

## PROGRAMME OF ENTREPRENEURIAL SUPPORT SERVICES

### CONTEXT

Menter Môn and M-SParc share an ambition for NW Wales and a stake in its future. We welcome the opportunity to work on this project and have the staff, the physical space and networks **to begin work immediately.**

**Menter Môn's** suitability is demonstrated by a track record in delivering **business support contracts**, large **EU regeneration** programmes and the **£40 million Morlais Tidal project.**

**M-Sparc** is an iconic building which provides space for entrepreneurship. It has established itself as the regional business venue. It is also part of **Bangor University** and has **Enterprise Zone** designation

**Menter Môn (through its trading arm Annog Cyf) will be the sole contractor and M-SParc will be a Sub-Contractor.**



### KEY SITES AND SATELLITE APPROACH

We have delivered business support in NW Wales and are familiar with the area. We have **engaged with each local authority** and have their support for the regional approach. M-SParc will be the key location and provide a drop-in resource.

We have negotiated permanent space in **Conwy Business Centre**, and own / lease properties in **Porthmadog, Rhuthin** and **Llangefni**. We have negotiated terms with the other satellite locations **Rhyl, Pen Llyn** and **Dolgellau**.

## METHODOLOGY

The Enterprise Hub will inspire entrepreneurs and provide a support package to guide them along the journey. We have divided the methodology into:

1. **The entrepreneur journey** explaining how they will progress.
2. **The support services** explaining the support available

### PART 1 – THE ENTREPRENEUR JOURNEY

Effective start up support requires **regular, purposeful contact between service and entrepreneur**. An **‘always on’** service, real and virtual, in planned and unplanned engagement, is our objective. Entrepreneurs will be encouraged to **visit the Hub** as soon as possible; however, we will meet them at the regional locations during selection stage.

**INITIAL SELECTION** will determine eligibility and filter unready candidates. We will capture the following data, which will be scrutinised if we are awarded the contract.

Initial selection process will determine eligibility, appropriateness, readiness to start and commitment to the Hub. We hold the **C2E Gold Standard** in the belief that good working practices are at the heart of an equal society.

The **DETAILED DIAGNOSTIC** will be completed through a 121 appointment. It has a critical role in determining the volume, rate and type of support service required and will assess

1. **The needs of the entrepreneur’s business** against key areas e.g. company structure, competition, finance etc.
2. **The needs of the entrepreneur** to include aspirations against capacity, skills compared to those required, and entrepreneurs circumstance

The diagnostic generates the **ACTION PLAN** that defines client and service expectations. It will provide the baseline for reviews and will:

- Set a critical path and milestones
- Agree entrepreneur’s and support service actions for the next review
- Agree entrepreneur’s and business needs in terms of the assessment factors
- Agree actions to address these needs and remove barriers
- Set out the post start scenario, identifying risks and preparing mitigations

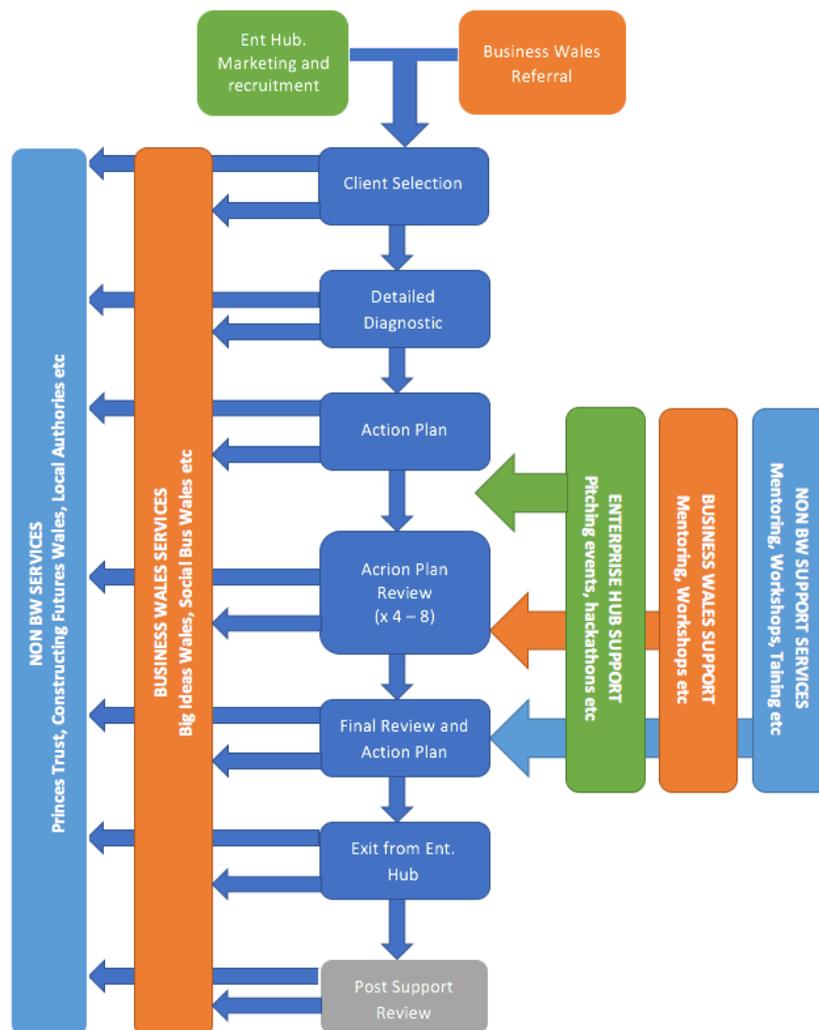
**ACTION PLAN REVIEWS** measure progress against milestones, marshalling entrepreneurs to the point at which they trade, and continue post-start. The interval depends upon progress and needs. During the course of reviews, support services will be modified to incorporate new client needs.

