

WISHER CONSULTING

Expansion of Maelor Foods – Economic Impact

Client : Maelor Foods

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1. Introduction

- 1.1 Maelor Foods is one of the UKs most successful poultry slaughtering businesses. It was formed in 2014 and commenced operations in 2017. It operates from a single site in Wrexham, North Wales in state-of-the-art premises.
- 1.2 The business is a valued employer in the Wrexham area. It is also, in conjunction with its highly integrated supply chain, a key part of the Wales/North Wales agricultural and food sector.
- 1.3 Maelor Foods has grown and expanded substantially since 2016, in part with the financial support of Welsh Government and operates to the highest environmental standards.
- 1.4 The company now wishes to double its production throughput via the introduction of an additional production line. The footprint of Maelor's premises will not change but there will be a growth in the flow of both goods-in and goods-out. As such, the production increase requires the approval of the local planning authority in variation of a planning condition relating to highways movements. The new production line will allow Maelor to increase operations from circa 0.95 million birds per week to circa 2 million birds per week.
- 1.5 The purpose of this report is to outline:
 - The local economic context within which Maelor operates.
 - The scale and nature of the current economic impact of the business, including its supply chain operations.
 - The likely future economic impact of Maelor Foods with expanded production.
- 1.6 The report has been prepared by Wisher Consulting. Wisher Consulting is the new venture of Darren Wisher. Darren is an experienced economist and was previously Managing Director of Regeneris Consulting and the UK economics consulting arm of Hatch.

2. Maelor Foods : Overview of Company

- 2.1 Maelor Foods was established in 2014 and redevelopment/construction work started on its site in Wrexham in 2015. The site opened its first phase in 2016 and second phase in 2017.
- 2.2 The site was previously operated by the First Milk dairy company for cheese-packing processes. First Milk closed the site in 2014 with the loss of approximately 230 jobs. Maelor substantially redeveloped the First Milk plant at a cost of circa £20 million.
- 2.3 The main business of Maelor is the slaughtering of poultry. After slaughter, most of the birds are then passed to Maelor's sister company Salisbury Poultry to be prepared (i.e. de-boning, portioning etc) for sale to various markets. Salisbury Poultry are based in Bilston, West Midlands.
- 2.4 Turnover growth of Maelor has been rapid, growing from £34 million in 2018 to £118 million 2021 and will be an estimated £168 million for 2022. Maelor currently slaughters in the region of 950,000 birds per week at its site in Wrexham.
- 2.5 The redevelopment of the First Milk site was assisted by a £3.15 million grant from the Welsh Government's Food Business Investment Scheme, designed to provide support to businesses that are involved in first and/or second stage food processing activities. Maelor is a trusted partner to the Welsh Government.
- 2.6 Maelor ensure that they operate and comply with all relevant legislation covering people safety, food safety and the environment. For example, the company is fully accredited to Red Tractor standards – which is a world-leading food chain assurance scheme that underpins the high standards of British food & drink – and has achieved the highest attainable grades under the BRC (British Retail Consortium) food safety standards.

Supply Chain

- 2.7 Maelor Foods operates with a highly integrated upstream and downstream supply chain. Understanding the Maelor supply chain is essential to understanding its full economic impact.

