

ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template

Committee:	Partnership and Regeneration Scrutiny Committee
Date:	21 st June, 2022
Subject:	North Wales Economic Ambition Board Progress Report – Quarter 4: 2021/22
Purpose of Report:	Present the Quarter 4: 2021/22 Growth Deal Progress Report in accordance with the Final Deal Agreement
Scrutiny Chair:	Cllr Dylan Rees
Portfolio Holder(s):	Cllr Llinos Medi, Council Leader Cllr Carwyn Jones, Portfolio Holder – Economic Development, Leisure and Tourism
Head of Service:	Dylan Williams, Chief Executive
Report Author:	Dylan Williams, Chief Executive
Tel:	01248 752499
Email:	DylanWilliams@ynysmon.llyw.cymru
Local Members:	Applicable to all Scrutiny Members

25

1 - Recommendation/s

The Committee is requested to:

R1 note progress made during Quarter 4 (2021/22).

2 – Link to Council Plan / Other Corporate Priorities

The North Wales Growth Deal is linked to Council priorities:

- Ensure that the people of Anglesey can thrive and realise their long term potential – Jobs and work opportunities
- Work with other North Wales Councils to attract investment to ensure that key projects that offer local employment opportunities go ahead.

3 – Guiding Principles for Scrutiny Members

To assist Members when scrutinising the topic:-

3.1 Impact the matter has on individuals and communities [focus on customer/citizen]

3.2 A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality [focus on value]

3.3 A look at any risks [focus on risk]

3.4 Scrutiny taking a performance monitoring or quality assurance role [focus on performance & quality]

3.5 Looking at plans and proposals from a perspective of:

- Long term
- Prevention
- Integration
- Collaboration

- Involvement
[focus on wellbeing]
- 3.6** The potential impacts the decision would have on:
- protected groups under the Equality Act 2010
 - those experiencing socio-economic disadvantage in their lives (when making strategic decisions)
 - opportunities for people to use the Welsh language and treating the Welsh language no less favourably than the English language
- [focus on equality and the Welsh language]

4 - Key Scrutiny Questions

5 – Background / Context

1. Background

- 1.1 In December 2020, the North Wales Economic Ambition Board and the Welsh and UK Governments agreed the Final Deal Agreement for the North Wales Growth Deal.
- 1.2 Regular reporting on progress against the North Wales Growth Deal is a requirement of the Final Deal Agreement. The North Wales Growth Deal Quarter 4: 2021/22 Performance Report is attached (**Appendix 1**).

2. Quarter 4 Progress

- 2.1 The Quarter 4 performance report provides an overview of progress on the Growth Deal programmes and projects.
- 2.2 Following the approval of the first Full Business Case (FBC) for the North Wales Growth Deal in December 2021, we have officially moved into the delivery phase. The Digital Signal Processing Centre (DSP) has now placed orders for phase one of the project and the first items of kit have been received
- 2.3 Two projects successfully completed their gateway assurance reviews during this quarter. The Last few % project completed its Gateway 2 review in February 2022 with the Centre for Environmental Biotechnology project completing its Gateway 1 review in January 2022. Both projects are working on addressing the recommendations as part of the development of their business cases.
- 2.4 Following the adoption of the 2021 update to the Portfolio Business Case in September, we submitted the update to Welsh and UK Government as part of the annual funding award process. In March, we received and signed the award of funding letter for 2021-22 confirming the next instalment of Growth Deal funding of £20.45m.
- 2.5 Our new brand 'Ambition North Wales' and our new website - <https://ambitionnorth.wales> were launched in November 2021. This provides us with a platform for marketing and engagement and is a key tool for North Wales to represent the vision for future economic prosperity and a channel to share information on progress towards delivering the Growth Deal.

2.6 The Quarter 4 update is showing projects reporting against the revised Portfolio Business Case 2021 delivery profile which was approved by the Economic Ambition Board in September 2021. Five projects are currently reporting as Red due to either risks to the project scope, or significant delays to project timescales:

- Low Carbon Energy Centre of Excellence – project under review due to change request for capital and revenue projections
- 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
- Glynllifon Rural Economy Hub (Agri-food and Tourism Programme) – planning permission to be secured and potential funding gap due to escalating capital build costs
- Llysfasi Net Zero Farm (Agri-food and Tourism Programme) – delay to project incorporating Gateway 2 review feedback
- Tourism Talent Network (Agri-food and Tourism Programme) – legal structure of hub and spoke model to be agreed and business case development is running behind schedule.

2.7 Following the approval of the first Full Business Case in December 2021, expenditure in relation to the Digital Signal Processing Centre was £123k in Quarter 4. The DSP project has placed the orders for the first phase of the project, however the majority of the equipment won't be received until the after April 2022.

3. Portfolio Risk Register – March, 2022

- 3.1 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.
- 3.2 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.
- 3.3 The risk profile has increased over the past quarter. Affordability is now the biggest risk facing the portfolio with inflation, supply chain issues and significant construction cost increases the main factors driving this increase. The increased risk around affordability has a knock-on effect across the portfolio increasing the risks around project delay, meeting spending objective targets and delivering on climate change aspirations.
- 3.4 Five residual risk ratings have increased this quarter – affordability, delay, climate change and biodiversity, spending objectives and political change. The economic recovery risk has reduced following the publication of the Regional Economic Framework and transition from pandemic to endemic.

