



Complete Agenda

**Bwrdd Uchelgais Economaidd
Gogledd Cymru**

**North Wales
Economic Ambition Board**

Meeting

NORTH WALES ECONOMIC AMBITION BOARD

Date and Time

1.30 pm, FRIDAY, 28TH JANUARY, 2022

Location

Virtual Meeting - Zoom

For public access to the meeting, please contact us

Contact Point

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(DISTRIBUTED 20/01/22)

NORTH WALES ECONOMIC AMBITION BOARD

MEMBERSHIP OF THE JOINT COMMITTEE

Voting Members

Councillors

Hugh Evans	Denbighshire County Council
Llinos Medi Huws	Isle of Anglesey County Council
Mark Pritchard	Wrexham County Borough Council
Ian B. Roberts	Flintshire County Council
Dyfrig L. Siencyn	Gwynedd Council
Charlie McCoubrey	Conwy County Borough Council

Advisers - Non-voting

Dafydd Evans	Grwp Llandrillo Menai
Maria Hinfelaar	Glyndwr University
Yana Williams	Coleg Cambria
Askar Sheibani	Business Delivery Board
Professor Iwan Davies	Bangor University

Chief Officers - Non-voting

Annwen Morgan	Isle of Anglesey County Council
Iwan Davies	Conwy County Borough Council
Neal Cockerton	Flintshire County Council
Dafydd Gibbard	Gwynedd Council
Ian Bancroft	Wrexham County Borough Council
Graham Boase	Denbighshire County Council

Officers in Attendance

Dewi Morgan	Section 151 Officer
Iwan G. Evans	Monitoring Officer
Alwen Williams	Portfolio Director
Hedd Vaughan Evans	Operations Manager
Sheryl Le Bon Jones	Temporary Senior Executive Officer

A G E N D A

1. APOLOGIES

To receive any apologies for absence.

2. DECLARATION OF PERSONAL INTEREST

To receive any declarations of Personal Interest

3. URGENT BUSINESS

To note any items that are a matter of urgency in the view of the Chair for consideration.

4. MINUTES OF THE PREVIOUS MEETING

4 - 8

The Chair shall propose that the minutes of the meeting held on the 10 December 2021 be signed as a true record.

5. QUARTER 3 FINANCIAL REVIEW

9 - 16

Dewi Morgan, Host Authority Statutory Finance Officer and Sian Pugh, Host Authority Group Accountant to provide the North Wales Economic Ambition Board (NWEAB) with details of the actual revenue expenditure and income for the third quarter of the 2021/22 financial year as well as projected full year out-turn against its annual budget.

6. NORTH WALES GROWTH DEAL - QUARTER 3 PERFORMANCE REPORT

17 - 45

Hedd Vaughan-Evans, Operations Manager to present the Quarter 3 (October-December) Growth Deal report and updated Portfolio Risk Register.

NORTH WALES ECONOMIC AMBITION BOARD 10/12/21

Present:

Voting Members - Councillors:- Llinos Medi Huws (Isle of Anglesey County Council), Mark Pritchard (Wrexham County Borough Council), Louise Emery (Conwy County Borough Council), Billy Mullin (Flintshire Council), Hugh Evans (Denbighshire Council) and Dafydd Meurig (Gwynedd Council).

Advisors – Prof. Iwan Davies (Bangor University), Dr Maria Hinfelaar (Glyndŵr University), Dafydd Evans (Grŵp Llandrillo Menai) and Askar Sheibani (Business Delivery Board).

Chief Officers - Graham Boase (Denbighshire Council), Neal Cockerton (Flintshire Council), Ian Bancroft (Wrexham County Borough Council) and Annwen Morgan (Isle of Anglesey County Council).

Officers in attendance - Dafydd L. Edwards (Statutory Finance Officer – Host Authority), Iwan Evans (Monitoring Officer - Host Authority), Alwen Williams (Portfolio Director), Hedd Vaughan-Evans (Operations Manager), Sheryl Le Bon Jones (Senior Operational Officer), Jane Richardson (Chair of the Executive Group), Stuart Whitfield (Digital Programme Manager), Kirrie Moore (Digital Connectivity Project Manager), Sian Pugh (Group Accountant - Corporate and Projects), Bryn Richards (Welsh Government), Sioned Williams (Gwynedd Council) and Annes Sion (Democracy Team Leader - Host Authority).

1. APOLOGIES

Apologies were received from Councillor Dyfrig Siencyn, Councillor Charlie McCoubrey, Councillor Ian B Roberts, Yana Williams (Coleg Cambria), Iwan Davies (Conwy County Borough Council) and Dafydd Gibbard (Gwynedd Council).

2. DECLARATION OF PERSONAL INTEREST

Declarations of personal interest were received from Maria Hinfelaar, Glyndŵr University and Askar Sheibani as a member of the Glyndŵr University Governing Body and Professor Iwan Davies, Bangor University, for item 9 as projects relating to Bangor University and Glyndŵr University were being discussed. It was noted that it was a prejudicial interest and they left the meeting.

For item 10, a declaration of personal interest was received from Professor Iwan Davies as the Bangor University representative. It was a prejudicial interest and he left the meeting.

3. URGENT BUSINESS

None to note.

4. MINUTES OF THE PREVIOUS MEETING

The Chair signed the Minutes of the meeting held on 22 October 2021, as a true record.

5. NORTH WALES REGIONAL ECONOMIC FRAMEWORK - DRAFT

The report was submitted by Alwen Williams (Portfolio Director)

RESOLVED

To recommend the draft 'Regional Economic Framework for North Wales' for adoption by each local authority.

REASONS FOR THE DECISION

The Welsh Government's Economic Action Plan (EAP) established the basis for regional working, including a commitment to deliver a stronger regional voice through a regionally-focused model of economic development. This includes the establishment of regional teams and the development of Regional Economic Frameworks (REFs).

REFs are intended as a vehicle to help promote collaborative regional planning and delivery amongst public, private and third sector partners. Delivery will be focussed around a single shared vision for each region and supported by a suite of shared regional priorities and principles.

The development of REFs will be key in informing and influencing the delivery of Welsh Government funding priorities.

DISCUSSION

The report was submitted and it was noted that Welsh Government's Economic Action Plan had established a foundation for regional working, which included establishing regional teams and developing Regional Economic Frameworks. It was explained that developing frameworks was an essential part of Welsh Government's commitment to the Economic Development Model. It was explained that when developing the frameworks, the Covid-19 recovery as well as the region's long-term aspirations needed to be considered.

It was noted that the frameworks helped to promote collaborative regional planning and delivery amongst public, private and third sector partners. It was explained that the framework would be focused around a single shared vision via a suite of shared regional priorities and principles. It was stressed that the frameworks would be key in informing and influencing the delivery of Welsh Government funding priorities.

It was stated that a period of targeted engagement had been held with a range of key regional stakeholders to co-design this placed-based approach to economic development. The priorities were noted under the main themes: The Social and Community Well-being Economy, Experience Economy and the Low Carbon and Low Emissions Economy. It was explained that the priorities were flexible, allowing the region to adapt and respond to the challenges and opportunities faced over the next 20 years.

During the discussion, the following matters were raised:-

- It was asked who this document was aimed at. It was noted that the document had been created for the region in order to have a clear purpose and to highlight priorities. It was noted that this partnership document would be a guide in order

to receive Welsh Government funding.

- It was noted that with the priorities seen in the Growth Deal, Corporate Joint Committees and in these Frameworks it was also asked how it would be possible to keep all of these aligned. It was noted that the document was a general one in terms of priorities and, consequently, clearly showed that the EAB was successful in implementing against the Regional Economic Frameworks. It was noted that the Frameworks aligned with the priorities already seen but that it provided a long-term framework for the region.
- It was stated that the decision noted the need for Local Authorities to accept the framework - it was asked if the partners also needed to do so. It was explained that stakeholders had had an opportunity to contribute to the framework and that it should be adopted by the partners also, if possible, to assist to build a stronger economy in north Wales.
- It was asked if it was possible for the Framework to be adopted by the EAB rather than in all the councils as the partners and the authorities were a part of the meeting. It was noted that returning to discuss it locally would slow down the process. The Monitoring Officer noted that adopting the Framework across all partners was not within the remit of the EAB and therefore there was a need to go back to decide on it within the Local Authorities.

6. INVESTMENT STRATEGY

The report was submitted by Alwen Williams (Portfolio Director).

DECISION

To note the update on the development of an investment strategy.

REASONS FOR THE DECISION

Each year the North Wales Growth Deal enters into an independent Gateway Review as part of its governance and assurance process. The Portfolio's Gateway Review, held in August 2021 delivered a delivery confidence rating of Amber/Green, which recognises that successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.

One of the review panel's recommendation was that that a portfolio level strategy for attracting and securing private, and other, sector investment should be developed and adopted

DISCUSSION

The report was presented and it was noted that each year the Growth Deal entered into an independent Gateway Review as part of its governance and assurance process. The Review was held in August 2021, and a delivery confidence rating of Amber/Green was achieved, which recognised that successful delivery appeared probable. It was explained that the review panel recommended that a portfolio level strategy be developed for attracting and securing private, and other, sector investment.

It was explained that the Growth Deal is based on the delivery of projects across five programmes with an anticipated total capital expenditure of up to £1.1 billion. Of this total, it was added that £240million had been committed by UK and Welsh Government, and it was noted that £179.2million was expected to come from other public sector sources and £722million was to be committed by the private sector. It was noted that the investment would collectively contribute to the region's economic growth over a ten to

fifteen-year term and that the investment was targeted at strategically important industrial sectors, via the portfolio's five programmes.

In line with the recommendations of the review panel, it was noted that an initial draft of the Strategy had been submitted to the Portfolio Board on 26 November for consideration. The Portfolio Board requested additional time to consider and provide input to the document. It was stated that the strategy noted seven key objectives to get to grips with its aims effectively as well as encouraging regional collaboration and seeking to identify potential opportunities and threats associated with securing investment. It was added that successful deliver of the objectives would ensure a co-ordinated approach to securing the necessary investment.

Members were guided through the seven objectives within the Investment Strategy. It was explained that there would be continued collaboration with the regional stakeholders to build the approach which had been outlined and it was noted that an update on the Strategy would be given to Welsh and UK Government on 14 December 2021.

Observations arising from the discussion

- Concern was expressed that the local element was missing from the strategy and that the element of local discussion was taken from the region. It was explained that it was not intended for the document to lose the local element and it was noted that the full document disclosed much more. The importance of looking locally for investment and to extend further to attract other investment was noted. It was noted that the purpose of the strategy was to implement definite objectives to facilitate investment opportunities in the region and to ensure that the area attracted the right investors as well. It was explained that it was important to understand how every authority wanted to attract the investors and to include this in the strategy.
- The need to get businesses to invest was noted and to do this there was a need to work together and be a welcoming area.

7. EXCLUSION OF PRESS AND PUBLIC

RESOLVED to exclude the press and public from the meeting during the discussion on the following items due to the likely disclosure of exempt information as defined in paragraph 14, Schedule 12A of the Local Government Act 1972 - information about the financial or business transactions of any specific person (including the authority that retains that information). There is an acknowledged public interest in openness in relation to the use of public resources and related financial issues. It is also acknowledged that there are occasions, in order to protect the financial and commercial interests that matters related to such information need to be discussed without being publicised. The report deals specifically with financial and business matter and related discussions. Publication of such commercially sensitive information could adversely affect the interests of the bodies and the Councils and undermine the confidence of other Growth Deal participants in sharing sensitive information for consideration. This would be contrary to the wider public interest of securing the best overall outcome.

