

PLEASE NOTE THERE WILL BE A BRIEFING AT 1pm BEFORE THE COMMENCEMENT OF THE MEETING IN THE COUNCIL CHAMBER.

SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

2.00 pm MONDAY, 9 MARCH 2020

**COUNCIL CHAMBER, CARMARTHENSHIRE COUNTY COUNCIL,
SA31 1JP**

1. Declarations of Interest
2. Minutes of the last meeting (*Pages 3 - 8*)
3. Presentation on the Pembroke Dock Marine (*Pages 9 - 22*)
4. Verbal update from the Vice Chancellor of Swansea University
5. Update on amendments to Joint Committee Agreement (*Pages 23 - 28*)
6. Funding Agreements (*Pages 29 - 30*)
7. Programme Monitoring (*Pages 31 - 100*)
 - Implementation Plan
 - Project Issues Log
 - Risk register
 - Action Plan (Developed in response to Various Review)
8. Forward Work Programme (*Pages 101 - 102*)
9. Any Urgent Items
Any urgent items (whether public or exempt) at the discretion of the Chairperson pursuant to Section 100B (4) (b) of the Local

Government Act 1972

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S.Phillips
Chief Executive

Civic Centre
Port Talbot

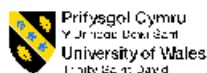
Tuesday, 3 March 2020

Committee Membership:

Chairperson: Councillor R.James

**Vice
Chairperson: Councillor M.Harvey**

**Councillors: A.Llewelyn, S.E.Freeguard, P.Downing,
J.Curtice, M.Evans, J.Adams, T.Baron,
G.Morgan, D.Price and J.Jones**



SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

(Council Chamber Pembroke)

Members Present:

15 January 2020

Chairperson: Councillor R.James

Councillors: A.Llewelyn, P.Downing, J.Curtice, M.Evans,
J.Adams, G.Morgan and J.Jones

Officers In Attendance S.Curran, M.Shaw and A.Manchipp

1. **MINUTES OF THE LAST MEETING**

The minutes of the last meeting held on 28 October 2019 were approved, subject to the attendance being amended from Councillor Jones to Councillor J.Jones.

2. **PRESENTATIONS ON LOCAL PROJECTS FOR CARMARTHENSHIRE AND THE REGIONAL DIGITAL INFRASTRUCTURE PROJECT**

Members received an update on the following local projects for Carmarthen and regional projects led by Carmarthen:

Life Science and Wellbeing Project in Delta Lakes, Llanelli

This was a large multi phased project with the City Deal being a part. The committee was advised that the City Deal was expected to contribute £40m of investment which would result in the projected economic benefit of 1800 jobs and bring a projected economic impact of £460m over the 15 years.

Members then received details of the City Deal elements of the project which included:

- business development based on life sciences

- education, skills and training facilities
- a clinical unit staffed by Hywel Dda University Health Board

The committee noted that outline planning permission had already been granted and that the branding of the site would be launched shortly. Completion of the first phase was anticipated by the end of 2022.

Yr Egin in Carmarthen

This was officially opened in October 2018 with S4C Headquarters occupying the first floor. Phase one is fully occupied and an assessment of the economic benefit to Carmarthenshire and the region would be undertaken shortly.

Two other buildings would be completed by 2023, as phase two and it was pleasing to note that there was already interest in this phase of development.

The Digital Infrastructure Project

The committee was advised that this was at present in the business planning stage with the 5 case business plan having been completed and passed to both the UK and Welsh Governments for approval.

This is a £50m project consisted of 3 elements:

- Traffic Corridor;
- Rural
- Connected Cities

A manager has been appointed to take this forward on a regional basis.

The Skills and Talent Project

This was in the late business plan stage and was a £30m project to provide skills and talents to support the other City Deal projects. Discussions with both UK and Welsh Government would commence shortly.

Following the presentations members raised the following:

- In relation to the Life Science and Wellbeing Project, members asked how the benefits had been estimated and what were the component elements? In response officers explained that the number of jobs in the construction of the project through to the healthcare and the business development jobs had been taken into account. Assurances were sought that the analysis of the economic benefit to the area was robust enough? The Programme Office would let members have details of how this was assessed including the numbers of jobs in each sector.
- In relation to the development of the land, the Programme Office confirmed that the £467m did not include the £200m development costs for each parcel of land (£40m was the City Deal contribution) and agreed to circulate additional papers to members in this regard.
- Members asked how interested higher education providers were in participating in the City Deal projects and were advised that there were six academic partners which were keen to be involved. A Memorandum of Understanding would be developed with each of those partners.
- The Programme Office was asked whether the projects outlined would benefit the shortage of clinical staff in Hywel Dda University Health Board and shortages in social services? This was confirmed. In relation to rehabilitation, joint working with the health board and the local authority would facilitate an enhanced service. Private sector investment would be sought and a Memorandum of Information had been developed and the Section 151 officer was at present in discussion with the private sector.
- Would the village enable Hywel Dda University Health Board's clinical staff to maintain its interface with the public in locally based areas? It was confirmed that this had been considered at the planning stage. Telehealth and telecare could also be used in rural areas particularly.
- Concern was expressed at the rolling out of the Digital Infrastructure in rural areas as this was an issue. The availability of 4G/5G would impact on the aspirations of the Delta Lakes project in utilising Telehealth and Telecare. Assurance was sought that City Deal would dovetail into national projects. The Programme Office advised that consultants had been employed in order to find a solution and that the Programme Office was working with both UK and Welsh Government to this end.

- Members asked whether social housing had been included and were advised that a working group had been established, however there was some social housing in the village.
- Members asked what were the tangible outcomes to measure the projects' successes and how would this be evaluated and monitored? The Programme Office advised that approval had been given by the Programme Board to tender for consultants to develop a monitoring and evaluation process and an integrated assurance action plan, including identifying how the projects linked together. This would be funded by Welsh Government and would cover all the City Deal projects.
- Members asked how the Wellness Centre project benefitted all the City Deal partners and were advised that the skills availability for direct health provision would increase and that work was ongoing with educational facilities across the City Deal region.

3. **UPDATE FROM THE VICE CHANCELLOR OF SWANSEA UNIVERSITY**

This item was deferred until the next meeting as the Vice Chancellor was unable to attend today's meeting.

4. **UPDATE FROM S.151 OFFICER**

In the absence of the Section151 officer, who was unable to attend today's meeting, members received a verbal update from R.Arnold and were pleased to note that the 1st phase of funding had been received on 23 December 2019, totalling £18m. This had been paid into the account in Carmarthenshire, as the accountable body, and in the short term, would be invested in line with the authority's treasury management strategy. Any interest would be ring fenced for the City Deal and its use would be decided in due course. The £18m would then be released in line with the funding agreements, which were in the process of being agreed. The 2 projects (the Swansea Waterfront scheme and Yr Egin) would then receive two fifteenths of the total grant.

A further £18m was expected before the end of the 2019/2020 financial year, subject to sufficient progress being made.

Members then queried the details of the funding agreement and were assured that the agreement allowed for only two fifteenths of the grant value to be released and that the remainder would be invested.

It was agreed that the Terms and Conditions of the Joint Committee Agreement be circulated to members of the joint scrutiny committee, for information.

5. **PROGRAMME MONITORING**

The Joint Scrutiny Committee received Version 22 of the Implementation Plan which included Neath Port Talbot's re worked projects. Members asked for an update on the appointment of the Programme Director and noted that an appointment had been made in December 2019, with the successful applicant taking up post in the spring.

In relation to the Project Issue Log, it was noted that there were two levels of risk. Details of the high level risks for the programme were contained in the circulated report, however the project level risks were at present being updated as a result of the changes in Neath Port Talbot's projects. It was noted that the risk register would be considered by the Joint Committee on a quarterly basis and it was agreed that this then be submitted to the Joint Scrutiny Committee.

Included within the action plan were details of the reviews undertaken together with the resultant recommendations. It was noted that only 2 recommendations remained outstanding.

6. **FORWARD WORK PROGRAMME**

Members noted the current Forward Work Programme and agreed the following changes:

- The next meeting be held at Carmarthenshire:
- Swansea University's Vice Chancellor be invited to the next meeting:
- The recently appointed programme director be invited to attend the next meeting, if available:
- That the correspondence received, on behalf of the Joint Committee, letter dated 20 November 2019, in relation to the

changes to the Joint Agreement requested by this committee be discussed at the next meeting, including a legal update:

- That consideration be given to holding all future meetings of the joint scrutiny committee in Carmarthenshire.

CHAIRPERSON



SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 9th March 2020

Local Projects Update- Camarthenshire

RECOMMENDATIONS/KEY DECISIONS

For Members of the Joint Scrutiny Committee to note and scrutinise the Swansea Bay City Deal Regional project for Pembrokeshire.
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Pembroke Dock Marine

Facilities and services that unlock growth

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**Marine Energy
Engineering Centre of
Excellence
(MEECE)**

**Port
infrastructure
enhancements**

**Marine Energy
Test Areas
(META)**

**Pembrokeshire
Demonstration
Zone
(PDZ)**



Fully established office in the Bridge Innovation Centre in Pembroke dock, with 9 staff:

Programme Manager

Neil Ellsmore

Professional Services

Michelle Hitches (0.8FTE) – Finance & PM

Francesca Robinson - Procurement

Innovation Managers

Chris Palmer (0.6FTE)

Joseph Kidd (0.6FTE)

Magnus Harrold

Based in North Wales, Q2 2020

Research Engineers

Rachel Dorrington – Mechanical Engineer

Arne Vogler – Lead Engineer

Deri Lamb – Coastal & Civil Engineer (placement)

+ 1 Electrical – advertising soon

+ 1 Electronic – advertising soon

Technician

Q2 2020

Currently delivering two Innovation Projects

Project pipeline of more than 10 companies with credible project scopes

Negotiating with PCC to lease 2000 sq.ft workshop space

Formally convene MEECE consortium

- The university Joint Beneficiaries are unable to sign a collaboration agreement without confirmation of City Deal funding.
- Lack of access to university resources is affecting our ability to deliver Innovation Projects
- Universities need time to recruit and to be able to offer 3-year contracts, and need to stay within the WEFO time limit of end of June 2023.

Complete MEECE Mobilisation Period before drawing down WEFO funding

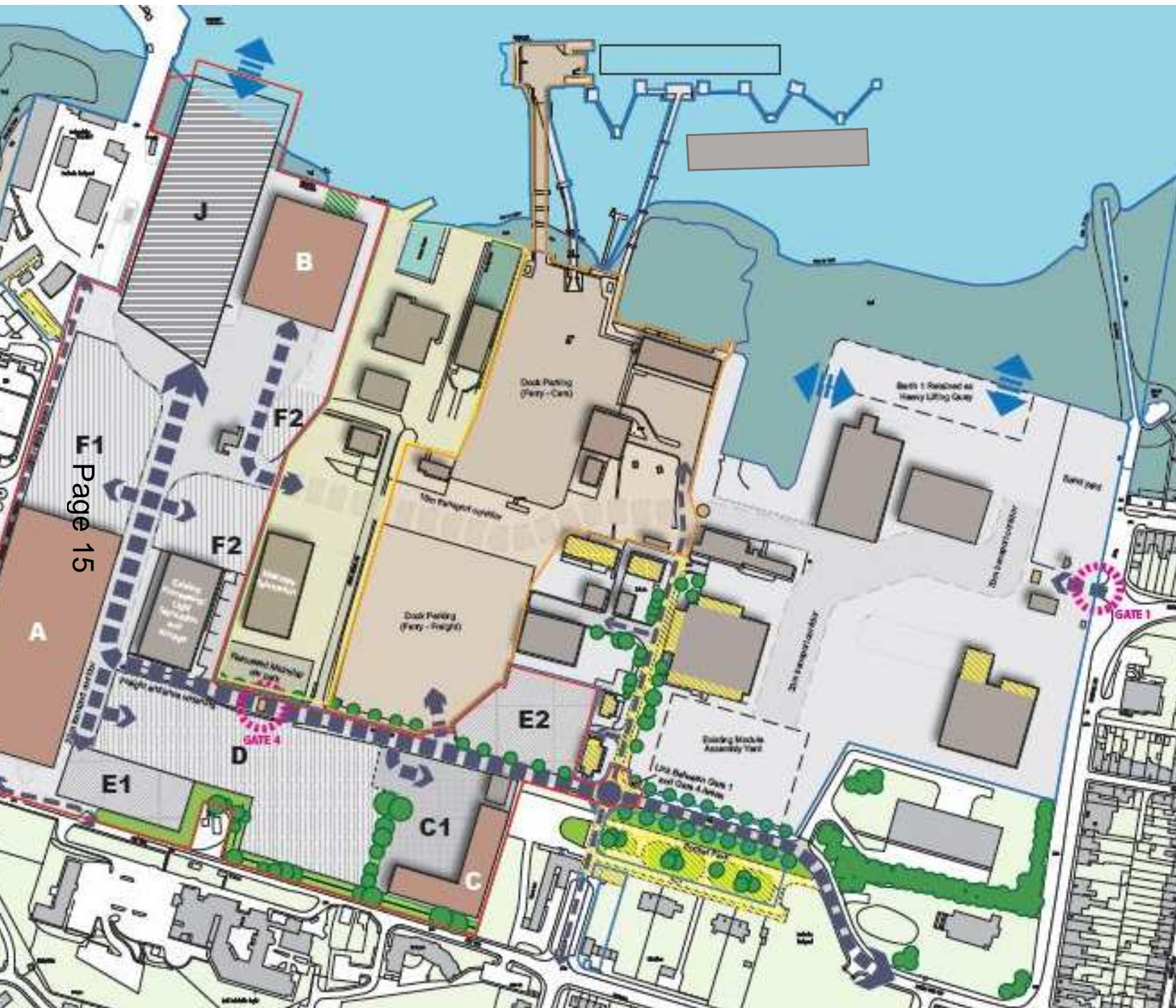
- Confirmation of City Deal funding is a Mobilisation target
- Delay on City Deal funding is causing cash flow problems for Catapult

Reprofile MEECE and PDM financial delivery plans

- Every month of delay to City Deal approval changes our delivery profiles
- Need to accommodate restricted ability of PCC to fund revenue expenditure
- PDM partners have already claimed Capital expenditure from WEFO, making that spending ineligible for support from City Deal.

Formally convene PDM consortium

- Need contractual details from PCC



Pembroke Dock Marine Infrastructure Development

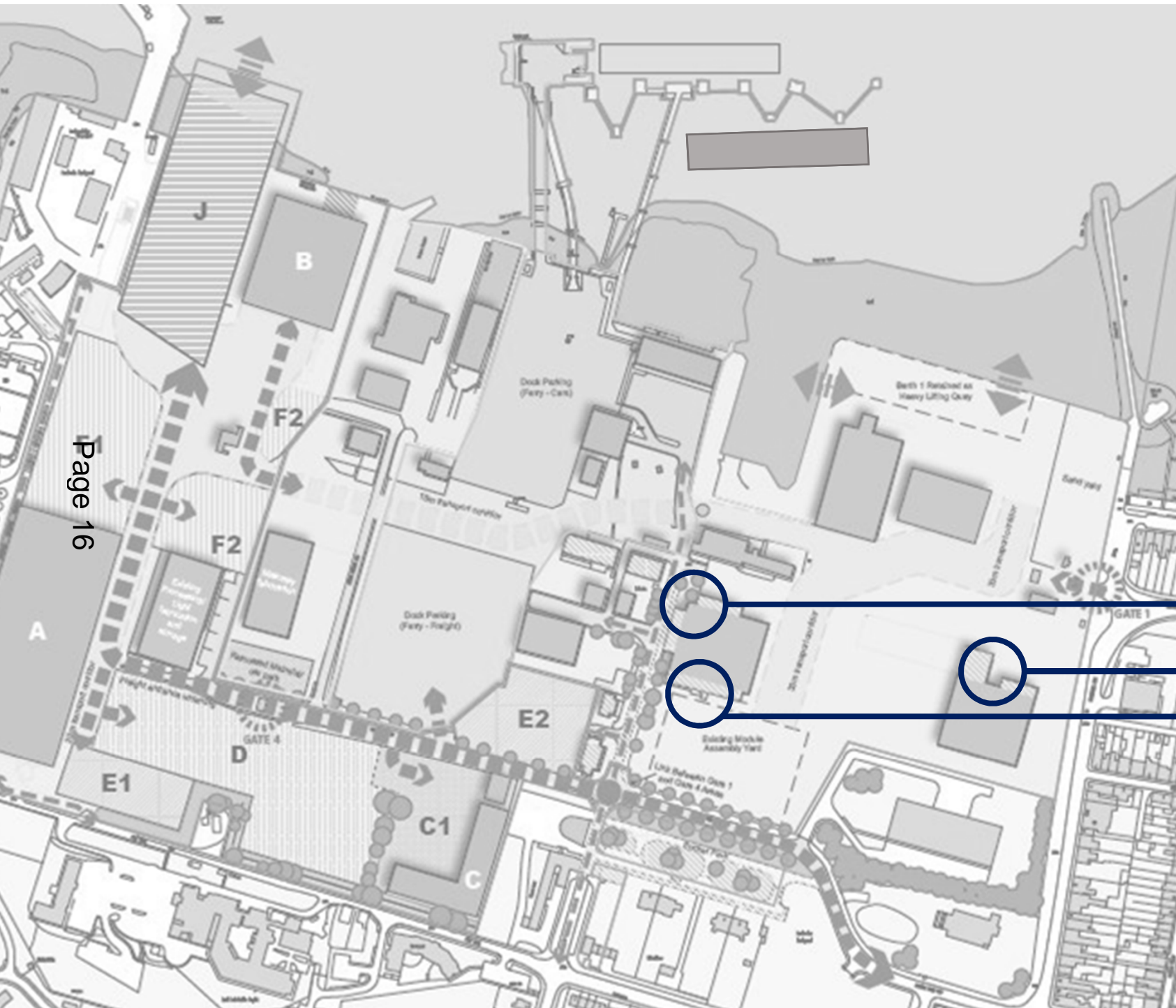
Environmental Impact Assessment

Pre - application Consultation Stage

Documents available here:

<https://www.mhpa.co.uk/pembroke-dock-marine/>

Formal Submission expected early April



Office and light worksh Spaces

Redevelopment of heritage assets to provide office spaces

Detailed Design underway with one annex pre-let to engineering company

META

MARINE ENERGY TEST AREA
ARDAL BROFI YNNI MOROL

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CREATING A HAVEN FOR MARINE ENERGY
CREU HAFAN AR GYFER YNNI MOROL



UNDEB EWROPEAIDD
EUROPEAN UNION

Cronfa Datblygu
Rhanbarthol
European Regional
Development

META's Mission

DEPLOY ► DE-RISK ► DEVELOP

- To reduce the time, cost and risks faced by marine energy developers in order to accelerate growth in the sector.
- To complement the existing test centre network present across the UK, including the two Welsh Demonstration Zones.

