment decline and narrow economic base	• Concept needs defining better – will come out of study.	Short	Must	PROJECT - Carried forward subject to findings of Applied Research and Innovation Study. ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk, and subject to scoping work).

		• Will both broaden and strengthen economy • Potential to leverage private and public sector research funding • Achievability – feasibility study being undertaken. Anchor company already in region.				
Radiospectrum Centre	The National Spectrum Centre is a collaboration between QinetiQ and Aberystwyth University. It aims to use the unique Welsh environments as test ranges and provide easy access to spectrum and user environments, national facilities, capabilities and know-how.	• Strategic fit – strong potential to contribute to digital agenda • Business needs – potential to tackle issues relating to productivity, narrow economic base, decline in jobs between 42 and 66.5 permanent high value jobs projected) hidden nature of rural economy • Will broaden, strengthen and connect economy • Supply – skills supply in region Achievability – feasibility/phase one work underway	• Scope of centre activity partially dependent on UK Gov making spectrum available	Short to medium	Should	PROJECT - Carried forward subject to findings of Applied Research and Innovation Study. ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk, and subject to scoping work).
BEACON facility development	Expansion of Centre of Excellence for Biorefining in Wales	• Strategic fit – Strong fit with LC agenda • Business needs – potential to combat issues relating to productivity, narrow economic base, rural economy • Supply side – skills and knowledge in place from past ESIF investment. Potential to leverage further research investment. • Achievability – building on past success	• Good commercial links – but what about in region?	Short	Must	PROJECT - Carried forward subject to findings of Applied Research and Innovation Study. ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk, and subject to scoping work).
Controlled environment agriculture	Next stage research – development of zero carbon standard?	• Strategic fit – strong fit with food supply/sustainability agenda • Business needs – contribute to tackling narrow base and rural economy • Will broaden and strengthen economy Supply – anchor company interested? Skills in university.	• Needs to demonstrate potential for commercial application • By nature of activity needs to be part of larger research network – other dependencies	Short	Should	PROJECT - Carried forward subject to findings of Applied Research and Innovation Study. ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk, and subject to scoping work).
Global Centre for Rail Excellence	A rail testing complex. This will allow rolling stock and infrastructure testing of new rail technologies.	• Strategic fit – priority for WG. Strong evidence of collaboration. • Business needs – potential to tackle issues relating to productivity, narrow base economic base and employment decline. • Would broaden and strengthen economy.	• UK Gov yet to confirm support • Rival site being developed by	Short to medium	Should	PROJECT – being developed and driven by another strategy at this time. Total project cost is larger than entire GD budget at this stage.

		• Supply side – needs investment from WG and UK Gov • Achievability – achievable if political support given	private sector in England			Not carried forward for now – however, note it could develop and be brought in the next review.
Green Hydrogen	Feasibility study to refine areas of activity and define potential	Not covered in this stream – please see energy stream		Short for feasibility Medium for implementation	Should	ACTIVITY - This is covered in more detail in the Energy section. Not considered further.
Advanced Manufacturing Cluster	Ecosystem support to advanced manufacturing (clusters, e.g. Severn Valley?)			Short	Should	Activity – officer or organisation needs to be identified to develop this proposal further. ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk, and subject to scoping work).
Liquid processing innovations	Infrastructure to add value to liquid (dairy) food products	• Strategic fit – strong strategic fit • Business needs – potential to contribute to productivity, strengthen economic base, market failure??? • Will strengthen economy Supply side – identified as important to regional and national supply chains	•	Short	Should	PROJECT – picked up in the Agriculture, Food and Drink Priority. Not considered further.
Vetinerary Health/Animal Cluster Developments	Investments to add value to animal cluster in Mid (VetHub, Vet School, Tb research centre etc) Also linked potential developments around a Phage Institute.	• Strategic fit – strong strategic fit (one health and covid resilience) • Would strengthen economy • Supply – skills and knowledge in region • Achievability – critical mass emerging	Not evident how it would contribute to business needs at present	Short	Must	PROJECT - Carried forward subject to findings of Applied Research and Innovation Study. ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk, and subject to scoping work).
Digital repository (National Library of Wales)	Establishing a national trusted digital repository for the arts, humanities and social sciences	• Strategic fit - Culturally significant. Collaboration in place. • Investment expected by AU – how much? From where?	Not evident how it would contribute to business needs at present	Short - Medium	Should/could	PROJECT – Requires significant development from concept. Not carried forward at this time - Revisit at later date. Linked to the tourism theme.
Aberystwyth Innovation Park	Infrastructure development allied to research strengths in region	• Strategic fit – strong strategic fit • Business needs – would contribute to tackling issues relating to productivity, narrow economic base, employment decline • Would strengthen and broaden economy	•	Short	Should	PROJECT - Carried forward subject to findings of Applied Research and Innovation Study + feasibility study commissioned for the proposal.

		• Supply side – potential for investment from BBSRC? • Affordability and achievability being determined as part of ongoing feasibility study (all cases will be considered)				ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk, and subject to scoping work).
New ways of working	Related to the feasibility study underway	•	•	Short	Innovation study looking at ecosystem as whole	Activity – partially related to the feasibility study underway. No further action required.
Aberporth UAE developments	Related infrastructure	• Private sector interest	•	Short	Could	Activity – partially related to the feasibility study underway. No further action required.
How as a region do we become more innovative – Feasibility Study	Feasibility study underway			Short	Must	Activity –related to the feasibility study underway. No further action required.
Sites and premises - Feasibility	Feasibility study underway					Activity – being picked up in the Supporting Enterprise priority.
Mid Wales Public Sector Challenge Fund	Scoping underway. Potential to establish a challenge fund (similar to Cardiff) to propose public sector challenges. That would then align with the research and commercialisation expertise of regional academic/research assets with solutions from the private sector.	• Aligns strongly with strategic fit – to create a new platform to draw in private sector investment and solutions to public sector challenges. • Rooted in existing strengths academically/research (business school, bioscience and computer science).	Needs scoping	Short-Medium	Must	ACTIVITY – not carried forward at this stage, as it requires significant scoping, and to run a pilot initially before considering something like the Growth Deal.

Discussion Note:

- Feasibility commissioned relating to infrastructure elements
- How do we encourage business sector across the region to more innovative and embrace innovation
- Focus shouldn't be on funding the existing business but looking at investment for the proposal/programme
- Creating a programme would be a good idea as we have a clear set of benefits/targets we want to achieve. Tells potential partner organisations

R&I – Think it would be timely to define the potential veterinary health project. Aber Uni have already got a lot of the basic building blocks in place so how exactly do we add value to it? There's a lot going on at Aber between Vet health/animal health/TB and other zoonosis research. Given the current impetus on building resilience in case of future coronavirus/zoonosis I think this one could be attractive to UK Gov and Welsh Gov if packaged right and defined promptly.