8. CHANGE CONTROL - UPDATE

The report was submitted by Hedd Vaughan-Evans (Operations Manager).

RESOLVED

To note the update on the change requests.

REASONS FOR THE DECISION

In December 2020, agreement was reached on the Final Deal Agreement for the North Wales Growth Deal. It was noted that the North Wales Growth Deal has a change management process in place to ensure potential changes to the scope of the Growth Deal and the projects are captured, assessed and where relevant considered by the Board.

Change requests are assessed by the Portfolio Management Office and considered by the Portfolio Board prior to any recommendation being made to the Board.

DISCUSSION

The report was discussed.

9. DIGITAL SIGNAL PROCESSING PROJECT - FULL BUSINESS CASE

The report was submitted by Hedd Vaughan-Evans (Operations Manager) and Stuart Whitfield (Digital Programme Manager).

RESOLVED

To approve the Full Business Case for the Digital Processing Centre project and authorise the Portfolio Director, in consultation with the Chair, Vice-chair, Section 151 Officer and the Monitoring Officer to agree and enter into a funding agreement with Bangor University for the delivery of the project, subject to Bangor University addressing the outstanding issues set out in section 7 of the report and securing all necessary internal approvals for the project

To note that phase 2 and 3 of the project will be subject to Bangor University producing a Business Justification Case for each expenditure phase.

To delegate to the Portfolio Director, in consultation with the Chair, Section 151 Officer and Monitoring Officer authority to approve the subsequent Business Justification Cases for phase 2 and 3 of the project where expenditure and benefits are in line with the Full Business Case presented.

DISCUSSION

The report was discussed.

The meeting commenced at 1.00 pm and concluded at 2.50 pm

CHAIRMAN



**Bwrdd Uchelgais Economaidd
Gogledd Cymru
North Wales
Economic Ambition Board**

REPORT TO THE NORTH WALES ECONOMIC AMBITION BOARD

28/01/2022

Title: 2021/22 Revenue and Capital Budget – Third Quarter Review (December 2021)

Author: Dewi A.Morgan, Host Authority Statutory Finance Officer

Sian Pugh, Host Authority Group Accountant

1. Purpose of the Report

- 1.1 This report intends to provide the North Wales Economic Ambition Board (NWEAB) with details of the actual revenue expenditure and income for the third quarter of the 2021/22 financial year as well as projected full year out-turn against its annual budget. It also shows the revised proposed capital programme as at the end of December 2021.
- 1.2 In order to operate effectively, the Joint Committee needs to be aware of its projected expenditure position against its approved annual budget.

2. Decisions Sought

- 2.1 To receive and note the NWEAB joint committee's revenue and capital third quarter review for 2021/22.**
- 2.2 To obtain the Joint Committee's approval for any underspend in 2021/22 to be transferred to the earmarked reserve that will be available for future years.**

3. Reasons for the Decision

- 3.1 To note a forecast underspend of £297,140 against the revenue budget in 2021/22. Any underspend at the end of the financial year may be transferred to the earmarked reserve.
-

- 3.2 To note a further slight slippage on the capital programme as a result of a delay with the final business case on one of the projects.

4. Background

- 4.1 The NWEAB in its meeting on 26 March 2021 approved its 2021/22 revenue and capital budget.
- 4.2 The second quarter review was presented to the NWEAB on 22 October 2021, and an underspend of £183,178 was forecasted at that time.
- 4.3 The out-turn report for 2021/22 will be presented to the NWEAB on 29 April 2022.

Revenue Budget

5. Expenditure and income in 2021/22

- 5.1 Appendix 1 provides a detailed analysis of the actual expenditure and income for the third quarter of the 2021/22 financial year, together with projected full year out-turn against its annual budget.
- 5.2 The net out-turn position at the end of the 2021/22 financial year is forecasted to be an underspend of £297,140.

Portfolio Management Office

- 5.3 An underspend of £197,387 is forecasted for the Programme Management Office in 2021/22. This has increased by £69,057 since the last quarter, and is mainly due to lower expenditure now being forecast on the Employee Expenditure heading and the Procurement and Transport External Support heading. Although all recruitment activities have been completed during the last quarter, there was a slight delay in commencement dates to that anticipated in the last quarter.

Accountable Body Support Services

- 5.4 The projected underspend for the accountable body support services heading has increased since the last quarter, and with further information available, a net underspend of £25,361 is forecasted for this year.

Joint Committee

- 5.5 A projected underspend of £18,000 remains on the Joint Committee heading.

Projects

- 5.6 The expenditure under the Projects heading must be considered in the context of the £500,000 decarbonisation grant and the £80,000 community renewal funding shown under the corresponding income budget, that have been awarded during the financial year. Without considering these grants, the projects heading was showing an overspend of £477,633.
- 5.7 Within this heading, the project business case development, external legal support and the assurance headings are showing an increase of £22,367 in underspend since the second quarter review, and it's due to the slippage on the capital programme.
- 5.8 The partner interest of £678,020 reflect the figures presented to the Board in October 2020, and these contributions are now being re-calculated to reflect the revised grant income profile, adjusted capital programme profile and business rates yield lifespan. A report on the outcome of this review will be presented to the Board on 25 March 2022.

Funding Contributions

- 5.9 The Income streams for 2021/22 include partner contributions, ESF Grant, North Wales Growth Deal Grant, Decarbonisation Grant, Community Renewal Funding and the earmarked reserve.
- 5.10 Based on the revised forecasted employee expenditure and approval for an element of the finance staff time to be claimed as part of the grant, a forecasted ESF grant funding of £812,145 will be received for 2021/22.
- 5.11 The £384,430 of the North Wales Growth Deal grant that had been allocated to fund the revenue expenditure of the Portfolio Management Office during 2021/22 will be claimed in full.
- 5.12 The £500,000 Decarbonisation grant income from Welsh Government will be used to fund the decarbonisation grant expenditure (distribution to third parties) while the community renewal funding will be used to fund feasibility work around smart energy systems, and these are both shown under the Projects heading.

- 5.13 In addition to the base budget for 2021/22, £415,000 of the earmarked reserve was allocated to fund one-off expenditure during the year. After taking this and the forecasted underspend of £297,140 for 2021/22 into consideration, the total estimated earmarked reserve balance at 31 March 2022 will be £620,692, of which will be used to fund the expenditure that has slipped to the following two financial years.

Capital Budget

- 5.14 Appendix 2 shows the revised proposed capital programme as at the end of December 2021. As mentioned in the second quarter review, it was originally anticipated that the capital programme would be running from 2021/22 to 2025/26, but the likely slippage on some of the projects means that the capital programme will now be running for an extra 3 years to 2028/29. The figures reflect the slight adjusted spending profile of the Digital Signal Processing Centre project to agree to the Final Business Case that was approved by the Board in December 2021, and also an anticipated slippage on the Morlais project. This then gives revised slippage figures of £16.81m in 2021/22, £41.39m in 2022/23 and £18.93m in 2023/24. The North Wales Growth Deal grant will be used to finance the Capital Programme in 2021/22 and 2022/23 with no external borrowing needed until 2023/24.
- 5.15 The slippage in the capital programme is mainly caused by delays in the business case development process. The Portfolio Management Office will report on the position of the individual projects.

6. Staffing Implications

- 6.1 The Portfolio Management Office have now recruited to all posts, with the final three officers in post since the beginning of January, and the estimated out-turn position for 2021/22 reflects all the recruitments that have taken place over recent months.

7. Consultations Undertaken

- 7.1 Appendix 1 and Appendix 2, as well as a summary of the contents of this report, was presented to the Executive Group on 14 January 2022.

8. Appendix

Appendix 1 – 2021/22 Economic Ambition Board Revenue Budget – Third Quarter Review (December 2021).

Appendix 2 – 2021/22 Economic Ambition Board Capital Budget – Third Quarter Review (December 2021).

STATUTORY OFFICERS' OPINIONS:

i. Monitoring Officer – Accountable Body:

No observations to add in relation to propriety.

ii. Statutory Finance Officer – Accountable Body:

Author of this report.

2021/22 Economic Ambition Board Revenue Budget - Third Quarter Review (December 2021)

Appendix 1

	Base Budget	One-off virements	Total Budget	December 2021	December 2021 Commitments	Estimated Final Position	Overspend / (Underspend)
Expenditure	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Portfolio Management Office							
Employee Expenditure (Pay, N.I. & Superannuation)	1,230,550		1,230,550	788,124	0	1,129,495	(101,055)
Advertising and Assessment of Candidates		5,000	5,000	3,315	0	3,315	(1,685)
Travel and Subsistence	7,500		7,500	517	0	2,500	(5,000)
Training	7,500	10,000	17,500	12,039	0	17,500	0
Engagement and Meetings	7,500		7,500	280	266	5,000	(2,500)
Communications and Public Relations	30,000	50,000	80,000	63,682	14,780	80,000	0
Supplies and Services	10,000	10,000	20,000	15,202	701	20,000	0
Regional Engagement Team (RET)	42,290		42,290	4,589	10,695	15,284	(27,006)
Premises	17,500		17,500	18,188	0	18,188	688
Portfolio and Programme Development		95,000	95,000	52,189	30,432	82,621	(12,379)
Procurement and Transport External Support		80,000	80,000	7,490	6,860	31,550	(48,450)
Programme Management Office Total	1,352,840	250,000	1,602,840	965,615	63,734	1,405,453	(197,387)
Accountable Body Support Services							
Finance Services Support	98,110		98,110	0	0	80,000	(18,110)
Legal (includes Monitoring Officer)	25,490		25,490	0	0	25,490	0
Corporate Support	37,110		37,110	15,040	0	37,110	0
Information Technology	15,000		15,000	0	0	15,000	0
Insurance	10,000		10,000	2,749	0	2,749	(7,251)
Accountable Body Support Services Total	185,710	0	185,710	17,789	0	160,349	(25,361)
Joint Committee							
External Legal Support	18,000		18,000	0	0	0	(18,000)
External Financial Fees	10,000		10,000	0	0	10,000	0
External Audit Fee	11,000		11,000	0	0	11,000	0
Business Delivery Board	20,000		20,000	0	0	20,000	0
Joint Committee Total	59,000	0	59,000	0	0	41,000	(18,000)
Projects							
Project Business Case Development	145,000	105,000	250,000	112,786	81,321	244,107	(5,893)
External Legal Support	100,000		100,000	33,476	8,891	56,926	(43,074)
Assurance	40,000	60,000	100,000	4,950	0	46,600	(53,400)
Interest	678,020		678,020	0	0	678,020	0
Decarbonisation Grant distribution			0	165,039	7,600	500,000	500,000
Community Renewal Funding			0	0	0	80,000	80,000
Projects Total	963,020	165,000	1,128,020	316,251	97,812	1,605,653	477,633
Total Expenditure	2,560,570	415,000	2,975,570	1,299,655	161,546	3,212,455	236,885

2021/22 Economic Ambition Board Revenue Budget - Third Quarter Review (December 2021)