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RANGE OF TEST SITES

Fully licensed test site for ocean energy devices, components and subassemblies



UNIQUE LOCATION

Proximity to deep water port and associated infrastructure



EXCELLENT SUPPLY CHAIN

Experienced energy supply chain specialising in marine energy, petrochemicals, liquified natural gas, manufacturing and marine operations



RESEARCH AND INNOVATION

Supporting research, innovation & monitoring methodology projects

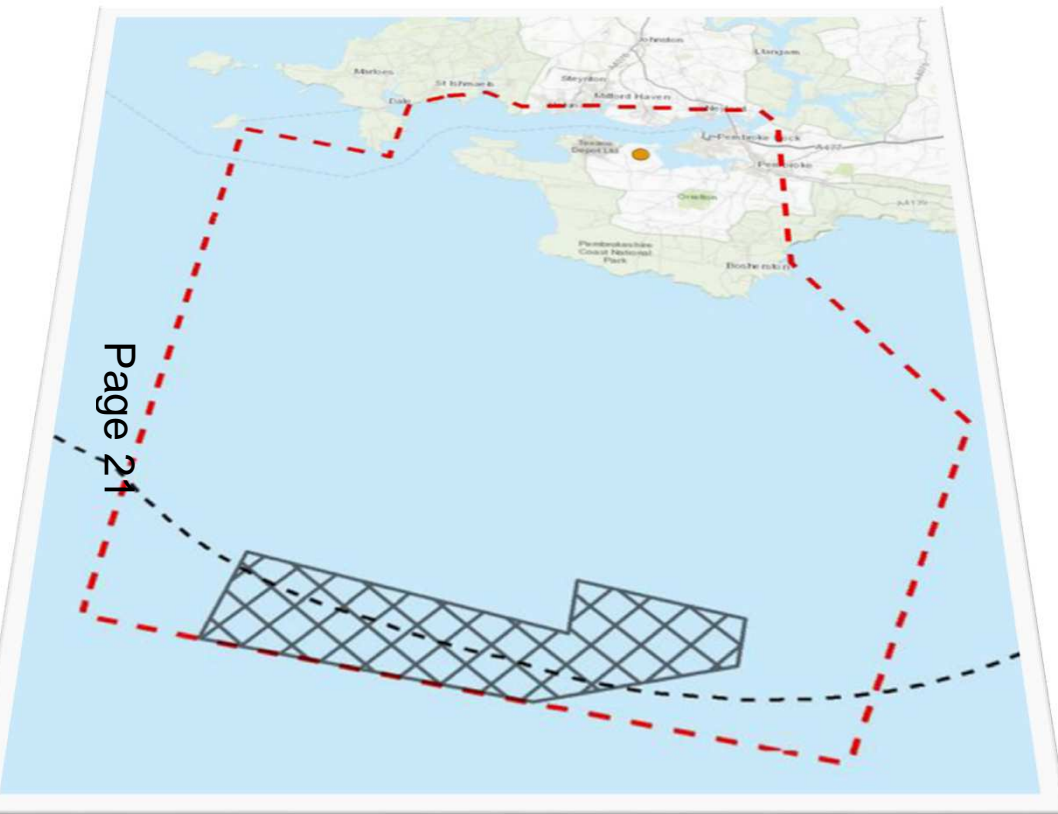
Progress over the last 12 months

META Phase 1 open for business. Launch event with Jeremy Miles, AM in September 2019

META Phase 2:

- Defined envelope of parameters
- Environmental Impact Assessment concluded and Env Statement produced
- Marine License Application submitted to NRW in December 2019
- Planning Application submitted to Pembrokeshire County Council
- HOT's drafted with The Crown Estate
- Operational procedures compiled
- Community Engagement and Education Workshops
- Next Steps = EMEC secondment to ID opps for verification / work with NRW & PCC/POMH to obtain planning consents / finalise leases with the Crown Estate / Collaborate with MEECE, SELKIE and TIGER to maximise value

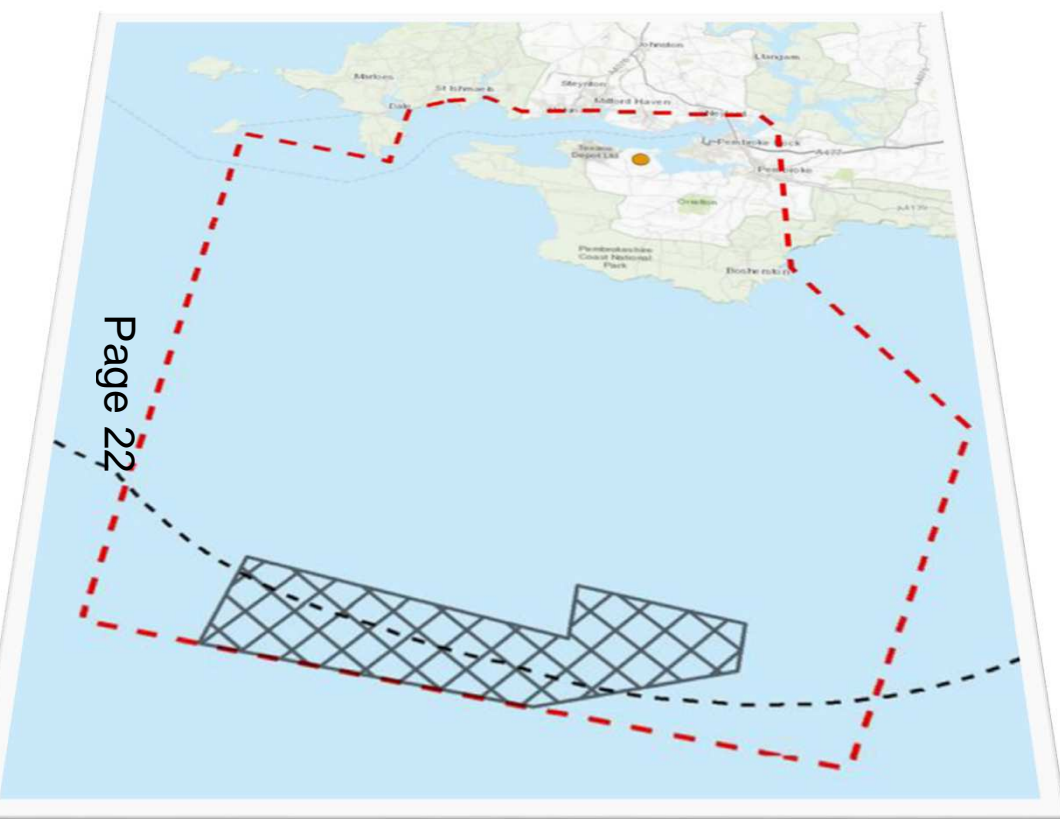
Pembrokeshire Demonstration Zone



The purpose of the PDZ is to;

- Act as a catalyst in the establishment of a centre for low carbon, at sea, energy production in Wales,
- Develop strategically enabling infrastructure to accelerate the development of offshore energy off of the coast of Wales,
- Enable the deployment of current and future energy generating technologies, up to a capacity of 180MW, to generate green electricity from the sea.

Pembrokeshire Demonstration Zone



Progress over the last 12 months;

- Secured an offer of funding from WEFO for up to £2.9m (subject to SBCD match),
- Undertook Basis of Design exercise to consider scoping opinions and firm up design requirement,
- Widespread engagement with Stakeholders to ensure project develops in line with market conditions,
- Developed roles for 2 FTE to be based in Pembroke. Recruitment to start imminently.

SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

9 March 2020

<p>Report Title</p> <p>Update on amendments to Joint Committee Agreement</p>	
<p>RECOMMENDATIONS/KEY DECISIONS</p> <p>To provide members with an update on the amendment to the Joint Committee Agreement following representations of the Joint Scrutiny Committee on the 13th September 2019.</p>	
<p>REASONS</p> <p>To keep members advised of the current proposals to amend the Joint Committee Agreement</p>	
<p>OFFICER CONTACT</p> <p>Name Craig Griffiths Head of Legal Services NPTCBC</p>	<p>Telephone: 01639 763767 Email: c.griffiths2@npt.gov.uk</p>



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SWANSEA BAY CITY REGION

JOINT SCRUTINY COMMITTEE

9 March 2020

REPORT OF THE HEAD OF LEGAL SERVICES FOR NEATH PORT TALBOT COUNTY BOROUGH COUNCIL – CRAIG GRIFFITHS

Matters for Information

Title of Report

Update on amendments to Joint Committee Agreement

Purpose of Report

To provide members with an update on the amendment to the Joint Committee Agreement following representations of the Joint Scrutiny Committee on the 13th September 2019.

Background

On the 13th September 2019, the Chair of the Joint Scrutiny Committee wrote to the Joint Committee requesting three matters be considered prior to finalising the Joint Committee agreement.

1. That the quorate be reduced from 8 to 6 for the Joint Scrutiny Committee

2. Clause 9.3 be re-written to provide additional clarity on what is being indemnified
3. That the caveat relating to scrutinising individual projects ie permission of constituent authority be removed.

The Joint Committee considered this letter at the meeting of the 29th October 2019 at which stage the amendments to the joint Committee Agreement had been approved by a number of constituent Councils.

A letter was forwarded from the Joint Committee to the Chair of the Joint Scrutiny Committee on the 20th November 2019, which confirmed the following:

- The Joint Committee has requested that legal officers consider whether the amendment to the quorate number can be made under delegated powers without a full report having to go back to constituent Councils. Once a discussion has taken place with legal officers the matter will be reported back to Joint Committee.
- In relation the Clause 9.3 it was felt that the clause was appropriately worded. This is standard legal wording for an indemnity clause which is designed to protect the Accountable Body as employer of the Programme Director and Portfolio Management Office but recognising that the Programme Director receives instructions from and is accountable to the Joint Committee. Therefore if the Programme Director or Portfolio Management Office act in a way that causes any loss to the Councils arising from an instruction of the Joint Committee then the Councils agree to share those losses equally. Where such losses arise as a result of the Accountable Body's negligent actions as employer of the Programme Director or Portfolio Management Office then those losses will be covered by Carmarthenshire County Council.
- Finally in relation to regional scrutiny the caveat around the joint scrutiny of individual projects was inserted to protect the integrity of individual constituent scrutiny committees and to avoid any potential for duplication of work. Individual scrutiny committees would be expected to be sympathetic to any requests and work towards ensuring no duplication of work. It is therefore not felt



appropriate to remove the caveat but any requests will be monitored.

Since this correspondence, legal officers have now considered the position in respect of quorum and a report will be brought to the Joint Committee for approval to formally amend the Joint Committee Agreement to incorporate this requirement.

A deed of variation has already been undertaken to incorporate amendments following the internal and external audit reports and it is envisaged a report will be brought to the Joint Committee in April 2020 following which a formal deed of variation will be prepared to incorporate the amendment suggested by the Joint Scrutiny Committee.

Financial Impact

There are financial impact associated with this report.

Integrated Impact Assessment

As this report is for information there is no requirement to undertake an Integrated Impact Assessment

Workforce Impacts

There are no workforce impacts associated with this report.

Legal Impacts

There are no legal impacts associated with this report

Consultation

There is no requirement for external consultation on this item

Proposals

That members note the current arrangements for amendments to the Joint Committee Agreement in respect of scrutiny.



Reason for Decisions

To keep members advised of the current proposals to amend the Joint Committee Agreement

Officer Contact

Craig Griffiths
Head of Legal Services (NPTCBC)
Tel: 01639 763767
Email: c.griffiths2@npt.gov.uk

SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

9th March 2020

Funding Agreements

RECOMMENDATIONS/KEY DECISIONS

During the last Joint Scrutiny Committee (15 January 2020), members requested that the Funding Arrangements (Terms and Conditions) adopted to support the release of funds to Lead Authorities be circulated for review.

REASONS

The unexpected cancellation of Joint Committee on 25th February 2020 has impacted in the delay of approval of the Funding Agreements. As a result the Funding Agreements are now being submitted to the next Joint Committee (on 26th March 2020) for approval.

As a result of the above event, circulation of these agreements will now require deferral until the next Joint Scrutiny Committee.

OFFICER CONTACT

Chris Moore, Section 151 Officer,
SBCD

Telephone: 01267 242463
Email: CMoore@carmarthenshire.gov.uk



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SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 9th March 2020

Programme Monitoring

RECOMMENDATIONS/KEY DECISIONS

For Members of the Joint Scrutiny Committee to note and scrutinise:

- The Implementation Plan,
- The Project Issues Log,
- The Risk Register,
- and Action Plan updates that are contained within the report.

The Section 151 officer will be present at the meeting to provide a response to any questions that the Scrutiny Committee may have.

REASONS

In a previous meeting of the Joint Scrutiny Committee, Members requested that the Action Plan, Implementation Plan and Issue/Risk Register be a standing item on the agenda to ensure that the progress is monitored.

OFFICER CONTACT

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Democratic Services Officer
(NPT Council)

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SWANSEA BAY CITY DEAL

January, 2020

Implementation Plan

The Swansea Bay City Deal Implementation Plan has been developed to set out the high-level activities that will support the delivery of the Swansea Bay City Deal (SBCD).

The Plan outlines the work of the Joint Committee and supporting structures including programme governance, stakeholder engagement, programme implementation, monitoring, evaluation and indicative milestones for the SBCD programme and its projects.

The Joint Committee will review the Implementation Plan annually, with the first review to take place no later than one year after the approval of the Implementation Plan. Reviews in later years will take place no later than one year after the previous review. The Programme should be managed as a Portfolio, not as a set of predetermined and immutable projects.

The City Deal's Implementation Plan is an evolving document.

The latest version of this document (version 22) takes on board the revised Neath Port Talbot programme of projects, as well as updated financial profiles for projects within the City Deal programme.

Other revisions in this latest version include a section on the reviews into the City Deal, as well as additions to the section of the document about interdependencies between key City Deal themes.

1.0 Summary of Programme

The Swansea Bay City Region covers the four local authority areas of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.

Based on the Swansea Bay City Region Economic Regeneration Strategy 2013-2030, the Swansea Bay City Deal sets out an integrated, transformational approach to delivering the scale and nature of investment needed to support plans for growth in the Region.

The strategic vision is to create a super smart innovation region which will inform and advance solutions to some of the most pressing challenges of modern times in the areas of economic acceleration, smart manufacturing, energy, life sciences and well-being.

The Swansea Bay City Deal is a total investment of £1.3 billion over a period of 15 years. This consists of £241 million from the UK and Welsh Governments, £396 million from other public sector funding, and £637 million from the private sector.

The City Deal provides a once in a generation opportunity to further consolidate the region's role in technological innovation through the creation of interconnected testbeds and living laboratories, designed not only for proof of concept but also for proof of business.

Using the transformational powers of next generation digital technologies, and supported by a programme of tailored skills development, the City Deal will accelerate the region's innovation, technological and commercialisation capabilities to support the establishment and growth of local innovation businesses, while also acting as a catalyst to attract further inward investment.

The strands of innovation, skills and digital infrastructure create synergies across the themes and projects of the Swansea Bay City Deal.

Partnership working



The Swansea Bay City Deal is an excellent example of partnership working between councils, universities and education providers, health boards, the UK and Welsh Governments, and the business community. It demonstrates what collaboration and joined-up thinking can achieve for our citizens.

The City Deal is also a good example of the 5 Ways of Working promoted by the Well-being of Future Generations (Wales) Act 2015. The City Deal will make a significant contribution to the seven well-being goals.

Being a 15-year programme, the Swansea Bay City Deal gives an excellent opportunity to address persistent challenges such as climate change, poverty, inequality, jobs, skills and rurality in a transformational and preventative way.

It is also an opportunity for the four local authorities and City Deal partners as a whole to demonstrate use of the 5 Ways of Working to maximise their contribution to the well-being goals required under the Act, through a major public and private sector investment programme.

The Regional Office has been in discussions with the Office of the Future Generations Commissioner in Cardiff to explore at the outset how the SBCD projects can use the Act as a framework at the design stage of projects. This approach would then ensure contribution of

each SBCD project towards the Act's seven Goals, while improving the 5 Ways of Working during project development.

The 5 Ways of Working principles will be used as a starting point for helping projects consider how they can involve people in the project's development, who they should be collaborating with, and what the long-term trends are that need to be considered or addressed.

The Office of the Future Generations Commissioner in Cardiff has developed a specific framework based on the 5 Ways of Working and the seven Well-being Goals. This Framework will allow SBCD Project Leads to use the Act to shape the development and assessment of projects and to drive their design and implementation. It has been shared with each of the Project Leads to assist in identifying improvements that need to be made to ensure the project adheres to the Act, while maximising the future benefits of the Swansea Bay City Deal Programme.

2.0 Outcomes and benefits

The aim of the Swansea Bay City Deal is to create an outward-looking City Region with the innovation, capacity and infrastructure to inform and advance solutions to major regional challenges.

By 2035 we will:

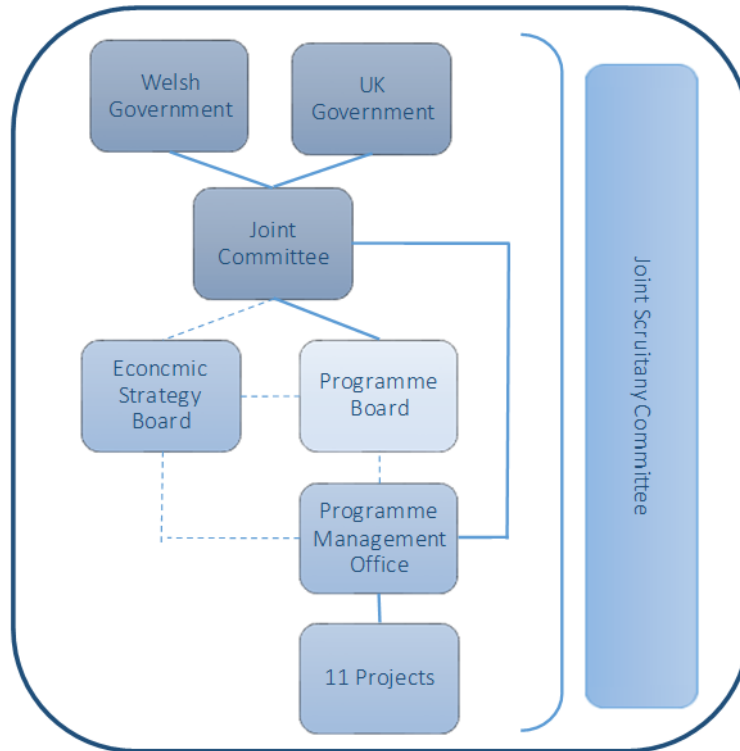
- Transform the regional economy
- Establish and maintain an effective and aligned skills base
- Create, prove and commercialise new technologies and ideas
- Be a recognised regional centre of excellence in:
 - The application of digital technologies
 - Life Science and Well-being
 - Energy
 - Advanced manufacturing

At the end of the programme period, it's estimated the Swansea Bay City Deal will lead to:

- Funding of £1.3 billion (including a £600 million private sector contribution) for interventions to support economic growth across the City Region
- A portfolio of transformational projects throughout the City Region
- A £1.8 billion contribution to regional GVA
- The creation of over 9,465 high-skilled jobs
- Investment spread across the entire City Region to ensure benefits for residents and businesses in all communities, both urban and rural

In addition to the above outcomes, the City Deal will also have wider social and economic benefits at both a programme wide and project specific level. The full detail of all City Deal outcomes and benefits will be set out in a Monitoring and Evaluation Plan that will provide details on the capturing, monitoring and evaluation of key information throughout the City Deal programme.

3.0 Programme Governance set out in City Deal heads of terms



3.1 Joint Committee

The Joint Committee comprises the four local authority Leaders of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.

The Joint Committee will be chaired by a local authority Leader. Its current chair is the Leader of Swansea Council.

The Chair of the Joint Committee will be elected for a two-year term in the first instance, reviewed annually thereafter.

The Joint Committee has ultimate responsibility and accountability for decisions taken in relation to the Swansea Bay City Deal, in line with the visions and interests of all participating parties and the Swansea Bay City Deal document signed on 20th March, 2017.

The first formal meeting of Joint Committee took place on 31st August 2018 when each of the four local authorities signed the Joint Committee Agreement – a legal document that sets out how the councils will work together.

The head of paid service, monitoring officer and section 151 officer of each of the Councils shall be entitled to attend meetings of the Joint Committee as an advisor, but they shall not have a vote.

The Leaders have agreed to co-opt to the Joint Committee the Chair of the Economic Strategy Board, and one representative each from the University of Wales Trinity Saint David, Swansea University, Hywel Dda University Health Board and Swansea Bay University Health Board. Voting rights will be reserved for the four local authority Leaders.

The Joint Committee meets on a monthly basis and, as set out in the Joint Committee Agreement, its functions include:

- Identifying and introducing appropriate governance structures for the implementation of any projects within the Swansea Bay City Deal programme. This shall include the formation of corporate bodies and any other structures which the Councils can lawfully establish or participate in
- Agreeing and planning the overall strategy for and delivery of the Swansea Bay City Deal programme
- Performance management of the Swansea Bay City Deal programme
- Strategic communications
- Monitoring the City Deal programme's impact
- Reporting of impact to regional local authorities
- Authorising the Accountable Body to commission external support and to oversee the delivery and management of project expenditure
- Progressing a regional approach for the discharge of strategic functions. These functions may include land use, planning, transport and economic development
- Approval and adoption of the Implementation Plan
- Approval of any Implementation Plan deadline extension agreed by the Councils
- Agreeing the terms and conditions of Government funding
- Overseeing the proportion of each Council's responsibility for borrowing to provide funding for regional projects
- Reviewing performance of the Chair of the Economic Strategy Board on an annual basis
- Agreeing the annual costs budget
- Consideration of project business cases, based on recommendations from Programme Board and the Economic Strategy Board
- Determining whether or not to approve the submission of projects to the UK and Welsh Governments for approval/the release of government funds

3.2 Economic Strategy Board

Reporting to the Joint Committee, the Economic Strategy Board (ESB) is made up of representatives from the private sector in key City Deal themes including energy, life sciences, manufacturing and housing.

The Economic Strategy Board acts as the voice of business, providing strategic direction for the City Deal through advice to the Joint Committee on matters relating to the City Region. It also has a role in advising the Joint Committee on opportunities to strengthen the City Deal's impact.

The Chair is accountable to the Joint Committee. Reaching agreement by consensus, the Economic Strategy Board does not have formal decision-making powers.

The Economic Strategy Board meets with the following frequency, or as and when required:

- Quarterly in advance of any Joint Committee meeting; and
- When necessary to deal with business as agreed by the Chair of the Economic Strategy Board.