The **post start** period presents different challenges. During pre-start advice sessions, threats and risks during trading will have been assessed and mitigated. The post start service will address issues affecting business performance targets over a 12-month period. Achieving sales forecasts is a common issue, and management of client time in recognising critical paths to success features strongly.

### Exit from programme

An orderly exit is important for the entrepreneur, the business and the programme. We also recognise the importance of maintaining client relationships beyond the life of a project. The exit strategy will include:

- Final review
- Service evaluation
- Enterprise hub alumni
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Orange – BW Support / Green – EH Support / Light Blue – Non-BW Support  
 Dark Blue – Journey

## PART 2 – SUPPORT SERVICES

**Support services** must respond to identified needs and be demand lead. The type of service provided will be informed by empirical and anecdotal evidence and include:

- Detailed diagnostic
- Entrepreneur feedback
- Entrepreneur feedback

The **support services** will align with **the business areas within the BW Business Plan Template**, which are relevant to every company's existence regardless of size, sector or location.

Services will be provided at times to suit including **weekends and evenings**. There will also be an emphasis on **digital delivery** to include:

- **Webinars** to allow active remote participation from satellite locations.
- **Guest speaker** to be filmed and available via the digital hub
- **Remote** mentoring support (via Skype or similar) if required
- **Live broadcasts** from partner Enterprise Hubs

The support services table is central to our proposal and includes the following informations

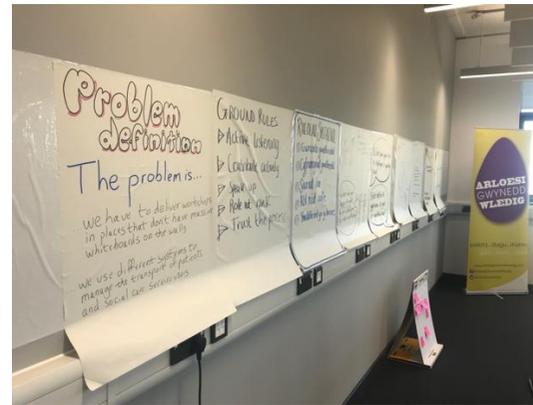
1. **Business Development Area:** These mirror the BW Business Plan and we have provided breakdown of topics.
2. **Business Wales Support:** Support will align with BW and **WG Economic Action Plan** to avoid duplication. This list is not exhaustive and we would undertake an audit of existing provision.
3. **Enterprise Hub Support:** These are indicative of support activities to be delivered alongside BW services.
4. **Examples of previous activities:** Activities we've delivered across region.

