



Bwrdd Uchelgais Economaidd Gogledd Cymru
North Wales Economic Ambition Board

North Wales Growth Deal

2020-21 Quarter 4
(January – March 2021)
Performance Report



Llywodraeth Cymru
Welsh Government



UK Government Wales
Llywodraeth y DU Cymru

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1. Overview from Portfolio Director

The signing of the Final Deal Agreement December 2020 by the North Wales Economic Ambition Board, Welsh Government and UK Government was a significant milestone for the North Wales Growth Deal, at the end of a very challenging year for the economy as a result of Covid-19.

With the Deal signed, the focus this quarter has been on moving to the delivery phase. Work started in January 2021 with a baseline review of all projects to re-confirm timetables for business case development and delivery. Once this exercise was completed, the focus was on moving project business cases forward.

Over the past three months, a significant number of workshops have taken place, in line with the Better Business Case guidance, to support the development of the project business cases. These workshops involved a number of stakeholders and allowed us and our project sponsors to test, challenge and re-confirm support for the projects.

Gateway Reviews are a key part of our assurance and approvals process, providing an independent checkpoint prior to key decision points. The Growth Deal portfolio undertook its Gateway Review during August 2020 as part of the process to secure the Final Deal, and this quarter has seen our first two projects undertake their Gateway Reviews.

The Morlais project, led by Menter Môn and the Enterprise Engineering and Optics Centre project, led by Wrexham Glyndwr University completed their reviews and are now working to address the recommendations made before submitting revised business cases for consideration.

The Portfolio Management Office has **continued to lay the groundwork for the successful delivery of the Deal** by refining and agreeing the commercial strategy, procurement principles and agreeing a position statement on climate and ecological change to enable us to work with project sponsors to deliver on the Board's ambition for the region.

Finally, having signed the Grant Award Letter and submitted the required documentation we have received the first instalment of £16million from Governments in March 2021. This funding will enable project delivery to commence during the next financial year, when we expect to consider and make a decision on our first tranche of project business cases.

Alwen Williams
Alwen Williams, Portfolio Director



2. Overall Portfolio Performance

Theme	RAG	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.
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 is now being rolled out, starting with the Business Delivery Board.
Assurance	Green	The agreed assurance process between the NWEAB, UK Government and Welsh Government is working well. Morlais the first Growth Deal project has completed its Gateway Review and is working to address the recommendations. The next two projects, the Glynllifon Rural Economy Hub and the Enterprise Engineering and Optics Centre are on track for their Gateway Reviews in April and May respectively.
Resourcing	Yellow	Recruitment to the Portfolio Management Office continues, with five new starts joining the team between April and May 2021. Two posts remain unfilled: Lead Officer (Strategic Transport) and the Land & Property Project Manager with options for re-advertisement being considered at this time.
Finance	Green	The Grant Offer Letter has been received and signed and the first tranche of funding (£16million) was received in March 2021. The Portfolio Management Office is working with UK Government and Welsh Government to understand the implications of the announcement by UK Government Treasury that they are accelerating funding for the North Wales Growth Deal.
Risk	Yellow	The overall risk profile of the Growth Deal is stable with no new significant areas of concern. There remain some significant risks associated with a couple of individual projects and the post-Covid appetite and ability of the private sector to invest in the Growth Deal remains unclear at this stage.
Monitoring and Evaluation	Yellow	The Portfolio Management Office has worked with UK Government and Welsh Government officials on a revised draft of the Monitoring and Evaluation Plan and are awaiting feedback. The Monitoring and Evaluation Plan is expected to be refined over the next 12 months as the approach to Benefits Realisation matures.
Communications and Engagement	Yellow	Work has commenced on the new website and branding with a creative digital agency called Tinint, however the timetable is slightly behind schedule. The Portfolio Management Office has entered into a 12-month partnership with Business News Wales to provide additional communications and marketing support. In addition two small sponsorship deals with Wales Week in London and the Wales Start-up Awards 2021 will help to attract investment in and raise the Growth Deal and Economic Ambition Board's profile.