The Regional Office will arrange for minutes of each meeting to be taken, approved and recorded. Key activities of the Economic Strategy Board include:

- Submitting strategic objectives for the Swansea Bay City Region
- Assessing the individual project business cases against the strategic aims and objectives of the City Deal
- Making recommendations to the Joint Committee on whether or not the project business cases should proceed
- Considering implications of a proposed withdrawal or change of project local authority lead
- Considering any proposal for a new project
- Providing recommendations to the Joint Committee on whether or not the new project proposed should replace the project to be withdrawn
- Determining the process for selecting new projects or reallocating funding
- Monitoring progress of the City Deal's delivery

The Chair of the Economic Strategy Board has been appointed following an open competition exercise. The process of appointing other members of the Economic Strategy Board has taken place through an open recruitment and nomination process, with membership being drawn from across private sector. The Economic Strategy Board membership was agreed through a vote at the first formal meeting of the Joint Committee on 31st August, 2018.

3.3 Programme Board

Accountable to the Joint Committee, the Programme Board consists of the head of paid service of each of the four Councils, or another officer nominated by the head of paid service. The Programme Board Chair shall be reviewed annually.

The Programme Board may co-opt additional representatives to the Board. Co-opted members may include representatives of Swansea University, the University of Wales Trinity Saint David, Hywel Dda University Health Board and Swansea Bay University Health Board.

The Board was formally established by the Joint Committee at its first meeting.

The Programme Board has four distinct roles:

- Preparing recommendations on the Swansea Bay City Deal programme:
 - Ensuring that all schemes are developed in accordance with the agreed package
 - Analysing each City Deal project's financial viability, deliverability and risk
 - Overseeing the production of business cases.
- Advising on the strategic direction of the Economic Strategy Board
- Overseeing performance and delivery of projects by reviewing progress against agreed milestones, focussing on delivery and financial risks, and identifying any necessary remedial action
- Working on a regional basis to improve public services, especially in the areas of economic development, transport, planning, strategic land use, housing and regeneration

Meetings of the Programme Board will take place on a monthly basis before meetings of Joint Committee and the Economic Strategy Board.

3.4 Accountable Body

In accordance with the Joint Committee Agreement, it was agreed that Carmarthenshire County Council would act as the Accountable Body responsible for discharging City Deal obligations for all regional councils.

The role of the Accountable Body is to:

- Act as the primary interface with the Welsh Government, the UK Government and any other funding bodies
- Hold and release any Government funding in relation to the Swansea Bay City Deal
- Only to use and release these funds in accordance with the terms of the Joint Committee Agreement
- Comply with the funding conditions set out in the Joint Committee Agreement
- Undertake the accounting and auditing responsibilities set out in the Joint Committee Agreement
- Employ Regional Office staff

3.5 Regional Office

Reporting directly to the Joint Committee, the Regional Office plays a co-ordinating and supporting role. It is responsible for the day to day management of matters relating to the Joint Committee and the Swansea Bay City Deal.

Key activities of the Regional Office include:

- Strategic liaison with the UK Government, Welsh Government and policy advisors
- Governance support for all aspects of the City Deal governance structure
- Programme implementation, co-ordination, monitoring and evaluation
- Undertaking research, analysis and reporting as and when requested by groups within the governance structure
- Strategic project co-ordination including advising on and coordinating the development and submission of 5 case business models for City Deal projects
- Liaison and engagement with government funding bodies and programmes, Universities and Health Boards
- Responsibility for managing the identification, assessment, approval, monitoring and evaluation processes for regional interventions and projects
- Communications and engagement management for the Swansea Bay City Deal
- Private sector involvement, business development and inward investment
- The consideration and development of opportunities for additional funding sources to assist in the delivery of regional activities which are complimentary to the SBCD.

3.6 Swansea Bay City Deal reviews

In December 2018, it was announced there would be two reviews into the Swansea Bay City Deal – an external, independent review; along with an internal review.

The findings of both the external review (carried out by Actica consulting) and the internal review (carried out by Pembrokeshire County Council) were published in March 2019.

Joint Committee has agreed to implement all recommendations arising from the reviews, which include:

- The appointment of a new City Deal Programme Director
- The establishment of a new City Deal Portfolio Management Office, led by the new Programme Director
- The management of the City Deal as a portfolio, as opposed to a set of pre-determined and immutable projects
- A redistribution of roles and functions to ensure an equitable balance across the City Deal partnership, each acting as a check and balance for the other

Progress includes the appointment in December 2019 of a new City Deal Programme Director.

Roles and functions have also already been redistributed as below to ensure a more equitable balance across the City Deal partnership:

- Legal and democratic services – Swansea Council
- Finance – Carmarthenshire Council
- Audit – Pembrokeshire Council
- Scrutiny – Neath Port Talbot Council

Carmarthenshire Council will continue as the Accountable Body.

4.0 Joint Committee Work Programme

A detailed work programme has been developed in Gantt format. This will be continually monitored and updated to ensure progress is being made.

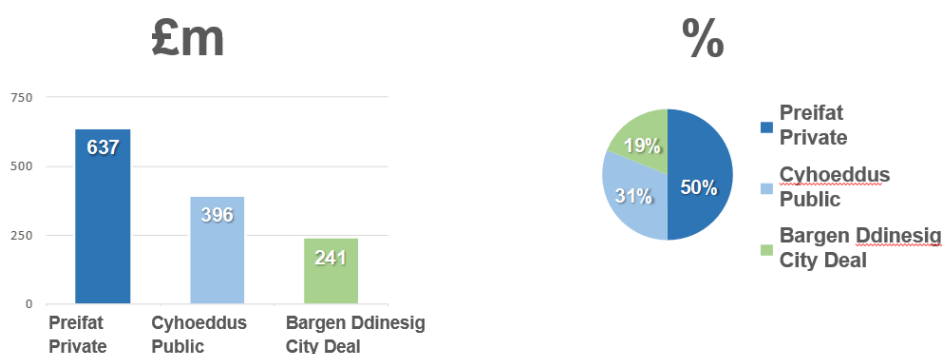
Summarised key actions for the Joint Committee include:

Category	Action	Timeframe (Using Calendar Year)	Responsibility
Governance	JCA & SBCD governance approved at Full Council meeting in each of the 4 LAs	Complete	4 LAs
	Formal agreement of JCA & SBCD governance	Complete	Joint Committee
	Formal establishment of Economic Strategy Board	Complete	Joint Committee /UKG & WG
	Establish Joint Scrutiny Arrangements	Complete	Neath Port Talbot
	Formal approval of Implementation Plan	Qtr1 2020	Joint Committee
Finance	Identify and agree LA borrowing requirements	Qtr1 2020	LAs Section 151 Officers and Legal Officers / Accountable Body / JC
	Identify funding for revenue requirements and agree position on NNDR & Capitalisation	In principle agreement reached Qtr2 2019	Accountable Body / LAs Section 151 Officers / Joint Committee
	Formal agreement of process principles for flow of finances for Regional and Local Authority City Deal projects as set out in the Joint Committee Agreement	Qtr 1 2020	4 LAs / Joint Committee
SBCD Project development /approval	Agree submission process and timescales for projects to Governments	Complete	Regional Office / / UKG & WG / JC
	Agree project approval process	Complete	Accountable Body / 4 LAs / JC / UK & WG

Legal and Procurement	Draft SBCD JCA developed	Complete	Accountable Body/ LAs Section 151 Officers and Legal Officers
	Develop Economic Strategy Board TOR for approval	Complete	Accountable Body/ LAs Section 151 Officers and Legal Officers
	Develop City Deal Regional Procurement principles	Qtr2 2020	Accountable Body/Regional Office
	Contracts Register to be established to identify and report on community benefits	Qtr2 2020	Regional Office /Accountable Body
	Develop Template Funding Agreement between the Project Authority Lead and the Project Lead to allow the transfer of City Deal Funding	Qtr 1 2020	Accountable Body/ LAs Section 151 Officers and Legal Officers/ Joint Committee
Monitoring and Evaluation	Programme Risk Register Developed	Complete	Regional Office/Accountable Body
	Final Version Monitoring and Evaluation Plan agreed	Qtr1 2020	Regional Office / UKG & WG
Stakeholder Engagement	Development and agreement of Business & Stakeholder Engagement Plan	Qtr2 2019 & Ongoing	Regional Office / Joint Committee
Strategic Regional Functions	Explore key strategic functions at a regional level that will support both the implementation of this Deal and wider development activity	Ongoing	Programme Board / Joint Committee / UK & WG

5.0 Programme Financing

The Swansea Bay City Deal is a total investment of £1.3 billion over a period of 15 years. This consists of £241 million from the UK and Welsh Governments, £396 million from other public sector funding, and £637 million from the private sector.



The Joint Committee Agreement sets out details of the allocation of Government funding and private and public funding contributions for each project. The proportion of Government funding shall be in accordance with the details set out in the JCA Schedule 7 (table shown below) unless the Councils agree to vary this.

The City Deal portfolio of projects set out in the heads of terms can be seen in the diagram below.

PROJECT NAME	Private (£ m)	Public (£ m)	City Deal (£ m)	Total Project Costs (£ m)
Internet of Economic Acceleration				
Digital Infrastructure	30.0	0.0	25.0	55.0
Swansea City & Waterfront Digital District	23.9	94.3	50.0	168.2
Creative Digital Cluster - Yr Egin	3.0	16.3	5.0	24.3
Centre of Excellence in Next Generation Services (CENGS)	27.0	5.5	23.0	55.5
Skills & Talent Initiative	4.0	16.0	10.0	30.0
Internet of Life Science & Well-being				
Life Science & Well-being Campuses	10.0	20.0	15.0	45.0
Life Science & Well-being Village	127.5	32.0	40.0	199.5
Internet of Energy				
Homes as Power Stations	382.9	119.2	15.0	517.1
Pembroke Dock Marine	25.9	22.4	28.0	76.3
Smart Manufacturing				
Factory of the Future	3.2	10.3	10.0	23.5
Steel Science Centre	0.0	60.0	20.0	80.0
TOTALS	637.4	395.9	241.0	1,274.3

5.1 Revised Neath Port Talbot programme

The City Deal projects originally due to be led by Neath Port Talbot Council included Centre of Excellence in Next Generation Services (CENGS), Factory of the Future and the Steel Science Centre.

To better meet the needs of Neath Port Talbot/regional residents and businesses, however, a new programme of projects to be part City Deal funded was approved by Neath Port Talbot Council's Cabinet in July 2019.

The £58.7 million Supporting Innovation and Low Carbon Growth programme has been developed to deliver a co-ordinated delivery of sustainable growth and job creation in the region, with a targeted focus on the Port Talbot Harbourside area.

The Programme aims to create the right environment for innovation, new technologies and a decarbonised local and regional economy.

A GVA contribution of £6.2 million a year is being projected once all projects are operational, along with the creation of 446 new, high-value added jobs. This would generate a GVA impact of £93 million over 15 years.

A 15-year Net Present Value (NPV) of £145 million is also projected.

Funding of £47.7 million is being sought from the Swansea Bay City Deal, with other funding coming from Neath Port Talbot Council and the private sector.

The Supporting Innovation and Low Carbon Growth programme has been developed around four interlinked themes:

1. **Swansea Bay Technology Centre** – An energy positive building on Baglan Energy Park providing flexible office space for start-up companies and indigenous businesses, with a focus on the innovation, ICT and R&D sectors. The excess energy from solar and other renewable technologies will be converted into hydrogen at the nearby Hydrogen Centre to be used to fuel hydrogen vehicles.
2. **National Steel Innovation Centre** that aims to support the steel and metals industry in Port Talbot and Wales – with the aim of reducing the carbon footprint of the steel and metals industry, and increasing the sustainability of the industry, linking in to the circular economy.
3. **Decarbonisation** – To assist with the delivery of decarbonising the City Region, a number of core projects will be undertaken in collaboration with public, private and academic partners including the FLEXIS research operation. These projects include a hard-wired electrical link between the Swansea Bay Technology Centre and the nearby Hydrogen Centre, as well as an electrical charging infrastructure route map. Encouraging the uptake of electric vehicles, this includes the development and implementation of an electric vehicle charging network that meets the demands of residents, businesses and visitors. New charging stations will contribute to solving Wales' lag in electrical vehicle charging infrastructure and coverage compared to the rest of the UK. Air quality modelling and real-time monitoring will also be introduced to enable better informed air quality decisions in future. This project will include data analytics to identify correlation with pollution sources, evaluation of intervention measures, and area wide, real-time data with significantly more geographic detail than is currently available.
4. **Industrial Futures** – This will address the gap between demand and supply for businesses and available land in the Port Talbot Waterfront Enterprise Zone, with a hybrid building providing production units as well as office space to support start-ups and indigenous businesses - especially those in the innovation and manufacturing sectors. There will also be laboratory space supported by Industry Wales for spin-outs to monetise research and development projects, as well as land remediation, flood defence work, construction of access roads and upgrading of highways. A Property Development Fund will also be made available to support the viability of private sector schemes to develop buildings in the Enterprise Zone.

The portfolio of projects meets the requirements of recommendations arising from reviews into the City Deal, while also representing a first stage response to the climate change emergency declared by the Welsh Government in April, 2019.

The programme will develop over 18,000 square metres of business space, primarily to meet evidenced demand from small to medium sized businesses, while providing the technological platforms essential for them to grow.

5.2 Synergies with the Swansea Bay City Deal programme

The Programme will meet City Deal portfolio objectives by:

- Reducing gap in GVA performance between the Region and the UK through improving regional productivity - Analysis estimates an annual GVA impact of £6.2 million once all projects are fully operational. It's also estimated that the programme will deliver a positive, cumulative NPV of £145 million over 15 years.
- Creating high-value jobs - 1,320 jobs (including construction) will be safeguarded/created, with at least 30% of these to be new. Jobs will be created in the advanced manufacturing, energy, engineering and technology sectors.

- Establishing and maintaining an effective and aligned skills base - All Programme projects will work with the Regional Learning and Skills partnership to ensure there is an appropriate skills base to take advantage of the investment.
- Creating, proving and commercialising new technologies and ideas - The overall project will develop over 18,000 square metres of business space. This will include flexible office space for start-up companies and indigenous businesses to commercialise their ideas and technologies. There will also be laboratory space supported by Industry Wales for spin-outs to monetise research and development projects. The National Steel Innovation Centre will facilitate the commercialisation of steel science research and development.
- Building capacity and driving forward further and greater inward investment - Employment sites and premises will be developed to house growing indigenous businesses and attract investment, helping meet gaps in business property supply through a demand-led approach with sufficient capacity. A distinctive programme of decarbonisation for manufacturing will also be developed, helping attract investment, along with a property development fund to stimulate private sector investment. The marketability of the Enterprise Zone for further investment will also be enhanced.
- Creating a sustainable regional economy that contributes meaningfully to the economy of Wales and the UK - The project will inject momentum into the delivery of sustainable growth and job creation in Neath Port Talbot and the wider City Region. A sustainable regional economy will be created via decarbonisation to establish cleaner processes for industry and cleaner air for communities. Decarbonisation interventions will also promote sustainable travel, buildings and economic growth, while creating a more diversified economy. This will contribute to Wales and UK-wide climate change targets. The project will also invest in 21st century employment facilities to create sustainable jobs in identified sectors, with innovative steelmaking research and development due to benefit the steel industry in Neath Port Talbot, the City Region and far beyond.

The Supporting Innovation and Low Carbon Growth programme is also aligned to the four 'internet' themes within the City Deal programme:

- The Internet of Economic Acceleration: next generation digital infrastructure
- The Internet of Life Science and Well-being: expanding research and innovation
- The Internet of Energy: energy innovation and sustainable housing
- Smart manufacturing

The energy efficient buildings and decarbonisation elements of the programme align to the regional Homes as Power Stations project, as well as the Pembroke Dock Marine project aimed at boosting South West Wales' blue economy

Next generation digital infrastructure, as well as the potential for early in-region access to 5G, will boost business productivity in the new employment spaces being developed, helping attract further investment.

The Programme will also accelerate work to decarbonise the economy, while facilitating advanced research and development to safeguard the future of the steel industry.

All projects forming part of the programme will work with the Regional Learning and Skills Partnership to ensure there is an appropriate skills base to take advantage of this investment.

5.3 Alignment to the Well-being of Future Generations Act

The Programme will meet the requirements of the Well-being of Future Generations Act by helping create:

- **A prosperous Wales** through the provision of new employment and efficient use of resources via building design and the re-use of brownfield land
- **A resilient Wales** via new business premises, with the necessary technological infrastructure to promote diversification and reduce overreliance on traditional industries and public sector employment
- **A healthier Wales**, with long-standing evidence demonstrating the positive impact of employment on health and well-being
- **A more equal Wales**, thanks to the programme including opportunities accessible to all to reduce societal inequalities
- **Cohesive Communities** through sustainable, viable employment
- **A Vibrant Culture and thriving Welsh Language**, with increased employment opportunities supporting the language in the medium and longer term
- **A Globally Responsible Wales**, thanks to the design and delivery of buildings in line with required sustainable development principles

5.4 Responsibilities and accountability

The Joint Committee has ultimate responsibility and accountability for decisions taken in relation to the Swansea Bay City Deal. It is the role of Programme Board to ensure that all schemes are developed in accordance with the agreed package by analysing the financial viability, deliverability and risk of each City Deal project proposal. This detailed analysis will then be reported to the ESB and Joint Committee.

Private Sector investment is fundamental to the overall success of the Deal. There is a requirement for each City Deal project to have a credible and robust financial profile in place from the outset. All letters confirming both private and public sector match funding are to be in place for the project prior to City Deal funding approved, confirming amount and timing as set out in the project's approved financial profile. The Project Authority Lead and Project Delivery Lead are to put in place effective project monitoring processes. Funding agreements will be signed at the outset between Project Authority Leads and Project Delivery Leads setting out funding conditions.

For all projects, in addition to the 5-case model assessment process, the Accountable Body will undertake an assessment of the Project's Financial Profile to check that private and public sector contribution/s are in line with that set out in the initial project business case from the Project Lead. All variances and changes, including implications of these, will be reported to the PB, ESB and JC for consideration and decision of course of action as deemed necessary before City Deal funding is approved for the project.

It is the aim of the Swansea Bay City Deal that all projects will be delivered in five years in order to maximise the full benefits realisation of the operational schemes during the lifetime of City Deal funding, which is to be released to the Region from the governments over a 15-year period.

As set out in the JCA, making decisions on borrowing and finding other sources of funding other than Government Funding for projects is a matter reserved to the Councils. Each Council shall be responsible for borrowing or providing other funding for projects located in its area.

If a project is located in more than one Council area, each local authority involved may agree that borrowing or funding should either be shared equally, or in proportions approved by all.

The Programme Board will prepare recommendations to Joint Committee on all schemes, while also ensuring project development in accordance with the agreed package.

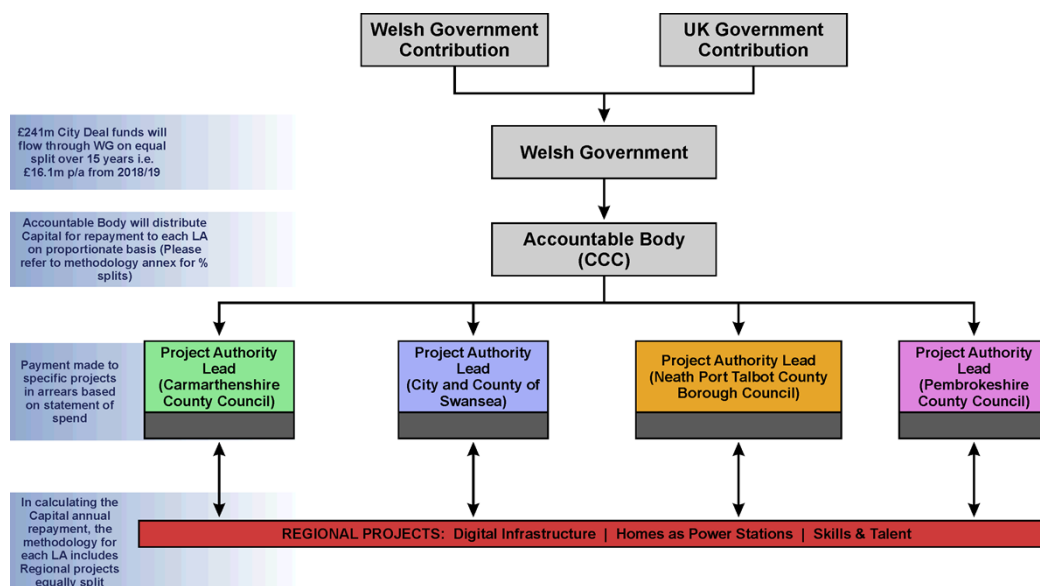
The Joint Committee is responsible for overseeing the proportion of each Council's responsibility for borrowing to provide funding for regional projects. The capital borrowing (in respect of the Government funded element) for the SBCD projects will be re-paid by identified Government funds (UK & Welsh Government) over the 15-year period.