6 – Equality Impact Assessment [including impacts on the Welsh Language]

6.1 Potential impacts on protected groups under the Equality Act 2010

6.2 Potential impacts on those experiencing socio-economic disadvantage in their lives (strategic decisions)

6.3 Potential impacts on opportunities for people to use the Welsh language and treating the Welsh language no less favourably than the English language

7 – Financial Implications

No financial implications arising directly from this progress report. The quarterly performance report provides an overview of the expected capital expenditure profile of Growth Deal funding and includes the actual financial expenditure following project business case approval.
--

8 – Appendices:

North Wales Growth Deal Quarter 4: 2021/22 Performance Report.
--

9 - Background papers (please contact the author of the Report for any further information):

North Wales Growth Deal

2021-22 Quarter 4

(January to March 2022)

Performance Report

1.	Portfolio Director Summary	3
2.	Overall Portfolio Performance.....	4
3.	Digital Programme Performance	5
4.	Low Carbon Energy Programme Performance	7
5.	Land and Property Programme Performance	10
6.	Agri-food and Tourism Programme Performance	13
7.	Innovation in High Value Manufacturing Programme Performance.....	15
8.	Growth Deal Project Delivery Pipeline – Portfolio Business Case 2021	17
9.	Growth Deal Project Spending Objective Tracker – Overview of delivery	18
10.	Growth Deal Grant Expenditure Profile – Portfolio Business Case 2021.....	19
11.	Growth Deal Projects: Capital Funding Allocation Profile	20
12.	Growth Deal Projects: Delivery Tracker	21
	APPENDIX A - Growth Deal Projects Summary	22

Following the approval of the first Full Business Case (FBC) for the North Wales Growth Deal in December 2021, we have officially moved into the delivery phase. The **Digital Signal Processing Centre (DSP)** has now placed orders for phase one of the project and the first items of kit have been received.

We now look forward to seeing the DSP Centre **put North Wales on the map in terms of its ground-breaking work in the sector**. It is also important that our partners, businesses and the public across the region can begin to see the real opportunities and tangible benefits that come from Growth Deal funding.

Two projects successfully completed their gateway assurance reviews during this quarter. The **Last few %** project completed its Gateway 2 review in February 2022 with the **Centre for Environmental Biotechnology** project completing its Gateway 1 review in January 2022. Both projects are working on addressing the recommendations as part of the development of their business cases.

Following the adoption of the 2021 update to the Portfolio Business Case in September, we submitted the update to Welsh and UK Government as part of the annual funding award process. In March, we **received and signed the award of funding letter** for 2021-22 confirming the **next instalment of Growth Deal funding of £20.45m**.

Our new brand '**Ambition North Wales**' and our new website - <https://ambitionnorth.wales> were launched in November 2021. This provides us with a platform for marketing and engagement and is a key tool for North Wales to represent the vision for future economic prosperity and a channel to share information on progress towards delivering the Growth Deal.

One of our key priorities now is to **develop our strategy for attracting private sector investment**.

We have a draft strategy in place that acknowledges the requirement to attract private sector investment directly into the Growth Deal projects, but also recognises that Growth Deal investment will improve the regions infrastructure, and therefore create more compelling investment opportunities for the business sector as well as highlight our strengths and competitiveness as a region.

The last two years have been anything but 'usual' in the way we work and we now have the opportunity to face out into the investor market with an approach that will capture and cultivate interest and **demonstrate the potential North Wales can provide for investors**.

Driving towards a **net-zero future** is an underpinning principle for the Growth Deal. Investing in a way that promotes a greener and cleaner future through our investments. We have worked with Arup on an approach that leads the way for capital investment to consider sustainable development and really delivering against the Wellbeing of Future Generations Act as we move forward. This has been described as a pioneering approach by our partners Arup and we're proud to be leading the way in North Wales.



Alwen Williams
Alwen Williams, Portfolio Director

Themes	RAG Status	Commentary
Portfolio Business Case	Green	The 2021 update of the Portfolio Business Case was considered and approved by the North Wales Economic Ambition Board (hereafter referred to as "Economic Ambition Board" or "the Board") in September and submitted to Welsh Government and UK Government for approval as part of the annual award of funding process. The Grant Officer Letter for 2021-22 has been received confirming the award of £20,445,000 as the second annual instalment of Growth Deal funding.
Delivery Pipeline	Yellow	A number of projects are forecasting minor delays against the approved delivery timetable. The decision by the Board to merge projects within the Digital Programme will impact the delivery timetable but provide significant benefits in terms and an opportunity to secure additional value for money to the region. The increasing affordability risk has potential to cause delays to the delivery pipeline.
Governance	Green	Governance Agreement 2 was approved by all partners in December 2020. The Portfolio, Programme and Project Management Framework is now well established with the Portfolio Board and five Programme Boards operating effectively. The Conflicts of Interest process has been rolled out.
Assurance	Green	The second annual Growth Deal assurance review (Programme Assurance Review) was undertaken in August 2021 and delivered an Amber-Green confidence rating, an improvement on the Amber rating received in 2020. Discussions are now taking place regarding the 2022 review.
Resource and Capacity	Green	There is one vacancy within the Portfolio Management Office due to the Land and Property Project Manager leaving to take up another role. Recruitment is underway for a replacement.
Finance	Yellow	The DSP project approved in December has placed the orders for the first phase of the project, however as the majority of the equipment won't be received until the after April 2022 with only £123k of expenditure accrued during 2021-22. The remaining expenditure in this financial year relates to the drawdown against the 1.5% allocation for Portfolio Management Office costs. Securing the public and private sector investment required to deliver the Growth Deal remains a significant risk across the portfolio and an investment strategy is being developed to support the team to meet the investment targets.
Risk	Red	The risk profile has increased over the past quarter. Affordability is now the biggest risk facing the portfolio with inflation, supply chain issues and significant construction cost increases the main factors driving this increase. The increased risk around affordability has a knock-on effect across the portfolio increasing the risks around project delay, meeting spending objective targets and delivering on climate change aspirations.
Monitoring and Evaluation	Green	A revised Monitoring and Evaluation Plan was submitted to UK Government and Welsh Government as part of the annual update of the 2021 Portfolio Business Case.
Communication and Engagement	Green	This quarter saw the start of our new Digital Discussion series. The first discussion involved the importance of keeping young people in North Wales, which was a part of our quarter-long campaign with M-sparc, called 'Dewch yn ôl'. The campaign's focus was to attract young people back to the region, it also featured activities such as opinion pieces and a video to promote opportunities in the region.