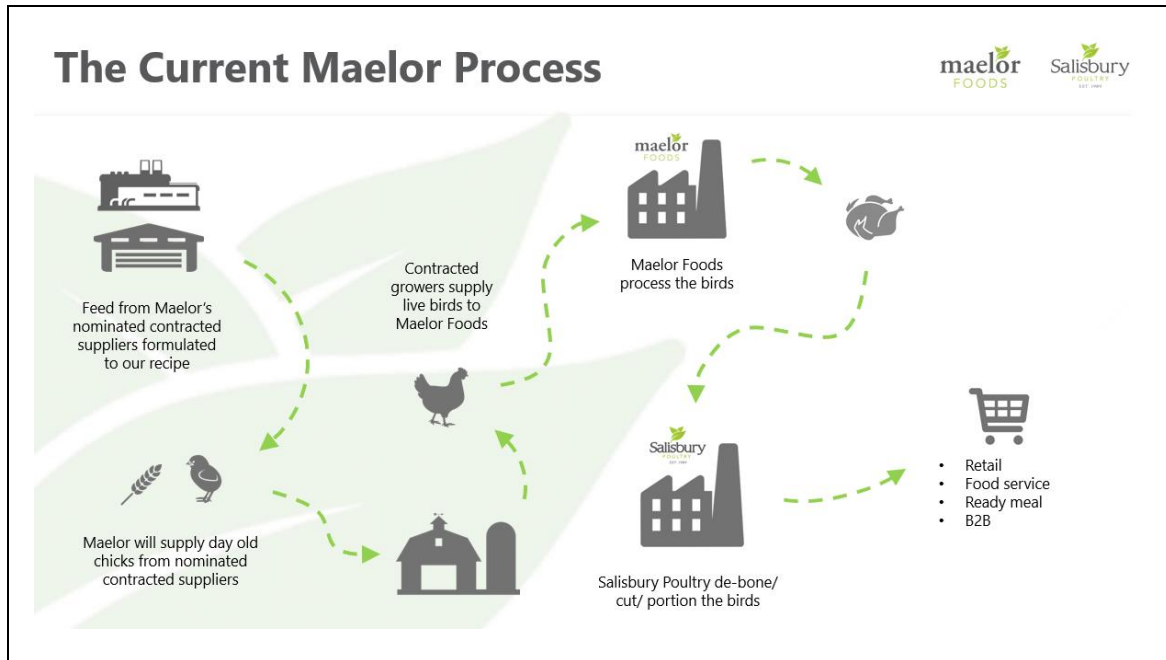
Upstream

- 2.8 There are several large-scale purchases that Maelor makes prior to receiving its birds for slaughter. The three main supply chain purchases are as follows:
 - Maelor buys large volumes of day-old chicks, all of which are hatched in the local area.
 - The business then employs a range of growers to grow the chicks into slaughter-ready birds. A large number of these growers are located in the North Wales area.
 - Maelor also buys all the chick feed to send to growers. The business wants to control the type and quality of food they provide to chicks and ensure their growers run profitable and sustainable businesses. As above, a significant proportion of this food comes from local suppliers.
- 2.9 There are other supply chain purchases as well, but those listed above are by far the most significant. More detail on each of these main supply chain activities is provided in subsequent sections of this report. Suffice to say they each represent very significant purchases with associated large scale job creation figures.

Downstream

- 2.10 As noted above, Maelor has a sister company in the form of Salisbury Poultry. Salisbury employ a large number of skilled butchers who perform tasks such as de-boning and portioning. Salisbury supply poultry product into numerous market sectors including ready meal manufacturers, food service, retail, and wholesale and catering.
- 2.11 Figure 2.1 below provides a summary of the Maelor process and the key upstream and downstream supply chain relationships. Figure 2.2 provides images of the internal plant operations.

Figure 2.1 : Overview of Maelor Foods



Source : Internal Company Presentation Materials.

Figure 2.2 : Images of Maelor Foods Plant Interior



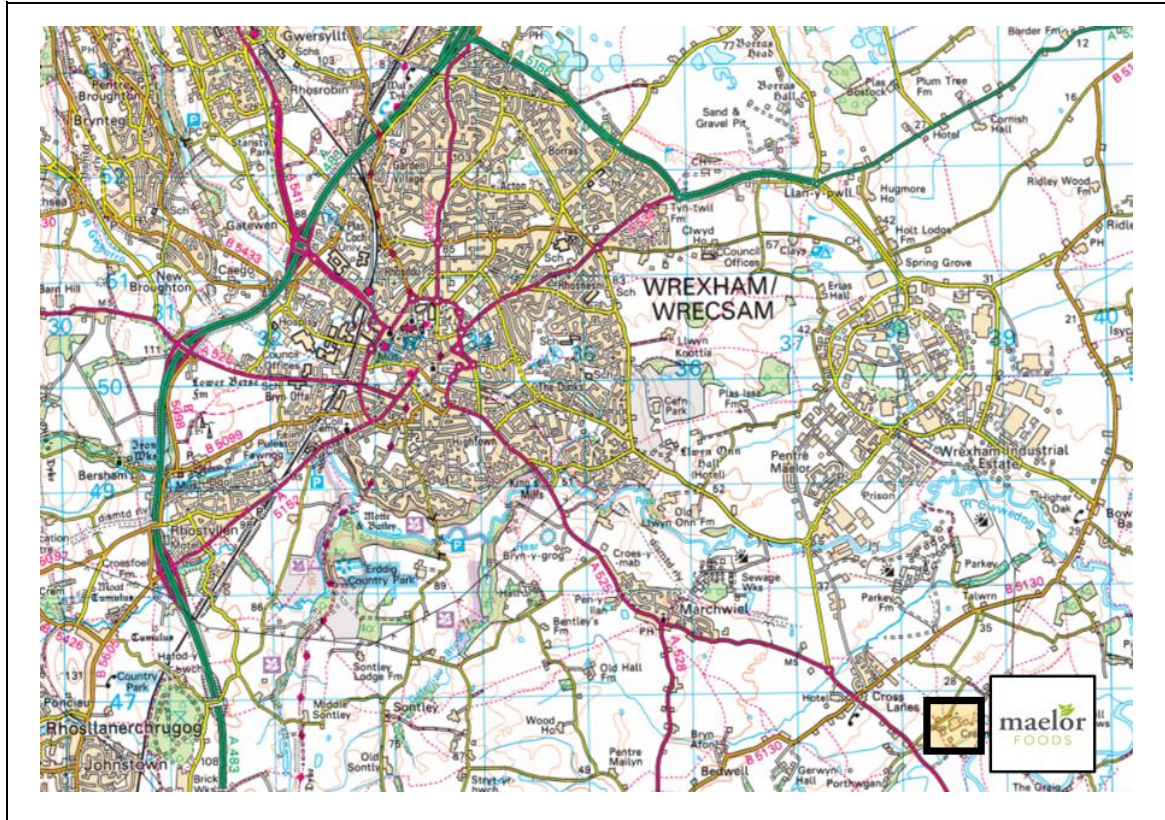
Source : Internal Company Presentation Materials.

3. Economic & Policy Context

Site Location

- 3.1 Maelor Foods is located approximately 4 miles from the centre of Wrexham. It is located within Wrexham district and is accessed from Pickhill Lane via the A525 which is a key link into Wrexham whilst also providing access to the wider highways network. Most employees travel to work via a car.

