

Complete Agenda



north wales economic ambition board
bwrdd uchelgais economaidd gogledd cymru

Meeting

NORTH WALES ECONOMIC AMBITION BOARD

Date and Time

1.00 pm, FRIDAY, 30TH JULY, 2021

Location

**Virtual Meeting - For public access please contact us:
AnnesSion@gwynedd.llyw.cymru**

Contact Point

Annes Sion

01286 679490

(DISTRIBUTED 22/07/21)

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

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

Officers in Attendance

Dafydd L. Edwards	Section 151 Officer
Iwan G. Evans	Monitoring Officer
Alwen Williams	Portfolio Director
Hedd Vaughan Evans	Operations Manager
Nia Medi Williams	Senior Executive Officer
Sheryl Le Bon Jones	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 urgent business in the view of the Chair for consideration.

4. MINUTES OF THE PREVIOUS MEETING

5 - 6

The Chair shall propose that the minutes of the meeting held on 18th June 2021 be signed as a true record.

5. NORTH WALES GROWTH DEAL - QUARTER 1 REPORT

7 - 33

Hedd Vaughan-Evans, Operations Manager to present the Quarter 1 (March-June) Growth Deal report and updated Portfolio Risk Register.

6. BRAND AND WEB SITE

34 - 37

Alwen Williams, Portfolio Director to update the Economic Ambition Board on the development of the new website and brand.

7. EXCLUSION OF PRESS AND PUBLIC

The Chairman shall propose that the press and public be excluded from the meeting during the discussion on the following items due to the likely disclosure of exempt information as defined in Paragraph 14 of Schedule 12A of the Local Government act 1972 Information relating to the financial or business affairs of any particular person (including the authority holding 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. GLYNLLIFON RURAL ECONOMY HUB OUTLINE BUSINESS CASE

Robyn Lovelock, Programme Manager to present the Glynllifon Rural Economy Hub Outline Business Case for consideration by the Board.

9. DIGITAL SIGNAL PROCESSING CENTRE OUTLINE BUSINESS CASE

Stuart Whitfield, Digital Programme Manager to present Digital Signal Processing Centre Outline Business Case for consideration by the Board.

NORTH WALES ECONOMIC AMBITION BOARD ANNUAL MEETING 18/06/21

Present:

Voting Members - Councillors:- Hugh Evans (Denbighshire Council), Llinos Medi Huws (Isle of Anglesey County Council), Mark Pritchard (Wrexham County Borough Council), Ian B. Roberts (Flintshire Council), Charlie McCoubrey (Conwy County Borough Council) and Dyfrig Siencyn (Gwynedd Council).

Advisors – Dafydd Evans (Grŵp Llandrillo Menai), Maria Hinfelaar (Glyndŵr University) and Professor Iwan Davies and Professor Paul Spencer (Bangor University).

Chief Officers - Annwen Morgan (Isle of Anglesey County Council), Iwan Davies (Conwy County Borough Council), Colin Everett (Flintshire Council), Dafydd Gibbard (Gwynedd Council), Ian Bancroft (Wrexham County Borough Council) and Graham Boase (Denbighshire 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), Nia Medi Williams (Senior Operational Officer) and Eirian Roberts (Democracy Services Officer).

1. ELECTION OF CHAIR

RESOLVED to elect Councillor Dyfrig Siencyn as Chair for 2021/22.

2. ELECTION OF VICE-CHAIR

RESOLVED to elect Councillor Mark Pritchard as Vice-chair for 2021/2022.

3. APOLOGIES

Apologies were received from Jane Richardson (Chair of the Executive Officers Group).

4. DECLARATION OF PERSONAL INTEREST

No declarations of personal interest were received.

5. URGENT ITEMS

None to note.

6. MINUTES OF THE PREVIOUS MEETING

The Chair signed the minutes of the previous meeting of the NWEAB held on 14 May 2021 as a true record.

7. NWEAB FORWARD WORK PROGRAMME - JULY 2021 - JULY 2022

Submitted - the Board's forward work programme for the period of July 2021 - July 2022.

In response to a comment, it was confirmed that the officers had taken into account that the business cases were lengthy, and that only two could be dealt with in any meeting.

RESOLVED To adopt the NWEAB Forward Work Programme - July 2021 - July 2022.

The meeting commenced at 1.00 pm and concluded at 1.10 pm

CHAIR



REPORT TO THE NORTH WALES ECONOMIC AMBITION BOARD

30 July, 2021

TITLE: North Wales Growth Deal – Quarter 1 Report

AUTHOR: Hedd Vaughan-Evans, Operations Manager

1. PURPOSE OF THE REPORT

- 1.1. The purpose of the report is to present the Quarter 1 (March-June) 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 1 Performance Report and updated Portfolio Risk Register.
- 2.2. That the Board approves the submission of the Quarter 1 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 1 Performance Report
 - Portfolio Risk Register – July 2021

North Wales Growth Deal – Quarter 1 Performance Report

- 4.4. The Quarter 1 performance report provides an overview of progress on the Growth Deal programmes and projects.

- 4.5. This quarter saw the first Outline Business Case (OBC) considered and approved by the North Wales Economic Ambition Board and the assurance process for the project has since been approved by Welsh Government. The Morlais tidal energy project, run by Anglesey social enterprise, Menter Môn will now move to the next phase and submit a Full Business Case for consideration once the consenting process has been completed.
- 4.6. Two further Outline Business Cases – the Glynllifon Rural Economy Hub led by Grŵp Llandrillo Menai, and the Digital Signal Processing Centre led by Bangor University, have started the approval process. Both have completed their independent Gateway Reviews and are scheduled to be presented to the North Wales Economic Ambition Board in July.
- 4.7. The majority of programmes and projects are currently reporting as Amber following revising the business case development timetables resulting in a delay compared to the timetable outlined in the Portfolio Business Case. This is primarily due the business case development process and our internal assurance and approvals process taking longer than originally estimated. The process we follow is robust and in-line with the relevant guidance, and will ultimately ensure that only business cases of the highest quality are approved to deliver for North Wales. The delays are not considered to represent a risk to the overall delivery of the Growth Deal benefits but may impact on exact timing of benefits realisation.
- 4.8. Four projects are currently reporting as Red due to either risks to the project scope, or significant delays to project timescales:
- Full Fibre at Key Sites and Connected Campuses (Digital Programme) – The business case development timetable has been pushed back to allow programme capacity to focus on initial two Portfolio Management Office projects.
 - 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.
 - Holyhead Gateway (Land and Property Programme) – scope of the project under review due to concerns about the cost of the project and the commercial case.
- 4.9. A number of procurement activities have been completed to support the work of the team. We have welcomed a new strategic communications partner, Ateb Cymru, who have been appointed to support our communications and marketing activities, while Hatch Regeneris are appointed to provide general business case consultancy to the Portfolio Management Office. We also commissioned Wavehill to support the development of an economic case for the Smart Local Energy project and Real Wireless to deliver a scoping study to support the Connected Corridors project within the Digital Programme.
- 4.10. At this stage, no project Full Business Cases have been approved, therefore the only expenditure to date relates to the drawdown against the 1.5% allocation for Portfolio Management Office costs.