Business Development Areas	Business Wales Support Services (Indicative)	Enterprise Hub Support (Indicative)	Examples of Previous Activities organised and promoted by Menter Môn or M SPARC
<b>Company Structure</b> <ul style="list-style-type: none"> <li>• Legal Format</li> <li>• Consents and compliance</li> <li>• Legal and regulatory</li> <li>• Aims and objectives</li> </ul>	<b>121 Support</b> <ul style="list-style-type: none"> <li>• General Business Advice</li> </ul> <b>Online Support</b> <ul style="list-style-type: none"> <li>• BOSS online tutorial</li> </ul>	<b>Workshops</b> <ul style="list-style-type: none"> <li>• Specific topics bringing private sector expertise via accountants and solicitors</li> <li>• How REAP benefits your business</li> </ul>	<b>Workshops</b> <ul style="list-style-type: none"> <li>• <b>Business Bootcamps</b> delivered to 500 businesses aimed at pre-start.</li> <li>• <b>Business Basics</b> delivered to &gt; 1000 business start-ups via Business Start-Up Contracts</li> </ul>
<b>Market and Competitors</b> <ul style="list-style-type: none"> <li>• Market size and potential</li> <li>• Competitor analysis</li> <li>• Market segment</li> <li>• Product positioning</li> <li>• Intellectual property</li> </ul>	<b>121 Support</b> <ul style="list-style-type: none"> <li>• General Business Advice</li> <li>• International trade advisor</li> <li>• Innovation Specialist</li> </ul>	<b>Guest Speakers from private sector (existing contacts)</b> <ul style="list-style-type: none"> <li>• Halen Môn, Dylans, Edwards of Conwy (Food and Drink)</li> <li>• NMi Gaming, Futurium, D+H (Technology)</li> </ul> <b>Trade Missions</b> <ul style="list-style-type: none"> <li>• UK / international</li> </ul> <b>Events</b> <ul style="list-style-type: none"> <li>• Hosting North Wales and Cheshire Chamber of Commerce International Trade Forum and Exporting Club.</li> <li>• <b>County Business Week</b> collaboration activities (Denbigh March for Business, Conwy &amp; Gwynedd Bus Week)</li> </ul>	<b>Guest Speakers (Private Sector)</b> <ul style="list-style-type: none"> <li>• David Lea Wilson (Galluogi Symposium)</li> <li>• Project 15 (Welsh TED lectures)</li> <li>• Tom Allison (Technology of Farms)</li> <li>• Andy Green (Creativity in Business)</li> <li>• Kailesh Karavadra (From Engineering to Entrepreneur)</li> <li>• Avril Lewis MBE</li> </ul> <b>Trade Missions</b> <ul style="list-style-type: none"> <li>• <b>Client trade missions</b> to Brazil and Spain (MSP)</li> </ul> <b>Events</b> <ul style="list-style-type: none"> <li>• Wales Festival of Innovation (MSP)</li> <li>• Google for Business (MSP)</li> </ul>

		<b>Workshops</b> <ul style="list-style-type: none"> <li>• TRL Awareness</li> <li>• R&amp;D and IP</li> </ul>	
<b>Sales and Marketing</b> <ul style="list-style-type: none"> <li>• Marketing strategy</li> <li>• Social Media</li> <li>• International Trade</li> <li>• Modelling against sales forecast</li> <li>• Contract tendering</li> </ul>	<b>121 Support</b> <ul style="list-style-type: none"> <li>• General Business Advice</li> <li>• International trade advisor</li> <li>• Tendering advisor</li> <li>• SFBW</li> </ul> <b>Workshops</b> <ul style="list-style-type: none"> <li>• E Tendering</li> <li>• SFBW</li> <li>• Marketing</li> <li>• Big Ideas Wales Workshops</li> <li>• Welsh in Business (WG via Mentrau Iaith)</li> </ul> <b>Factsheets</b> <ul style="list-style-type: none"> <li>• BW Bus Factsheets</li> </ul>	<b>Guest Speakers from supply chains (existing contacts)</b> <ul style="list-style-type: none"> <li>• Dr. John Idris Jones (Nuclear)</li> <li>• Geraint Hughes (Food and Drink)</li> <li>• Andy Billcliff (Energy)</li> <li>• Gerallt Jones (Social Enterprise)</li> <li>• Dave Perkins (Technology)</li> <li>• Sian Hope (Academia)</li> </ul> <b>Workshops</b> <ul style="list-style-type: none"> <li>• Business after Brexit</li> <li>• <b>Supply chain opportunities</b> in energy (Nuclear, Hydro and Marine)</li> </ul> <b>Hackathon</b> <ul style="list-style-type: none"> <li>• Facilitated activities to interrogate problems and prototype solutions.</li> </ul>	<b>Specialist Guest Speakers</b> <ul style="list-style-type: none"> <li>• Dylan Ratigan (USA hydroponics specialist)</li> <li>• Iolo Williams (Wildlife Tourism)</li> <li>• Prof Dave Perkins (STEM Opportunities in North Wales)</li> <li>• Mark Stanley (Internet of Things)</li> <li>• Geraint Hughes (Social Media)</li> <li>• Jason Schofield (Marine services)</li> </ul> <b>Events</b> <ul style="list-style-type: none"> <li>• Meet the Buyer (Food and Drink North Wales)</li> <li>• Adding value to Dark Skies in Snowdonia (Dark Sky Wales)</li> </ul> <b>Workshops</b> <ul style="list-style-type: none"> <li>• STEM Workshops @ M-SParc</li> <li>• Branding and packaging</li> <li>• Opportunities for fishermen in marine energy</li> </ul> <b>Hackathon</b> <ul style="list-style-type: none"> <li>• Utilising IoT on Glynllifon (Mark Stanley)</li> <li>• How to solve littering with LAs (Satori Lab)</li> </ul>
<b>Management</b> <ul style="list-style-type: none"> <li>• Forward bus planning</li> <li>• Policies and procedures</li> </ul>	<b>121 Support</b> <ul style="list-style-type: none"> <li>• General Business Advice</li> <li>• E&amp;D Advisor</li> </ul>	<b>121 Support</b> <ul style="list-style-type: none"> <li>• Programme of pop-up bus support services in Enterprise Hub outposts.</li> </ul>	<b>121 Support</b> <ul style="list-style-type: none"> <li>• Advice and support via previous support services inc BSU, NBS &amp; GBAS</li> </ul>