	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)
--	---	--	--	--	--

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
	<ul style="list-style-type: none"> DSP project is now into delivery with first items of Growth Deal funded equipment arriving in Q4 21/22. Last Few % project has completed its Gateway 2 Review with recommendations being addressed in Q4 and into Q1 22/23 with an Assurance of Action review to be held before Outline Business Case submission to the NWEAB. NWEAB approved a change to the Programme in March, consisting of the Full Fibre at Key Sites and Connected Corridors projects merging to form a single project. No changes to the overall project budget or spending objectives are proposed and the change will improve business case delivery, governance capacity and procurement outcomes. The Connected Campus business case development will now proceed in parallel with the new 'Connected key sites and corridors' project to ensure any further synergies are identified at key stages as the projects progress through the SOC-OBC-FBC process.



Mark Pritchard
Lead Member



Sioned Williams
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 Signal Processing Centre Bangor University	Full Business Case approved	<ul style="list-style-type: none"> Procurement completed with all items in phase 1 within budget Full Business Case approved by NWEAB and assurance approved by Welsh and UK Governments 	<ul style="list-style-type: none"> Delivery of first phase of equipment Gateway 4 Review ('Readiness for Service') Commencement of Research and Development activities associated with the Growth Deal investment. 		<ul style="list-style-type: none"> Progress is on track with no identified barriers
Connecting the last few % Economic Ambition Board	Developing the Outline Business Case	<ul style="list-style-type: none"> Gateway 2 Review ('Delivery Strategy') review completed 'Supplier responses' received from Welsh Government Open Market Review 	<ul style="list-style-type: none"> Assurance of action review' following Gateway 2 recommendation Completion of Commercial, Financial and Economic cases 		<ul style="list-style-type: none"> Gateway 2 recommendations require action before submission of OBC to NWEAB
Connected Corridors Economic Ambition Board	Developing the Outline Business Case	<ul style="list-style-type: none"> NWEAB approval of change to merge with Full Fibre at key sites project' Mobile coverage survey due to complete end of March 	<ul style="list-style-type: none"> Project activity continues in new 'Connected key sites and corridors project SOC to be developed Project governance to be agreed 		<ul style="list-style-type: none"> Project business case development reprofiled to fit new combined project
Full Fibre at Key Sites Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> NWEAB approval of change to merge with Full Fibre at key sites project' 	<ul style="list-style-type: none"> Project activity continues in new 'Connected key sites and corridors project SOC to be developed Project governance to be agreed 		<ul style="list-style-type: none"> Project business case development reprofiled to fit new combined project
Connected Campuses Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Project board review of target sites 	<ul style="list-style-type: none"> Develop Strategic Outline Case Procure external support to provide technical expertise and capacity 		<ul style="list-style-type: none"> Project business case now aligned with new Connected key sites and corridors project

	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)
--	---	--	--	--	--

Programme Aim	Job Creation Target	GVA Investment Target	Total Investment Target
To unlock the economic benefits of transformational low carbon energy projects and position North Wales as a leading UK location for low carbon energy generation, innovation and supply chain investment.	980	£530m	£668.5m

RAG Status	Programme Manager Commentary
	<ul style="list-style-type: none"> Overall amber RAG due to delays to Transport Decarbonisation and Egni business cases and potential impacts of Egni and Morlais change requests upon Programme spending objectives Smart Local Energy: SOC approved by Programme Board. OBC development has commenced. Consortium led by EA Technology commissioned to deliver CRF funded feasibility studies by June 22. Transport Decarbonisation (Hydrogen): Seeking Board approval of the preferred way forward in April following endorsement from project, programme and portfolio boards. Egni: Project Schedule has been reviewed showing possible 8-month delay to business case delivery. Bangor University to begin with Strategic Outline Case Morlais: Project ready to commence main construction phase after securing consents, £31m of ERDF funding and agreeing construction contracts. Trawsfynydd: Business Plan developed for Cwmni Eginio and recruitment of chief executive and non-executive directors Programme Management Office to coordinate delivery of Local Area Energy Plans with funding support from Welsh Government



Cllr Llinos 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	Developing the Full Business Case	<ul style="list-style-type: none"> Project has received £31m funding from the European Regional Development Fund for the Morlais infrastructure project. Jones Bros Civil Engineering secured contract to build the onshore infrastructure Final Investment Decision made by Menter Môn Board on 23rd March Successful clearance of pre-construction consent conditions 	<ul style="list-style-type: none"> Commencement of main construction phase Change Request for the £9m Growth Deal Funding currently allocated to the project to be submitted for consideration by the Ambition Board 		<ul style="list-style-type: none"> Project risks have reduced following positive consent decisions, confirmation of WEFO funding and UK Government announcements on annual contracts for difference auction rounds Amber rating due to the expected change request for the £9m Growth Deal funding currently allocated to the project
Transport Decarbonisation (Hydrogen Project) Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Proposed way forward has been endorsed by the project, programme and portfolio boards. First phase will focus the production of green hydrogen in the region with support from a commercial partner. Second phase will focus on regionalisation through public sector transport demand and/or regional distribution Preparation for the first stage of the preferred way forward – issuing a prior information notice (PIN) 	<ul style="list-style-type: none"> Seek Board approval for the proposed way forward Publish the prior information notice (PIN) as a means of early market engagement 		<ul style="list-style-type: none"> Approval of Outline Business Case will be delayed to allow procurement of a commercial partner (subject to Board approval of proposed approach) Project risks will become clearer following early market engagement

	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
Low Carbon Energy Centre of Excellence (Egni) Bangor University	Developing the Strategic Outline Case	<ul style="list-style-type: none"> Agreement to develop Strategic Outline Case ahead of Outline Business Case Strategic Case for Change workshop held in March 	<ul style="list-style-type: none"> Progress development of Strategic Outline Case and submit to Programme Board Procure first phase of project delivery - demolition of existing buildings to make way for new Egni building 		<ul style="list-style-type: none"> Approval of Outline Business Case delayed to December 2022 Change request and impact upon Programme Spending Objectives to be considered as part of OBC
Smart Local Energy Economic Ambition Board	Developing the Strategic Outline Case	<ul style="list-style-type: none"> Strategic Outline Case approved by the Programme Board. The preferred way forward involves establishing a fund to support low carbon energy projects across the region. Engagement sessions held with similar funds from other regions have provided valuable advice and lessons learned. EA Technology appointed to deliver feasibility studies into potential pilot sites for smart local energy systems. 	<ul style="list-style-type: none"> Develop the Outline Business Case and associated workshops Continue delivery of smart local energy system feasibility studies 		<ul style="list-style-type: none"> Project on track with no significant risks / issues
Trawsfynydd Cwmni Eginio	Business case process expected to commence in 2022/23	<ul style="list-style-type: none"> Development of business plan for developing Cwmni Eginio and engagement with key stakeholders Recruitment of Cwmni Eginio Chief Executive, stakeholder engagement lead and non-executive directors 	<ul style="list-style-type: none"> Engagement with site owner and operator regarding collaboration agreement Development of programme for developing the business proposition and securing a technology partner to enable the next key steps for the project Cwmni Eginio to provide update to Programme Board 		<ul style="list-style-type: none"> Risk of delays to technology partner procurement and consequential delays to developing project scope and business case

