

SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

2.00 pm MONDAY, 12 OCTOBER 2020

VIA MICROSOFT TEAMS

1. Declarations of Interest
2. Minutes of the Previous Meeting (*Pages 3 - 8*)
3. Swansea Bay City Deal Programme - Verbal Update (*Pages 9 - 32*)
4. Swansea Bay City Deal Projects Update (*Pages 33 - 42*)
5. Impact of Covid-19 on the Swansea Bay City Deal - Presentation
6. Programme Monitoring (*Pages 43 - 114*)
 - Action Plan
 - Implementation Plan
 - SBCD Programme Risk Register
 - SBCD Project Risk Register – Verbal Update
 - SBCD Project Issue Log – Verbal Update
7. Forward Work Programme (*Pages 115 - 116*)
8. Urgent Items
Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Section 100B (4) (b) of the Local Government Act 1972

S.Phillips

Chief Executive

Civic Centre
Port Talbot

Tuesday, 6 October 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 12 October 2020

Swansea Bay City Deal Programme	
<p>RECOMMENDATIONS/KEY DECISIONS</p> <p>The Swansea Bay City Deal Programme Director will be present at the meeting to provide a verbal update on the Swansea Bay City Deal Programme and provide a response to any questions that the Scrutiny Committee may have.</p> <p>The External Review into the Swansea Bay City Deal Programme has been attached for background and information purposes.</p>	
<p>REASONS</p> <p>To update Scrutiny Members on the current position of the Swansea Bay City Deal Programme.</p>	
<p>OFFICER CONTACT</p> <p>Name: Charlotte Davies</p> <p>Democratic Services Officer (NPT Council)</p>	<p>Telephone: 01639 763745</p> <p>Email: c.l.davies2@npt.gov.uk</p>

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OGC Gateway™ Review 0: Strategic assessment

	Swansea Bay City Deal
	AH20/15

Version number:	V1.0 FINAL
Senior Responsible Owner (SRO):	Wendy Walters
Date of issue to SRO:	[Insert date]
Department/Organisation of the Programme	Swansea Bay Region
Review dates:	15/07/2020 to 17/07/2020
Review Team Leader:	David Wilkin
Review Team Members:	Nigel Elias Gez Martin Julie Palmer
Previous Review:	N/A
Security Classification:	Official

This assurance review was arranged and managed by:

Welsh Government Integrated Assurance Hub (IAH)

Cathays Park 2

Cathays

Cardiff

CF10 3NQ

1.0 Delivery Confidence Assessment (DCA)

<u>Delivery Confidence Assessment:</u>	Amber
<p>The Review Team finds that the Swansea Bay City Deal has experienced significant inertia in securing UK and Welsh Government approval to proceed accompanied by the flow of funding.</p> <p>In order to unblock this impediment, the Review Team recommends that the SBCD needs to:</p> <ul style="list-style-type: none"> • Clarify the purpose of its Business Case; • Clarify the triggers for release of funding; and • Clarify the acceptance criteria to close down the response to the 2019 external review. <p>The progress made in recent months with the appointment of the SRO and Programme Director, together with the initial formation of the PMO has been creditable, especially in the context of Covid-19 lockdown working conditions.</p> <p>To position the SBCD in a stronger position moving forward, the Review Team believes that the SBCD should:</p> <ul style="list-style-type: none"> • Separate Strategic Oversight from Delivery Control; • Reinforce the importance of the PMO; and • Promote the concept of Discovery Funding. <p>The issues identified, if addressed promptly, should position SBCD positively for success, though the potential for deviation over the 15-year period is significant and will require ongoing strong, and proportionate, governance with matters being resolved at Project Board, Programme Board, Joint Committee or UKG/WG in line with agreed thresholds.</p>	

The Delivery Confidence assessment RAG status should use the definitions below:

<u>RAG</u>	<u>Criteria Description</u>
Green	Successful delivery of the programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
Amber/Green	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Amber	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
Amber/Red	Successful delivery of the programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
Red	Successful delivery of the programme appears to be unachievable. There are major issues which, at this stage, do not appear to be manageable or resolvable. The programme may need re-baselining and/or overall viability re-assessed.

2.0 Summary of Report Recommendations

The Review Team makes the following recommendations which are prioritised using the definitions below:

Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification (Please enter the categorisation number from the list provided here)
1.	Resolve the inertia introduced by Portfolio/Programme terminology and agree with UKG/WG the <i>purpose</i> of the business case to drive its rapid approval and set the framework for constituent Project Business Case approvals.	C- Critical	End Aug 2020	1.3 Approvals
2.	Obtain written confirmation from UKG/WG of explicit description of the conditions required to trigger SBCD funding to flow and negate the need for any further reference other than normal reporting mechanisms.	C- Critical	End Aug 2020	1.3 Approvals
3.	Evaluate the merit of differentiating the accountabilities for strategic oversight and delivery control, thus empowering the Programme Board to exercise its function with agility and in line with the delivery tempo of the programme.	E- Essential	End Sept 2020	1.1 Governance Structures & Processes
4.	Obtain written confirmation from UKG/WG of the acceptance criteria for closing down the response to the external review of February 2019.	C- Critical	End Aug 2020	3.4 Quality Management
5.	Reinforce the importance of a strong and well-resourced PMO to provide a solid engine room for SBCD – the ‘information power house’ that underpins momentum.	R - Recommended	Ongoing	3.7 Methodology & Standards
6.	Promote the merit of discovery funding within the Growth Deal approach for project feasibility and innovation work in order to accelerate viable projects and avoid protracted start-up of non-viable projects.	R - Recommended	End Sept 2020	5 Financial Planning & Management

Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the programme should take action immediately

Essential (Do By) – To increase the likelihood of a successful outcome the programme/ project should take action in the near future.

Recommended – The programme should benefit from the uptake of this recommendation.

3.0 Comments from the SRO

The Stage gate review process was very timely, well received and the six recommendations are reflective of where we are now and what we need to do to ensure we can move forward and deliver the SBCD projects. The process has been quite a reflective one for many and useful in terms of setting the future direction. The emphasis given regionally and nationally on the importance of the SBCD and how the projects will aid with economic recovery during and post Covid-19 needs to translate into delivery. We have seen a noticeable improvement in WG support via Rhodri Griffiths' team and the Office of Project Delivery. Appreciating there have been frustrations around terminology and clarity on direction, relations have very much improved with WG over the last year or so and it is vital that this continues to improve. As SRO for the SBCD, I look forward to seeing the approval and draw down of funding later this year and the realisation of the vision for the region.

4.0 Background

The aims of the programme:

The draft Business Case (v1.1 June 2020) states that:

The Swansea Bay City Region is made up of the four local authority areas of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea, with a combined population of more than 685,000 people.

The City Region – which covers the South West Wales area - was launched in July 2013, with support from the Welsh Government.

Its creation was based on evidence that shows City Regions of more than 500,000 people are in a better combined position than individual local authority areas to stimulate economic growth through attracting investment and generating high-value job opportunities.

The formal establishment of the Swansea Bay City Region built upon existing partnership working throughout South West Wales between regional local authorities, universities, health boards and other organisations.

The Swansea Bay City Region benefits from several extensive assets which provide unique opportunities for economic growth, including:

- *Natural resources and infrastructure*
- *Urban hubs*
- *A growing knowledge economy*
- *Globally recognised science-based facilities*
- *Distinguished universities with expertise in research and development*
- *Strong manufacturing traditions*
- *A skilled, diverse and resourceful workforce*
- *Considerable commuting flows across the area*

The driving force for the programme:

The draft Business Case (v1.1 June 2020) states that:

The strategic context for the Swansea bay City Deal is outlined in the Swansea Bay City Region Economic Regeneration Strategy 2013 – 2030, which represents an ambitious strategic framework to support South West Wales and its future economic development. The document sets out that framework, which is intended to stimulate and shape the work of all our stakeholders as we come together behind a common vision, to enhance the long-term prospects of our City Region economy, its businesses, and communities.

It is an unambiguous strategy for economic success, designed to accelerate our growth so that we can reduce the gap with the performance of the rest of the UK in wealth creation terms. Despite the strategy bringing much needed certainty and assurance to our development thinking, given the speed of change evident within an increasingly globalised world economy, it is vital that the strategy has in-built responsiveness and flexibility at its core, so that it can be delivered in a dynamic fashion and respond quickly and assertively to breaking market, technology and policy opportunities.

It is a forward leaning strategy that proactively charts a better economic future for the City Region and its citizens. It connects and articulates our complex economic, social and environmental needs at the City Region level, whilst also recognising that wider policy thinking at the level of Wales, the UK and EU will also impact greatly on the City Region's future direction.

The delivery status

Version 2
February 2019

The draft Business Case (v1.1 June 2020) sets out the component projects:

The table below reflects the overall revised headline outcomes as at May 2020:

PROJECT NAME	IMPACT	
	GVA £m	Net Jobs
	15 years	15 years
Internet of Economic Acceleration		
<i>Swansea City & Waterfront Digital District</i>	669.8	1,323
<i>Creative Digital Cluster - Yr Egin</i>	89.5	427
<i>Digital infrastructure</i>	318	
Internet of Life Science & Well-being		
<i>Life Science & Well-being Campuses</i>	153	1,120
<i>Life Science & Well-being Village</i>	467	1,853
Internet of Energy and Smart Manufacturing		
<i>Homes as Power Stations</i>	251	1,804
<i>Pembroke Dock Marine</i>	343.3	1,881
<i>Supporting Innovation and Low Carbon Growth</i>	93	1,320
TOTALS	2,605.17	9,279

5.0 Purposes and conduct of the OGC Gateway Review

The primary purposes of a Gateway Review 0: Strategic assessment are to review the outcomes and objectives for the programme (and the way they fit together) and confirm that they make the necessary contribution to Ministers' or the departments' overall strategy.

Annex A gives the full purposes statement for a Gateway Review 0.

Annex B lists the people who were interviewed during the review.

Current position regarding previous assurance reviews:

This is the first Gateway Review of the Swansea Bay City Deal Programme.

6.0 Acknowledgement

The Review Team would like to thank all participants for their contributions to this review. The assistance provided by Greg Jones and Sara Nicholls was particularly appreciated.

7.0 Scope of the Review

This an early Gateway 0 Review.

The Review team was provided with the following Terms of Reference:

1. Are all stakeholders still committed to the SBCD aims and objectives
2. Does the SBCD still align to national and regional priorities and growth opportunities that will best deliver economic prosperity
3. Is the governance structure for the SBCD in terms of Joint Committee, Programme Board, Economic Strategy Board, Joint Scrutiny Committee and the Programme Management Office appropriate and effective
4. Are the governance processes appropriate and effective for the size and complexity of the SBCD i.e. regularity of meetings, project approval process, decision making, reporting, risk, performance, escalations, etc
5. How confident is the SBCD in achieving leverage of private sector investment and delivery of outputs and outcomes
6. Has the economic context (Covid-19 recovery and Brexit) changed anything for the SBCD
7. What opportunities should be explored within and beyond the scope of the SBCD portfolio
8. What constraints exist that could obstruct SBCD portfolio development and delivery

8.0 Review Team findings and recommendations

8.1: Policy and business context

P3M Terminology

In the lead-up to this Gateway Review the Swansea Bay City Deal (SBCD) team has been in receipt of advice from expert advisors, specialists in the creation of business cases. Unfortunately, this has led to a degree of confusion about terminology used in Portfolio, Programme and Project Management (P3M). These terms have different meanings to different people and are used variably in different public and private sector organisations.

For the purposes of this Gateway Review, the Review Team will use the terminology as follows:

- Portfolio – the totality of all City and Growth Deals in Wales.
- Programme – the totality of all Projects within the SBCD.
- Project – an individual constituent project within the SBCD.

The subject of this Gateway Review is, therefore, the Programme.

Strategic Context

The SBCD is jointly funded by the UK Government (UKG) and Welsh Government (WG) as a Capital Scheme and is subject to robust governance being enacted for the Region. In this case, the Region is defined as the geographical area covered by:

- City and County of Swansea Council;
- Carmarthenshire County Council;
- Neath Port Talbot County Borough Council; and
- Pembrokeshire County Council.

The SBCD is firmly anchored in supporting overarching policy intent for both UKG and WG. SBCD supports UK Government strategies including the Industrial Strategy and Clean Growth Strategy, as well as clear alignment with Wales' Wellbeing of Future Generations Act.

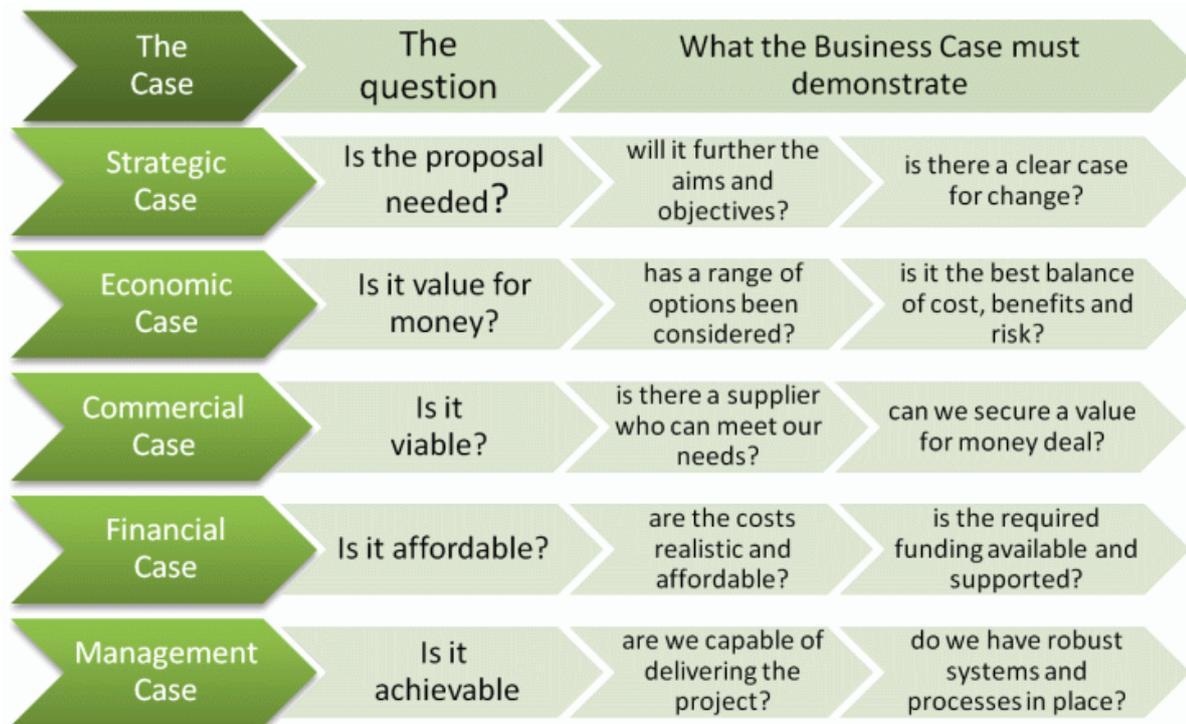
The Programme is complex in its content, and needs to be delivered against a changing political backdrop in both Governments, further exacerbated by the advent of Covid-19 and the inevitable economic challenges that will present. SBCD is scoped to be delivered over a 15-year period, during which many events could influence investment priorities: the structure and control of the Programme will need to cater for momentum to be maintained through periods of change, yet also provide the ability to absorb change in emphasis according to the prevailing strategic direction.