Strengthened Tourism Offer

Strengthening the tourism offer of the Mid Wales region by investing in high quality, year round experiences beneficial to both visitors and host communities.

Scheme /Project Title	Scheme /Project Detail	Advantages General and in relation to CSF's	Disadvantages General and in relation to CSF's	Phase / Time scale	Categorisation Must /Should / Could	Conclusions (to be completed at workshop 2)
Centre for Alternative Technology - Cynefin Project (link to innovation & energy themes)	Cynefin Visitor Infrastructure Development Project – to develop a flagship regional visitor experience and world leading skills centre. It would include a new Visitor Centre, outdoor spaces and trails, an eco-flyer attraction, exhibitions and learning spaces, and onsite all year accommodation.	**Strategic fit**- strategic outline business case completed by CAT. Fits with overall strategic priorities and tourism investment need to develop regional flagship visitor attraction. **Business needs**- widen appeal and interest in the existing business. Job creation opportunity. Links to innovation, research and low carbon/energy themes. **Optimise social welfare** – strengthen local economy through job creation and year-round visitor revenue **Supply side C&C** – ambition to create a world leading skills and research centre. **Affordability** – £20m project overall **Achievability** – Multi-phase project	**Affordability** – £20m project overall. No details in SOBC about funding routes explored. **Achievability** – Multi-phase project, but dependent on securing funds. Further work required to prioritise project components and add detail to funding requirements.	Short / Medium	Must	PROJECT - Carried forward subject to further development work required (at risk by project proposer). ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk). Resource to develop (by proposer) needs consideration.
Ceredigion Harbours Development	Investment in harbour infrastructure in Aberaeron and / or Aberystwyth to facilitate the growth of sailing tourism on the Ceredigion coast. The project would also enable the development of ancillary investments to support the development of marine engineering jobs in the region.	General: • Will support the development of tourism facilities in region that meets the need to improve quality and lead to higher levels of daily spend by visitors. • Investment would facilitate other key investments in the towns. CSF • Good Strategic fit – Economic Action Plan (investment in tourism facilities that develop high quality attractions and infrastructure) • Ceredigion C, owners and manager of the harbours supportive of the development – in line with and adding value to flood defence work. • Business needs – Will help create employment, including higher skilled engineering roles. • Will help strengthen the tourism economy, and broaden its reach by attracting new visitors.	• Some planning and procurement challenges to be overcome to reach next project stage. • Large and complex project, with multi phases of delivery – will require revenue investment to provide the project expertise to realise the potential that exists	Short	Must	PROJECT - Carried forward subject to further development work required (at risk by project proposer). ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk). Resource to develop (by proposer) needs consideration.

		• The investment would be based around existing natural and physical assets available in the region, and a growing reputation. • Private sector investment and expertise already identified to help deliver the project.				
Water-Based Site Development (Lakes/Canals/ Waterfalls/Water Authority sites) -Access & visitor experience -Potential projects: (Visitor Centre, Accessibility, Trail/Cycle Routes).	Visitor Infrastructure Development Projects in strategically important water-based sites. Includes Montgomery/ Monmouthshire and Brecon Canals – opportunity to exploit canal holidays, infrastructure restoration and develop visitor economy. This has been identified as a potential strategic priority and has political support. Further work needed by Powys CC to secure lead partner commitment and scope potential project/s and wider economic/visitor benefits.	**Strategic fit -** Potential strategic fit **Business needs –** potential to strengthen economic base and create jobs. **Optimise social welfare –** information not yet available **Supply side C&C -**information not yet available **Affordability -** information not yet available **Achievability –** Information not yet available.	Awaiting further scoping information. Not evident how it would contribute to business needs at present.	Medium	Should	PROJECT/PROGRAMME: Not carried forward at this time - Concept/feasibility to be looked at by both LA's (plus need to identify resources to take forward) ACTION: Workstream Lead to identify proposer and identify resource to pursue further discussions around the concept.
Mid Wales Dark Skies development. Facilities in Knighton, but not observatory/site to market this (commercially focused centre built on this USP).	Develop site specific infrastructure for the enjoyment and accessibility of Dark skies across the region. Infrastructure could include DS centre, carparks, viewing areas, complimentary accommodation/attractions, educational resources etc.	**Strategic fit-** **Business needs-** **Optimise social welfare –** **Supply side C&C -** **Affordability -** **Achievability –** Information not yet available.	Awaiting further scoping information. Not evident how it would contribute to business needs at present.	Medium	could	PROJECT: Not carried forward at this time - Concept/feasibility to be looked at by both LA's (plus need to identify resources to take forward) ACTION: Workstream Lead to identify proposer and identify resource to pursue further discussions around the concept.

	Further work needed to scope potential project/s and identify partners					
Downhill MTB centre – nothing in Mid, existing centres in North/South.	Potential new downhill/ mountain bike visitor attraction for region. Concept stage, no private sector partner engaged to lead. Further work needed to scope potential project.	**Strategic fit-** **Business needs-** **Optimise social welfare –** **Supply side C&C -** **Affordability -** **Achievability –** Information not yet available	Awaiting further scoping information. Not evident how it would contribute to business needs at present.	Medium	Could	PROJECT: Not carried forward at this time - Concept/feasibility to be looked at by both LA's (plus need to identify resources to take forward) ACTION: Workstream Lead to identify proposer and identify resource to pursue further discussions around the concept.
Mid Wales Steam Railways – development opportunities Links across to wider commercial transportation options.	Enhanced visitor experience and co-ordinated visitor marketing project. Further work needed to scope potential project/s	**Strategic fit-** **Business needs-** **Optimise social welfare –** **Supply side C&C -** **Affordability -** **Achievability –** Information not yet available	Awaiting further scoping information. Not evident how it would contribute to business needs at present.	Medium	Could	PROJECT: Not carried forward at this time - Concept/feasibility to be looked at by both LA's (plus need to identify resources to take forward) ACTION: Workstream Lead to identify proposer and identify resource to pursue further discussions around the concept.
Cultural/Heritage Product development – Strata Florida Abbey (CADW) and Church Tourism	Develop cultural heritage tourism infrastructure projects across the Region. Mid Wales is home to significant heritage and cultural assets and institutions (e.g. National Library for Wales, Royal Commission for Ancient and Heritage Monuments). Further work needed to scope potential project/s	**Strategic fit-** **Business needs-** **Optimise social welfare –** **Supply side C&C -** **Affordability -** **Achievability –** Information not yet available.	Awaiting further scoping information. Not evident how it would contribute to business needs at present. Concept needs to be explored and developed in tandem with relevant organisations.	Medium	Could	PROJECT: Not carried forward at this time - Concept/feasibility to be looked at by both LA's (plus need to identify resources to take forward) ACTION: Workstream Lead to identify proposer and identify resource to pursue further discussions around the concept.