	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)
--	---	--	--	--	--

Programme Aim	Job Creation Target	GVA Investment Target	Total Investment Target
To address the shortage of suitable land and properties for business growth and to bring forward sites for housing development. To deliver improvements that stimulate investment in sites and premises in the Port of Holyhead and the wider region. Enables other programmes by ensuring the right land and property infrastructure is available.	2280	£1.29bn	£355.4m

RAG Status	Programme Manager Commentary
	<ul style="list-style-type: none"> The use of Design for Manufacturing and Assembly methodologies could be used at Parc Bryn Cegin, Bangor in order to meet Ambition North Wales position statement on reductions in operational and embodied carbon. Wrexham County Borough Council have approved funding to develop a Masterplan for the Western Gateway Project site and to support the Councils representations to the Welsh Government’s Roads Review Panel for the approval of the A483 Junction upgrades. Warren Hall, Broughton – The report on Local Development Plan Examination in Public Report was delayed due to the Dee Catchment Phosphate Reduction Strategy which has now been approved but this has meant that the publication of the Inspectors report is now expected after the Local Elections. Former North Wales Hospital, Denbigh – Ambition North Wales, Denbighshire County Council and Jones Bros and their consultancy team are in discussion to deliver the project. The Port Capacity Enhancement discussions involving Stena, Ambition North Wales, Ynys Mon Council and Welsh Government are continuing with greater certainty around the future commercial need by the offshore industry for these works.



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 Wrexham County Borough Council	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Wrexham Council and Ambition North Wales have agreed draft written representations in support of the A483 Junction upgrades to the Welsh Government Road Review Panel. Wrexham Council has approved revenue funding required to complete Masterplanning and the Strategic Outline Case. 	<ul style="list-style-type: none"> Complete the Memorandum of Understanding with the Council. The Council to make formal representations to the Welsh Government Roads Review Panel. Commence site surveys, design, costings and other detailed site assessment/investigation works. 		<ul style="list-style-type: none"> A483 junction upgrade Road Review Panel decision is vital for this project. Risk rating reflects this dependency.
Warren Hall, Broughton Welsh Government / Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> The Planning Inspector has approved the Phosphate Reduction Strategy removing one of the remaining obstacles to deliver her LDP report. The Warren Hall estate road has been included within the Welsh Government Highways Capital Programme Road Review Panel. 	<ul style="list-style-type: none"> Submit a written representation to the Welsh Government Roads Review Panel to support the construction of the new estate road to open up the site for development. Agree the Joint Venture Agreement with Welsh Government. 		<ul style="list-style-type: none"> Local Development Plan Adoption is now anticipated in the Autumn of 2022. Risk rating reflects this dependency.
Key Strategic Site Bodelwyddan Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Denbighshire County Council are to undertake a Strategic Flood Consequence Assessment prior to assessing which sites are to be included within the LDP review. Ambition North Wales has undertaken a high level assessment of a revised project delivery timeline allowing for the updated LDP review 	<ul style="list-style-type: none"> Develop the discussion with Denbighshire as to the Local Development Plan timeline. 		<ul style="list-style-type: none"> Local Development Plan review may mean that the project may not be retained as is currently set out within the Growth Deal . Risk rating reflects this dependency
Former North Wales Hospital, Denbighshire Jones Bros (Ruthin) Limited / Denbighshire County Council	Developing the Outline Business Case	<ul style="list-style-type: none"> A draft Outline Project Business Case has been provided by Jones Bros consultants but discussions have been halted pending a resolution of the project viability issue. A phased development scenario provided by ANW to de-risk the abnormal development costs has been agreed in principal as a way forward to deliver the project. 	<ul style="list-style-type: none"> Develop the Outline Business Case incorporating the Phased Development Scenario with Jones Bros and their consultants. Agree all revised contractual links and procurement matters with Jones Bros and Denbighshire County Council. 		<ul style="list-style-type: none"> Project risk still reflects dependency of new funding and abnormal costs increases. Risk rating reflects this uncertainty.

	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
Parc Bryn Cegin, Bangor Welsh Government / North Wales Economic Ambition Board	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> The draft Joint Venture Agreement is currently with Welsh Government's solicitors for amending prior to returning to Ambition North Wales for approval. The Design for Manufacturing and Assembly (DfMA) consortium have confirmed that use of DfMA can reduce embodied carbon. 	<ul style="list-style-type: none"> Complete the Joint Venture Agreement with Welsh Government. Agree use of Welsh Government's property delivery business case as a Strategic Outline Case and developing an enhanced Business Justification Case. 		<ul style="list-style-type: none"> Potential occupier demand appears strong. Willing land owner Planning Policy compliant proposed use.
Holyhead Gateway Stena Line Ports Limited	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Discussions to fund the refurbishment of the Holyhead Breakwater have been progressing Stena, Welsh Government, Isle of Anglesey County Council and Ambition North Wales have held discussions to understand port requirements and timelines for off shore operators. Stena have instructed consultants to commence drafting an Outline Business Case. 	<ul style="list-style-type: none"> The breakwater refurbishment funding is agreed by the relevant parties. Agree with Stena the Outline Business Case for the delivery of the port capacity enhancement works and a timeline for the delivery of the project. 		<ul style="list-style-type: none"> Desire to use the port for off shore energy projects by industry is now more certain. Project risk rating reflects the balance of the above.