Portfolio Risk Register – July 2021

- 4.11. 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.
- 4.12. 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.

4.13 The overall risk profile of the Growth Deal is stable, however the risk on affordability has increased as construction costs have increased significantly in recent months. This is impacting on other City and Growth Deals and is being kept under review. There remain some significant risks associated with a couple of individual projects and securing the required private sector investment in the Growth Deal.

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, no project business cases have been approved and therefore 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 1 Performance Report
Appendix 2	Portfolio Risk Register – July 2021

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 constitute 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. Paragraph 4.13 of the front report identifies that affordability risk has increased along with rising construction costs. While part of the impact may be transferred to project sponsors, this risk should be kept under review. I confirm the accuracy of the financial aspects and figures contained in part 10 and part 11 of the Performance Report (Appendix 1) and I will continue to assist the Ambition Board’s Portfolio Management Office in managing the relevant risks.”

North Wales Growth Deal

2021-22 Quarter 1

(April to June 2021)

Performance Report



Bwrdd Uchelgais Economaidd Gogledd Cymru
North Wales Economic Ambition Board



Llywodraeth Cymru
Welsh Government



UK Government
Llywodraeth y DU

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This quarter saw the first **Outline Business Case (OBC)** considered and approved by the **North Wales Economic Ambition Board** and the assurance process for the project has since been approved by Welsh Government. The Morlais tidal energy project, run by Anglesey social enterprise, Menter Môn will now move to the next phase and submit a Full Business Case for consideration once the consenting process has been completed.

Two further Outline Business Cases: the Glynllifon Rural Economy Hub, led by Grŵp Llandrillo Menai, and the Digital Signal Processing Centre led by Bangor University, **have started the approval process.** Both have completed their independent Gateway Reviews and are scheduled to be presented to the North Wales Economic Ambition Board in July. This demonstrates the significant progress since the signing of the Final Deal with Government partners in December 2020.

However, we must also note that some of our original project development timescales, as set out in the final deal agreement, have slipped. This is primarily due the **business case development process and our internal assurance and approvals process taking longer than originally estimated.** The process we follow is robust and in-line with the relevant guidance and will ultimately ensure that only business cases of the highest quality are approved to deliver for North Wales.

The **Portfolio Management team further strengthened during this quarter**, with Sara Jones joining us as Procurement and Social Value Manager, Thomas Boome as Land and Property Project Manager, Catherine Evans as Digital Project Officer, Cath Morris-Roberts as the Skills and Employability Project Manager and Angharad Elin Evans as the Skills and Employability Graduate Project Manager.



A number of procurement activities have been completed to support the work of the team.

- We have welcomed a new strategic communications partner, Ateb Cymru, who have been appointed to support our communications and marketing activities.
- While Hatch Regeneris are appointed to provide general business case consultancy to the Portfolio Management Office.
- We also commissioned Wavehill to support the development of an economic case for the Smart Local Energy project
- Additionally, Real Wireless to deliver a scoping study to support the Connected Corridors project within the Digital Programme.

In May we welcomed a visit from the **Parliamentary Under Secretary of State for Wales, Minister David T.C. Davies MP** and members of his team. It was the first face to face visit for the Minister since the easing of Covid rules. The Minister had the opportunity to visit a couple of Growth Deal project sites and meet key stakeholders.

Councillor Dyfrig Siencyn and I also met with the newly appointed **Minister for Economy, Vaughan Gething, MS** and the newly appointed **Minister for Rural Affairs and North Wales, Lesley Griffiths, MS** to update them on the Growth Deal and the wider opportunities for the economy in North Wales.

Finally, the North Wales Economic Ambition Board **held its Annual General Meeting on 18th June** with Councillor Dyfrig Siencyn confirmed as Chair and Councillor Mark Pritchard confirmed as Vice-Chair for the 2021-22 year.

Alwen Williams
Alwen Williams, Portfolio Director

Themes	RAG Status	Commentary
Portfolio Business Case	Green	The Portfolio Business Case was approved as part of the Final Deal Agreement in December 2020. The business case is to be updated annually, with the first update scheduled for August 2021. Work has now commenced on the annual update with the updated business case scheduled for consideration by the North Wales Economic Ambition Board (hereafter referred to as "Economic Ambition Board" or "the Board") in September.
Delivery Pipeline	Yellow	The timetable for development of project business cases has slipped with a number of projects now forecasting delays of 3-6 months. This is primarily due to the business case development process, assurance and approvals process taking longer than originally forecast and is not considered a significant risk to the delivery of the Growth Deal. The Portfolio Management Office has put in place a robust assurance process to ensure business cases are of the required standard and as a result the improved quality of business cases will benefit the region in the longer term providing greater certainty on costs and benefits.
Governance	Green	The Portfolio, Programme and Project Management Framework is now established with the Portfolio Board and five Programme Boards in operation. Governance Agreement 2 was approved by all partners in December 2020. 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 agreed assurance process between the NWEAB, UK Government and Welsh Government is working well. Three projects have now completed Gateway 2 reviews including the Morlais project, the Digital Signal Processing Centre project and the Glynllifon Rural Economy Hub project.
Resource and Capacity	Yellow	Only two posts remain vacant in the Portfolio Management Office and these posts are currently being advertised (July 2021). While capacity within the Portfolio Management Office has been significantly improved, the capacity of the wider NWEAB partnership to support the various programmes and projects is area of concern due to the volume of work associated with the Growth Deal.
Finance	Green	The Grant Offer Letter has been received and signed and the first tranche of funding (£16million) was received in March 2021. As no projects have reached Full Business Case stage yet, the only expenditure to date relates to the drawdown against the 1.5% allocation for Portfolio Management Office costs. The Portfolio Management Office is working with UK Government and Welsh Government to understand the implications of the announcement made by UK Government Treasury in the autumn budget statement that they are accelerating funding for the North Wales Growth Deal over 10 rather than 15 years.
Risk	Yellow	The overall risk profile of the Growth Deal is stable, however the risk on affordability has increased as construction costs have increased significantly in recent months. This is impacting on other City and Growth Deals and is being kept under review. There remain some significant risks associated with a couple of individual projects and securing the required private sector investment in the Growth Deal.
Monitoring and Evaluation	Yellow	A revised Monitoring and Evaluation Plan will be submitted to UK Government and Welsh Government as part of the annual update of the portfolio business case and in line with the updated Benefits Realisation Plan.
Communication and Engagement	Green	Work continues on the development of a new brand and website with our digital creative agency partner Tinit. A new strategic communications partner, Ateb Cymru has been appointed to support the work of the Economic Ambition Board.