Mid Wales Centre for Rural Life	Potential flagship visitor attraction for the region as a focal point for rural ways of life, culture and heritage. Concept stage. Further work needed to scope potential project/feasibility study. Would need to be private sector led.	**Strategic fit-** **Business needs-** **Optimise social welfare –** **Supply side C&C -** **Affordability -** **Achievability –** Information not yet available.	Awaiting further scoping information. Not evident how it would contribute to business needs at present.	Medium	Could	PROJECT: Not carried forward at this time - Concept/feasibility to be looked at by both LA's (plus need to identify resources to take forward) ACTION: Workstream Lead to identify proposer and identify resource to pursue further discussions around the concept.
Storey Arms – Pen y Fan Improvements. (National Trust project)	Visitor Infrastructure Development Project, to include car parking and toilet facilities and improvements at key access sites to PYF. Project in development phase led by National Trust. Further discussion needed to see if MW Growth Deal could add value to National Trust project. Powys CC to progress this.	**Strategic fit-** **Business needs-** **Optimise social welfare –** **Supply side C&C -** **Affordability -** **Achievability –** Information not yet available.	Awaiting further information. Not evident how it would contribute to business needs at present.	Medium	could	PROJECT: Not carried forward at this time - Concept/feasibility to be looked at by both LA's (plus need to identify resources to take forward) ACTION: Workstream Lead to identify proposer and identify resource to pursue further discussions around the concept.
Skills development across the tourism sector needs to go hand in hand with infrastructure development	Investing in key skills and labour marketing development for the regional tourism economy			Short Skills - Cross cutting across all sectors	Should	No proposal to take forward – Requires development of regional tourism strategy. Include in emerging RLSP development. ACTION: Workstream Lead to identify resource to pursue further discussions to develop the needs analysis.
Need to understand visitor patterns/trends to identify segmented audiences?	Evidence gathering and data analysis to inform key investment decisions Feasibility Study to be completed.			Short	Should	No proposal to take forward – development of regional tourism strategy. ACTION: Workstream Lead to identify resource to pursue further discussions to develop the proposal.

-To identify what support businesses require in region to grow/develop? Report by Miller research funded by LEADER – so need to look at this, and possibly build on if needed.	Current data to be mapped before commissioning					
Links to transport infrastructure. (Marketing activity based on increased numbers.) Links to The Wales Way - including WW business engagement	Transport and regional connectivity marketing.			Short/ medium	should	No proposal to take forward – Requires development of regional tourism strategy. ACTION: Workstream Lead to identify resource to pursue further discussions to develop the proposal.
Visitor Marketing/ Communication (cannot be considered separately to infrastructure developments.)	Strengthened Mid Wales regional identity and coordinated visitor marketing. Elevating & refining what we have in terms of USP More co-ordination of marketing work across the MW region, both public and private sector play a role in this.			Short/ medium	Should	No proposal to take forward – Requires development of regional tourism strategy. ACTION: Workstream Lead to identify resource to pursue further discussions to develop the proposal.

DISCUSSION:

- Strong part of our economy… Difficult area – visitor behaviour that attracts, existing infrastructure in private sector and public assets in key locations needs to be improved.
- So key is understanding where public investment best placed.
- Need to strengthen out of-season/all year offer
- Challenge: natural environment bring people in, but often does not capture economic benefit. As people can visit and perhaps not "dwell" in our towns/local economic spend.
- Tourism assets are outdoors – all-weather issue – needs investment in
- Market Towns – transport and town improvements to facilitate tourism spend. (linkages across to sites/interests of visitors…). Need to improve the look and feel of our towns to encourage people to visit, dwell and spend money. Put on outdoor events, improve outdoor trading opportunities, possible pedestrianisation of some areas to make movement around towns easier and safer.
- Need to future proof our towns centres to allow them to respond better to situations similar to those that we are currently dealing with.
- Visitor Spend – crucial for how we target investments..
- Marketing/Branding – segmented and targeted? Messaging around respect, sustainability.
- National Trust? CADW?
- Accommodation/service sector Occupancy/Quality
- Does this require a strengthened focus regionally – e.g. strategy/vision?

Energy

Scheme / Project Title	Scheme/ Project Detail	Advantages General and in relation to CSF's	Disadvantages General and in relation to CSF's	Phase Time scale	Categorisation Must /Should/ Could)	Conclusions (to be completed at workshop 2)
Green Hydrogen Feasibility study	Study brief prepared – ready to go out to procurement			Short	Must	PROGRAMME?PROJECT: Carried forward subject to results of feasibility study. This will likely give a number of proposals which can be taken forward and supported. ACTION: Workstream Lead to progress the feasibility as a priority (date by March 2021).
Energy Programme (with poss sub-programmes)					can be influenced from existing govt plans	Nothing to be carried forward.
EP1: Grid? - Arup grid study underway NRW/WG findings will support region	Evidence base requires building to support power of argument for investment in MW Grid, future sites/locations for regional economic development identified to enable discussions with DNO's regarding future planning and cost outlays (private sector voice important as barrier to growth evidence, grid will make transition to EV's charging infrastructure and electrification of heat very difficult and risks leaving MW lagging	Strong strategic fit complements regional and national policies, Unlocking the MW grid potential will have a positive impact against the core regional business need offering business, social and economic benefits A strengthened MW grid would support other workstreams, businesses to broaden, strengthen and connect the MW economy offering social cost benefit by investment in a much-needed infrastructure	Affordability and appropriateness to invest GD money directly on grid upgrades is questionable Timescales from identification to completed works of a grid upgrade between 5 – 7 years Achievability would likely require additional or external support Strong evidence base required for network operators SPEN,WPD and W&WU to challenge Ofgem for future investment in MW grid	Short/ Medium	Could	Unlikely to be delivered through growth deal given the activity, scale and costs involved. Would need to be funded via national programme.