The exact level of borrowing and the structure and terms of the borrowing is yet to be confirmed, although it will be calculated based on the amount required per relevant local authority, and will be in line with individual local authority internal requirements. This is being determined by the four regional local authority Section 151 Officers. All borrowing will be agreed based on the principles of the Prudential Code and Treasury Management Policy and Strategy for each Authority. When further details of the investments required for each project are known, a full business case appraisal for each individual project will be completed and submitted to the relevant local authority for approval before submission to the Joint Committee. These full business cases will include the detailed funding proposals and requirements of the local authority.

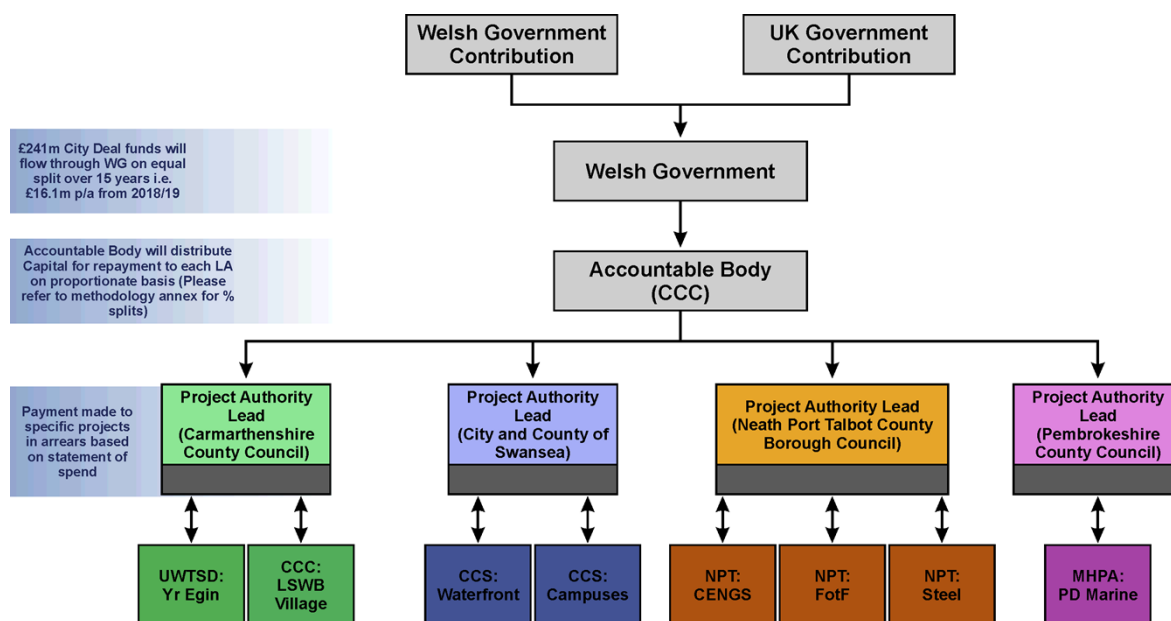
The Welsh Government has given an in-principle agreement that the local authorities in the SBCD region will be allowed to retain 50% of the additional net yield in the non-domestic rates generated by City Deal projects. The basis of the allocation of the rates generated within the SBCD is yet to be agreed. This is being negotiated by the four Section 151 Officers of the four local authorities. There's additional information that provides authorities with support to utilise funding flexibilities within the Joint Committee Agreement appendices

Once the UK Government and Welsh Government have approved release of City Deal funding for individual CD projects, this funding will be released to the Region via the Accountable Body who, in accordance with the Joint Committee Agreement, will distribute the funds to the regional local authorities as demonstrated in the following flow charts:

5.5 City Deal flow of finances (Regional projects)



5.6 City Deal flow of finances (Local authority projects)



6.0 Strategic Programme Risks

Each Swansea Bay City Deal project carries its own associated risks which will be mitigated throughout the application and delivery process. A detailed risk analysis will be undertaken for all projects by the Project Delivery Lead as part of the development of the 5 case business model process, with a project specific risk register established to assist in the ongoing management and mitigation of all risks.

A detailed Programme Risk Register has been developed for the Swansea Bay City Deal Programme. This risk register will be managed, revised and updated by the Regional Office, with both Programme Board and Joint Committee tasked with its continual review.

A summary of the most significant programme risks is outlined in the table below. It should be noted, however, that these risks are shown at this point in time and that the status of each will alter throughout the Programme's duration.

Category	Risk	Probability Scale Low 1:5 High	Impact Scale Low 1:5 High	Mitigation
Development	Delay in approval of Joint Committee Agreement	1	1	JCA formally approved by each of the four LAs at meetings of the Full Council. JCA signed-off at first formal JC meeting in August 2018. Revised JCA also now approved by JC and all 4 LAs
	Delay in approval of	4	4	IP signed off in principle at the first JC on 31st August 2018.

Category	Risk	Probability Scale Low 1:5 High	Impact Scale Low 1:5 High	Mitigation
	Implementation Plan			Revised IP following SBCD reviews due for completion and approval in January 2020
	Delay in establishment of Economic Strategy Board	1	1	ESB Chair and membership approved at first formal Joint Committee meeting on 31st August 2018. Introductory session held on 19th September 2018 to assist members in their new role.
Implementation	Delay in development of Business Cases by Project Leads	2	3	Critical dates developed to assist in mapping out project development, submission and approval process timelines. Programme Board and ESB in place to oversee the development of business cases. Joint Committee Agreement in place which sets out agreed processes for deciding on any actions required. Three projects now submitted for formal approval following sign off by City Deal governance. Work to develop other business cases continues, with a number soon earmarked for approval and submission to both governments.
	Delay in approval of City Deal Business Cases	2	3	JCA and governance structure formalised in August 18. Regional Project Authority Leads / Project Authority Leads will have early sight of relevant draft version business cases. Agreement of submission process and timescales for review of final business plans with both governments. Joint Committee forward work programme approved in December 2018. Forward work programme for ESB approved in January 2018. The region has worked closely to support both reviews to ensure timely, speedier approval of project business cases can be obtained.
	Business case is not approved / project falls	2	3	Open and regular dialogue between Accountable Body, RO, Project Delivery Lead and Project Lead. . Early identification of potential trigger points and any potential mitigating/rectifying actions. If irreconcilable, Joint Committee Agreement in place which sets out agreed processes for identifying new project(s) to achieve the outcomes of the City Deal. Findings of the UK and Welsh Government independent review and the internal SBCD review in Jan 2019 will further assure that the processes outlined in the previous update are robust and effective in mitigating the likelihood that a business case is not approved.
	Slippage in Programme delivery	3	3	Establish robust monitoring and evaluation framework to ensure programme and project delivery remains within agreed timescales, and to ensure that all

Category	Risk	Probability Scale Low 1:5 High	Impact Scale Low 1:5 High	Mitigation
				<p>targeted project outputs and outcomes will be achieved. Regional Team in place to undertake monitoring role. Accountable Body/Section 151 officers will undertake programme level financial profiling to ensure borrowing and distribution of City Deal funding is reflective of programme delivery.</p> <p>Independent and internal City Deal reviews completed in March 2019, with Joint Committee agreeing to implement all recommendations.</p> <p>The implementation of these recommendations is ongoing.</p>
Operational	Withdrawal of Local Authority	1	2	JCA signed by each LA which clearly sets out agreed provisions for such a scenario.
	Failure to engage relevant stakeholders including private sector to enable wider development of the programme	2	1	<p>Economic Strategy Board in place from the outset providing private sector involvement. Key stakeholders already engaged. SBCD Business Engagement Manager and Communications Officer employed in the RO to ensure early and ongoing involvement.</p> <p>Regular City Deal attendance of business events across the region, with a major event held in December 2018. A further City Deal event for the business community is planned for Qtr1 2020.</p> <p>Regular City Deal communications ongoing via the media, the City Deal website, the City Deal social media accounts, and e-newsletters targeted at the business community.</p> <p>Communications and engagement plan in place, and being continually monitored and updated to reflect developments/milestones.</p>
	Failure to achieve agreed outcomes / outputs in agreed timeframe	3	4	Develop robust baseline. Establish monitoring and evaluation framework including key milestones and timescales for review. Regular performance reporting to Programme Board, ESB and Joint Committee to enable decisions on any mitigating actions deemed necessary to keep the programme on track.
Financial	Failure to identify / secure City Deal revenue funding	2	2	Ongoing dialogue with governments under way to identify potential solutions.
	Private Sector funding contribution/s not in line with initial	3	4	For all projects, in addition to the 5 case model assessment, the Accountable Body will undertake an assessment of the Project's Financial profile to check that the private sector contribution is in line with the

Category	Risk	Probability Scale Low 1:5 High	Impact Scale Low 1:5 High	Mitigation
	business case projections			initial business case financial projections. Any implications resulting from variance to be reported to PB, ESB and JC for action.
	EU match funding contributions contribution/s not in line with initial business case projections	3	4	For all projects, in addition to the 5 case model assessment, the Accountable Body will undertake an assessment of the Project's Financial profile to check that the private sector contribution is in line with the initial business case financial projections. Any implications resulting from variance to be reported to PB, ESB and JC for action. RO in dialogue with WEFO.
	Failure of projects to secure committed full funding package (cap & rev)	2	5	Credible and robust financial profiles need to be in place for each City Deal Project from the outset. Letters confirming match funding to be in place for the project before City Deal funding is approved, confirming amount and timing as set out in the project's financial profile. Timely monitoring and review following approval of five case business plan. Robust and timely procurement activity must be planned, executed and monitored. All Project Authority Leads to put in place effective monitoring and evaluation processes. Funding agreements signed between Project Authority Lead and Project Lead.

7.0 Business Case Assessment Process

The need to get the best possible value from spending public money will always remain a constant for those entrusted with spending decisions. To this end, all City Deal business cases must be developed using the HM Treasury and Welsh Government's Five Case Model - an approach which is both scalable and proportionate. It is recognised as best practice and is the Treasury's standard methodology.

The business case, both as a product and a process, provides decision-makers, stakeholders and the public with a management tool for evidence-based, transparent decision-making and a framework for the delivery, management and performance monitoring of the resultant scheme.

Each business case in support of SBCD project must evidence:

- **Strategic Case** - the intervention is supported by a compelling case for change that provides a holistic fit with other parts of the organisation and public sector
- **Economic Case** - the intervention represents best public value (to the UK as a whole)

- **Commercial Case** - the proposed project is attractive to the marketplace, can be procured and is commercially viable
- **Financial Case** - the proposed spend is affordable
- **Management Case** - what is required from all parties is achievable

As set out in the Joint Committee Agreement, the Project Business Case shall include a Resolution of the Project Authority Lead and all Councils in whose area the project shall take place that they approve the submission of the Project Business case.

The Regional Office has day to day responsibility for managing the assessment process for projects.

To assist a speedier assessment process, the UK Government and Welsh Government have agreed an informal iterative review process for assessing draft versions of business cases in order to assist Project Leads in the production of complete full business cases which are appropriate for 5 case formal review process.

Following the City Deal reviews, the relationship between individual local authorities, project leads, the Regional Office, the UK Government and Welsh Government has been improved to create enhanced communication.

On completion of the final draft business case, and following approval from the respective Regional/Project Authority Lead(s), full business cases for each of the City Deal projects will undergo assessment by the Regional Office before being considered by the respective City Deal governance structures. After approval by the Joint Committee the project business case will be forwarded to the UK Government and Welsh Government for approval to release City Deal government project funding to the Accountable Body.

Regional Office Project Assessment Criteria

1. Fit with the WG Future Well-being Act

- Clear evidence of the 5 Ways of Working;
- Clear evidence of contributing to Well-being goals
- Clear evidence of alignment with local well-being plans

2. Strategic Fit

- Alignment with the strategic aims and objectives of the Swansea Bay City Deal and wider regeneration regional strategy, while demonstrating the City Region's ambitions
- Demonstrable synergies with other Swansea Bay City Deal projects

3. Financial

- Credible and robust financial profile with cost breakdown is in place for each City Deal project before funding approval
- Private sector contribution/s are as set out in the initial business case financial projections for the project and in the Heads of Terms document
- Letters confirming project match funding from all sources must be in place before City Deal funding is approved. These letters should confirm amount/s and timing – and any

dependencies - as set out in the project's Financial Profile for both the public and private sectors

- Evidence of ongoing project sustainability for a period of at least the 15-year SBCD Programme period to include a credible operational/commercial case that sets out full details on proposed income sources, income flows and any dependencies.

4. Deliverability

- Robust governance & partnership approach
- Project management - team and experience
- Clear project plan

5. Outputs and Outcomes

- SMART (specific, measurable, achievable, results-based, time-bound) project outcomes with associated baseline data is in place in line with overall City Deal plan
- Projects should clearly establish intended outputs with a clear definition of what success would look like

6. Risk Management

- Project Risk Register and risk management process in place - identification, management and mitigation of all risks

7. Procurement

- Projects must set out how they will procure all project activity to benefit regional businesses and residents
- Wider community benefits demonstrated in the business case - local supply chain support and apprenticeships, for example

8. Project Monitoring & Evaluation

- All Project Leads to have clear and effective Monitoring and Evaluation Plans
- Key delivery steps and associated milestones demonstrated
- Detailed proposal for how and when all outputs and outcomes will be measured and reported to the Project Lead Authority and the Regional Office
- Evaluation proposal
- Exit Strategy in place

The four local authorities have agreed the following process for the formal assessment of final SBCD business cases:

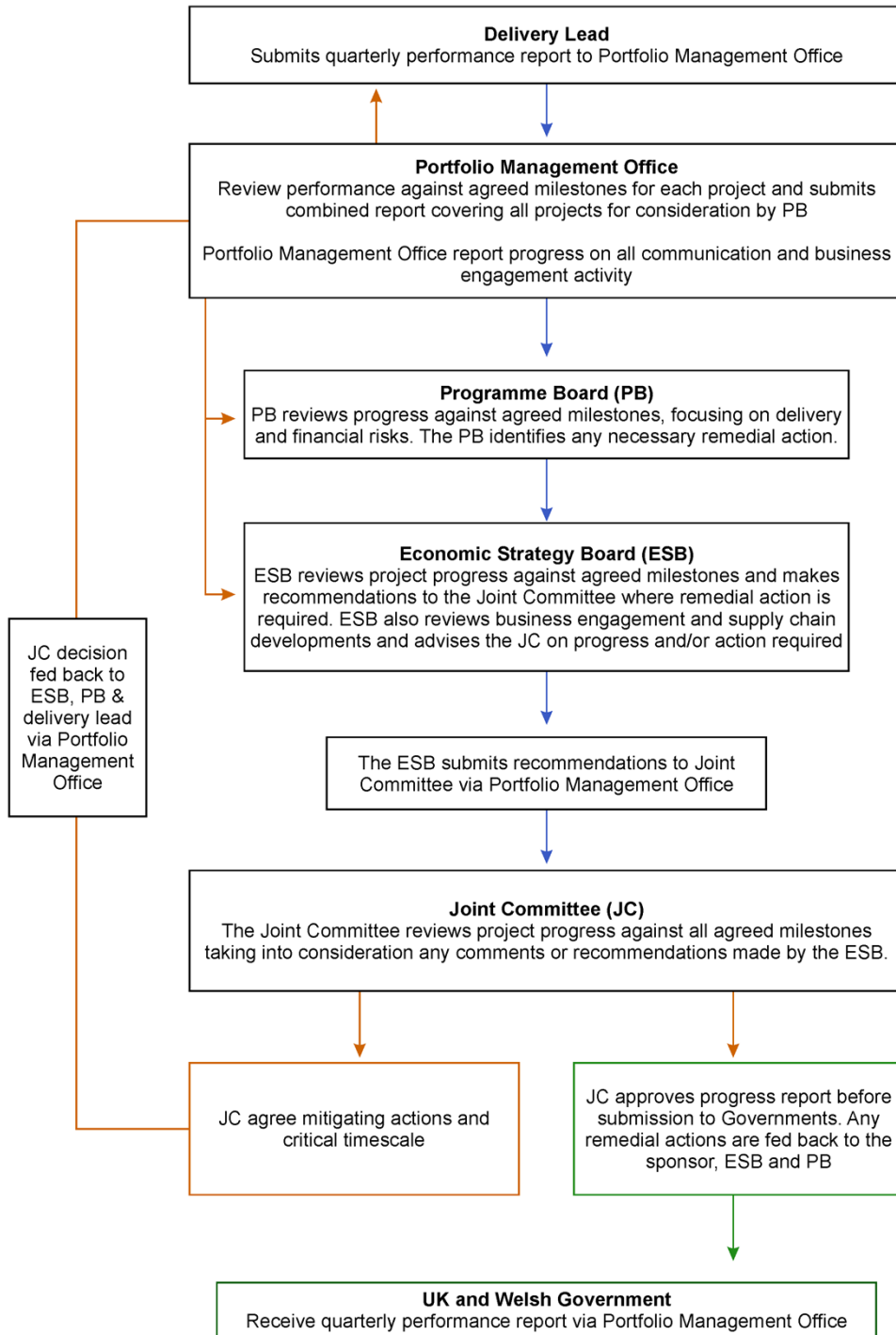
The Regional Office will have day to day responsibility for managing the monitoring and evaluation processes for projects. A robust monitoring and evaluation plan will be developed in conjunction with the UK and Welsh Governments, and agreed by the Joint Committee, which sets out the proposed approach to evaluating the impact of the Swansea Bay City Deal's delivery at programme level.

Key actions include:

- Developing a robust baseline
- Establishing a monitoring and evaluation framework including key milestones and timescales for review
- Setting up quarterly meetings with Project Delivery Leads and Regional/Project Authority Leads to discuss progress
- Regular performance reporting to Programme Board, Economic Strategy Board and Joint Committee.

All programme level reporting in relation to the City Deal and its associated projects will follow a process that has been agreed by the four local authorities. This is set out in the following chart:

PROJECT MONITORING



v6.2

8.1 SBCD Joint Scrutiny Committee

As set out in the Joint Committee Agreement, the Joint Scrutiny Committee will provide a scrutiny function to ensure greater public accountability over decisions made by the Joint

Committee and any of its sub-committees/related entities. It has been agreed by the four Councils that Neath Port Talbot County Borough Council will be the lead authority to take responsibility for the scrutiny function responsibility and its administration.

The membership of the Joint Scrutiny Committee will consist of 12 members. Each of the Councils shall nominate three members for appointment to the Joint Scrutiny Committee. The member nominated by each Council shall be an elected member of that Council but shall not be a member of that Council's executive and shall not be a member of the Joint Committee. The Chair of the Joint Scrutiny Committee shall not be a member of the Council which is providing the Chair of the Joint Committee.

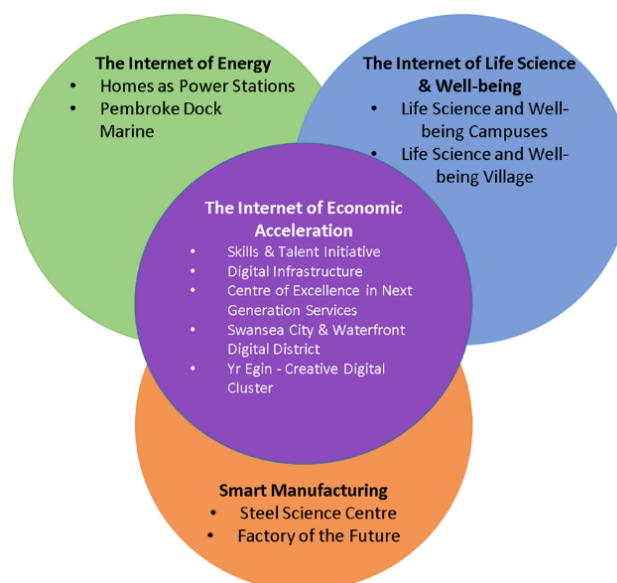
The role of the Joint Scrutiny Committee is to provide advice, challenge and support to the Joint Committee. The full terms and reference for the Joint Scrutiny Committee are set out in the Joint Committee Agreement.

The Joint Scrutiny Committee shall be required to:

- Review and scrutinise the Joint Committee's financial affairs
- Review and assess the Joint Committee's risk management, internal control and corporate governance arrangements
- Review and assess the economy, efficiency and effectiveness with which resources have been used
- Make reports and recommendations to the Joint Committee in relation to the points in 1 and 3 above

9.0 Swansea Bay City Deal Project Portfolio

The Swansea Bay City Deal comprises a portfolio of projects across four inter-related themes. Each thematic project has been developed to integrate with existing cluster strengths and infrastructure, supporting development of next generation services and products. In parallel, rollout of cutting-edge digital infrastructure will be accelerated to support exploitation of new technologies and capabilities. This will be underpinned by a Skills & Talent Initiative that will put pathways in place for people across the region to access the thousands of high-skilled jobs the City Deal will create.