Digital Programme:

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	£41.7m

RAG Status	Programme Manager Commentary
Page 14	<ul style="list-style-type: none"> Resources to support the Digital Programme are now in place with a Digital Project Manager and a Digital Project Officer in post. An Outline Business Cases has been prepared for the Digital Signal Processing Centre, with a Gateway Review undertaken this quarter with outcome of Amber-Green (second highest rating of assurance). Project Boards are now in place for three projects with the remaining two to be established in Quarter 2 and Quarter 3. Delivery of Outline business cases for Last Few % and Connected Corridors projects has been slightly delayed. The Connected Corridors project board identified a requirement to undertaking further scoping work on the project to support the development of the business case. Last few % project Outline Business Case will now be completed when outcome of recently announced Welsh Government 'Open Market Review' of broadband deployment is available in Quarter 3.



Mark Pritchard
Lead Member



Steve Bayley
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 Signalling Processing Centre Bangor University	Outline Business Case ready	<ul style="list-style-type: none"> Gateway Review completed Business Delivery Board, Programme Board reviews completed Portfolio Management Office review of the business case completed 	<ul style="list-style-type: none"> Complete the approval process: NWEAB consideration of the OBC in July. Initiation of first phase of procurement Full Business Case development 		<ul style="list-style-type: none"> Extensive review of OBC has refined the plan for the project and a clearer procurement route has been identified. No issues affecting completion of Full Business Case as scheduled.
Connecting the last few % North Wales Economic Ambition Board	Developing the Outline Business Case	<ul style="list-style-type: none"> A range of commercial and technical options have been identified Project board membership increased and broadened with new members from private and third sector 	<ul style="list-style-type: none"> Outline Business Case drafted Gateway Review Programme Board and Business Delivery Board reviews Appoint Deputy Senior Responsible Owner 		<ul style="list-style-type: none"> Delay to business case development due to need to assess outcome of WG Open Market review in Q2
Connected Corridor North Wales Economic Ambition Board	Developing the Strategic Outline Case	<ul style="list-style-type: none"> Completion of a Scoping Study to refine Strategic Outline Case Deputy project Senior Responsible Owner appointed 	<ul style="list-style-type: none"> Outline Business Case drafted Programme Board and Business Delivery Board reviews 		<ul style="list-style-type: none"> Delay to business case development due to need to conduct further scoping work for Strategic Outline Case
Full Fibre at Key Sites North Wales Economic Ambition Board	Developing the Strategic Outline Case	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Establish the project board and appoint Senior Responsible Owner Develop Strategic Outline Case 		<ul style="list-style-type: none"> Business case development pushed back to allow programme capacity to focus on initial two projects
Connected Campuses North Wales Economic Ambition Board	Developing the Strategic Outline Case	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Establish the project board and appoint Senior Responsible Owner Develop Strategic Outline Case 		<ul style="list-style-type: none"> Business case development pushed back to allow programme capacity to focus on initial two projects

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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)

Low Carbon Energy Programme:

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
Page 16	<ul style="list-style-type: none"> • Good progress made in establishing project governance arrangements across the programme. • Morlais Full Business Case under development following approval of the Outline Business Case. Full Business Case assurance and review schedule agreed with Menter Mon with funding decision scheduled from the NWEAB on 10th December • Low Carbon Energy Centre of Excellence Outline Business Case under development and running 3-6 months behind schedule • Development of Smart Local Energy Project Strategic Outline Case on track with consultant support successfully procured • Transport Decarbonisation Strategic Outline Case drafted with slight delays to Outline Business Case delivery expected as the Project Board to progress discussions regarding coordination between Holyhead and Deeside Hubs and the role of hydrogen in supporting regional decarbonisation.



Cllr Linos 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	Project is developing the Full Business Case (FBC)	<ul style="list-style-type: none"> Outline Business Case (OBC) approved by the NWEAB on the 14th May and assurance process subsequently approved by Welsh Government Good progress made in addressing the recommendations from the gateway review Supply chain and skills working groups established Berth reallocation process completed with seven turbine developers assigned berths in the demonstration zone 	<ul style="list-style-type: none"> Develop Full Business Case (FBC) Prepare funding agreement and draft contract Project consent decisions expected in October 2021 Menter Môn to complete procurement of civils and drilling contractors 		<ul style="list-style-type: none"> 3-6 months behind baseline schedule Key risks & issues associated with consenting and Government revenue support mechanisms for tidal energy being managed by project board
Transport Decarbonisation North Wales Economic Ambition Board	Project is developing the Strategic Outline Case (SOC)	<ul style="list-style-type: none"> Senior Responsible Owner (SRO) and Project Manager in place. Inaugural Project Board meeting scheduled for July Draft Deeside Hydrogen Hub Strategic Outline Case produced by Jacobs Discussions with Menter Môn and Welsh & UK Government regarding potential coordination between Holyhead and Deeside projects Draft report into wider regional opportunities resulting from the development of hydrogen hubs developed by Element Energy. 	<ul style="list-style-type: none"> Inaugural meeting of the Project Board in July Project Board to consider coordination between Holyhead and Deeside Hubs and the role of hydrogen in supporting regional decarbonisation Project Board to oversee completion of the Strategic Outline Case and progression of the Outline Business Case 		<ul style="list-style-type: none"> 1-3 months behind baseline schedule for Outline Business Case development Strategic decisions required from project board regarding the integration / coordination between proposed hydrogen hubs