Figure 3.1 : Maelor Foods Location



Source : Bing Maps.

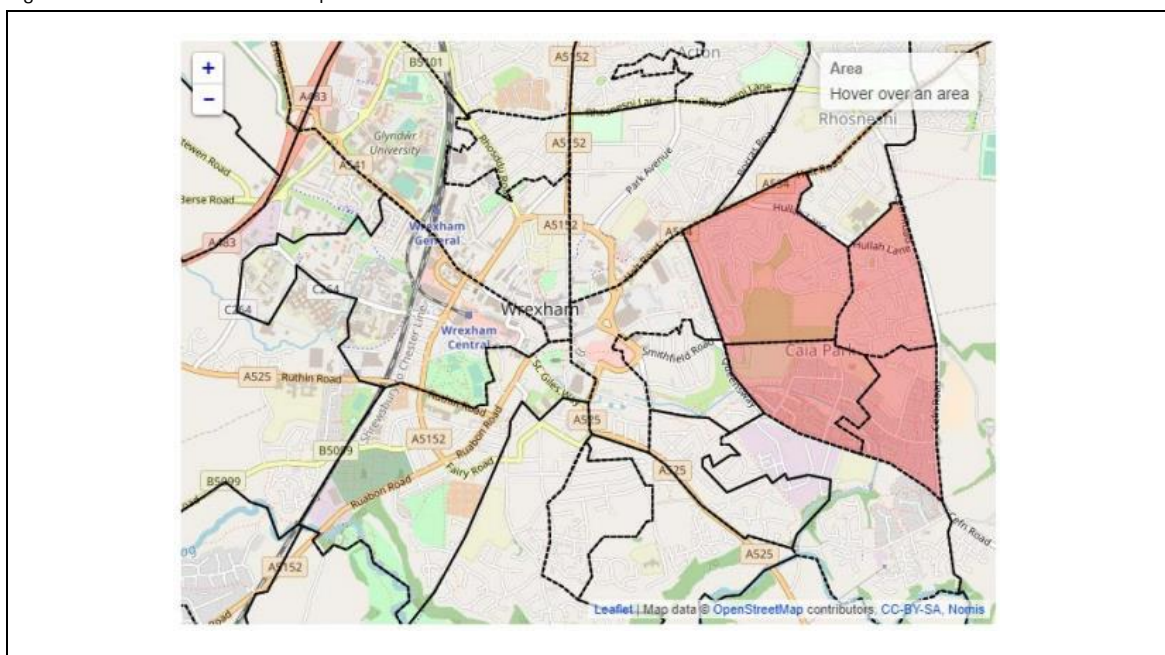
Wrexham's Need to Sustain and Create Jobs

- 3.2 Wrexham CB Council's current Corporate Plan was approved in March 2022. The Plan states at page 5 : "Our vision for the future is that all the people that live here are supported to fulfil their potential, prosper and achieve a high standard of well-being".
- 3.3 The Corporate Plan sets out six well-being and improvement priorities – one of which is "developing our economy" (page 13). The document notes that the economy is a major driver for improving the community of Wrexham and goes on to state that "we are ambitious – we aspire to be recognised as a hub of industry and commerce in North Wales" (page 13). Under the section outlining "what will success look like", the Council states that "we will have achieved growth in employment with an increase in the supply of better paid jobs" (page 16).
- 3.4 The Council is right to prioritise the economy. Despite the presence of numerous successful businesses and exciting economic opportunities, there are a series of worrying labour market statistics in Wrexham. The latest NOMIS Labour Market Profile for Wrexham¹ highlights that there are:

¹ NOMIS Official Labour Market Statistics – Office for National Statistics.

- 2,900 economically inactive residents in Wrexham who currently want a job.
 - 6,600 workless households – this is 15.8% of all households in Wrexham, higher than the Great Britain figure of 13.6%.
 - 8,400 residents claiming one of the main out-of-work benefits.
- 3.5 The UK government has recently launched a Levelling Up White Paper and associated Levelling Up Fund. The Fund is designed to help those areas in the UK that face economic challenges and has prioritised the places in most need. Wrexham is designated a Priority 1 area for UK Levelling Up Fund, which signifies the highest level of priority.
- 3.6 The North Wales Regeneration Plan also identifies Wrexham as priority area for regeneration and job creation. The plan identifies nationally significant deprivation in the east of Wrexham, around the Caia Park community. The Welsh Index of Multiple Deprivation (WIMD) 2019 Results Report by the Welsh Government put this same community into the top 10 most deprived areas of Wales. Job creation for this part of Wrexham is particularly important.

Figure 3.2 : Wrexham's Most Deprived Communities



Source : North Wales Regeneration Plan 2018-2035. Final Draft.