- 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 behind scheduled (+3 months) and/ or significant issues to address. Urgent action required

3. Digital Programme

Programme Status	Commentary
	<ul style="list-style-type: none"> The programme board has prioritised three projects for development during 2021 – Digital Signal Processing Centre, Connecting the last few % and Connected Corridor. The Digital Signal Processing project is progressing steadily in developing the OBC. The Last Few % project has established a project board and appointed a Senior Responsible Officer; and has agreed a set of SMART spending objectives. The Connected Corridors project has established a project board and appointed a Senior Responsible Officer. A scoping study is to be commissioned to support the development of the project. Work has started on updating the regional Digital Connectivity Strategy, last reviewed in 2019, with a draft scheduled to be presented for NWEAB approval in the next quarter.

Project	Project Stage	Quarter Achievements	Next Quarter Key Milestones	RAG Status
Digital Signal Processing Centre (Sponsor: Bangor University)	Project is developing the Outline Business Case	<ul style="list-style-type: none"> Strategic, Economic and Commercial case workshops completed First drafts of Strategic and Economic cases completed 	<ul style="list-style-type: none"> Assurance review scheduled for 12 May Draft OBC to be ready in April 	
Connecting the last few % (Sponsor: NWEAB)	Project is developing the Outline Business Case	<ul style="list-style-type: none"> Project board established and Senior Responsible Officer appointed Strategic case workshops completed and spending objectives defined Market engagement with project board meeting potential suppliers a series of presentations 	<ul style="list-style-type: none"> Economic case workshops to be held and OBC to be drafted Project board membership to be reviewed Assurance review to be scheduled 	

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Project	Project Stage	Quarter Achievements	Next Quarter Key Milestones	RAG Status
Connected Corridor (Sponsor: NWEAB)	Project is developing the Outline Business Case	<ul style="list-style-type: none"> Project board established and Senior Responsible Officer appointed Initial strategic case workshops held Project board identified need for scoping study to improve strategic case Brief for scoping study drafted 	<ul style="list-style-type: none"> Scoping study to be delivered Remaining workshops to be held and OBC to be drafted Project board membership to be reviewed Assurance review to be scheduled 	
Full Fibre at Key Sites (Sponsor: NWEAB)	On Hold	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Project Business Case Scheduled for development later in 2021 	
Connected Campus (Sponsor: NWEAB)	On Hold	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> Project Business Case Scheduled for development later in 2021 	

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4. Low Carbon Energy Programme

Programme Status	Commentary
	<ul style="list-style-type: none"> The first draft of the Morlais OBC was received by the PMO for review and a gateway review was completed on the project in February 2021. Work is now underway by Menter Môn to address the recommendations and to develop the next draft of the OBC for consideration. Good progress made on the Transport Decarbonisation Project, with work progressing on both the Deeside and Holyhead Hydrogen Hubs. Jacobs successfully procured by Flintshire County Council to deliver both the SOC and OBC for the Deeside hub and the Transport Decarbonisation Project Manager has been recruited to lead on the project and will take up his post in April. There has been similar positive progress on the Smart Local Energy project with two strategic case workshops held, SMART spending objectives developed and Aquaterra procured to deliver Llyn Multi-vector study. A Project Board has been established for the Low Carbon Energy Centre of Excellence with plans in place to develop the Outline Business Case over the next quarter. The NWEAB approved the Draft Regional Energy Strategy at their meeting in March 2021.

Project	Project Stage	Quarter Achievements	Next Quarter Key Milestones	RAG Status
Morlais (Sponsor: Menter Mon)	Project is developing the Outline Business Case	<ul style="list-style-type: none"> Draft OBC submitted to Portfolio Management Office following business case workshops Gateway Review held to review readiness for delivery and the draft OBC Public Inquiry held for the main planning application 	<ul style="list-style-type: none"> Appointment of principal contractor Completion of berth allocation process OBC consideration by NWEAB 	
Transport Decarbonisation (Sponsor: NWEAB)	Project is developing the Strategic Outline Case	<ul style="list-style-type: none"> Funding secured from Welsh Government for SOC and OBC development Jacobs procured to support SOC and OBC Development for the Deeside Hydrogen Hub UK Government announced funding for the Holyhead Hydrogen Hub 	<ul style="list-style-type: none"> Project Manager to start in post SOC and OBC reports to be received 	

