

# PORTFOLIO BUSINESS CASE

ANNEX

NOVEMBER 2025



Uchelgais  
Gogledd Cymru  
Ambition  
North Wales

# Executive Overview

The purpose of the strategic portfolio business case is to demonstrate the optimal choice of programmes and projects for the delivery of the North Wales Growth Deal. The portfolio business case was the basis on which the Final Deal Agreement was signed between Ambition North Wales, Welsh Government and UK Government in a virtual ceremony on 17th December 2020. The 2022 Portfolio Business Case is the main document which provides a baseline for Ambition North Wales. As part of the annual update process agreed with the Welsh and UK Governments an annex to the business case is prepared to capture any relevant changes over the past year. **This Annex displays the changes made to the strategic portfolio business case from October 2024 onward. This Annex should be read in conjunction with the main document and any past update Annex.**

## The Strategic Case

### *November 2025 Update – Summary of key changes to the Strategic Case*

- Details of new (since 2024 update) policies and strategic initiatives relevant to the portfolio were added. See table 1.1
- Details of changes to the macro-economic context were added. See table 1.2
- Updated major risks table 1.4
- A summary of further minor changes to the portfolio strategic case has been provided. See table 1.5

## The Economic Case

### *November 2025 Update – Summary of key changes to Economic Case*

- Eight projects received FBC approval; The Parc Bryn Cegin (Land and Property Programme) OBC was approved in December 2024, closely followed by the FBC in February 2025. The Cydnerth project (Low Carbon Energy Programme) was approved in February 2025; The 4G+ (Digital Connectivity programme) was approved in April 2025; The Smart Local Energy FBC Approved in May 2025. The Advanced Wireless (Digital Connectivity programme) was approved in July 2025. In October 2025 three of the reserve list projects received approval of their BJCs, the Freeport Gateway (Land and Property Programme), Gogledd Môn Sites and Premises (Land and Property Programme) and Society 5.0 (Innovation in High Value Manufacturing Programme).
- Three OBCs received approval. The Responsible Adventure project (Agri-food and Tourism programme) was approved in February 2025. With the Project Prince (Innovation in High Value Manufacturing Programme) approved in October 2025. The Venue Cymru Futures OBC was approved in November 2025.
- The results of the approved BJC for the Sheep Milk Wales part of the Glynllifon Rural Economy Hub (Agri-food and Tourism programme) have also been used to inform the updates to the Economic Case.
- The Economic Case has been updated to take account of projects withdrawn from the Growth Deal or moved to the Reserve List as well as Best/Medium/Worst Case scenarios for the reallocation of unallocated funding to Reserve List projects.

- A number of projects have seen delays affect the profile of costs and benefits.
- The Growth Deal programmes are expected to generate a total of £1.5 to £1.7 billion in net additional GVA, and 3,540 to 4,170 net additional FTE jobs. It is therefore forecast that the Growth Deal will not reach Spending Objective 2 (To support a net additional - undiscounted - GVA uplift of between £2.0 billion and £2.4 billion for the North Wales Economy through the Growth Deal by 2036). This is primarily due to delays in portfolio projects shifting the timeline for projected GVA growth outside of the original economic appraisal period (15 years from 2020/21). It should be noted that although GVA reductions from projects being delayed from the portfolio are partially mitigated by, projects moving to the OBC stage, the delays cause a net decrease in cumulative GVA by 2036.
- UK and Welsh Government confirmed in November 2023 that “there is no longer a government requirement (UKG or WG) to directly track and associate GVA with the growth deal portfolio”. However, for consistency, it is still being profiled within this document.
- Notably, projected net jobs fall within the range set out in Spending Objective 1 (To create between 3,400 and 4,200 net new jobs in North Wales through the Growth Deal by 2036). This is because delayed projects typically still create jobs prior to 2036.
- The latest forecast shows the projects bringing total investment of between £0.82 and £0.97 – somewhat short of the target of £1 billion in Spending Objective 3.
- The 2025 BCR against Growth Deal costs stands at 3.9-4.4:1. This is a 1.3-2.0 decrease since the 2024 update.

## The Commercial Case

### *November 2025 Update – Summary of key changes*

- There has been minimal change to the commercial case of the portfolio.
- Eight project procurements have taken place in the last 12 months, which include: Glynllifon Rural Economy Hub, Centre for Environmental Biotechnology+, Cydnerth, Clean Energy Fund, Egri, LPWAN, 4G+ and the Digital Signal Processing Centre.
- Procurement has also taken place for Shared Prosperity Funded workstreams including Clean Energy Feasibility (Low Carbon Energy Programme), Mobile Network Survey Equipment (Digital Connectivity Programme), Smart Agriculture IoT trials (Digital Connectivity Programme). These procurements add value and inform projects within the Low Carbon Energy programme and Digital Connectivity programme.