9.1 SBCD Theme - Internet of Economic Acceleration

Skills and Talent		
Regional Project Authority Lead	Carmarthenshire County Council	
Project Delivery Lead	Carmarthenshire County Council	
Total Cost	£30,000,000	City Deal: £10,000,000
Description	The Skills and Talent initiative, being led by the South West Wales Regional & Skills Partnership, will be a key component in ensuring that local people and businesses have the appropriate skills to benefit from each of the City Deal projects.	
Key Milestones	Activity	Date (using calendar year)
	Business Case Development	
	Initial draft business plan for consideration by RLSP Board	Qtr3 2017
	Initial draft Skills and Talent business plan shared with UKG/WG	Qtr4 2017
	Final review of draft business case by UKG / WG	Qtr1 2020
	Independent peer review	Qtr1 2020
	Business plan submitted to the 4 Councils	Qtr1 2020
	Business case submitted to Economic Strategy Board, Programme Board and Joint Committee for approval of the project's submission to the UKG/WG	Qtr2 2020
	UKG/WG approval of the release of Government funding to the project	Qtr3 2020
Risks	Description	Mitigation
	Operational	
	The potential for partners disengaging from the project could pose a risk to the achievement of some of the delivery outputs	The structure and constitution of the City Deal and the robust partnership within the RLSP. All partners are fully committed to the project, and the size and number of partners from all sectors significantly reduces this risk. Only if a whole sector were to withdraw would this risk be classed as high.
Lead times in the development of a new skills offer in the region / identifying the key skills and ensuring that Welsh	As one of the WG's three Regional Skills Partnerships, the RLSP is well-placed to support this development, with its annual submission of a Regional Employment and Skills Plan which is utilised to directly affect the allocation of funding to FE and apprenticeship provision.	

	Government agree to include the courses within future provision within FE and apprenticeships																																									
	Project activity overlapping or duplicating existing provision within the region	The RLSP provides a platform to work across the public, private and education sectors. This partnership will ensure that there is an appropriate and timely response to industry and emerging project demands, remaining relevant and effective while avoiding duplication or missed opportunities.																																								
	Implementation																																									
	Project management, leadership and control of the project to deliver the stated activities and results	Management, leadership and control of the project will benefit from the experience and expertise which exists across the partnership. The Partnership will establish clear lines of management responsibility, reporting and accountability from the outset.																																								
	Project does not meet the needs of the other SBCD projects	Early engagement with each of the SBCD project leads has taken place to map out skills need, and will continue alongside the design and delivery stages of each project.																																								
	Slippage to the project timescales	It is intended that management of all work detailed in the action plan will be subject to a regular, ongoing process of performance review by the RLSP Board in order to maintain progress in relation to the projected outputs and timelines. Where required, this will be reported through the SBCD programme governance structure.																																								
	Financial																																									
	Significant changes to the match funding package	The level of match funding levered will be monitored on a quarterly basis by the Project Delivery Lead and Project Local Authority Lead to ensure that it is line with the agreed financial profile.																																								
	Organisational and financial risks	The level of experience within the organisations involved in the Partnership is such that relatively high levels of knowledge, skills and experience in financial management and probity can be clearly demonstrated. This, coupled with regular performance reviews, will serve to minimise the financial risks associated with the project.																																								
Financial Profile		<table border="1"> <thead> <tr> <th></th> <th>2018/19 (£m)</th> <th>2019/20 (£m)</th> <th>2020/21 (£m)</th> <th>2021/22 (£m)</th> <th>2022/23 (£m)</th> <th>2023/24 (£m)</th> <th>TOTAL (£m)</th> </tr> </thead> <tbody> <tr> <td>City Deal</td> <td>0.25</td> <td>1.00</td> <td>1.50</td> <td>2.50</td> <td>2.50</td> <td>2.25</td> <td>10.00</td> </tr> <tr> <td>Public</td> <td>0.25</td> <td>1.00</td> <td>3.00</td> <td>4.00</td> <td>4.00</td> <td>3.75</td> <td>16.00</td> </tr> <tr> <td>Private</td> <td>-</td> <td>0.50</td> <td>0.50</td> <td>1.00</td> <td>1.00</td> <td>1.00</td> <td>4.00</td> </tr> <tr> <td>TOTAL</td> <td>0.50</td> <td>2.50</td> <td>5.00</td> <td>7.50</td> <td>7.50</td> <td>7.00</td> <td>30.00</td> </tr> </tbody> </table>		2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	TOTAL (£m)	City Deal	0.25	1.00	1.50	2.50	2.50	2.25	10.00	Public	0.25	1.00	3.00	4.00	4.00	3.75	16.00	Private	-	0.50	0.50	1.00	1.00	1.00	4.00	TOTAL	0.50	2.50	5.00	7.50	7.50	7.00	30.00
	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	TOTAL (£m)																																			
City Deal	0.25	1.00	1.50	2.50	2.50	2.25	10.00																																			
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Private	-	0.50	0.50	1.00	1.00	1.00	4.00																																			
TOTAL	0.50	2.50	5.00	7.50	7.50	7.00	30.00																																			
Constraints	State Aid rules as they apply																																									
Dependencies	Continued core funding from Welsh Government for the RLSP Revenue support for the project from the local authorities																																									

Digital Infrastructure

Regional Project Authority Lead	Carmarthenshire County Council		
Project Delivery Lead	Carmarthenshire County Council		
Total Cost	£55,000,000	City Deal	£25,000,000
Description	<p>A regional state-of-the-art digital infrastructure will be implemented to support each of the City Deal strategic themes and projects. The project will consist of three elements - Transport Corridor, Rural and Connected City. Together these components will:</p> <ul style="list-style-type: none"> • Create digital infrastructure including gigabit fibre and the establishment of 5G testbeds that will enable innovation and entrepreneurship within the region • Expand the provision of 4G and Wi-Fi capabilities to benefit both urban and rural areas • Develop digital infrastructure for key sectors including energy, manufacturing and life sciences 		
Key Milestones	Activity	Date (using calendar year)	
	Business Case Development		
	Project Scope Set	Qtr1 2018	
	Consultant appointed to develop full 5 case business plan based on agreed scope / outline proposal	Qtr4 2018	
	Initial draft version 5 case business plan shared with UKG / WG	Qtr1 2020	
	Independent peer review	Qtr1 2020	
	Business case submitted to 4 Councils	Qtr2 2020	
	Business case submitted to Economic Strategy Board, Programme Board and Joint Committee for approval of the project submission to the UKG/WG	Qtr2 2020	
	UKG/WG approval of the release of Government funding to the project	Qtr4 2020	
Risks	Description	Mitigation	
	Unsuccessful project delivery / Slippage in project delivery	Experienced project management and project delivery team in place from the outset. Project Implementation Plan to be agreed by all partners. Established robust monitoring and evaluation framework at project development stage to ensure programme and project delivery remains within agreed timescales and to ensure that all targeted project outputs and outcomes will be achieved.	
	Lack of commercial confidence	Robust governance structure will need to in place from the outset to carefully manage both governance and commercial risks.	
	Project not sustainable	Project will develop a sustainable business model. On-going dialogue with key government, public sector officers and private sector organisations is key. Sustainability is an integral part of this project, so early engagement with operators/providers is embedded within the proposals.	
	Failure to secure full funding package	The digital plan will be implemented via partners through a competitive tendering process.	

	Non-compliance with State Aid Regulation and public procurement rules	Use is made of existing compliant procurement frameworks to enable speedier delivery. Different aspects of the project might entail different approaches.							
	Engagement/partnership with industry is unsuccessful.	Early engagement has already taken place with private sector and wider stakeholders as part of City Deal projects. Dialogue will be ongoing via the projects. Dedicated project manager appointed in December 2019.							
Financial Profile		2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	TOTAL (£m)
	City Deal	-	0.10	0.40	9.00	9.00	5.50	1.00	25.00
	Public	-	-	-	-	-	-	-	-
	Private	-	-	3.50	7.50	8.50	7.00	3.50	30.00
	TOTAL	-	0.10	3.90	16.50	17.50	12.50	4.50	55.00
Dependencies	<p>Roll-out of UK and Wales-wide ICT policies and programmes.</p> <p>Alignment with Superfast Cymru is an important requirement.</p> <p>Engagement with service providers to gain an understanding of future plans and potential opportunities for the SBCD and Digital Infrastructure proposals is vital.</p> <p>The expectation is that the digital plan will be implemented through partner(s) via a competitive tendering process.</p>								

Swansea City & Waterfront Digital District		
Project Authority Lead	Swansea Council	
Project Delivery Lead	Swansea Council	
Total Cost	£171,131,000	City Deal £50,000,000
Description	<p>The Swansea City and Waterfront Digital District will capitalise on the next generation connectivity available within the region, developing a vibrant and prosperous city centre that facilitates the growth of high-value ICT and digitally enabled sectors.</p> <p>The project includes a 3,500-capacity digital indoor arena, a digital square, a digital village for tech and digitally focussed businesses, and a box village and innovation precinct development for start-up businesses at the University of Wales Trinity Saint David SA1.</p>	
Key Milestones	Activity	Date (using calendar year)
	Business Case Development	
	Initial draft business case shared with UK/WG	Qtr4 2017

	Final review of draft version business case by UKG / WG	Qtr4 2018
	Business case submitted to Council	Qtr4 2018
	Business case submitted to Economic Strategy Board, Programme Board and Joint Committee for approval of the project's submission to the UKG/WG	Qtr1 2019
	UKG/WG approval of the release of Government funding for the project	Qtr4 2019
	Project Development	
	Milestone Activity - Box Village/Innovation Precinct	
	Planning Submission	Qtr2 2020
	Detailed Design	Qtr4 2020
	Tender and Contractor Procurement	Qtr2 2021
	Construction	Qtr4 2021
	Fit Out	Qtr2 2023
	Completion and Occupation	Qtr2 2023
	Milestone Activity - Digital Village	
	Planning Submission	Qtr1 2020
	Detailed Design	Qtr1 2020
	Tender and Contractor Procurement	Qtr2 2020
	Construction	Qtr4 2020
	Fit Out	Qtr1 2021
	Completion and Occupation	Qtr2 2022
	Milestone Activity - Digital Square & Arena	
	Outline planning consent granted	Qtr2 2017
	End of Design Stage 2	Qtr4 2017
	Arena Operator Contract Signed	Qtr1 2018
	Contractor Procurement	Qtr3 2018
	Construction	Qtr4 2019
	Arena construction complete	Qtr3 2021
	Arena open	Qtr4 2021
Risks	Description	Mitigation
	Development	

Failure to obtain relevant approvals	All approval processes for the project will be identified to allow sufficient time to prevent project timeline impacts. Dedicated team and organisation structure will further mitigate this risk. In addition, expert advice will be sought to ensure that all required approvals are captured.
Failure to agree project specification	Project will continue to work extensively with all key stakeholders to ensure that agreement on specification is achieved as a priority before progressing the project further.
Commercial floor space and other facilities do not meet the needs of start-ups and tech based businesses	Project has consulted with members of the targeted industries to establish needs. The project to continue to liaise with members of the industry to ensure that the evolving project delivers on key requirements at every stage, and to continuously monitor and proactively engage with the industry to ensure that needs are appropriately met in the operational phase on an on-going basis.
Financial	
Failure to secure funding package	Swansea Council and the University of Wales Trinity Saint David funding are committed. Ensure credible and robust business plan and financial profile is in place at outset. Written letters confirming all sources of funding to be in place at approval stage
Rise in construction costs	Ensure detailed costs are in place for the entire project at the outset. Allow for a suitable contingency. Detailed tender bids. Ensure experienced project manager is in place.
Implementation	
Delays in construction programme/ Project slippage	Ensure project team in place using recognised project management tools to enable the developments to be delivered on time. The project to proactively monitor construction progress and to work extensively with the principal contractor to minimise any disruption to the programme
Temporary traffic management failing	Project will ensure TM contractor aware of sensitivity of route and applies appropriate resources. Advance communications to 1st Responders to take into account the impact on emergency services and providing advance notice of restrictions. Involve transport team in a timely manner. Regular review of programme and timely information to Client.
Operational	
The commercial floor space and other facilities do not meet the needs of start-ups and tech-based businesses	Project continues to consult with members of the targeted industries to establish needs and to ensure that the evolving project delivers on key requirements at every stage. Project to continuously monitor and proactively engage with the industry to ensure that needs are appropriately met in the operational phase on an on-going basis
Lower than expected demand	The project is working extensively with potential tenants and occupiers to ensure that initial demand is sufficient. In addition, the project will be focused on supporting growth and successfully managing the success of the operational phase. Project to allocate sufficient resource to ensure that any period of lower than expected demand is successfully bridged
Failure to provide knowledge transfer and commercial opportunities	The University to adequately resource teams to ensure that knowledge transfer and the development of commercial opportunities are given adequate priority in terms of delivery

	Focus on physical property aspects and the wider economic needs to support business creation and growth are not achieved	The projects are being developed in consultation with a wide range of public and private sector partners to understand demand in the market. The schemes are also designed to meet the current and future needs of an innovative business community.					
Financial Profile		2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	TOTAL (£m)
	City Deal	-	7.53	42.47	-	-	50.00
	Public	9.41	61.47	10.28	-	-	81.16
	Private	0.24	3.50	13.27	19.84	3.13	39.97
	TOTAL	9.65	72.50	66.02	19.84	3.13	171.13
Dependencies	<p>Planning consents</p> <p>The digital indoor arena and digital square features of this project form part of the overall Swansea Central regeneration plan.</p>						

Yr Egin - Creative Digital Cluster			
Project Authority Lead		Carmarthenshire County Council	
Project Delivery Lead		University of Wales Trinity Saint David	
Total Cost	£25,170,000	City Deal	£5,000,000
Description		Yr Egin will create a digital and creative industry cluster in Carmarthen, joined by S4C as the key anchor tenant alongside other digital and creative media SMEs as tenants. The centre will create a clustering effect which will generate major and positive change to the creative and digital economy of Wales. This development will include business accelerator facilities and incubation, as well as shared spaces for interaction between each of the tenants, which will drive entrepreneurial development.	
Key Milestones	Activity		Date (using calendar year)
	Business Case Development		
	Initial draft version 5 case business plan shared with UKG/WG		Qtr4 2017
	Final review of draft version business case by UKG/WG		Qtr4 2018
	Business case submitted to the Council		Qtr4 2018
	Business case submitted to Economic Strategy Board, Programme Board and Joint Committee for Approval of the project submission to the UKG/WG		Qtr1 2019

	UKG/WG approval of the release of Government Funding for the project		Qtr4 2019
	Project Development		
	Phase 1 Practical completion of construction		Qtr3 2018
	Phase 1 Occupation & official opening		Qtr4 2018
	Phase 2 Development of updated requirements (Refurbish/new build)		Qtr2 2020
	Phase 2 Detailed design		Qtr3 2020
	Phase 2 Approval to proceed (RIBA stages 3 and 4 design)		Qtr2 2021
	Phase 2 Planning submissions as required		Qtr4 2021
	Phase 2 Construction		Qtr3 2022
	Phase 2 Fit-out, completion and occupation		Qtr3 2023
Risks	Description		Mitigation
	Development		
	Failure to agree project specification		The University will work extensively with all key stakeholders, including potential occupiers, to ensure that agreement on specification is achieved as a priority before progressing the project further.
	Failure to deliver the wider benefits identified in the business case		The project's Monitoring and Evaluation Plan to set out clear proposals of how and when the Project Lead is going to monitor the impact of the wider benefits as set out in the 5 case business model for Yr Egin. Project M & E Plan to be in place before funding is released to the project. Quarterly reporting to the Regional Office by the Project Lead and Local Authority Leads to highlight all changes to outputs, outcomes and milestones.
	Implementation		
	Failure to obtain relevant approvals		All approval processes for the project will be identified and approvals will be applied for with sufficient time to prevent project timeline impacts. The University's existing dedicated team and organisation structure will further mitigate this risk.
	Delays in construction programme		Phase one complete and occupied, with S4C as anchor tenant. University to work closely with delivery partner for Phase 2 to ensure that any delays in construction programme are mitigated and avoided.
	Skills and capacity issues in terms of project delivery		The core project delivery team has been specifically appointed and retained to ensure that enough skill and capacity is available to deliver the Yr Egin project. The University will appoint third party specialists as required and will ensure that the project procurement process is competitive to encourage regional suppliers to engage.

		Operational						
	Lower than expected demand							The University has already seen a strong uptake with lettable space in Phase 1 and will work extensively to engage with prospective tenants for Phase 2. The University to also continuously review rent and service charge costs to ensure that Yr Egin remains highly competitive
	Failure to provide knowledge transfer and commercial opportunities							The University has extensive experience and expertise in both knowledge transfer and the development of commercial opportunities. The University will adequately resource teams to ensure that both of these aspects are given adequate priority in terms of delivery.
	Failure to meet industry needs							The University has undertaken extensive consultation to ensure that the Yr Egin project will match the requirements of the industry. Key stakeholder management to be undertaken extensively to ensure that the project continues to do so throughout phase 2 and beyond.
		Financial						
	Failure to secure funding package							Ensure credible and robust detailed business plan and financial profile is in place at outset. Written letters confirming all sources of funding to be in place at approval stage
	Rise in construction costs							Construction cost increases have been adequately anticipated through the use of third-party experts and will be integrated throughout the cost estimations for Yr Egin phases one and two. The University will continue to provide adequate contingency for any unexpected increases.
Financial Profile		2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	TOTAL (£)
	City Deal	-	3.00	2.00	-	-	-	5.00
	Public	11.52	-	0.15	0.35	0.86	2.44	15.32
	Private	3.35	-	-	-	-	1.50	4.85
	TOTAL	14.87	3.00	2.15	0.35	0.86	3.94	25.17
Dependencies		Planning consents						

9.2 SBCD Theme - Internet of Life Science and Well-being

Life Science and Well-being Campuses

Project Authority Lead	City and County of Swansea		
Project Delivery Lead	Swansea University		
Total Cost	£45,000,000	City Deal	£15,000,000
Description	<p>The Campuses project will further develop the region's thriving life science sector to help prevent ill-health, develop better treatments and improve patient care. Advanced research and development facilities will be created, building on the success of the Institute of Life Science at Swansea University's Medical School.</p> <p>Collaboration between Swansea University and its industry and NHS partners will place the Campuses project at the forefront of new technologies to improve NHS care, while creating new life science companies and highly skilled jobs.</p> <p>Projects will include a facility at Swansea University's Singleton Campus, as well as a Morriston Campus where research will be undertaken alongside world-leading clinical delivery.</p>		
Key Milestones	Activity	Date (using calendar year)	
	Business Case Development		
	Review of Outline Business Case	Qtr1 2018	
	Completed options appraisal	Qtr1 2018	
	Draft Full Business Case	Qtr1 2019	
	Partner Review of FBC	Qtr1 2019	
	Initial draft version 5 case business plan shared with UKG / WG	Qtr2 2020	
	Final review of draft version business case by UKG / WG	Qtr2 2020	
	Business case submitted to the Council	Qtr3 2020	
	Independent peer review	Qtr3 2020	
	Business case submitted to Economic Strategy Board, Programme Board and Joint Committee for Approval of the project submission to the UKG/WG	Qtr4 2020	
	UKG/WG approval of the release of Government Funding to the project	Qtr1 2021	
Risks	Description	Mitigation	
	Development		
	Failure to ensure stakeholder buy-in to project concept	Project to have regular engagement with key stakeholders including Swansea Bay University Health Board, Swansea University, private sector and SBCD Programme Board and Joint Committee.	