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Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG rationale
Low Carbon Centre of Excellence Bangor University	Project is developing the Strategic Outline Case (SOC)	<ul style="list-style-type: none"> Development of Outline Business Case progressing Internal workshops held to develop the scope of the project and the project risk register Plans in place to establish an industrial advisory board to support project delivery 	<ul style="list-style-type: none"> Continue Outline Business Case development process including business case workshops Arrange Gateway 2 Review and confirm Outline Business Case delivery schedule 		<ul style="list-style-type: none"> 1-3 months behind baseline schedule for Outline Business Case development Project delivery schedule to be developed (eg. consenting, procurement & construction)
Smart Local Energy North Wales Economic Ambition Board	Project is developing the Strategic Outline Case (SOC)	<ul style="list-style-type: none"> Senior Responsible Owner (SRO) appointed and Project Board established. Stakeholder analysis and risk workshops delivered. Strategic case drafted. Consultant appointed to assist with the economic case. Community Renewal Fund applications for feasibility studies into smart energy systems submitted via Isle of Anglesey, Denbighshire, Wrexham and Gwynedd Councils. Draft Pen Llyn Multi vector study report received from Aquatera 	<ul style="list-style-type: none"> Completion of draft Strategic Outline Case and if necessary, schedule Gateway 1 Review Share finalised Pen Llyn Multi vector study with key stakeholders and plan next steps based on report recommendations. Commence delivery of Community Renewal Fund projects (if successful) 		<ul style="list-style-type: none"> Project on track with no significant risks / issues
Trawsfynydd Power Station Cwmni Eginio	Project business case process expected to commence in 2022	<ul style="list-style-type: none"> Establishment of Cwmni Eginio announced by Welsh Government 1st October 2020. Company was incorporated and registered in June 2021 Economic impact assessment of siting of a Small or Advanced Modular Reactor at Trawsfynydd completed Portfolio Management Office representative attending the Welsh Government Trawsfynydd Programme Board 	<ul style="list-style-type: none"> Appointment of Cwmni Eginio CEO and the development of project work plan Engagement between Cwmni Eginio and Portfolio Management Office regarding project business case development schedule and objectives for Growth Deal funding Benefits Realisation workshops 		<ul style="list-style-type: none"> Project on track against indicative high-level schedule agreed with Welsh Government Delays in appointing Cwmni Eginio personnel could impact development of project business case

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Land and Property Programme:

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.	2,280	£1.29bn	£355.4m

RAG Status	Programme Manager Commentary
Page 19	<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. A Project Board is in the course of being established for the Western Gateway, Wrexham with Wrexham Borough Council and Welsh Government Highways. Warren Hall, Broughton will require a revised Statement of Common Ground for submission into the Local Development Plan Examination in Public. A project team is being established to assess whether the Key Strategic Site, Bodelwyddan is viable and deliverable in light of possible changes to the Local Development Plan policy for the site. The draft Outline Business Case for the former North Wales Hospital, Denbigh is in the process of being drafted. Parc Bryn Cegin, Bangor project is to be developed by the Portfolio Management Office in line with the Economic Ambition Board’s position on climate change and biodiversity. A team of officers to develop the linked business case for the land reclamation and the breakwater refurbishment at Holyhead harbour is being established.



Cllr Hugh Evans
Lead Member



Andrew Farrow
Senior Responsible Owner



David Mathews
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
Western Gateway, Wrexham North Wales Economic Ambition Board	Project is developing the Strategic Outline Case (SOC)	<ul style="list-style-type: none"> Project Team evolving into a formal Project Board. Welsh Government (WG) A483 Junction Improvement Project Director included in the team. Development dependencies, issues, constraints and indicative timelines assessed. 	<ul style="list-style-type: none"> Appoint a Senior Responsible Owner (SRO). Project Board established and membership strengthened. Agree outline programme of works. Identify revenue funding sources to support development. 		<ul style="list-style-type: none"> The Local Development Plan adoption scheduled for late 2021 and the A483 junction upgrade programme will dictate timescales for project delivery.
Warren Hall, Broughton North Wales Economic Ambition Board	Project is developing the Strategic Outline Case (SOC)	<ul style="list-style-type: none"> Local Development Plan (LDP) Examination in Public (EiP) commenced Airbus' Hawarden Airfield Safety Case raised in the EiP. Dialogue with Airbus, Welsh Government, Flintshire Council and Portfolio Management Office is ongoing on impact of safety case onto the proposed development. 	<ul style="list-style-type: none"> Airbus' Hawarden Airfield Safety case impact finalised. Revised Statement of Common Grounds submitted to the Examination in Public 		<ul style="list-style-type: none"> The Local Development Plan Adoption timescale is scheduled for late 2021.
Key Strategic Site Bodelwyddan North Wales Economic Ambition Board	Project is developing the Strategic Outline Case (SOC)	<ul style="list-style-type: none"> Outline planning consent lapsed in March 2021 and the developer withdrew from the project. Dialogue with Local Planning Authority for the scope of the possible project allowing for the evidence being collected for Local Development Plan review 	<ul style="list-style-type: none"> Meetings to review project in light of probable change in Local Development Plan policy. Review development assumptions and indicative costs to assess deliverability/ viability. 		<ul style="list-style-type: none"> Current Local Development Plan policy to be reviewed by 2023 and new policy adopted. Scope of project likely to be substantially changed. Development viability a concern

Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG rationale
Former North Wales Hospital, Denbigh North Wales Economic Ambition Board	Project is developing the Outline Business Case (OBC)	<ul style="list-style-type: none"> Outline Project Business Case is being drafted Green Recovery Initiative Funding secured to provide additional substation on site Heads of Terms for intervention funding in negotiation. Planning application biodiversity case being finalised by development partner. 	<ul style="list-style-type: none"> Planning application considered at Planning Committee Draft Outline business case issued. Business case development workshops completed and Gateway 2 Review scheduled. 		<ul style="list-style-type: none"> Uncertainty on development cost and level of site contamination. Planning consents, phasing, S106 agreement, funding, business case, transfer of title to be approved.
Parc Bryn Cegin, Bangor North Wales Economic Ambition Board	Project is developing the Strategic Outline Case (SOC)	<ul style="list-style-type: none"> Proposed development by private sector for advance employment premises considered but did not meet board's aspirations on climate change and biodiversity. 	<ul style="list-style-type: none"> Agree with Welsh Government the scope of a project for the delivery of a new low carbon employment premises to meet the board's position statement on low carbon. 		<ul style="list-style-type: none"> Delivery of original scope of will be subject to availability of sufficient funding and agreeing a specification for a low carbon employment unit.
Holyhead Gateway Stena Line	Project is developing the Strategic Outline Case (SOC)	<ul style="list-style-type: none"> A draft outline business case for the breakwater refurbishment is being developed. A team of officers to develop a business case to take forward funding options to deliver both the land reclamation and the breakwater safeguarding including Stena, Welsh Government, Isle of Anglesey County Council and the Portfolio Management Office. 	<ul style="list-style-type: none"> Develop the Strategic Outline Case for the investment into the port for both land reclamation and the breakwater refurbishment. Scope out funding options to deliver the linked breakwater and land reclamation. Consenting process for the breakwater refurbishment to commence. 		<ul style="list-style-type: none"> Funding to deliver the scope of the project is substantial. Business case to justify investment and deliver outputs Robust commercial case is subject to many dependencies.

- 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)

Agrifood and Tourism Programme:

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
Page 22	<ul style="list-style-type: none"> Project managers in place for the Glynllifon Rural Economy Hub, Llysfasi Net Zero Farm and the Tourism Talent Network Workshops completed for the Glynllifon Rural Economy Hub and underway for the Llysfasi Net Zero Farm Outline business case drafted for the Glynllifon Rural Economy Hub and underway for the Llysfasi Net Zero Farm The Whole System Business Research & Innovation for Decarbonisation (WBRID) business innovation competition with Coleg Cambria Llysfasi has provided a solid foundation for the Net Zero Farm project. 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

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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	Outline Business Case (OBC) ready for Economic Ambition Board decision	<ul style="list-style-type: none"> Draft Outline Business Case reviewed by Portfolio Management Office and Business Delivery Board Gateway 2 review completed with Amber rating due to project needing to secure planning permission. Commitment secured from Grŵp Llandrillo Menai to invest in the enabling Infrastructure and Ecology Analysis to mitigate the planning risk. 	<ul style="list-style-type: none"> Complete the approval process – Economic Ambition Board consideration of the Outline Business Case in July 2021. Identification of ‘preferred location and access’ from options appraisal. In principle views on preferred location and access option. Intermediate outcomes of ongoing environmental reports 		<ul style="list-style-type: none"> Business case development is running behind original schedule. Planning permission to be secured.
Hyfasi Net Zero Farm Cwmleg Cambria	Project is developing the Outline Business Case (OBC)	<ul style="list-style-type: none"> Project Manager appointed and trained in Better Business Case approach Stakeholder engagement and business case workshops 	<ul style="list-style-type: none"> Deliver business case workshops Draft Outline Business Case Prepare for Gateway 2 review and approval process 		<ul style="list-style-type: none"> Business case development is running behind original schedule. No other issues.
Tourism Talent Network Grŵp Llandrillo Menai	Project is developing the Strategic Outline Case (SOC)	<ul style="list-style-type: none"> Collaborative presentation to UK Government Minister with business leaders Precursor UK Community Renewal Fund bid submitted for Innovation Spoke in Llandudno and project enabling resources Project Manager appointed 	<ul style="list-style-type: none"> COVID-related review of ‘spoke’ element with view to expanding partners 21st Century Schools bid under development for Hub element 		<ul style="list-style-type: none"> Private sector role needs development given COVID sector pressures Multiple related bids being managed for success

Innovation in High Value Manufacturing Programme:

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
Page 24	<ul style="list-style-type: none"> Project managers in place for the Enterprise Engineering and Optics Centre and Centre for Environmental Biotechnology Business case development workshops completed for the Glyndwr Enterprise Engineering and Optics Centre and underway for the Bangor Centre for Environmental Biotechnology Outline business case drafted for the Glyndwr Enterprise Engineering and Optics Centre, pending reviews and approval The Bangor Centre for Environmental Biotechnology project is working on refining project scope in line with emerging regional and national biotechnology priorities.