<ul style="list-style-type: none"> <li>• Training and skills</li> <li>• Employment Law</li> <li>• Personnel</li> <li>• Human Resources</li> <li>• Recruitment</li> </ul>	<p><b>Mentoring</b></p> <ul style="list-style-type: none"> <li>• Soundboard</li> <li>• R&amp;D Advisor</li> </ul>	<p><b>Mentoring</b></p> <ul style="list-style-type: none"> <li>• Local business mentors currently unavailable via BW.</li> <li>• Access to <b>'Best of North Wales'</b></li> </ul> <p><b>Workshops</b></p> <ul style="list-style-type: none"> <li>• Facilitated problem solving sessions involving clients with multiple disciplines.</li> <li>• Virtual boards allowing non-exec 'peer to peer' support.</li> <li>• Encouraging high-performance &amp; best practice (IIP)</li> <li>• Health and Wellbeing</li> </ul>	<p><b>Workshops</b></p> <ul style="list-style-type: none"> <li>• Range of start-up and growth workshops</li> </ul>
<p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Location</li> <li>• Premises</li> <li>• Plant and equipment</li> <li>• ICT</li> <li>• Supplier base</li> <li>• Health and Safety</li> <li>• Compliance</li> </ul>	<p><b>121 Support</b></p> <ul style="list-style-type: none"> <li>• General Business Advice</li> <li>• Resource and Efficiency Advisor</li> <li>• Superfast BW</li> </ul> <p><b>Workshops</b></p> <ul style="list-style-type: none"> <li>• SFBW</li> </ul>	<p><b>121 Support</b></p> <ul style="list-style-type: none"> <li>• Regular action planning review</li> <li>• Implementing EMS</li> </ul> <p><b>Workshops</b></p> <ul style="list-style-type: none"> <li>• Interrogate commercial leases</li> <li>• County based business premises presentations</li> <li>• Sourcing suitable workshops</li> </ul>	<p><b>Workshops</b></p> <ul style="list-style-type: none"> <li>• SFBW Pathfinder Workshops</li> <li>• E-Crime in partnership with FSB</li> </ul> <p><b>Events</b></p> <ul style="list-style-type: none"> <li>• SFBW Stakeholder Events</li> </ul>
<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• Grant sourcing</li> <li>• Capital investment</li> <li>• Forecasting</li> <li>• Working capital</li> <li>• Cash flow</li> <li>• Tax and VAT</li> </ul>	<p><b>121 Support</b></p> <ul style="list-style-type: none"> <li>• General Business Advice</li> </ul> <p><b>Online Support</b></p> <ul style="list-style-type: none"> <li>• Online finance locator</li> </ul>	<p><b>Guest Speakers</b></p> <ul style="list-style-type: none"> <li>• Karen Jones (ex Vice President, Marketing and International Business Development, BAE SYSTEM plc)</li> <li>• Crowdfunding Case Studies</li> </ul>	<p><b>121 Support</b></p> <ul style="list-style-type: none"> <li>• Managed and delivered SULCo across region.</li> </ul> <p><b>Guest Speakers</b></p> <ul style="list-style-type: none"> <li>• Crowdfunding platform</li> </ul>