	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)
--	---	--	--	--	--

Programme Aim	Job Creation Target	GVA Investment Target	Total Investment Target
To build a more sustainable, vibrant and resilient foundation economy in the region, optimising opportunities for employment and prosperity through our environment and landscape.	380	£281m	£41.3m

RAG Status	Programme Manager Commentary
	<ul style="list-style-type: none"> Coleg Cambria are considering next steps for their Net Zero Farm Project following the Gateway 2 Review in November 2021 of their Outline Business Case, reflecting in particular on the project contribution to the regional jobs target and alignment with wider national environmental goals around pollution and biodiversity. Grŵp Llandrillo Menai has been working with the Portfolio Management Office to scope the structure of the Tourism Talent Network project given the partnership between the college and private sector partners. Grŵp Llandrillo Menai are working towards a pre-planning application for the Glynllifon Rural Economy Hub through environmental and transport surveys. Three businesses participating in the Whole System Business Research & Innovation for Decarbonisation (WBRID) business competition are wrapping up their Net Zero Farm projects demonstrating a scalable anaerobic digester, drone support for farm tasks and developing a carbon footprint platform for Welsh livestock farmers



Cllr Charlie McCoubrey
Lead Member



Jane Richardson
Senior Responsible Owner



Robyn Lovelock
Programme Manager

Delivering to Plan with no issues to address (no action required)	Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place)	Delivery significantly behind schedule and/or significant issues to address (urgent action required)

Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Glynllifon Rural Economy Hub Grŵp Llandrillo Menai	Developing the Full Business Case	<ul style="list-style-type: none"> Ongoing development of pre-planning application Tenant onboarding methodology reviewed Ongoing work with consultants on design 	<ul style="list-style-type: none"> Progress pre-planning application Integrate carbon emissions and biodiversity methodology to Full Business Case stage Produce draft Full Business Case 		<ul style="list-style-type: none"> Planning permission to be secured Potential funding gap due to escalating capital build costs
Llysfasi Net Zero Farm Coleg Cambria	Finalising the Outline Business Case	<ul style="list-style-type: none"> Review feedback on Gateway 2 Review recommendations Stakeholder discussions regarding a forward plan from Gateway 2 Review 	<ul style="list-style-type: none"> Confirm revised project scope taking into account Review findings Commence change management process 		<ul style="list-style-type: none"> Delay to project incorporating Gateway 2 Review feedback
Tourism Talent Network Grŵp Llandrillo Menai	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Legal aspects of project structure explored for a hub and spoke model Stakeholder workshops and business case development paused to resolve legal questions 	<ul style="list-style-type: none"> Project stakeholder engagement Confirm legal positions on project structure Progress business case workshops through workshop 		<ul style="list-style-type: none"> Legal structure of hub and spoke model to be agreed Business case development is running behind schedule

	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)
--	---	--	--	--	--

Programme Aim	Job Creation Target	GVA Investment Target	Total Investment Target
To consolidate North Wales position as a powerful and innovative high value manufacturing cluster, building on existing specialisms and leading expertise to create a higher value, more diverse economic base that supports the transition to a low carbon economy.	180	£114m	£39.5m

RAG Status	Programme Manager Commentary
	<ul style="list-style-type: none"> • Programme Board approval of Wrexham Glyndwr University Enterprise Engineering and Optics Centre project Outline Business Case (March 2022). Portfolio Board and Economic Ambition Board consideration April 2022. • Portfolio Management Office and Programme Board completed business case review of the Centre for Environmental Biotechnology Strategic Outline Case, endorsement consideration April 2022. • Both projects working to integrate the Carbon Emissions and Biodiversity approach into business case process. • Gateway 1 Review of Bangor University Centre for Environmental Biotechnology project received a delivery confidence rating of Amber.