Appendix 1

	Base Budget	One-off virements	Total Budget	December 2021	December 2021 Commitments	Estimated Final Position	Overspend / (Underspend)
Income	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Funding Contributions							
Partner Contributions							
Conwy County Borough Council	(50,000)		(50,000)	(50,000)	0	(50,000)	0
Denbighshire County Council	(50,000)		(50,000)	(50,000)	0	(50,000)	0
Flintshire County Council	(50,000)		(50,000)	(50,000)	0	(50,000)	0
Gwynedd Council	(50,000)		(50,000)	(50,000)	0	(50,000)	0
Isle of Anglesey County Council	(50,000)		(50,000)	(50,000)	0	(50,000)	0
Wrexham County Borough Council	(50,000)		(50,000)	(50,000)	0	(50,000)	0
Bangor University	(25,000)		(25,000)	(25,000)	0	(25,000)	0
Wrexham Glyndwr University	(25,000)		(25,000)	(25,000)	0	(25,000)	0
Coleg Cambria	(25,000)		(25,000)	(25,000)	0	(25,000)	0
Grŵp Llandrillo Menai	(25,000)		(25,000)	(25,000)	0	(25,000)	0
Local Authorities' Supplementary Contributions							
Conwy County Borough Council	(40,000)		(40,000)	(40,000)	0	(40,000)	0
Denbighshire County Council	(40,000)		(40,000)	(40,000)	0	(40,000)	0
Flintshire County Council	(40,000)		(40,000)	(40,000)	0	(40,000)	0
Gwynedd Council	(40,000)		(40,000)	(40,000)	0	(40,000)	0
Isle of Anglesey County Council	(40,000)		(40,000)	(40,000)	0	(40,000)	0
Wrexham County Borough Council	(40,000)		(40,000)	(40,000)	0	(40,000)	0
Partner Interest Contributions							
Conwy County Borough Council	(78,010)		(78,010)	(78,010)	0	(78,010)	0
Denbighshire County Council	(64,000)		(64,000)	(64,000)	0	(64,000)	0
Flintshire County Council	(104,000)		(104,000)	(104,000)	0	(104,000)	0
Gwynedd Council	(82,670)		(82,670)	(82,670)	0	(82,670)	0
Isle of Anglesey County Council	(46,670)		(46,670)	(46,670)	0	(46,670)	0
Wrexham County Borough Council	(90,670)		(90,670)	(90,670)	0	(90,670)	0
Bangor University	(93,330)		(93,330)	(93,330)	0	(93,330)	0
Wrexham Glyndwr University	(34,000)		(34,000)	(34,000)	0	(34,000)	0
Coleg Cambria	(34,670)		(34,670)	(34,670)	0	(34,670)	0
Grŵp Llandrillo Menai	(50,000)		(50,000)	(50,000)	0	(50,000)	0
Other							
European Social Fund (ESF) Priority 5 funding	(858,120)		(858,120)	(223,245)	0	(812,145)	45,975
North Wales Growth Deal grant	(384,430)		(384,430)	0	0	(384,430)	0
Earmarked Reserve		(415,000)	(415,000)	0	0	(415,000)	0
Decarbonisation Grant		0	0	(13,461)	0	(500,000)	(500,000)
Community Renewal Funding		0	0	0	0	(80,000)	(80,000)
Total Income	(2,560,570)	(415,000)	(2,975,570)	(1,554,726)	0	(3,509,595)	(534,025)
Net Overspend / (Underspend)	0	0	0	(255,071)	161,546	(297,140)	(297,140)

Total earmarked reserve at 31 March 2021	(738,552)
2021/22 budget allocation	415,000
2021/22 Underspend	(297,140)
Total earmarked reserve at 31 March 2022	(620,692)

2021/22 Economic Ambition Board Capital Budget - Third Quarter Review (December 2021)

Appendix 2

Programme	Project	Project Sponsor	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	Total (£m)
Digital	Digital Signal Processing Centre (DSP)	Bangor University	1.82	0.70	0.44	0.00	0.00	0.00	0.00	0.00	2.96
Digital	Competitive Connectivity - full fibre at key sites	NWEAB	0.00	0.49	3.05	3.16	0.00	0.00	0.00	0.00	6.70
Digital	Connected Corridor	NWEAB	0.00	0.49	1.18	0.50	0.00	0.00	0.00	0.00	2.17
Digital	Connected Campus	NWEAB	0.00	0.00	0.30	3.84	5.81	5.81	4.92	0.00	20.68
Digital	Connecting the last few percentage	NWEAB	0.00	0.69	1.97	1.28	0.00	0.00	0.00	0.00	3.94
Low carbon energy	Morlais	Menter Môn	0.00	4.93	3.94	0.00	0.00	0.00	0.00	0.00	8.87
Low carbon energy	Low Carbon Energy Centre of Excellence	Bangor University	0.00	1.18	8.47	9.36	1.67	0.00	0.00	0.00	20.68
Low carbon energy	Traswfyndd Power Station	Cwmni Eginio	0.00	0.00	4.93	9.85	4.92	0.00	0.00	0.00	19.70
Low carbon energy	Transport Decarbonisation	NWEAB	0.00	0.00	3.94	3.94	3.35	0.00	0.00	0.00	11.23
Low carbon energy	Smart Local Energy	NWEAB	0.00	0.00	1.23	1.97	6.16	6.16	6.16	2.95	24.63
Land and property	Holyhead Gateway	Stena Line	0.00	0.00	11.33	13.79	9.35	0.00	0.00	0.00	34.47
Land and property	Warren Hall Strategic Site	NWEAB	0.00	0.30	1.18	5.91	7.38	0.00	0.00	0.00	14.77
Land and property	Former North Wales Hospital, Denbigh	NWEAB	0.00	0.99	0.99	0.98	0.98	0.00	0.00	0.00	3.94
Land and property	Bodelwyddan Strategic Site	NWEAB	0.00	0.00	0.00	0.49	0.99	5.42	2.95	0.00	9.85
Land and property	Parc Bryn Cegin Strategic Site	NWEAB	0.00	0.25	2.71	2.95	0.00	0.00	0.00	0.00	5.91
Land and property	Wrexham Gateway	NWEAB	0.00	0.00	4.04	4.92	0.00	0.00	0.00	0.00	8.96
Innovation in High Value Manufacturing	Centre of Environmental Biotechnology (CEB)	Bangor University	0.00	0.00	1.23	1.73	0.00	0.00	0.00	0.00	2.96
Innovation in High Value Manufacturing	Enterprise Engineering & Optics Centre	Glyndŵr University	0.00	6.40	3.15	0.30	0.00	0.00	0.00	0.00	9.85
Agri-food and tourism	Glynllifon Rural Economy Hub	Grŵp Llandrillo Menai	0.00	6.90	2.95	0.00	0.00	0.00	0.00	0.00	9.85
Agri-food and tourism	The Llysfasi Net Zero Farm	Coleg Cambira	0.00	4.93	4.92	0.00	0.00	0.00	0.00	0.00	9.85
Agri-food and tourism	Tourism Academy	Grŵp Llandrillo Menai	0.00	0.00	0.00	1.48	1.48	1.47	0.00	0.00	4.43
Anticipated expenditure by 31/03			1.82	28.25	61.95	66.45	42.09	18.86	14.03	2.95	236.40
Approved budget (March 2021)			18.63	69.64	80.88	46.01	21.24	0	0	0	236.40
Variance			(16.81)	(41.39)	(18.93)	20.44	20.85	18.86	14.03	2.95	0.00

The remaining £3.6m of the Growth Deal grant will be used to fund the joint committee's revenue budget.

REPORT TO THE NORTH WALES ECONOMIC AMBITION BOARD
28 January 2022

TITLE: North Wales Growth Deal – Quarter 3 Performance Report
AUTHOR: Hedd Vaughan-Evans, Operations Manager

1. PURPOSE OF THE REPORT

- 1.1. The purpose of the report is to present the Quarter 3 (October-December) Growth Deal report and updated Portfolio Risk Register.
- 1.2. Quarterly reporting on progress against the North Wales Growth Deal is a requirement of the Final Deal Agreement. Following consideration by the North Wales Economic Ambition Board, the reports will be shared with Welsh Government, UK Government and the local authority scrutiny committees.

2. DECISION SOUGHT

- 2.1. That the Board consider and note the Quarter 3 Performance Report and updated Portfolio Risk Register.
- 2.2. That the Board approves the submission of the Quarter 3 Performance Report to Welsh Government and UK Government, as well as the local authority scrutiny committees.

3. REASONS FOR THE DECISION

- 3.1. As stated in the report.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

- 4.1. In December 2020, the NWEAB and the Welsh and UK Governments agreed the Final Deal Agreement for the North Wales Growth Deal.
- 4.2. Regular reporting on progress against the North Wales Growth Deal is a requirement of the Final Deal Agreement.
- 4.3. This report includes two appendices:
 - North Wales Growth Deal – Quarter 3 Performance Report
 - Portfolio Risk Register – January 2022

North Wales Growth Deal – Quarter 3 Performance Report

- 4.4. The Quarter 3 performance report provides an overview of progress on the Growth Deal programmes and projects.
- 4.5. This quarter saw the approval of the first Full Business Case (FBC) for the North Wales Growth Deal. The Digital Signal Processing Centre (DSP) project with Bangor University was approved in December 2021 following the completion of the procurement process. The DSP Centre has secured £3m funding from the Growth Deal to invest in cutting-edge equipment which will develop the facility as well as supporting the creation of up to 40 new jobs. The project is recognised by both Welsh and UK Governments as being critical to the development and future of North Wales and the wider economy.
- 4.6. Two further projects successfully completed their Gateway 2 assurance reviews during this quarter. The Former North Wales Hospital, Denbigh project completed its review in October 2021 with the Llysfasi Net Zero Farm project completing its review in November 2021. Both projects are working on addressing the recommendations as part of the development of their business cases.
- 4.7. Following the adoption of the 2021 update to the Portfolio Business Case in September, we submitted the update to Welsh and UK Government as part of the annual funding award process. This included a presentation to a joint Welsh and UK Government board in December 2021.
- 4.8. Our new brand 'Ambition North Wales' and our new website - <https://ambitionnorth.wales> were launched in November 2021. The new brand and website will be key engagement tools for the Growth Deal moving forward, particularly as we increase our engagement activities with businesses and potential investors in the region. In December, we launched a 'Regional Review' publication alongside the Cardiff City Region, Swansea Bay City Deal and Growing Mid Wales showcasing the highlights of 2021 across the four city/growth deals in Wales.
- 4.9. Recruitment activities were completed during this quarter with the final three posts in the team appointed to and starting in post in January 2022. Buddug Owen joins as Skills and Employability Project Manager, Angharad Williams and Harry Bennett as Programme Support Officers. The Portfolio Management Office is now fully resourced and ready to deliver our ambitious agenda.
- 4.10. In December 2021, we held our first early market engagement event with businesses in the region targeted at small and medium enterprises to learn more about the Growth Deal, our priorities and the opportunities for businesses over the coming years. This was well received and will lead on to further sessions in 2022.
- 4.11. The Quarter 3 update is showing projects reporting against the revised Portfolio Business Case 2021 delivery profile which was approved by the Economic Ambition Board in September 2021. Four projects are currently reporting as Red due to either risks to the project scope, or significant delays to project timescales:
- Low Carbon Energy Centre of Excellence – project under review due to change request for capital and revenue projections.
 - Key Strategic Site, Bodelwyddan (Land and Property Programme) – outline planning consent on the site has lapsed and the project will need to be reviewed when the new planning policy for the site is established.
 - Enterprise Engineering and Optics Centre – project under review due to change request for capital and revenue projections.