In the context of Covid-19, there is much talk of the need to invest in infrastructure to revive the economy. As such, Programmes such as SBCD would appear to be strong candidates to receive firm support from both UKG and WG.

8.2: Business Case and stakeholders

Business Case

The SBCD Business Case is being constructed in accordance with the HM Treasury Green Book. It follows the 'five case model' which can be summarised (as an example) as:



SBCD Business Case Status

The SBCD Programme has notionally existed for some time but, owing to difficulties in staffing the core of the Programme Management Office (PMO) for SBCD, the Business Case is only now at the development stage.

The Review Team observed Business Case v1.1 (Draft Master – 17/06/2020) which has made impressive progress in the short period since the appointment of the Programme Director in March 2020. It is still a work-in-progress and is yet to be approved by UKG/WG.

The Business Case has been reviewed and is in the process of being revised. In particular, the Strategic Case and Economic Case are being strengthened significantly: this is appropriate at SBCD level in order to demonstrate the compelling need and the value proposition. In essence, this Business Case provides the framework (or wrapper) against which the subsequent component Project Business Cases can be tested for alignment and contribution to achieving outcomes and realising benefits.

Recent consultation with expert advisors, specialists in the creation of business cases, has provided the SBCD team with additional insights. Various stakeholders refer to the P3M terminology discussed above

but there is evident confusion about what is required for the SBCD Business Case. There appears to be a disproportionate amount of effort being expended on re-casting the Business Case to support a Portfolio, as opposed to a Programme. The Review Team is of the view that many people are worrying too much about the label, rather than the purpose.

Significant frustration is evident arising from the inertia in achieving Business Case approval; which appears to be somewhat arising from the P3M terminology confusion. Additionally, scarce resource is potentially undertaking nugatory work re-drafting a 'Programme Business Case' into a 'Portfolio Business Case'. There is a strong desire amongst interviewees to 'get on with delivery' and address the 'blockage' in achieving UKG/WG Business Case approval. This desire needs to be balanced with the requirement to ensure due diligence with the public purse.

In order to progress swiftly, but in a controlled manner, the Review Team is strongly of the view that agreement needs to be achieved between UKG/WG and SBC on the purpose of the Business Case and what it needs to contain to achieve approval; and stop expending energy worrying about the label.

Recommendation 1: Resolve the inertia introduced by Portfolio/Programme terminology and agree with UKG/WG the purpose of the business case to drive its rapid approval and set the framework for constituent Project Business Case approvals. (Critical – Do Now)

SBCD Business Case Approval

Once the Programme Business Case is drafted, it will need to seek approval through the Joint Committee from the UKG and WG. It was acknowledged that this is be a long and drawn-out process. The Programme needs to make effective use of the experts available in WG to ensure that they get through this process as smoothly as possible. Once the Programme Business Case has been approved, it will provide a strategic framework for future Project case approvals and draw-down of money.

The Programme aims to bring economic prosperity to the entire region, and the set of projects included in the programme has the potential to produce significant benefits provided the Programme is given sufficient flexibility by funders; this is especially important given the long lifespan of the SBCD; this needs to be recognised in the Programme Business Case.

The external review (February 2019) recommended a number of actions which were designed to help the Programme achieve appropriate and proportionate programme governance and controls as a condition for the release of funding. Completing the Programme Business Case was one of the conditions.

The Review Team heard throughout this review of delays, and there is a deeply felt perception of constant barriers, changing requirements, and queries being raised repeatedly in spite of having been answered. Some project business cases have been produced in advance of the Programme Business Case, and several projects are already up and running and producing tangible outcomes, relying on Local Authorities to fund costs including the costs of borrowing. An example is the Supporting Innovation & Low Carbon project business case which was submitted to WG in January but no decision has been made yet.

Interviewees also noted that Local Authorities have taken on a significant financial risk, and also the potential political risk with elections due in 2022, with a high likelihood of the programme being scrutinised and required to demonstrate some outcomes.

Although interviewees recognised that some constraints are owed to the current Heads of Terms, there was the widely-held view that the approval of project business cases should be devolved to the Programme instead of being retained by Governments as sponsors, and that the current approach is overly bureaucratic for the amount of money involved. There is a real risk that this places strain on partners and relationships, and runs counter to the core intentions of the SBCD.

Working with WG, the Programme needs to complete the Programme Business Case to an agreed standard and clearly defined requirements. The focus needs to be on the Strategic Case and the Economic Case. This will set out the framework under which individual projects can be considered against for approval. Once the draft Programme Business Case has been completed, it will need to pass through the pre-defined assurance and approval process, and start drawing down funding based on the agreements that are in place. It is essential that funding starts flowing as soon as possible to enable the Programme to start producing the intended benefits.

Following the appointment of a Programme Director and the establishment of a PMO, it is important that UKG/WG should be prepared to trust given strides made in implementing recommendations from the external review.

Programme Funding

The SBCD is a 15-year Programme of work, and has been running for over 3 years with a total funding envelope of £241m from UKG/WG. This funding was to be released in annual tranches, to fund across all projects in the Deal Region. The first tranche was £18m for 2018-19. However, to date, only this first tranche has been received and Local Authorities are using their own funding mechanisms to finance projects that are part of the SBCD. The Review Team hear that it is a significant source of frustration that Local Authorities have to fund borrowing costs from their own resources, especially given the perceived uncertainty of approvals.

Interviewees acknowledged that, although the process is complex, this was signed up to at the outset and in the Heads of Terms of Agreement. It was also generally acknowledged that good controls of SBCD funding are essential. Draft funding agreements have been developed to ensure accountabilities are clearly reflected; and a suite of programme controls have been put in place or are in advanced development. This demonstrates the ability of the Programme to effectively manage from this point forward. However, there is still some ambiguity as to what conditions are outstanding. The Programme SRO and the lead WG Official should now agree in writing the remaining requirements and how they ought to be implemented to trigger the release of programme funding. Following fulfilment of these, there should be no further requests for change, information, and additions outside the ordinary programme reporting cycle and mechanisms.

Recommendation 2: Obtain written confirmation from UKG/WG of explicit description of the conditions required to trigger SBCD funding to flow and negate the need for any further reference other than normal reporting mechanisms. (Critical – Do Now)

Stakeholders & Communications

The SBCD stakeholders include (but are not limited to):

- UKG and WG;
- Local Authorities;
- Universities;
- Private Sector;
- Health Boards; and
- The Public.

The majority of stakeholders acknowledged the significant strides the Programme has made since the external review in February 2019 and especially since the appointments of the new SRO and the Programme Director. It is important that this is also recognised by both governments with a view of empowering the Programme to manage.

UK Government & Welsh Government

The Review Team heard that both the UKG and WG remain fully committed to the SBCD. This is important as the governments have a key role as joint sponsors and approvers of business cases under the SBCD. This is reflected in the Heads of Terms for the deal. The two governments also provide advice and feedback on business cases, and in the case of the WG have supported the development of the Programme Business Case with expertise through the South West Wales Regional Team. It is important that the Programme continues to fully utilise the support and expertise available from government officers.

Interviewees felt that the approach should be more strongly based on partnership working, recognising the significant expertise and knowledge of SBCD partners in respect to their region's needs and context, and their ability to implement the deal as a programme. It was also noted that requirements were not always clear or understood, and this could result in frustration and delays for both the Programme and governments.

Local Authorities

The 4 Local Authorities that make up the SBCD are the key sponsors, major funders, and the deliverers of the 9 projects that make up the Programme. SBCD will provide benefits across the regions into the Local Authority areas.

There was evidence of the ongoing support and commitment given to this Regional approach, and recognition of the benefit of collaborative working. There is also recognition that not all the projects will have a Regional impact, appearing to benefit only local areas. However, the benefit of the Regional Approach was acknowledged as a good basis to attract funding, and a positive way to improve the prosperity for the whole region, and it is essential that this cross-boundary working continues. The programme has come from a difficult start and since then the leadership of the programme has managed to overcome significant challenges, working together towards a shared vision; the leadership is clearly committed and passionate and has a deep understanding of the needs of not only their own area but of the region.

Relationships between Local Authorities have improved significantly since some changes in personnel, and there is a shared determination to continue building on this and avoid competing for funding. There is also a marked optimism in spite of some scepticism among partners that the SBCD and the impetus it provides for pan-regional cooperation will be successful.

The frustration associated with the lack of progress in some areas, and in particular Business case approvals was echoed across all Local Authorities. The Review Team also heard that support for the regional approach is not unanimous as for example rural communities may not see how it benefits them; however, interviewees emphasized that the regional structure is the appropriate approach to achieve the stated goals of the SBCD. Since the region is not a constituted body and therefore unable to manage funding on behalf of the four Local Authority, individual SBCD projects are led by different Local Authorities. These build on the different strengths of the respective Local Authorities; however, interviewees noted that the current collection of projects within the SBCD is joined by both a shared ambition and shared themes of strategic importance to all four Local Authorities that form the region, but need to be given time to continue growing their regional aspects. The Programme serves as an overarching mechanism to enable and facilitate this.

Other Key Partners

The two Universities (Swansea and Trinity St David's, respectively) have a significant role as partners driving innovation, providing academic expertise, resources and connections with industry; as educational institutions they are important to lifting the quality of skills and jobs in the region. They are directly involved with several of the SBCD projects.

Health Board involvement focuses mainly on the Wellbeing Village and Life Science and Wellbeing Campus projects, which are currently completing their project outline business cases. Health Boards also have an interest in projects that include aspects of health, such as HAPS.

Since a key aim of the SBCD is to raise prosperity across the region, including lifting skills levels, improving infrastructure and employment, and strengthening the regional economy, it is important that the public is recognised as a key stakeholder and that projects need to be developed with good communication and appropriate levels of engagement.

It is important that partners are sufficiently informed and engaged, and the Programme Communication Plan demonstrates that this is in hand.

Private Sector

The private Sector are represented within the Governance structure of the SBCD through membership on the Economic Strategy Board (ESB). Through the ESB they provide valuable insight and guidance to the Joint Committee, Programme Board and its constituent projects. The SBCD relies on private sector funding and therefore giving a forum to private sector views within SBCD is a positive move. There is a keenness for greater involvement from the ESB. Given their depth of knowledge, expertise and commercial understanding the Review Team would encourage the SBCD to identify further opportunities where their knowledge can be effectively applied.

On a broader note it is felt important given the current economic situation, that the public sector is seen to be spending and delivering on capital schemes such as the SBCD to provide confidence to private sector investors.

Communications

The Programme has developed a comprehensive Communications Plan which soundly underpins the SBCD philosophy as a regional programme aiming to deliver for people living in the region. This plan is currently awaiting approval at Programme Board. Owing to resource constraints and the ongoing uncertainty over approvals and funding release, communication activity has been low-key to enable the Programme to manage expectations. This places the Programme and its partners in a very difficult situation given early high-level publicity and exposure. The Programme Team includes an experienced and appropriately qualified communication officer, and the Review Team has seen evidence, including a strong virtual presence of the SBCD, that communications and engagement have been well thought out, and will be ready to recommence once there is more certainty around the future of delivery.

Given the regional nature of the Programme, internal communications are as important as external communications, and the PMO needs to be allowed to control and manage communications across projects and across Programme structures, and ensure that all stakeholders are fully informed and consulted as appropriate.

8.3: Management of intended outcomes

Outcomes & Benefits

The SBCD Implementation Plan (v25 June 2020) describes the intended outcomes for the programme:

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:*
 - i. *The application of digital technologies*
 - ii. *Life Science and Well-being*
 - iii. *Energy*
 - iv. *Advanced manufacturing*

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

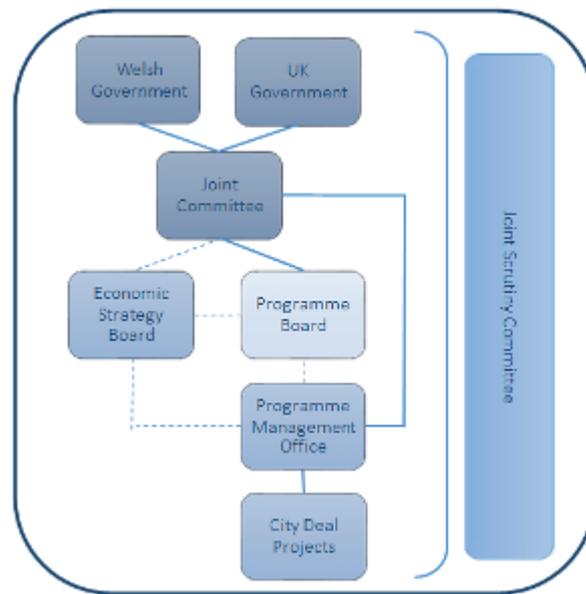
- *Funding of £1.3 billion (including a £600 million private sector contribution) for interventions to support economic growth across the City Region*
- *A portfolio of transformational projects throughout the City Region*
- *A £1.8 billion contribution to regional GVA*
- *The creation of over 9,465 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.

The Review Team observes that these intended Outcomes and desired Benefits are irrefutably of strong merit and strategic alignment. However, cause and effect are very difficult to prove (in any programme). Over the 15-year period of the SBCD, especially in the post-Covid-19 context, there are likely to be perturbations that will mean that the eventual Outcomes and Benefits will differ from those aspirations above. Keeping the investment decisions in line with the strategic intent, whilst allowing room for controlled change, will rely heavily on robust (but nimble, not bureaucratic) governance.