			(MW study will start this process but until the findings are shared unclear on additional work			
SP2: Decarbonisation of Transport -Project: EV charging? -Hydrogen? -Biogas - LA fleet green transition	- Strategic approach to identify charging/fuelling infrastructure locations (potential to link up with other regions e.g. marches) Underpinned by business and tourism flow data	Strong strategic fit with the regions aspirations, complements local and national policies and strategies Business needs will likely be more social and environmental but there is potential for economic benefits with EV, hydrogen roll out extending to businesses like Riversimple, Electric classic cars and green jobs Strong alignment to strengthening and connecting strategic outcomes but opportunities exist within broadening, long term social welfare benefits from investment Affordable and achievable with likely additional funding available from UK & WG – potential to work cross border with Marches. Supply capacity likely to be external to MW with inward investment	Unsure if would be solely GD investment as likely to be additional funding opportunities through UK & WG Work ongoing in LA's on EV rollout need to engage should we wish to take a more strategic approach MW grid likely to constrain wide/rapid rollout on scale – MW lacks EV infrastructure especially Rapid charge	Short-medium	Could	Unlikely to be delivered through growth deal given the scale and costs involved. Would need to be funded via national programme.
SP3: Generation for Economic -bio/renewable? -CEA? – AD -CEA (linked to R&I IBERS/BEACON	Use: Programme will explore opportunities relating to energy generation and storage within the region including local models of production and use (hydrogen potential) (potential links to decarbonisation of transport) utilise chicken waste in MW for energy and heat bi-product for CEA	Aligned with regional and national strategic fit and policy/strategy aspirations Opportunity to indirectly support some of the regions core business needs and potentially directly create economic growth and green job creation short and long term jobs Opportunity to create strong links between academic institutions like IBERS/ Bio Innovation and key sectors like agriculture post Brexit diversification and support further reduction in emissions – strong capacity and capability in region already opportunities to extend to marches harper adams	The mid wales energy strategy suggests MW Boosts the use of renewable energy in the region, so we are generating twice the amount required 200% through new generation and storage for export potential to support the Welsh Government target that 70% of the electricity consumption in Wales come from Welsh renewables by 2030 and to support ambitions within the MWES. Wind turbines have been met with significant backlash in	Short - Medium	Could	Unlikely to be delivered through growth deal given the scale and costs involved. Would need to be funded via national programme Hydrogen feasibility study may identify elements suitable for growth deal and should therefore be carries forward at this stage.

		Strongly aligned to social cost benefit and core strategic objectives broadening, strengthening, and connecting	the past we would need to look at mitigating this with improved investment opportunities, job creation, supply chain stimulation and community benefit funds to ensure social cost benefits weigh up Affordability would be costly and likely larger schemes will be driven by inward investment which links to reduced social benefit as a consequence and would require additional capacity and perhaps external resource to manage and deliver Marches looking to develop region as national centre for innovation in agri and low carbon and build upon strengths in AD. We would need to diversify our approach to be unique in this arena			
SP4: Energy Efficient MW –	Programme will support delivery of the MW Energy Strategy supporting energy efficiency improvements and decarbonisation of the public and private sector	Strong strategic fit local, regional and national policy and aspiration contributor. Positive impact could be provided on business needs front, potential for jobs, skills/upskilling, tackle fuel poverty, business efficiency and energy savings long term – contributes positively to social cost benefit, social, environmental and wellbeing benefits and regions strengthening, broadening and connecting core objectives	Supply and capability would need to be upskilled at pace to deliver scale of change required (skills, MW RLSP focus) Funding packages likely to be available outside of growth deal but could be supplemented by GD	Short - Medium	Could	Unlikely to be delivered through growth deal given the scale and costs involved. Would need to be funded via national programme

		Supply side capacity and capability available but will require supplementary upskilling at pace to meet scale of change required Likely to be affordable as governments likely to push funding, policy and resource into this sector	funds should private sector wish to invest Work likely to be developed and progressed in MWES at a starting point but scale of challenge and resourcing to progress within the region will require dedicated lead resource and support resource			
Work with SWEA to replicate schemes to improve energy efficiency in homes/industry (quick wins) (grant based)	E.G. BEEP and Keep Herefordshire Warm schemes also Marches Renewable Energy Project	Linked to previous advantages Individual merits are strong strategic fit, strong social cost benefit, supply side capacity and capability in place and can support sectors local and independent supply chains to grow, very affordable and achievable as incentive based	Questionable whether this would be growth deal funding as likely grant based which is revenue? But I believe this is an important component in energy efficiency improvements in region and should be easily replicated and a potential quick win (early engagement and discussions held with SWEA CEO)	Short - Medium	Could	

Feasibility/programme scoping required for above.				Now	Should	No proposal to take forward at this stage
Comms project to drive cultural change on energy usage/efficiency				Short - Long	Should	No proposal to take forward at this stage
Skills programme to support low carbon transition	eg. retrofitting, heat pumps, renewable energy generation technology and installation	Covered in SP4 and 5		Short	Must/Should	

Discussion Notes:

- Main issue with energy generation in the region is lack of grid capacity to export and lack of solutions for storage
- Need to consider energy creation v's energy storage.
- Decarbonisation of transport – fits under transport heading as well as the EV charging points would come under the transport but the provision of power for the charging points sits under this theme.
- Think about circular economy. Energy generation for local economic use. Link with Agriculture theme.
- Can cost justify expenditure against this theme by building on areas of work that have already been undertaken through other schemes.
- Feasibility should be broad and not focus on particular themes. It should tease out potential ideas.
- Energy usage/ energy efficiency. De-carbonisation agenda should be wider than just transport.
- Needs a lot of PR to support cultural change on attitudes to energy usage

Skills and Employment (Cross-cutting)

Skills should be considered a dependency – if you do not get this element right you will not deliver on the other objectives.

No dedicated lead yet – however work to establish RLSP will bring capacity and focus to this area. To better understand the situation and develop proposals in response.