	Delay in Swansea University decision making and internal governance procedures	Reviewed at SU project development board regularly.						
	Implementation							
	Procurement delays	Make use of existing procurement frameworks.						
	Appropriateness of partnering arrangements	Make use of existing procurement frameworks.						
	Operational							
	Project fails to meet City Deal outputs	Project M&E Plan in place at project start. Regular review and monitoring - loHWB leadership.						
	Operation of new facilities - laboratory environments	Integrate with existing operations.						
	Failure to secure commercial tenants	End user discussions taking place.						
	Financial							
	Failure to secure funding package	Ensure credible and robust detailed business plan and financial profile is in place at outset. Written letters confirming all sources of funding to be in place at approval stage						
Financial Profile		2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	Total (£m)
	City Deal	-	2.50	2.50	5.00	5.00	-	15.00
	Public	-	5.00	10.00	5.00	-	-	20.00
	Private	-	2.00	2.00	2.00	2.00	2.00	10.00
	TOTAL	-	9.50	14.50	12.00	7.00	2.00	45.00
Dependencies	Planning Consent							

Life Science and Well-being Development

Project Authority Lead	Carmarthenshire County Council		
Project Delivery Lead	Carmarthenshire County Council		
Total Cost	£199,500,000	City Deal	£40,000,000

<p>Description</p>	<p>The Life Science & Well-being development will be located across 86 acres of brownfield land in Llanelli. The project is led by Carmarthenshire Council, in partnership with Hywel Dda University Health Board, further and higher education providers, and a range of other local and regional stakeholders. The development will co-locate local government and health board services with the academic, private and voluntary sectors to create an ecosystem for education, research and development, business incubation and broader life science and well-being initiatives.</p> <p>The project will create a number of facilities to improve the health and well-being of people across the wider region, creating around 2,000 high-quality, well-paid jobs, while boosting the economy by £467 million over 15 years. A number of education partners are working together to provide training and skills programmes across the education continuum, from work-ready to undergraduate, postgraduate and continuing professional development.</p> <p>The Life Science and Well-being development incorporates a number of interrelated facilities, City Deal funding would deliver:</p> <ul style="list-style-type: none"> • A business development centre providing incubation and acceleration facilities for business start-up and research & development opportunities within life sciences • A well-being skills centre providing facilities for education and training • A clinical delivery and research centre delivering a range of health and well-being services and providing opportunity for education placements within the operational clinical environment. <p>The other elements of the development will be funded through a mixture of public and private market sourced funding. These will in partnership with the City Deal funded elements ensure that benefits across the site can be maximised. These include:</p> <ul style="list-style-type: none"> • A new, state-of-the-art sports and leisure and aquatics centre. • Assisted living spaces in a range of accommodation types, including a nursing home, residential physical rehabilitation facilities, extra care and supported living accommodation • A hotel set along the Llanelli coastline • A housing development that will include an element of affordable and social housing <p>Outline planning permission has been granted. Design work is on-going with the aim of construction work commencing in 2020.</p>	
<p>Milestones</p>	<p>Activity</p>	<p>Date (using calendar year)</p>
<p>Business Case Development</p>		
<p>Outline planning consent awarded</p>		<p>Qtr3 2019</p>
<p>Independent peer review</p>		<p>Qtr1 2020</p>
<p>Revised business case submitted to Economic Strategy Board and Programme Board</p>		<p>Qtr1 2020</p>

	Revised business case submitted to Joint Committee	Qtr1 2020
	UKG/WG approval of the release of Government funding to the project	Qtr2 2020
	Project Development	
	Ground investigation preparatory works on site	Qtr3 2019
	Information memorandum to financial markets to secure institutional funding	Qtr4 2019
	New branding launch for project	Qtr1 2020
	Procurement of principal contractor	Qtr2 2020
	Start of main construction works on site	Qtr4 2020
	Completion of zone one	2022
Risks	Description	Mitigation
	Site planning – environmental, ecological, land and other infrastructure planning issues could potentially delay the project or, as a worst case scenario, result in project cessation	External consultants have been engaged to undertake a range of environmental studies required to evidence a planning application and to detail any remedial action required. Detailed flooding modelling undertaken. Outline planning now granted.
	Partner communication and understanding	A full Communications and Engagement Strategy has been prepared, which prescribes early and frequent public involvement in the development of the Village. Partners engaged in the development of a 'brand' for the Village, to be launched in Q1 2020. Engagement will continue in line with both statutory and best practice guidelines.
	Revenue streams	Business planning is underway with the University Health Board and academic partners to achieve an optimal revenue solution with a projection of revenue savings over the 15-year City Deal programme.
	Failure to achieve a whole site vision to maximise benefits	The complexity of the aims and the range of partners required to develop this integrated vision brings significant challenges with it. The Project Board ensures strategic and operational alignment. In addition, partners are engaged across all project work streams. This representation ensures that opportunities for joint working are maximised. A framework has been developed which is used to manage work and partners and to

		provide a structure for benefits realisation and post implementation analysis.						
	Health provision - inability to provide a modern, sustainable workforce to deliver to full service specification	Accredited training programmes will be delivered on site by further and higher education. Courses will be designed to meet the needs for modernised working practices, improve local retention and deliver a sustainable health workforce.						
Financial Profile		2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	TOTAL (£m)
	City Deal	2.10	4.74	18.95	14.21	-	-	40.00
	Public	13.86	5.05	18.37	13.72	-	-	51.00
	Private	-	3.17	19.79	22.69	33.42	29.11	108.19
	TOTAL	15.96	12.96	57.11	50.62	33.42	29.11	199.19
Dependencies		Discharge of reserve matters application. Institutional funding to realise wider benefits.						

9.3 SBCD Theme - Internet of Energy

Homes as Power Stations			
Regional Project Authority Lead	Neath Port Talbot County Borough Council		
Project Delivery Lead	Neath Port Talbot County Borough Council		
Total Cost	£517,050,000	City Deal:	£15,000,000
Description:	The project will create a new housing industry based around innovative and sustainable energy generation, combined with storage and efficiency. New technologies developed will be applied within the region, allowing homes and buildings to generate, store and release their own energy. The project will undertake new house building and retrofit programmes which will utilise such technologies whilst developing new supply chains in this sector. The project will also address fuel poverty, which remains a persistent challenge for many communities across the region. The project will also focus on broadband internet connections and smart metering, with support from the Digital Infrastructure project.		
Milestones	Activity	Date (using calendar year)	

Business Case Development	
Initial draft Strategic Case shared with RO	Qtr3 2018
Initial draft business case shared with UKG/WG	Qtr1 2019
Policy workshops held with UKG/WG	Qtr2, Qtr 3 2019
Independent peer review	Qtr1 2020
Business case submitted to the 4 Councils	Qtr1 2020
Business case submitted to Economic Strategy Board, Programme Board and Joint Committee for Approval of the project submission to the UKG/WG	Qtr1 2020
UKG/WG approval of the release of Government funding to the project	Qtr1 2020
Project Development	
Regional Social Landlord engagement	Qtr4 2017
Initiated pathfinder/proof of concept development at Neath (Hafod Site)	Qtr4 2017
Regional Stakeholder Workshops	Qtr1 2018
Regional Local Authority Steering and Working Group established to coordinate the regional activity at scale	Qtr2 2018
Consultants engaged to assist in development of the 5 case business model	Qtr2 2018
Planning approved for Hafod Site (Due to commence on site)	Qtr3 2018
Work complete on pathfinder site in Hafod, Neath	Qtr4 2019
Establish the programme infrastructure; procure the independent organisation that will undertake the monitoring and evaluation; baseline the programme; integrate existing/related project activity; ensure the development of 200 new builds and 250 retrofits in line with the HAPS specifications.	Qtr2 2020 to Qtr2 2021
Undertake an interim evaluation and ensure that any recommendations are integrated into the programme; continue with new builds and retrofits (supported by financial incentives); initiate the supply chain development fund (including the business grant scheme) supported by business teams from the participating local authorities.	Qtr2 2021 to Qtr2 2022
Continue with new builds and retrofits through to the end of the programme; ensure that the supply chain is robust and sustainable for the future; showcase the programme to Welsh and UK interests; commence the final monitoring and evaluation, and implement the exit strategy.	Qtr2 2022 to Qtr2 2024

Risks	Description	Mitigation
Development		
	Land costs and availability	Project to ensure that local authorities provide a land bank.
	Supply chain development	Robust supply chain strategy and on-going industry engagement plan in place.
	Approved design specification	Development and implementation of holistic, flexible, industry approved design standards.
Operational		
	Supply chain capacity and capability	Robust supply chain strategy and on-going industry engagement plan to be in place.
	Appropriate land availability	Ensure that local authorities provide a sizeable land bank.
	Not achieving new build targets	Ensure effective programme planning.
	Insufficient capacity to deliver the programme	Ensure that the right levels of skills and experience are in place. This includes an experienced regional project team and manager, as well as robust stakeholder management/ coordination.
Financial		
	Failure to secure funding package	Ensure credible and robust detailed business plan and financial profile is in place at outset.
	Significant changes in the funding package, including public and private sector match funding.	Ensure commitment of match funding partners through signed partner funding letters in place at project approval stage. The delivery profile and associated match funding components to be monitored on a regular basis to ensure that it is in line with the agreed financial profile.
Implementation		
	Deliverability of HAPS within the City Deal programme timeframe.	Detailed time bound project delivery proposals for HAPS to be set out in the 5 case business model
	Slippage including delays in procurement / delivering contracts	All work detailed in the programme plan will be subject to a regular, on-going process of performance review. The benefits realisation plan will also be monitored and reviewed on a regular basis.
	Project management to deliver the agreed activities and results.	Dedicated project management and delivery team to be appointed at the outset of the project to ensure effective implementation of the programme.
	Complex nature of retrofit	Robust and detailed implementation and delivery plan will be formulated to ensure that an approved and tested retrofit approach is set in place.

Financial Profile		2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	TOTAL (£m)
	City Deal	-	-	2.90	4.40	4.40	3.00	0.30	15.00
	Public	6.43	14.08	22.95	31.90	43.80	-	-	119.16
	Private	23.08	47.68	73.05	102.60	136.50	-	-	382.91
	TOTAL	29.51	61.76	98.90	138.90	184.70	3.00	0.30	517.07
Dependencies	Availability of sizeable local authority land banks across the region Planning Consents								

Pembroke Dock Marine			
Project Authority Lead	Pembrokeshire County Council		
Project Delivery Lead	Milford Haven Port Authority		
Total Cost	£60,470,905	City Deal	£28,000,000
Description	<p>Helping considerably boost the region's blue economy, this project will include:</p> <ul style="list-style-type: none"> • The development of a Marine Energy Test Area (META) utilising the deep port of Milford Haven • A Marine Energy Engineering Centre of Excellence (MEECE) • Infrastructure improvements to Pembroke Port • A Pembrokeshire Demonstration Zone (PDZ) for wave energy developers <p>By creating a cluster of resources, knowledge and capabilities, Pembroke Dock Marine will accelerate technology development, enhancing the sector's success and ensuring continued investment and development in test sites on a regional, Welsh and UK scale.</p>		
Milestones	Activity	Date (using calendar year)	
	Business Case Development		
	Initial draft business case shared with UKG / WG	Qtr4 2017	
	Revised business case shared with UKG / WG	Qtr3 2018	
	Final review of draft version business case by UKG / WG	Qtr2 2019	
	Independent peer review	Qtr4 2019	
	Business case submitted to the Council	Qtr4 2019	

Business case submitted to Economic Strategy Board, Programme Board and Joint Committee for approval of the project submission to the UKG/WG	Qtr4 2019
UKG/WG approval of the release of Government funding to the project	Qtr1 2020
Project development	
Pembroke Dock infrastructure	
Planning permission, CPO and consents	Qtr1 2019
Construction phase area 1 (Hangar annexes)	Qtr2 2019 to Qtr4 2020
Construction phase area 2 (Amenity and pocket park)	Qtr2 2019 to Qtr4 2020
Construction phase areas 3, 4 and 5 (Slipway and berthing)	Qtr2 2019 to Qtr2 2023
Construction phase areas 6, 7, 8 and 9 (land prep at south of site and pickling pond)	Qtr3 2020 to Qtr4 2021
Construction phase area 10 (Graving dock)	Qtr1 2022 to Qtr4 2023
Construction phase areas 11, 12 and 13 (levelling, transportation corridor and light fab shed construction)	Qtr3 2023 to Qtr4 2024

	Operation to fullest extent	Qtr1 2025 onwards
	Marine Energy Test Area (META)	
	Site identification	Qtr1 2018
	Site management	Qtr1 2018 to Qtr4 2022
	Consenting and leasing	Qtr2 2019
	Official opening of phase one	Qtr3 2019
	Legacy operation	Qtr1 2023 onwards
	Pembrokeshire Demonstration Zone (PDZ)	
	Project preparation and procurement	Qtr1 2020
	Consenting, EIA and surveys	Qtr1 2020 to Qtr2 2023
	Grid connection preparations	Qtr4 2020
	FEED and site investigations	Qtr1 2020 to Qtr3 2023
	Site resource data	Qtr1 2020 Qtr3 2023
	Seabed lease	Qtr4 2019 to Qtr3 2023
	Delivery strategy	Qtr4 2019 to Qtr3 2023
	Project management	Qtr3 2019 to Qtr1 2024
	Phase 3 commencement (Enabled by SBCD)	Qtr2 2024
	Marine Energy Engineering Centre of Excellence (MEECE)	
	Mobilisation	Qtr3 2018 to Qtr1 2019
	Delivery	Qtr2 2019 to Qtr4 2024
	Legacy operation	Qtr1 2025 onwards
Risks	Description	Mitigation
	Development & Delivery	

One or more of the 4 PDM project partners withdraws from the project	Memorandum of Understanding/SLA to be signed by each of the 4 project partners and to be in place at the outset of the PDM project. This document to be approved by the Project Authority Lead. Funding approval letter in place between Project Lead and Project Authority Lead.
Development	
Environmental/ecological/archaeological constraints	Project to appoint specialist planning consultant to work with relevant planning/consenting agencies and ensure any findings and necessary mitigating measures are incorporated into outline planning application report
Implementation	
Deliverability of PDM within the City Deal programme timeframe.	Detailed time bound project delivery proposals for 4 elements of PDM to be set out in the 5 case business model.
Delay/failure to secure required consents	Early engagement with consenting authorities and key stakeholders. Project to appoint specialist consultants where appropriate. Ensure key consent milestones and interdependencies are included in project schedule and monitored closely. Project to carry out comprehensive surveys, where appropriate, and include findings and necessary mitigating measures in consent applications
Failure to ensure stakeholder buy-in to project concept	Project engaging with local community through public exhibitions and liaison groups, for example, to ensure that stakeholders are fully informed of impacts and there is opportunity for concerns to be addressed where possible.
Operational	
Failure to attract developers/end users	Project partners to undertake market research to assess need and identify end user requirements.
Financial	
Failure to secure funding package	Ensure credible and robust detailed business plan and financial profile is in place at outset. Written letters confirming all sources of funding to be in place at approval stage
Increase in design and construction costs	Ensure detailed costs in place for the all 4 elements of this project. Prepare tender in line with agreed budgets. Ensure project manager is in place from outset. Allow for a suitable contingency in the financial profile.

Financial Profile		2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	TOTAL (£m)
	City Deal	-	2.16	3.59	5.37	9.78	7.10	-	28.00
	Public	1.31	2.95	5.13	4.52	3.64	0.30	-	17.85
	Private	0.80	0.44	1.94	3.58	6.37	1.58	-	14.70
	TOTAL	2.10	5.55	10.66	13.47	19.79	8.98	-	60.55
Constraints	State Aid rules								
Dependencies	<p>There are 4 elements to this project, each led by a different organisation.</p> <p>ERDF funding for PDI, MEECE, & PDZ.</p> <p>Planning Consents</p>								

Supporting Innovation and Low Carbon Growth			
Project Authority Lead	Neath Port Talbot County Borough Council		
Project Delivery Lead	Neath Port Talbot County Borough Council		
Total Cost	£60,400,000	City Deal	£47.7 million
Description	<p>Focussed on innovation, zero-carbon fuel and the future of steel, the project is made up of four elements:</p> <ol style="list-style-type: none"> 1. The Swansea Bay Technology Centre – An energy positive building that will provide office space for start-ups and local businesses, while also transmitting excess energy from solar and other renewable means to the nearby Hydrogen Centre. This energy will then be used to make zero-carbon fuel for council vehicles. 2. A National Steel Innovation Centre that aims to support the steel industry in Port Talbot and Wales. Research and development will be anchored into future steel-making across the region to further reduce carbon emissions. 3. Decarbonisation – Work with the FLEXIS research operation on a series of other projects, including the Swansea Bay Technology Centre/Hydrogen Centre energy link, establishing an electric vehicle charging route map, and air quality modelling and real-time monitoring. 4. Industrial Futures – This will address the gap between demand and supply to business and available land in the Port Talbot Waterfront Enterprise Zone, with a hybrid building providing production units with office space to support start-ups and indigenous businesses - especially those in the innovation and manufacturing sectors. There will also be laboratory space supported by Industry Wales for spin-outs to monetise research and 		

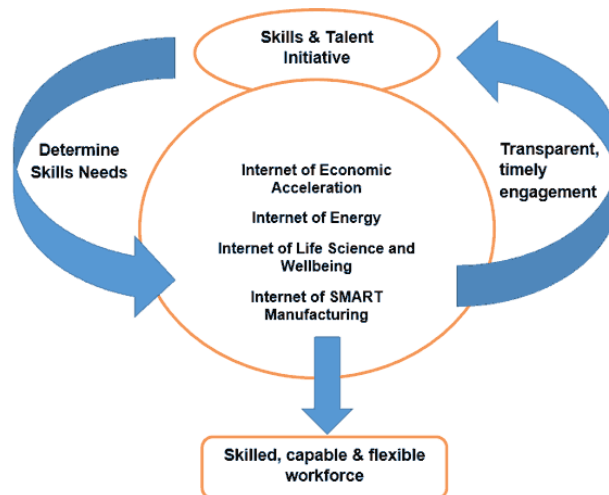
	development projects, as well as land remediation, flood defence work, construction of access roads and upgrading of highways.	
Key Milestones	Activity	Date (using calendar year)
	Business Case Development	
	Business case approved by NPT council cabinet	Qtr3 2019
	Independent peer review	Qtr4 2019
	Business case submitted to Economic Strategy Board, Programme Board and Joint Committee for approval of the project submission to the UKG/WG	Qtr4 2019
	UKG/WG approval of the release of Government funding to the project	Qtr1 2020
	Project Development	
	Swansea Bay Technology Centre	
	Two-stage design and build contract award	Qtr3 2019
	Pre-Application Consultation (PAC)	Qtr1 2020
	Technical design	Qtr2 2020
	Full planning consent	Qtr2 2020
	Construction start	Qtr2 2020
	Construction complete	Qtr3 2021
	National Steel Innovation Centre	
	Site confirmation	Qtr4 2019
	Tender period two stage-procurement (Design and build)	Qtr1 2020
	Pre-Application Consultation (PAC)	Qtr4 2020
	Full planning consent	Qtr1 2021
	Start construction	Qtr2 2021
	Construction complete	Qtr3 2022
	Decarbonisation	
	Purchase and install air quality monitors	Qtr4 2019
	Monitor air quality via data analytics	Qtr1 2020
	Start work with key partners on evidence-based electric vehicle charging strategy	Qtr1 2020

	Mobilisation of electric link between Swansea Bay Technology Centre and Hydrogen Centre	Qtr3 2021					
	Development of commercial strategy	Qtr1 2022					
	Industrial futures						
	Start of two-stage design and procurement process for production facility	Qtr1 2020					
	Start of two-stage design and procurement process for R&D innovation and growth facility	Qtr1 2020					
	Opening of three-year Property Development Fund scheme	Qtr2 2020					
	Completion of production facility construction	Qtr4 2021					
	Completion of R&D innovation and growth facility construction	Qtr4 2021					
Risks	Description	Mitigation					
	Development						
	Delay in planning conditions / consent	Early engagement with stakeholders and consent authorities to raise any issues early on.					
	Delay in procurement of contractors	Utilise existing procurement frameworks. Early engagement with contractors to identify issues which may cause delay and require specialist input. Monitor and review progress of contractor throughout procurement process.					
	Operational						
	New centres do not suit end-user needs	Regular design meetings involving end-users at initial design and fit-out stage. Early identification of supply chain.					
	Financial						
	Failure to secure funding package	Ensure credible and robust detailed business plan and financial profile is in place at outset. Written letters confirming all sources of funding to be in place at approval stage.					
Financial Profile		2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	TOTAL (£m)
	City Deal	0.5	14.4	24.2	8.55	0.05	47.7
	Public	0.3	3.75	1.55	1.05	1.05	7.7
	Private	-	1.53	1.53	1.53	1.53	6.12
	TOTAL	0.8	19.68	27.28	11.13	2.63	61.52
Dependencies	Planning consents						

10.0 Interdependencies & Project Synergies

10.1 Interdependencies

Interdependence 1 - The SBCD Skills and Talent Initiative Project & *The Internet Coast*



The aim of the City Deal proposal is to create an uplift in GVA, helping close the ever-increasing gap between regional and national averages. In order to achieve this, the development of a workforce that is capable, responsive and skilled is key. The portfolio of City Deal projects share this commonality in objective and each will create opportunities for the region's current and future workforce.

The Skills and Talent Initiative will be instrumental in determining the skills needs of the other projects and, in turn, will support regional education providers to deliver the skills solutions required. It is anticipated that skills will broadly be required in, but not limited to, the areas of ICT and digital, health, manufacturing and engineering, aligning closely to the four themes of the SBCD programme. There will be opportunities for the transferability of skills between projects and therefore across the region, creating a thriving talent base.

Undeniably, underpinning each of the projects, therefore, is skills and talent, a theme that runs strongly throughout and which will determine the overall success of the City Deal Programme. The right people with the right skills, available in the region at the right time, is the most important consideration and challenge for the City Deal. Without a strong, capable and flexible workforce the SBCD would struggle to deliver programme outcomes and therefore not have the transformational effect it aims to achieve.

A further key determinant of success is the preparedness and capability of future generations to capitalise on the opportunities presented by the proposal. The Skills & Talent Initiative recognises the importance of younger generations being well-informed. This will help create a sustainable pipeline of talent which is ready and able to both support and further develop the future economy of the Swansea Bay City Region.

