

# 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 - <a href="https://ambitionnorth.wales">https://ambitionnorth.wales</a> . 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.

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Programme Aim	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	£417m

RAG Status	Programme Manager Commentary
	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ul>



**Mark Pritchard**  
Lead Member



**Sioned Williams**  
Senior Responsible Owner



**Stuart Whitfield**  
Programme Manager

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

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Programme Aim	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
	<ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>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</li> <li>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.</li> <li>Smart Local Energy and Trawsfynydd projects currently on track with no significant risks or issues</li> <li>The Low Carbon Energy Programme was publicised during the COP26 Cymru Regional Roadshow in November</li> </ul>



**Cllr Llinos Medi**  
Lead Member



**Dylan Williams**  
Senior Responsible Owner



**Henry Aron**  
Programme Manager

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Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
<b>Morlais</b> Menter Môn	Developing the Full Business Case	<ul style="list-style-type: none"> <li>Transport and Works Act Order and Marine License secured</li> <li>Business case submitted to Welsh European Funding Office</li> <li>Procurement of principal contractors for the construction phase</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Welsh European Funding Office investment decision</li> <li>Menter Môn final investment decision</li> <li>Clearance of pre-construction consent conditions and commencement of construction – conditional on no successful legal challenge of consent decisions</li> <li>Change Request submitted for consideration by the Ambition Board</li> <li><u>Contracts for Difference Auction Round 4</u> applications submitted by developers</li> </ul>		<ul style="list-style-type: none"> <li>Project risks have reduced following positive consent decisions and UK Government announcements on tidal energy</li> <li>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</li> </ul>
<b>Transport Decarbonisation (Hydrogen Project)</b> Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> <li>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</li> <li>Outline Business Case development has continued, including a workshop with the Project Board and wider stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Complete first phase of the Outline Business Case and gain Board approval for the proposed way forward</li> <li>Plan for delivery of next phase of delivery – procuring a commercial partner to support development and delivery of a green hydrogen hub</li> </ul>		<ul style="list-style-type: none"> <li>Approval of Outline Business Case will be delayed to allow procurement of a commercial partner (subject to Board approval of proposed approach)</li> </ul>

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

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Programme Aim	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
	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>



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

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

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Programme Aim	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
	<ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>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</li> <li>Three Whole System Business Research &amp; 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</li> <li>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.</li> </ul>



Cllr Charlie McCoubrey  
Lead Member



Jane Richardson  
Senior Responsible Owner



Robyn Lovelock  
Programme Manager

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Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
<b>Glynllifon Rural Economy Hub</b> Grŵp Llandrillo Menai	Developing the Full Business Case	<ul style="list-style-type: none"> <li>Options appraisal completed to identify access routes to the hub</li> <li>Preparing pre-planning application addressing feedback from planning</li> <li>Ongoing environmental investigations</li> <li>Project presentations to Welsh Government Minister Lesley Griffiths MS with business leaders</li> </ul>	<ul style="list-style-type: none"> <li>Finalise and submit pre-planning application and address feedback</li> <li>Engage with Project User Group to further develop benefits realisation plan</li> </ul>		<ul style="list-style-type: none"> <li>Preferred location and access options to be finalised</li> <li>Planning permission to be secured</li> </ul>
<b>Llysfasi Net Zero Farm</b> Coleg Cambria	Finalising the Outline Business Case	<ul style="list-style-type: none"> <li>All business case workshops completed</li> <li>Draft report completed on Llysfasi Farm pathway to net zero</li> <li>Gateway 2 Outline Business Case review completed with Amber-Green outcome</li> <li>Project presentation to Welsh Government Minister Lee Waters</li> </ul>	<ul style="list-style-type: none"> <li>Finalise Outline Business Case incorporating Portfolio Management Office and Gateway Review recommendations</li> <li>Complete the approval process - Economic Ambition Board consideration of the Outline Business Case anticipated for July 2022</li> </ul>		<ul style="list-style-type: none"> <li>Business case development is running behind original schedule</li> <li>Planning permission to be secured</li> <li>Further development of Project and private sector investment plan required to detail how job and investment targets will be delivered</li> <li>Climate change ambition to be determined</li> </ul>
<b>Tourism Talent Network</b> Grŵp Llandrillo Menai	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> <li>Project board established and meeting monthly</li> <li>First business case workshop held in December 2021</li> </ul>	<ul style="list-style-type: none"> <li>Completion of the Economic Case including workshop</li> <li>Strategic Outline Case drafted and reviewed</li> </ul>		<ul style="list-style-type: none"> <li>Private sector role needs development to deliver job and investment targets</li> <li>Multiple related bids being managed for success</li> <li>Legal and financial structure of hub and spoke model to be agreed</li> </ul>

