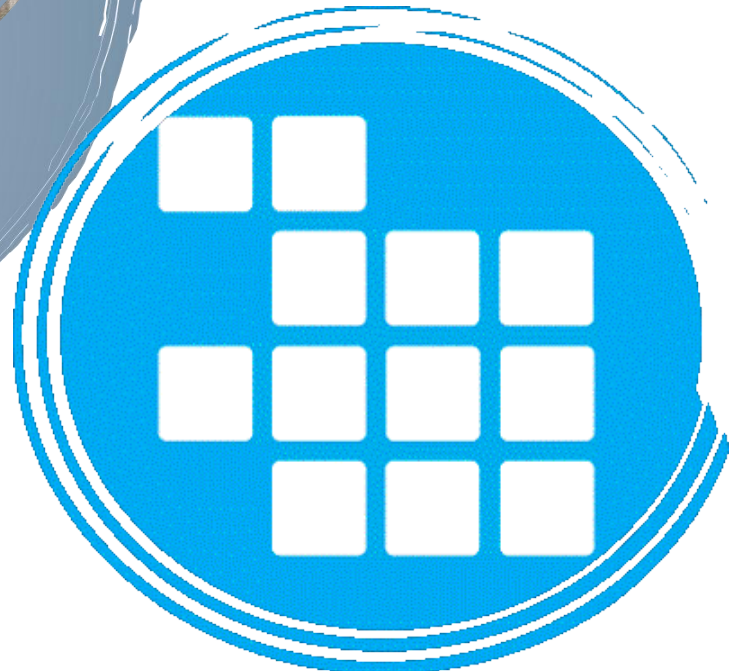


# NORTH WALES GROWTH DEAL DRAFT MONITORING AND EVALUATION PLAN



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# Introduction

- 1.1 The Monitoring and Evaluation Plan (MEP) describes the arrangements to monitor and evaluate the outputs and impacts of the North Wales Growth Deal.
- 1.2 The Portfolio Management Office (PMO) will own the plan on behalf of the North Wales Economic Ambition Board (NWEAB). Responsibility for delivering against the plan will sit with the PMO and Project Sponsors.
- 1.3 Robust arrangements for monitoring and evaluation at project, programme and portfolio level are required to assess whether activity is delivering value for money and to ensure that lessons are learnt for future investment decisions. The evaluation component defines success and how performance will be assessed and the monitoring component defines the arrangements for tracking the key performance indicators.
- 1.4 Effective monitoring will also support risk and issue management through the Risk and Issue Management Strategy and support the governance of the Growth Deal at all levels.
- 1.5 The Monitoring and Evaluation Plan has been established very early in the Growth Deal lifecycle but will be reviewed annually to ensure it remains relevant and accounts for changes across the hierarchy of delivery (Portfolio, Programme, Project). Project level management information will supplement the MEP as project business cases are developed. In the course of the successive development of projects the MEP will mature into a substantial point of reference for the key benefits being targeted by the diverse investments of the Growth Deal.
- 1.6 Beyond the MEP each project will have its own benefits realisation plan which will identify the relevant performance indicators relevant to project specific spending objectives.
- 1.7 The MEP has been developed using guidance reference material (the Magenta Book<sup>1</sup>), WEFO<sup>2</sup> Wales Audit Office, National Audit Office and examples of best practice elsewhere.

## The North Wales Growth Deal

- 2.2 The North Wales Economic Ambition Board was established in 2012 as a partnership between the six Local Authority areas of North Wales comprising the Councils of Gwynedd, Anglesey, Conwy, Denbighshire, Wrexham and Flintshire. The Board also includes Bangor University, Glyndwr University, Coleg Cambria and Grwp Llandrillo-Menai. The North Wales Growth Deal is a partnership between the North Wales Economic Ambition Board representing the public sector and the private sector.

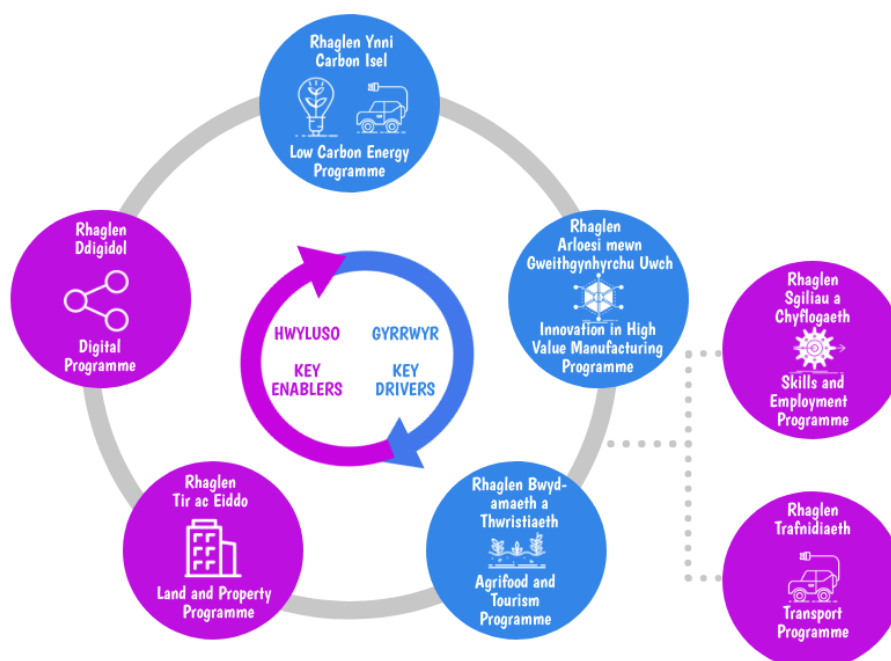
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<sup>1</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/879438/HMT\\_Magenta\\_Book.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/879438/HMT_Magenta_Book.pdf)

<sup>2</sup> <https://gov.wales/sites/default/files/publications/2019-09/eu-structural-funds-monitoring-and-evaluating-projects-guidance.pdf>

- 2.3 The aim of the North Wales Growth Deal (hereafter referred to as the Growth Deal) is to build a more vibrant, sustainable and resilient economy in North Wales, building on our strengths to boost productivity while tackling long-term challenges and economic barriers to delivering inclusive growth. Our approach is to promote growth in a scalable, inclusive and sustainable way in line with the Future Generations Act.
- 2.4 The North Wales Growth Deal consists of five programmes which over a fifteen year term will collectively contribute to supporting the following three key portfolio spending objectives:
- uplift the region's GVA value by £2.0bn - £2.4bn
  - the creation of between 3,400 - 4,200 net new jobs
  - deliver a total investment of £1.1 billion
- 2.5 The five programmes have their own distinct spending objectives that focus on delivering specific benefits as well as contribute directly to the three key objectives as outlined in paragraph 1.10. Spending objectives for each of the projects within the five programmes will be agreed as part of the project business case development. These will also contribute to the three key portfolio objectives as well deliver wider benefits associated with the sector specific nature of the investments.
- 2.6 Investment will be targeted at strategically important sectors via a portfolio of the five programmes in two categories;
- (i) those increasing the value of high growth sectors
    - Low carbon energy programme
    - Innovation in high value manufacturing programme
    - Agrifood and tourism programme
  - (ii) those addressing key barriers to growth
    - Land and property programme
    - Digital programme

Figure 1.1 The Growth Deal Programmes



Source: North Wales Economic Ambition Board

- 2.7 Two further enabling programmes sit outside the scope of the North Wales Growth Deal to be funded from other sources:
- Skills and Employment
  - Strategic Transport
- 2.8 The programmes remain key to delivering the wider vision for North Wales and the Economic Ambition Board is working with the Regional Skills Partnership and through its Transport Sub-Board to identify and secure alternative funding sources to deliver these programmes.