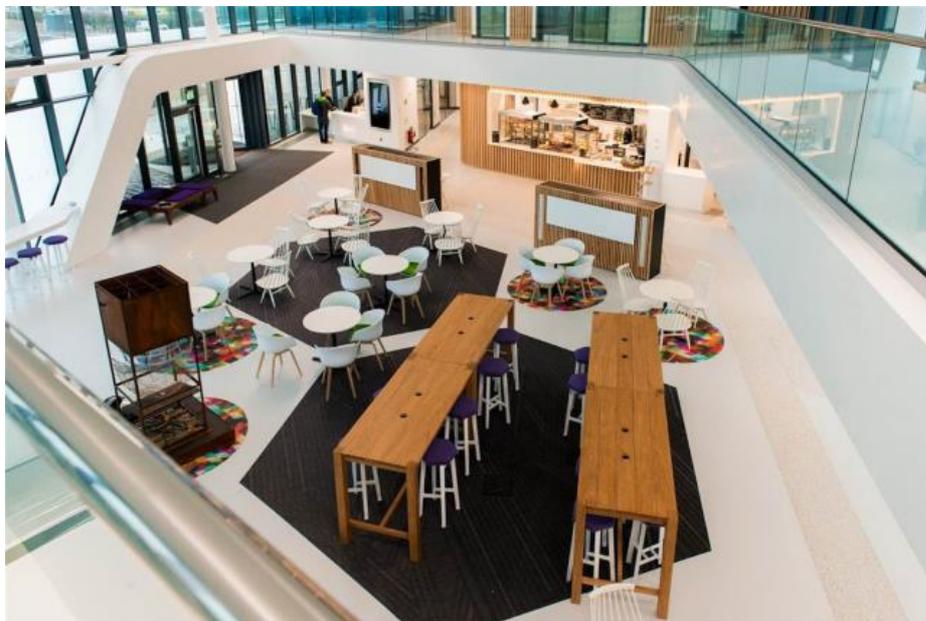
<ul style="list-style-type: none"> <li>Financial management</li> </ul>		<p><b>Workshop</b></p> <ul style="list-style-type: none"> <li>Preparing an investment brochure</li> <li>Preparing to pitch</li> <li>Crowdfunding platforms for business</li> <li>Enterprise Zones and your business</li> <li>The Pillars of Social Purpose</li> </ul> <p><b>Events</b></p> <ul style="list-style-type: none"> <li>Networking and pitching events (open and invite only)</li> </ul>	<p><b>Workshop</b></p> <ul style="list-style-type: none"> <li>Crowdfunding</li> <li>Be Nesa Llyn (Investment club) school workshops</li> </ul> <p><b>Events</b></p> <ul style="list-style-type: none"> <li>Ynni Ogwen and Ynni Padarn Peris crowdfunding events</li> </ul> <p><b>Pitching activities</b></p> <ul style="list-style-type: none"> <li>Pitching evenings with Be Nesa Llyn</li> </ul>
<p><b>Exit and progression</b></p> <ul style="list-style-type: none"> <li>Contingency</li> <li>Succession</li> <li>Exit strategy from Hub</li> </ul>	<p><b>121 Support</b> General Business Advice</p>	<p><b>121 Support</b></p> <ul style="list-style-type: none"> <li>Exit strategy from Hub (what next?)</li> </ul> <p><b>Workshops</b></p> <ul style="list-style-type: none"> <li>Post Enterprise Hub ‘peer to peer’ support groups.</li> <li>Succession Planning</li> </ul> <p><b>Events</b></p> <ul style="list-style-type: none"> <li>Celebrate success in partnership with all Enterprise Hubs</li> </ul> <p><b>Online</b></p> <ul style="list-style-type: none"> <li>Case studies including short film.</li> </ul>	<p><b>121 Support</b></p> <ul style="list-style-type: none"> <li>Succession and exit high level advice via previous BW support services e.g. GBAS, NBS and BSU</li> </ul>



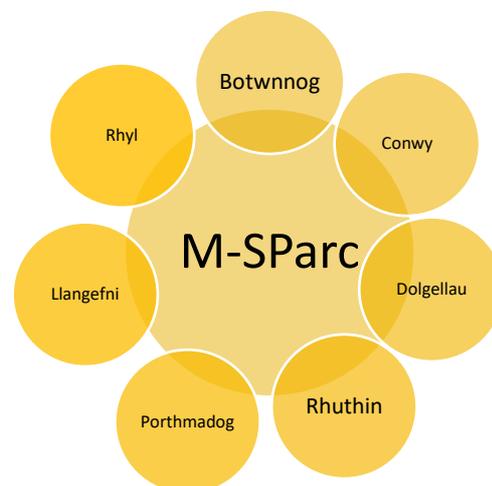
## THE PHYSICAL SPACE

### THE APPROACH

The hub at M-SParc exceeds the requirements set out in section 5.2 of the tender document. We share the belief that creating the right environment for business is crucial for success and economic prosperity. M-SParc was designed around this concept and we travelled the globe to ensure that the right environment was created here. We share the vision that the REAP methodology can be best delivered within a “supportive physical spaces for entrepreneurs” and that’s exactly what we propose for the Enterprise Hub.



North West Wales is a rural location and therefore our approach includes satellite locations across the region to ensure that the support and services are accessible for everyone.





## **BENEFITS OF OUR HUB – HOT DESKING AND CO WORKING**

Business who engage with the Hub will benefit in a number of ways. Not only will entrepreneurs have access to a public working area of M-SParc (called Tanio) but also, they'll be able to use the Hot Desk space called Ffwrnes. This is a space for people to work in peace and is based within the tenanted area, providing the use of a shared kitchen and the opportunity to mix and collaborate with M-SParc's current tenants, sparking new ideas and generating a culture of innovation.