Scheme/Project Title	Scheme/Project Detail	Advantages General and in relation to CSF's	Disadvantages General and in relation to CSF's	Phase/ Timescale	Categorisation Must/should/ could	Conclusions (to be completed at workshop 2)
Feasibility Study – what is needed, what is already being done? What are the gaps? RLSP- strategic co-ordination. –prog board?				Now	Must	Skills activity not funded under Growth Deal as revenue. Further discussions needed re: RLSP, as well as potential feasibility study. Treat as dependency for purpose of Growth Deal. However, capital elements may be required. Needs scoping. **ACTION:** SROs to discuss the appointment of a Workstream Lead, resource needs identification ASAP. Mapping requirements and scoping exercise needs undertaking regionally. If proposals for capital elements emerge at a later date, bring back into Portfolio for consideration.
"Developing skills & talent retention" programme (+project: rural academy - CofE?) -Focus: biz, young people. -Delivery: provision, accreditation Sub-programme: around pathways/delivery -Apprenticeships: stronger co-ordination/alignment of provision to biz needs. (Activity we should be doing now?-but above programme is				Long (poss 15 yr)	Must	

required for this to happen). Programmes- will required programme briefs developed.						
Ambition 35				Long term		

Discussion Notes:

- There is currently a mismatch between skills training and job availability across the region
- What should the focus of the skills programme be?
    - Developing skills
    - Rural academy to address accreditation of workforce
    - Skills and talent retention
- Focus should be on business support and training young people in the area to keep them in the area.
- The overall programme should be 'Skills and talent retention to meet the needs of businesses'.
- Attracting inward investment
- Aspirations and

Skills – understand that this is a relatively undefined workstream at present, and we are only identifying some 'basics'. Think we should include some reference to skills programmes for the infrastructure elements that will arise out of other regional projects including growth deal e.g construction skills, green building skills. Already recognised we do not have these skills in region and this cross cutting element would further contribute to the integrated portfolio approach we are trying to achieve.

What are skills strengths of Mid Wales? Do we have USPs? Do we have critical mass/specialisms – for Centre of Excellence type investment?

e.g. green infrastructure, agri-food, research.

Supporting Enterprise

Scheme/Project Title	Scheme/Project Detail	Advantages General and in relation to CSF's	Disadvantages General and in relation to CSF's	Phase / Time scale	Categorisation Must/should /could	Conclusions (to be completed at workshop 2)
Mid Wales Employment Sites & premises needs assessment and action plan. Feasibility study – clear understanding of the market in the region. Aging building stock. What is required in terms of sites and premises going forwards	Regional commission identifying need, action plan and strategic intervention to enable the provision of sites and premises to support business growth	Provides strategy and independent advice to identify need and prioritise regional interventions. Key enabler for other interventions and private sector investment	Study provides a snap-shot in time in term of demand and supply.	Short	Must	Activity – feasibility study to inform proposals. Underway. ACTION: Workstream Lead to identify next steps on the feasibility study as a priority. (linked to below).
Sites and premises programme Property investment fund	to ensure the right supply of good quality employment sites and premises to support and stimulate business growth. Potential delivery mechanisms could include a property investment fund	Provides a flexible programme of investment targeted as strategic interventions. Address clear business need and market failure. Key enabler for other interventions and private sector investment.	This may not be the most suitable intervention for a rural region. Further advice and discussion are required between stakeholders.	Short set up but long for delivery	Must	Carried forward subject to proposal being further developed by LA officers in conjunction with WG ACTION: Workstream Lead to identify needs requirement, identify resource, and commission a programme/project brief.
Clean growth programme – cross cutting with energy theme, skills and R & I	Capital investment to support the transition to a low carbon economy and development of associated business growth opportunities. Further feasibility work required.	Low carbon is a strategic priority and regional strength/opportunity. Integrates and supports other interventions. Potential for a "Green Deal" as a USP.	Need to ensure it doesn't duplicate other planned or future initiatives at a national level. Programme not yet defined.	Short	Should	Not taken forward at this time – proposal needs further development
Identify specific needs of businesses in the region to feed into Business Wales review plus broader inward investment, innovation and promotion	Programme of business support measures to enable business growth. Further engagement required to identify need and opportunities	Potential to add value and tailor support to address the specific needs of the Mid Wales economy and business base.	Likely to be more focused on revenue funded interventions.	Short	Should	Activity – not taken forward for GD. Picked up in BAU for the 2 LAs.

Support for businesses for skills and personnel – demand led – ongoing market research into impact of Covid on businesses, Linked to RLSP	Programme of interventions to support the development and retention of the workforce and skills required to support business growth	Skills and recruitment issues are frequently sighted as a significant barrier to business growth. Higher value employment and training opportunities will help retain and attract young people in the region	Likely to be more focused on revenue funded interventions.	Short	Should	Activity – not taken forward for GD. Picked up in BAU for the 2 LAs.
Enterprise Hub development – linked to new ways of working.	Development of a network of high quality digitally enabled sites/ network to encourage entrepreneurship, new business and innovation. Link with employment sites, R&D, business support, digital.	Delivery model to exploit high speed digital connectivity in a rural location. Supports new enterprise and diversification of business base. Potential hub-spoke model.	Potential impact of Covid on office based working and demand. Some duplication with WG Enterprise Hubs. Revenue implications and demand unclear.	Short	Should	Not taken forward at this time – proposal needs further development
Business Park Development	Investment in strategic site development linked to innovation and R&D eg,Aber Innovation, Severn Valley	Clear business need identified through Sites and Premises Study and business engagement. Opportunity to link to and support innovation and growth sectors. Expected to be deliverable over short, medium and long term.	Availability of suitable sites and constraints need to be assessed. Potential need for new local plan allocations.	Short	Should	Not taken forward at this time – proposal needs further development. Some activity covered by other proposals.
Home Grown Homes	Work ongoing already on developing this concept. Further feasibility and development work ongoing to establish the concept. Sited under this theme for now as it is market development (looking at supply-side ability to create a new market for meet existing current/future demand for homes).	Concept in development – however, likely to have significant alignment.	To be developed.	Short-Medium	Should	Not taken forward at this time – work ongoing to develop the concept further. However, may develop into a proposal in the future.

Discussion Note:

- Portfolio, demand led, agile.
- Innovation is important but nothing if businesses aren't set up to use this innovation.
- Cross cutting R & D
- Public sector support aligning to needs and demands of enterprises in the region including with the right people and skills as well as investment
- Can we tap into research being done by National and Welsh Government
- Continued demand for good high quality premises despite pandemic
- No point talking about buildings if you haven't got the infrastructure

Transport

Transport is a key dependency/enabler – many of the other priorities rely on the proposal below being implemented. From a Growth Deal perspective – it is considered "out of scope" for now, due to funding constraints – but still remains within the Portfolio, if circumstances change. Noted that a lot of key schemes on list are being worked up/pursued through other regional avenues.