The Welsh Agricultural/Food Sector

- 3.7 Maelor Foods, and its supply chain, form an important part of the Wales and North Wales food sector. The centrality of the food sector to the Welsh economy cannot be overstated. The National Economic Plan for Wales ('Prosperity for All') identifies the food sector as one of four 'Foundation Sectors'. The National Economic Plan sets out how the Foundation Sectors account for 4 in 10 of all jobs in Wales and are hugely beneficial in terms of helping to keep money flowing through communities.
- 3.8 In the Foreword to the National Economic Plan the Foundation Sectors are described as... "the backbones of many local economies" (see Foreword by Ken Skates, Cabinet Secretary for Economy and Transport, page ii)
- 3.9 Welsh Government, via its sector support agency Food and Drink Wales, has produced a sector development plan - 'A Vision for the Food & Drink Industry from 2021. Building on Our Success' – to grow and strengthen the sector. The Foreword states:

“The food and drink industry, despite all the challenges it has faced, remains remarkably resilient. It is an incredibly diverse industry, with a vast range of products in its portfolio. It exists in every corner of Wales, both urban and rural”.

“We know from previous strategies that the food and drink industry has a vital role to play in the evolution of the Welsh economy and there is a strong desire to maintain this momentum”

- 3.10 The Mission statement for Food and Drink Wales is to “grow our businesses’ scale, value and productivity” (p4) and the sector development plan states “We are in this for the long haul. We want every business to grow bigger, better and stronger” (p18).
- 3.11 The sector development plan outlines an ambitious quantified targets for growth – with the ambition that every year the turnover value of Wales’ food and drink sector will proportionately grow more than the rest of the UK, and to at least £8.5bn by 2025 (p5).
- 3.12 At a North Wales level, the Agri-Food sector is identified as one of three ‘high growth sectors’ for the North Wales Economic Ambition Board.

4. Current Economic & Social Impact

Framework for Assessing Economic and Social Impacts

- 4.1 The analysis in this section follows a widely recognised and accepted framework for assessing the economic value of company operations. It involves assessing:
- Direct on-site employment in the Maelor Foods business.
 - Indirect employment (also referred to as a supply linkage multiplier) due to upstream corporate purchases made by Maelor Foods with linked firms in their supply chain.
 - Induced employment (also referred to as a consumption multiplier) associated with the expenditure of those individuals who derive incomes directly from their employment at Maelor Foods.
- 4.2 As intimated above the main metric for measuring impact is jobs. Impacts are also expressed in terms of Gross Value Added (GVA). GVA is a measure of wealth that is generated in a company and its supply chain, and which gets dispersed largely in the form of wages/taxes/profits. It is not to be confused with company turnover, GVA is effectively a subset of turnover.
- 4.3 The assessment of current impacts is based on operations as at summer 2022. In line with standard economic impact methodology, this assessment does not include employment in downstream economic activities at, for example, Salisbury Poultry. For context, Salisbury Poultry employs in excess of 800 staff at sites in Bilston, West Midlands and is a very valuable employer in its local area.
- 4.4 The assessment also covers the wider social contribution Maelor Foods makes to the local area through its activities in the community.

Direct On-site Employment

- 4.5 The current number of permanent staff on site is 253 (or 255 in round numbers). In addition, there are a small number of agency and temporary staff. The vast majority of staff are permanent employees on the company payroll.
- 4.6 Employment levels have grown year-on-year. As recently as 2018, Maelor Foods employed just 85 staff. The sustained growth in employment is a success story for the local economy.
- 4.7 The main roles/occupations are listed in Table 4.1 below. A large proportion of staff deal with the main operation of receiving, processing and despatching birds. Maelor also employs a significant number of maintenance staff and drivers, alongside office staff, supervisors and the management team.

Table 4.1 : Maelor Foods : Direct On-Site Staff

Bird Drop and Despatch Operatives	41
Linco – Bird Hangers	39
Night Hygiene Operatives	28
Transport	28
EV Operatives	24
Retail Operatives	24
Maintenance/Engineering	18
Supervisors/Team Leaders	15
Management	13
Technical and Amenities	11
Office	9
Security	3
Total	253

Source : Company HR records

- 4.8 Salaries for the main processing staff range between £10.50 to £13.00 per hour, with more for supervisory, engineering and management staff. See Table 4.2 below for supervisor and management pay grades. Even the lowest paid roles are well in excess of the statutory National Living Wage of £9.50 per hour and also in excess of the Living Wage Foundation's Real Living Wage of £9.90 per hour. The company invests heavily in staff training. All staff are mandated to undertake training in a range of health & safety, food safety, animal welfare and company culture topics.

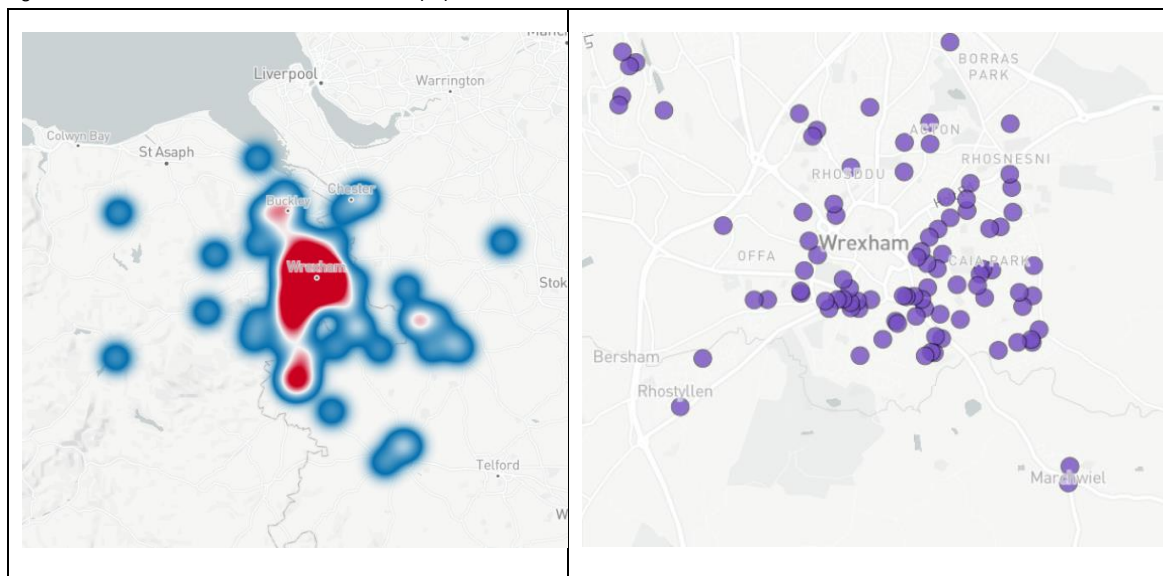
Table 4.2 : Salary Grades for Supervisor/Management Roles