Cllr Dyfrig Siencyn
Lead Member



Paul Bevan
Senior Responsible Owner



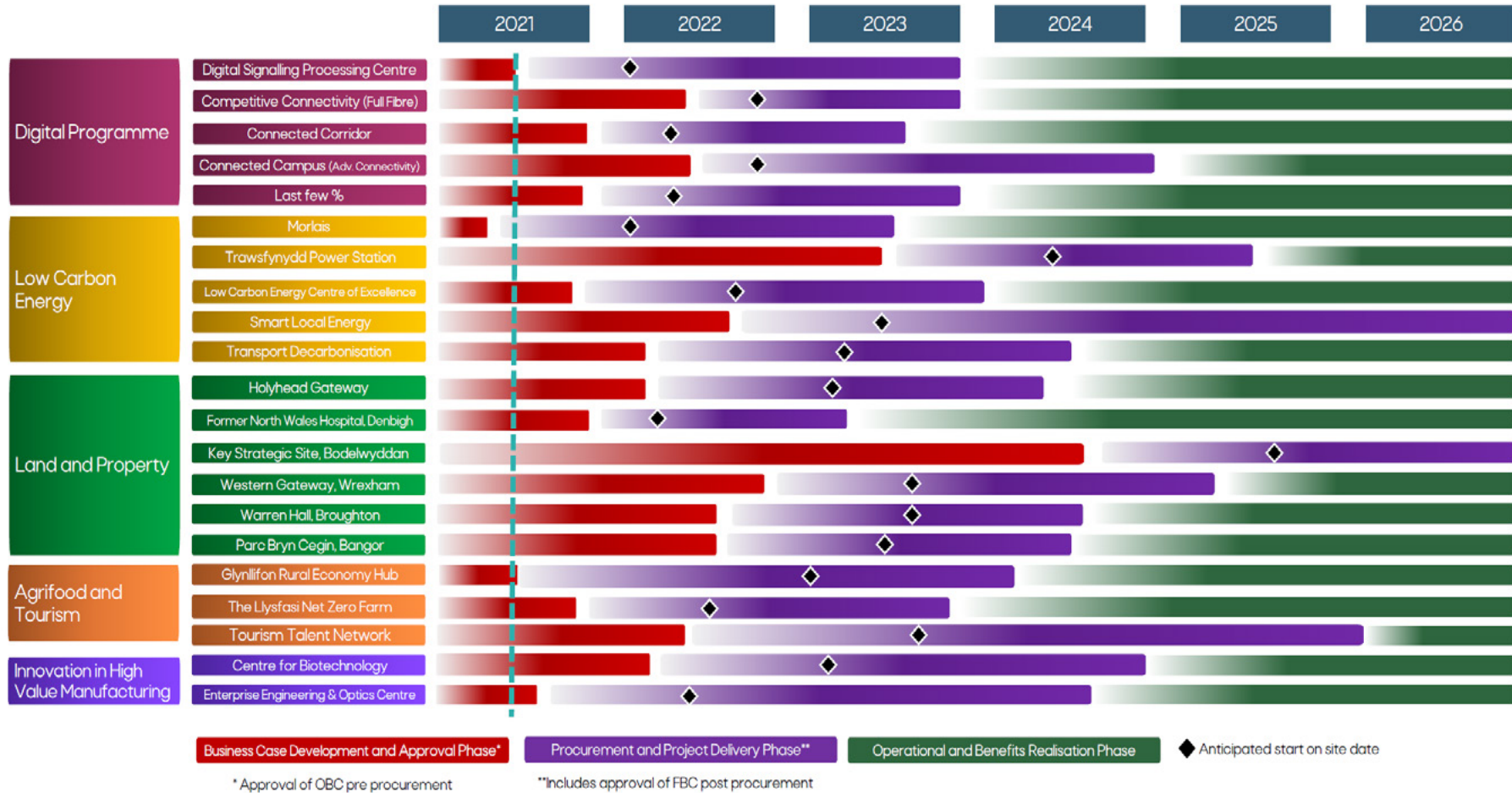
Robyn Lovelock
Programme Manager

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Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG rationale
Enterprise Engineering and Optics Centre Glyndwr University	Project is developing the Outline Business Case (OBC)	<ul style="list-style-type: none"> Business case workshops completed Draft Outline Business Case reviewed by Portfolio Management Office Gateway 2 Review planning and preparations complete 	<ul style="list-style-type: none"> Gateway 2 Review Final Outline Business Case review by Portfolio Management Office Complete the approval process - Economic Ambition Board consideration of the Outline Business Case in September 2021. 		<ul style="list-style-type: none"> Business case development is running behind original schedule. Risk register under development
Centre for Environmental Biotechnology Bangor University	Project is developing the Strategic Outline Case (SOC)	<ul style="list-style-type: none"> Project Board in place and meeting regularly Workshop 1 completed effectively On-going internal discussions to narrow project scope in line with emerging regional/national biotechnology priorities 	<ul style="list-style-type: none"> Continued stakeholder engagement Draft Strategic Outline Case Prepare for Gateway 1 review Deliver business case workshops 		<ul style="list-style-type: none"> Project board actively engaged and Project Manager driving project development Further work required to define project scope, leading to minor delay

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		Portfolio Business Case 2020 Targets			Approved Project Business Case Targets				Difference		
		GVA (£M)	Jobs Created	(£M) Total Investment*	OBC/FBC**	GVA (£M)	Jobs Created	(£M) Total Investment*	GVA (£M)	Jobs Created	(£M) Total Investment*
Digital	Digital Signal Processing Centre (DSP)	50	80	73	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	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	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	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	1 OBC	79	210	34	+29	+110	- 2

* Total investment includes 1.5% Portfolio Management Office costs

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

Programme	Project	Project Sponsor	2012/22 £m	2022/23 £m	2023/34 £m	2024/25 £m	2025/26 £m	Total £m
Digital	Digital Signal Processing Centre	Bangor University	1.72	0.99	0.25	0.00	0.00	2.96
	Connecting the Last Few %	North Wales Economic Ambition Board	0.99	2.95	0.00	0.00	0.00	3.94
	Connected Corridor	North Wales Economic Ambition Board	0.99	1.18	0.00	0.00	0.00	2.17
	Full Fibre at Key Sites	North Wales Economic Ambition Board	0.00	3.45	3.25	0.00	0.00	6.70
	Connected Campuses	North Wales Economic Ambition Board	0.00	3.94	5.90	5.91	4.93	20.68
Low Carbon Energy	Morlais	Menter Môn	2.46	4.93	1.48	0.00	0.00	8.87
	Transport Decarbonisation	North Wales Economic Ambition Board	1.97	3.94	7.88	7.88	4.93	11.23
	Low Carbon Energy Centre of Excellence	Bangor University	0.00	4.74	6.71	5.23	4.00	20.68
	Smart Local Energy	North Wales Economic Ambition Board	0.00	3.94	7.88	7.88	4.93	24.63
	Trawsfynydd Power Station	Cwmni Eginio	0.00	4.92	9.85	4.93	0.00	19.70
Land and Property	Western Gateway, Wrexham	North Wales Economic Ambition Board	0.00	4.03	4.93	0.00	0.00	8.96
	Warren Hall, Broughton	North Wales Economic Ambition Board	0.00	0.49	0.99	5.91	7.38	14.77
	Key Strategic Site, Bodelwyddan	North Wales Economic Ambition Board	0.49	0.99	5.41	2.96	0.00	9.85
	Former North Wales Hospital, Denbigh	North Wales Economic Ambition Board	0.99	0.99	0.98	0.98	0.00	3.94
	Parc Bryn Cegin, Bangor	North Wales Economic Ambition Board	0.25	2.7	2.96	0.00	0.00	5.91
	Holyhead Gateway	Stenaline	0.00	11.331	13.78	9.36	0.00	34.47
Agrifood and Tourism	Glynllifon Rural Economy Hub	Grŵp Llandrillo Menai	0.49	4.68	4.68	0.00	0.00	9.85
	Llysfasi Net Zero Farm	Coleg Cambria	0.00	4.92	4.68	0.00	0.00	9.85
	Tourism Talent Network	Grŵp Llandrillo Menai	0.00	1.48	1.48	1.47	0.00	4.43
Innovation in High Value Manufacturing	Enterprise Engineering and Optics Centre	Glyndwr University	8.28	1.57	0.00	0.00	0.00	9.85
	Centre for Environmental Biotechnology	Bangor University	0.00	1.48	1.48	0.00	0.00	2.96
Portfolio Management Office Costs (1.5%)								3.60
Total								240.00