It is therefore the intention of the Skills & Talent Initiative to foster the themes of entrepreneurship and digital innovation, given their strategic importance to the Swansea Bay City Deal Programme, and to work with key stakeholders to align provision to these key themes. As such, these two areas will be focussed on in schools and, increasingly so, in further and higher education institutions.

In addition, there is opportunity for synergy in terms of skills between the four themes at a more specific level. Energy, Life Science & Well-being and Smart Manufacturing are of critical strategic importance in their own right, but through the City Deal they are interconnected and mutually supportive.

The 21st Century is a multidisciplinary age which transcends sectors, with the majority of innovative solutions to the most pressing challenges residing in the collision of disciplines. The further and higher education institutions operating within the region already have an exemplary offer of provision within these areas. Aligning their offer more closely to the specific needs of the City Deal and identifying where there are opportunities for multi-disciplinary teaching will create skilled individuals with the transferable skills needed to work across the region.

Interdependence 2 - The Internet of Economic Acceleration and its Constituent Projects

The proposal and its constituent projects are built on a solid foundation characterised by an advanced digital infrastructure. A lack of an effective and reliable next generation digital infrastructure will hinder the development and exploitation of new technologies and capabilities which could negatively impact the success of key projects. The level of interdependency varies across the projects, with some relying on digital elements more than others.

Primarily, the successful implementation of the Digital Infrastructure project will allow for the establishment of 5G testbeds that will enable innovation and entrepreneurship. These are themes that are especially crucial for Yr Egin, the Swansea City and Waterfront Digital District and the Industrial Futures element of the Supporting Innovation and Low Carbon Growth programme. A lack of these testbeds would create significant barriers to the attraction and retention of talent, businesses, key industry leaders and inward investment to the area which are crucial to the success of those projects.

Interdependence 3 - The Internet of Economic Acceleration and the Internet of Energy

An innovative digital infrastructure is particularly pertinent for the Homes as Power Stations project. Imperative to the proposal is the utilisation of the internet to create innovative and sustainable energy generation. Combined with storage and efficiency, this will be supported by the use of smart metering. The effective use of smart metering is integral to the proposal as it will allow users to manage their own energy usage, while also assisting in the measurement of the efficiencies achieved.

Advanced, innovative digital infrastructure will also accelerate the delivery and evaluation of marine energy solutions forming part of the Pembroke Dock Marine project, while also assisting the decarbonisation elements of Neath Port Talbot's Supporting Innovation and Low Carbon Growth programme, which includes real-time air quality modelling and monitoring as well as enhanced charging infrastructure for electric vehicles.

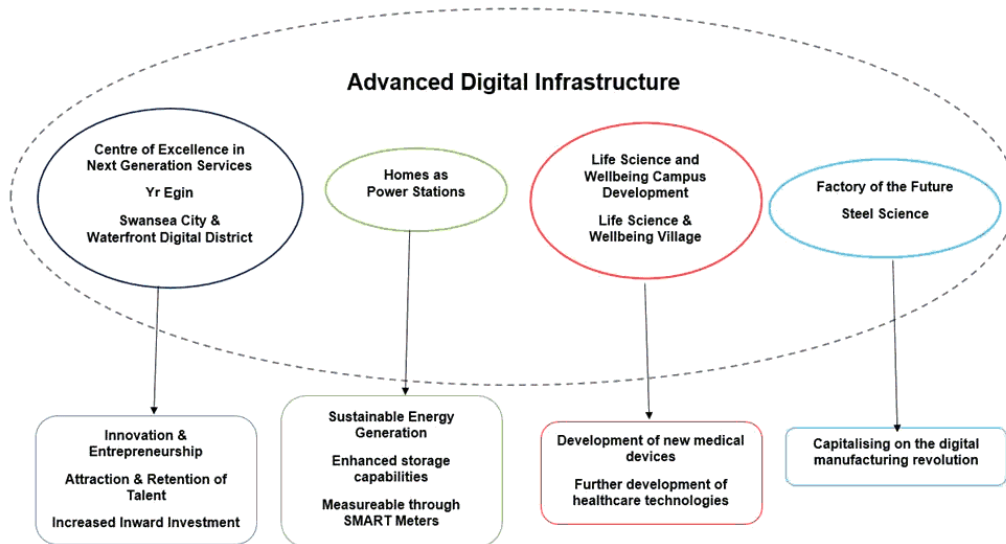
Interdependence 4 - The Internet of Economic Acceleration and the Internet of Life Science and Well-being

The developments proposed by both the Life Science and Wellbeing Campus and Village projects are heavily reliant on an innovative digital infrastructure. A lack of this infrastructure would impact on the development of new medical devices and healthcare technologies forming part of these projects.

Interdependence 5 - The Internet of Economic Acceleration and Smart Manufacturing

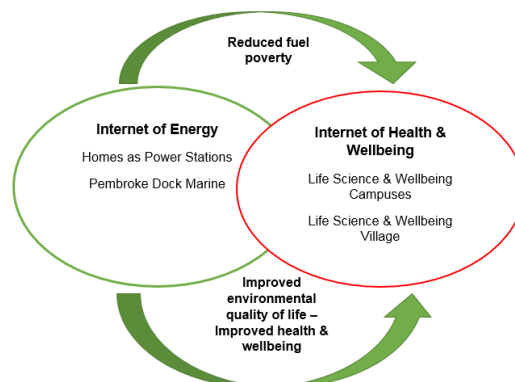
Manufacturing elements of the Supporting Innovation and Low Carbon Growth programme, including the Steel Science project, are reliant on the use of next generation technologies.

These technologies – which will further advance and emerge in coming years - include cyber-physical systems, the internet of things, cloud computing and cognitive computing. These are all elements that require a strong digital infrastructure to capitalise on continual advancements in digital manufacturing.



10.2 Synergies

Synergy 1 - Energy and Life Science & Wellbeing



The economic well-being of Wales has been historically reliant on the strength of heavy industry and traditional manufacturing.

But with the gradual decline of these industries in recent decades, far greater emphasis is now placed on fostering economic growth, development and social inclusion, while ensuring natural assets continue to provide resources on which our well-being relies.

This further emphasises the importance of the green economy as a key component within the City Deal portfolio, with the investment programme's four themes closely aligning to well-being, the environment, manufacturing and economic growth.

The environmental and resource productivity of the economy is strongly linked to Homes as Power Stations, Pembroke Dock Marine and the decarbonisation elements of the Supporting Innovation and Low Carbon Growth programme, with all aiming to produce and promote sustainable energy.

The production of green energy has a positive impact on the environment as it generates little if any of the water and air pollution associated with traditional fossil fuels which costs public health services an estimated \$74.6 billion a year, according to a Harvard University study.

This shows how green energy can directly affect the health and well-being of individuals living and working in the region by reducing the risk of cardiovascular and respiratory diseases associated with traditional energy production. This direct link creates synergy with the Life Science and Well-being Campus and Life Science and Well-being Village projects.

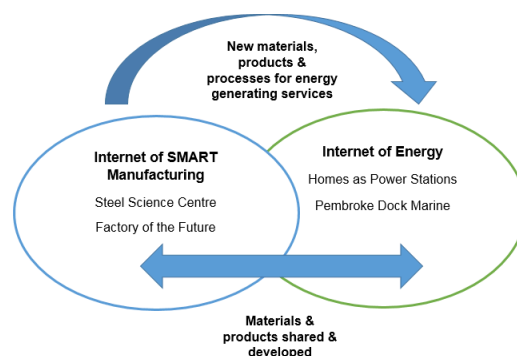
The Homes as Power Stations project will also help tackle fuel poverty, which has an impact on health and well-being. Research forming part of the project will create an evidence base in support of disruptive innovation to meet this objective.

Synergies between energy and life science & well-being can also be evidenced by the Supporting Innovation and Low Carbon Growth programme in Neath Port Talbot.

The programme's focus on decarbonisation and improving air quality will lead to environmental benefits in Neath Port Talbot and beyond that will boost the health and well-being of contemporary residents and generations to come.

Also forming part of the programme is a drive to encourage greater uptake of electric vehicles, which will lead to environmental benefits throughout the region and elsewhere. This will place South West Wales at the heart of global innovation as an example of best practice for embracing this kind of technology as a conduit to environmental improvements.

Synergy 2 - Energy and Smart Manufacturing

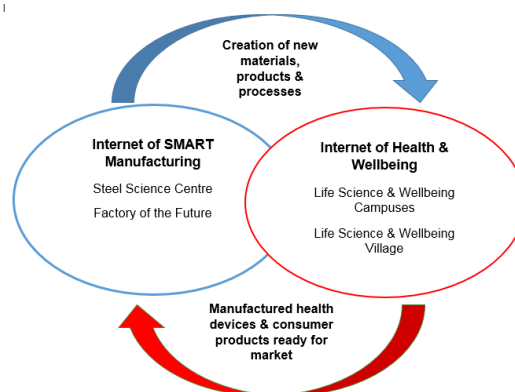


The Steel Science project will be in a prime position to have a significant impact on the Green Growth agenda. As well as developing and implementing ultra-low carbon steel making technologies, the new materials, products and processes created at the Centre will provide the opportunity to radically rethink the built environment for energy generating services. This will improve the regional natural asset base, helping promote the implementation of good environmental management in primary industries. This substantiates its synergy to Homes as Power Stations and Pembroke Dock Marine where materials and products may be shared and developed.

Furthermore, the Pembroke Dock Marine programme builds on momentum already under way regionally, in developing innovative marine energy solutions. This technology will require a local manufacturing base which builds upon the heavy engineering and steel generating capability of the region. Additionally, Homes as Power Stations provides the opportunity to expand existing pilot activities across the UK steel sector. This extends from smart coatings on steel substrates through to innovative storage and control.

As part of Neath Port Talbot's Supporting Innovation and Low Carbon Growth programme, excess energy from solar and other renewable technologies at the Swansea Bay Technology Centre will be converted into hydrogen at the nearby Hydrogen Centre to fuel hydrogen vehicles.

Synergy 3 - SMART Manufacturing and Life Science & Well-Being



The connections between manufacturing and life science and well-being are long-established but the introduction of smart life science and smart manufacturing have placed more importance on this relationship in recent years. The Life Science and Well-being Campus, the Life Science and Well-being Village and the Steel Science projects are those which illustrate the greatest alignment.

The region already has examples of Life Science and Well-being innovation created locally, manufactured locally and exported from the region to global markets. Examples include therapeutic devices, diagnostic devices and consumer products.

The Steel Science Centre will create new materials, products and processes, many of which will have applications in life science & well-being. This will provide the opportunity to shape the development of intelligent sterile environments, supporting disruptive technologies for telehealth like smart wearables and intelligent dressings.

The demand for next generation healthcare and smarter ways of manufacturing highlights the parallels between the two. They are both areas in transformation where new opportunities in IT to meet demands are creating more opportunities for closer working.

SBCD Project Issue Log - February 2020



Key
New Issue
Resolved since last update
Ongoing Issues

The project issue log highlights pressing issues and risks which currently or potentially have a significant or immediate affect to overall City Deal programme and/or project delivery. These include delays to project development, implementation or achievement of outcomes, for example. The issue log should be considered alongside the wider project risk register (where available) and the SBCD programme risk register.

Skills and Talent				
Issue	Description	Owner	Implications	Action / Update
Business Case Development	Working with new Government officials on a revised approach to business planning	WG / UKG	Delay in business case / funding approval will mean that the skills training required for other projects which have received approval may either not be progressed or be progressed at risk.	A WG/UK Gov policy day has been arranged in March 2020. Business Plan will be submitted to ESB in March/April.

Digital Infrastructure				
Issue	Description	Owner	Implications	Action / Update
Project management resource	Dedicated digital project manager is required. Identified project leads in each of the partner organisations is also required.	Project lead authority	Pace of delivery will be compromised without a digital project manager.	The Digital Infrastructure Project Manager commenced post on 2nd February 2020. Project due for submission to Joint Committee for Spring 2020.

Swansea Waterfront and Digital District				
Issue	Description	Owner	Implications	Action / Update
Funding approval	Approval of Council funding is dependent on Government sign-off of City Deal business case.	SBCD / UKG / WG	Delay to approval of City Deal funding will impact on the delivery timescales for the projects	Terms and Conditions issued by WG, first £18m has been released.

Yr Egin - Creative Digital Cluster				
Issue	Description	Owner	Implications	Action / Update
Funding approval	Yr Egin phase one has been completed and is fully occupied	SBCD / UKG / WG	Delay in approval of City Deal funding will increasingly impact on project delivery timetable for phase 2.	Terms and Conditions issued by WG, first £18m has been released.

Centre of Excellence in Next Generation Services (CENGs)				
Issue	Description	Owner	Implications	Action / Update
Project Review	Project being reviewed by Neath Port Talbot Council	NPT Council	Project may be amended or substituted with alternative scheme	CENGs no longer forms part of NPT's revised programme of projects.

Life Science and Well-being Campuses				
Issue	Description	Owner	Implications	Action / Update
Business case development	Swansea University is working on a revised business case for the Campuses project	Project lead	Revised business case will need approval from Swansea University and City Deal governance processes to proceed to the next stage of the approval process	Revised business case anticipated for submission to ESB and Joint Committee for consideration in the summer of 2020

Life Science and Well-being Village				
Issue	Description	Owner	Implications	Action / Update
Delay in zone 1 funding	Funding for zone 1 will need to be confirmed in line with procurement of a construction contractor.	Project lead	Potential delay to project aim of opening in line with academic term	Revised business case to be submitted to Joint Committee in Q1 2020 (Financial year calendar)
Negative perception of project	Reputational risks owing to sustained media coverage linking to the ongoing investigation in Swansea University to the proposals for the Village.	Project lead / SBCD	Potential decline in interest by investors, service providers and general public	Proposals to rebrand Village project have been developed and approved by CCC Executive Board and will be launched in conjunction with academic partnership.

Homes as Power Stations

Issue	Description	Owner	Implications	Action / Update
Funding approval	Funding assurance required to support match funding bids for ERDF and IHP funding	SBCD / UKG / WG	Until formal approval of City Deal business case is received, project can only provide assurance in principle which may pose a risk to securing match funding	Homes as Power Stations due for decision by Joint Committee in April 2020

Pembroke Dock Marine				
Issue	Description	Owner	Implications	Action / Update
NNDR	Clarity required on NNDR arrangements - specifically how NNDR will be apportioned	Acc. Body / Project authority lead	Project viability is subject to discussions relating to NNDR	SBCD Section 151 in discussion with UK and Welsh Government. Meeting to be convened between Leaders and Chief Executives to discuss.
Project delivery timescale	Clarity required on when the five-year delivery period begins	JC	Will ensure project implementation and benefits realisation timescales are accurate.	To be considered by Joint Committee.
Funding approvals / terms and conditions	Number of interdependencies relating to spend / securing of ERDF match funding which require project start date of July 2019.	SBCD / UKG / WG	If funding approvals are not received the project may miss the required start date which poses a risk to project delivery and potentially some elements not proceeding as currently planned. Until formal approval of City Deal business case is received project can only provide assurance of funding in principle which may pose a risk to match funding and/or overall project delivery.	Pembroke Dock Marine project approved by Joint Committee in October, 2019. Business case now with UKG and WG for final approval.

Factory of the Future				
Issue	Description	Owner	Implications	Action / Update
Project review	Project being reviewed by Neath Port Talbot Council	NPT Council	Project may be amended or substituted with alternative scheme	Factory of the Future no longer forms part of NPT's revised programme of projects.

Steel Science				
Issue	Description	Owner	Implications	Action / Update
Project Review	Project being reviewed by Neath Port Talbot Council	NPT Council	Project may be amended or substituted with alternative scheme	Steel Science project forms part of the revised 'Supporting Innovation and Low Carbon Growth' programme being led by NPT Council.

Supporting Innovation and Low Carbon Growth				
Issue	Description	Owner	Implications	Action / Update
Project Review	Business Plan has been reviewed by NPT Council, ESB and City Deal governance structures	NPT Council/SBCD Regional Office	Delay to securing funding	ESB and Joint Committee approved the Business Plan in January 2020. Business Plan submitted to WG and UKG for approval
Business demand for space	Assurance needed that there is enough demand for business space due to form part of the 'Industrial Futures' element of the programme	NPT Council	This will affect successful delivery of the programme's 'Industrial Futures' project	Evidence of demand has been supplied for consideration by ESB and JC, where the project has been approved

Swansea Bay City Deal Programme Risk Register
Summary: Immediate Risks

Original Assessment: March 2018
Latest Review: January 2020

This summary details the risks which pose the most pressing potential challenges to delivery of the City Deal Programme. The summary provides a snapshot in time. Full details of all programme risks are detailed in the individual tabs and should be considered alongside this summary

Risk Group	Risk Description	Category	Owner	Potential Consequence	Inherent Probability	Inherent Impact	Inherent Rank	Latest Review Date	Latest Update/Control of Actions	Current Probability	Current Impact	Current Rank
Developmental	Delay in approval of JCA	C6 C14	All	Unable to formally establish governance structures. Unable to draw down city deal funding. Unable to sign off project business cases. Risk of withdrawal of local authority / other partner from City Deal (see risks below)	3	5		31 Jan 20	Further to the findings and recommendations of the two SBCD reviews, changes to the JCA have been made. The revised JCA has been considered and approved by all four regional Local Authorities. The revised JCA has also been sent to both Governments for information.	2	2	
Implementation	Slippage in delivery of programme	C6 C14	JC	City Deal doesn't achieve the outcomes intended within the timescales agreed. Borrowing and recuperation does not accurately reflect spend	4	4		31 Jan 20	Both independent and internal reviews have been completed and an action plan has been agreed to take forward their recommendations. This has been accepted by Joint Committee. Implementation of the recommendations is now at an advanced stage but this will require changes to existing procedures, which may result in delays to programme delivery and project approvals for tranche two projects. Both Governments have confirmed that no project approvals, beyond those for Yr Egin and the Swansea City and Waterfront Digital District, will be granted until the Actica review recommendations have been implemented. A City Deal Programme Director has now been recruited, who will start in post on Monday March 2nd, 2020. The revised JCA has been approved by all four regional Local Authorities and sent to both Governments for information. Two specialist advisers to the Economic Strategy Board have also now been appointed.	3	2	
	Business case is not approved / project falls	C3 C11	RPAL / Delivery Lead	Project unable to proceed	3	5		31 Jan 20	Further to findings of the SBCD reviews a number of projects have been reviewed and substituted for an alternative scheme. The revised Neath Port Talbot programme of projects has now been approved by internal City Deal governance, and submitted to both Governments for final approval. This reflects recommendations of the SBCD reviews to increase flexibility of the programme, and for it to be managed as a portfolio, as opposed to as a set of pre-determined, immutable projects. In addition, outstanding issues around NNDR & the Pembroke Dock Marine project, in particular, are on-going. If this continues to be unresolved the project may not be able to meet the required start date of their match funders. This may result in the project being unable to deliver certain elements as planned / at all. Control actions are as previous update.	3	4	
	Change in project scope pre-business case approval	C11 C6	Delivery lead	Project no longer requires same amount of funding. Project no longer achieves the necessary outcomes required for City Deal funding. Project is not approved and therefore unable to proceed / proceed as planned.	4	4		31 Jan 20	Change in scope of the Pembroke Dock Marine project. The project has now been approved by Joint Committee, and submitted to both Governments for final approval. Further to findings of the SBCD reviews, a number of other projects have been reviewed. This reflects recommendations of the SBCD reviews to increase flexibility of the programme. Any changes in scope will follow the agreed review process as detailed in the JCA. The revised NPT programme of projects has now been approved by Joint Committee, and submitted to both Governments for final approval.	4	4	
	Delay in development of business plans	C11 C14	RPAL / Delivery Lead	Delay in project start. Depending on critical timescale, this could impact on the ability of projects to deliver proposed outcomes. Potential knock-on affect for the ability of other projects to deliver and achieve outcomes.	5	3		31 Jan 20	Two projects have been formally approved - Swansea Waterfront and Yr Egin. A second tranche of projects are currently being progressed. In addition it has been agreed with both Governments that an independent peer review be undertaken at a regional level prior to formal submission of business cases to Governments. This will provide a quicker and more effective process for all parties going forward which should reduce time required to develop business cases to an appropriate standard. Two further projects have now been submitted to both Governments for final approval, with several other business cases expected to be submitted in coming months.	3	3	
	Delay in approval of business plans	C11	PAL / RO / JC / Govs	Delay in project start. Depending on critical timescale, this could impact the ability of projects to deliver proposed outcomes. Potential knock-on affect for the ability of other projects to deliver and achieve outcomes.	3	4		31 Jan 20	Further to findings of the SBCD reviews, changes are required to the processes by which business cases are approved. Whilst this will not delay approval of tranche 1 projects, it could potentially have an impact on the approval of future tranches of projects. Face to face engagement between the Economic Strategy Board and project leads now takes place, as well as face to face sessions between both governments and project leads.	3	3	
Financial	Failure to agree NNDR (rates retention flexibility)	C3	LAs	Local authorities unable to borrow sums required for projects	4	5		31 Jan 20	Swansea Council's Cabinet authorised the budget for the arena/digital square elements of the Swansea City and Waterfront Digital District on November 19, 2019. Other regional LA borrowing authorisations to follow in coming months. In-principle NNDR agreement in place between WG and regional Local Authorities.	3	4	