## Monitoring and Evaluating Portfolio Performance

- 3.1 The MEP describes how portfolio performance will be tracked through regular reporting, periodic assessment of delivery and the approach to evaluating benefits.
- 3.2 A Portfolio Logic Model (Figure 1) sets out the metrics against which Portfolio impacts will be reported and evaluated. A logic model is a graphic which represents the theory of how an intervention produces its outcomes. It represents, in a simplified way, a hypothesis or ‘theory of change’ about how an intervention works. Underpinning this are programme logic models (Appendix 1) which account for the programmes’ contributions to the Portfolio SMART spending objectives (Figure 2) and present additional programme-specific project spending objectives.

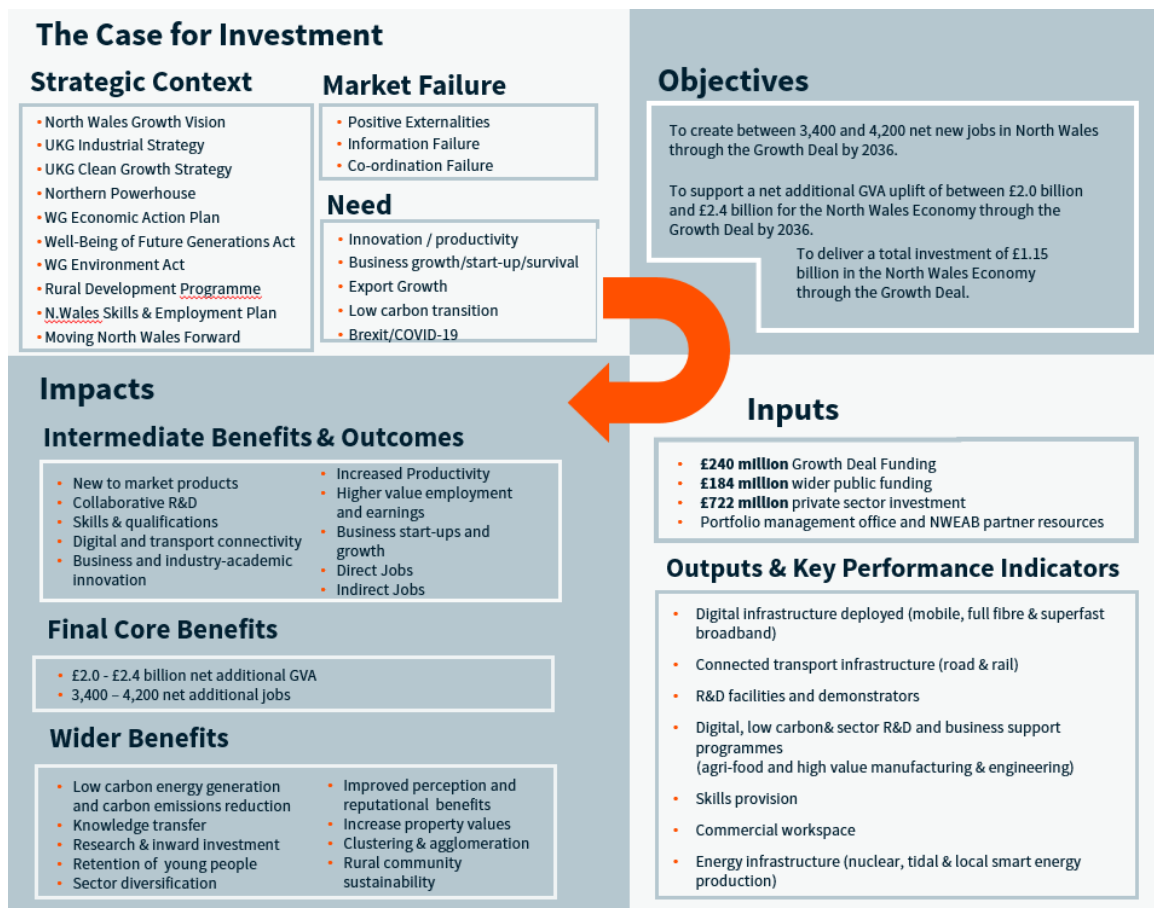


Figure 1 Portfolio Logic Model

Spending Objective 1 <b>Jobs</b>	To create between 3,400 and 4,200 net new jobs in North Wales through the Growth Deal by 2036.
Spending Objective 2 <b>GVA</b>	To support a net additional GVA uplift of between £2.0 billion and £2.4 billion for the North Wales Economy through the Growth Deal by 2036.
Spending Objective 3 <b>Investment</b>	To deliver a total investment of £1.1 billion in the North Wales Economy through the Growth Deal by 2036.

Figure 2 North Wales Growth Deal Portfolio Spending Objectives

- 3.3 In addition to the portfolio metrics, each programme has an agreed set of spending objectives which will be monitored and reported against. These are set out in Appendix 2 Programme spending objectives (Appendix 2).
- 3.4 The following indicators have also been identified by the North Wales Economic Ambition Board to track the wider impact of the North Wales Growth Deal.



Table 1.1 Strategic Outcomes and Indicators

	2013	2014	2015	2016	2017	2018	Future Direction
<b>Growth in Regional Prosperity</b>							
GVA growth (GVA £m)	12,344	12,519	13,033	13,439	13,673	14,239	?
North Wales GVA per head as % of UK (- London +SE)	86%	83%	85%	85%	83%	84%	?
Dispersed GVA growth across the 6 Counties of North Wales	8.5%	5.9%	8.5%	11.1%	10.1%	5.0%	?
GVA growth in high value economic sectors (manufacturing, information and communications and technical activities)	-0.4%	0.0%	5.4%	6.3%	-7.7%	6.5%	?
<b>Creation of Better Quality Jobs</b>							
Employment Growth	0.4%	1.9%	2.3%	-2.1%	1.2%	3.0%	?
Dispersal of Employment Growth across the 6 Counties of North Wales	14.1%	10.0%	17.6%	13.8%	14.4%	9.8%	?
Employment Growth in high value economic sectors	7.1%	7.0%	0.0%	-8.8%	14.4%	-0.2%	?
<b>A more Skilled Workforce within the Region</b>							
Increase in proportion of the population with qualifications (NQF 4)	33.5%	35.2%	36.2%	34.9%	36.3%	36.3%	?
Increase in higher level apprenticeships as a proportion of total employment	610	735	1,045	710	800	610	?
Increase in apprenticeships 16-24 as a proportion of total employment	6,225	4,255	5,075	5,050	6,250	5,150	?
<b>Improvements in Standards of Living across the Region</b>							
Reduce the proportion of workless households	17.8%	19.2%	17.3%	16.6%	15.1%	16.0%	?

	2013	2014	2015	2016	2017	2018	Future Direction
Improve affordability (median house prices / median income)	6.7	6.8	6.7	6.8	7.4	7.4	?
Increase in median household income (£)	1.8%	1.3%	5.1%	0.5%	-3.2%	1.0%	?

3.5 Project business cases will set out specific key performance indicators which will be monitored through the PMO and the relevant programme board.

## Performance Reporting Hierachy

3.6 Performance monitoring will take place at the portfolio, programme and project level as appropriate. Responsibility for monitoring starts at the project level to track project outputs and impact. Programmes will have oversight of project performance information and the portfolio with have oversight of programme performance information, with a clear process for escalation. Project specific performance indicators and outputs will be confirmed in the development of project business cases which will be delivered in the initial years of the Growth Deal term. The reporting and monitoring hierarchy for project, programme and portfolio performance is illustrated in Figure 3.