- Centre for Environmental Biotechnology - project under review due to change request for capital and revenue projections.
- 4.12 At this stage the only expenditure to date relates to the drawdown against the 1.5% allocation for Portfolio Management Office costs. Following the approval of the first Full Business Case in December 2021, expenditure in relation to the Digital Signal Processing Centre project is expected in Quarter 4.

Portfolio Risk Register – January 2022

- 4.13 The Portfolio Risk Register is updated on a regular basis by the Portfolio Management Office and reviewed by the Portfolio Board (Executive Officers Group) and the North Wales Economic Ambition Board on a quarterly basis.
- 4.14 The risk register has been fully updated with a number of changes recorded in the documents, including revised risk descriptions, revised scoring and mitigating actions, and the commentary has been updated for all risks.
- 4.15 Three residual risk ratings have changed this quarter –1) the capacity risk has reduced following the completion of recruitment activities for the PMO, 2) public sector investment and 3) spending objectives. Both 2) and 3) have increased due to a number of project change requests being considered.

5. FINANCIAL IMPLICATIONS

- 5.1. There are no financial implications arising directly from approving the decision sought in this report.
- 5.2. The quarterly performance report provides an overview of the expected capital expenditure profile of Growth Deal funding. At this stage, the only expenditure to date relates to the drawdown against the 1.5% allocation for Portfolio Management Office costs. Future iterations of the report will include reporting on financial expenditure following project business case approval.

6. LEGAL IMPLICATIONS

- 6.1. There are no direct legal implications arising from the report.
- 6.2. Regular reporting on Growth Deal performance is part of the agreed governance framework and a key requirement of the Final Deal agreement.

APPENDICES:

- | | |
|-------------------|--|
| Appendix 1 | North Wales Growth Deal – Quarter 3 Performance Report |
| Appendix 2 | Portfolio Risk Register – January 2022 |

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer – Host Authority:

It is one of the key tasks of the Economic Ambition Board to monitor progress and risks. The Board needs to consider the register and satisfy itself that it constitutes an accurate reflection of the risk status and that mitigation actions are being addressed.

ii. Statutory Finance Officer (the Host Authority's Section 151 Officer):

As paragraph 1.2 states, this report is a requirement to be able to continue to claim the Government grant instalments. I will continue to assist the Ambition Board's Portfolio Management Office in managing the relevant risks.

North Wales Growth Deal

2021-22 Quarter 3

(October to December 2021)

Performance Report

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This quarter saw the approval of the first Full Business Case (FBC) for the North Wales Growth Deal. The **Digital Signal Processing Centre (DSP) project with Bangor University was approved in December 2021** following the completion of the procurement process. The DSP Centre has secured £3m funding from the Growth Deal to invest in cutting-edge equipment which will develop the facility as well as supporting the creation of up to 40 new jobs. The project is recognised by both Welsh and UK Governments as being critical to the development and future of North Wales and the wider economy.

We now look forward to seeing the DSP Centre **put North Wales on the map in terms of its ground-breaking work in the sector**. It is also important that our partners, businesses and the public across the region can begin to see the real opportunities and tangible benefits that come from Growth Deal funding.

Two further projects successfully completed their Gateway 2 assurance reviews during this quarter. The **Former North Wales Hospital, Denbigh** project completed its review in October 2021 with the **Llysfasi Net Zero Farm** project completing its review in November 2021. Both projects are working on addressing the recommendations as part of the development of their business cases.

Following the adoption of the 2021 update to the Portfolio Business Case in September, we submitted the update to Welsh and UK Government as part of the annual funding award process. This included a presentation to a joint Welsh and UK Government board in December 2021.

Our **new brand 'Ambition North Wales' and our new website** - <https://ambitionnorth.wales> were launched in November 2021. The new brand and website will be key engagement tools for the Growth Deal moving forward, particularly as we increase our engagement activities with businesses and potential investors in the region. In December, we launched a '[Regional Review](#)' publication alongside the Cardiff City Region, Swansea Bay City Deal and Growing Mid Wales showcasing the highlights of 2021 across the four city/growth deals in Wales.

Recruitment activities were completed during this quarter with the final three posts in the team appointed to and starting in post in January 2022. Buddug Owen joins as Skills and Employability Project Manager, Angharad Williams and Harry Bennett as Programme Support Officers. The Portfolio Management Office is now fully resourced and ready to deliver our ambitious agenda.

Finally, we held our **first early market engagement event with businesses in the region** in December targeted at small and medium enterprises to learn more about the Growth Deal, our priorities and the opportunities for businesses over the coming years. This was well received and will lead on to further sessions in 2022.



Alwen Williams
Alwen Williams, Portfolio Director

Themes	RAG Status	Commentary
Portfolio Business Case	Green	The 2021 update of the Portfolio Business Case was considered and approved by the North Wales Economic Ambition Board (hereafter referred to as "Economic Ambition Board" or "the Board") in September and will be submitted to Welsh Government and UK Government for approval as part of the annual award of funding process. The Portfolio Director and Operations Manager presented to a joint Welsh Government and UK Government board in December as part of this process.
Delivery Pipeline	Green	A revised delivery pipeline has been approved by the Economic Ambition Board and submitted to Welsh Government and UK Government for approval as part of the 2021 Portfolio Business Case update. All projects are now reporting against the revised profile.
Governance	Green	Governance Agreement 2 was approved by all partners in December 2020. The Portfolio, Programme and Project Management Framework is now well established with the Portfolio Board and five Programme Boards operating effectively. The Conflicts of Interest process has been rolled out to the Business Delivery Board, Portfolio Board and Programme Boards and is currently being rolled out to Project Boards.
Assurance	Green	The second annual Growth Deal assurance review (Programme Assurance Review) was undertaken in August 2021 and delivered an Amber-Green confidence rating, an improvement on the Amber rating received in 2020.
Resource and Capacity	Green	All posts within the Portfolio Management Office have now been filled with the final three members of the team starting in January 2022.
Finance	Yellow	The only expenditure to date relates to the drawdown against the 1.5% allocation for Portfolio Management Office costs. The first full business case was approved in December 2021, the Digital Signal Processing Centre with Bangor University with capital expenditure for phase 1 expected to be within the 2021-22 financial year. A revised Growth Deal grant expenditure profile based on the updated 2021 Portfolio Business Case is included in this report. Securing the public and private sector investment required to deliver the Growth Deal remains the biggest risk across the portfolio and an investment strategy is being developed to support the team to meet the investment targets.
Risk	Yellow	Two residual risks have changed this quarter - 1) the risk around capacity has decreased following the completion of recruitment to the Portfolio Management Office and 2) the risk around public sector investment has increased due to project level funding issues (e.g. Morlais) and ongoing project change requests proposing amendments to capital investment projections.
Monitoring and Evaluation	Green	A revised Monitoring and Evaluation Plan was submitted to UK Government and Welsh Government as part of the annual update of the 2021 Portfolio Business Case.
Communication and Engagement	Green	This quarter saw the launch of our new brand 'Ambition North Wales' and our new website - https://ambitionnorth.wales . The new brand and website will be key engagement tools for the Growth Deal moving forward. In December, we launched a 'Regional Review' publication alongside the Cardiff City Region, Swansea Bay City Deal and Growing Mid Wales showcasing the highlights of 2021 across the four city/growth deals in Wales.

	Delivering to Plan with no issues to address (no action required)		Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place)		Delivery significantly behind schedule and/or significant issues to address (urgent action required)
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<u>Programme Aim</u>	Job Creation Target	GVA Investment Target	Total Investment Target
Deliver the step change in digital connectivity needed to ensure North Wales is able to satisfy user demand, maintain pace with the rest of the UK, unlock the potential of priority sectors and sites and underpin a flourishing innovation ecosystem.	380	£158m	£41.7m

RAG Status	Programme Manager Commentary
Page 25	<ul style="list-style-type: none"> All Project Boards are now in place for the five digital projects with the Digital Signal Processing (DSP) project now into delivery following approval of the Full Business Case (FBC) in December 2021. The DSP FBC approval is a major milestone for the Digital Programme and North Wales Growth Deal as the first of all Growth Deal projects to reach the final stage of approval. Delivery of Outline Business Cases for Last Few % (superfast broadband) and Connected Corridors (mobile connectivity on transport routes) projects is on track with external specialist support brought in to provide expertise and capacity. Having been deferred to allow the programme to focus on the initial three business cases, both Connected Campus and Full Fibre at key sites projects are now at Strategic Outline Case stages, with Outline Business Cases to follow in 2022.



Mark Pritchard
Lead Member



Sioned Williams
Senior Responsible Owner



Stuart Whitfield
Programme Manager

Delivering to Plan with no issues to address (no action required)	Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place)	Delivery significantly behind schedule and/or significant issues to address (urgent action required)



Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Digital Signal Processing Centre Bangor University	Full Business Case approved	<ul style="list-style-type: none"> Procurement completed with all items in phase 1 within budget Full Business Case approved by NWEAB and assurance approved by Welsh and UK Governments 	<ul style="list-style-type: none"> Delivery of first phase of equipment Gateway 4 Review ('Readiness for Service') Commencement of Research and Development activities associated with the Growth Deal investment. 		<ul style="list-style-type: none"> Progress is on track with no identified barriers
Connecting the last few % Economic Ambition Board	Developing the Outline Business Case	<ul style="list-style-type: none"> Development of project scope, spending objectives, identification of project risks and benefits and delivery options 	<ul style="list-style-type: none"> Complete Outline Business Case Gateway 2 Review ('Delivery Strategy') Programme Board review Outcome of Welsh Government Open Market Review 		<ul style="list-style-type: none"> Outline Business Case development on track and outcome of Welsh Government Open Market Review expected early in Quarter 4.
Connected Corridors Economic Ambition Board	Developing the Outline Business Case	<ul style="list-style-type: none"> Strategic Outline Case developed Development of project scope, spending objectives, identification of project risks and benefits and delivery options 	<ul style="list-style-type: none"> Coverage baselining exercise Development of Outline Business Case 		<ul style="list-style-type: none"> Completion of Outline Business Case subject to delivery of baselining exercise to identify areas for intervention.
Fibre at Key Sites Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Project Board and Senior responsible Owner appointed Initial review of project scope and objectives 	<ul style="list-style-type: none"> Develop Strategic Outline Case Procure external support to provide technical expertise and capacity 		<ul style="list-style-type: none"> Progress in Quarter 4 will be dependent on successful procurement of external specialist support
Connected Campuses Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Project Board and Senior responsible Owner appointed Initial review of project scope and objectives 	<ul style="list-style-type: none"> Develop Strategic Outline Case Procure external support to provide technical expertise and capacity 		<ul style="list-style-type: none"> Progress in Quarter 4 will be dependent on successful procurement of external specialist support

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<u>Programme Aim</u>	Job Creation Target	GVA Investment Target	Total Investment Target
To unlock the economic benefits of transformational low carbon energy projects and position North Wales as a leading UK location for low carbon energy generation, innovation and supply chain investment.	980	£530m	£668.5m