Governance Structure

The SBCD Implementation Plan (v25 June 2020) depicts the governance arrangements for the Programme as:



Joint Committee

The Joint Committee (JC) comprises the Leaders of the four Local Authorities and is currently chaired by the Leader of the City and County of Swansea Council. Additional attendees at JC meetings include the Chief Executives of the four Councils and also representatives of University of Wales Trinity Saint David and Swansea University.

The Swansea Bay City Deal Region is not a statutory entity, in itself. However, it has a Joint Collaborative Agreement that has been approved by the Local Authorities and within has an agreed terms of reference. The JC acts, in effect, as the ‘Sponsoring Group’ for the SBCD. It has the key role of performing strategic oversight.

JC meetings are held in public, with voting and non-voting attendees. Some interviewees expressed a strong view that the JC speaks with one voice and works well; whilst some interviewees observed a lower degree of integration and a sense that the JC meetings feel somewhat choreographed for public audience.

The Review Team had the privilege of conducting a short 'round table' meeting with the four Leaders as part of this Gateway Review. It is evident that whilst the inevitable differences exist, there is a strong bond among the four Leaders towards achieving the intended outcomes for the Region. There is evident frustration at the inability to make more rapid progress and a keenness to achieve UKG/WG approval, free up the flow of funding, and get on with delivering.

Programme Board

The Programme Board (PgB) is chaired by the SRO. It meets on a monthly basis and co-ordinates the direction of the Programme. The new SRO is held in high regard and is said to inject the necessary energy into SBCD. The arrival of the Programme Director is adding structure and P3M expertise at the very core of the PMO.

The PgB is currently positioned as a subordinate body to the JC, providing the JC with 'recommendations': the PgB is not currently seen as a 'decision-making' board. This is out of line with normal Programme governance, disempowers the SRO to be accountable for success and is viewed by many interviewees as being inappropriate for operational governance of the Programme and the constituent Projects.

The Review Team understands that there is some 'history' that has potentially led to a tendency to over-govern and ensure transparency and control. The result is a PgB and SRO whose roles are somewhat diluted, and increased burden on JC members who have other strategic and demanding draws on their time, and the potential for lower-level decisions to have to be escalated to the JC for approval.

Many interviewees have an appetite for streamlined governance: good governance by reduced bureaucracy and greater empowerment, balanced with appropriate reporting and oversight.

The Review Team is of the view that there is potential to differentiate the accountabilities for strategic oversight from operational delivery control. This could avoid over-burdening JC members with Programme Delivery matters and empower the SRO to exercise that role more in line with P3M good practice. Recognising the imperative for ensuring strategic alignment, the JC will need to continue exercising its evident commitment to the joint endeavour. However, as the programme gets underway, the tempo of delivery is likely to mean that 'in-flight' decision-making will be required and the Programme Board will be better placed, closer to the heartbeat of the programme, to undertake delivery-related governance.

The JC could be positioned as the oversight group to whom exceptions are escalated when a deviation from the strategic intent is anticipated. The PgB could get on with governing Programme Delivery once the constituent Projects are in-flight, providing regular reporting to the JC for information, not endorsement.

Recommendation 3: Evaluate the merit of differentiating the accountabilities for strategic oversight and delivery control, thus empowering the Programme Board to exercise its function with agility and in line with the delivery tempo of the programme. (Essential – Do By Business Case submission)

Economic Strategy Board

The Economic Strategy Board (ESB) comprises a group of public and private sector representatives, appointed following nomination. They help set strategic direction and give advice to the JC; and they oversee the production of project business cases prior to submission to the JC.

The Review Team observed a high degree of value in the ESB and the potential to harness greater insights from the private sector, especially in the context of Covid-19 recovery and the potential for innovation and ideas generation. There is a view that the current frustrations with UKG/WG approvals, once overcome, will release an energy to progress: The ESB is seen as a valuable part of that delivery governance and the Review Team observes that the PgB and PMO already have access to the ESB to draw upon their advice. This is encouraging.

8.4: Risk management

The relatively recent arrival of the Programme Director and the subsequent appointment of initial members of the PMO has enabled the SBCD to generate structure and embed P3M good practice. One element of that P3M approach is the implementation of a Risk Management regime.

The Programme risk register is in existence, and requires further development to move from risk recording to active risk management. This should include (as examples) ownership, mitigation, proximity, residual assessment, escalation mechanisms, contingency arrangements.

The Review Team was impressed with the Covid-19 impact assessment, and encourages similar attention to the adoption of RAIDO (Risks, Assumptions, Issues, Dependencies, Opportunities) to harness innovations and optimise benefits.

Risk Management (or the wider RAIDO) should become part of the regular reporting mechanisms to give stakeholders sight of key risks, as appropriate.

8.5: Review of current phase

External Review 2019

The External Review report (26 February 2019) made seven recommendations:

- *Pre-scrutiny should be encouraged but direct and regular face-to-face contact between those writing the Business Cases and those providing comment upon them and advising those who will grant approval is essential.*
- *The Regional Office should be designated as a Portfolio Management Office, leavening their skills with experienced Portfolio/Programme/Project Management (P3M) specialists.*
- *The City 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 GatewayTM Review process as a key part of that plan.*
- *Under the chair of the JSC each SBCD board should consider the TORs and ways of working of each to ensure that they work as intended. In doing so they should take account of this review and of the outcome of the audits currently being undertaken.*
- *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.*

- *The SBCD should be managed as a Portfolio not as a set of predetermined and immutable projects.*
- *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.*

The frustration expressed by many interviewees about the ‘blockage’ at UKG/WG appears critically to be anchored in SBCD demonstrating that it has addressed the recommendations of the external review. Throughout this Gateway Review, interviewees expressed a variety of perspectives on whether those seven recommendations had been satisfied. It would be good practice to formally define the acceptance criteria for the SBDC response and the Review Team believes, given the apparent lack of alignment in stakeholder perceptions, that achieving UKG/WG written confirmation of those acceptance criteria is critical to overcoming this impediment to progress.

Recommendation 4: Obtain written confirmation from UKG/WG of the acceptance criteria for closing down the response to the external review of February 2019. (Critical – Do Now)

Covid-19 and Brexit

The economic context of SBCD has the potential to change significantly in the coming years. This fact underpins the need for strong, structured, nimble and accountable governance.

Brexit was not a prominent topic through this Gateway Review, though of course as the UK transitions from the EU at the end of 2020 this could present as-yet unforeseen challenges (and potentially opportunities) which will need to be addressed throughout Programme (and Project) delivery.

In recent months, all aspects of life have been dominated by the advent of Covid-19. The pandemic will present the UK with significant economic challenges in coming years. It does, however, also reinforce the current UKG push for the adoption of Keynesian economic principles manifested in investment in infrastructure.

SBCD appears to fit strategically in the contexts of both Brexit and Covid-19 recovery. Since March 2020, all manner of things have been proved possible (including conducting this Gateway Review remotely using ways of working and collaborative tools) that would previously have been thought of as ‘too difficult’. Potentially, therefore, SBCD could break the previous bureaucracy and be progressed in a manner that breeds confidence, empowerment and accountability in a framework of governance that ensures control and strategic oversight, without submerging decision-making at every step in unnecessary ‘treacle’.

The progress made in a mere four months since the core PMO was established is a credit to the energy and dedication of all SBCD staff thus far. It must be remembered that all of that progress has been achieved not in normal times but in the constraint of Covid-19 lockdown. The SBCD is by no means yet a perfectly formed Programme but the trajectory is certainly positive.

SBCD Composition

The SBCD is collection of nine Projects, grouped thematically as follows:

- Internet of Economic Acceleration
 - Swansea Waterfront
 - Yr Egin
 - Skills and Talent
 - Digital Infrastructure
- Life Science & Wellbeing
 - Life Science and Wellbeing Village
 - Life Science and Wellbeing Campus
- Energy

- Homes As Power Stations
- Pembroke Dock Marine
- Smart Manufacturing
 - Supporting Innovation & Low Carbon

Some of those projects are independent entities within the SBCD, and some are co-dependent entities within the SBCD: hence the aforementioned debate about the Portfolio/Programme terminology.

Some of the projects are being enacted within one of the Local Authorities (e.g. Pembroke Dock Marine) but have regional importance. Other project are truly regional, being enacted across multiple Local Authority areas within the Region.

Irrespective of the differences, all of the projects are scoped within the SBCD and are overseen by the Programme Director as a means of ongoing benefit optimisation and harvesting of delivery synergies and efficiencies.

Programme Management Office

The PMO has been established and is currently in the process of recruiting further core members. The PMO is envisaged to operate as the beating heart of the SBCD, to set standards and co-ordinate delivery of the constituent projects. Each project will have distributed P(roject)MOs and linkages to the core PMO. This is one good model for implementation of distributed PMOs where a centralised PMO is not possible or appropriate.

In readiness for the next phase, the setup of the PMO and the adoption of good practice P3M principles stands SBCD in good stead.

8.6: Readiness for the next phase

Planning & Control

The next phase must focus on delivery and commencing the realisation of benefits. It is important that the Programme demonstrates how it will meet the requirements of the UKG and WG, and that it communicates progress. Continuing to put all necessary and proportionate governance controls in place is essential for gaining acceptance and confidence. Programme controls have to remain stable and sustainable throughout the lifespan of the SBCD.

Once this has been achieved, the Review Team is of the view that UKG/WG should withdraw from detailed project-level scrutiny, approval and management, and instead focus on empowering and enabling the Programme to adapt to changing circumstances, in order to allow it to flexibly and promptly explore new opportunities and manage emerging risks and issues.

SBCD Resourcing

The Programme needs to continue strengthening its PMO resource as the pivot of overarching programme management, with the capability to offer programme-level steer, guidance and control, and a conduit for information for all projects within the SBCD Programme.

It is acknowledged that there are nine projects each with their own respective project management and governance which suits their context. However, the PMO will provide crucial cohesion across the programme and ensure that the JC and PgB are sighted appropriately. It will also enable the Programme to look outwards for new opportunities or synergies that continue to add value to the Programme.

The Programme should ensure that it continues to draw on the significant expertise and combined resources across its partners.

Recommendation 5: Reinforce the importance of a strong and well-resourced PMO to provide a solid engine room for SBCD – the ‘information power house’ that underpins momentum. (Recommended – Do on an ongoing basis)

Innovation

The Review Team heard that the Programme partners are clear on the links between innovation, benefits, risks and structures, and that there is an appetite to work differently; this has become vital in the wake of Covid-19. However, the visibility of and legal constraints around spending public money (especially by Local Authorities) does not support risk taking. In addition, the runway time for project conception to approval is far too long to support flexible adaptation of projects and the Programme as a whole to changing contexts. However, creating this kind of flexibility is essential for a programme of this length and the certainty that the programme context will change.

Therefore, the Review Team is of the opinion that an amount of money should be made available to enable some agility and encourage innovation, for example through discovery funding. Whilst historically this is not public sector practice, this will enable projects to test their ability to succeed, or let them fail fast without committing significant amounts of funding over a long time-span. This is in line with private sector practice. Crucially, this approach should appeal to the private sector which the SBCD seeks to attract as key partners to refresh the regional economy.

Recommendation 6: Promote the merit of discovery funding within the Growth Deal approach for project feasibility and innovation work in order to accelerate viable projects and avoid protracted start-up of non-viable projects. (Recommended – Do By Business Case submission)

9.0 Next Assurance Review

The next assurance review is expected in July 2021. It should be a Gateway 0 (Strategic Assessment).

In the meantime, the SRO has signalled the intent to request an **interim ‘Critical Friend Review’ around January 2021.**

ANNEX A

Purposes of the OGC Gateway Review 0: Strategic assessment:

- Review the outcomes and objectives for the programme (and the way they fit together) and confirm that they make the necessary contribution to overall strategy of the organisation and its senior management.
- Ensure that the programme is supported by key stakeholders.
- Confirm that the programme's potential to succeed has been considered in the wider context of Government policy and procurement objectives, the organisation's delivery plans and change programmes, and any interdependencies with other programmes or projects in the organisation's portfolio and, where relevant, those of other organisations.
- Review the arrangements for leading, managing and monitoring the programme as a whole and the links to individual parts of it (e.g. to any existing projects in the programme's portfolio).
- Review the arrangements for identifying and managing the main programme risks (and the individual project risks), including external risks such as changing business priorities.
- Check that provision for financial and other resources has been made for the programme (initially identified at programme initiation and committed later) and that plans for the work to be done through to the next stage are realistic, properly resourced with sufficient people of appropriate experience, and authorised.
- After the initial Review, check progress against plans and the expected achievement of outcomes.
- Check that there is engagement with the market as appropriate on the feasibility of achieving the required outcome.
- Where relevant, check that the programme takes account of joining up with other programmes, internal and external.
- Evaluation of actions to implement recommendations made in any earlier assessment of deliverability.