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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
	<ul style="list-style-type: none"> <li>Both projects under review by Portfolio Board due to changes in capital and revenue projections</li> <li>Portfolio Management Office and Programme Board completed business case reviews of the Glyndwr University Enterprise Engineering and Optics Centre project</li> <li>Enterprise Engineering and Optics Centre outline business case (incorporating capital / revenue changes and review feedback) anticipating EAB consideration in March 2022</li> <li>Strategic positioning research for the Bangor Centre for Environmental Biotechnology project completed</li> <li>Strategic Outline Case (incorporating capital / revenue changes) for the Bangor Centre for Environmental Biotechnology with Gateway 1 review scheduled for February 2022</li> </ul>



Cllr Dyfrig Siencyn  
Lead Member



Paul Bevan  
Senior Responsible Owner



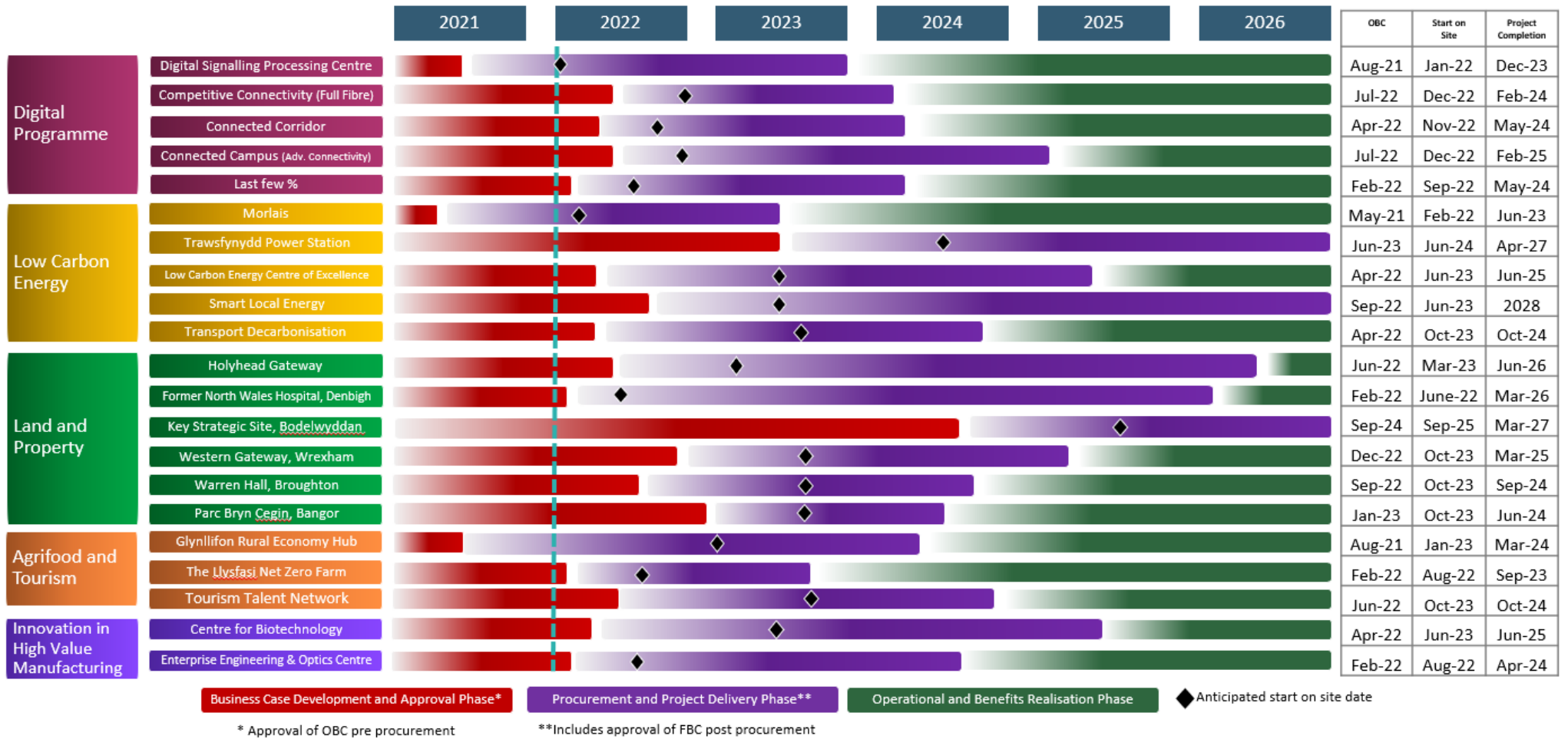
Robyn Lovelock  
Programme Manager

	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
<b>Enterprise Engineering and Optics Centre</b> Glyndŵr University	Developing the Outline Business Case	<ul style="list-style-type: none"> <li>Change in capital and revenue projections identified during annual programme business case update</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Resolve change request for capital and revenue projections</li> <li>Make final revisions to Outline Business Case</li> <li>Complete the approval process - Economic Ambition Board consideration of the Outline Business Case in anticipated for March 2022.</li> </ul>		<ul style="list-style-type: none"> <li>Business case development is running behind original schedule.</li> <li>Change request for capital and revenue projections</li> </ul>