RAG Status	Programme Manager Commentary
Page 27	<ul style="list-style-type: none"> • Amber RAG due to delays to Transport Decarbonisation and Egni business cases and potential impacts of Egni and Morlais change requests upon Programme Spending Objectives • Consents in place for Morlais, allowing final funding and investment decisions to be made next quarter. Menter Môn will submit a change request early in 2022, explaining proposed changes to how £9m Growth Deal funding currently allocated to the project is spent • Proposed way forward for the Transport Decarbonisation Project endorsed by the Project Board. Subject to Ambition Board support, planning for the next phase of delivery has commenced. This involves procuring a commercial partner to support development and delivery of a green hydrogen hub • Egni project running 3 months behind schedule with proposed reductions in capital spend projections. Changes will be considered as part of the business case review process. • Smart Local Energy and Trawsfynydd projects currently on track with no significant risks or issues • The Low Carbon Energy Programme was publicised during the COP26 Cymru Regional Roadshow in November



Cllr Llinos Medi
Lead Member



Dylan Williams
Senior Responsible Owner



Henry Aron
Programme Manager

Delivering to Plan with no issues to address (no action required)	Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place)	Delivery significantly behind schedule and/or significant issues to address (urgent action required)



Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Morlais Menter Môn	Developing the Full Business Case	<ul style="list-style-type: none"> Transport and Works Act Order and Marine License secured Business case submitted to Welsh European Funding Office Procurement of principal contractors for the construction phase Menter Môn made changes to the scope and funding arrangements for the Infrastructure project. A Change Request will be submitted next quarter, providing a full explanation of the causality and implications of the changes. 	<ul style="list-style-type: none"> Welsh European Funding Office investment decision Menter Môn final investment decision Clearance of pre-construction consent conditions and commencement of construction - conditional on no successful legal challenge of consent decisions Change Request submitted for consideration by the Ambition Board Contracts for Difference Auction Round 4 applications submitted by developers 		<ul style="list-style-type: none"> Project risks have reduced following positive consent decisions and UK Government announcements on tidal energy Change Request will impact upon the £9m Growth Deal funding currently allocated to the project and the Programme Spending Objectives. This will be considered by the Ambition Board during the next quarter
Transport Decarbonisation (Hydrogen Project) Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Proposed way forward has been endorsed by the Project board. First phase will focus the production of green hydrogen in the region with support from a commercial partner. Second phase will focus on regionalisation through public sector transport demand and/or regional distribution Outline Business Case development has continued, including a workshop with the Project Board and wider stakeholders 	<ul style="list-style-type: none"> Complete first phase of the Outline Business Case and gain Board approval for the proposed way forward Plan for delivery of next phase of delivery - procuring a commercial partner to support development and delivery of a green hydrogen hub 		<ul style="list-style-type: none"> Approval of Outline Business Case will be delayed to allow procurement of a commercial partner (subject to Board approval of proposed approach)

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Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Low Carbon Energy Centre of Excellence (Egni) Bangor University	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Recruitment of new project manager Ambition Board considered a change request for reduced capital projections and the impact upon Programme Spending Objectives 	<ul style="list-style-type: none"> Progress Outline Business Case workshops and develop full draft for Portfolio Management Office review Resolve change request Arrange Gateway 2 Review for April / May 2022 Procure first phase of project delivery - demolition of existing buildings to make way for new Egni building 		<ul style="list-style-type: none"> Approval of Outline Business Case delayed by 3 months Change request and impact upon Programme Spending Objectives to be considered further
Smart Local Energy Economic Ambition Board	Developing the Strategic Outline Case	<ul style="list-style-type: none"> The Strategic Outline Case was endorsed by the Project Board £387,000 secured through the Community Renewal Fund towards feasibility studies. They will be conducted at Local Authority area level and will look to identify potential pilot sites for Smart Local Energy System projects. 	<ul style="list-style-type: none"> Strategic Outline Case approval by the Programme & Portfolio Board. Commence development of the Outline Business Case Progress delivery of Community Renewal Fund studies 		<ul style="list-style-type: none"> Project on track with no significant risks / issues
Trowsfynydd Cwmni Eginio	Business case process expected to commence in 2022	<ul style="list-style-type: none"> Development of business plan for developing Cwmni Eginio and engaging with key stakeholders Recruitment of Cwmni Eginio staff Benefits realisation workshops and stakeholder engagement events delivered The UK Government Net Zero Strategy included funding for development of Small and Advanced Modular Reactors 	<ul style="list-style-type: none"> Focus on setting up Cwmni Eginio systems and engagement with site owner and operator. Meetings with key local stakeholders ongoing Cwmni Eginio to be invited to provide update to Programme and Portfolio Board Further recruitment of Cwmni Eginio staff and non-executive directors 		<ul style="list-style-type: none"> Project on track with no significant risks / issues

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<u>Programme Aim</u>	Job Creation Target	GVA Investment Target	Total Investment Target
To address the shortage of suitable land and properties for business growth and to bring forward sites for housing development. To deliver improvements that stimulate investment in sites and premises in the Port of Holyhead and the wider region. Enables other programmes by ensuring the right land and property infrastructure is available.	2280	£1.29bn	£355.4m

RAG Status	Programme Manager Commentary
Page 30	<ul style="list-style-type: none"> The Economic Ambition Board's position statement on reductions in operational and embodied carbon and bio-diversity enhancement is being assessed for the impact on projects and this is under discussion with regards the Parc Bryn Cegin, Bangor and the North Wales Hospital, Denbigh project. Wrexham County Borough Council are obtaining funding to develop a Masterplan for the Western Gateway Project site and to support the Councils representations to the Welsh Government's Roads Review Panel to support the approval of the A483 Junction upgrades. Warren Hall, Broughton - the Planning Inspector has confirmed that the residential policy allocation on the project site will not be permitted. The report on Local Development Plan Examination in Public was expected at the end of December 2021. Former North Wales Hospital, Denbigh - The recommendations for the Gateway 2 Review are being implemented. A draft outline business case has been provided by Avison Young on behalf of Jones Bros and this is being reviewed. A revised development appraisal has been provided and discussions are ongoing. The scope of the project has been clarified, with the Breakwater refurbishment confirmed as out of scope for Growth Deal funding. The Port Capacity Enhancement discussions involving Stena, Ambition North Wales, Ynys Mon Council and Welsh Government are continuing.



Cllr Hugh Evans
Lead Member



Andrew Farrow
Senior Responsible Owner



David Mathews
Programme Manager

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Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Western Gateway, Wrexham Wrexham County Borough Council	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> The A483 Junction project is included within the Welsh Government Highways Capital Programme Review to report in mid 2022. An outline Memorandum of Understanding between Ambition North Wales and the Council is being developed. 	<ul style="list-style-type: none"> Funding for master planning the Western Gateway project to be secured. Complete the Memorandum of Understanding with the Council. The Council to make formal representations to the Welsh Government Roads Review Panel. 		<ul style="list-style-type: none"> The A483 junction upgrade programme will dictate timescales for project delivery.
Warren Hall, Broughton Welsh Government / Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> The Planning Inspector has confirmed that the residential allocation within Warren Hall will not be taken forward within the Local Development Plan. 	<ul style="list-style-type: none"> Agree a governance and business case approval process allowing for Welsh Governments own Property Delivery Plan. The Planning Inspectors report on the Flintshire Local Development Plan is expected in early 2022. 		<ul style="list-style-type: none"> The Local Development Plan Adoption timescale is scheduled for 2022 following which a project change approval will be required.
Key Strategic Site Bodelwyddan Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Ambition North Wales Officers have provided their assessment of the current project to Denbighshire County Council for their internal review. 	<ul style="list-style-type: none"> A decision by the Council as to how a revised project may sit within a deposit Local Development Plan. 		<ul style="list-style-type: none"> Current Local Development Plan policy to be reviewed by 2023 and new policy adopted which could materially change scope of project.
Former North Wales Hospital, Denbighshire Jones Bros (Ruthin) Limited / Denbighshire County Council	Developing the Outline Business Case	<ul style="list-style-type: none"> A draft Outline Project Business Case has been provided by Jones Bros consultants. Discussions and options to mitigate development risk are ongoing. The Gateway 2 Review recommendations are being implemented. 	<ul style="list-style-type: none"> Develop the Outline Business Case to a stage for North Wales Economic Ambition Board approval. Agree all contractual links and procurement matters with Jones Bros and Denbighshire County Council. 		<ul style="list-style-type: none"> Project risk reflecting build and abnormal costs affected by construction cost increases.

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Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Parc Bryn Cegin, Bangor Welsh Government / North Wales Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> A draft Joint Venture Agreement is currently being negotiated with Welsh Government for the delivery of advance build low carbon employment buildings. The use of Design for Manufacturing and Assembly principles are being discussed with Welsh Government Property. 	<ul style="list-style-type: none"> Complete the Joint Venture Agreement with Welsh Government. Formalise the approval process for Growth Deal funding using Welsh Government's property delivery business case as a Strategic Outline Case. 		<ul style="list-style-type: none"> Potential occupier demand appears strong. Willing land owner Planning Policy compliant proposed use.
Holyhead Gateway Stena Line Ports Limited	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> A Project Change Request to exclude the refurbishment of the Holyhead Breakwater was approved by the North Wales Economic Ambition Board in October. Stena, Welsh Government, Isle of Anglesey County Council and Ambition North Wales the North Wales Economic Ambition Board are holding discussions to deliver the harbour investment. 	<ul style="list-style-type: none"> The breakwater refurbishment funding is approved by the relevant parties. Agree with Stena the delivery of an Outline Business Case for the delivery of the port capacity enhancement works and a timeline for the delivery of the project. Develop the wider linkages for port investment for Stena to commit substantial capital funding into the port. 		<ul style="list-style-type: none"> Clarification of the scope has removed a substantial project risk Other commercial risks remain which require mitigating to indemnify the private sector investment into the port. Project risk rating reflects the balance of the above.

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	Delivering to Plan with no issues to address (no action required)		Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place)		Delivery significantly behind schedule and/or significant issues to address (urgent action required)
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<u>Programme Aim</u>	Job Creation Target	GVA Investment Target	Total Investment Target
To build a more sustainable, vibrant and resilient foundation economy in the region, optimising opportunities for employment and prosperity through our environment and landscape.	380	£281m	£41.3m

RAG Status	Programme Manager Commentary
Page 33	<ul style="list-style-type: none"> A Project Board has been set up for the Tourism Talent Network so all Project Boards are now meeting monthly with dedicated project managers in post for each of the three projects Workshops have been completed for Glynllifon and Llysfasi projects; workshop 1 has been delivered with the Tourism Talent Network with other workshops scheduled for early 2022 Outline Business Case has been approved for the Glynllifon project; the Llysfasi project received an encouraging Amber-Green (second highest) Gateway Review rating in November Three Whole System Business Research & Innovation for Decarbonisation (WBRID) pilot projects have progressed to Phase 2 of the Llysfasi Net Zero Farm business competition demonstrating a scalable anaerobic digester, drone support for farm tasks and developing a carbon footprint platform for Welsh livestock farmers Continued progress on match funding bids in support of the Tourism Talent Network through the Welsh Government 21st Century Schools programme and the UK Community Renewal Fund.