ANNEX B

List of Interviewees

The following stakeholders were interviewed during the review:

Name	Position	Organisation
Wendy Walters	Chief Executive	Carmarthenshire Council
Cllr Rob Stewart	Joint Committee Chairman	Swansea Council
Cllr Emlyn Dole	Leader	Carmarthenshire Council
Jonathan Burnes	SBCD Programme Director	Regional Programme Management Office
Chris Moore	SBCD S151 Officer	Carmarthenshire Council
Tracey Meredith	SBCD Monitoring Officer	Swansea Council
Phil Roberts	Chief Executive	Swansea Council
Steve Phillips	Chief Executive	Neath Port Talbot Council
Cllr Rob Jones	Leader	Neath Port Talbot Council
Steven Jones	Director of Development	Pembrokeshire Council
Cllr David Simpson	Leader	Pembrokeshire Council
Ed Tomp	Chairman	Economic Strategy Board
Professor Steve Wilks	Provost	Swansea University
Ray Selby *	Registrar	University of Wales Trinity Saint David
Sian Harrop-Griffiths	Director of Strategy	Swansea Bay University Health Board
Sarah Jennings	Property Performance	Hywel Dda University Health Board
Cllr Rob James	Chairman	SBCD Joint Scrutiny Committee
Sioned Evans	Director (Business and Regions)	Welsh Government
Helen Davies	Rep. for Chief Regional Officer (Mid & West Wales)	Welsh Government
Debra Carter	Head of Local Government Finance	Welsh Government
Andrew Ashton	Head of Regional Growth Team	UK Government (Office of the Secretary of State for Wales)
Greg Jones	SBCD Communications and Marketing Officer	Regional Programme Management Office

*unable to participate



Bargen Ddinesig

BAE ABERTAWE
SWANSEA BAY
City Deal

Projects Update

October 2020



Age and Item 4

Digital Infrastructure

Project Partner Lead: Carmarthenshire County Council



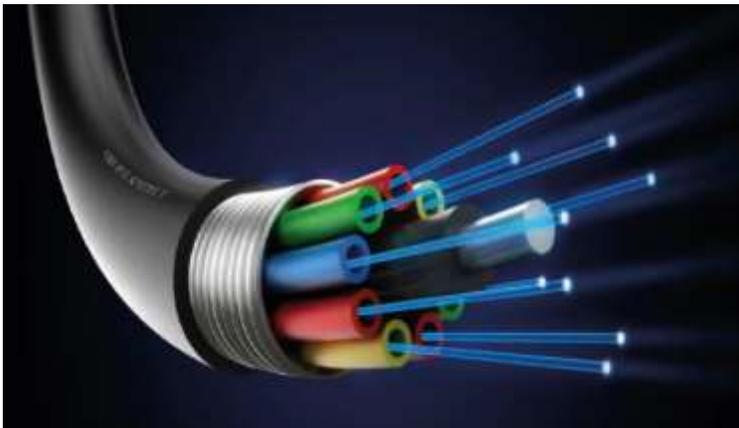
Activities Completed

Business Plan and supporting documentation collated and revised to reflect wider connectivity developments and feedback based on discussions with partners and stakeholders

Business Plan submitted to PMO on August 31 for feedback

Business Plan presented to Economic Strategy Board on Thursday September 10

Business Plan considered at Programme Board on September 24



Activities Planned

A workshop is planned with DCMS

Business Plan to go to all four regional local authorities for approval in coming weeks

Business Plan submission to Joint Committee for consideration in November

Further engagement with partners at a local, regional and national level



Risks

Digital Infrastructure policy decisions from UK Government and Welsh Government

Telecomms appetite for investing in Wales

Issues

A lack of understanding regarding the digital programme and its purpose



Homes as Power Stations

Project Partner Lead: Neath Port Talbot Council



Lisa Willis
Project Manager

Activities Completed

Gateway review completed June 2020

Economic Case revised

Formal submission of Business Case to PMO

Pathfinder development at Neath complete

HAPS regional Project Board established. First met on Friday September 18



Activities Planned

Formal submission of Business Case to both Governments

Technical advisory group to be established

Project team to be recruited



Risks

Unable to appoint project team until Business Case is approved

Issues

Ensure alignment to other energy efficiency in housing programmes. This is in progress



Skills and Talent

Project Partner Lead: Carmarthenshire County Council



Jane Lewis
Project Manager

Activities Completed

Business Plan and supporting documentation presented to Economic Strategy Board in July 2020

Workshop held with Joe Flanagan, advisor to Welsh Government, on the 5-Case Business Model to review the Business Plan

Pilot initiatives identified with schools in the region

Workshop with project leads and training leads to review the Business Plan and strengthen the Economic Case in line with the 5-Case business model. This took place on September 23



Activities Planned

Update of the Business Plan following the project leads/training leads workshop and submit to Programme Board in October

Business Plan to go to all four regional Local Authorities for approval in November

Business Plan submission to Joint Committee for consideration in December



Risks

Delay in implementing the Skills and Talent programme could impact on the delivery of the skills required by the approved projects

Issues

Impact of Covid-19 on the training landscape and the changing needs of businesses as a result of the pandemic



Swansea City & Waterfront Digital District

Project Partner Lead: City & County of Swansea



Cyngor **Abertawe**
Swansea Council



Huw Mowbray
Project Manager

Activities Completed

Steelwork complete for indoor arena

Testing of arena digital façade panel complete

Planning permission secured for 71/72 The Kingsway

Construction tender issued for 71/72 The Kingsway

Work has started on iconic bridge linking the arena site with Swansea city centre

Hotel developer selected for site close to the arena

Activities Planned

Construction tender for 71/72 The Kingsway expected back by the end of November

Cabinet decision on 71/72 The Kingsway Q4 2020

Further lettings discussions planned for 71/72 The Kingsway

Ministerial visit planned for indoor arena site

Outline planning application for Box Village to be submitted in Q3 or Q4 2020. UWTSD considering due diligence and programme due to Covid-19

Risks

Effect of Covid-19 on construction, including programme slowdown and impact on costs

Effect of Covid-19 upon level and type of commercial demand for Box Village and Innovation Precinct

Issues

Delivery of outputs could be affected by Covid-19



Pentre Awel

Project Partner Lead: Carmarthenshire County Council



Dr Sharon Burford
Project Manager

Activities Completed

RIBA Stage 3 designs finalised and approved by Executive Board

Business Case complete and submitted to Regional PMO, Economic Strategy Board, Authority political structure and Programme Board

External Gateway Review undertaken in September

MoU prepared with Academic Partners

Ecology work underway on site to ensure timely discharge of pre-commencement planning conditions

Memorandum of Understanding prepared and issued to Financial Markets. Good level of interest from investment companies



Activities Planned

Business case to be taken to both CCC Full Council and Joint Committee in October

Procurement documents in preparation to secure a main contractor for Zone 1 Q4 2020

Community Benefits workstream established to ensure optimisation of local procurement / supply chain opportunities

Heads of Term Agreements to be prepared with tenants. Discussions ongoing.

Workstream set up and ongoing to develop a whole site operating model



Risks

Potential for loss of engagement by academic and health partners due to delay in procuring a principal construction contractor

Issues

Delay in procurement due to approval of City Deal Business Case



Pembroke Dock Marine

Project Partner Lead: Pembroke Dock Marine Board



Wave Hub



Tim James
Project Manager

Activities Completed

Business Case approved by UKG and WG

Marine Energy Engineering Centre of Excellence: Up to 13 FTE currently employed

Marine Energy Test Area: Phase 1 consented and operational procedures being created with support from the European Marine Energy Centre. Marine Energy Wales have released the State of the Sector report

Pembroke Dock Infrastructure: Ground investigation complete for PDI slipway. Detailed design work for hangar annexes is complete

Ministerial visit to project from David TC Davies

MHPA, ORE Catapult and PCF have all applied to Innovate UK under the South Wales Industrial Cluster Roadmap Phase 2 project. If successful, the project will leverage £1.5m of added value work across South Wales

Activities Planned

Further recruitment to the Marine Energy Engineering Centre of Excellence once project risks are addressed

Formal submission of Pembroke Dock Infrastructure planning application. Issue of construction tender anticipated for Q1 2021

Survey work for Bluegem Wind's 96MW Floating Wind Erebus project has commenced, and the project team are hiring support staff from the Pembroke Dock offices (Bridge Innovation Centre)



Risks

Ability to draw down WEFO funding, while project funding agreements are being finalised

Issues

PDM partners to agree and sign-off funding agreements

Covid-19 impact on project delivery schedule



Supporting Innovation & Low Carbon Growth



Project Partner Lead: Neath Port Talbot Council



Activities Completed

Swansea Bay Technology Centre - RIBA Stage 4 complete

Steel and metals project refocused to align to the industrial decarbonisation agenda

Gateway review completed June 2020

Supporting Innovation and Low Carbon Growth project board met on 11th September

Scoping workshop held with industry and academia to develop the Industrial Futures Advanced Manufacturing Production Facility



Activities Planned

Swansea Bay Technology Centre – RIBA Stage 5, construction, start date 12th October 2020

Business Case revisions underway and due for formal submission to PMO and Governments in October 2020

Critical Friend Gateway Review planned for October 2020



Risks

Delay in approval of City Deal Business Case impact on already secured European Regional Development Fund match funding

Air quality monitoring sensors purchased at risk prior to business case approval

Covid-19 impact on jobs created outputs

Issues

Need to ensure Electric Vehicle Charging Infrastructure sub-project aligns to current and pipeline regional activity



Life Science & Well-being Campuses



Project Partner Lead: Swansea University



Activities Completed

Masterplan of Singleton Campus site completed

Zoning and outline floorplans completed for Phase I at Singleton and Morriston

Initial costing completed for Phase I Singleton and Morriston

Collaborative research and innovation activities continues

Development of new skills provision under development



Activities Planned

Redevelopment of the Business Case in late 2020 for submission to the PMO

Structured private sector engagement activities to be undertaken



Risks

Impact of current pandemic and economic downturn on securing co-investment from the private sector

Issues

Communication of the project's evolution



Activities Completed

Yr Egin Phase 1 Full Business Case submitted and approved by Joint Committee in July 2020

Formal Welsh/UK Government approval expected in October 2020



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Activities Planned

Following completion of the Egin Phase 1 project and Joint Committee approval of the Full Business Case, the University is now proceeding with the next stages of the Integrated Assurance Action Plan in accordance with the agreed timetable

The Phase1 Monitoring and Evaluation Plan was completed in August and the Lessons Learned exercise from Phase 1 is now underway with expected completion in mid-October

Discussions between Carmarthenshire County Council and the University are proceeding at pace to complete the Phase 1 Funding Agreement



Risks

Effect of Covid-19 on the Welsh/UK/global economies and the creative sector, and the implications for future level and nature of demand for Yr Egin

Issues

Implications of the recently announced Welsh Government strategy to achieve much increased levels of permanent remote working post Covid-19 and to develop a network of local, community-based working hubs





SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 12 October 2020

Programme Monitoring

RECOMMENDATIONS/KEY DECISIONS

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

- The Action Plan,
- The Implementation Plan,
- The Swansea Bay City Deal Programme Risk Register,
- The Swansea Bay City Deal Project Risk Register,
- and the Swansea Bay City Deal Project Issue Log

The Swansea Bay City Deal Programme Director will be present at the meeting to provide an update on the above items as well as providing 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.

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ACTION PLAN FOR REALISING AWARD OF FUNDING CONDITIONS & RECOMMENDATIONS ARISING FROM REVIEWS INTO THE CITY DEAL

A: SWANSEA BAY CITY DEAL AWARD OF FUNDING CONDITIONS STATUS REPORT

1. Introduction

The Welsh and UK Governments provided the Swansea Bay City Deal a release of funding letter to Mr Chris Moore (SBCD S151 Officer) on October 24 2019. This letter was shared with the Joint Committee on November 26 2019, where it stipulated the conditions that had to be met in order to draw down further City Deal funds and seek approval for City Deal projects. Dialogue has been taking place on a monthly basis between the Welsh Government and SBCD officers to update on the planning, governance and delivery requirements, along with other conditions in the Award of Funding letter through a WG target update form and SBCD schedule. Now approved by the Joint Committee, this report has been submitted to the Welsh and UK Governments for them to confirm that they are satisfied with the progress and completion of the targets.

2. Target status update

2.1. Target 1: Delivery of a clear plan for addressing the remaining recommendations from the independent review led by Actica Consulting

Update summary	Status
<p>A schedule of activity has been updated on a fortnightly basis since March 2020 and shared with the chairs of the Joint Committee and Programme Board and with Welsh and UK Government officials.</p> <p>The SBCD Project Plan was first presented at Programme Board in July 2019, with monthly progress updates following.</p>	Complete

2.2. Target 2: An Integrated Assurance and Approval Plan (IAAP) and a report of the stocktake findings

Update summary	Status
<p>The SBCD Regional PMO programme level IAAP is complete and has been approved by the Welsh Government. This document has also been shared with Programme Board and Joint Committee. The IAAP was developed in consultation with the WG's Office for Project Delivery, incorporating their feedback. In addition, and outside of the required conditions, a workshop took place with the SBCD project managers in June</p>	Complete

<p>2020 to embed the IAAP at project level. The IAAP is a live document and therefore will continue to evolve and be reported through the SBCD governance structures.</p> <p>The IAAP was shared with the SBCD programme external Stage Gate Review, which took place from 15-17 July 2020.</p> <p>A stocktake of the Programme was produced and submitted in April 2020. The up to date stocktake can now be found in the updated Portfolio Business Case and Implementation Plan.</p>	
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2.3. Target 3: A complete and up-to-date Implementation Plan and a complete and up-to-date Monitoring and Evaluation Plan for the Programme reflecting the composition of the Programme.

Update summary	Status
<p>The Implementation Plan is current. Version 25 was shared with Programme Board on 25 June and Joint Committee on 9 July, 2020. This and the previous version (March 2020) have been shared with the Welsh Government via the Programme Board.</p> <p>The Monitoring & Evaluation (M&E) Plan has been developed in consultation with the SBCD project leads and key stakeholders. The M&E Plan was presented and approved at Programme Board on June 25 and at Joint Committee on July 9. The outputs/outcome targets are currently in the Portfolio Business Case and Implementation Plan and once signed off will form part of the M&E plan moving forward.</p> <p>The Implementation and M&E plans are live documents and therefore will continue to evolve and be reported through the SBCD governance structures.</p> <p>The Implementation and M&E plans were shared with with the Stage Gate 0 External Review between 15-17 July 2020.</p>	Complete

2.4. Target 4: The successful delivery of the recommendations of the Independent Review ahead of any further project business cases being formally submitted for approval.

Update summary	Status
<p>Actica Consulting, who were appointed by the UK Government and Welsh Government to carry out an external review into the City Deal, published their findings in March, 2019. These findings included a series of recommendations. A delivery plan</p>	Complete

to meet these recommendations was first presented at Programme Board in July 2019, with monthly progress updates following.	
Please see section B below for further details.	