Senior Management	£38k - £80k
Management	£30k - £45k
Production Supervisors	£33k - £38k
Engineering Supervisors	£43k - £44k
Engineers	£37k - £42k
Office support	£23k - £40k

Source : Maelor Foods

- 4.9 One of the most interesting features of the Maelor workforce is its highly localised nature. Individual postcode data for all staff has been analysed for the purposes of this report. The analysis reveals 78% of staff live within the Wrexham district and 86% live in North Wales.
- 4.10 Figure 4.1 below provides a heat map which clearly shows the concentration of staff located in the Wrexham district. Also of interest in Figure 4.1 (right hand side map) is the high proportion of staff that live in some of the more deprived areas of Wrexham, in and around the Caia Park area. The provision of jobs for these communities is highly important and supports parallel regeneration efforts on the part of the Council and its partners.

Figure 4.1 : Location of Workforce (heat map, plus zoom-in on east Wrexham)



Source : Based on Company HR records. Mapping by Wisher Consulting.

- 4.11 Figure 4.2 over page provides case studies to show some of the typical individuals who work at Maelor Foods and the progress they have made in their careers since joining the firm.

Figure 4.2 : Staff Case Studies

Leah Samuel- lives in Wrexham

Leah originally joined Maelor Foods in September 2018 as HR Officer and was promoted to HR Assistant Manager, joining the site leadership team 9 months later in June 2019, with responsibility for circa 160 employees (both permanent and agency). In March 2021, Leah was promoted to HR Manager and now manages the people function for over 250+ employees providing site direction and compliance on people related activities and procedures.

James Groves- lives in Marchwiel Wrexham

James started working for Maelor Foods as an agency driver in 2018 both on Live Haul and Fridge transport and whilst still remaining as an agency driver, stepped up into an interim Transport Supervisor cover role at the start of 2019. James was identified as a key member of the transport team, involved in both planning of runs and driver management and was subsequently offered a permanent role as Transport Supervisor direct with Maelor Foods in November 2019. At this time, James was responsible for circa 14 drivers. He remains in post and now has supervisory responsibility for around 28 drivers.

Silviya Ignatova – lives in Wrexham

Silviya joined Maelor Foods originally via an agency in 2018 as a production/retail operative, joining as a permanent member of staff in February 2019. Silviya was promoted to Retail Machine Minder in August 2019. Since this date, and with additional responsibility, she was also given a relief chargehand position. Subsequently she was formally promoted to Retail Chargehand in December 2021. During the past 12 months Silviya has completed her HACCP L3 certificate, Food safety and first aid qualification.