Cllr Charlie McCoubrey
Lead Member



Jane Richardson
Senior Responsible Owner



Robyn Lovelock
Programme Manager

	Delivering to Plan with no issues to address (no action required)		Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place)		Delivery significantly behind schedule and/or significant issues to address (urgent action required)
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Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Glynllifon Rural Economy Hub Grŵp Llandrillo Menai	Developing the Full Business Case	<ul style="list-style-type: none"> Options appraisal completed to identify access routes to the hub Preparing pre-planning application addressing feedback from planning Ongoing environmental investigations Project presentations to Welsh Government Minister Lesley Griffiths MS with business leaders 	<ul style="list-style-type: none"> Finalise and submit pre-planning application and address feedback Engage with Project User Group to further develop benefits realisation plan 		<ul style="list-style-type: none"> Preferred location and access options to be finalised Planning permission to be secured
Llysfasi Net Zero Farm Coleg Cambria	Finalising the Outline Business Case	<ul style="list-style-type: none"> All business case workshops completed Draft report completed on Llysfasi Farm pathway to net zero Gateway 2 Outline Business Case review completed with Amber-Green outcome Project presentation to Welsh Government Minister Lee Waters 	<ul style="list-style-type: none"> Finalise Outline Business Case incorporating Portfolio Management Office and Gateway Review recommendations Complete the approval process - Economic Ambition Board consideration of the Outline Business Case anticipated for July 2022 		<ul style="list-style-type: none"> Business case development is running behind original schedule Planning permission to be secured Further development of Project and private sector investment plan required to detail how job and investment targets will be delivered Climate change ambition to be determined
Tourism Talent Network Grŵp Llandrillo Menai	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Project board established and meeting monthly First business case workshop held in December 2021 	<ul style="list-style-type: none"> Completion of the Economic Case including workshop Strategic Outline Case drafted and reviewed 		<ul style="list-style-type: none"> Private sector role needs development to deliver job and investment targets Multiple related bids being managed for success Legal and financial structure of hub and spoke model to be agreed

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Programme Aim	Job Creation Target	GVA Investment Target	Total Investment Target
To consolidate North Wales position as a powerful and innovative high value manufacturing cluster, building on existing specialisms and leading expertise to create a higher value, more diverse economic base that supports the transition to a low carbon economy.	180	£114m	£39.5m

RAG Status	Programme Manager Commentary
<div style="background-color: red; color: white; display: flex; align-items: center; justify-content: center; width: 100%; height: 100%;"> Page 35 </div>	<ul style="list-style-type: none"> • Both projects under review by Portfolio Board due to changes in capital and revenue projections • Portfolio Management Office and Programme Board completed business case reviews of the Glyndwr University Enterprise Engineering and Optics Centre project • Enterprise Engineering and Optics Centre outline business case (incorporating capital / revenue changes and review feedback) anticipating EAB consideration in March 2022 • Strategic positioning research for the Bangor Centre for Environmental Biotechnology project completed • Strategic Outline Case (incorporating capital / revenue changes) for the Bangor Centre for Environmental Biotechnology with Gateway 1 review scheduled for February 2022



Cllr Dyfrig Siencyn
Lead Member



Paul Bevan
Senior Responsible Owner

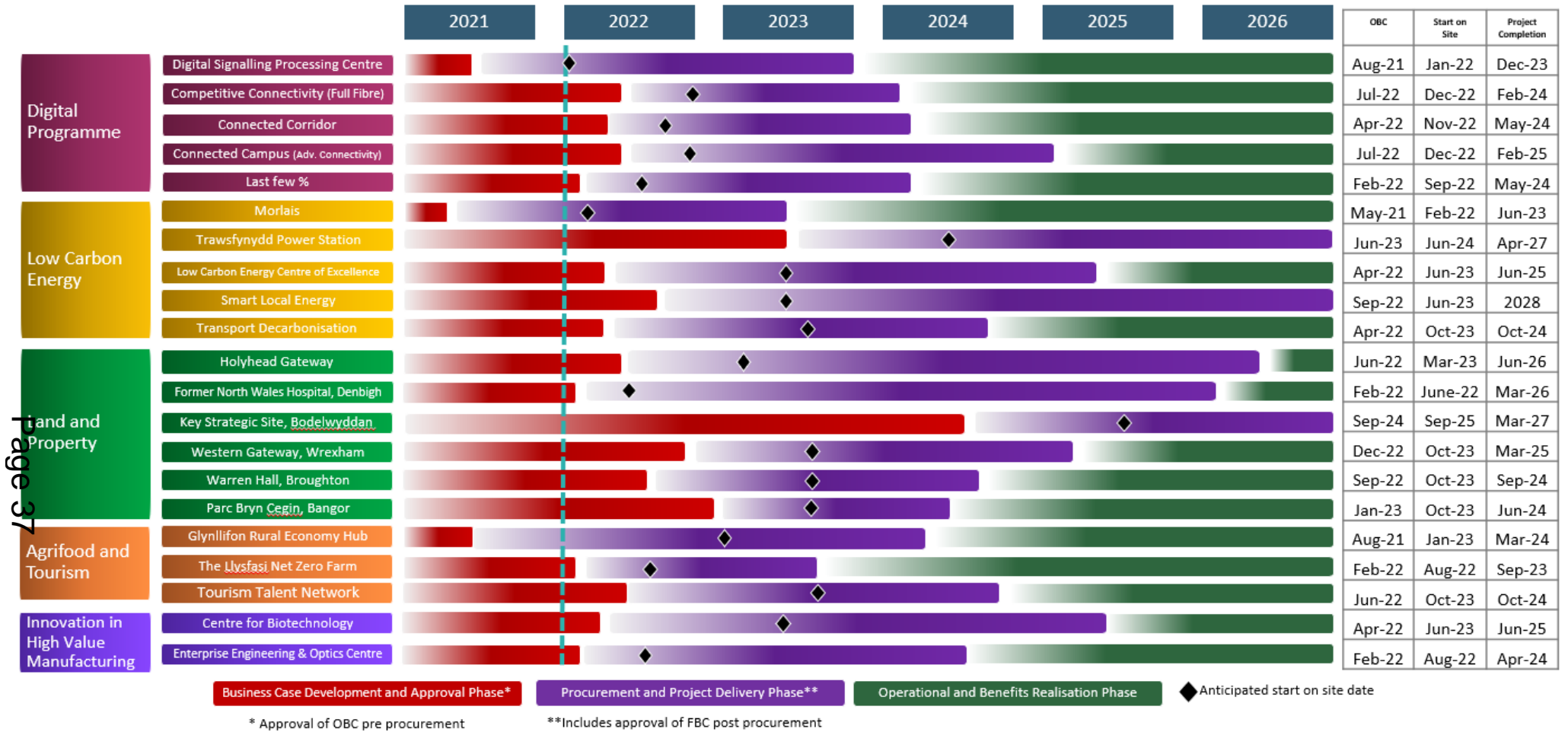


Robyn Lovelock
Programme Manager

Delivering to Plan with no issues to address (no action required)	Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place)	Delivery significantly behind schedule and/or significant issues to address (urgent action required)
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Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Enterprise Engineering and Optics Centre Glyndŵr University	Developing the Outline Business Case	<ul style="list-style-type: none"> Change in capital and revenue projections identified during annual programme business case update Second review of the Outline Business Case completed by Portfolio Management Office - four remaining areas to address: strengthen clarity of case for change; update economic and financial cases given matched fund changes; strengthen circular approach to production; strengthen risk management. 	<ul style="list-style-type: none"> Resolve change request for capital and revenue projections Make final revisions to Outline Business Case Complete the approval process - Economic Ambition Board consideration of the Outline Business Case in anticipated for March 2022. 		<ul style="list-style-type: none"> Business case development is running behind original schedule. Change request for capital and revenue projections
Centre for Environmental Biotechnology Bangor University	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Change in capital and revenue projections identified during annual programme business case update Strategic positioning research for the Bangor Centre for Environmental Biotechnology project completed Strategic Outline Case nearly finalised On-going internal discussions to confirm project scope in line with emerging regional/national biotechnology priorities 	<ul style="list-style-type: none"> Resolve change request for capital and revenue projections Make final revisions to Strategic Outline Case Continued stakeholder engagement Prepare for PMO and programme board reviews in January 2022 and Gateway 1 review in February 2022 Deliver remaining business case workshops 		<ul style="list-style-type: none"> Change in Project Manager (interim, pending recruitment) Further work required to define project scope, leading to continued delay Change request for capital and revenue projections

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*Delivery profile as per 2021 Portfolio Business Case. Where an Outline Business Case or Full Business Case has been approved figures have been updated with the latest information.

		Portfolio Business Case 2020 Targets			Approved Project Business Case Targets				Difference		
		GVA (EM)	Jobs Created (net)	(EM) Total Investment*	OBC/ FBC**	GVA (EM)	Jobs Created (net)	(EM) Total Investment*	GVA (EM)	Jobs Created	(EM) Total Investment*
Digital	Digital Signal Processing Centre (DSP)	50	80	7.3	FBC	12	33	3.0	-38	- 47	- 4.3
	Connecting the last few %	35	150	4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Connected Corridor	25	0	2.2	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Full fibre at Key Sites	20	120	7.2	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Connected Campuses	35	0	21	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Low Carbon Energy	Morlais	50	100	36	OBC	79	210	34	+29	+110	- 2
	Transport Decarbonisation	60	90	28.6	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Low Carbon Energy Centre of Excellence	20	20	97.7	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Smart Local Energy	120	180	106.2	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Trawsfynydd Power Station	230	510	400	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Land and Property	Western Gateway, Wrexham	220	360	43.4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Warren Hall, Broughton	235	440	70	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Key Strategic Site, Bodelwyddan	125	250	82	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Former North Wales Hospital, Denbigh	20	50	74	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Parc Bryn Cegin, Bangor	30	50	6	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Holyhead Gateway	545	930	80	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Agrifood and Tourism	Glynllifon Rural Economy Hub	25	40	13	OBC	45	96	13	+20	+56	0
	Llysfasi Net Zero Farm	215	310	15.4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Tourism Talent Network	20	0	12.9	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Innovation in High Value Manufacturing	Enterprise Engineering and Optics Centre	45	70	29.9	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Centre for Environmental Biotechnology	60	90	9.6	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Growth Deal Portfolio Total		2,185	3,830	1,146	2 OBC 1 FBC	136	342	50	+49	+119	- 6.3

* Total investment includes 15% Portfolio Management Office costs

** OBC - Outline Business Case, FBC - Full Business Case

Programme	Project	Project Sponsor	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Digital	Digital Signal Processing Centre**	Bangor University	182	0.70	0.44	0.00	0.00	0.00	0.00	0.00	2.96
	Connecting the Last Few %	Economic Ambition Board	0.00	0.69	1.97	1.28	0.00	0.00	0.00	0.00	3.94
	Connected Corridor	Economic Ambition Board	0.00	0.49	1.18	0.50	0.00	0.00	0.00	0.00	2.17
	Full Fibre at Key Sites	Economic Ambition Board	0.00	0.49	3.05	3.16	0.00	0.00	0.00	0.00	6.70
	Connected Campuses	Economic Ambition Board	0.00	0.00	0.30	3.84	5.81	5.81	4.92	0.00	20.68
Low Carbon Energy	Morlais**	Menter Môn	0.00	4.93	3.94	0.00	0.00	0.00	0.00	0.00	8.87
	Transport Decarbonisation	Economic Ambition Board	0.00	0.00	3.94	3.94	3.35	0.00	0.00	0.00	11.23
	Low Carbon Energy Centre of Excellence	Bangor University	0.00	1.18	8.47	9.36	1.67	0.00	0.00	0.00	20.68
	Smart Local Energy	Economic Ambition Board	0.00	0.00	1.23	1.97	6.16	6.16	6.16	2.95	24.63
	Trawsfynydd Power Station	Cwmni Eginio	0.00	0.00	4.93	9.85	4.92	0.00	0.00	0.00	19.70
Land and Property	Western Gateway, Wrexham	Economic Ambition Board	0.00	0.00	4.04	4.92	0.00	0.00	0.00	0.00	8.96
	Warren Hall, Broughton	Economic Ambition Board	0.00	0.30	1.18	5.91	7.38	0.00	0.00	0.00	14.77
	Key Strategic Site, Bodelwyddan	Economic Ambition Board	0.00	0.00	0.00	0.49	0.99	5.42	2.95	0.00	9.85
	Former North Wales Hospital, Denbigh	Economic Ambition Board	0.00	0.99	0.99	0.98	0.98	0.00	0.00	0.00	3.94
	Parc Bryn Cegin, Bangor	Economic Ambition Board	0.00	0.25	2.71	2.95	0.00	0.00	0.00	0.00	5.91
	Holyhead Gateway	Stenaline	0.00	0.00	11.33	13.79	9.35	0.00	0.00	0.00	34.47
Agrifood and Tourism	Glynllifon Rural Economy Hub**	Grŵp Llandrillo Menai	0.00	6.90	2.95	0.00	0.00	0.00	0.00	0.00	9.85
	Llysfasi Net Zero Farm	Coleg Cambria	0.00	4.93	4.92	0.00	0.00	0.00	0.00	0.00	9.85
	Tourism Talent Network	Grŵp Llandrillo Menai	0.00	0.00	0.00	1.48	1.48	1.47	0.00	0.00	4.43
Innovation in High Value Manufacturing	Enterprise Engineering and Optics Centre	Glyndwr University	0.00	6.40	3.15	0.30	0.00	0.00	0.00	0.00	9.85
	Centre for Environmental Biotechnology	Bangor University	0.00	0.00	1.23	1.73	0.00	0.00	0.00	0.00	2.96
Portfolio Management Office Costs (15%)											3.60
Total											240.00

* The Growth Deal capital funding allocation profile is based on the 2021 Portfolio Business Case.

** Where an Outline Business Case or Full Business Case has been approved figures have been updated with the latest information.

Programme	Project	Project Sponsor	Profile 21/22 (£m)	Actual YTD (£m)	Variance (£m)*	Rationale
Digital	Digital Signal Processing Centre	Bangor University	1.82	0.00	-1.82	First Full Business Case approved in December 2021. Expenditure expected to be in line with revised 2021 Portfolio Business Case profile by the end of the financial year.
	Connecting the Last Few %	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Connected Corridor	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Full Fibre at Key Sites	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Connected Campuses	North Wales Economic Ambition Board	0.00	0.00	0.00	
Low Carbon Energy	Morlais	Menter Môn	0.00	0.00	0.00	No Full Business Cases have been approved. Expenditure profile now aligned to 2021 Portfolio Business Case update.
	Transport Decarbonisation	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Low Carbon Energy Centre of Excellence	Bangor University	0.00	0.00	0.00	
	Smart Local Energy	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Trawsfynydd Power Station	Cwmni Eginio	0.00	0.00	0.00	
Page 40 Land and Property	Western Gateway, Wrexham	North Wales Economic Ambition Board	0.00	0.00	0.00	No Full Business Cases have been approved. Expenditure profile now aligned to 2021 Portfolio Business Case update.
	Warren Hall, Broughton	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Key Strategic Site, Bodelwyddan	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Former North Wales Hospital, Denbigh	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Parc Bryn Cegin, Bangor	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Holyhead Gateway	Stenaline	0.00	0.00	0.00	
Agri-food and Tourism	Glynllifon Rural Economy Hub	Grŵp Llandrillo Menai	0.00	0.00	0.00	No Full Business Cases have been approved. Expenditure profile now aligned to 2021 Portfolio Business Case update.
	Llysfasi Net Zero Farm	Coleg Cambria	0.00	0.00	0.00	
	Tourism Talent Network	Grŵp Llandrillo Menai	0.00	0.00	0.00	
Innovation in High Value Manufacturing	Enterprise Engineering and Optics Centre	Glyndwr University	0.00	0.00	0.00	No Full Business Cases have been approved. Expenditure profile now aligned to 2021 Portfolio Business Case update.
	Centre for Environmental Biotechnology	Bangor University	0.00	0.00	0.00	
Portfolio Management Office Costs (1.5%)			0.384	0.219	-0.165	Expenditure slightly lower than projected
Total			2.204	0.219	-1.985	See above

* Variance is the difference between the planned profile (Portfolio Business Case 2021) and the Actual Year to Date (YTD) expenditure. YTD figures up to end of December 2021.

Programm	Project	Sponsor	Summary
Digital	Digital Signal Processing Centre (DSP)	Bangor University	The project will allow the DSP Centre to expand its presence and remit, integrating fully with the National Strategy Project (NSP) and enable the scaling of key assets including a 5G testbed, research capacity and state-of-the-art equipment.
	Connecting the last few %	Economic Ambition Board	This project targets universal superfast coverage across North Wales, which have yet to be served by other means and cannot obtain speeds of at least 30Mbps (download).
	Connected Corridor	Economic Ambition Board	To introduce high bandwidth mobile coverage on road and rail transport networks with deployment in step with or in advance of UK Government targets. Current focus is high quality 4G coverage and facilitation of 5G deployment. Delivery of coverage to include A55, A483 and A5.
	Full Fibre at key sites	Economic Ambition Board	This project will deliver full fibre connectivity (gigabit capable) with a current focus at 28 key business sites across North Wales.
	Connected Campuses	Economic Ambition Board	The project will accelerate the development of a range of digital connectivity options with a current focus at 18 key regional economic sites.
Low Carbon Energy	Morlais	Menter Môn	Investing in the infrastructure that connects the Morlais Zone with the electricity grid system, and preparing the site for private sector developers who will lease parts of the zone for deploying their tidal energy technologies.
	Transport Decarbonisation	Economic Ambition Board	Support delivery of a demonstrator project involving the production of green hydrogen from low carbon energy sources and its use within regional transport networks.
	Low Carbon Energy Centre of Excellence	Bangor University	Investing in the development of facilities at Bangor University and Menai Science Park, enhancing the North Wales and UK capabilities for innovation in low carbon energy and related areas, helping to create the conditions for new inward investment and business growth in the low carbon energy supply chain in North Wales.
	Smart Local Energy	Economic Ambition Board	To help achieve renewable energy, decarbonisation and local ownership targets, the project will support innovative enabling projects and demonstrators that overcome market failures and unlock private and community sector investments in smart local energy solutions.
	Trawsfynydd Power Station	Cwmni Eginio	The site is uniquely placed for a 'First of A Kind' deployment of a Small Modular Reactor (SMR) or Advanced Modular Reactor (AMR). Alongside the public and private sector, the Growth Deal will contribute funding towards enabling infrastructure for this development.

Programme	Project	Sponsor	Summary
Land and Property	Western Gateway, Wrexham	Economic Ambition Board	Delivery of primary services to enable the site to be brought to the market for sale and development.
	Warren Hall, Broughton	Economic Ambition Board	Delivery of primary services to enable the 65-hectare mixed use site to be bought to the market for sale and then development by the private sector.
	Key Strategic Site, Bodelwyddan	Economic Ambition Board	Delivery of primary services to enable the mixed-use commercial and residential development site to be brought to the market for development.
	Parc Bryn Cegin, Bangor	Economic Ambition Board	Provide industrial floor space to meet known demand for units.
	Former North Wales Hospital, Denbigh	Economic Ambition Board	The Growth Deal funding will assist in the delivery of a cleared and remediated site with primary services to bring forward a mixed-use commercial and residential development
	Holyhead Gateway	Stena Line	Future proof the Holyhead Port by providing new deep-water heavy loading and cruise facilities, improved vehicular access, guaranteeing the future of the breakwater and providing for the demands of regional energy projects.
Agriculture and Tourism	Glynllifon Rural Economy Hub	Grŵp Llandrillo Menai	The vision is to create a distinctive, world-class Rural Economy Hub at Glynllifon, offering a range of facilities and services to strengthen and enhance the regional economy, specifically through growing the food and drink sector.
	Llysfasi Net Zero Farm	Coleg Cambria	The Llysfasi Net Zero Farm aims to lead North Wales to a resilient future where carbon neutral land management is at the centre of a developing renewable energy sector supporting a sustainable, thriving and healthy community covering the rural/urban mix of the region.
	Tourism Talent Network	Grŵp Llandrillo Menai	Future-proofing the pipeline of skills provision and increase commercial benefits from one of the most established sectors in the region. The talent network will stimulate public-private collaboration to coordinate action on skills and product development to transform and accelerate the growth of the tourism and hospitality sector in the region.
Innovation in High Value Manufacturing	Centre for Environmental Biotechnology (CEB)	Bangor University	The Centre for Engineering Biotechnology will be a world-leading centre in the discovery and characterisation of novel extremophilic enzymes of industrial relevance. The Centre for Engineering Biotechnology will provide a strong foundation for attracting world-leading researchers, significant public and commercial research funding, and inward investment to Wales.
	Enterprise Engineering & Optics Centre	Glyndwr University	The Enterprise Engineering & Optics Centre will provide facilities targeted to boost high-level skills development for the region and enable Small and medium-sized enterprises (SME's) and large businesses to work in partnership with Wrexham Glyndwr University on commercially driven research and development in optics, composites and hydrogen fuel cells.

NORTH WALES GROWTH DEAL PORTFOLIO RISK REGISTER

Risk ID	Date Raised	Risk Category	Risk Name	Risk Owner	Description of the Risk	Current Gross Risk Rating			Trend	Mitigating Actions	Action Due Dates	Action owner	Residual Risk Rating			Trend	Status (Open / Closed)	Commentary	Date of last update
						P	I	Score					P	I	Score				
R001	21/10/2020	Programme and Project Delivery	Capacity	Portfolio Director	If sufficient resources are not in place at portfolio, programme and project level, there is a risk that this could impact on the successful delivery of the deal	3	4	12	▼	<p>Recruitment to PMO vacancies for all but two of the posts, which are currently being recruited</p> <p>PMO have secured additional technical capacity to support procurement activity</p> <p>PMO to utilise external technical support when necessary</p> <p>PMO supporting partners to ensure capacity for delivery and support recruitment activity</p>	<p>In place</p> <p>In place</p> <p>Reviewed monthly</p> <p>Reviewed monthly</p>	PMO	3	3	9	▼	Open	Risk reviewed. Current and residual risk score decreased due to completion of PMO recruitment. Full team now in place. Capacity within the wider NWEAB partnership is an area of concern which is being kept under review and addressed by Programme Boards. As proposals for the CJC develop, the possible impact upon PMO capacity will be reviewed.	07.01.21
R002	21/10/2020	Programme and Project Delivery	Delay	Portfolio Management Office	If there are delays to project delivery, there is a risk this could have an impact on the realisation of benefits or could result in projects not progressing.	4	4	16	↔	<p>Monthly highlight reports to Programme Board with escalation routes to NWEAB</p> <p>Programme and project RAID logs in place to record risks and manage issues</p> <p>Project business cases and implementation plans to clearly set out risks to project delivery and mitigations</p> <p>Quarterly reports to the NWEAB and Portfolio Board</p> <p>Project timetables reviewed as part of Portfolio business Case Update</p>	<p>Monthly</p> <p>Monthly</p> <p>N/A</p> <p>Quarterly</p> <p>In place</p>	PMO, Project Sponsor	3	4	12	↔	Open	Risk reviewed. No changes to gross or residual risk scores. The new delivery timetable adopted as part of the 2021 Portfolio Business Case update remains ambitious and challenging.	07.01.21
R003	21/10/2020	Financial	Affordability	Portfolio Management Office	If projects increase in cost, there is a risk they may not go ahead or project scope may need to be scaled down	5	4	20	↔	<p>Project Business Cases will set out detailed project level financial, commercial and risk management measures to manage costs</p> <p>Robust performance, risk and financial reporting arrangements will be established for all projects</p> <p>Once Project Business Cases are approved, any additional costs incurred will be the responsibility of the Project Sponsor.</p>	<p>N/A</p> <p>Monthly</p> <p>N/A</p>	PMO, Project Sponsor	4	4	16	↔	Open	Risk reviewed. Gross and residual risk scores remain high as construction costs have increased significantly during 2021. This risk is being kept under review as current mitigation measures may not be sufficient. This is an issue impacting on all City and Growth Deals and we are engaging with colleagues in other City and Growth Deals on potential mitigation strategies. The risk has been raised with Government on behalf of all City and Growth Deals.	07.01.21
R004	21/10/2020	Programme and Project Delivery	COVID-19 and Economic Recovery	Portfolio Director	As the Covid-19 pandemic continues to impact the economy and/or the economic recovery is delayed, there could be a risk to the delivery of the Growth Deal portfolio and the viability of certain projects.	4	4	16	↔	<p>Programme Director is the regional lead for economic recovery alongside the Welsh Government's Chief Regional Officer. Both sit on the Regional Recovery Coordination Group, representing Economy Recovery</p> <p>Project Business Cases will consider the implications of COVID-19</p> <p>Where COVID-19 could have a clear impact upon the viability / need for a project, the project will be subject to full review ahead of business case development.</p> <p>Recovery prospectus for North Wales submitted to Government setting out key asks from Government to address areas of economic need in the immediate and short term. This includes revenue support for skills and employment activity</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>In place</p>	PMO, SROs	4	4	16	↔	Open	Risk reviewed. No changes to gross or residual risk scores. It is clear from economic evidence gathered throughout the pandemic that attention is required on skills, employment and training to ensure that North Wales are prepared to respond to the new jobs created by the Growth Deal but also and more immediately the changing labour market conditions driven by Covid. There is a requirement to access revenue funding to support the mitigation, as addressed in the recovery prospectus.	07.01.21
R005	21/10/2020	Programme and Project Delivery	EU-UK Trade and Cooperation Agreement	Portfolio Director	If the new UK-EU trading relationship impacts on certain sectors of the economy there is a risk that the viability of certain Growth Deal projects may change.	3	3	9	↔	<p>Project Business Cases will consider the implications of the new UK-EU trading relationship.</p> <p>Where the new UK-EU trading relationship could have a clear impact upon the viability / need for a project, the project will be subject to full review ahead of business case development</p>	<p>N/A</p> <p>N/A</p>	PMO, Project SROs	2	3	6	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	07.01.21
R006	21/10/2020	Environmental	Climate Change and Biodiversity	Portfolio Director	If projects do not take account of carbon emissions or biodiversity loss within project level assessments, there is a risk the portfolio could contribute towards the issues of climate change and biodiversity loss	3	3	9	↔	<p>Position statement on Climate Change and Biodiversity adopted by the NWEAB.</p> <p>Project business cases to demonstrate delivery against the adopted NWEAB position.</p> <p>Arup procured and developing advice on how to take account of carbon emissions and biodiversity loss within project business cases.</p>	<p>N/A</p> <p>N/A</p> <p>Feb 2022</p>	NWEAB	2	3	6	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	07.01.21
R007	21/10/2020	Financial	Private Sector Investment	Portfolio Management Office	If the private sector investment is not secured, there is a risk that projects will not be delivered or delivered at reduced scale impacting on the benefits to the region.	4	5	20	↔	<p>Continued engagement with Project Sponsors and private sector partners</p> <p>Development of robust project business cases and contractual agreements for Growth Deal funding</p> <p>Agreed process for consideration of new projects if required</p> <p>Following PAR recommendation, investment strategy being developed for Portfolio</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>In place</p>	PMO, Project SROs	4	4	16	↔	Open	Risk reviewed. No changes to gross or residual risk scores. Investment Strategy currently being finalised for consideration by the NWEAB.	07.01.21

Risk ID	Date Raised	Risk Category	Risk Name	Risk Owner	Description of the Risk	Current Gross Risk Rating			Trend	Mitigating Actions	Action Due Dates	Action owner	Residual Risk Rating			Trend	Status (Open / Closed)	Commentary	Date of last update
						P	I	Score					P	I	Score				
R008	21/10/2020	Financial	Public Sector Investment	Portfolio Management Office	If the public sector investment is not secured, there is a risk that projects will not be delivered or delivered at reduced scale impacting on the benefits to the region.	4	4	16	↔	All NWEAB partners have signed up to the Growth Deal and Governance Agreement 2. Development of robust project business cases and contractual agreements for Growth Deal funding Agreed process for consideration of new projects or changes to public sector investment projections	Complete N/A N/A	NWEAB PMO, Project SROs NWEAB, PMO	4	4	16	▲	Open	Risk reviewed. Residual risk score has increased due to project level funding issues (e.g. Morlais) and ongoing project change requests proposing amendments to capital investment projections.	07.01.21
R009	21/10/2020	Regulatory	Planning and Statutory Consents	Portfolio Management Office	If projects do not receive the necessary statutory consents and planning approval, there is a risk that projects will not be delivered and the benefits would not be realised.	4	5	20	↔	Project business cases will set out the consenting requirements for each project and the risks to project delivery Continued engagement with project sponsors to understand consenting process and risks with support provided where appropriate	N/A N/A	PMO, Project SROs PMO	3	5	15	↔	Open	Risk reviewed. No changes to gross or residual risk scores. Welsh Government planning policy on coastal erosion and flood risk updated (TAN 15)	07.01.21
R010	21/10/2020	Reputational and Social Impact	Spending Objectives	Portfolio Director	If projects fail to deliver against the portfolio spending objectives, there is a risk that the Growth Deal may not meet its targets in relation to job creation, GVA and investment.	4	4	16	▲	Robust business cases will be developed for each programme and project in line with 5 Case Business Model and will need to set out contribution to portfolio spending objective targets Project review and change control process in place. Agreed process for consideration of new projects or changes to public sector investment projections Following PAR recommendation, investment strategy being developed for Portfolio	N/A N/A N/A In place	PMO, Project SROs PMO NWEAB, PMO PMO	4	4	16	▲	Open	Risk reviewed. Residual risk increased due to possible reductions in public sector investment projections as a result of project level change requests. Changes could impact upon the Portfolio Investment spending objective target	07.01.21
R013	21/10/2020	Reputational and Social Impact	Political Change	Portfolio Director	If stakeholders are not managed effectively, there is a risk that political change could impact support for the portfolio, programme and projects.	4	4	16	↔	Frequent engagement with UK, Welsh Government and local government politicians and officials. GA2 and Final Deal agreement to confirm commitments of all parties.	N/A Complete	NWEAB, PMO NWEAB	4	2	8	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	07.01.21
R014	22/10/2020	Financial	Fraud	Portfolio Director	If appropriate processes are not put in place and managed, there is a risk that the portfolio could be subject to fraudulent claims resulting in misuse of public funds	4	4	16	↔	Projects to have robust financial monitoring processes in place PMO to review claims submitted before passing them onto accountable body for payment Code of conduct and conflicts of interest policy incorporated as part of Governance Agreement 2 Conflict of Interest Register maintained for all programmes, projects and advisory groups.	N/A N/A Complete N/A	PMO PMO Monitoring Officer PMO	2	4	8	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	07.01.21
R015	22/10/2020	Reputational and Social Impact	Benefits Realisation	Portfolio Management Office	If project benefits are not realised, there is a risk that the overall Growth Deal could fail to deliver the benefits set out within business case.	4	4	16	↔	Each programme and project will be responsible for benefits management through a Benefits Realisation Plan. Monthly highlight reports to Programme Board to monitor benefits realisation Procurement Principles to be adopted with focus on community benefits and social value Benefits Realisation guidance developed and being disseminated to project sponsors for use in project business cases	N/A Monthly Complete N/A	PMO, Programme and Project SROs PMO PMO PMO	3	3	9	↔	Open	Risk reviewed. No changes to gross or residual risk scores. Mitigating actions have been updated	07.01.21
R016	22/10/2020	Programme and Project Delivery	Assurance	Operations Manager	If agreed assurance processes are not followed, there is a risk that project approval could be impacted and could result in suspension/postponement of government grant payments.	3	5	15	↔	Integrated Assurance and Approval Plan (IAAP) agreed with Welsh and UK Government as part of Final Deal. Continued engagement with Welsh Government Assurance Hub to refine and update the Integrated Assurance and Approval Plan (IAAP) PMO assurance lead to coordinate delivery of assurance in accordance with the IAAP	Complete Quarterly N/A	PMO PMO PMO	2	4	8	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	07.01.21
R017	22/10/2020	Financial	Financial Management	s151 Officer	If appropriate financial arrangements are not put in place, there could be a risk to the delivery of the deal, draw-down of the funding grant and allocation of funds.	3	4	12	↔	NWEAB will utilise existing financial processes of Gwynedd Council as Host Authority Project Business Cases will set out detailed project level financial, commercial and risk management measures to manage finances Robust monthly performance, risk and financial reporting arrangements will be established for all projects Robust financial claims process established for the drawdown of funding	N/A N/A Monthly N/A	PMO PMO, Project SRO PMO, Project SRO PMO	2	3	6	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	07.01.21

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						P	I	Score					P	I	Score				
R018	01/10/2020	Financial	Revenue Funding	Portfolio Management Office and Project Sponsors	If sufficient revenue funding is not in place to support the activities of the NWEAB and delivery of the Growth Deal, then project delivery and achievement of spending objectives and benefits may be impacted	3	4	12	↔	<p>PMO working to identify funding opportunities once WEFO funding ceases in 2023</p> <p>Partners and project sponsors responsible for sourcing revenue funding to support non-NWEAB led projects</p> <p>PMO working to identify additional funding opportunities for NWEAB led projects</p> <p>Recovery prospectus includes proposals to support regional skills and employment activity</p> <p>PMO exploring the potential capitalisation of project salary costs</p>	N/A N/A N/A In place Mar 22	PMO PMO, Project SRO PMO, Project SRO PMO PMO	2	4	8	↔	Open	Risk reviewed. No changes to gross or residual risk scores. The PMO are working with Gwynedd Finance to explore funding options for the 2023-24 financial year when the WEFO funding comes to an end.	07.01.21
R019	01/10/2020	Programme and Project Delivery	Supply Chain & Skills Capacity	Portfolio Management Office	If the regional supply chain does not have the capacity to deliver projects, then projects delivery could be impacted and regional benefits could be lower.	4	4	16	↔	<p>Project business cases and implementation plans to clearly set out risks to project delivery and mitigations, including supply chain risks.</p> <p>RSP working with PMO to identify regional supply chain / skills challenges and identify mitigations</p> <p>Recovery prospectus includes proposals to support regional skills and employment activity</p>	N/A N/A In place	PMO PMO PMO	3	4	12	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	07.01.21