- 2.5. Target 5: Complete, up-to-date Full Business Cases which meet HM Treasury Green Book business case standards to the satisfaction of the Welsh Cities & Growth Implementation Board for the Yr Egin and Swansea City and Waterfront Digital District projects. Each business case must be approved before submission by the Joint Committee and/or the external party responsible under the Joint Committee Agreement.**

Update summary	Status
The WG have confirmed that this requirement is not as it's stipulated. Each of the two projects had an action list which were given a RAG status (Red, Amber, Green). The actions associated with each are now complete. Programme Board (3 July) and Joint Committee (9 July) received receive a business case status and update report for each project.	Complete

- 2.6. Target 6: Yr Egin – confirmation in writing that appropriate due diligence has been completed to provide assurance that the University of Wales Trinity Saint David (UWTSD) is able to make its financial contribution and/or access the necessary levels of borrowing over the 15-year lifespan of the Programme.**

Update summary	Status
Due diligence completed by Carmarthenshire County Council. In addition, SBCD Funding agreement templates have been approved at Joint Committee on 11 June, 2020. Financial arrangements between Carmarthenshire County Council and UWTSD will be initiated upon signing of a funding agreement by both parties.	Complete

- 2.7. Target 7: Yr Egin – confirmation in writing that appropriate due diligence provides assurance that S4C is expected to remain financially viable over the lifetime of the project and that the project is designed to achieve optimal value for money for the public funds invested.**

Update summary	Status
<p data-bbox="300 264 1038 297">In February 2020, UWTSD confirmed in writing that:</p> <p data-bbox="300 338 1206 734">Appropriate financial due diligence was undertaken when the engagement with S4C was brokered in 2014/15, and subsequently tested during the finalisation of lease negotiations in 2015/16. Optimisation with regards to value for money for the public funds invested was a key component of all lease negotiations for S4C and other tenants (and continues to be the case for new tenants). This optimisation includes associated benefits for the University's core business, such as work experience for students, which is over and above the economic and commercial benefits of the creative cluster that was set out in the business case approved by Government.</p> <p data-bbox="300 779 1206 1061">As far as the University was able to establish the financial viability of S4C, this was done and comprehensively so. The University does not have any reason to expect that S4C's 25-year commitment to the project will not be financially sustainable. Existing tenants in the building have been procured on market terms following a full commercial marketing exercise and all external service providers have been, and will continue to be, selected through public procurement procedures.</p>	Complete

2.8. Target 8: Yr Egin – confirmation in writing that due diligence has been carried out on the third-party management company for Phase 2 when appointed.

Update summary	Status
<p data-bbox="300 1355 1155 1424">Further information: In February 2020, UWTSD confirmed in writing that:</p> <p data-bbox="300 1464 1206 1827">At the time of completing its business case submission, the University stated that whilst its preferred approach was to manage the facility from internal resources, it would not rule out the appointment of a third-party management company in the future. The facility is now being successfully managed by a wholly-owned subsidiary of the University (achieving c95% occupancy). If that was to change in the future, then a full public procurement and due diligence exercise would be undertaken in the selection of any third-party management company. No third-party management company currently operating facility.</p>	Complete

2.9. Target 9: Swansea City and Waterfront Digital District – confirmation in writing that the local authority financial contribution for the Project is committed as set out in the Business Case.

Update summary	Status
<p>The S151 Officer at Swansea Council has confirmed that the project is contained within the overall capital programme and anticipated borrowing as part of the £180m envelope approved by Council in both the 2020-21 budget and the medium term financial plan. Half of the £180m funding has already been drawn down. The work-up costs of £2.6m to take the Digital Village scheme to planning approval have been fully funded and it would be normal practice to await costs certainty following the tender process to inform a final FPR formally committing the exact amount required. As such, it will be a future Cabinet decision at Swansea Council to formally commit to the scheme but the council's S151 Officer is satisfied that the scheme is fully funded.</p>	Complete

2.10. Target 10: Swansea City and Waterfront Digital District – confirmation in writing that due diligence has been completed to provide assurance that UWTSD is able to make its financial contribution and/or access the necessary levels of borrowing over the 15-year lifespan of the Programme.

Update summary	Status
<p>As outlined in target 9 the City and County of Swansea are satisfied that the project is fully funded subject to ongoing discussions and development to full business case.</p>	Complete

2.11. Target 11: Swansea City and Waterfront Digital District – confirmation in writing that due diligence provides assurance that the Project is designed to achieve optimal value for money for the public funds invested.

Update summary	Status
<p>Two accompanying reports were attached to the Swansea Council Cabinet approval on November 29, 2019, for the indoor arena:</p> <ol style="list-style-type: none"> 1. A review of economic benefits, provided by AMION Consulting 2. A review of the business case, provided by RivingtonHark 	Complete

B: INDEPENDENT GOVERNMENT REVIEW RECOMMENDATIONS STATUS REPORT

The UK Government and Welsh Government jointly commissioned an independent review in January 2019. This review was to provide assurance that the City Deal will deliver full economic benefits for the region. Actica Consulting - who undertook the review - outlined seven key recommendations to be adopted by the City Deal programme. These recommendations are demonstrated below, along with progress in reaching them.

ID	Recommendation	Update
1	Pre-scrutiny should be encouraged but direct and regular face to face contact between those writing the business cases and those providing comment upon them and advising those who will grant approval is essential.	Regular face to face contact has been engaged through workshops and feedback from governments and assurance partners to develop constructive and robust business cases, meeting the required standard of the HMRC Green Book.
2	The Regional Office should be designed as a Portfolio Management Office, leveraging their skills with experienced Portfolio/ Programme/ Project Management (P3M) specialists.	An SBCD Programme Director has been appointed, and started in post in March 2020. A PMO structure was approved at Joint Committee in June 2020, and recruitment is now under way.
3	The City 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 especially consider the OCG Gateway™ Review process as a key part of that plan.	IAAP approved at Programme Board and Joint Committee . Assurance Gateways are being implemented on a programme and project basis and will be part of the ongoing assurance framework. External reviews for Homes as Power Stations and Supporting Innovation & Low Carbon Growth have been undertaken. An external programme stage gate review took place between 15-17 July 2020.
4	Under the chair of the JSC each SBCD board should consider their Terms of References and ways of working to ensure that they will work as intended. In doing so they should take account of this review and of the outcome of the audits currently being undertaken.	ToRs have been implemented and embedded to ensure best practice is achieved. The programme has undertaken an internal audit to review processes and all relevant assurance and risk documentation. ToRs will be reviewed periodically to ensure they are up to date.
5	A Portfolio Director should be appointed before May 2019 to ensure continuity of Swansea Bay City Deal leadership and independent advice to the Boards.	Programme Director has been appointed for the City Deal and started in post in March 2020.

6	The SBCD should be managed as a portfolio not as a set of predetermined and immutable projects.	The SBCD programme is being managed as a portfolio, embedding the P3M management principles of portfolio, programme and project.
7	For Yr Egin and Swansea Waterfront, the two businesses 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.	Both business cases in respect of Swansea and Yr Egin have been approved and updated, and subsequent funding has been released to the SBCD programme.

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SWANSEA BAY CITY DEAL

June 2020

Implementation Plan

SBCD Implementation Plan document control			
Version	Submitted	Feedback Via	Summary of changes/updates
V25	19.06.20	Regional Programme Management Office Project Leads	<p>Addition to work programme of SBCD Programme external review taking place in July 2020 (Page 9)</p> <p>Updated table for SBCD projects and their financial contribution breakdowns (Page 11)</p> <p>Addition of Senior Responsible Owner role (Page 14)</p> <p>Monitoring and Evaluation Plan update (Page 23)</p> <p>Revised key project milestones (Pages 26 to 51)</p> <p>Updated financial forecasts for projects as of March 31, 2020 (Pages 26 to 51)</p> <p>Note: Diagrams on page 16 (City Deal flow of finances for local authority projects), Page 24 (Project Monitoring) and Pages 52 to 57 (Interdependencies and project synergies) to be imminently updated</p>

1. Introduction

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 25) includes revised key milestones for projects, given the impact of Covid-19/other factors on either project delivery or the development and consideration of project business cases. Updated financial forecasts, as of March 31 2020, have also been included.

Like the previous version of the Implementation Plan (version 24) which was considered at Joint Committee in February 2020, details are included on both the revised Neath Port Talbot programme of projects and the reviews into the City Deal. Information on interdependencies between key City Deal themes is also included.

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:

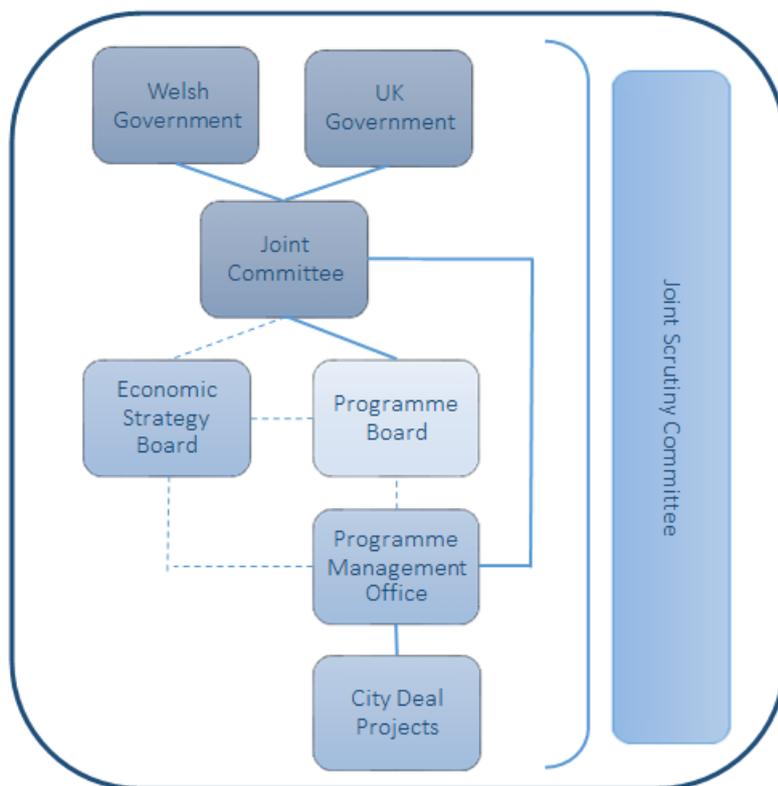
- Transform the regional economy
- Establish and maintain an effective and aligned skills base
- Create, prove and commercialise new technologies and ideas
- Be a recognised regional centre of excellence in:
 - The application of digital technologies
 - Life Science and Well-being
 - Energy
 - Advanced 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 of a new City Deal Programme Director, who started in post in March 2020. A recruitment process is underway to recruit further PMO staff to support assurance, governance and programme/business case developments.

Roles and functions have 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:

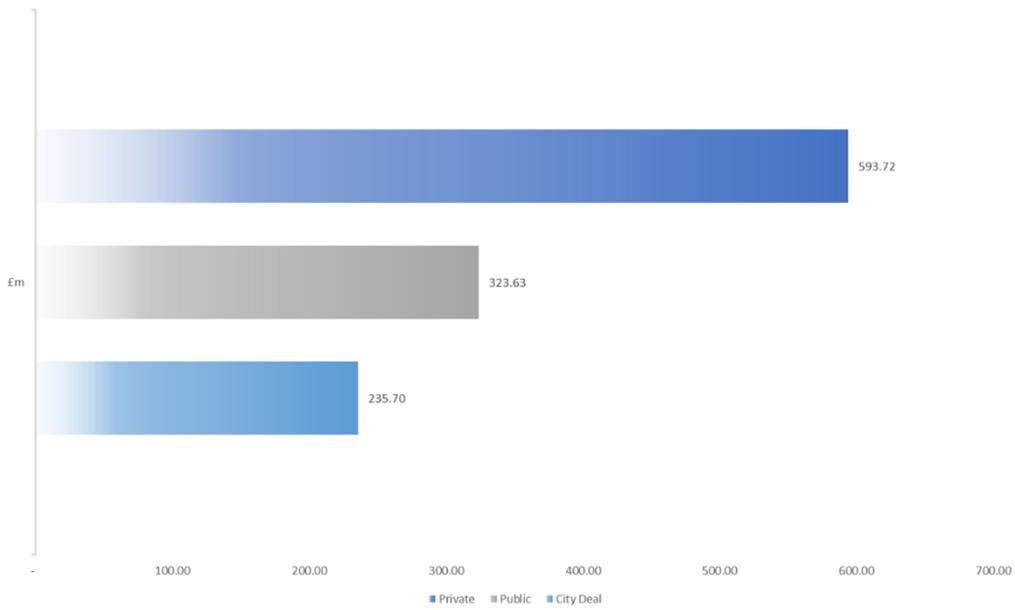
Category	Action	Timeframe (Using Calendar Year)	Responsibility
Governance	JCA & SBCD governance approved at Full Council meeting in each of the 4 LAs	Complete	4 LAs
	Formal agreement of JCA & SBCD governance	Complete	Joint Committee
	Formal establishment of Economic Strategy Board	Complete	Joint Committee /UKG & WG
	Establish Joint Scrutiny Arrangements	Complete	Neath Port Talbot
	Formal approval of Implementation Plan (version 24)	Complete	Joint Committee
	Appointment of a Senior Responsible Owner	Qtr2 2020	Regional Office / Joint Committee
	Monitoring and Evaluation Plan	Qtr2 2020	Regional Office / Joint Committee
	Updated Programme Business Case and Implementation Plan	Qtr2 2020	Regional Office / Joint Committee
	External review of SBCD Programme	Qtr3 2020 (July)	Regional Office / Joint Committee
Finance	Identify and agree LA borrowing requirements for regional projects	Qtr3 2020	LAs Section 151 Officers and Legal Officers / Accountable Body / JC
	Confirm position on NNDR and agree basis for distribution to the Project Lead Authorities.	In principle agreement	Accountable Body / LAs Section 151 Officers / Joint Committee

		reached Qtr2 2019	
	Agree Joint Committee Operational Budget for 2020/21, including the treatment of Benefit in Kind.	Qtr2 2020	Accountable Body / LAs Section 151 Officers / 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	Qtr2/3 2020	Accountable Body/Regional Office
	Contracts Register to be established to identify and report on community benefits	Qtr3 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	Complete	Accountable Body/ LAs Section 151 Officers and Legal Officers/ Joint Committee
Monitoring and Evaluation	Programme Risk Register Developed	Complete	Regional Office/Accountable Body
	Monitoring and Evaluation Plan agreed	Qtr2 2020	Regional Office / Joint Committee / 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

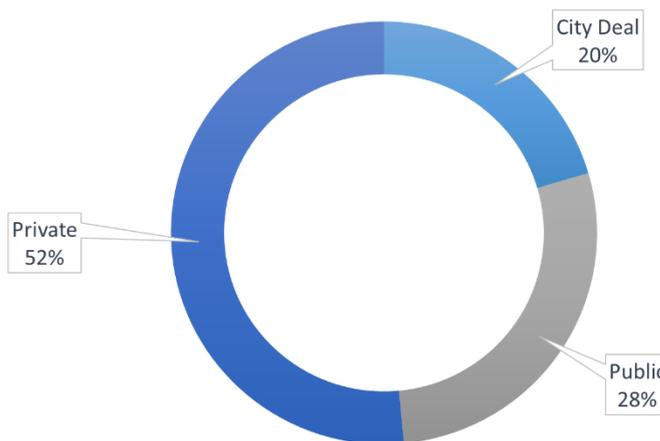
5.0 Programme Financing

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.