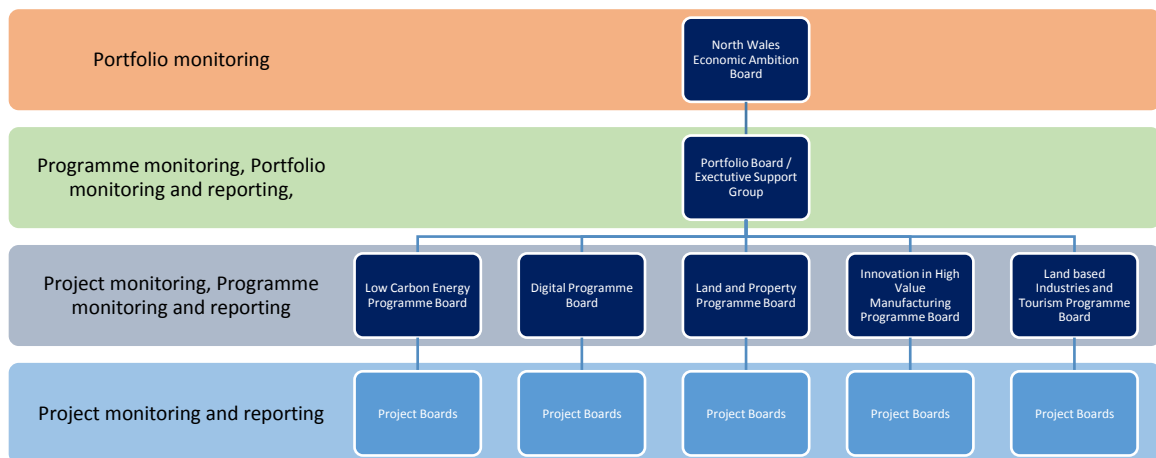


Figure 3 Performance reporting hierarchy

## Performance Reporting Process

3.7 Performance will be monitored on a monthly, quarterly and annual basis.

3.8 Programme and project performance will be monitored on a monthly basis through the relevant programme and project boards with formal quarterly reports submitted to the Portfolio Board (the Executive Support Group), the North Wales Economic Ambition Board, UK and Welsh Government.



3.9 A performance dashboard (Appendix 5) is used by programme managers to provide a consistent format of performance reporting for programme boards. RAG (Red, Amber, Green) status is assigned to programmes and projects by the Portfolio Director, acting on advice from the programme boards. Figure 4 summarises the guidelines used to determine the appropriate RAG status and required actions.

RAG Status	Projects/Programme Status	Action Required
Green	On track for completion within desired timescales	No management action required
Amber	Project may be at risk of not meeting deadlines if issues are not addressed	Management action is in place by the Portfolio Management Office and/or senior management to address issues
Red	Project is at risk of missing a scheduled completion date	Immediate action is required by senior management and relevant Boards as appropriate to address issues

Figure 4 Guidelines used to determine RAG status and required actions

- 3.10 Continuous monitoring of project performance will support management of risks and ensure that constraints and issues are considered as part of the performance assessment. The project performance monitoring protocols will provide agreed thresholds for exceptional business case reviews outside of the basic schedule determined in the project business case (minimum annually).
- 3.11 Projects will report monthly via the relevant Programme Board with quarterly updates to the Portfolio Board and North Wales Economic Ambition Board. The Programme Board having considered the performance dashboard will advise the Portfolio Director if any concerns should be escalated to the Portfolio Board and North Wales Economic Ambition Board outside the normal reporting cycle.
- 3.12 Project sponsors will be responsible for collecting and submitting their monitoring data to the Portfolio Director in accordance with a series of pre-agreed timescales. This will enable the Portfolio Director to analyse and collate data for submission to the Portfolio Board and the North Wales Economic Ambition Board. Once the relevant progress reports have been considered by the North Wales Economic Ambition Board, these will be reported to both Governments on a quarterly basis, via the Portfolio Management Office.
- 3.13 To assess how the Growth Deal is aligning towards the Growth Vision and the strategic outcomes for the region, the Portfolio Director will produce an Annual Report. The report will be presented to UK and Welsh Government and the North Wales Economic Ambition Board annually. Monitoring and evaluation reporting will also be provided to the Accountable Body, Gwynedd Council.

3.14 All programme level reporting in relation to the Growth Deal and its associated projects will follow a clear process as set out in Figure 5