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4. Low Carbon Energy Programme

Project	Project Stage	Quarter Achievements	Next Quarter Key Milestones	RAG Status
Low Carbon Energy Centre of Excellence (Sponsor: Bangor University)	Project is developing the Strategic Outline Case	<ul style="list-style-type: none"> Project board established A series of internal workshops to review the strategic case and develop the proposal 	<ul style="list-style-type: none"> Business Case workshops to be held Continue development of draft OBC 	
Smart Local Energy (Sponsor: NWEAB)	Project is developing the Strategic Outline Case	<ul style="list-style-type: none"> 'Case for Change' workshops held to identify spending objectives, business needs and potential scope of the project YnNi Llyn multi-vector energy system feasibility study has been awarded to Aquaterra -who have carried out similar work in the Orkney Islands 	<ul style="list-style-type: none"> Progress the business case development workshops Continue development of the draft SOC YnNi Llyn report due to be received 	
Trawsfynydd Power Station (Sponsor: Cwmni Eginio)	Project is developing the Strategic Outline Case	<ul style="list-style-type: none"> Establishment of Cwmni Eginio announced by Welsh Government on the 1st October 2020 Welsh Government working with Arup to assess the economic impact of a Small or Advanced Modular Reactor at Trawsfynydd 	<ul style="list-style-type: none"> Engagement with Cwmni Eginio, Government and key partners regarding project development plans 	

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5. Land and Property Programme

Programme Status	Commentary
	<ul style="list-style-type: none"> • A Project Board has been established for the Former North Wales Hospital, Denbigh project led by developer Jones Bros who are progressing with the development of the business case. • A potential developer has expressed interest in the Parc Bryn Cegin, Bangor site. • Outline planning permission on the Key Strategic Site, Bodelwyddan has lapsed and the project will need to be reviewed once the revised planning policy for the site is determined. • Warren Hall, Broughton remains on track and subject to the Local Development Plan adoption. • There are a number of dependencies and constraints that will impact the timetable for the Wrexham Gateway site. • There remains a funding risk in relation to the Holyhead Port project due to increased costs.

Project	Project Stage	Quarter Achievements	Next Quarter Key Milestones	RAG Status
Western Gateway, Wrexham (Sponsor: NWEAB)	Project is developing the Strategic Outline Case	<ul style="list-style-type: none"> • Welsh Government have issued a planning directive to the Local Planning Authority not to grant consent to any development that will lead to increased traffic flows on A483 Junction 4 	<ul style="list-style-type: none"> • Progress business case development 	
Warren Hall, Broughton (Sponsor: NWEAB)	Project is developing the Strategic Outline Case	<ul style="list-style-type: none"> • Statement of Common Grounds completed between Welsh Government, Flintshire County Council and the NWEAB in support of draft Local Development Plan 	<ul style="list-style-type: none"> • Negotiate Collaboration Agreement with Welsh Government 	
Key Strategic Site, Bodelwyddan (Sponsor: NWEAB)	Project Review – scope of project being reviewed	<ul style="list-style-type: none"> • Outline planning permission on site expired on 21 March, 2021 	<ul style="list-style-type: none"> • Project will need to be reviewed once the revised planning policy for the site is determined 	

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Project	Project Stage	Quarter Achievements	Next Quarter Key Milestones	RAG Status
Former North Wales Hospital, Denbigh (Sponsor: NWEAB)	Project is developing the Outline Business Case	<ul style="list-style-type: none"> Project board established Planning application submitted by Jones Bros to Denbighshire County Council 	<ul style="list-style-type: none"> Decision expected on planning application in April/May 2021 Progress business case development 	
Parc Bryn Cegin, Bangor (Sponsor: NWEAB)	Project is developing the Outline Business Case	<ul style="list-style-type: none"> Potential developer with a track record of delivery has expressed an interest in the site 	<ul style="list-style-type: none"> Progress discussions with potential developer Progress business case development 	
Holyhead Gateway (Sponsor: StenaLine)	Project Review – scope of project being reviewed	<ul style="list-style-type: none"> Welsh Government have established a Steering Group to provide guidance on the delivery of the activities that fall within the Holyhead Gateway Revised project costs indicate costs will be in a range that is substantially in excess of original estimates 	<ul style="list-style-type: none"> Consenting process for breakwater works to begin 	