Scheme/Project Title	Scheme/Project Detail	Advantages General and in relation to CSF's	Disadvantages General and in relation to CSF's	Phase / Time scale	Categorisation Must /Should / Could	Conclusions (To be completed at workshop 2)
Strategic Corridor Interventions (freight/business) -defined projects within this : A483 Pant-Llanymynech, A485 –Buttington Cross to Wollaston	Highways England leading on WebTAG/WelTAG scheme in RIS 2/3 Was on Highways England forward programme until 2009,. Included in Mid Wales and Shrewsbury cross border study. Requires WelTAG/WebTAG commencement, to go back on HE list	Economic Action Plan – WG and Regional Framework The A483 in the strategic North-South route linking Deeside Enterprise Zone to South Wales. It is also part of the wider West Midlands (Western Corridor) for strategic freight movements. This location poor resilience leading to long delays and extensive diversion routes. Connecting the economy Reduce carbon emissions. Strengthens the economy and supports business growth A458 Shrewsbury-Welshpool Road, poor resilience leading to long delays and diversion routes. (AS Above)	Environment mitigation required for new road building. Can funding come together from both governments (joint cross border project) As Above	Short-Medium Medium-Long	Should Should	Current the project is not identified to be supported through Growth Deal. This work is currently being considered through Highways England RIS2 & 3 programmes and Welsh Governments, Wales Transport Strategy Delivery Plan.
WG Pinch point Programme & overtaking opportunity (A487, A470, A483 & A44)	Trunk Agency programmed project	Economic Action Plan – WG and Regional Framework- to obtain resilience along the strategic road corridor to support freight Welsh Transport Strategy	Environment mitigation required for online road improvements	Short-Medium	Must	Current the project is not identified to be supported through Growth Deal.

						This work will be programmed within Welsh Governments, Wales Transport Strategy Delivery Plan.
Regional Connectivity • **North-South off A487 (A486 synod-inn-Carmarthen)** • **A478 Cardigan-Haverfordwest**	Investment on the corridor for last 20yr only the middle section between LLandysul and Alltwalis requires improvement to improve resilience, and support HGV movements. (evidence Ceredigion link road business case) Road not currently on a forward programme- full assessment required.	This corridor links the west Wales coast to M4 corridor Support economic action plan. Connects the economy. This corridor will be required should the new hospital be constructed at Narberth and St Clears on the A40 corridor.	Environment mitigation required for online road improvements Change of policy direction regarding health borders and hospital locations.	Medium – Long Long	Should Could	Current the project is not identified to be supported through Growth Deal. These project is out of Region and will need to either included and programmed within Welsh Governments, Wales Transport Strategy Delivery Plan. OR South West Wales Regional Transport Plan. Only a one section of the A478 within Ceredigion and will be included in the Mid Wales Regional Transport Plan.
Public Transport (Bus/Rail) • Faster more frequent • Connection to HS2 (Crewe) • Through London Train • Improved quality of infrastructure (TrawsCymru project)	Ongoing commitment within the 15 yr. rail franchise.	Increase provision along the strategic road and rail corridors will support the decarbonisation agenda within the WTS. This supports Economic Action Plan and connects the economy	No revenue funding to support increased services – reduced demand due to Covid 19	Short Long	Must Could	Current the project is not identified to be supported through Growth Deal. These projects to be programmed within Welsh Governments, Wales Transport Strategy Delivery Plan

	TrawsCymru infrastructure within the Welsh Transport Strategy	Local collaboration – working with TraCC		Short Short	Should Must	and Mid Wales Regional Transport Plan
Behaviour Change • Active Travel Programme	As part of the decarbonisation agenda and the policy development within the WTS getting people more active is the 1st priority	WTS transport plan delivery programme (5yrs) Well Being and Future Generations Act	No enough funding available	Short-Medium-Long	Must	Current the project is not identified to be supported through Growth Deal. This project to be programmed within Welsh Governments, Wales Transport Strategy Delivery Plan and Mid Wales Regional Transport Plan
Decarbonisation • Electric Vehicle charging Programme (link to Improving Towns programme) • Modal Shift to public transport (marketing review project)	As part of the decarbonisation agenda and the policy development within the WTS getting people more active is the 1st priority	WTS transport plan delivery programme (5yrs) Well Being and Future Generations Act	No enough funding available	Short- medium Short-medium-long	Must Must	Current the project is not identified to be supported through Growth Deal. This project to be programmed within Welsh Governments, Wales Transport Strategy Delivery Plan and Mid Wales Regional Transport Plan
Regional Transport Plan Review	Statutory requirement under the Transport Act 2000	Regional Transport Plan - delivered regionally through TraCC -5yr plan Supports Connecting the economy Well Being and Future Generations Act	Insufficient funding to deliver plan	Short	Must	Local Authority Statutory Duty delivered Regional through TraCC
Public Transport Hub/Interchange development and network planning	TfW currently undertaking bus network review	Regional Transport Plan delivered regionally through TraCC - 5yr plan Supports Connecting the economy Well Being and Future Generations Act	Insufficient funding to deliver plan	Short-Medium	Should	Current the project is not identified to be supported through Growth Deal. This project to be programmed within Welsh Governments, Wales Transport Strategy Delivery Plan and Mid Wales Regional Transport Plan

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Logistics – key issue. Mid Wales perception/reality of distance to “market”? Land availability proximal to key transport infrastructure an issue. -Need to bring networks together, interfacing small businesses in region to logistics/distribution. Need to scope this. (Sites & prem started to look at it, but needs a specific piece to go further).	Marches and Mid Wales Freight Strategy -A44 WelTAG (linked to :_Mid Wales Employment Sites & premises needs assessment and action plan)	WTS transport plan delivery programme (5yrs) Well Being and Future Generations Act	Business cases needs development in order to be included in delivery plan	Short	Should	Activity – need to look at the needs requirements. ACTION: Workstream Lead to identify the opportunities/needs requirements. Identify resource to scope/plan requirements.
Skills: driver training public transport (bus/train). Lot of region is over 50 – issue of succession planning. Also new tech training for electrification/hydrogen – servicing and fuel supply/charging.	Requires further information on training requirements			Medium- Long Medium-Long	Must	Activity - The delivery of new skills and skills training requirements need to be identified within the RLSP.

Discussion:

- Joint transport partnership established since the 90s. Delivery programmes and transport /plan in place. Running up to 2022. Awaiting WG refresh of national transport strategy, which will give us policy direction to review.
- Headlines in current regional plan are consistent with Govt ambitions (improved resilience, frequency and accessibility of public transport, decarbonisation, active travel).
- Evidence base: cross-border work to identify strategic corridors.