Cllr Dyfrig Siencyn
Lead Member



Paul Bevan
Senior Responsible Owner

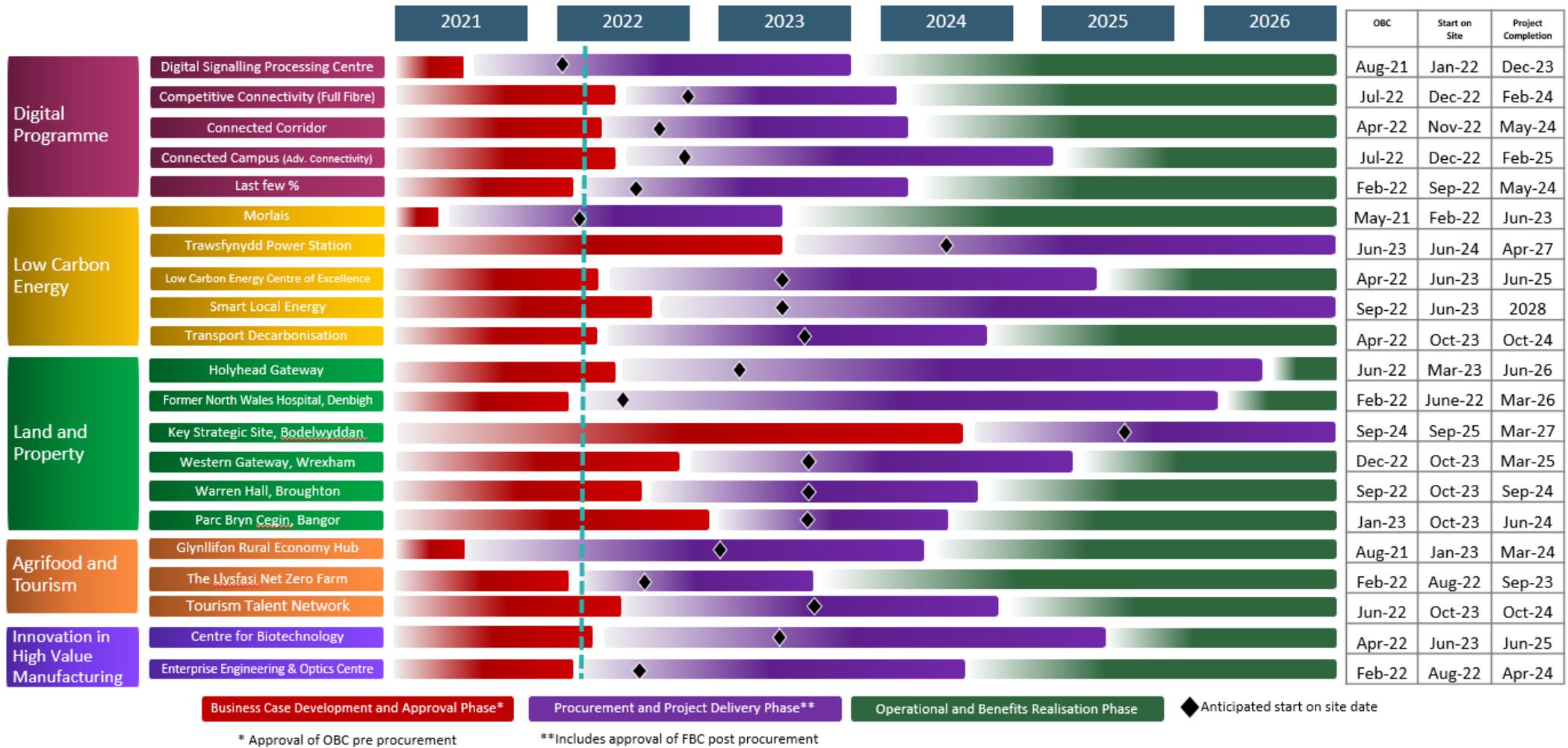


Robyn Lovelock
Programme Manager

	Delivering to Plan with no issues to address (no action required)		Delivery slightly behind schedule and/or minor/moderate issues to address (management action in place)		Delivery significantly behind schedule and/or significant issues to address (urgent action required)
--	---	--	--	--	--

Project (Project Sponsor)	Project Stage	Key Milestones (this quarter)	Key Milestones (next quarter)	RAG Status	RAG Rationale
Enterprise Engineering and Optics Centre Wrexham Glyndŵr University	Developing the Outline Business Case	<ul style="list-style-type: none"> Portfolio Board considered change request for capital and revenue projections Programme Board approval of Outline Business Case Participation in a visit to AMRC to develop regional collaboration opportunities 	<ul style="list-style-type: none"> Economic Ambition Board consideration of outline business case (April 2022) Integrate emissions and biodiversity methodology Prepare for procurement and FBC consideration 		<ul style="list-style-type: none"> Match fund position clarified Started outline business case approval process
Centre for Environmental Biotechnology Bangor University	Developing the Strategic Outline Business Case	<ul style="list-style-type: none"> Recruitment of Project Manager Development of economic case including stakeholder workshop PMO and Programme Board Review of Strategic Outline Case Participation in a visit to AMRC to develop regional collaboration opportunities Gateway 1 Review held and received delivery confidence rating of Amber 	<ul style="list-style-type: none"> Develop detail of change request for capital and revenue projections Programme Board consideration of Strategic Outline Case Start Outline Business Case development Integrate emissions and biodiversity methodology 		<ul style="list-style-type: none"> Outstanding change request for capital and revenue projections Started strategic outline case approval process

	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)
--	--	--	---	--	---



*Delivery profile as per 2021 Portfolio Business Case. Where an Outline Business Case or Full Business Case has been approved figures have been updated with the latest information.

** Profile will be updated to take account of Digital Programme changes following confirmation from Welsh Government and UK Government.

		Portfolio Business Case 2020 Targets			Approved Project Business Case Targets				Difference		
		GVA (EM)	Jobs Created (net)	(EM) Total Investment*	OBC/ FBC**	GVA (EM)	Jobs Created (net)	(EM) Total Investment*	GVA (EM)	Jobs Created	(EM) Total Investment*
Digital	Digital Signal Processing Centre (DSP)	50	80	7.3	FBC	12	33	3.0	-38	- 47	- 4.3
	Connecting the last few %	35	150	4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Connected Corridor	25	0	2.2	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Full fibre at Key Sites	20	120	7.2	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Connected Campuses	35	0	21	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Low Carbon Energy	Morlais	50	100	36	OBC	79	210	34	+29	+110	- 2
	Transport Decarbonisation	60	90	28.6	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Low Carbon Energy Centre of Excellence	20	20	97.7	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Smart Local Energy	120	180	106.2	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Trawsfynydd Power Station	230	510	400	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Land and Property	Western Gateway, Wrexham	220	360	43.4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Warren Hall, Broughton	235	440	70	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Key Strategic Site, Bodelwyddan	125	250	82	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Former North Wales Hospital, Denbigh	20	50	74	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Parc Bryn Cegin, Bangor	30	50	6	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Holyhead Gateway	545	930	80	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Agrifood and Tourism	Glynllifon Rural Economy Hub	25	40	13	OBC	45	96	13	+20	+56	0
	Llysfasi Net Zero Farm	215	310	15.4	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Tourism Talent Network	20	0	12.9	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Innovation in High Value Manufacturing	Enterprise Engineering and Optics Centre	45	70	29.9	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Centre for Environmental Biotechnology	60	90	9.6	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Growth Deal Portfolio Total		2,185	3,830	1,146	2 OBC 1 FBC	136	342	50	+49	+119	- 6.3