## **Benefits of our Hub; Collaboration, Pride, Facilities, Connectivity and a Lot More...**

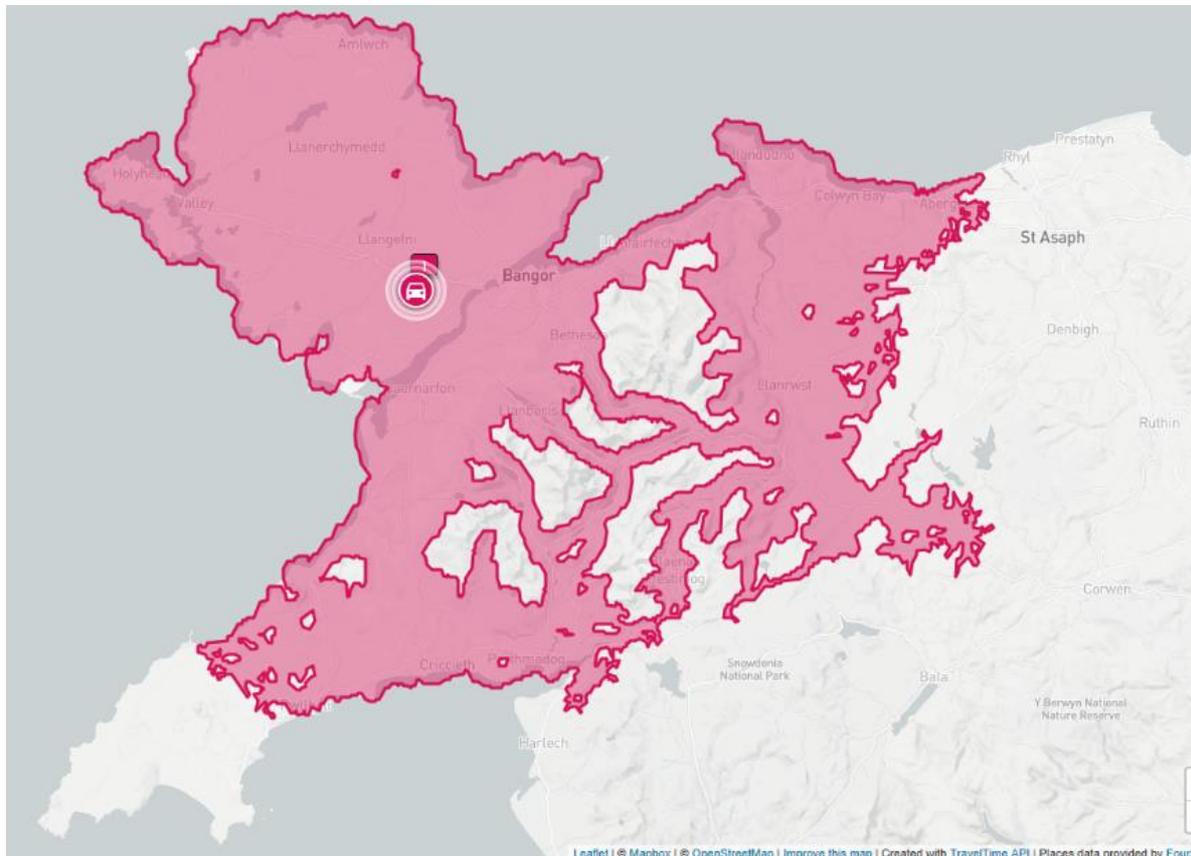
There are a number of other benefits that stem from locating the Hub in M-SParc, they include:

- Entrepreneurs can work in an environment that makes them feel 10ft tall and full of pride. The building and the environment raises aspirations and brings out the very best in people.
- Collaboration opportunities with other tenants, in an environment of mutual respect and willingness to co-work and share ideas, this is the very ethos of M-SParc.
- Based on the **Anglesey Enterprise Zone** businesses based in M-SParc benefit from additional support that's available from Welsh Government including favourable rates available from the Development Bank of Wales.
- Businesses can have access to a range of meeting rooms, including the best boardroom in Wales

## LOCATION AND TRAVEL TIMES

M-SParc is perfectly placed to be the hub in the region with a large part of the region within an hour's drive time to the facility. Given the satellites in Dolgellau, Botwnnog, Conwy, Rhuthin, Porthmadog and Rhyl our submission ensures that we have the complete region covered. In addition, we will use outreach and partner sites on an ad-hoc basis to ensure complete coverage.

The plan on the right demonstrates 1 hr travel times to M-SParc. The areas in **pink** are within 1hr of the Main Hub in M-SParc. Clearly our hub serves the vast majority of the region within the 1hr drive time and our satellite sites will add to this provision.



## SATELLITE LOCATIONS

We propose a number of satellite locations and have agreements in place with these partners for the delivery of support services. This will enable us to ensure that we serve the regions entrepreneurs.

We have selected the satellite locations as **they serve the region geographically, offer a range of facilities** and are also **hubs in their own right with existing business support services**. Each of the locations have indicated their support to be part of the Enterprise Hub project.