Programme	Project	Project Sponsor	Profile 21/22 (£m)	Actual YTD (£m)	Variance (£m)*	Rationale
Digital	Digital Signal Processing Centre	Bangor University	1.72	0.00	-1.72	No Full Business Cases have been approved: expenditure needs to be updated in line with revised timescales.
	Connecting the Last Few %	North Wales Economic Ambition Board	0.99	0.00	-0.99	
	Connected Corridor	North Wales Economic Ambition Board	0.99	0.00	-0.99	
	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	2.46	0.00	-2.46	No Full Business Cases have been approved: expenditure needs to be updated in line with revised timescales.
	Transport Decarbonisation	North Wales Economic Ambition Board	1.97	0.00	-1.97	
	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 needs to be updated in line with revised timescales.
	Warren Hall, Broughton	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Key Strategic Site, Bodelwyddan	North Wales Economic Ambition Board	0.49	0.00	-0.49	
	Former North Wales Hospital, Denbigh	North Wales Economic Ambition Board	0.99	0.00	-0.99	
	Parc Bryn Cegin, Bangor	North Wales Economic Ambition Board	0.25	0.00	-0.25	
	Holyhead Gateway	Stenaline	0.00	0.00	0.00	
Agrifood and Tourism	Glynllifon Rural Economy Hub	Grŵp Llandrillo Menai	0.49	0.00	-0.49	No Full Business Cases have been approved: expenditure needs to be updated in line with revised timescales.
	Llysfasi Net Zero Farm	Coleg Cambria	0.00	0.00	0.00	
	Tourism Talent Network	Grwp Llandrillo Menai	0.00	0.00	0.00	
Innovation in High Value Manufacturing	Enterprise Engineering and Optics Centre	Glyndwr University	8.28	0.00	-8.28	No Full Business Cases have been approved: expenditure needs to be updated in line with revised timescales.
	Centre for Environmental Biotechnology	Bangor University	0.00	0.00	0.00	
Portfolio Management Office Costs (1.5%)			0.384	0.058	-0.326	Expenditure in line with budget
Total			19.014	0.058	-18.956	See above

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

Programme	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	The project will accelerate the development of infrastructure for 19 key regional economic sites.
	Connected Corridor	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).
	Full Fibre at key sites	Economic Ambition Board	This project will deliver full fibre connectivity (gigabit capable) to 28 key business sites across North Wales.
	Connected Campuses	Economic Ambition Board	To introduce high bandwidth mobile coverage on transport networks (road & rail) with deployment in step with or in advance of UK Government 2027 target for 5G coverage. Delivery of coverage to include A55, A483 and A5.
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.
Agrifood 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.

DRAFT 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	21/10/20	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	↔	Recruitment to PMO vacancies for all but two of the posts, which are currently being advertised. PMO have secured additional technical capacity to support procurement activity PMO to utilise external technical support when necessary PMO supporting partners to ensure capacity for delivery	July 2021 In place Reviewed monthly Reviewed monthly	PMO PMO PMO PMO, Project Sponsors	2	4	8	↔	Open	Risk reviewed. Mitigating actions have been updated. Capacity within the wider NWEAB partnership is an area of concern which is being kept under review. No changes to gross or residual risk scores.	06.07.2021
R002	21/10/20	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	↔	Monthly highlight reports to Programme Board with escalation routes to NWEAB Programme and project RAID logs in place to record risks and manage issues Project business cases and implementation plans to clearly set out risks to project delivery and mitigations	Monthly Monthly N/A	PMO PMO, Project Sponsor Project Sponsor	3	4	12	↔	Open	Risk reviewed. There have delays to the business case timetable of a number of projects, however the risk to overall benefits realisation or project delivery is minor. No changes to gross or residual risk scores.	06.07.2021
R003	21/10/20	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	▲	Project Business Cases will set out detailed project level financial, commercial and risk management measures to manage costs Robust performance, risk and financial reporting arrangements will be established for all projects Once Project Business Cases are approved, any additional costs incurred will be the responsibility of the Project Sponsor.	N/A Monthly N/A	PMO, Project Sponsor PMO PMO	4	4	16	▲	Open	Risk reviewed. Gross and residual risk scores have increased as construction costs have increased significantly in recent months. 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	06.07.2021
R004	21/10/20	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	↔	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 Project Business Cases will consider the implications of COVID-19 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. A draft recovery prospectus for North Wales sets out key asks from Government to address areas of economic need in the immediate and short term.	N/A N/A N/A July 2021	PMO, SROs PMO, SROs, NWEAB Portfolio Director	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.	06.07.2021
R005	21/10/20	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	↔	Project Business Cases will consider the implications of the new UK-EU trading relationship. 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	N/A N/A	PMO, Project SROs PMO, Project SROs	2	3	6	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	06.07.2021
R006	21/10/20	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	↔	Position statement on Climate Change and Biodiversity adopted by the NWEAB. Project business cases to demonstrate delivery against the adopted NWEAB position. Commission external advice on how to take account of carbon emissions and biodiversity loss within project business cases.	N/A N/A July 2021	NWEAB PMO, Project SROs PMO	2	3	6	↔	Open	Risk reviewed. Mitigating actions have been updated. No changes to gross or residual risk scores.	06.07.2021
R007	21/10/20	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	↔	Continued engagement with Project Sponsors and private sector partners Development of robust project business cases and contractual agreements for Growth Deal funding Agreed process for consideration of new projects if required	N/A N/A N/A	PMO, Project SROs PMO, Project SROs NWEAB, PMO	4	4	16	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	06.07.2021