<b>Centre for Environmental Biotechnology</b> Bangor University	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> <li>Change in capital and revenue projections identified during annual programme business case update</li> <li>Strategic positioning research for the Bangor Centre for Environmental Biotechnology project completed</li> <li>Strategic Outline Case nearly finalised</li> <li>On-going internal discussions to confirm project scope in line with emerging regional/national biotechnology priorities</li> </ul>	<ul style="list-style-type: none"> <li>Resolve change request for capital and revenue projections</li> <li>Make final revisions to Strategic Outline Case</li> <li>Continued stakeholder engagement</li> <li>Prepare for PMO and programme board reviews in January 2022 and Gateway 1 review in February 2022</li> <li>Deliver remaining business case workshops</li> </ul>		<ul style="list-style-type: none"> <li>Change in Project Manager (interim, pending recruitment)</li> <li>Further work required to define project scope, leading to continued delay</li> <li>Change request for capital and revenue projections</li> </ul>

	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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\*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
<b>Growth Deal Portfolio Total</b>		<b>2,185</b>	<b>3,830</b>	<b>1,146</b>	<b>2 OBC 1 FBC</b>	<b>136</b>	<b>342</b>	<b>50</b>	<b>+49</b>	<b>+119</b>	<b>- 6.3</b>

\* 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
<b>Portfolio Management Office Costs (15%)</b>											<b>3.60</b>
<b>Total</b>											<b>240.00</b>

\* 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	
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	
<b>Portfolio Management Office Costs (1.5%)</b>			<b>0.384</b>	<b>0.219</b>	<b>-0.165</b>	<b>Expenditure slightly lower than projected</b>
<b>Total</b>			<b>2.204</b>	<b>0.219</b>	<b>-1.985</b>	<b>See above</b>

\* 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.
Agri-food 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.