Agriculture, Food and Drink

Scheme/Project Title	Scheme/Project Detail	Advantages General and in relation to CSF's	Disadvantages General and in relation to CSF's	Phase / Timescale	Categorisation Must/ should / could	Conclusions (to be completed at workshop 2)
Public Sector land/assets development.				Short	Should	Not taken forward at this time as not a project in its own right – opportunity to be explored.
MARKET DEVELOPMENT Business Support –	Signposting and wrap around in Mid Wales (ensure regional businesses take advantage of existing support for sector development, marketing, brand dev etc). Financial products for agri businesses - young entrants, innovative businesses (non environment focused) that may fall through gaps in future but are important to mid wales economy	• Good fit with the Strategic needs – Welsh Government has a focus on growing a productive food and drink manufacturing sector in Wales. • Meets Business needs – will help fill productivity gap and create employment. • It will help to broaden and strengthen the economy by enabling sustainable, resilient growth. • Scope for growth is large – good history and tradition of food sector in the region. • Support organisations in region to help deliver. • Whilst it is not a capital element, ensuring the support is delivered effectively around other capital investments will ensure that other investments are more effectively delivered. • Affordable, in that it doesn't require large investment – only better co-ordination of the support programmes available currently across Wales, including in region.	This is not a capital programme, therefore is not a Growth Deal project, but the point needs to be made that the support programme outlined is required to support the effectiveness of other investment projects in the programme.	Short	Should	For context only – key dependency
MARKET DEVELOPMENT		General:	General:	Short	Must	PROJECT - Carried forward subject to further development work

University of Gastronomy – site identified in Lampeter.	Training / Centre of Excellence facility with the aim of increasing level of local produce in hospitality sector across region. Capital project with revenue requirement -possible link to skills and wider business support environment.	• Recent feasibility demonstrates support for the project within the industry. • Delivery partner identified. • Potential to deliver benefits economically across the region, and further afield. • Would fit wider town ambitions to build on food-focused strengths. CSF focused: • Contributes to key strategies – WBFGA, Prosperity for all, Economic Action Plan (Welsh Food Strategy) • Meets business needs in the sector, as identified and supported in the feasibility study • Works to support the tourism sector, and has the potential to tackle a key weakness – relatively low spend per head in the visitor economy. • Strengthens an existing economic sector by driving up quality. • Supply side / capacity – already a key sector in the economy, and appetite exists to strengthen further. HE partner wishes to establish the centre as part of their forward plans for the campus. • Deliverable within the timeframe. Meets other key strategic needs (e.g. transforming towns agenda). Fits with the HE partner's long term plans, so has deliverability in future. • First stage feasibility complete, so has opportunity to achieve key timeframes in terms of project governance.	• Whist deliverability and support are clear, evidence of contribution to higher-paid jobs or GVA may be less clear currently (GVA growth linked to raising quality of offer) • Sources of finance – unclear currently about the level of funding from the partner organisation and whether private sector funding can be leveraged up-front, rather than through the delivery of training and other support services.			required (at risk by project proposer). ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk). Resource to develop (by proposer) needs consideration.

MARKET DEVELOPMENT Food Retail experience centre –	Development of 'Porthi' – Welsh Food Centre in Builth Wells -With potential to look at hub & spoke. (linked to business environment proposal) –also link to Food Innovation Wales, Cywain project and skills/academy. The development would house Test kitchens, start-up commercial production facilities, training facilities as well as a farm shop / café to raise awareness of and promote food manufactured in the region	General: • This would be a key 'statement' project for the food and drink industry in Mid Wales. • RWAS is an enthusiastic partner. • Welsh Government Food Division supportive of the project. • Could be a key driver for developing new food businesses in the region. CSF: • Good Strategic Fit – Food Strategy and other key strategies, with WG support • Will be a key driver to develop new business start ups in the food industry. • Will play a key role in strengthening the Agri-Food sector of the economy. • Capacity and capability – Royal Welsh Show is a key asset that is well-placed to house the development. Supply chain also well placed to support the initiative. Centrally located to play a key role in Welsh food promotion. • Could be a key asset to engage buyers - hospitality and retail sectors. • Affordability – potential match funding from RWAS feature county programme alongside WG capital. Potential for land to be made available via RWAS. • Achievability – could be seen as a key landmark / statement project that would be supported by the GMW Board.	• Potential Covid impact on availability of match funding. • Location, whist central is remote in comparison with buyer location. • May not drive productivity	Short-medium	Must	PROJECT - Carried forward subject to further development work required (at risk by project proposer). ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk). Resource to develop (by proposer) needs consideration.

MARKET DEVELOPMENT Mid Wales Agri-Food produce quality branding project	Branding/Added value/Quality – local/regional food – also products. Links to public procurement. (e.g. Cambrian Mountain Lamb). Camb Mountains looking at this also. (e.g. Wool – as a product that there poss new uses e.g. sustainable building insulation).	Development of a long term brand identity and communication project for agri-food products from mid Wales	Not a Growth Deal Project – Revenue - enabling project	Short	Should	Not carried forward at this time as activity/revenue project. ACTION: Workstream Lead to identify the opportunities/needs requirements. Identify resource to scope/plan requirements.
INNOVATION Controlled Environment Agri Opp here re council farms etc. Work developing here. Feasibility underway by private companies. Area of growth UK-wide. Poss here lose market share to urban areas.				Medium	Should	Not carried forward at this time as proposal needs further development. ACTION: Workstream Lead to identify the opportunities/needs requirements. Identify resource to scope/plan requirements.
INNOVATION Food Manufacturing Innovation Centre (MIC)	This facility will meet a genuine need for an independent pilot plant facility, designed for flexible and innovative research using specialist equipment that will provide reliable results, capable of scale up in their own manufacturing facilities. Land identified and purchased, FCW Horeb. Private business interest – but also wider across	General: • Key statement project for food manufacturing in Mid Wales – would provide a genuinely unique facility with USP at Wales/ UK or event European level. CSF • Strategic fit – UK Industrial; Strategy – help drive innovation and productivity in key food and drink sectors.	• Location may be deemed to be remote, but is located in a milk field and next to a complementary facility. • Securing up-from private sector investment may be challenging.	Short	Must	PROJECT - Carried forward subject to further development work required (at risk by project proposer). ACTION: Workstream Lead to identify project proposer and determine if project brief can be developed (at risk). Resource to develop (by proposer) needs consideration.

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INNOVATION Agri-tech centre	Private sector interest in developing a centre of excellence in region to capitalise on industry strengths in region. (See Applied Innovation section)			Short	Must	PROJECT – being picked up in the Applied R&I Workstream, falls within scope of the feasibility underway. Not considered further in this workstream.