## SATELLITE HUB FACILITIES

We envisage that the satellites will be used for one to one diagnostics, mentoring activities and workshops. The facilities available at our satellites are summarised below:

	Meeting Rooms	24hr Access	On Site B.Support	Hot Desking	Tea Coffee	Parking	Internet
<b>Rhuthin</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Botwnnog</b>	<input checked="" type="checkbox"/>						
<b>Dolgellau</b>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
<b>Porthmadog</b>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
<b>Con Busn Centre</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Rhyl</b>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
<b>Llangefni</b>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

We have already had the full support from the Local Authorities to use their facilities if it is deemed of benefit to the Enterprise Hub

## Map of Enterprise Location



## MARKETING, EVENTS AND BRANDING

This response explains how we intend to promote the Hub to generate a pipeline of entrepreneurs, and raise the profile nationally and internationally.

### Community Engagement

An economy over reliant upon public sector employment and a narrow economic base requires **proactive sourcing of entrepreneurship**. Our strategy for achieving this will be:

1. **Geographically focused**
2. **Thematically focused**
3. **Diversity focused**
4. **Product focused**
5. **Language Focused**

We will utilise 7 approaches to marketing the Enterprise Hub, all of which are interdependent and will use common source information. The aim is to unearth sources of entrepreneurs.

#### 1. Events and activities

There is no substitute for getting out there and engaging face to face. People respond when you make the effort, often in the evening, and have a conversation.

#### 2. Newsletters

Newsletters are an opportunity to collect stories from previous quarters and present them in an interactive format to be shared digitally and printed. Content will include client case studies, items on previous / future events, and relevant support service links.

#### 3. Social Media

Social media will generate interest in events, establish dialogue, and generate general awareness. We recognise that social media must be used responsibly, reflect the Enterprise Hub brand, and retain a non-corporate 'human voice'.

#### 4. Films

Films are an important marketing tool. They compete with a lot of other content and must be short, engaging and occasionally amusing.

## 5. Testimonials

Generating client testimonials will produce excellent content to be used via the various engagement channels. We will produce a testimonial for every successful client that 'graduates' from the enterprise which will include:

- Introduce client
- Business and sector
- Overview of client's journey
- Support received via Enterprise Hub
- Challenges and successes
- Lessons learnt and ambitions
- Advice for new entrepreneurs

The information will be available in a digital format to be printed. With the agreement of the client we will also produce a **short 3-minute film**.

## 6. General PR

Traditional publicity has a role to play in generating interest and we will generate press releases as required. However, the best stories often have a life of their own and will generate interest in the media of their own volition. The task is to ensure that we control the narrative. Below are details of 3 stories that have generated UK wide publicity in the last 18 months:

## 7. Create the Enterprise 'Hub Club'

The Enterprise Hub must have the feel of an exclusive club whereby clients value their membership, and promote it to their peers. In order to strengthen the 'value' membership clients will receive the following:

- Membership card
- Access to Hub locations and University resources inc. Pontio Fab Lab
- Membership of the North Wales Management Club
- Access to the digital hub with use of software
- Use of IoT gateway at M-SParc
- Annual award ceremony and away days
- Christmas Party
- Alumni membership

## **Promoting the Hub in Wales, UK and Internationally**

Our role will be primarily to work with WG to provide content which can be used to promote the Enterprise Hub project. This will include providing examples of the REAP approach being used to good effect, case studies that demonstrate the success, and collaboration on delegation visits to Enterprise Hub.

We will also maximise our own international network through the following

- Morlais global developer network (MM)
- Trade mission activities (MSP)
- Relationship with UK Government Department for International Trade (MSP)
- Relationship with nuclear sector in Poland and Japan (MSP)
- Relationship with car industry (Audi and Bentley)

## COLLABORATION WITH EXISTING BUSINESS SUPPORT SERVICES

Measures will be put in place to ensure that the NW Enterprise Hub will add value to the existing business support services and mitigates against duplication. This is important from a funding perspective, as well as the client.

These measures will be as follows:

1. **Formal monthly reports**
2. **Attendance at business support networks and other events**
3. **Ongoing client assessment:**
4. **Proactive involvement of Business Wales:**
5. **Satellite support:**

## DRIVING STAKEHOLDER ENGAGEMENT

Success depends on the ability of the delivery organisation to make a programme relevant; whether they are students, a farmer or an engineer. The same is true with the REAP model; all participants must have an understanding of the concept and their role. Unless it is made relevant it becomes irrelevant

## WIDER ENGAGEMENT

We are part of the regional economic ecosystem. It's as important as staff and physical location, and will provide immediate traction.