3.15 Summary of progress reporting outputs:

- Monthly Performance Dashboard
- Quarterly Report
- Annual Performance Report

3.16 The process is illustrated in the diagram below:

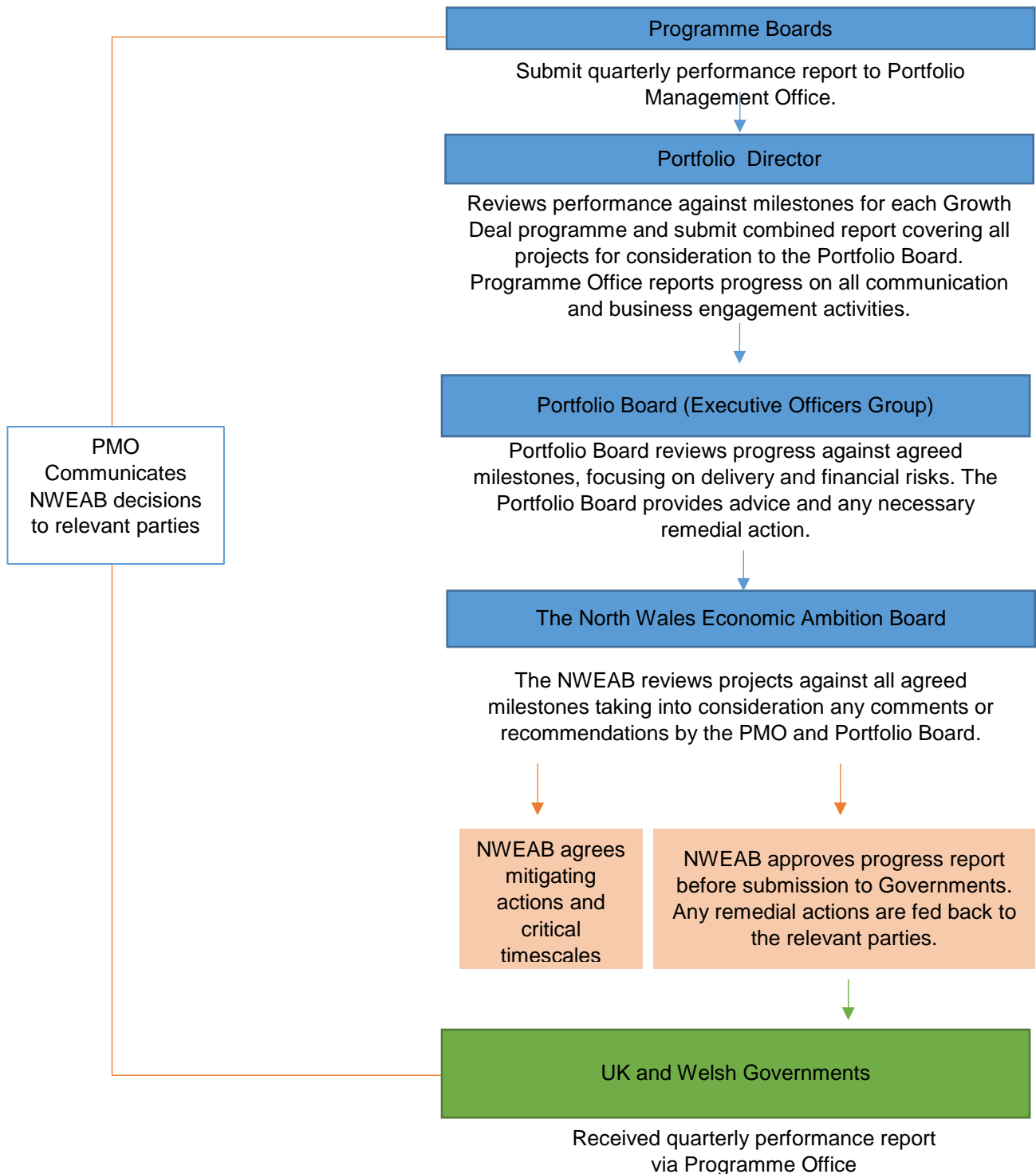


Figure 5 Performance monitoring process for Growth Deal projects

## Benefits Management

- 4.1 The benefits associated with the Growth Deal have been identified and appraised during the development of the Portfolio and Programme Business Case stages. The process identifies the benefits with key stakeholders, identifying owners of each benefit, prioritising and categorising the benefits and establishing baselines. The business case contains the benefits, outcomes, timescales, costs and risks against which continuing viability is tested based on the strategic, economic, financial, commercial and management cases of the HM Treasury five business case model. The Business Case is developed in three iterations: The Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC) which mature in detail as the project matures.
- 4.2 The milestones to review benefits will be a suitable and agreed time at project level which allows time for the embedding of associated outputs and capabilities when benefits can be realistically and meaningfully measured. These can be aligned to the external stage gate review process or at suitable milestones set by the project and detailed in the Integrated Assurance and Approval Plan (IAAP).
- 4.3 A Benefits Realisation Plan (BRP) has been developed for the Portfolio. The BRP is a document that profiles all the benefits and how they are forecast to be realised from baseline to target, including baseline and measurement information, identified benefit risks and benefit realisation milestones. The BRP sets out the overarching approach to managing benefits within the North Wales Growth Deal by addressing:
  - How the North Wales Economic Ambition Board (NWEAB) will realise the benefits anticipated by delivery of the Growth Deal as set out in the Portfolio and Programme Business Cases; and,
  - How the NWEAB will mitigate for and manage any potential and emerging negative impacts arising from delivery of the Growth Deal as set out in the Portfolio and Programme Business Cases
  - What economic, social and other impacts may be generated as a result within the Region, Wales and elsewhere in the UK.
- 4.4 The Plan will be delivered by the Portfolio Management Office and project delivery partners. The Benefits Realisation Plan has been developed using guidance reference material including the 'Guide for Effective Benefits Management in Major Projects from HM Infrastructure and Projects Authority, HM Government Magenta Book, WEFO Wales Audit Office, Welsh Government 'Preparing for the commencement of the Socio-economic Duty' guidance document and examples of best practice elsewhere.

## Gateway Reviews

- 5.1 The North Wales Economic Ambition Board has developed an Integrated Assurance and Approvals Plan (IAAP) in line with Welsh Government guidelines and sets out the assurance activities that will be undertaken at portfolio, programme and project level

for the North Wales Growth Deal. The North Wales Growth Deal will utilise the pre-defined Gateway 0-5 and flexible Project Assessment Reviews (PAR) as appropriate and proportionate.

- 5.2 A major portfolio review and economic impact assessment will be undertaken every 3-5 years, with programme reviews taking place in each year between the major reviews.
- 5.3 While the number and nature of gateway reviews will differ per project, as a minimum, each project will undertake at least one pre-delivery gateway review (G1-3) and all project will undertake a Gateway 5 (Benefits Realisation) review.
- 5.4 Recommendations from each Gateway Review will be actioned with progress tracked and reported on through the Programme Boards and Portfolio Board.

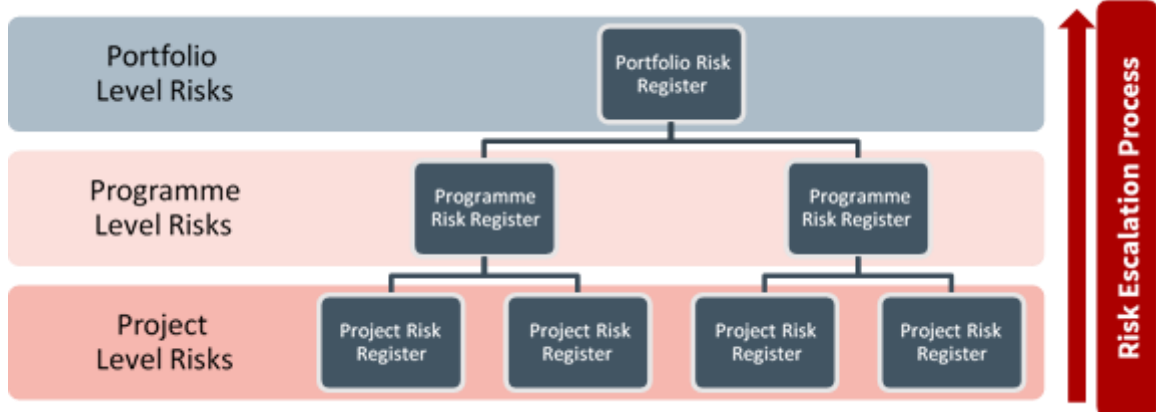
## Independant Evaluations

- 6.1 Independent economic impact evaluations will be undertaken every 3-5 years.
- 6.2 The evaluations will be coordinated and aligned with the Regional Recovery Framework, established to respond to Covid-19. The evaluations will also be broader than the Growth deal in their remit and will consider the impact of different influences and investment on the economy of North Wales as set out in the Regional Economic Framework (REF). The REF, developed jointly, with and owned by Welsh Government and the Chief regional Officer's team sets out ongoing commitments, such as the Growth Deal and outlines a clear narrative for economic priorities to deliver long term growth whilst also enabling a flexible approach to respond to near term changes and recovery efforts. This approach ensures there is a consistent methodology and framework for measuring the impact of different initiatives across the region.
- 6.3 Specific terms of reference for each impact evaluation will be agreed in advance with UK and Welsh Government, however, for Growth Deal initiatives, all reviews would be expected to cover:
  - A review of the 'fitness of purpose' of the objectives and deliverables
  - Interviews with project or programme team members
  - Interviews with key stakeholders relating to the project or programme
  - Analysis of performance monitoring data and reports
  - Comparator data to further assess performance and benefits realisation externally from which learning can be gathered

## Risk Management

- 7.1 The North Wales Economic Ambition Board has an agreed Risk and Issues Management Strategy with risks managed at portfolio, programme and project levels

as appropriate and reported through the normal reporting process set out in section 3 of the M&E Plan. A clear risk escalation process has been established.



Source: NWAEB

## Impact Assessments

- 8.1 As a Portfolio which provides an opportunity to address persistent challenges such as climate change, poverty, inequality, employment and skills in a transformational and preventative way, the Growth Deal is in keeping with the approach and ambitions of the Well-being of Future Generations (Wales) Act 2015. Given the breadth of the Growth Deal, it also has a significant impact across the seven well-being goals for Wales and will be monitored and assessed accordingly across these goals. The five ways of working (long-term; prevention; integration; collaboration; and involvement) as outlined in the Act, will also be used across the programme to ensure that the sustainable development principle is applied to all that is undertaken.
- 8.2 The Equality Act 2010 introduced the Public Sector Equality Duty (PSED). This requires public bodies in Wales to assess the likely impact of proposed and reviewed policies and practices on our ability to comply with the PSED and publish reports of assessments where a substantial impact is detected.
- 8.3 **Equality Impact Assessments** are a tool to help the Growth Deal ensure that the policies, practices and decisions are fair, meeting the needs to the public and businesses to ensure that they are not inadvertently discriminating against any protected group as identified in the Equality Act 2010. An Equalities Impact Assessment (EIA) has been carried out on the portfolio and will be updated annually. All projects will undertake an EIA before approval.
- 8.4 **A Welsh Language Impact Assessment** has been produced for the Growth Deal and the Portfolio Management Office is developing a **Welsh Language Policy**. The policy will outline how the PMO intends to go about taking advantage of every opportunity to promote the use of Welsh language in the wider region in the course of delivering the Growth Deal and wider Growth Vision. A Welsh Language Impact Assessment has been carried out on the portfolio and will be updated annually. All projects will undertake an Welsh Language Impact Assessment before approval.