Timeframe for end of current EU funding programmes	C3	All	Unable to deliver funding package at both project and programme level	3	3		31 Jan 20	First £18 million of City Deal funding secured, based on the approval of two projects - Yr Egin, and the Swansea City and Waterfront Digital District. Further releases of City Deal funding anticipated in coming months. Pembroke Dock Marine and Supporting Innovation & Low Carbon Growth projects submitted to both Governments for approval. Others to follow in coming months.	3	3	
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Development Risks

Original Assessment: March 2018

Latest Assessment: 31 January 2020

Risk Description	Category	Owner	Revised Probability	Revised Impact	Revised Risk	Control Actions	Revised Probability	Revised Impact	Revised Risk	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Risk	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Risk	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Risk	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Risk							
Delay in approval of JCA	C6 C14	AI	3	5	15	Local authority legal and financial working group established and meeting regularly with contractors to ensure agreement reflects requirements of all parties. Regular updates to Joint Committee and drafts regularly submitted to Joint Committee and Government for review.	2	5	10	1.Oct.18	JCA formally approved by each of the four local authorities at meetings of the full Councils in June and July. JCA endorsed by JC at first formal meeting on 31st August 2018	1	1	1	01.Jan.19	As previous update	3	2	6	01.Jul.19	Further to the findings and recommendations of the two SBCCD reviews changes to the JCA will be required. The full scale and requirements of the changes are currently being assessed but will require approval by the Joint Committee, UK and Welsh Government and could require re-submission to the four Councils. This may delay approvals of forthcoming projects.	3	2	6	21.Oct.19	Revised JCA has been approved by Joint Committee and all four regional LAs. The revised JCA has also been sent to both Governments for information.	1	1	1	31.Jan.20	As per previous update					
Delay in approval of Implementation Plan	C6 C14	RO	3	3	9	IP drafted by RO. Review of draft versions IP by both Govs and speedy iterative process have enabled final version. IP on agenda for sign-off at first formal JC meeting anticipated end of Summer 18.	2	3	6	1.Oct.18	IP signed off in principle at the first JC on 31st August 2018. Final IP to be reviewed and endorsed by JC at next meeting following approval by UK and Welsh Government	1	1	2	01.Jan.19	IP signed off in principle at the first JC on 31st August 2018. IP will need to be reviewed in light of following programme review due to be completed in Jan 2019.	5	4	20	15.Apr.19	Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a "live" document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2	4	01.Jul.19	Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a "live" document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2	4	21.Oct.19	Regional Office is working on a revised Implementation Plan for submission to Joint Committee for decision.	1	1	2	31.Jan.20	Implementation Plan approved at Joint Committee on January 28th, 2020. The Implementation Plan, however, is a live document that will continue to evolve with time.
Delay in establishment of ESB	C14 JC / UKG & WG	AI	4	5	20	Formal governance structure incomplete. Unable to begin formal review of business cases. Lost opportunity of private sector direct involvement to inform and assist in the wider economic development of the SBCCD Region.	3	5	15	1.Oct.18	Recruitment process agreed with UK & Welsh Government. Early and frequent communication re: regional decisions / recommendations	1	1	2	01.Jan.19	ESB Chair and membership approved at first formal Joint Committee meeting on 31st August 2018. Introductory session held on 19th September to assist members in their new role. Future meeting dates for the next 12 months set in advance, with scheduled frequency of ESB meetings increased to a monthly basis (or more frequently as required) to establish momentum in anticipation of a number of business cases coming forward.	1	1	2	15.Apr.19	This risk is no longer live and will be removed from future updates.	-	-	0	01.Jul.19	This risk is no longer live and will be removed from future updates.	-	-	0	21.Oct.19	This risk is no longer live and will be removed from future updates.	-	-	0	31.Jan.20	Two new specialist advisers have been appointed to assist the Economic Strategy Board, representing the sectors of micro business and skills & talent
Competing priorities of partners	C6 C14	JC	4	3	12	City Deal issues are not considered a priority and therefore sufficient resources are not dedicated causing potential otherwise unnecessary delays in delivery or achievement of outcomes.	2	2	4	1.Oct.18	Ensure partners are engaged fully from the outset and that the benefits and potential opportunities of the City Deal partnership, and their involvement are clearly articulated. Create opportunities for open and honest dialogue regarding competing pressures. Establish support mechanisms to assist partners with competing priorities to allow them to be as involved as possible. Set up annual meeting schedule to enable effective time management for all partners. Provide regular electronic updates and briefings inbetween meetings on progress / key issues	2	1	2	01.Jan.19	As previous update	2	1	2	15.Apr.19	As per previous update	2	1	2	01.Jul.19	As per previous update	2	1	2	20.Dec.19	As per previous update	2	1	2	31.Jan.20	As per previous update
Stakeholders misunderstand the objectives / benefits / purpose of the City Deal	C13 C6	RO	3	3	9	Lack of support for City Deal. Disengagement due to confusion or lack of understanding. Support for City Deal but based on inaccurate understanding. Potential for negative media and social media coverage, undermining the City Deal brand and objectives	2	3	6	1.Oct.18	Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key contacts within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issued promptly. Regular proactive comms and marketing of the City Deal keeping stakeholders up to date with activities, coverage and outcomes.	2	2	4	01.Jan.19	SBCCD Business Engagement Officer in post. SBCCD Business Engagement Plan currently being drafted outlining opportunities, plans and indicative timescales for engagement with businesses. SBCCD Communications Officer in post. Draft SBCCD Communication Plan developed for consideration by governance structures including key messages, key stakeholder groups, opportunities, plans and timescales for engagement. Daily tweets, monitoring of news articles and responding to press enquiries. Representation at a number of public and business engagement events to raise awareness and spread consistent messages about the SBCCD.	2	2	4	15.Apr.19	In addition to ongoing work included in previous update eight dedicated Business Engagement Sessions held throughout November 2018 and large Regional Regeneration event held in early December 2018 primarily targeting private sector businesses within the region to raise awareness of the City Deal and other opportunities within the Region.	2	2	4	01.Jul.19	Regular weekly social media activity, monitoring of news articles and responding to press enquiries. Representation at a number of public and business engagement events to raise awareness and spread consistent messages about the SBCCD. Coordinated public communication in response to publication of two SBCCD reviews. Public promotion of SBCCD approvals of Yr Egin and Swansea City and Waterfront Digital District and anticipated Government approval of the schemes.	2	2	4	21.Oct.19	As per previous update, as well as City Deal e-newsletter targeted at the regional business community.	2	2	4	31.Jan.20	Significant positive media coverage on the release of the first £18 million of SBCCD funding, the submission of the PDM project to both governments for approval, the submission of the revised NPT programme to both governments for approval, and the appointment of the new SBCCD Programme Director. Regular, impactful social media activity on-going, and e-newsletter for the regional business community due for imminent distribution. Comms, marketing and business engagement on-going.

Swansea Bay City Deal
Programme Risk
Register

Original Assessment: March 2018

Latest Assessment: January 2020

Risk Description	Category	Owner	Potential Consequence	Inherent Probability	Inherent Impact	Inherent Rank	Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review update	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank					
Failure to achieve full funding package	C3	All	Project potentially unable to delivery or to deliver full scale of anticipated project outcomes	3	5	5	Early engagement with all funders to develop strong relationships. Robust financial planning and clear outline of interdependencies of funding in the business case, ensuring that fundamental aspects of the project are funded through most secure funding sources. Timely review and approval of five case business plan. Effective and timely procurement activity. Establishment of robust contracts. Ongoing dialogue to resolve issues relating to revenue funding.	2	5	5	1.Oct.18	Credible and robust financial profiles need to be in place for each City Deal Project from the outset. All Letters Confirmation Match Funding to be in place for the project before City Deal funding is approved, confirming amount and timing as set out in the project's financial profile. Timely monitoring and review following approval of five case business plan. Robust and timely procurement activity must be planned, executed and monitored. All Project Authority Leads to put in place effective monitoring and evaluation processes. Funding agreements signed between Project Authority Lead and Project Lead.	2	5	5	01.Jan.19	As per previous update. Outcomes of UK and Welsh Government review and SBCD internal review may provide further assurance and/or recommendations for ensuring these processes are robust.	3	4	4	21 Oct 19	Awaiting Update	3	4	4	31 Jan 20	On-going	3	4	4
Failure to identify / secure revenue funding	C3 C6 C11 C14	Accountable Body	Four projects, including one regional project, unable to proceed.	5	5	5	Ongoing dialogue with governments to identify potential solutions including discussions on Capitalisation Direction. Projects with revenue element encouraged to explore alternative funding streams to support revenue elements.	3	5	5	1.Oct.18	Ongoing dialogue with governments underway to identify potential solutions. Received confirmation of the ability to utilise Capital Receipts to maximise flexibility and make most effective use of resources. LA Section 151 Officers working to determine revenue practical requirements.	3	5	5	01.Jan.19	Dialogue with governments have identified a potential solution. Received confirmation of that LAs may utilise Capital Receipts or Reserves to maximise flexibility of funding and make most effective use of resources. LA Section 151 Officers will work this solution through on each of the relevant projects.	3	5	5	21 Oct 19	Awaiting Update	3	5	5	31 Jan 20	On-going	3	5	5
Failure to agree NNDR (rates retention) flexibility	C3	Accountable Body	Local authorities unable to borrow required for projects	4	5	5	Ongoing dialogue with government to explore opportunities for rate retention	4	5	5	1.Oct.18	In-principle letter received from Cabinet Secretary stating intention to initiate arrangements to allow the region to retain 50% of the additional net yield in non-domestic rates generated by the 11 projects. Officers of the four local authorities currently looking at obtaining relevant information. Clause 14.3 of JCA, endorsed in Summer 2018, reiterates agreement in principle.	2	5	5	01.Jan.19	In-principle letter received from Cabinet Secretary stating intention to initiate arrangements to allow the region to retain 50% of the additional net yield in non-domestic rates generated by the 11 projects. Meeting with WG taken place and officers need to work up a proposal, so the mechanics and allocation is acceptable to all.	2	5	5	21 Oct 19	Awaiting Update	2	5	5	31 Jan 20	Awaiting Update. Discussions on-going with WG	2	5	5
Private sector funding contribution/s not in line with initial business case projections	C3	Delivery Lead	Overall impact of the City Deal not realised. Project cannot deliver full scheme. Project is unsustainable	5	5	5	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	3	4	4	1.Oct.18	For all projects, in addition to the 5 case model assessment, the Accountable Body will undertake an assessment of the Project's Financial profile to check that the private sector contribution is in line with the initial business case financial projections. Any implications resulting from variance to be reported to PB, ESB and JC for action.	3	4	4	01.Jan.19	As per previous update. Outcomes of UK and Welsh Government review and SBCD internal review may provide further assurance and/or recommendations for ensuring these processes are robust.	3	4	4	21 Oct 19	Awaiting Update	3	4	4	31 Jan 20	Private sector contributions need to be evidenced in all project business cases, which need approval from UKG and WG before release of funds	3	4	4
EU match funding contributions not in line with initial business case projections	C3	Delivery Lead	Overall impact of the City Deal not realised. Project is unsustainable	5	5	5	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	3	4	4	1.Oct.18	For all projects, in addition to the 5 case model assessment, the Accountable Body will undertake an assessment of the Project's Financial profile to check that the private sector contribution is in line with the initial business case financial projections. Any implications resulting from variance to be reported to PB, ESB and JC for action. RO in dialogue with WEFO.	3	4	4	01.Jan.19	As per previous update. Outcomes of UK and Welsh Government review and SBCD internal review may provide further assurance and/or recommendations for ensuring these processes are robust. EU funding will only impact on some schemes.	3	4	4	21 Oct 19	Awaiting Update	3	4	4	31 Jan 20	Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also submitted for decision.	3	4	4
Timeframe for end of current EU funding programmes	C3	All	Unable to deliver full funding package at both project and programme level.	3	3	3	Early dialogue with all funders including Governments and WEFO. Project lead to accelerate business case development	3	3	3	1.Oct.18	As per previous update	3	3	3	01.Jan.19	Completion date for EU funded projects mid 2023 at the latest with all expenditure to be paid out by this date. This increases pressure to begin delivery of EU funded projects including those under the City Deal. Without City Deal sign off this may not be possible. Therefore timely completion of UK and Welsh Government reviews and implementation of any recommendations is essential to mitigating this risk.	4	4	4	21 Oct 19	Awaiting Update	4	4	4	31 Jan 20	Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also submitted for decision.	4	4	4
Project authority lead unable to borrow amount required to frontload project	C3 C6	LA's	Projects unable to go ahead	3	5	5	Project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform project lead authority of any changes to financial profile. Section 151 officer group to look at schedule of repayment of City Deal funding for consideration and agreement by Joint Committee.	2	5	5	1.Oct.18	Clause 13.1 of the Joint Committee Agreement commits Project Authority Leads to borrowing or securing alternative funding to support projects. JCA was unanimously agreed by all four regional councils in summer 2018.	2	3	3	01.Jan.19	As per previous update	2	3	3	21 Oct 19	Awaiting Update	2	3	3	31 Jan 20	On-going	2	3	3
Regional project authority lead unable to borrow amount required to frontload regional project funding	C3 C6	LA's	Project potentially unable to delivery or unable to deliver across the whole region.	3	5	5	Regional project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and regional project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform regional project delivery lead of any changes in financial profile. Section 151 officer group to look at proportional borrowing, repayment and benefit / impact of regional projects for each local authority area.	2	4	4	1.Oct.18	Joint Working Agreement signed by all four Councils in July 2018. First formal meeting of the Joint Committee ratifying commitments took place on 31st August 2018. Clause 12.3b of the Joint Committee Agreement outlines due process to be undertaken should a Council not approve funding for a regional project	2	3	3	01.Jan.19	As per previous update	2	3	3	21 Oct 19	Awaiting Update	2	3	3	31 Jan 20	On-going	2	3	3

Swansea Bay City Deal Programme Risk Register - Categories

The Swansea Bay City Deal programme risk register captures and monitors key programme level risks to the delivery of the City Deal and achievement of its aims and objectives. It will be monitored by Joint Committee and Programme Board via circulation prior to each meeting and issues tabled for discussion as necessary.

Category	Ref. No	Description
Contractual	C1	Ineffective use or management of contacts leads to increased costs
Environmental	C2	Environmental incidents
Financial	C3	Financial risks facing the Councils
Health & Safety	C4	Harm to employees / public
IT	C5	Failure of systems / cyber attack
Objectives	C6	Threat to achieving programme objectives
People / Social	C7	Threat to / from society / groups / public
Physical / Assets	C8	Damage to organisational property
Political	C9	Adverse actions caused by changes in local, regional or national governments
Professional	C10	Lack or loss of qualified employees
Projects	C11	Threat to / from individual projects
Regulatory / Legal	C12	Changes to regulations / law
Reputation	C13	Negative publicity
Schedule / Timescales	C14	Threats to timelines / critical path(s)

Swansea Bay City Deal Programme Risk Register - Scoring

Risk Assessment Matrix		Impact				
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Fundamental (5)
Probability	Almost Certain (5)					
	Likely (4)					
	Possible (3)					
	Unlikely (2)					
	Extremely Unlikely (1)					

		Percentage	Description
Probability	Almost Certain (5)	> 80%	Will occur in most circumstances
	Likely (4)	51 - 80%	Strong possibility
	Possible (3)	26 - 50%	Reasonable chance of occurring - has occurred before on occasion
	Unlikely (2)	10 - 25%	Unlikely to occur but potential definitely exists
	Extremely Unlikely (1)	<10%	Will only occur in exceptional circumstances

Impact	Insignificant (1)	No impact on programme success - minimal delay or interruption. No adverse interest from the media / stakeholder groups
	Minor (2)	Little impact on ability to deliver. Adverse comments confined to local media / stakeholder groups
	Moderate (3)	Moderate impact on the success of programme.
	Major (4)	Potential to damage success of programme and prevent achievement of key outputs / outcomes. Significant delays or changes to programme occur as a result of risk being realised. Adverse comments
	Fundamental (5)	Potential to prevent programme from delivering at all. Prevent outputs / outcomes from being achieved. Adverse comments from national press / stakeholder groups.

Swansea Bay City Deal – Summary Progress Report, Actica review recommendations February 2020

Target (as set out in the funding agreement)	Status	Comment
Pre-scrutiny should be encouraged but direct and regular face-to-face contact is essential between those writing the Business Cases and those providing comment upon them; and to advise those who will grant approval	Continued delivery Approved projects - Complete	<ul style="list-style-type: none"> • Face to face engagement between the ESB and project leads. • Face to face sessions are held between both governments and project leads. • For projects that are approved / nearing approval this action is complete but ongoing activity is required to replicate this for other City Deal projects.
The Regional Office should be designated as a Portfolio Management Office, leavening their skills with experienced Portfolio/Programme/Project Management (P3M) specialists.	Continued delivery	<ul style="list-style-type: none"> • A PMO structure has been designed and a remodelled budget agreed to incorporate potential costs for the new PMO structure. This will require endorsement from the Joint Committee. • On commencement in post, the Programme Director will review the structure and budget to ensure the PMO is fit for purpose in delivering the City Deal
The City Deal team should (with the support of the Welsh Government Assurance Hub and IPA as necessary) put in place a best practice Integrated Assurance and Approval Plan (IAAP) for the Portfolio. All parties should specifically consider the OGC Gateway™ Review process as a key part of that plan.	Accelerated progress	<ul style="list-style-type: none"> • In conjunction with the Welsh Government’s Integrated Assurance Hub (IAH), a plan for the development of the IAAP is in place, with a target delivery date of 01-03-20. • The appropriateness of the OGC Gateway™ Review process is being taken forward. • A Risk Potential Assessment (RPA) has been submitted to the IAH for assessment, in preparation for a Gateway review.
Under the chair of the JSC each SBCD board should consider their TORs and ways of working to ensure they work as intended. In doing so, they should take account of this review and the outcome of audits currently being undertaken.	Complete	<ul style="list-style-type: none"> • Each board has reviewed their terms of reference and ways of working • Relevant updates to terms of reference have been made and incorporated in to the revised Joint Committee Agreement approved by Joint Committee in July 2019.

<p>A Portfolio Director should be appointed before May 2019 to ensure continuity of Swansea Bay City Deal leadership and independent, authoritative advice to the Boards.</p>	<p>Complete</p>	<ul style="list-style-type: none"> • Target date set by the reviewers was unachievable. • A recruitment process has been undertaken and a Director appointed. Commencement date 2nd March 2020
<p>The SBCD should be managed as a Portfolio and not as a set of predetermined and immutable projects.</p>	<p>Continued delivery</p>	<p>A suite of activity has been put in place/ completed:</p> <ul style="list-style-type: none"> • Programme Director appointed • PMO designed, costed and agreed • Monitoring and Evaluation Plan to be reviewed and updated • Implementation plan reviewed, updated and approved by Joint Committee • Stocktake of projects completed • Review underway of City Deal programme income and expenditure profiling • Review underway of Programme risk • IAAP in development • RPA submitted • Programme Business Case under development • Gateway review planned • Revised portfolio of Neath Port Talbot projects formally submitted to both governments for approval
<p>For Yr Egin and Swansea Waterfront - the two business cases which we consider are close to final approval - senior UK Government and Welsh Government and Local Authority officials should aim to reach a swift conclusion to ensure that funding can flow as needed.</p>	<p>Complete</p>	<ul style="list-style-type: none"> • Project approval secured. • Terms and conditions accepted. • Funding released

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SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

FORWARD WORK PROGRAMME 2019 – 2020

DATE OF MEETING	VENUE	ITEMS FOR REPORT
2pm 9 March 2020	Carmarthen shire	<ul style="list-style-type: none"> • Vice Chancellor Swansea University • Correspondence on the Amendments to the Joint Committee Agreement – 20 November 2019 • Local Project Update (Pembroke Dock Marina) • Presentation by the recently appointed Programme Director (Deferred to May Meeting) • Update on Funding Agreement <p><u>Programme Monitoring (Standing Items)</u></p> <p>Action Plan Implementation Plan SBCD Programme Risk Register SBCD Project Risk Register SBCD Project Issue Log Correspondence/Urgent Items</p>
2pm 6 May 2020	Port Talbot	<ul style="list-style-type: none"> • Local Project update • Meeting Venue for future meetings • Presentation by the recently appointed Programme Director <p><u>Programme Monitoring (Standing Items)</u></p> <p>Action Plan Implementation Plan SBCD Programme Risk Register SBCD Project Risk Register SBCD Project Issue Log Correspondence/Urgent Items</p>