INVESTMENT BREAKDOWN (£)



Investment Breakdown (%)



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.

<u>Theme</u>	<u>City Deal</u>	<u>Public</u>	<u>Private</u>	<u>Total</u>
<i>Internet of Economic Acceleration</i>				
Swansea Waterfront	50.00	81.15	39.97	171.12
Yr Egin	5.00	20.17	-	25.17
Skills & Talent	10.00	16.00	4.00	30.00
Digital Infrastructure	25.00	-	30.00	55.00
Total	90.00	117.32	73.97	281.29
<i>Internet of Life Science & Well-being</i>				
LS&WB Village	40.00	51.00	108.19	199.19
LS&WB Campuses	15.00	20.00	10.00	45.00
Total	55.00	71.00	118.19	244.19
<i>Internet of Energy</i>				
Homes as Power Stations	15.00	114.60	375.90	505.50
Pembroke Dock Marine	28.00	17.85	14.70	60.55
Total	43.00	132.45	390.60	566.05
<i>Smart Manufacturing</i>				
Supporting Innovation and Low Carbon Growth	47.70	7.70	6.11	61.51
Total	47.70	7.70	6.11	61.51
Programme Total	235.70	328.47	588.87	1,153.04

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 is ultimate accountable for the delivery of the Swansea Bay City Deal objectives, delivering the projected outcomes and realising the required benefits and will make decisions relating to the Swansea Bay City Deal. The Senior Responsible Owner (SRO) will work with the Joint Committee to ensure that the governance and assurance arrangements are in a place to meet these accountabilities. 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.

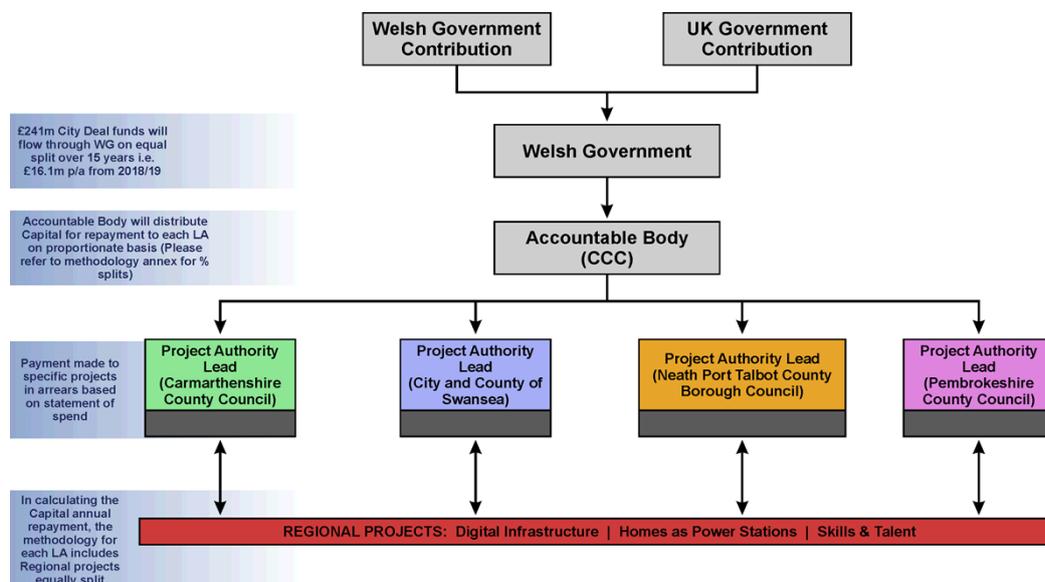
The Joint Committee is responsible for overseeing the proportion of each Council's responsibility for borrowing to provide funding for regional projects. The capital borrowing (in respect of the Government funded element) for the SBCD projects will be re-paid by identified Government funds (UK & Welsh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

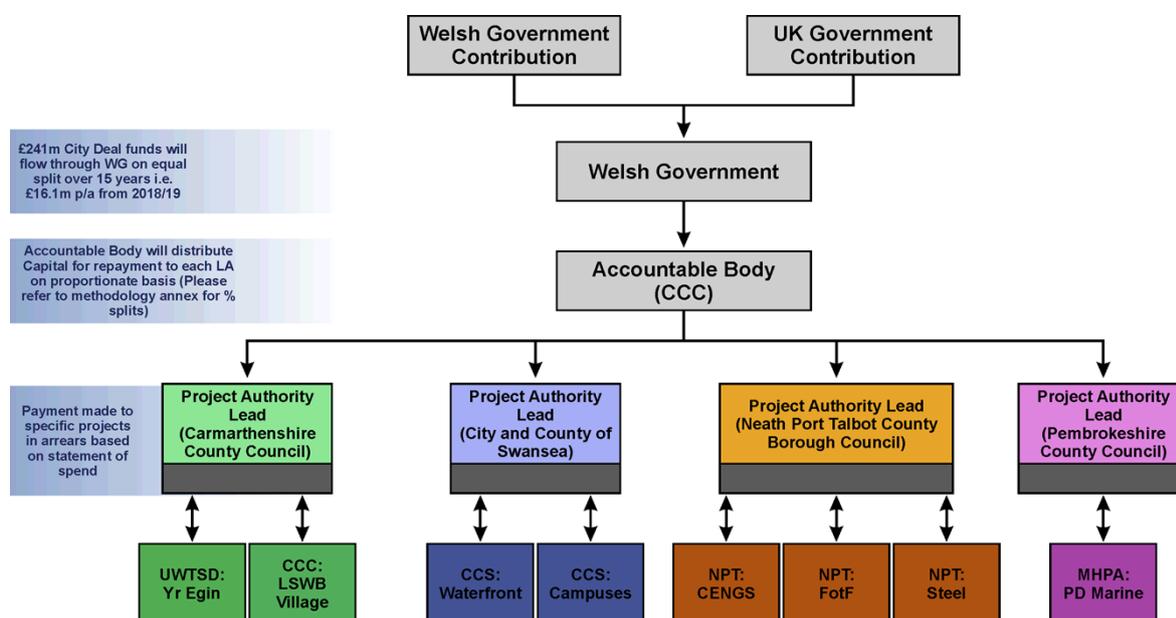
The Welsh Government has given an in-principle agreement that the local authorities in the SBCD region will be allowed to retain 50% of the additional net yield in the non-domestic rates generated by City Deal projects. The basis of the allocation of the rates generated within the SBCD is yet to be agreed. 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 City Deal 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

Category	Risk	Probability Scale Low 1:5 High	Impact Scale Low 1:5 High	Mitigation
	Delay in approval of Implementation Plan	2	3	IP signed off in principle at the first JC on 31st August 2018. Revised IP following SBCD reviews due for completion and approval in January 2020. Update will be presented at JC on 9th July 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. Regional and external stage gate reviews are being scheduled for remaining projects. Terms and conditions from the external review are being met with completion scheduled for the end of June 2020.
	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

Category	Risk	Probability Scale Low 1:5 High	Impact Scale Low 1:5 High	Mitigation
				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	<p>Establish robust monitoring and evaluation framework to ensure programme and project delivery remains within agreed timescales, and to ensure that all 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> <p>Covid-19 Impact Assessment established and being reported to PB and JC.</p>
	Failure to achieve agreed outcomes /	3	4	Develop robust baseline. Establish monitoring and evaluation framework including key milestones and timescales for review. Regular performance reporting

Category	Risk	Probability Scale Low 1:5 High	Impact Scale Low 1:5 High	Mitigation
	outputs in agreed timeframe			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 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.
	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), 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:

8.0 SBCD Programme Monitoring and Reporting

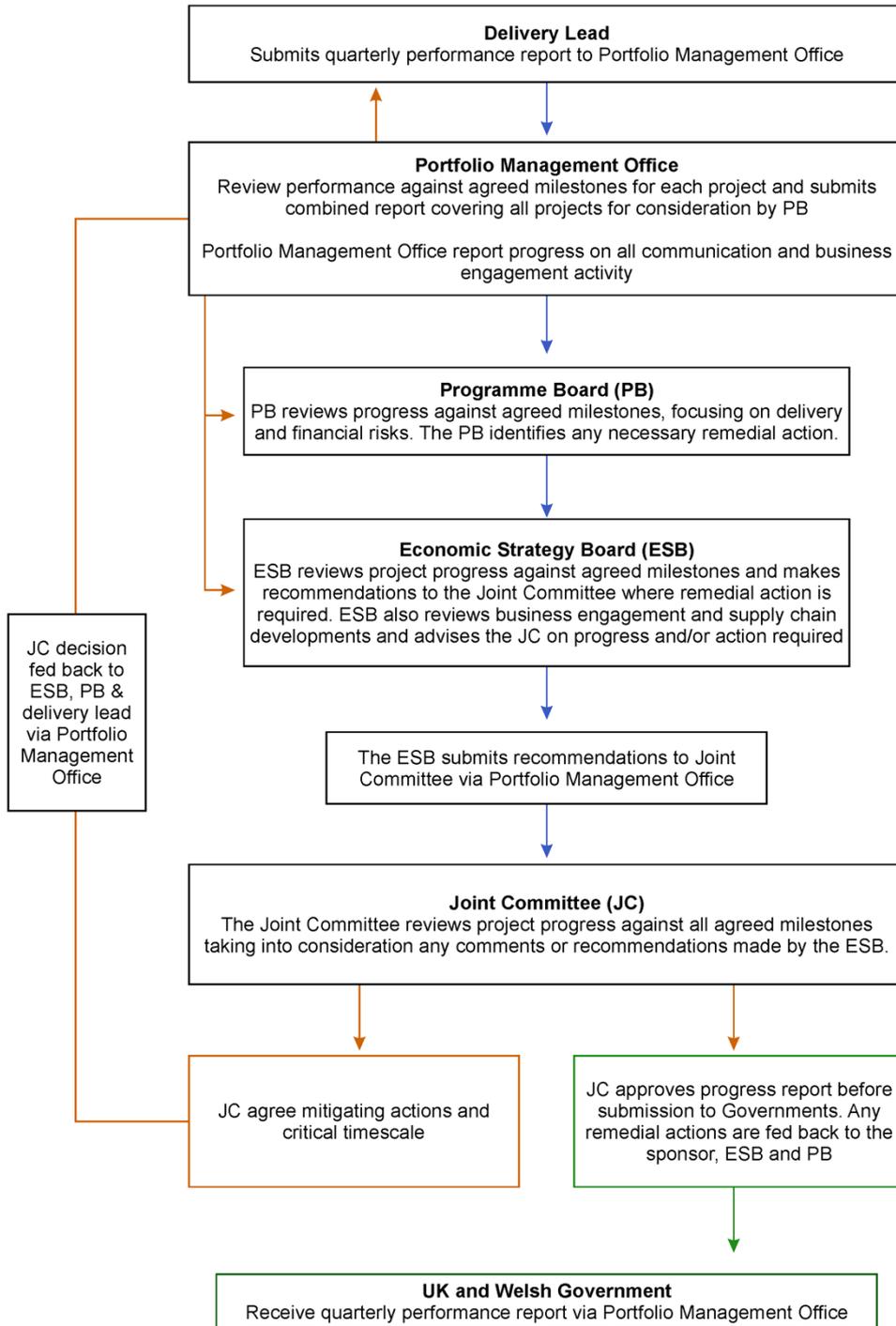
The Regional Office have responsibility for the SBCD Monitoring and Evaluation (M&E) Plan and co-ordinating and reviewing the associated activity. The robust M&E plan will be developed and shared with the UK and Welsh Governments, and agreed by the Joint Committee, which sets out the proposed approach to monitor and evaluate the progress and the impact of the nine Swansea Bay City Deal projects. The monitoring and evaluation plan will be shared with the Joint Committee on July 9th, 2020 for approval.

Once approved, key actions include:

- Developing and sharing 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.

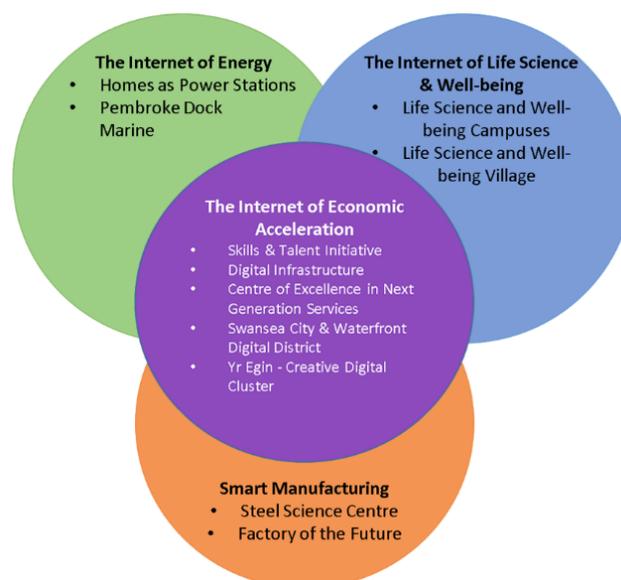
The role of the Joint Scrutiny Committee is to provide advice, challenge and support to the Joint Committee. The full terms and reference for the Joint Scrutiny Committee are set out in the Joint Committee Agreement.

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
	Project discussion at Economic Strategy Board	Qtr2 2020
	Business plan submitted to the four regional Local Authorities	Qtr3 2020
	Business case submitted to Economic Strategy Board, Programme Board and Joint Committee for approval of the project's submission to the UKG/WG	Qtr3 2020
	External review of project business case	Qtr3 2020
	UKG/WG approval of the release of Government funding to the project	Qtr4 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 Government agree to include the courses	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.	