8.5 **A Future Generations and Cross Cutting Themes Impact Assessment** has been carried out for the portfolio and will be updated annually. All projects will undertake a Future Generations Impact Assessment before approval. This covers the well being goals:

- i. A prosperous Wales
- ii. A resilient Wales
- iii. A healthier Wales
- iv. A more equal Wales
- v. A Wales of cohesive communities
- vi. A Wales of vibrant culture and thriving Welsh language
- vii. A globally responsible Wales

And the cross-cutting themes

- viii. Equal Opportunities
- ix. Sustainable development
- x. Tackling poverty
- xi. Welsh language and culture

## Financial Monitoring and Evaluation

- 9.1 The total Growth Deal package is estimated up to value of £1.1 billion. The North Wales Growth Deal finances will be monitored by the Finance Department of Gwynedd Council as the Accountable Body for the Growth Deal with input from the Portfolio Management Office, Portfolio Board and the NWEAB. Regularly financial reports will be provided to the NWEAB, Welsh Government and UK Government.
- 9.2 The financial monitoring processes will be agreed with UK and Welsh Government and be in line with best practice.
- 9.3 Project Sponsors will be required to submit claims for project funding in line with the arrangements set out in each project business case. The Portfolio Management Office will check and certify all claims before passing these onto the Accountable Body. All funding claims will be accompanied by a progress report including an assessment of risk and progress against agreed targets.
- 9.4 The Accountable Body may impose additional monitoring requirements on Project Sponsors where it deems them appropriate. Project Sponsors will be obliged to comply with any additional reporting requirements requested by UK and Welsh Government.
- 9.5 The Portfolio Management Office with input from the Accountable Body's Finance Department will produce quarterly financial updates on project expenditure including actual and forecast spend to support with the cashflow management of the portfolio.

## Regional and External Scrutiny

- 10.1 The Portfolio Management Office supports and co-ordinates activity across the programmes acting as an information hub and ensuring a consistent approach to reporting, control of risk and issues. It also acts as a valuable assurance function,

providing advice and challenge to programmes and projects. Each programme is assigned a Programme Manager from within the PMO.

- 10.2 The Portfolio Management Office will work on a risk-based approach to support and intervene when projects are deviating from the agreed timescales, budgets or deliverables. Escalation of risks and issues will be accessed and communicated through the project Senior Responsible Owners (SRO), Portfolio Director and Programme SROs (see Roles, Responsibilities and Reporting) prior to being presented to the formal governance groups.

### **Internal Audit**

- 10.3 Gwynedd County Council as Accountable Body shall be responsible for providing internal audit services to the NWEAB and audit reports in relation to the NWEAB shall be considered in accordance with its usual rules and practices. Internal Audit will undertake their work in accordance as far as is practicable with the Public Sector Internal Audit Standards and the Local Government Application Note for the United Kingdom Public Sector Internal Audit Standards. For the avoidance of doubt an annual internal audit report shall be submitted by the Accountable Body Audit Manager to the Joint Committee.

### **Government**

- 10.4 The Welsh Government and UK Government can commission an independent review of the Growth Deal if the arrangements and progress are not in accordance with the timeframes and deliverables outside of an agreed tolerance. These assessments will provide both the Welsh and UK Government Ministers with an assessment of the deliverability of the Growth Deal.
- 10.5 The Integrated Assurance and Approvals Plan (IAAP) sets out the assurance activities that will be undertaken at portfolio, programme and project level for the North Wales Growth Deal. This utilises the pre-defined Gateway 0-5 and flexible Project Assessment Reviews (PAR) as appropriate and proportionate.
- 10.6 This IAAP has been developed in line with the Welsh Government's Integrated Assurance Strategy and is a live document. It will be periodically reviewed and updated and if appropriate, after each assurance review, change in scope/risk potential of the Programme/Project. The IAAP will be maintained until the Programme/Project is closed and delivery responsibility passes to the operational business.
- 10.7 The governance, assurance and audit milestones are based upon timescales included within the current portfolio and programme implementation plans and will be updated should timetables change.
- 10.8 The Welsh Government Integrated Assurance Hub (IAH) have provided support in the completion of the IAAP and tailoring it to suit the specific needs of the North Wales Growth Deal portfolio.

### **External Regulators**

- 10.9 The Wales Audit Office as external auditor to the North Wales Economic Ambition Board reviews and comments on the financial aspects of corporate governance which



includes the legality of financial transactions, financial standing, systems of Internal Financial Control and standards of financial conduct and fraud and corruption.

## Roles, Responsibilities and Reporting

11.1 The performance reporting hierarchy (Figure 3) illustrates the full range of performance reporting and monitoring responsibilities. The wider portfolio arrangements are presented in a RACI matrix (Responsible, Accountable, Consulted, Informed) (Figure 6).

		ROLES															
		North Wales Economic Ambition Board	Portfolio Board / Executive Support Group	Business Delivery Group	Portfolio Director	Portfolio Office Support	Senior Responsible Owner	Programme Manager	Programme Board	Senior Responsible Owner	Project Manager	Project Board	Section 151 Officer	Monitoring Officer	Internal Audit	Welsh Government	UK Government
Deliverable or Task	Status	Governance			Portfolio Management Office	Programmes			Projects			Other Stakeholder					
<b>Portfolio, Programme and Project Progress and Performance</b>																	
Monthly highlight report		I	C	I	A	C	A	R	C	A	R	C	C	C	I	I	I
Quarterly monitoring		C	C	I	A	C	A	R	C	A	R	C	C	C	I	I	I
Annual performance monitoring		A	C	I	R	C	A	R	C	A	R	C	C	C	I	I	I
<b>Portfolio, Programme and Project Benefits realisation</b>																	
Strategy		C	I	C	R	C	A	R	C	A	R	C	C	C	I	I	I
Plan		I	C	C	R	C	A	R	C	A	R	C	C	C	I	I	I
Profiles		I	C	C	I	C	A	R	C	A	R	C	C	C	I	I	I
Reports		I	C	I	I	C	A	R	C	A	R	C	C	C	I	I	I
<b>Portfolio, Programme and Project Milestone Evaluations</b>																	
Mid-term evaluation (years 3, 5 and 10)		C	C	C	R	C	A	R	C	A	R	C	C	C	I	I	I
Lessons learned		C	C	I	R	C	A	R	C	A	R	C	C	C	I	I	I
Post implementation review		C	C	C	R	C	A	R	C	A	R	C	C	C	I	I	I

Figure 6 North Wales Growth Deal RACI Matrix

- R - Responsible: person who performs the activity
- A - Accountable: person who is ultimately accountable and has the Yes/No/Veto
- C - Consulted: person that needs to feedback and contribute to the activity
- I - Informed: person that needs to know of the decision or action

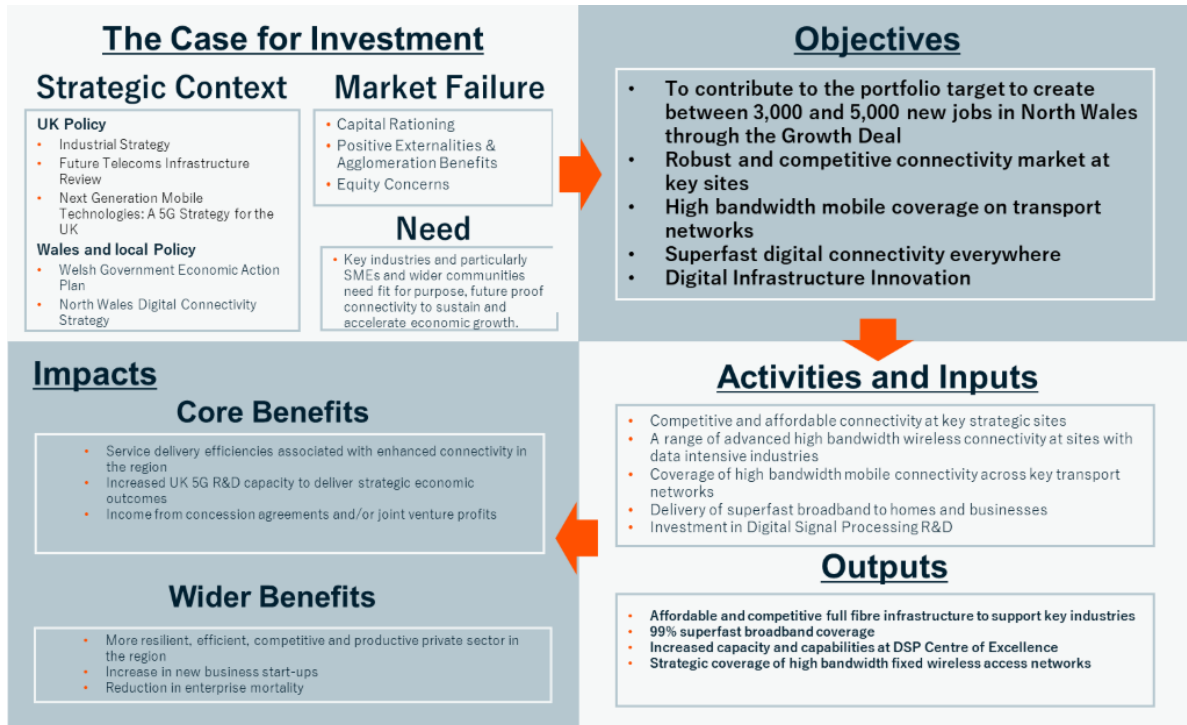
11.2 The Portfolio Director, Senior Responsible Owners (both programme and project) are accountable for the delivery of the Monitoring and Evaluation Plan.