Source : Maelor Foods

Indirect Employment – Upstream Supply Chain

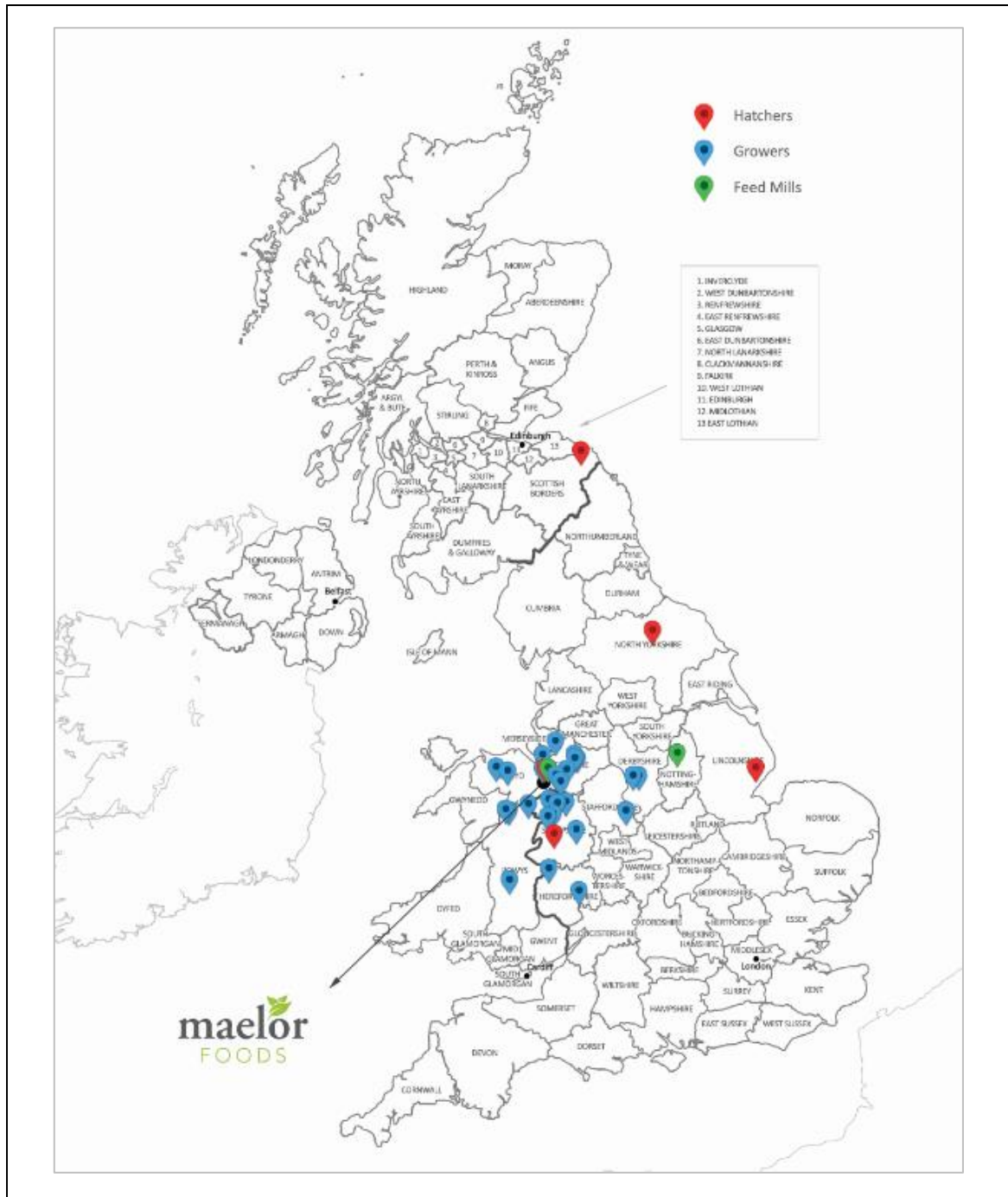
- 4.12 The operations at Maelor Foods rely on a number of highly integrated supply chain companies. A share of the employment in these supply chain companies is directly attributable to the existence of Maelor Foods. This report elaborates on the main elements of this supply chain, noting that other smaller scale purchases also take place.
- 4.13 As set out in Table 4.3 over page, the three main supply chain purchases relate to chicks, the feed for these chicks and the payments to growers who raise the chicks into slaughter ready birds. The payments to these three elements of the supply chain are significant and will in 2022 sum to approximately £150 million.
- 4.14 Figure 4.3 provides a mapping of Maelor's supply chain partners. This mapping shows clearly the geographical clustering of many of Maelor's supply chain businesses around the Wrexham area.

Table 4.3 : Main Supply Chain Purchases

Item		Estimated annual spend, 2022	Supplier Profile
Chicks	Maelor buys large volumes of day-old chicks, sufficient to underpin its production line of 0.95 million birds per week. The majority of chicks are hatched in the local area.	£15 million	 Annyalla is one of Maelor's main chick suppliers. They produce day-old chicks for the UK poultry market and have a major presence on Wrexham Industrial Estate to supply Maelor.
Growers	The business employs a range of growers to grow the chicks into slaughter-ready birds.	£90 million	Maelor works with a network of about 45 growers. Most growers have Maelor as their sole client. A large number of the growers are located in the North Wales area (see Figure 4.2 below).
Feed	Maelor buys all the chick feed to send to growers	£45 million	 Lloyds is one of Maelor's main feed suppliers. The company is one of the UK's main suppliers of high quality poultry feed. It supplies Maelor from its base at Wrexham Industrial Estate.

Source : Maelor Foods

Figure 4.3 – Location of Key Supply Chain Partners



Source : Maelor Foods. Note : The three hatchers which are some distance from the Maelor site are back-ups. The majority of all chicks are typically hatched in the local area.

Induced Employment

- 4.15 Induced employment is also created by the expenditure of those individuals who derive incomes directly from their employment at Maelor Foods and in the Maelor supply chain.
- 4.16 This expenditure permeates the whole economy but much of it will be deployed close to where workers live, on household expenditure items such as food, leisure, housing costs, personal services etc.