## The Financial Case

### *November 2025 Update – Summary of key changes*

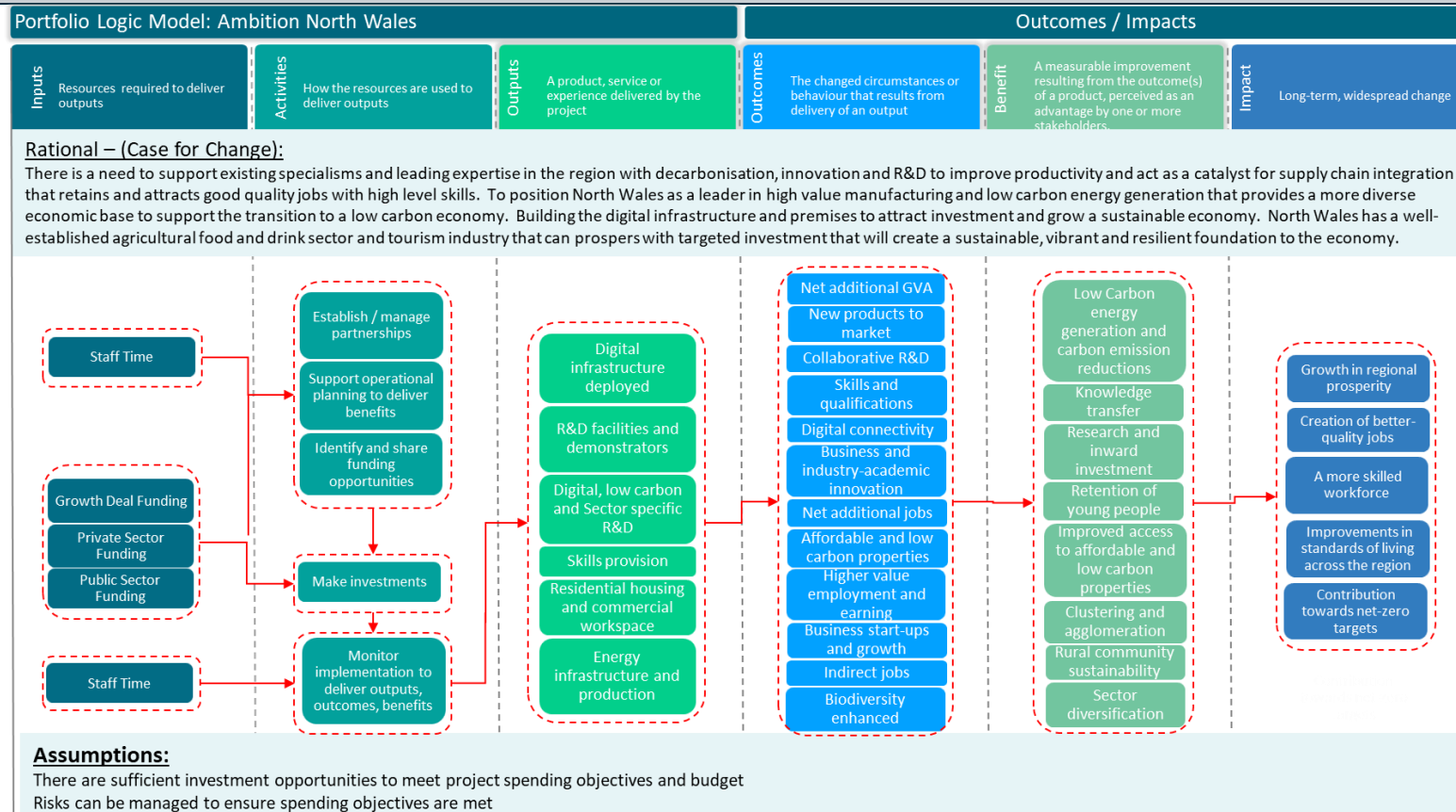
- The financial case has been updated with charts and tables, to account for the approved OBCs, BJs and FBCs).
- The Financial Case has been updated to take account of projects withdrawn from the Growth Deal or moved to the Reserve List as well as Best/Medium/Worst Case scenarios for the reallocation of unallocated funding to Reserve List projects.

## The Management Case

### *November 2025 Update – Summary of key changes*

- Provided updates to the Growth Deal Delivery Structure, following the establishment of the North Wales Corporate Joint Committee, including the transfer of the Portfolio Management Office, the Growth Deal and all its funding into the North Wales CJC.
- Provided updates to the Gateway review summary table. 2 projects have gone through assurance and alignment with expectations since the prior portfolio.
- A Streamlined Approvals process has been approved and introduced.

## Portfolio Logic Model



Source: Hatch; Ambition North Wales. A Note on Market Failure: **Positive externalities:** third party economic/social/environmental benefits to the wider economy/ society. These cannot be captured in entirely by commercial organisations and so public investment is required.

**Information failure:** businesses do not have full information on technologies/developments that could secure growth. Public investment is required to bridge these information gaps. **Co-ordination failure:** no one organisation may have the incentive to invest in a venture that secures benefits for wider partners. Public investment is required to initiate a partnership investment.