* Total investment includes 15% Portfolio Management Office costs

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

Programme	Project	Project Sponsor	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m
Digital	Digital Signal Processing Centre**	Bangor University	182	0.70	0.44	0.00	0.00	0.00	0.00	0.00	2.96
	Connecting the Last Few %	Economic Ambition Board	0.00	0.69	1.97	1.28	0.00	0.00	0.00	0.00	3.94
	Connected Corridor	Economic Ambition Board	0.00	0.49	1.18	0.50	0.00	0.00	0.00	0.00	2.17
	Full Fibre at Key Sites	Economic Ambition Board	0.00	0.49	3.05	3.16	0.00	0.00	0.00	0.00	6.70
	Connected Campuses	Economic Ambition Board	0.00	0.00	0.30	3.84	5.81	5.81	4.92	0.00	20.68
Low Carbon Energy	Morlais**	Menter Môn	0.00	4.93	3.94	0.00	0.00	0.00	0.00	0.00	8.87
	Transport Decarbonisation	Economic Ambition Board	0.00	0.00	3.94	3.94	3.35	0.00	0.00	0.00	11.23
	Low Carbon Energy Centre of Excellence	Bangor University	0.00	1.18	8.47	9.36	1.67	0.00	0.00	0.00	20.68
	Smart Local Energy	Economic Ambition Board	0.00	0.00	1.23	1.97	6.16	6.16	6.16	2.95	24.63
	Trawsfynydd Power Station	Cwmni Eginio	0.00	0.00	4.93	9.85	4.92	0.00	0.00	0.00	19.70
Land and Property	Western Gateway, Wrexham	Economic Ambition Board	0.00	0.00	4.04	4.92	0.00	0.00	0.00	0.00	8.96
	Warren Hall, Broughton	Economic Ambition Board	0.00	0.30	1.18	5.91	7.38	0.00	0.00	0.00	14.77
	Key Strategic Site, Bodelwyddan	Economic Ambition Board	0.00	0.00	0.00	0.49	0.99	5.42	2.95	0.00	9.85
	Former North Wales Hospital, Denbigh	Economic Ambition Board	0.00	0.99	0.99	0.98	0.98	0.00	0.00	0.00	3.94
	Parc Bryn Cegin, Bangor	Economic Ambition Board	0.00	0.25	2.71	2.95	0.00	0.00	0.00	0.00	5.91
	Holyhead Gateway	Stenaline	0.00	0.00	11.33	13.79	9.35	0.00	0.00	0.00	34.47
Agrifood and Tourism	Glynllifon Rural Economy Hub**	Grŵp Llandrillo Menai	0.00	6.90	2.95	0.00	0.00	0.00	0.00	0.00	9.85
	Llysfasi Net Zero Farm	Coleg Cambria	0.00	4.93	4.92	0.00	0.00	0.00	0.00	0.00	9.85
	Tourism Talent Network	Grŵp Llandrillo Menai	0.00	0.00	0.00	1.48	1.48	1.47	0.00	0.00	4.43
Innovation in High Value Manufacturing	Enterprise Engineering and Optics Centre	Glyndwr University	0.00	6.40	3.15	0.30	0.00	0.00	0.00	0.00	9.85
	Centre for Environmental Biotechnology	Bangor University	0.00	0.00	1.23	1.73	0.00	0.00	0.00	0.00	2.96
Portfolio Management Office Costs (15%)											3.60
Total											240.00

* The Growth Deal capital funding allocation profile is based on the 2021 Portfolio Business Case.

** Where an Outline Business Case or Full Business Case has been approved figures have been updated with the latest information.

Programme	Project	Project Sponsor	Profile 21/22 (£m)	Actual YTD (£m)	Variance (£m)*	Rationale
Digital	Digital Signal Processing Centre	Bangor University	1.82	0.123	-1.7	Slippage in DSP project expenditure from 21-22 to 22-23 as orders placed will not arrive before end of the financial year. Expenditure will happen in early 22-23.
	Connecting the Last Few %	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Connected Corridor	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Full Fibre at Key Sites	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Connected Campuses	North Wales Economic Ambition Board	0.00	0.00	0.00	
Low Carbon Energy	Morlais	Menter Môn	0.00	0.00	0.00	No Full Business Cases have been approved. Expenditure profile now aligned to 2021 Portfolio Business Case update.
	Transport Decarbonisation	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Low Carbon Energy Centre of Excellence	Bangor University	0.00	0.00	0.00	
	Smart Local Energy	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Trawsfynydd Power Station	Cwmni Eginio	0.00	0.00	0.00	
Land and Property	Western Gateway, Wrexham	North Wales Economic Ambition Board	0.00	0.00	0.00	No Full Business Cases have been approved. Expenditure profile now aligned to 2021 Portfolio Business Case update.
	Warren Hall, Broughton	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Key Strategic Site, Bodelwyddan	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Former North Wales Hospital, Denbigh	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Parc Bryn Cegin, Bangor	North Wales Economic Ambition Board	0.00	0.00	0.00	
	Holyhead Gateway	Stenaline	0.00	0.00	0.00	
Agri-food and Tourism	Glynllifon Rural Economy Hub	Grŵp Llandrillo Menai	0.00	0.00	0.00	No Full Business Cases have been approved. Expenditure profile now aligned to 2021 Portfolio Business Case update.
	Llysfasi Net Zero Farm	Coleg Cambria	0.00	0.00	0.00	
	Tourism Talent Network	Grŵp Llandrillo Menai	0.00	0.00	0.00	
Innovation in High Value Manufacturing	Enterprise Engineering and Optics Centre	Glyndwr University	0.00	0.00	0.00	No Full Business Cases have been approved. Expenditure profile now aligned to 2021 Portfolio Business Case update.
	Centre for Environmental Biotechnology	Bangor University	0.00	0.00	0.00	
Portfolio Management Office Costs (1.5%)			0.384	0.219	-0.165	Expenditure lower than expected, mainly due to project delays.
Total			2.204	0.342	-1.865	See above