Quantifying Indirect and Induced Employment

- 4.17 The most robust way of estimating indirect and induced employment is through the use of employment multipliers.
- 4.18 The Scottish Government has produced the most robust set of publicly available employment multipliers for various industries and these have been used to inform estimates here². The modelling of relative supply chain effects in Scotland will not vary markedly for those across the UK as a whole – and no similar industry specific multipliers are available for Wales.
- 4.19 A range of combined indirect and induced employment multipliers (so-called Type II multipliers) have been extracted from the Scottish Government estimates, including:
- A multiplier of 1.6 for the “agricultural” sector.
 - 2.8 for “dairy product processing”.
 - 2.8 for “meat processing”.
- 4.20 A blended average multiplier of 2.5 has been selected for this assessment to reflect the nature of Maelor’s operations. This means that for every 100 jobs created directly by an operation, then the total employment impact (direct + indirect + induced effects) will be 250 jobs (100 * 2.5). Applying this same logic to Maelor Foods generates a total employment impact of 625 jobs, comprising 250 direct jobs and a further 375 indirect and induced jobs.
- 4.21 These indirect and induced effects are measured at the UK level but it is clear from the location of Maelor’s main supply chain partners that a large proportion of jobs, and arguably the majority, will be based in Wrexham and North Wales.
- 4.22 It is also possible to generate GVA estimates for the impact of Maelor Foods. As set out earlier Gross Value Added (GVA) is a measure of wealth that is generated in a company and its supply chain, and which gets dispersed largely in the form of wages/taxes/profits. It is not to be confused with company turnover, GVA is effectively a subset of turnover.
- 4.23 Information from the UK Food and Drink Federation³ puts GVA per worker in the UK food manufacturing/processing sector at £64,000 per worker. On this basis the total GVA impact of the Maelor Food operations – inclusive of its supply chain activity – is £40 million per annum.

Table 4. 4 : Maelor Foods - Jobs/GVA Summary

Direct on-site Jobs	250
Indirect/Induced Jobs	375
Total Jobs	625
Annual GVA Impact	£40M

Source : Wisser Consulting. All jobs rounded to nearest 5.

² Scottish Government. Supply, Use and Input-Output Tables. Last updated November 2021.

³ UK Food and Drink Federation. Our Industry at a Glance 2021.

Social and Community Role of the Business

- 4.24 In addition to the employment and wealth generating impacts of Maelor Foods, the company also commits time and resources to a range of local community groups:
- Maelor Foods are current sponsors of a local village U14's football team, providing training supplies to Marchwiel Villa FC.
 - In 2021, Maelor Foods formed a relationship with Nightingale House Hospice, based in Wrexham, and were their primary sponsor for their annual 10k charity run in Llandeglla Forest.
 - For a number of years Maelor Foods has sponsored a local charity, the Rainbow Centre, supporting the minibus and providing free fuel to service this vehicle.
- 4.25 The company regularly look at ways in which they fundraise for local charities and in the past 12 months have undertaken the following;
- Christmas Foodbank – over 91kg in supplies were presented to Wrexham Local Foodbank.
 - Wear it Pink – the company raised £187 for breast cancer awareness.
 - Christmas Charity Raffle – raised £349 for Nightingale House Hospice.
 - Donations given to the Ukraine Appeal.

5. Future Economic & Social Impact

- 5.1 The previous section provided a thorough assessment of the current economic role of Maelor Foods in the Wrexham/North Wales economy.
- 5.2 The evidence on the current economic role is used to make predictions about the likely future impact post-expansion.
- 5.3 The proposed expansion will put in place a whole new production line within the same building footprint and facilitate an increase in operations from circa 0.95 million birds per week to circa 2 million birds per week.

Uplift in Direct On-Site Jobs

- 5.4 Workforce modelling has been undertaken by the Maelor Foods management team on the labour requirements of the business post expansion. It is estimated an additional 125 staff will be required when production expands to 2 million birds per week. In line with current employment practices, these additional staff will be permanent employees on the company payroll.
- 5.5 The increase represents an uplift of 50% on current employment levels.
- 5.6 The percentage increase in employment is less than the percentage increase in production throughput. This is because there will be many efficiencies of scale in running two production lines in tandem.

Uplift in Indirect and Induced Jobs

- 5.7 With the doubling of production throughput all the main categories of supply chain spend (chicks, grower payments, feed) will also broadly double in scale.
- 5.8 Using the same average employment multiplier for the food production sector of 2.5 cited in the previous section of this report, will yield a total off-site employment uplift of 185 jobs throughout the UK economy.
- 5.9 The estimate above assumes supply chain businesses enjoy the same efficiencies of scale as Maelor Foods as they scale up their own production runs. This may not be the case, and as such these indirect and induced uplift effects should be considered a minimum figure. The off-site employment attributable to the proposed Maelor Foods expansion may in fact grow by more than 185 jobs.

Overall Uplift

- 5.10 The overall uplift effects are shown in Table 5.1
- 5.11 With the new production line in place, total employment attributable to Maelor Foods will stand at 935 jobs. The total measures off-site effects at the UK level, but as noted earlier the majority of indirect and induced effects will be found in the Wrexham/North Wales area.
- 5.12 The total GVA effects with the expansion in place will be £60 million per annum.

Table 5.1 : Summary of Job & GVA Uplift Effects

	Current		Expansion		Revised Total	
	Jobs	GVA	Jobs	GVA	Jobs	GVA
On site	250	-	125	-	375	-
Off site	375	-	185	-	560	-
Total	625	£40M	310	£20M	935	£60M

Source : Wisher Consulting/Maelor Foods

Installing the New Production Line

- 5.13 The original capital investment in the Maelor Foods plant in 2016/17 involved an investment of over £20 million, including:
- Factory infrastructure, including drainage works and build costs.
 - Effluent treatment plant upgrade, including initial odour control works.
 - Aeroscalder installation – to include commissioning, plucker setup, trials and setup changes.
 - EV upgrades – drainage improvements, guides, temperature setup, ventilation
 - Further odour control works – upgrade of scrubber, ducting, roof space, carbon filtration, increase of capacity, measurement of upgrade.
 - Linco gas improvements – to include the various meetings, measurements, external experts to site, change of setup and trials.
- 5.14 In the intervening years between 2016/17 and the present day, there have been periodic capital investments in a range of plant improvement works.
- 5.15 A new production line represents a major capital investment of at least £15 million. It will include:
- A complete second line of Marel equipment including evisceration equipment, aeroscalder, and chiller.
 - A second inline chiller.
- 5.16 With the new production line in place Maelor will have made capital investment into the agricultural manufacturing and construction sector of over £40 million in a decade.