BUSINESS DEVELOPMENT Food-grade incubator units.	Establish a network of food-grade incubator units (start-up and growth units) in targeted sites across region to ensure coverage and support for sector in Mid Wales. Mid Wales feasibility builds on the sites & premises assessment already underway. Locations to include: Aberystwyth, Llandysul, Newtown / Welshpool and Brecon. Build on the Food Innovation Wales network across Wales – hub and spoke model to support new business growth in sector. Investment would help add value to primary production. E.g. red meat, poultry etc.	• The expansion of the incubator unit network would support other interventions in the sector, by providing facilities to enable ideas to be turned into action. • Good strategic fit – Welsh food and drink strategy • Business needs – enabling strengthening of the agri-food sector of the economy. • It would support the development of employment through self employment and by supporting the development of businesses from small to medium sized enterprises. • There is a growing network of incubation units in Wales and further afield. Inability to provide such facilities may reduce the region's ability to complete to attract new business growth. • Land identified and available (paid for) in Llandysul (Horeb Food Park)	• Ability to attract private sector development funding towards the growing network in mid Wales may be challenging because of the cost / value gap (which amplifies the need for public support funding to close the gap). • Cyclical demand pattern. Current high level of demand for start-up and growth facilities, but demand can change, leading to potential voids. • Land not yet identified in Aberystwyth and in Powys.	Short	Should	Not carried forward at this time as proposal needs further development. ACTION: Workstream Lead to identify the opportunities/needs requirements. Identify resource to scope/plan requirements.
Crickhowell model – needs further exploring in terms of potential scale-up/wider reach.			Revenue project	Medium	Must/Should	Not a growth deal project at this stage – for context only.
BUSINESS DEVELOPMENT Associated infrastructure to support these projects/ambitions.			Revenue project	Short	Must (in the context of the projects/investments if taking place)	Not a growth deal project at this stage – for context only.

Public sector food – purchasing/market development	Emerging concept project across the public sector on food procurement/supply chain aligned to process and purchasing efficiencies and nutrition control in the preparation of meals (e.g. for health, schools)	Too early to determine	Too early to determine	Medium	Should	Concept being developed under the auspices of work ongoing with the PSBs and Foundational Economy. To note for now – but may develop into a proposal.
SKILLS Sector-skills support requirements. Needs linking in with RLSP. Bio-innovation/IBERS is a USP and needs capturing with wider regional businesses.			Revenue project	Short	Must	Not a growth deal project – for context only.
COMMS Massive growth worldwide on primary production, sustainability etc. Exposure of industry potentially useful in terms of farming methods/practices – local/regional supply chain development. Platform for brand recognition, and known as an area for food & drink. Opp here also around TfW food procurement (FCW/Cywain).			Revenue project			Not a growth deal project – for context only.

Discussion

-Large land mass, strengths in agri/food production. Assets and skills – needs capitalising on potential. Public land holdings (e.g. council farms).

-Potential around agri-tech. Aber Uni and Harper Adams – both strong pedigree/expertise in these areas.

-Study being undertaken by NWGD on potential Food Innovation Park in Wrexham which would be useful resource to look at one complete.

Digital (Cross-Cutting)

Scheme/ Project Title	Scheme/Project Detail	Advantages General and in relation to CSF's	Disadvantages General and in relation to CSF's	Phase / Time scale	Categorisation Must/ should/ could	Conclusions (to be completed at workshop 2)
Digital Connectivity Programme – Feasibility Study	Consultancy commission to advise on potential strategic interventions within the region to support improved connectivity and exploitation of technology.	Required to provide technical input and advice. Need to understand and add value to existing and proposed UK & WG interventions and assess need.	Rapidly changing external environment and sector makes interventions difficult to quantify and assess.	Short Term - Now	Must	Carried forward subject to outcome of feasibility study which should highlight other project proposals to take forward
Digital Connectivity Programme (?) -Poss consider split into two sub-programmes. One on higher-end application (Biz/R&D/Innovation), second on general/resident.	Programme of interventions to support the delivery and exploitation of good quality digital connectivity across the region.	Digital connectivity is an essential enabler for business growth and the Mid Wales economy. Potential to add value and support the planned investment by UK & Welsh Govt.	Difficulty in identifying and demonstrating added value. Likely significant cost to strategic interventions that make a tangible difference. UK Future programme yet to be announced.	Short-Medium-Long (tbc)	Must	Carried forward subject to outcome of feasibility study
Project: Gigabit Hub (needs scoping, poss as part of feasibility work for above)	Development of a network of high quality digitally enabled sites/ network to encourage entrepreneurship, new business and innovation. Link with employment sites, R&D, business support, digital.	Delivery model to exploit high speed digital connectivity in a rural location. Supports new enterprise and diversification of business base. Potential hub-spoke model.	Potential impact of Covid on office based working and demand. Some duplication with WG Enterprise Hubs. Revenue implications and demand unclear.	Short	Should	Business Support
Exploitation of digital technology by businesses	Programme of measures to support the take up and exploitation of digital technology by businesses.	Key cross cutting enabler linked to innovation, R&D, skills and growth sectors. Essential to support businesses growth and improve productivity.	Potential duplication with national programmes. Further work needed to identify however focus likely to be on revenue funded interventions.			Not a Growth Deal Project -Revenue

Cambrian Railway Line digital corridor	Provision of digital infrastructure (broadband & mobile) along strategic regional transport corridor to improve connectivity adjacent to route and enable exploitation at station hubs. Further feasibility work required.	Ties in with digital signal upgrade to route. Proven model in other parts of UK eg. Cross Pennine route. Additional to UK & WG current interventions.	Demand for infrastructure by suppliers and end users currently unknown. Regional benefit currently unknown.	Short	Must	Carried forward subject to outcome of feasibility study
Support the delivery of gigabit capable fibre to the premises roll out across Mid Wales	Add value and help accelerate UK & Welsh Govt roll out of FTTP to enable the next generation of good quality reliable digital connectivity for residents and businesses.	Essential infrastructure to enable business investment and growth. Risk that Mid Wales falls further behind other regions without investment. Potential to build on UK & WG investment	Difficulty in identifying added value. High cost of interventions. Significant challenges with delivery in remote rural areas.	Short	Must	Carried forward subject to outcome of feasibility study

Discussion notes:

- The feasibility study needs to look at what is already being done across the region through other schemes and then identify the gaps. These gaps could then be Digital projects.
- Discussion over whether we need to do the research first or can we add to this list now.
- Digital is a cross cutting theme.
- Needs to be clarity on who and digital connectivity programme would be for. Who should benefit? Should it be for economic/business benefit or for community benefit? This proposal was split into two levels/sub-programmes.
- Digital connectivity in communities is important for economic growth

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol