



Programme Assessment Review (PAR)

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Senior Responsible Owner (SRO)	Alwen Williams
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Review Team Leader:	Chris Shoukry
Review Team Member(s):	Richard Farmer Jonathan Davies
Departmental Representative:	N/A
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About this report

This report is an evidence-based snapshot of the portfolio status at the time of the review. It reflects the views of the independent review team, based on information evaluated over the review period, and is delivered to the SRO immediately at the conclusion of the review.

This assurance review was arranged and managed by:

**Welsh Government Integrated Assurance Hub (IAH)
Cathays Park 2
Cathays
Cardiff
CF10 3NQ**

IAH helpdesk: Assurance@gov.wales

1. Executive Summary

The Portfolio has made significant and impressive progress since the last Portfolio Assurance Review (PAR) review, in challenging circumstances. It should be commended for the strength of its now fully established Programme Management Office (PMO) and for the robust PPM systems and structures now in place.

The governance is well established and has the confidence of stakeholders. Cohesion amongst the local authorities is strong as is the current regional focus.

The Portfolio has experienced some challenges in developing business cases for the projects at pace against the 5-case model but has a learning ethos and is applying lessons in real time to improve the process. To-date 3 Outline Business Cases (OBCs) have been approved with an established timeline for others, together with subsequent Final Business Cases (FBCs).

It is now on the cusp of entering the main delivery phase which is recognised as requiring a significant shift in focus and in the demands on the resources of both PMO and partners.

2. Delivery Confidence Assessment (DCA)

<u>Delivery Confidence Assessment:</u>	Amber/Green
<p>The Review Team finds that successful delivery of the North Wales Growth Deal (NWGD) appears probable at this stage. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery:</p> <p>Our confidence is based on the following factors:</p> <ul style="list-style-type: none"> • The strength of leadership • The professionalism of the PMO and its sufficiency of suitably qualified and experienced personnel • The impressive cohesion and support of stakeholders and partners • The current strong regional focus and ethos • The robust PPM processes and controls in place <p>Our concerns focus on:</p> <ul style="list-style-type: none"> • The current uncertainty around private sector investment and lack of a cohesive Portfolio level strategy to identify and attract • Risk of adverse impact of local authority elections, CJCS and change of senior members/officials • The need for an agreed approach to identify and manage projects that may become unviable 	

The Delivery Confidence assessment RAG status should use the definitions below:

<u>RAG</u>	<u>Criteria Description</u>
Green	Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
Amber/Green	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Amber	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.

Amber/Red	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed and establish whether resolution is feasible.
Red	Successful delivery of the project/programme appears to be unachievable. There are major issues which, at this stage, do not appear to be manageable or resolvable. The project/programme may need re-baselining and/or overall viability re-assessed.

3. Summary of report recommendations

The Review Team makes the following recommendations which are prioritised using the definitions below:

Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification (Please enter the categorisation number from the list provided here)
1.	The Portfolio should institute a regime of horizon scanning to identify potential new projects if current ones become unviable and to give early consideration to any changes that will be required to existing projects from policy changes. Criteria should be developed by which a project will be deemed to be no longer viable.	E- Essential	By end of December 21	Programme and Project Management 3.1 Planning
2.	The Portfolio should re-baseline its key milestones and programme plans as early as possible and seek approval.	E- Essential	End October 2021	Programme and Project Management 3.1 Planning
3.	In order to maintain quorate for key decisions and achieving agreed milestones, the EAB voting members should ensure the appointment of deputies. In addition, an “out of committee” mechanism for urgent approvals should be agreed for the delivery phase.	E- Essential	Before next EAB meeting	Governance 1.3 Approvals

Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification (Please enter the categorisation number from the list provided here)
4.	A Portfolio level strategy for attracting and securing private and other sector investment should be developed and adopted.	E- Essential	By end December 2021	Financial Management and Planning
5.	The Portfolio should review the risks and consequences of the lack of revenue funding and consider how the impacts can be mitigated.	R - Recommended		Financial Management and Planning

Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the programme/project should take action immediately

Essential (Do By) – To increase the likelihood of a successful outcome the programme/project should take action in the near future.

Recommended – The programme/project should benefit from the uptake of this recommendation.

4. Areas of good practice and lessons learnt

PMO identified as exemplar of transparency, openness and engagement

Benefits realisation work to support complex business cases

Exemplary leadership

Positive and robust response to the previous PAR recommendations

5. Areas of concern

Current lack of committed private sector funding

Potential for disruption caused by external factors

6. Acknowledgement

The Review Team would like to thank the SRO, the NWGD PMO and all those interviewed for their support and openness, which contributed to the Review Team's understanding of the portfolio and the outcome of this review. Our thanks also to Hedd Vaughan-Evans, Lyn Slaven and Nia Medi-Williams for their excellent administrative and logistical support throughout the process.

7. Comments from the SRO

As SRO, I'm encouraged with the Portfolio Review's delivery confidence assessment as Aber/Green.

The report and the panel's findings present a fair and balanced reflection of the current position and responds well to the points noted in the agreed terms of reference.

The five prioritised actions give clear recommendations, to be delivered in 2021, on areas of focus that will enhance the likelihood of delivering successful outcomes for the Growth Deal's portfolio.

Despite the challenges and unforeseen distractions as a result of Covid-19 the commitment and determination of North Wales as a cohesive region to present the Portfolio and Programme Business Cases and achieve a final deal agreement by December 2020 is recognised within the report's narrative. I have no doubt that establishing the PMO, with the associated processes, coordination and leadership has significantly supported the region to achieve this.

Beyond the recommendations, the report's narrative presents a much deeper analysis and reflection associated with some areas of risk that need attention. This interpretation and insight through 'fresh eyes' give me and the PMO leadership team a valuable perspective that would be difficult to obtain without the Portfolio Assurance Review process.

As well as navigating through a new process and establishing a new PMO team during the last twelve months, I feel we have been mindful of recognising and sharing our lessons learned along the way, with a view to supporting other regional projects to be successful but also our colleagues in Mid-Wales to continue to raise the bar on standards in Wales.

Finally, my thanks to Chris and the review panel for their excellent stewardship throughout and for their pragmatic and careful thought given to the report presented and its recommendations.

8. Summary of the Programme/Project

Background and context:

The North Wales Economic Ambition Board (hereafter referred to as NWEAB or the Board) was established in 2012 and covers the six Local Authority administrative areas of the region of North Wales comprising the Councils of Gwynedd, Anglesey, Conwy, Denbighshire, Wrexham and Flintshire. The Board also includes the University of Bangor, Glyndwr University, Coleg Cambria and Grŵp Llandrillo Menai.

In 2016 the Board adopted A Growth Vision for the Economy of North Wales (the Growth Vision). The adopted Vision is to develop “a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and our connection to the economies of the Northern Powerhouse & Ireland.”.

The Growth Vision was founded on three key principles:

Smart North Wales – with a focus on innovation and high value economic sectors to advance economic performance.

Resilient North Wales – with a focus on retaining young people, increasing employment levels and skills to achieve inclusive growth.

Connected North Wales – with a focus on improving transport and digital infrastructure to enhance strategic connectivity to and within the region.

During 2017-2019, the Board working collaboratively with Welsh Government, UK Government and representatives of the private sector developed the North Wales Growth Deal based on 14 transformational projects, securing Heads of Terms with both governments in November 2019.

The Heads of Terms committed all parties to complete a Final Deal Agreement (FDA) within 12-15 months. A Final Deal Agreement (2) was signed in December 2020 enabling the NWGD to move to full delivery phase.

Aims and objectives:

The North Wales Economic Ambition Board (NWEAB) identified Strategic Programmes within the North Wales Vision to address some of the challenges facing the regional economy, as well as exploiting the opportunities. These programmes are a group of inter-related and co-dependant projects to be managed in a co-ordinated way and have been defined in the context of the Growth Vision for North Wales.

By delivering these programmes collectively, NWGD aims to achieve a greater impact in terms of ambition and use of resources rather than delivering them in isolation. Six of these programmes are to be delivered through the Growth Deal. This now includes the Skills and Employment programme, albeit this programme has alternative funding sources. The Strategic Transport programme continues to sit outside the Growth Deal and is progressed through alternative funding sources.

Key Milestones:

(provided by PMO)

Milestone	Date (dd/mm/yy)
PAR Assurance Review	2-5 August 2021
Finalise update of Portfolio and Programme Business Cases	August 2021
Portfolio Board – Approval of updated Portfolio Business Case	3 September 2021
NWEAB – Approval of updated Portfolio Business Case	17 September 2021
Submission of updated documentation to UK/WG for approval funding release 2021-22	September 2021
Second tranche of project OBCs considered by NWEAB	September – December 2021
Morlais and DSP FBCs considered by the NWEAB	October – December 2021
Receipts of funding for 2021-22 from UK/WG	December 2021
Third tranche of project OBCs considered by NWEAB	Jan-April 2022

9. Scope/Terms of Reference of the Review

Areas of Focus

The SRO asks that the PAR review focus on the following points in addition to the standard terms of reference:

- Have the previous PAR recommendations been suitably addressed?
- Has the need for the Growth Deal intervention been impacted by the significant changes (Brexit, Covid etc.) seen over the past 12 months?
- Does the Portfolio Management Office have the right resources in place to deliver?
- Are the governance arrangements fit for purpose for the delivery phase of the Growth Deal?
- Will the benefits realisation arrangements being developed support the Growth Deal to achieve its intended outcomes?

Standard Programme Gateway 0 Terms of Reference

- Review the outcomes and objectives for the programme (and the way they fit together) and confirm that they make the necessary contribution to overall strategy of the organisation and its senior management.
- Ensure that the programme is supported by key stakeholders.
- Confirm that the programme's potential to succeed has been considered in the wider context of Government policy and procurement objectives, the organisation's delivery plans and change programmes, and any interdependencies with other programmes or projects in the organisation's portfolio and, where relevant, those of other organisations.

- Review the arrangements for leading, managing and monitoring the programme as a whole and the links to individual parts of it (e.g., to any existing projects in the programme's portfolio).
- Review the arrangements for identifying and managing the main programme risks (and the individual project risks), including external risks such as changing business priorities.
- Check that provision for financial and other resources has been made for the programme (initially identified at programme initiation and committed later) and that plans for the work to be done through to the next stage are realistic, properly resourced with sufficient people of appropriate experience, and authorised.
- After the initial review, check progress against plans and the expected achievement of outcomes.
- Check that there is engagement with the market as appropriate on the feasibility of achieving the required outcome.
- Where relevant, check that the programme takes account of joining up with other programmes, internal and external.
- Evaluation of actions to implement recommendations made in any earlier assessment of deliverability.

10. Detailed Review Team findings

10.1 Previous Recommendations

10.1.1 Overall the RT finds that the recommendations from the previous PAR review have been suitably and thoroughly addressed, with the possible exception of the Number 11 in respect of a method for project prioritisation. We note that recommendation 10 for readiness for the delivery phase focus of the PMO remains highly relevant as the current round of OBCs continues and the Portfolio approaches the full delivery phase.

10.2 Operational Context and the need for the Growth Deal

10.2.1 The North Wales Growth Deal (NWGD) has been operating in a difficult and challenging environment over the past 12 months during which time they have successfully recruited and developed a highly effective PMO team. Many interviewees commented on the excellence of the PMO and there is clearly a high regard for the expertise and skills of the staff. PMO staff interviewed were enthusiastic, skilled and committed and were comfortable in their roles. It is clear that the leadership of the Portfolio and the PMO continues to be valued and appreciated at all levels, both externally and internally.

10.2.2 There have been unprecedented shifts in operational context over the last year, with Brexit and the demands of responding to the COVID pandemic. The leadership of the Portfolio has successfully navigated the challenges of remote working and maintained momentum during this time. We heard that impacts on the Portfolio from Brexit have yet to be fully understood and calibrated. The effects of COVID have been mixed, with a positive impact on the need for some of the Programmes, such as Digital, whereas Land and Property and some of the other Programmes will be impacted by the current instability in construction costs. The Portfolio is alive to these challenges and is actively considering mitigation measures. At this stage there is nothing to indicate that the need for the NWGD is diminished.

10.2.3 There are a number of policy changes coming through from Welsh Government and UK Government with the potential to affect the Portfolio. We heard that these are being actively monitored and the PMO is developing policy and procedures (position

statements) for consistency of application across the Portfolio, such as the Climate and Ecological Change Position Statement).

10.2.4 The current focus of the leadership and PMO is, understandably, on reaching the milestones for approval of OBCs to allow delivery to commence. The RT is concerned about the potential impact of any policy changes on the viability of the some of the projects (such as Bodelwyddan). We recommend that the Portfolio leadership institutes a regime of horizon scanning to identify potential new projects should any of the current ones become unviable and to give early consideration to any changes that will be required to existing projects. Criteria should be developed by which a project will be deemed to be no longer viable.

Recommendation 1: The Portfolio should institute a regime of horizon scanning to identify potential new projects if current ones become unviable and to give early consideration to any changes that will be required to existing projects from policy changes. Criteria should be developed by which a project will be deemed to be no longer viable.

10.3 Current Stage

10.3.1 The RT commends the PMO for the progress it has made in developing its key processes and procedures, such as putting the Programme Management Framework and software in place and developing its Benefits Realisation approach. It is clear that all in the PMO are aware of and using these processes. The benefits realisation work in particular has been critical to the development of robust business cases. We note that lessons have been learnt from developing the early business cases. Application of these lessons should mean that the process will become more streamlined as time goes on without losing its effectiveness. We are pleased to note that the PMO now has embedded professional procurement expertise to advise the projects and which is currently being used to inform the business cases.

10.3.2 We were impressed by the degree of confidence that has been established amongst stakeholders with regard to the expertise and capability of the PMO. The communication and engagement from the PMO and leadership is regarded as exemplary despite the intense pressure of work in this establishment phase. We are content that influence is being focused where it is needed at multiple levels. We note however the risks to continuity posed by the upcoming Welsh local authority elections in 2022 and the turnover in EAB and local authority senior positions. In addition, concerns were expressed at the potential impact of the establishment of Corporate Joint Committees (CJs) on the landscape of this Portfolio. Close management of this risk will need to become a focus for the Portfolio in the medium term to ensure that current positive influence in key areas is not lost or diminished. The risk should be considered for inclusion in the Portfolio Risk Register.

10.3.3 In this context, the RT note the criticality of maintaining a Regional approach to the success of the NWGD, with the ability to deliver as a region that would not be possible at an individual local authority level. Some concerns were expressed about the potential for loss of this regional focus and the impact this would have on the ability of NWGD to deliver. Every opportunity should be taken, particularly through the articulation of business case benefits, to emphasise the critical need to take and maintain the Regional approach.

10.3.4 Although the Portfolio is reporting several months slippage against its original timeline in some areas, the RT consider that the reasons for the delays are entirely understandable and appreciate that there has been an acknowledged degree of over-optimism at the outset. Now that the timescales needed to develop business cases are better understood, we recommend that the Portfolio timelines are re-baselined and put forward for approval in order that future reporting is on a more realistic basis and to avoid an unnecessary risk of loss of confidence from stakeholders.

10.3.5 The RT heard from a number of interviewees about the pressure on resources as a result of the work required to develop the 5 case models for the OBCs. It was universally agreed that more resource is not needed, rather, robust resource planning is essential, together with realistic scheduling of when the OBCs and FBCS will be coming forward for approval.

Recommendation 2: The Portfolio should re-baseline its key milestones and programme plans as early as possible and seek approval.

10.4 Governance effectiveness for delivery phase

10.4.1 The extant governance arrangements appear to be effective in the main for the current business case approval stage. However an issue with loss of quoracy during a recent Economic Ambition Board (EAB) meeting has highlighted the need for a robust mechanism to cover circumstances where approvals/agreement cannot be achieved in a formal board meeting. We understand that the current arrangements allow for the appointment of an empowered deputy for each of the 6 voting members of the EAB but that this has not always been put in place. EAB voting members should be requested to be more rigorous in applying this facility. In addition, an “out of committee” mechanism for urgent approvals should be agreed. The latter will be particularly important during the main delivery phase when decision may need to be made speedily.

Recommendation 3: In order to maintain quorate for key decisions and achieving agreed milestones, the EAB voting members should ensure the appointment of deputies. In addition, an “out of committee” mechanism for urgent approvals should be agreed for the delivery phase.

10.4.2 The RT noted that the scrutiny of business cases was described as not always having the enough challenge from all key stakeholders present. This was particularly so in respect of benefits, with interviewees looking for more direction from board members to avoid abortive work and provide confidence. We note that there is also an onus on the programme managers and board chairs to be rigorous in asking for challenge and direction from the board members.

10.4.3 In respect to programme boards, several interviewees commented on the mix of skills and experience and felt that more experience of economic development was needed. For the delivery phase, consideration should be given to ensuring that all boards have sufficient representation from the economic and development perspective.

10.5 Private Sector Investment

10.5.1 The RT note that sufficiency of committed private sector investment is a crucial component for delivery and success of the programmes in the NWGD. We found a mix of external projects with committed funding, other projects that were reported as having a

number of very interested private sector potential funders (e.g. some of the Digital Programme projects) and a third cohort of projects for which the private sector interest has not been identified and, possibly, not yet explored. The approach to attracting private sector interest appears to be piecemeal and unco-ordinated. We note that the Portfolio Director and Operations Manager have been active in talking to potential investors but the extent of commitment arising from these discussions is not yet evident.

10.5.2 We recommend that a Portfolio level strategy for attracting and securing private and other sector investment is developed and adopted.

Recommendation 4: A Portfolio level strategy for attracting and securing private and other sector investment should be developed and adopted.

10.6 Funding

10.6.1 The Portfolio has received its annual funding allocation for 2021/22. There is an underspend currently, due to already noted project business case delays. The RT understand that some of this revenue underspend has now been transferred to reserves.

10.6.2 The RT note that HMT recent decision to bring forward funding to a 10 year period rather than the current 15 year period is viewed as positive for NWGD. The shorter period will enable local authorities to reduce their borrowing and associated interest payments and the Portfolio delivery is already based on an 8 – 10 year profile.

10.6.3 The RT note that the PMO is part funded by WEFO funding, together with part funding for some of the projects, e.g. Morlais. The WEFO funding is due to cease in 2023. This will self evidently create a funding gap which could pose a significant risk to delivery if not covered through other sources. The PMO has done some work to identify possible alternative funding although, at this stage, a fully developed strategy is not in place. It therefore remains a risk which does not appear in the Portfolio risk register.

10.6.4 The Portfolio application for revenue funding as part of the Final Deal Agreement was unsuccessful. This lack of revenue funding is beginning to have an impact on the ability of NWGD to deliver, notably in areas such as Skills, Training and Apprenticeships and the ability to engage at scale with the business community so essential for attracting private sector interest and investment. The RT consider this could be a significant risk for the Portfolio but were unable to identify it in the Portfolio Risk Register. The Portfolio should review the risks and consequences of the lack of revenue funding and consider how the impacts can be mitigated.

Recommendation 5: The Portfolio should review the risks and consequences of the lack of revenue funding and consider how the impacts can be mitigated.

10.7 Resource

10.7.1 The PMO is reporting itself as almost fully resourced, with 2 more posts currently being recruited into. The RT were impressed by the calibre and experience of those PMO staff we interviewed. Some comments were received that more experience of construction projects was needed however the RT noted good expertise in this area in the Land and Property Programme which could be utilised, if needed to support other projects and programmes.

10.7.2 The RT view is that the PMO is sufficiently and suitably resourced with the skills needed for delivery against the current Portfolio pipeline. The position will need to be re-assessed in the light of any changes to that pipeline or nature of projects.

10.7.3 The RT note that the Portfolio is now on the cusp of entering the main delivery phase which is recognised as requiring both a significant shift in focus and in the demands on the resources of both PMO and partners.

10.8 Opportunities

10.8.1 The RT commend the NWGD for already being viewed as an exemplar amongst Growth Deal programmes. We encourage the Portfolio to build on this and take up the opportunity to set itself the challenge of also becoming an exemplar in the areas of Climate Change and Carbon Reduction which are becoming increasingly urgent topics in policy agenda at both Welsh and UK levels.

10.8.2 The recommendation made earlier in this report regarding the need for horizon scanning could help to identify further opportunities. With a portfolio of this size and scale and the time horizon from conception to delivery, the RT note that it is inevitable that adjustments will need to be made to maintain viability and the delivery of benefits as the delivery environment and regional needs develop. The PMO change management process should be viewed as a vehicle to identify and promote the opportunities arising from necessary adjustments.

11. Next assurance review

The RT suggest a repeat PAR review within 12 months to review progress of the programmes in the initial delivery phase.

ANNEX A - List of Interviewees

The following stakeholders were interviewed during the review:

Name	Organisation and role
Alwen Williams	Portfolio Director
Cllr. Dyfrig Siencyn	Chair of North Wales Economic Ambition Board
Hedd Vaughan-Evans	PMO Operations Manager
Sian Lloyd Roberts	Regional Skills Partnership
Sara Jones and Carol Greeves	PMO Procurement Manager and Procurement Consultant
Robyn Lovelock	PMO Benefits Realisation Lead and Programme Manager for Agri-food and Tourism and Innovation in High Value Manufacturing Programmes
Askar Sherbani	Chair of Business Delivery Board
Steve Bayley / Dylan Rhys Griffiths	Digital Programme SRO / Deputy Programme SRO
Stuart Whitfield	Digital Programme Manager
Kirrie Moore	Digital Connectivity Project Manager
Elen Williams	Digital Programme - Project SRO (Last Few % project)
Gareth Ashman	UK Wales Office
Dewi Williams	Welsh Government Regional Team
Dylan Williams	Low Carbon Energy Programme SRO
Elgan Roberts	Low Carbon Energy Programme, Smart Local Energy Project Manager
Cllr. Llinos Medi Huws	Low Carbon Energy Programme Lead Member
Andrew Farrow	Land and Property Programme SRO
David Mathews	Land and Property Programme Manager
Cllr. Hugh Evans	Land and Property Lead Member for Programme
Cllr. Charlie McCoubrey	Agri-Food & Tourism Programme Lead Member
Paul Bevan	Agri-Food & Tourism Programme - Project SRO (Rural Economy Hub), Innovation in High Value Manufacturing Programme - Programme SRO
Steve Jackson	Innovation in High Value Manufacturing Programme - Project SRO Llysfasi Carbon Neutral Farm
Laura Gough	Innovation in High Value Manufacturing Programme - Project Representative Enterprise Engineering and Optics Centre (EEOC)
Morag McDonald	Innovation in High Value Manufacturing Programme - Project SRO Centre for Environmental Biotechnology (CEB)
Lee Robinson	Transport for Wales - Project SRO (Connected Corridor Project)

ANNEX B - Progress against previous assurance review (24 – 27 August 2020) recommendations

Recommendation	Progress/status (PMO tracker)
The SRO should ensure that the NWGD portfolio sets up a regular review cycle (annually with a deep dive every 5 years for example) to test the relevance and applicability of its programmes and projects and direction of travel).	An annual Portfolio/Programme PAR cycle has been agreed with the Welsh Government Integrated Assurance Hub.
The SRO should ensure that there are consistent and robust governance arrangements in place for all the Portfolio programmes and projects, with clear and robust governance for 3rd party delivered projects.	A new PMF framework has been developed and is being shared with partners. All project sponsors are required to have Project Boards and SROs in place with reporting arrangements to NWEAB set out in Terms of Reference.
The SRO should ensure that guidance and procedures for delivery management of all projects are developed and in place before contracts for delivery are entered into.	A new PMF framework has been developed and is being shared with partners. The PMO identified and procured Celoxis, a project management software, to be used consistently across the portfolio.
The SRO should ensure that there is robust benefits mapping across all programmes tested against the Growth Deal Vision and the Wellbeing of Future Generations and that the approach to delivery is benefits driven.	The PMO has completely reviewed the approach to benefits realisation for the Growth Deal with a new Benefits Realisation Plan being finalised. A template for project sponsors is also now available.
The SRO should ensure that there is greater focus within the Growth Deal delivery culture on the retention of young people in the region and appropriately communicating and engaging with younger people at the earliest possible stage to raise aspirations.	The structure of the team now includes two Skills Project Managers (inc. one graduate). Regional Skills Partnership colleagues are now part of the PMO team, ensuring a greater working alignment day to day and an ability to focus on skills, particularly for young people. A new brand and website are in development that will help with engagement of young people.
The SRO should seek clarity from the Welsh and UK Governments as to the level of flexibility of funds allocation within the Portfolio to facilitate changes in projects over time as the Portfolio progresses as this will be important to allow maximum realisation of benefits.	The Final Deal Agreement has been secured on the basis of the whole portfolio (not funding for individual projects) providing the flexibility for the Board to make changes to the spending profile so long as overall targets are met.
The SRO should ensure that a Growth Deal Monitoring Pack is developed for delivery partners, including guidance and templates. In addition, PIDs for all levels of Portfolio delivery should be developed.	All projects current report via monthly highlight reports. A new report template has been devised as part of the PMF and is being built into Celoxis (new PM software portal) for partners to use.
The SRO should ensure assignment of specific responsibility for being “lead officer” for risks, issues and dependency management and benefits management to nominated individuals in the Portfolio Office, formalising any informal allocations where appropriate	Lead Officers have been assigned for assurance, risk management, change management, benefits realisation and monitoring and evaluation.
The SRO should ensure that the Portfolio has access to specific high level complex project/programme procurement skills to develop and drive the Portfolio procurement approach and	The structure of the team has been revised to include a Procurement and Social Value Manager (now in post) and an external procurement consultant has been appointed to provide additional support.

provide guidance, mentoring and support to individual programme and project procurements.	
The SRO should ensure that the Programme Office increases its focus on readiness for the delivery phase of the Growth Deal to ensure that all necessary processes and controls are in place.	The PMO is fully focused on the delivery of the Growth Deal with 3 OBCs having been considered by the NWEAB to date and the first FBCs scheduled for late 2021.
The SRO should ensure that the Programme Office develops Programme and individual Project Risk Profiles and a method of Project Prioritisation to inform and support Portfolio management.	Portfolio and Programme Risk Registers are in place.