<b>Position</b>	<b>Key roles in the Monitoring &amp; Evaluation Plan</b>
<b>Portfolio Director</b>	<ul style="list-style-type: none"> <li>Accountable to the North Wales Economic Ambition Board in establishing and delivering the Monitoring &amp; Evaluation Plan</li> </ul>
<b>Portfolio Management Office</b>	<ul style="list-style-type: none"> <li>Responsible for developing an implementing the Monitoring &amp; Evaluation Plan</li> <li>Record management information including benefits at programme level to report at Portfolio level.</li> <li>Responsible for ensuring the effective reporting of MEP progress to all stakeholders</li> <li>Responsible for coordinating monitoring reviews and evaluations</li> </ul>
<b>Programme Senior Responsible Owner</b>	<ul style="list-style-type: none"> <li>Accountable to Portfolio Board and Portfolio Management Office for ensuring the programme is following the Monitoring &amp; Evaluation Plan.</li> </ul>
<b>Programme Manager</b>	<ul style="list-style-type: none"> <li>Responsible for Programme Benefits Realisation and Milestone Evaluation</li> </ul>
<b>Project Senior Responsible Owner</b>	<ul style="list-style-type: none"> <li>Accountable to Programme Board and Portfolio Management Office for ensuring the programme is following the Monitoring &amp; Evaluation Plan.</li> </ul>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>Responsible for for Project Benefits Realisation and Milestone Evaluation</li> </ul>