	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.					
	Impact of Covid-19 on skills requirements	Impact of Covid-19 being considered to gauge what new skills businesses will require.					
	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.					
	City Deal funding assurances following Covid-19	No indication that City Deal funding won't be forthcoming. Discussions on-going with WG and UKG.					
	Delay in business case approval/project funding will mean that the skills training required for other projects which have received approval may either not be progressed or be progressed at risk	Business case development on-going for consideration via City Deal internal governance, regional local authorities and both the UKG and WG. Business case discussed at Economic Strategy Board in June, 2020.					
Spend Profile							
	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	2024/25 (£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
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>This regional project is made up of three elements:</p> <ul style="list-style-type: none"> • The introduction of world class digital connectivity in key urban areas and economic growth zones • Improving digital connectivity in underserved communities • The provision of next generation wireless technology and infrastructure 	
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
	Local, regional and national stakeholder engagement. Workshops and business case review based on draft business case	Qtr2 and Qtr3 2020
	Business case rewrite with appointed consultants	Qtr3 2020
	Business case submitted to all four regional Local Authorities	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	Qtr3 2020
UKG/WG approval of the release of Government funding to the project	Qtr4 2020	
Risks	Description	Mitigation
	Unsuccessful 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

	Slippage in project delivery	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.	Dedicated project manager started in post in February, 2020. Industry engagement ongoing to assess and prepare for the exploitation of Digital Infrastructure related opportunities once the project moves to delivery.							
	A lack of regional understanding regarding the digital programme and its purpose	Project board created with senior representation requested from City Deal partners and other stakeholders. Discussions and workshops with partners and stakeholders on-going to ensure alignment to regional needs. Project discussed at Economic Strategy Board and Programme Board in June, 2020.							
	City Deal funding assurances following Covid-19	No indication that City Deal funding won't be forthcoming. Discussions ongoing with WG and UKG.							
Spend 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	£171,126,000	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	Qtr3 2020	
	Detailed Design	Qtr1 2021	
	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 Done
	Detailed Design	Qtr1 2020 Done
	Tender and Contractor Procurement	Qtr2 2020 Underway
	Construction	Qtr1 2021
	Fit Out	Qtr4 2021
	Completion and Occupation	Qtr4 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	Qtr1 2022
Risks	Description	Mitigation
	Covid-19	See separate Covid-19 risk assessment
	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.							
Spend Profile		2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	TOTAL (£m)
	City Deal			7.53	42.47				50.00
	Public	4.21	5.20	61.47	10.28				81.16

	Private			7.99	7.99	7.99	7.99	7.99	39.97
	TOTAL	4.21	5.20	76.99	60.74	7.99	7.99	7.99	171.13
Dependencies	Planning consents The digital indoor arena and digital square features of this project form part of the overall Swansea Central regeneration plan.								

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. However,

									caution needs to be exercised with regard to the potential impacts of Covid-19 and Brexit on demand. Indications from demand/requirements analysis the University is currently undertaking suggest a potential significant shift away from 'permanent offices' towards 'hub facilities' (where key infrastructure/equipment is available on short use demand but without long term commitment to rent/rates etc) together with much increased requirements for direct provision of high levels of hands on business support in areas of key markets, business development and mentoring.	
									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.
Spend Profile		2017/18 (£m)	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	14.87	-	-	0.15	0.35	0.86	3.94	20.17	
	Private	-	-	-	-	-	-	-	-	
	TOTAL	14.87	-	3.00	2.15	0.35	0.86	3.94	25.17	

Dependencies		Planning consents
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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>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> <p>The strategy has also been strengthened by the inclusion of sport and sport science as an emerging priority alongside health and well-being.</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	
	Strategy strengthened by alignment with regional priorities in sport in addition to health and well-being	Qtr4 2019	
	Project presentation at Programme Board	Qtr2 2020	
	Business case submitted to sponsor local authority, Economic Strategy Board, Programme Board and Joint Committee for approval of the project submission to the UKG/WG	Early Qtr3 2020	
	External review of project	Qtr3 2020	

	UKG/WG approval for 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 Heath 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				
	Covid-19				Covid-19 risk assessment submitted to regional PMO			
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							
	Alignment with Digital Infrastructure project							

Pentre Awel (Life Science and Well-being Development)

Project Authority Lead	Carmarthenshire County Council		
Project Delivery Lead	<p>Carmarthenshire County Council</p> <p>SRO - Chris Moore (Director of Corporate Services and Section 151 Officer at Carmarthenshire County Council)</p> <p>Chair of Project Board - Wendy Walters (Chief Executive at Carmarthenshire County Council)</p> <p>Project Management Office Established June 2016 (Project Manager - Dr Sharon Burford)</p>		
Total Cost	£199,186,972	City Deal	£40,000,000
Description	<p>The Life Science & Well-being development will be located across 86 acres of brownfield land in Llanelli. The project is led by Carmarthenshire County Council with key stakeholders including Hywel Dda University Health Board, further and higher education providers, and a range of local and regional organisations, third sector and local community representatives.</p> <p>The whole development will create a suite of facilities tailored to innovation and integrated working. Through the infrastructure and associated working arrangements, the project will create around 2,000 high-quality jobs and £467 million GVA over 15 years.</p> <p>The development incorporates a number of interrelated facilities. City Deal funding will deliver:</p> <ul style="list-style-type: none"> • A business development centre providing research and pilot manufacturing accommodation along with incubation and acceleration space for business start-ups and business growth within life sciences. • A well-being skills centre providing facilities for education and training including simulation and practice suites. • A clinical delivery centre where the local health board will provide a range of community focussed health services in conjunction with opportunities for education placements within the operational clinical environment. Adjacent to the clinical delivery centre will be facilities for clinical trials and associated research. <p>The other elements of the development will be funded through a mixture of public and private sourced funding. These will operate in partnership with the City Deal funded elements to create an ecosystem that will ensure that benefits across the site can be maximised. These include:</p> <ul style="list-style-type: none"> • A state-of-the-art sports and leisure and aquatics centre • A range of assisted accommodation, including a nursing home, residential physical rehabilitation, extra care and supported living of mixed size and tenure. • A hotel • Two areas of housing development - one of which will be linked to the wider regeneration plans for the adjacent ward. 		

	<p>To achieve the whole site vision facilities have been designed to enable new ways of working across traditional service boundaries. The pathways created will aim to create a unique operating environment to enable benefits to be maximised and deliver on the Critical Success Factors identified through the business case.</p> <p>Accredited training programmes will be delivered on site by further and higher education providers. Courses will be designed to meet the needs for modernised working practices, improve local retention in key disciplines and contribute to the delivery of a sustainable health workforce. The education partners will together provide training and skills programmes across the education continuum, from work-ready to undergraduate, postgraduate and continuing professional development. To maximise the impact locally a support system will be introduced to encourage the local community access to training and provide whole career guidance for progression through the training pipeline.</p> <p>The development will be linked with local schools including a new special needs school to be constructed to the north of the site with supported employment where appropriate.</p> <p>Outline planning permission has been granted.</p> <p>Design Development for phase 1, which includes the proposed City Deal elements, has progressed to RIBA Stage 3. Detailed designs were submitted to the Authority for review in May 2020. These designs will provide the physical infrastructure to ensure that the joint working objectives can be realised and are the result of a detailed and incremental planning process with the stakeholder tenants.</p> <p>The project is due to proceed to procurement during Q3 2020. Procurement will be through the new South West Wales Contractor Framework. The current design retains a degree of flexibility for tenants to define internal specification, which will be finalised during the next design stage. The schedule is to commence construction on site Q1 2021. In order to meet this commencement date ecology work has just been commissioned as a requirement of the planning permission.</p> <p>The project is one of the first projects in the UK to be awarded full funding (£60,000) by the Department for Business, Energy and Industrial Strategy to undertake a heat network feasibility study. This funding recognises the potential value of the project within the local area and the council's commitment to become a zero-carbon authority by 2030. The study will look at optimising energy use and recovery at the Village and, upon completion, could be used as a demonstrator site/project.</p>	
Milestones	Activity	Date (using calendar year)
	Business Case Development	
	Initial business case submission	
	<ul style="list-style-type: none"> • Business case submitted to Governments for initial review • First review meeting with UK and Welsh Government • Business case resubmitted • Second review meeting with UK and Welsh Government • Business Case sent to Welsh Government – including table of response to previous feedback • BC submitted to ESB – full approval given • Response to comments sent to WG 	<p>Qtr1 2018</p> <p>Qtr1 2018</p> <p>Qtr1 2018</p> <p>Qtr2 2018</p> <p>Qtr3 2018</p> <p>Qtr4 2018</p> <p>Qtr4 2018</p>

	<ul style="list-style-type: none"> Joint Committee approved BC BC formally submitted to WG for approval BC put on hold 	<p>Qtr4 2018</p> <p>Qtr4 2018</p> <p>Qtr4 2018</p>
	Revised business case submitted to Economic Strategy Board and Programme Board	Qtr3 2020
	Revised business case submitted to Joint Committee	Qtr3 2020
	Independent peer review	Qtr3 2020
	UKG/WG approval of the release of Government funding to the project	Qtr4 2020
	Project Development	
	Ground investigation preparatory works on site	Qtr3 2019
	Outline planning consent	Qtr3 2019
	Information memorandum to financial markets to secure institutional funding	Qtr4 2019
	New branding launch for project	Qtr3 2020
	Procurement of principal contractor	Qtr3/4 2020
	Contract award – construction contractor	Qtr4 2020
	Start of main construction works on site	Qtr1 2021
	Wellbeing Skills Centre complete	Qtr4 2022
	Clinical Delivery Centre complete	Qtr4 2022
	Business Development Centre complete	Qtr1 2023
Risks	Description	Mitigation
	Site planning – environmental, ecological, land and other infrastructure planning issues could potentially delay the project.	<p>External consultants were 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.</p> <p>Outline planning granted.</p> <p>Ecology work underway to commence discharge of planning conditions.</p>
	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 project.

		<p>Stakeholders engaged in the development of a 'brand' to be launched in Q3 2020.</p> <p>Engagement will continue in line with both statutory and best practice guidelines.</p>								
	Revenue streams	<p>Business planning ongoing with Hywel Dda 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.</p>								
	Failure to achieve a whole site vision to maximise benefits	<p>The complexity of the aims and the range of partners required to develop this integrated vision brings significant challenges. 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.</p> <p>A bespoke framework has been developed which is used to manage work and partners' objectives and to provide a structure for benefits realisation and post implementation analysis.</p>								
Financial Profile		2017/18 (£m)	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	0.27	1.13	1.95	4.74	18.95	12.97	-	-	40.00
	Public	-	-	0.74	18.17	18.37	13.72	-	-	51.00
	Private	-	-	-	3.17	19.79	22.69	33.42	29.112	108.19
	TOTAL	0.27	1.13	2.68	26.08	57.11	49.38	33.42	29.11	199.19
Dependencies		<p>Securing City Deal funding</p> <p>Links with Digital project</p>								

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	£505,500,000	City Deal:	£15,000,000
Description:	<p>The regional Homes as Power Stations project aims to facilitate the coordinated and quality assured adoption of renewable technologies and innovative design solutions to prove the concept of smart, low carbon, energy efficient homes in both new build and existing housing stock across the region.</p> <p>The project aims to develop a sustainable and skilled regional supply chain in renewable energy in housing. It will offer a regional targeted financial incentives scheme to encourage the adoption of technologies. It will monitor and evaluate developments to create an evidence base to inform future developments and ascertain viability.</p> <p>The projects investment objectives include:</p> <ul style="list-style-type: none"> • Encouraging the adoption of renewable technologies and energy efficiency design in at least 10,300 properties • Increase affordable warmth and reduce fuel poverty • Establish a regional supply chain <p>Supporting measures to mitigate climate change by reducing carbon emissions</p>		
Milestones	Activity	Date (using calendar year)	
	Business Case Development		
	Consultants engaged to assist in development of the 5 case business model	Qtr2 2018	
	Initial draft Strategic Case shared with RO	Qtr3 2018	
	Initial draft business case shared with UKG/WG	Qtr4 2018	
	Policy workshops held with UKG/WG	Qtr2, Qtr 3 2019	

	Independent peer review	Qtr1 2020
	Business case submitted to the 4 Councils and approved	Qtr1,2 2020
	Business case submitted to Economic Strategy Board, Programme Board and Joint Committee for Approval of the project submission to the UKG/WG	Qtr1,2 2020
	PAR review	Q2 2020
	UKG/WG approval of the release of Government funding to the project	Qtr3 2020
	Project Development	
	Regional Local Authority Steering and Working Group established to coordinate the regional activity at scale and develop business case	Qtr3 2017
	Regional Social Landlord engagement initiated	Qtr4 2017
	Initiated pathfinder/proof of concept development at Neath (Hafod Site)	Qtr4 2017
	Regional Stakeholder Workshops initiated	Qtr1 2018
	Work complete on pathfinder site in Hafod, Neath	Qtr4 2019
	Appoint Project Manager / formalise team	Q3 2020
	Establish formal governance incl. steering group	Q3 2020
	Formalise stakeholder engagement plan	Q3 2020
	Formalise project delivery / implementation plan	Q3 2020
	Establish regional supply chain fund & financial incentives scheme	Q4 2020
	Establish monitoring and evaluation process	Q4 2020
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 Supply chain fund to support development
	Appropriate land availability	Ensure that local authorities provide land bank opportunities
	Not achieving project targets	Ensure effective programme management.
	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. Ensure policy alignment to secure external funding					
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. Ensure policy alignment					
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	22.20	31.40	40.50	114.60
	Private	-	-	23.08	47.68	73.05	102.60	129.50	375.90
	TOTAL	-	-	32.40	66.15	99.65	137.00	170.30	505.50
Dependencies	Viability of renewable technologies Building regulations Policy								

Pembroke Dock Marine

Project Authority Lead	Pembrokeshire County Council
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Project Delivery Lead	Milford Haven Port Authority		
Total Cost	£60,550,000	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	Qtr2 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	£61,510,000	City Deal	£47.7 million
Description	<p>The Supporting Innovation and Low Carbon Growth project has been developed to deliver a coordinated portfolio of projects to create the right environment for innovation, new technologies and a decarbonised local and region economy leading to sustainable growth and job creation in the region with a targeted focus on the Port Talbot Harbourside area.</p> <p>The programme is focused on four interlinked projects as detailed below:</p> <p>Swansea Bay Technology Centre Developed in response to demand for high quality, flexible business / lab premises. it will be constructed as an energy positive building on Baglan Energy Park providing flexible office / lab space for start-up companies and indigenous businesses, with a focus on the innovation, ICT and R&D sectors.</p> <p>National Steel Innovation Centre This project has been developed in partnership with Swansea University and the steel and metals industry to support the steel and metals industry, and potentially wider industrial processes – with the aim of reducing the carbon footprint of industrial processes.</p> <p>Decarbonisation This theme has been developed in response to climate change issues and is aligned to deliver decarbonisation agenda. It comprises a hydrogen stimulus programme, air quality monitoring programme, and electric vehicle charging infrastructure route map</p> <p>Industrial Futures</p>		