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	21/10/20	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.	3	4	12	↔	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 if required	Complete N/A N/A	NWEAB PMO, Project SROs NWEAB, PMO	3	3	9	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	06.07.2021
R009	21/10/20	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.	06.07.2021
R010	21/10/20	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.	3	4	12	↔	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	N/A	PMO, Project SROs	2	3	6	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	06.07.2021
R013	21/10/20	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.	06.07.2021
R014	22/10/20	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.	06.07.2021
R015	22/10/20	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	N/A Monthly Complete	PMO, Programme and Project SROs PMO PMO	3	3	9	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	06.07.2021
R016	22/10/20	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.	06.07.2021
R017	22/10/20	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.	06.07.2021



REPORT TO THE NORTH WALES ECONOMIC AMBITION BOARD

30th July 2021

TITLE: *Brand and Website*

AUTHOR: *Alwen Williams, Portfolio Director*

1. PURPOSE OF THE REPORT

1.1. To update the Economic Ambition Board on the development of the new website and brand.

2. DECISION SOUGHT

2.1. To endorse the proposed new brand for the Economic Ambition Board and the North Wales Growth Deal.

3. REASONS FOR THE DECISION

3.1. As outlined in the report.

4. BACKGROUND AND RELEVANT CONSIDERATIONS

4.1. The Economic Ambition Board's current brand and website was developed during the early days of the Board's establishment. With the Final Deal Agreement signed, and the Portfolio Management Office moving to the delivery phase of the Growth Deal projects, it's timely to refresh and relaunch the brand and website.

4.2. The current logo has dated and does not reflect the aspirational nature of the Economic Ambition Board in terms of transforming the economy of North Wales. The current website is hosted by Business Wales and has proved confusing to navigate for the user, and again does not reflect our ambitions for the region.

4.3. Tinint were commissioned by the Portfolio Management Office to rebrand and develop a new website following a successful tender process on Sell2Wales. The brief specified the need for a fresh, innovative, ambitious and professional brand as well as a website that would provide a platform to promote the region, the work of the Economic Ambition Board and to share information and progress of the Growth Deal.

4.4. Tinint have worked alongside the Portfolio Management Office on the brand development since early March. This work has included reviewing the current logo, creating a brand (which includes colours, font, imagery and brand guidelines), understanding the needs and ambitions of the region, and considering various brand concepts and options.

4.5. The new brand name developed is 'Uchelgais Gogledd Cymru / Ambition North Wales'. The North Wales Economic Ambition Board will remain the name of the formal body responsible for the

North Wales Growth Deal. Whilst 'Uchelgais Gogledd Cymru / Ambition North Wales' will be the overarching name for the Growth Vision and what we aim to achieve for the region.

4.6. The proposed brand is included below:



The new brand aims to increase awareness and knowledge on the benefits and opportunities the Growth Deal will create for organisations and individuals across North Wales. It represents the connectedness of the region, with a focus on outward and inward investment and our regional landscape (mountains and sea).

4.7. The new brand has been presented to the Business Delivery Board, the Portfolio Board and a Partnership Session of the Economic Ambition Board for feedback.

4.8. Additionally the Portfolio Management Office have conducted market research on the new brand. This was carried out on Survey Monkey. The sample size included 160 individuals from the private sector, young people and the public sector. Below is a summary of the findings from the Market Research:

- We asked participants 'What they thought of the following brand names: Economi, Ambition North Wales and North Wales Growth Deal.' Ambition North Wales was the preferred brand name, rating high by the public sector (67%) and young people (65%).
- 3 logos were shared with participants for feedback, these included the following:

Image 1



Image 2



Image 3



Image 1 was preferred significantly by the Public Sector (78%) and Young People (77%) in comparison to Image 2; and Image 1 was also preferred by the Public Sector (89%) and the Private Sector (65%) when compared to Image 3. Overall image 1 was the preferred option.

- The survey asked for further feedback on the logo, font and colours. The font style received very positive responses, as did the colours.



- We asked participants to describe what words they would associate with the brand, the findings included:
 - The Public Sector used the following adjectives to describe the brand: Interesting (77%), Striking (54%), Energetic (54%), Modern (54%) and Corporate (39%).
 - Young People used the following adjectives to describe the brand: Modern (55%), Corporate (54%), Energetic (37%), Interesting (35%), Young (33%).
 - The Private Sector used the following adjectives to describe the brand: Corporate (53%), Modern (46%), Boring (32%), Energetic (25%), Political (20%).
- At the end of the survey we asked young people if they'd like to hear more about the company behind this brand, 60% agreed that they would like more information.

4.9. Once the brand is finalised, branding guidelines will be developed and shared to protect the application of the brand.

4.10. Work has commenced on developing the new website. The website will be the main platform to communicate and engage with the North Wales community. The Portfolio Management Office continue to work with Tinint to develop the contents for the website, with the aim of launching late summer.

5. FINANCIAL IMPLICATIONS

5.1. None.

6. LEGAL IMPLICATIONS

6.1. By adopting a branding of this nature it needs to be protected in relation to authorised use and application. It also needs to be ensured that the reputation of the Economic Ambition Board and it's status is maintained and enhanced by proper use of the brand and not undermined. The protocols for the use and application of the brand need to be clearly set out and managed.

7. STAFFING IMPLICATIONS

7.1. None.

8. IMPACT ON EQUALITIES

8.1. The website will be accessible and will comply with the latest EU accessibility requirements.

8.2. The brand guidelines also take into consideration accessibility.

9. CONSULTATIONS UNDERTAKEN

9.1. Tinint have attended and presented to the Executive Officers Group on 12/03/2021, and to the Partnership Meeting of the Economic Ambition Board on 29/04/2021. The Portfolio Director has provided additional updates/presentations to the Business Delivery Board on 13/04/2021 and to the Executive Officers Group on 30/04/2021.

9.2. This report was endorsed by the Executive Officers Group on 16/07/2021.

9.3. As outlined above consultation was undertaken through Survey Monkey with the Private Sector, Young People and the Public Sector.

STATUTORY OFFICERS RESPONSE:

i. Monitoring Officer – Host Authority:

“My views are set out in the Legal Section of the report.”

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

“Nothing to add from a financial propriety perspective.”