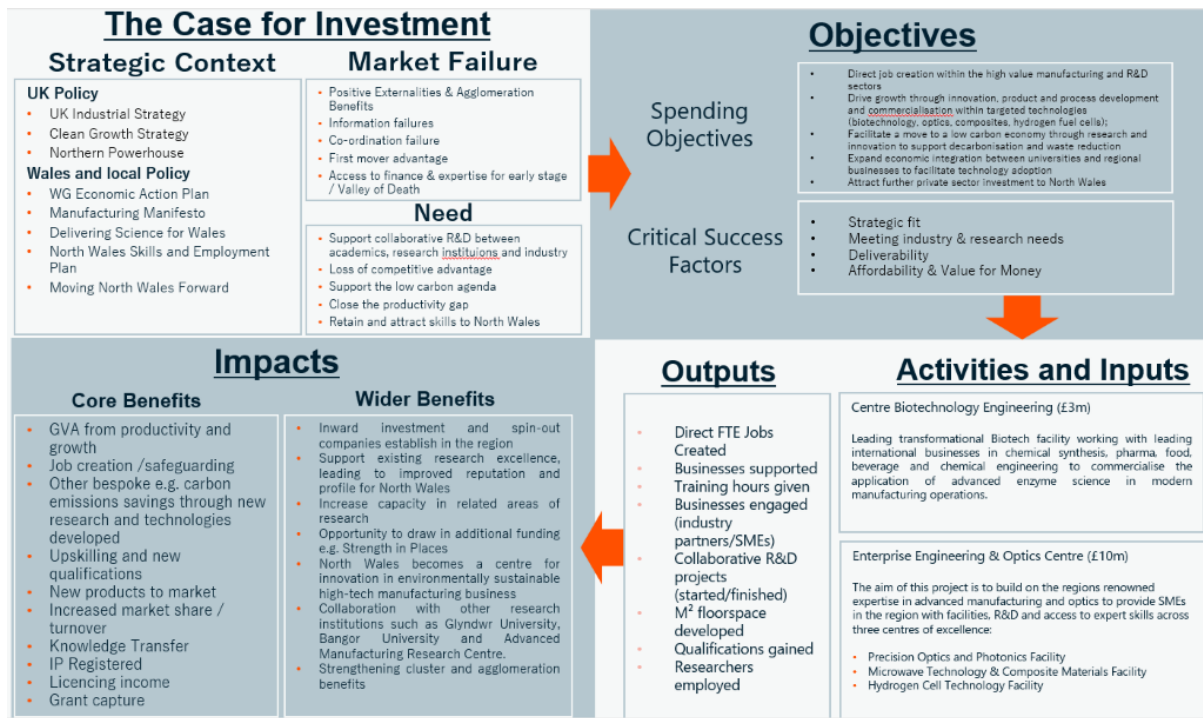
# APPENDICIES

## Appendix 1 Programme Logic Models

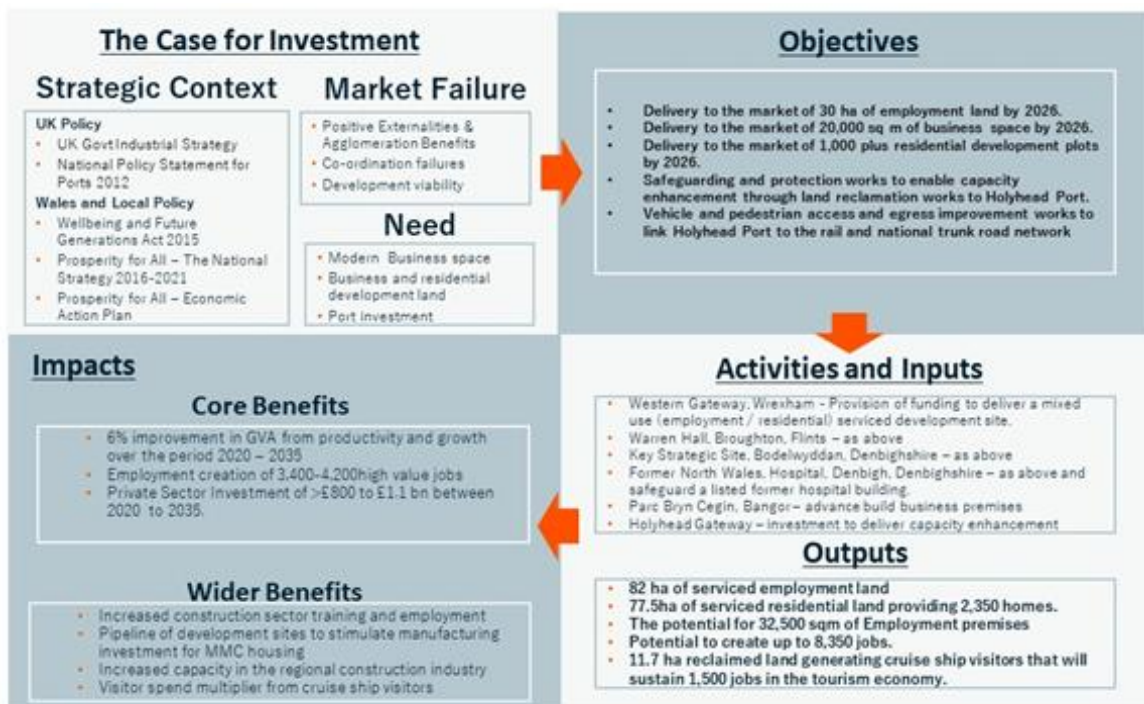
### Digital Logic Model



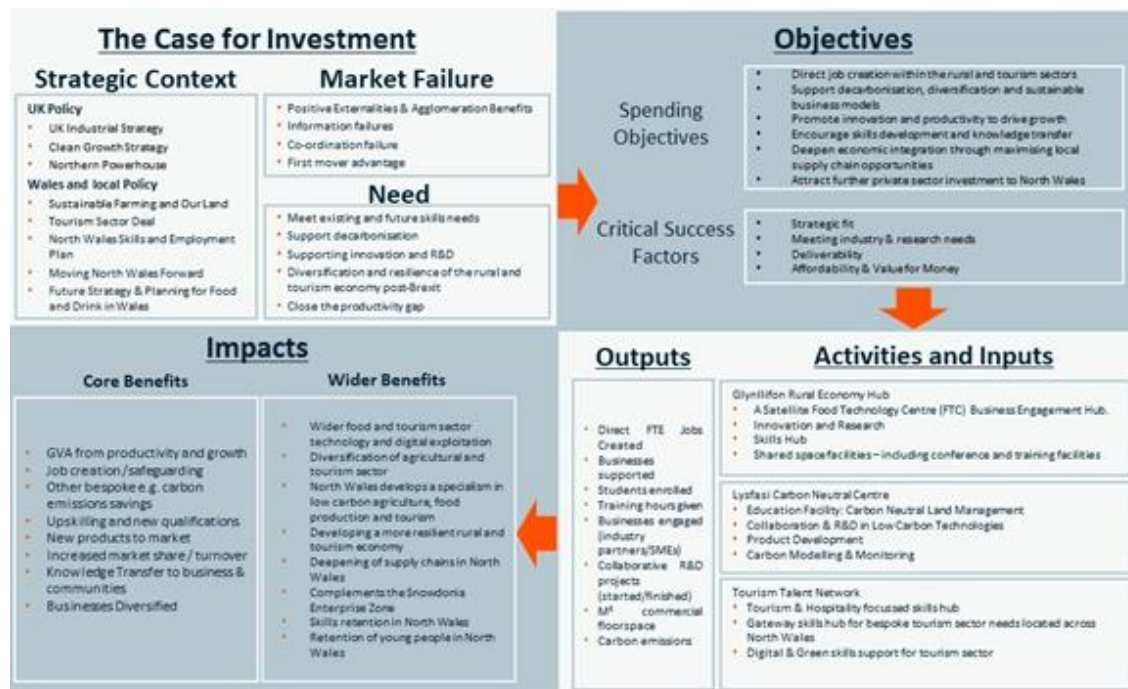
# Innovation in High Value Manufacturing Logic Model



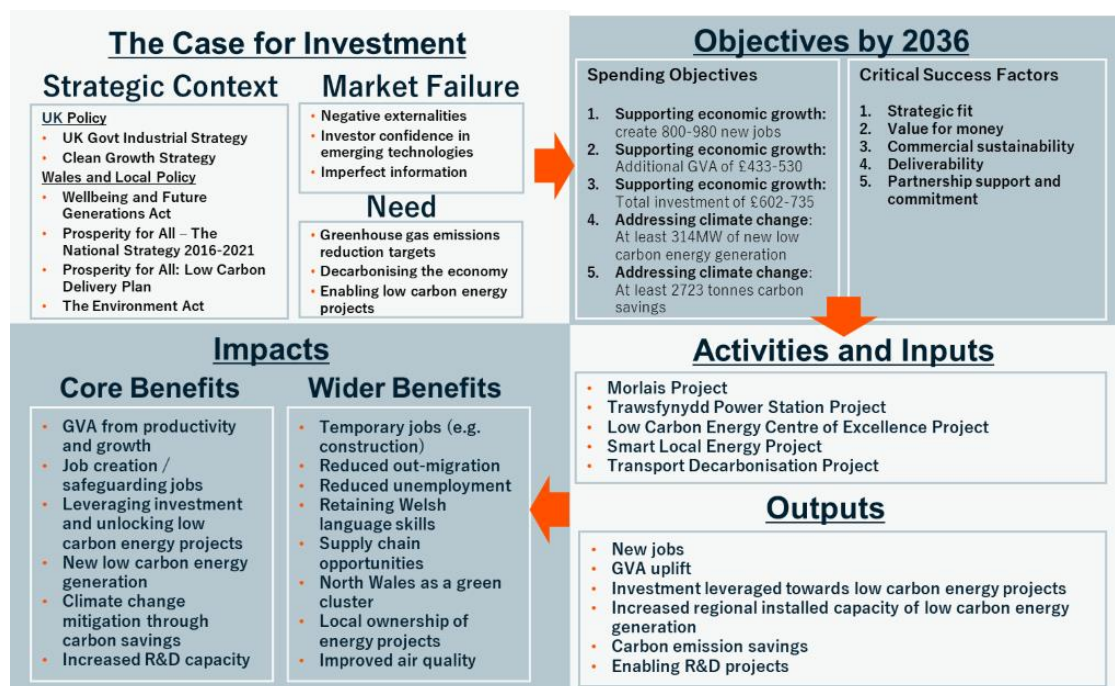
# Land and Property Logic Model



# Agri-food and Tourism Logic Model



# Low Carbon Logic Model





## Appendix 2 Programme spending objectives

Low Carbon Energy Programme	
Spending Objective 1 Job Creation	To create between 800-980 new jobs in North Wales through the programme by 2036
Spending Objective 2 GVA	To create net additional GVA of £433-530m through the programme by 2036
Spending Objective 3 Investment	To deliver a total investment of £602-£735m through the programme by 2036
Spending Objective 4 Low Carbon Energy Generation	To enable the deployment of at least 314MW of new installed low carbon energy generation capacity through the programme by 2036
Spending Objective 5 Carbon Savings	To enable carbon savings of at least 2723 Tonnes CO2e through the programme by 2036

Agri-Food and Tourism Programme	
Spending Objective 1 Job Creation	To create between 310 - 380 new jobs in North Wales through the programme by 2036
Spending Objective 2 GVA	To create net additional GVA of £230million - £281million through the programme by 2036
Spending Objective 3 Investment	To deliver a total investment of between £37million and £45million through the programme by 2036
Spending Objective 4 - Decarbonisation and sustainable business models	Educate businesses on the benefits of decarbonisation, diversification and sustainable business models. Create the conditions to enable business to reduce their carbon footprint and respond to emerging opportunities from the low carbon economy. 300-400 businesses diversifying from traditional core operation or adopting new technology/practices within the first five years of the programme.
Spending Objective 5 - innovation and productivity	To provide up to 4,000 – 6,000m <sup>2</sup> of incubator, R&D and training floorspace to help encourage innovation, promote upskilling and support business growth within the agri-food and tourism sector.
Spending Objective 6 – Skills and knowledge transfer	Provide specialist skills and training provision, alongside collaboration opportunities for businesses, education providers and research institutions. Provide additional training to 2,500 people/businesses operating in the agri-food and tourism sectors over 5 years.