	This theme aims to address the gap between demand and supply for business and industrial sites and premises and includes a number of core projects including advanced manufacturing production facility, RD&I facility, and a Property Development Fund – to gap fund private sector development of business premises in the Port Talbot Waterfront / Enterprise Zone area.	
Key Milestones	Activity	Date (using calendar year)
	Business Case Development	
	Business case approved by NPT council cabinet	Qtr3 2019
	UKG and WG policy sessions	Q3/4 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 Qtr1 2020
	Business case submitted to UKG and WG	Qtr1 2020
	UKG/WG approval of the release of Government funding to the project	Qtr3 2020
	Project Development	
	Appoint project manager / formalise team	Qtr 3 2020
	Formalise governance arrangements	Qtr3 2020
	Formalise stakeholder engagement plan	Qtr3 2020
	Confirm the project delivery / implementation plan	Q3 2020
	Swansea Bay Technology Centre	
	Two-stage design and build contract award	Qtr3 2019
	Pre-Application Consultation (PAC)	Qtr2 2020
	Technical design	Qtr2 2020
	Full planning consent	Qtr2/3 2020
	Construction start	Qtr3 2020
	Construction complete	Qtr1 2022
	National Steel Innovation Centre	
	Site confirmation	Qtr4 2019
	Confirm revised scope	Qtr2/3 2020
	Tender period two stage-procurement (Design and build)	Qtr3 2020
	Pre-Application Consultation (PAC)	Qtr3 2020
	Full planning consent	Qtr4 2021

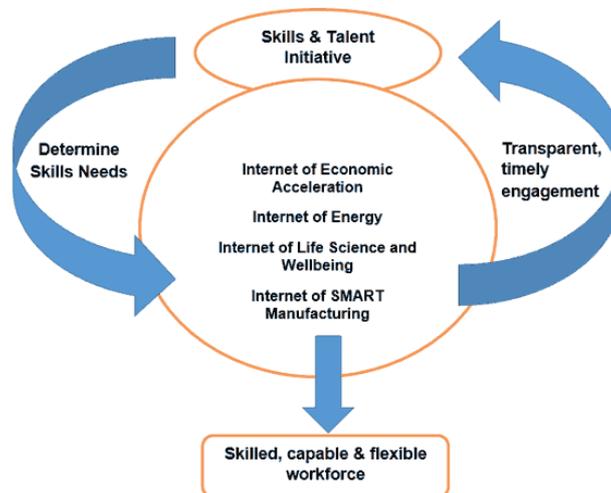
	Start construction	Qtr2 2021					
	Construction complete	Qtr3 2022					
	Decarbonisation						
	Purchase and install air quality monitors	Qtr4 2019					
	Monitor air quality via data analytics	Qtr3 2020					
	Start work with key partners on evidence-based electric vehicle charging strategy	Qtr3 2020					
	Mobilisation of electric link between Swansea Bay Technology Centre and Hydrogen Centre	Qtr4 2021					
	Development of commercial strategy	Qtr1 2022					
	Industrial futures						
	Start of two-stage design and procurement process for production facility	Qtr4 2020					
	Start of two-stage design and procurement process for R&D innovation and growth facility	Qtr4 2020					
	Opening of three-year Property Development Fund scheme	Qtr4 2020					
	Completion of production facility construction	Qtr1 2022					
	Completion of R&D innovation and growth facility construction	Qtr1 2022					
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. Ensure policy alignment					
	2019/20 (£m)						
Financial Profile	City Deal	-	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/24 (£m)	TOTAL (£m)
	Public	0.25	11.60	25.10	9.75	1.25	47.70
	Private	-	3.80	1.55	1.05	1.05	7.70

	TOTAL	0.25	1.53	1.53	1.53	1.53	6.11
	Planning consents		16.93	28.18	12.33	3.83	61.51
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.

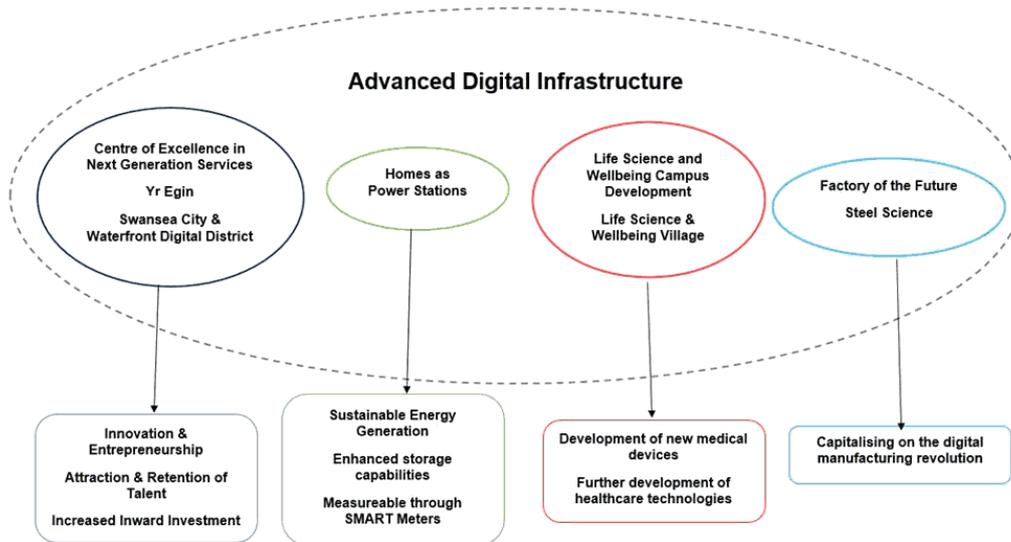
Interdependence 4 - The Internet of Economic Acceleration and the Internet of Life Science and Well-being

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

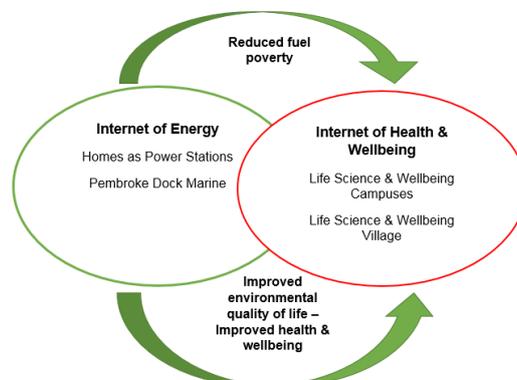
Manufacturing elements of the Supporting Innovation and Low Carbon Growth programme, including the Steel Science project, are reliant on the use of next generation technologies.

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.

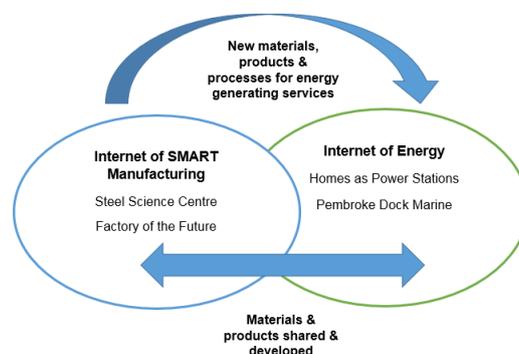
The Homes as Power Stations project will also help tackle fuel poverty, which has an impact on health and well-being. Research forming part of the project will create an evidence base in support of disruptive innovation to meet this objective.

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

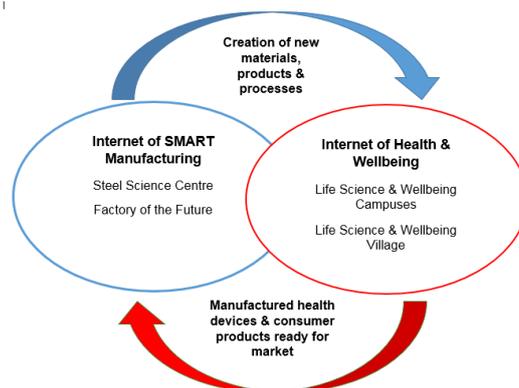


The Steel Science project will be in a prime position to have a significant impact on the Green Growth agenda. As well as developing and implementing ultra-low carbon steel making technologies, the new materials, products and processes created at the Centre will provide the opportunity to radically rethink 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.

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Swansea Bay City Deal Programme Risk Register
Summary: Immediate Risks

Original Assessment: March 2018
Latest Review: October 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

Original Assessment								Latest Review				
Risk Group	Risk Description	Category	Owner	Potential Consequence	Inherent Probability	Inherent Impact	Inherent Rank	Latest Review Date	Latest Update/Control Actions	Current Probability	Current Impact	Current Rank
All	Potential impact of Covid-19 (May 2020)	C6 C14	JC	Overarching external risk to programme scope, costs management and programme deliverability	5	5		05 Oct 20	Covid-19 impact assessment was undertaken May 2020 and reported to Programme Board and Joint Committee in June. The potential impact of each risk has been assessed, along with the identification of corrective action and the level of intervention needed. Impact assessment criteria includes scope, targets, timescale and costs. The Covid risk assessment process has been repeated Oct 2020 and is currently being reassessed at portfolio level.	3	4	
Page 113 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		05 Oct 20	Implementation of all Actica, internal and external reviews to be reviewed by UKG & WG 7th Oct 2020. Integrated Assurance and Approval Plan (IAAP) has been developed and approved by WG. Gateway review for the City Deal portfolio and HAPS/SILCG / Pentre Awel undertaken. Covid-19 impact is being assessed with project leads and stakeholders.	5	3	
	Business case is not approved / project falls	C3 C11	RPAL / Delivery Lead	Project unable to proceed	3	5		05 Oct 20	SBCD governance and assurance processes are maturing to better support the development of robust BC's. Project Leads engage with Govt officials and stakeholders to ensure BC alignment to policy, strategy and priorities.	3	3	
	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		05 Oct 20	Portfolio Business Case under development following AOR. Projects being assessed to gauge impact of Covid-19. HAPS & SILC BC's being updated following PARs	3	3	
	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		05 Oct 20	All BC's being actively worked on to be completed by end Dec 2020. See below. External consultants being used to align BC's to BBC guidance and Green Book PMO supporting PL's to develop Cases within the BBC structure. Projects using external consultants to develop BCs and strengthen economic and financial appraisals. HAPS regionally approved at June JC. PDM approved by Govts in June. Digital infrastructure and Pentre Awel BC's undergoing regional approval process	2	2	
	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		05 Oct 20	Liaison with WG Integrated Assurance Hub (IAH) on-going. IAAP being developed. HAPS / SICG/ Pentre Awel and Portfolio Business Cases have undergone Gateway reviews SBCD have submitted updates to the funding award conditions. The updates will considered as part of the Portfolio AOR process 7th October 2020.	3	3	

Operational	Failure to engage relevant stakeholders including industry and private sector	C13 C6	RO / Delivery Leads	City deal does not achieve the anticipated long term change / outcomes. Lack of support / engagement with City Deal and related projects.	3	4		05 Oct 20	COVID-19 restrictions have caused many planned engagement events including MIPIM to be postponed. PoMO now prioritising financial affordability which includes the level of commitment from industry and private sector. Business Eng Mgr to actively work with PLs and ESB Chair and mebers to engage industry and private sector. On-going digital engagement with business representative groups being maintained. Programme Director has established contact with key stakeholders. Engegeement with Interested parties being maintained digitally	4	4	
	Failure to agree NNDR (rates retention flexibility)	C3	LAs	Local authorities unable to borrow sums required for projects	2	5		05 Oct 20	In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body	3	3	
Financial	Private sector funding contribution/s not in line with initial business case projections	C3	Delivery lead	Overall impact of the City Deal not realised. Projects cannot deliver full schemes. Projects are unsustainable	3	4		05 Oct 20	Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met.	3	4	
	Failure to identify / secure revenue funding	C3	Acc Body	Four projects, including one regional project, unable to proceed.	3	5		05 Oct 20	WG confirmation that LAs can be flexible with capital receipts. Discussions with partners on-going. Progress will be monitored quarterly via the financial reporting, monitoring and evaluation process	3	5	
	Failure to achieve full funding package	C3	All	Project potentially unable to deliver or to deliver full scale of anticipated project outcomes	3	4		05 Oct 20	Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met. Progress will be monitored quarterly via the reporting, monitoring and evaluation process. Financial affordability plans detailing the funding streams and the level of commitment will be detailed at project level.	3	4	
	EU match funding contributions not in line with initial business case projections	C3	Delivery lead	Unable to deliver full funding package at both project and programme level.	3	4		05 Oct 20	Ongoing discussions between partners and WEFO to agree commitment of EU match funding due to imminent deadlines. Progress will be monitored quarterly via the reporting, monitoring and evaluation process.	3	4	
	Timeframe for end of current EU funding programmes	C3	All	Unable to deliver funding package at both project and programme level	3	4		05 Oct 20	Ongoing discussions between partners and WEFO to agree commitment of EU match funding due to imminent deadlines. Progress will be monitored quarterly via the reporting, monitoring and evaluation process	4	4	

SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

FORWARD WORK PROGRAMME 2020 – 2021

DATE OF MEETING	VENUE	ITEMS FOR REPORT
2pm 12 October 2020	Via Microsoft Teams	<ul style="list-style-type: none"> • Update on the Swansea Bay City Deal Programme – Include an update on the external review of the SBCD Programme • Brief overview on each project – Programme manager • Impact Covid-19 has had on the Swansea Bay City Deal Programme <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>
December/ January		<ul style="list-style-type: none"> • Vice Chancellor Swansea University • Update on Funding • Llanelli wellness – general update <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>

Potential Items to be populated in to the Forward Work Programme:

- The Actica Review and implementation of the recommendations;
- A review of the 3 approved projects;
- Review of the Monitoring and Evaluation Plan;
- Updates on the Regional Projects;
- The Annual Performance Report;
- How the committee can support the Risk Management Strategy currently being developed, including the Risk Assessment carried out in relation to Covid 19;