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6. Agrifood and Tourism Programme

Programme Status	Commentary
	<ul style="list-style-type: none"> The timetable for business case development remains tight. The Glynllifon Rural Economy Hub projects remains on track with all workshops completed. The timetable for the Llysfasi Net Zero Farm workshops has been revised to align with the start of the new project manager in post, however, the WBRID business innovation competition with Coleg Cambria Llysfasi has provided a solid foundation for the project. Progress is being made on the Hub element of the Tourism Talent Network.

Project	Project Stage	Quarter Achievements	Next Quarter Key Milestones	RAG Status
Glynllifon Rural Economy Hub (Sponsor: Grwp Llandrillo Menai)	Project is developing the Outline Business Case	<ul style="list-style-type: none"> Hatch Regeneris appointed to support workshops All five project workshops completed to support OBC development 	<ul style="list-style-type: none"> Submit draft OBC to Portfolio Management Office for review Undertake Gateway 2 review 	
Llysfasi Net Zero Farm (Sponsor: Coleg Cambria)	Project is developing the Outline Business Case	<ul style="list-style-type: none"> Research and increased awareness of low carbon and precision farming methods Engagement with local businesses to determine skills needs Project Manager appointed 	<ul style="list-style-type: none"> Project Manager to start in post Business case workshops to commence Planning for Gateway 2 review 	
Tourism Talent Network (Sponsor: Grwp Llandrillo Menai)	Project is developing the Strategic Outline Case	<ul style="list-style-type: none"> Hub element continues to be planned in preparation for 21st Century Schools bid (to align with Growth Deal timetable) 	<ul style="list-style-type: none"> Workshop timetable being drafted with 1st workshop scheduled for May 2021 COVID-related review of 'spoke' element with view to expanding partners 	

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7. Innovation in High Value Manufacturing Programme

Programme Status	Commentary
	<ul style="list-style-type: none"> The Glyndwr University led Enterprise Engineering and Optics Centre completed a Project Assessment Review (PAR) in March as part of the business case development process and the team are now working on the recommendations ahead of OBC submission to the Portfolio Management Office and a Gateway 2 review. The Bangor University led Centre for Environmental Biotechnology project is at an earlier stage of development, with resources focused on refining the scope of the project at present.

Project	Project Stage	Quarter Achievements	Next Quarter Key Milestones	RAG Status
Enterprise Engineering Optics Centre (Sponsor: Glyndwr University)	Project is developing the Outline Business Case	<ul style="list-style-type: none"> Supporting documentation prepared for Gateway Review Gateway Review undertaken Business Case workshops held 	<ul style="list-style-type: none"> Complete Business case workshops Address Gateway Review recommendations Submit draft OBC to Portfolio Management Office Undertake Gateway 2 Review 	
Centre for Environmental Biotechnology (Sponsor: Bangor University)	Project is developing the Strategic Outline Case	<ul style="list-style-type: none"> Internal workshop held to review the strategic narrative of the project and to better understand the scope 	<ul style="list-style-type: none"> Further workshops to help refine the project. Following these, engagement with stakeholders will begin 	

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Programme Delivery Plan March 2021 Update