Spending Objective 7 - Local supply chain opportunities	Increase the % of supply contracts delivered through the programme with businesses located in North Wales – baseline to be agreed.
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<b>Land and Premises Programme</b>	
Spending Objective 1 Job Creation	To create between 1,870 and 2,280 new jobs in North Wales through the programme by 2036
Spending Objective 2 GVA	To create net additional GVA of £1.06bn and £1.29bn through the programme by 2036
Spending Objective 3 Investment	To deliver a total investment of between £320m and £390m through the programme by 2036
Spending Objective 4 Employment Sites and Premises	To deliver 30 ha land and 20,000 sq. m of employment I premises between 2021 and 2026
Spending Objective 5 Residential Sites	To deliver 1,000 plus residential development plots between 2021 and 2026.
Spending Objective 6 Holyhead Gateway	Land reclamation, safeguarding and life extension works to the breakwater, access improvements and port capacity enhancements

<b>Innovation in High Value Manufacturing Programme</b>	
Spending Objective 1 Job Creation	To create between 145 -180 new jobs in North Wales through the programme by 2036
Spending Objective 2 GVA	To create net additional GVA of £94m - £114m through the programme by 2036
Spending Objective 3 Investment	To deliver a total investment of £36 - 43m between through the programme by 2036
Spending Objective 4 Facilitate a move to a low carbon economy through research and innovation to support decarbonisation and waste reduction	Work in collaboration with 55 UK and international industry partners or SMEs to help develop low carbon technologies or waste reduction (TRL <sup>1</sup> 1-5)
Spending Objective 5 Expand economic integration between regional universities and regional businesses to facilitate technology adoption	To support and facilitate three collaborative R&D projects per annum to develop and new technologies (TRL 1-5)



Spending Objective 6 Encourage skills development and knowledge transfer	Provide training and upskilling to 100 people/businesses in the targeted technologies (biotechnology, optics, composites, hydrogen fuel cells) over the first 5 years
Spending Objective 7 Drive growth through product / process development and commercialisation within targeted technologies (biotechnology, optics, composites, hydrogen fuel cells)	Number of enterprises supported to take new products using targeted technologies from the laboratory to the market/firm (TRL 6-9). Targets to be agreed during Project Business Case development.

<b>Digital Programme</b>	
Spending Objective 1 Job Creation	To create between 315-380 new jobs in North Wales through the programme by 2036
Spending Objective 2 GVA	To create net additional GVA of £130m - £158m through the programme by 2036
Spending Objective 3 Investment	To deliver a total investment of between £37m and 46m through the programme by 2036
Spending Objective 4 Robust and competitive connectivity market at key sites	To introduce robust and competitive connectivity market at 28 strategic key sites in step with or in advance of UK Government 2025 target for gigabit capability coverage.
Spending Objective 5 High bandwidth mobile coverage on transport networks	To introduce high bandwidth mobile coverage on transport networks with deployment in step with or in advance of UK Government 2027 target for 5G coverage. Delivery of coverage across A55, A483 and A5.
Spending Objective 6 Superfast digital connectivity everywhere	To ensure all inhabited premises in the region have Superfast broadband connectivity in the short term (by 2023) with gigabit upgrade capability built in as far as possible.
Spending Objective 7 Digital infrastructure innovation	To ensure that the region is empowered to participate in innovation and commercialisation of new digital infrastructure technology to achieve and consolidate a long term role in a strategically important industry

## Appendix 3 Project Indicator Monitoring Schedule basic template

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Project Indicator	Reporting period (mm/yy to mm/yy)	Reporting Frequency	Project Target

## Appendix 4 Baseline position for monitoring indicators basic template

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Programme Objectives and outcomes	Key Indicators	Baseline	Data Source	Assessment method
Objective 1				
Outcome 1				

# Appendix 5 Programme Performance Dashboard template

## [Programme Name] Performance Dashboard [Month Year]



### Insert programme : Highlight Report

**Programme Objectives**

- What the programme is there to deliver and the vision that unifies all projects.
- When making decisions/prioritising around scope, timescales, (etc) we should be able to see a clear link



Insert name  
Programme Manager –  
insert programme

Delivery Confidence		Last Month RAG	Current Month RAG	Next Month RAG	What would improve the RAG status when amber or red
		Timeline			
	Budget				RAG against - How does the planned budget compare to the actual spend or forecast spend?
	Risk				RAG against - How serious is the risk profile against profile delivery?

<span style="color: red;">■</span>	High risk/impact
<span style="color: orange;">■</span>	Med risk/impact
<span style="color: yellow;">■</span>	Low risk/impact
<span style="color: green;">■</span>	On track

**Progress Update**

- Concise bullet points describing progress and key successes since the last reporting period

**Decisions/Approvals Required**

- Depending on programme/ audience:
  - Any required action, decision or sign-off from the audience
  - Updates on key board decisions/ sign-offs



# Project 1: Delivery Highlight Report

Bwrdd Uchelgais Economi Gogledd Cymru  
North Wales Economic Ambition Board



Project Status	Pre-delivery	Delivery	Benefits Realisation
	✓		

**Project Objectives**

- What the project is there to deliver.
- When making decisions/ prioritising around scope, timescales, (etc) we should be able to see a clear link

**Project Maturity RAG** Overall assessment of project maturity/delivery readiness



**Progress Update**

\* Concise bullet points describing progress and key successes since the last reporting period

Risks and Issues				
ID	Top Risks / Issues	Residual Severity (1-25)	Trend ±1	Mitigation
	Insert the key risks and issues this month			

**Key Programme Milestones and Deliverables**

Milestone and Deliverables For current & next calendar quarter	Baseline Date	Forecast Date	Status
Insert milestones	mm/yy	mm/yy	

**Decisions/Approvals Required**

\* Depending on programme/ audience:

- Any required action, decision or sign-off from the audience
- Updates on key board decisions/ sign-offs

# Project 1: Delivery Highlight Report

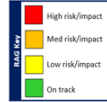
Bwrdd Uchelgais Economi Gogledd Cymru  
North Wales Economic Ambition Board



Project Status	Pre-delivery	Delivery	Benefits Realisation
		✓	

**Project Objectives**

- What the project is there to deliver.
- When making decisions/ prioritising around scope, timescales, (etc) we should be able to see a clear link



Delivery Confidence		Last Month RAG	Current Month RAG	Next Month RAG	What would improve the RAG status when amber or red
		Timeline			
	Budget				RAG against - How does the planned budget compare to the actual spend or forecast spend?
	Risk				RAG against - How serious is the risk profile against profile delivery?

**Progress Update**

\* Concise bullet points describing progress and key successes since the last reporting period

**Budget**

Timeline	Plan	Actual	Total Forecast	Forecast Variance
20/21	£	£	£	£
21/22	£	£	£	£
22/23	£	£	£	£
23/24	£	£	£	£
Total	£	£	£	£

**Decisions/Approvals Required**

\* Depending on programme/ audience:

- Any required action, decision or sign-off from the audience
- Updates on key board decisions/ sign-offs

# Project 1: Delivery Highlight Report



Project Status	Pre-delivery	Delivery	Benefits Realisation
		✓	

Benefits (Top 5)	Last % RAG	Current % RAG
<i>Populate with top 3 to 5 benefits and use the RAG status to show whether anything has happened to put these benefits at risk over the last month.</i>		

Key Programme Milestones and Deliverables			
Milestone and Deliverables For current & next calendar quarter	Baseline Date	Forecast Date	Status
<i>insert milestones</i>	<i>mm/yy</i>	<i>mm/yy</i>	

Risks and Issues				
ID	Top 3 Risks	Residual Severity (1-25)	Trend ↓ ↑	Mitigation
	<i>Insert up to 3 of the key risks</i>			

ID	Top 3 Issues	Severity (1-5)	Trend ↓ ↑	Planned Action
	<i>Insert up to 3 of the key issues</i>			

# Project 1: Delivery Highlight Report



Project Status	Pre-delivery	Delivery	Benefits Realisation
			✓

Project Objectives	<ul style="list-style-type: none"> <li>What the project is there to deliver.</li> <li>When making decisions/prioritising around scope, timescales, (etc) we should be able to see a clear link</li> </ul>
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RAG Key

- High risk/impact
- Med risk/impact
- Low risk/impact
- On track

Benefits (Top 5)	Last % RAG	Current % RAG
<i>Populate with top 3 to 5 programme benefits and use the RAG status to show whether anything has happened to put these benefits at risk over the last month.</i>		

Risks and Issues				
ID	Top Risks / Issues	Residual Severity (1-25)	Trend ↓ ↑	Mitigation
	<i>Insert the key risks and issues associated with benefits realisation</i>			

Progress Update
<ul style="list-style-type: none"> <li>Concise bullet points describing progress and key successes since the last reporting period</li> </ul>

Decisions/Approvals Required
<ul style="list-style-type: none"> <li>Depending on programme/ audience:                             <ul style="list-style-type: none"> <li>Any required action, decision or sign-off from the audience</li> <li>Updates on key board decisions/ sign-offs</li> </ul> </li> </ul>