The No-Approval Scenario

- 5.17 The consequences of the local planning authority not approving a production increase at Maelor Foods are as follows:
- The company has been a growth business for many years and it is important to the owners that they retain their status as a growth company. This flows from the personal ambitions of the company directors, but also from the demands of key customers. An inability to grow will run the risk of losing key current customers who are themselves on a strong growth curve (e.g. Lidl and Tesco).
 - Growth needs to occur at a single site. Two separate sites would introduce an unwelcome element of inefficiency and would not be financially prudent.
 - An inability to grow at the current Maelor Foods site would almost certainly lead to the company reducing investment at the site and re-evaluating its long-term plans.
- 5.18 In the current economic climate, it is essential that local authorities support growth-orientated businesses and particularly those that fall within established target sectors such as Food & Drink.

6. Conclusions

6.1 The key points in this report are as follows:

- Maelor Foods is a successful growth-orientated business located in Wrexham, North Wales. Its business focus is the slaughter of poultry which is eventually purchased by numerous UK market sectors including ready meal manufacturers, food service, retail, and wholesale and catering.
- Maelor directly employs just over 250 staff and has expanded its employment base from just 85 some 5 years ago. Expansion has been facilitated by grants from Welsh government and Maelor is an established partner to Welsh Government.
- The company provides local permanent jobs for local people. 78% of staff live within the Wrexham district and 86% live in North Wales. A significant number of staff live in the more deprived areas of Wrexham. The provision of jobs for these communities supports the area-based regeneration work of Wrexham BC and its partners.
- All staff are paid in excess of both the statutory National Living Wage and the Living Wage Foundation's Real Living Wage. A range of very competitive supervisory, engineering and management salaries are also paid.
- Maelor's upstream supply chain is highly integrated and highly localised. The purchase of day-old chicks, feed and grower payments involves approximately £150 million of annual supply chain expenditure. Much of this spend is with businesses based in Wrexham and North Wales.
- The supply chain spend creates what are known as "indirect" jobs in supply chain businesses. The expenditure of workers creates what are known as "induced" jobs, as wages filter through the rest of the economy.
- Indirect and induced jobs directly attributable to Maelor Foods total circa 375 jobs across the UK. The majority of these jobs are likely to be found in Wrexham and North Wales given the highly localised nature of the company's supply chain.
- Total jobs attributable to Maelor Foods currently stands at 625 (comprising 250 jobs direct on-site and 375 jobs off-site). These jobs generate Gross Value Added (GVA) of £40 million annually. The jobs, and the value they generate, should be viewed as highly valuable:
 - Wrexham needs to sustain and create jobs. There are 2,900 economically inactive residents in Wrexham who currently want a job, and the district has recently been afforded Priority 1 status – representing the highest level of economic need - for the UK government's Levelling Up programme.
 - All jobs are predominantly in the food and agricultural sector, which is widely accepted as a key "foundation" sector for the Welsh economy and one of the target growth sectors for the North Wales Economic Ambition Board.
- Maelor is proposing to put in place a whole new production line within the same building footprint to facilitate an increase in operations from circa 0.95 million birds per week to circa 2 million birds per week.
- The expansion is firmly in line with the Welsh Government's Vision for the Food & Drink Industry from 2021 – which aims to ensure that every year the turnover value of Wales' food and drink sector will proportionately grow more than the rest of the UK, and to at least £8.5bn by 2025.
- The expansion will create:
 - An additional 125 permanent on-site staff.

- A total off-site employment uplift of 185 jobs throughout the UK economy.
- With the new production line in place, total employment attributable to Maelor Foods will stand at 935 jobs.
- The total measures off-site effects at the UK level, but the majority of indirect and induced effects will be found in the Wrexham/North Wales area. These jobs generate Gross Value Added (GVA) of £60 million annually.
- The original capital investment in the Maelor Foods plant in 2016/17 involved an investment of over £20 million. In the intervening years between 2016/17 and the present day, there have been a number of further capital investments in a range of plant improvement works.
- A new production line represents a major capital investment of at least £15 million. With the new production line in place Maelor will have made capital investment into the agricultural manufacturing and construction sector of over £40 million in a decade. This investment will also benefit the local and Welsh economy.
- In addition to the employment and wealth generating impacts of Maelor Foods, the company also commits time and resources to a range of local community groups to support well-being in the Wrexham area.
- An inability to grow at the current Maelor Foods site would almost certainly lead to the company reducing investment at the site and re-evaluating its long-term plans. The company needs an expanded production line to meet the growth needs of its customers and to retain these customers in the long term.

6.2 More detail and the derivation on all of the above is provided in the main body of this report.

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