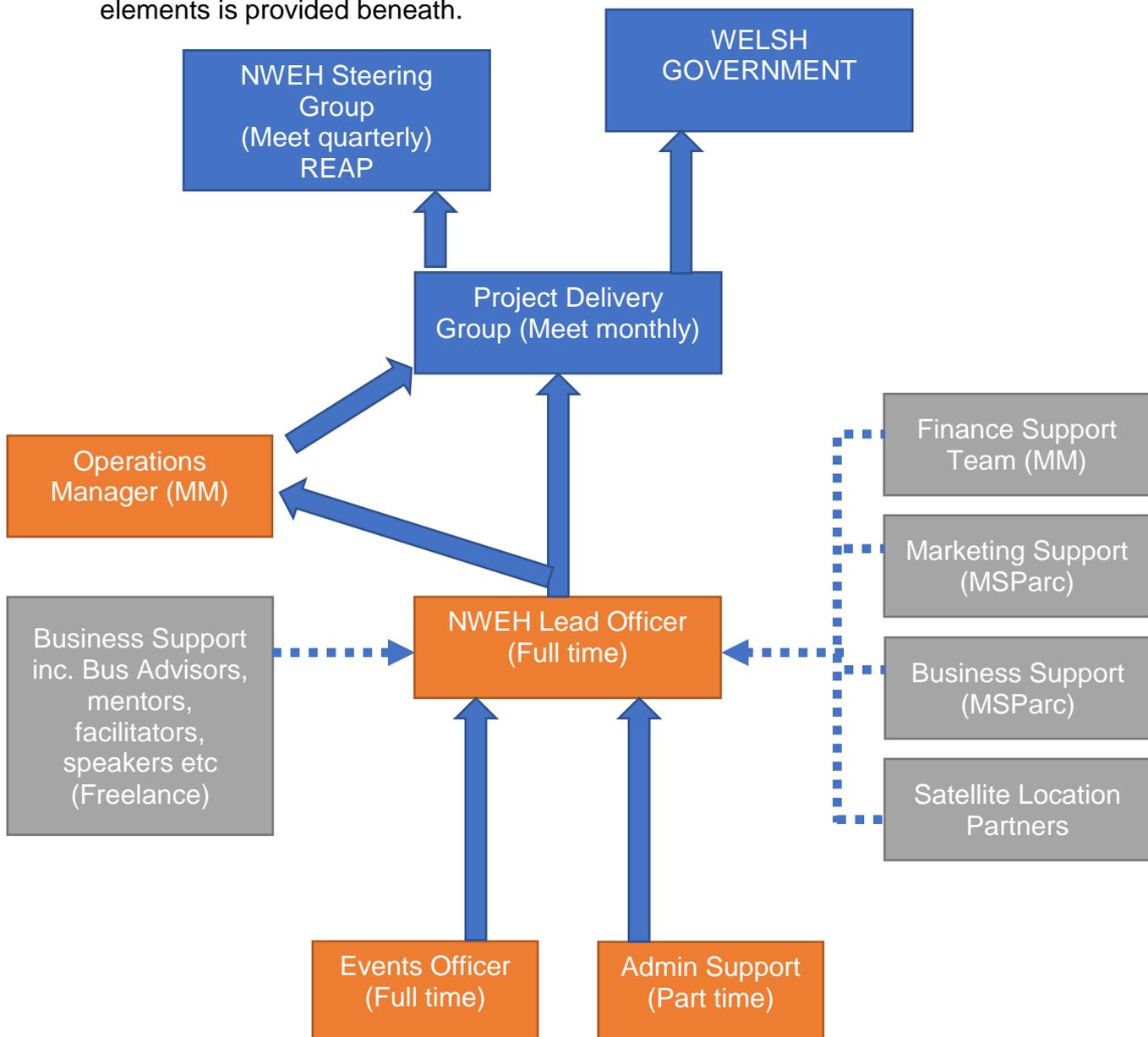
## NATIONAL NETWORK

We would embrace the opportunity to collaborate with the other 5 Enterprise Hubs and with the support of the other Enterprise Hubs we would propose the following:

## STRUCTURE

The lead organisation is Menter Môn with M Sparc a key delivery partner (sub contractor). We have proposed a structure which can **enacted on the day the contract is awarded**.

The delivery structure is outlined below and further explanation regarding the key elements is provided beneath.



**Key:** Blue Box - Governance  
 Orange Box – Delivery  
 Grey Box – Support services  
 Solid arrows - direct accountability  
 Dotted lines - support service

## GOVERNANANCE

**NWEH Steering Group:** To include minimum of one representative from stakeholder group, in addition to the MM and M-SParc chief officers, the Operations Manager and the NWEH Lead Officer. The role will be to provide **oversight** of the project, **ensure delivery** on behalf of the region and **identify opportunities**. Welsh Government will retain authority.

**Project Delivery Group:** To include the delivery team and to meet monthly to monitor **progress against key deliverables**. Also responsible for **monitoring quality, identifying problems** that impact delivery and introduce response measures. Monthly report will be presented prior to being sent to WG.