Note: Delivery timescales are provisional pending project business case approval

9. Growth Deal Projects - Capital Funding Profile March 2021

Programme	Project	Project Sponsor	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	Total (£m)
Digital	Digital Signal Processing Centre (DSP)	Bangor University	1.72	0.99	0.25	0.00	0.00	2.96
Digital	Full Fibre at Key Sites	NWEAB	0.00	3.45	3.25	0.00	0.00	6.70
Digital	Connected Corridor	NWEAB	0.99	1.18	0.00	0.00	0.00	2.17
Digital	Connected Campus	NWEAB	0.00	3.94	5.90	5.91	4.93	20.68
Digital	Connecting the last few %	NWEAB	0.99	2.95	0.00	0.00	0.00	3.94
Low Carbon Energy	Morlais	Menter Môn	2.46	4.93	1.48	0.00	0.00	8.87
Low Carbon Energy	Low Carbon Energy Centre of Excellence	Bangor University	0.00	4.74	6.71	5.23	4.00	20.68
Low Carbon Energy	Traswfyndd Power Station	Cwmni Eginio	0.00	4.92	9.85	4.93	0.00	19.70
Low Carbon Energy	Transport Decarbonisation	NWEAB	1.97	3.94	3.94	1.38	0.00	11.23
Low Carbon Energy	Smart Local Energy	NWEAB	0.00	3.94	7.88	7.88	4.93	24.63
Land and Property	Holyhead Gateway	Stena Line	0.00	11.33	13.78	9.36	0.00	34.47
Land and Property	Warren Hall, Broughton	NWEAB	0.00	0.49	0.99	5.91	7.38	14.77
Land and Property	Former North Wales Hospital, Denbigh	NWEAB	0.99	0.99	0.98	0.98	0.00	3.94
Land and Property	Key Strategic Site, Bodelwyddan	NWEAB	0.49	0.99	5.41	2.96	0.00	9.85
Land and Property	Parc Bryn Cegin, Bangor	NWEAB	0.25	2.70	2.96	0.00	0.00	5.91
Land and Property	Western Gateway, Wrexham	NWEAB	0.00	4.03	4.93	0.00	0.00	8.96
Agrifood and Tourism	Glynllifon Rural Economy Hub Project	Grŵp Llandrillo-Menai	0.49	4.68	4.68	0.00	0.00	9.85
Agrifood and Tourism	The Llysfasi Net Zero Farm	Coleg Cambira	0.00	4.92	4.93	0.00	0.00	9.85
Agri-food and Tourism	Tourism Talent Network	Grŵp Llandrillo-Menai	0.00	1.48	1.48	1.47	0.00	4.43
Innovation in High Value Manufacturing	Centre for Environmental Biotechnology	Bangor University	0.00	1.48	1.48	0.00	0.00	2.96
Innovation in High Value Manufacturing	Enterprise Engineering and Optics Centre	Glyndwr University	8.28	1.57	0.00	0.00	0.00	9.85
Portfolio Management Office Costs (1.5%)								3.60
Total								240.0

10. Appendix A – Project Glossary

Programme	Project	Sponsor	Summary
Digital	Full Fibre at key sites	NWEAB	This project will deliver full fibre connectivity (gigabit capable) to 28 key business sites across North Wales.
	Connected Campus	NWEAB	The project will accelerate the development of infrastructure for 19 key regional economic sites.
	Connected Corridors	NWEAB	In total, 156km of road and rail corridor will be connected to 5G/Low Power Wireless Access Networks, along the A55 corridor and adjacent mainline rail route.
	Connecting the last few %	NWEAB	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).
	Digital Signal Processing Centre Project (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.
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.
	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.
	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	NWEAB	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.
	Transport Decarbonisation	NWEAB	Support delivery of a demonstrator project involving the production of green hydrogen from low carbon energy sources and its use within regional transport networks.
Land and Property	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.
	Wrexham Gateway	NWEAB	Delivery of primary services to enable the site to be brought to the market for sale and development.
	Warren Hall Strategic Site	NWEAB	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.
	Bodelwyddan Strategic Site	NWEAB	Delivery of primary services to enable the mixed-use commercial and residential development site to be brought to the market for development.
	Former North Wales Hospital Site	NWEAB	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
	Parc Bryn Cegin Strategic Site	NWEAB	Provide industrial floor space to meet known demand for units.

Agrifood and Tourism	Tourism TALENT Network	Grwp 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.
	Glynllifon Rural Economy Hub	Grwp 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.
	The Lllysfasi Net Zero Farm	Coleg Cambria	Llysfasi Carbon Neutral Centre 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.
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 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.