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

Project	Consenting Stage				Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7	Stage 8
	Pre-application stage	Outline planning / Consent	Full planning / Consent	Conditions discharged	Determine the Project context	Preparing the Strategic Outline Case	Preparing the Outline Business Case	Approval of the Outline Business Case	Preparing the Full Business Case	Approval of the Full Business Case	Project implementation and monitoring	Project Evaluation
Digital Signal Processing Centre	No planning required				✓	✓	✓	✓	✓	✓	⌚	
Full Fibre at Key Sites	Consenting requirements TBC				✓	⌚						
Connected Corridors	Consenting requirements TBC				✓	✓	⌚					
Connected Campuses	Consenting requirements TBC				✓	⌚						
Last Few %	Consenting requirements TBC				✓	✓	⌚					
Morlais	✓	✓	✓	✓	✓	✓	✓	✓	⌚			
Trawsfynydd Power Station	Consenting requirements TBC				✓	⌚						
Local Carbon Energy Centre of Excellence	⌚				✓	⌚						
Smart Local Energy	Consenting requirements TBC				✓	✓	⌚					
Transport Decarbonisation	Consenting requirements TBC				✓	✓	⌚					
Holyhead Gateway	Harbour Revision Order Submitted & Marine License granted				✓	✓	⌚					
Former North Wales Hospital	✓	✓	⌚		✓	✓	⌚					
Key Strategic Site, Bodelwyddan	New LDP required				⌚							
Western Gateway	LDP adoption to be completed				✓	⌚						
Warren Hall	LDP adoption to be completed				⌚							
Parc Bryn Cegin Strategic Site	⌚				⌚							
Glynllifon Rural Economy Hub	⌚				✓	✓	✓	✓	⌚			
Llysfasi Carbon Neutral Centre	Consenting requirements TBC				✓	✓	⌚					
Tourism Talent Network	Consenting requirements TBC				✓	⌚						
Centre for Environmental Biotechnology	No planning required				✓	⌚						
Enterprise Engineering and Optics Centre	✓	✓	✓		✓	✓	⌚					

Programm	Project	Sponsor	Summary
Digital	Digital Signal Processing Centre (DSP)	Bangor University	The project will allow the DSP Centre to expand its presence and remit, integrating fully with the National Strategy Project (NSP) and enable the scaling of key assets including a 5G testbed, research capacity and state-of-the-art equipment.
	Connecting the last few %	Economic Ambition Board	This project targets universal superfast coverage across North Wales, which have yet to be served by other means and cannot obtain speeds of at least 30Mbps (download).
	Connected Corridor	Economic Ambition Board	To introduce high bandwidth mobile coverage on road and rail transport networks with deployment in step with or in advance of UK Government targets. Current focus is high quality 4G coverage and facilitation of 5G deployment. Delivery of coverage to include A55, A483 and A5.
	Full Fibre at key sites	Economic Ambition Board	This project will deliver full fibre connectivity (gigabit capable) with a current focus at 28 key business sites across North Wales.
	Connected Campuses	Economic Ambition Board	The project will accelerate the development of a range of digital connectivity options with a current focus at 18 key regional economic sites.
Low Carbon Energy	Morlais	Menter Môn	Investing in the infrastructure that connects the Morlais Zone with the electricity grid system, and preparing the site for private sector developers who will lease parts of the zone for deploying their tidal energy technologies.
	Transport Decarbonisation	Economic Ambition Board	Support delivery of a demonstrator project involving the production of green hydrogen from low carbon energy sources and its use within regional transport networks.
	Low Carbon Energy Centre of Excellence	Bangor University	Investing in the development of facilities at Bangor University and Menai Science Park, enhancing the North Wales and UK capabilities for innovation in low carbon energy and related areas, helping to create the conditions for new inward investment and business growth in the low carbon energy supply chain in North Wales.
	Smart Local Energy	Economic Ambition Board	To help achieve renewable energy, decarbonisation and local ownership targets, the project will support innovative enabling projects and demonstrators that overcome market failures and unlock private and community sector investments in smart local energy solutions.
	Trawsfynydd Power Station	Cwmni Eginio	The site is uniquely placed for a 'First of A Kind' deployment of a Small Modular Reactor (SMR) or Advanced Modular Reactor (AMR). Alongside the public and private sector, the Growth Deal will contribute funding towards enabling infrastructure for this development.

Programme	Project	Sponsor	Summary
Land and Property	Western Gateway, Wrexham	Economic Ambition Board	Delivery of primary services to enable the site to be brought to the market for sale and development.
	Warren Hall, Broughton	Economic Ambition Board	Delivery of primary services to enable the 65-hectare mixed use site to be bought to the market for sale and then development by the private sector.
	Key Strategic Site, Bodelwyddan	Economic Ambition Board	Delivery of primary services to enable the mixed-use commercial and residential development site to be brought to the market for development.
	Parc Bryn Cegin, Bangor	Economic Ambition Board	Provide industrial floor space to meet known demand for units.
	Former North Wales Hospital, Denbigh	Economic Ambition Board	The Growth Deal funding will assist in the delivery of a cleared and remediated site with primary services to bring forward a mixed-use commercial and residential development
	Holyhead Gateway	Stena Line	Future proof the Holyhead Port by providing new deep-water heavy loading and cruise facilities, improved vehicular access, guaranteeing the future of the breakwater and providing for the demands of regional energy projects.
Agri-food and Tourism	Glynllifon Rural Economy Hub	Grŵp Llandrillo Menai	The vision is to create a distinctive, world-class Rural Economy Hub at Glynllifon, offering a range of facilities and services to strengthen and enhance the regional economy, specifically through growing the food and drink sector.
	Llysfasi Net Zero Farm	Coleg Cambria	The Llysfasi Net Zero Farm aims to lead North Wales to a resilient future where carbon neutral land management is at the centre of a developing renewable energy sector supporting a sustainable, thriving and healthy community covering the rural/urban mix of the region.
	Tourism Talent Network	Grŵp Llandrillo Menai	Future-proofing the pipeline of skills provision and increase commercial benefits from one of the most established sectors in the region. The talent network will stimulate public-private collaboration to coordinate action on skills and product development to transform and accelerate the growth of the tourism and hospitality sector in the region.
Innovation in High Value Manufacturing	Centre for Environmental Biotechnology (CEB)	Bangor University	The Centre for Engineering Biotechnology will be a world-leading centre in the discovery and characterisation of novel extremophilic enzymes of industrial relevance. The Centre for Engineering Biotechnology will provide a strong foundation for attracting world-leading researchers, significant public and commercial research funding, and inward investment to Wales.
	Enterprise Engineering & Optics Centre	Glyndwr University	The Enterprise Engineering & Optics Centre will provide facilities targeted to boost high-level skills development for the region and enable Small and medium-sized enterprises (SME's) and large businesses to work in partnership with Wrexham Glyndwr University on commercially driven research and development in optics, composites and hydrogen fuel cells.