

SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

2.00 pm TUESDAY, 2 FEBRUARY 2021

VIA MICROSOFT TEAMS

PART 1

1. Welcome and Roll Call
2. Chairs Announcements
3. Declarations of Interest
4. Minutes of Previous Meeting (*Pages 3 - 6*)
5. Verbal Update from the Vice Chancellor of Swansea University on the Life Science & Well-being Campuses
6. Update on the Pentre Awel Project
7. Verbal Update on the Swansea Bay City Deal Funding
8. Programme Monitoring (*Pages 7 - 92*)
 - Quarterly Performance Report
 - Integrated Assurance and Approval Plan
 - Portfolio Risk Register
 - Covid-19 Impact Assessment
 - Accounting Officer Review Action Plan
9. Forward Work Programme 2020/21 (*Pages 93 - 96*)
10. Urgent Items
Any urgent items (whether public or exempt) at the discretion of the Chairperson pursuant to Section 100B (4) (b) of the Local

Government Act 1972

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Wednesday, 27 January 2021

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

(Via Microsoft Teams)

Members Present:

12 October 2020

Chairperson: Councillor R.James

Vice Chairperson: Councillor M.Harvey

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

Officers In Attendance J.Burnes, W.Walters, G.Jones M.Shaw,
S.Curran and C.Davies

1. **Declarations of Interest**

The following Member made a declaration of interest at the commencement of the meeting:

Councillor M.Harvey	Re: Agenda item 4 Swansea Bay City Deal Projects update as he is employed as a Designing Out Crime Officer with the South Wales Police and had given designing out crime advice on the Digital Village and Digital Square projects.
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The following officer made a declaration of interest at the commencement of the meeting:

Councillor M.Harvey	Re: Agenda item 4 Swansea Bay City Deal Projects update as she is Senior Responsible Officer for the Swansea Bay City Deal and also the Chief Executive of Carmarthenshire County Council which is the lead Authority, for Pentre Awel.
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2. **Minutes of the Previous Meeting**

The minutes of the last meeting held on 15 January 2020 were approved.

3. **Swansea Bay City Deal Programme - Verbal Update**

Members were provided with a presentation providing an update on the Swansea Bay City Deal Programme.

The committee were updated on the recent recruitment within the Programme Office. It was noted that four vacancies had been filled. Members were reassured that the governance would continually be monitored to ensure the level of support within the programme is sufficient.

Members asked for a breakdown of the structure of the Programme Office and whether the Programme Office was funded through the City Deal budget. Officers assured members that they would circulate this information outside of the meeting.

Officers updated members in relation to the external stage gate, It was noted that twenty-two people were interviewed across the region. There were a number of recommendations that evolved from this exercise which would be contained within the Action Plan.

Members asked for clarity around the original agreement between the Welsh Government and Local Authority. It was highlighted that there were originally 11 projects identified, however due to changes relating to the projects they have now become 9 projects.

Members noted the update.

4. **Swansea Bay City Deal Projects Update**

Members received a presentation which provided an update in relation to the Swansea Bay City Deal Projects.

Assumptions within projects were discussed and officers confirmed that they would ask project leads if assumptions have changed.

Members asked why the Local Projects have progressed quicker than the regional projects .It was noted that there are 3 Regional Projects,

Digital Infrastructure, Homes as Power Stations and Skills and Talent. The only regional project that hasn't progressed as quickly is Skills and Talent project. It was noted that Homes as Power Station was in a similar position, however it is more advance and would be seeking approval at the end of October 2020.

Officer support for projects was discussed. It was mentioned that due to the recent posts being agreed, there will be availability to provide further support.

Members noted the update

5. Impact of Covid-19 on the Swansea Bay City Deal - Presentation

Members received a Presentation and were provided with an update in relation to the impact of Covid-19 on the Swansea Bay City Deal.

It was noted that a Covid-19 Impact Assessment had been developed which will eventually feed in to the Programme Risk Register, this will have a standardised approach across all the monitoring reports.

Stakeholder and partner commitment was discussed. It was highlighted that everyone involved within the Swansea Bay City Deal are aiming towards the same target with full engagement.

Members asked for clarity on the timescales of the Homes as Power Station Project. It was noted that the Homes as Power Station Project had recently been approved through regional scrutiny and review. It had also gone through an external stage gate review and it's currently with Welsh and UK Government for an overall review.

It was mentioned that the Swansea University led project identified that securing input from the private sector was one of their risks and asked officers to elaborate on that. It was also highlighted that the committee had invited the Vice Chancellor of Swansea University to attend a meeting of the Swansea Bay City Region Joint Scrutiny Committee meeting however due to Covid-19 this has been unsuccessful, however hope to make arrangements at a future date of the Committee. Officers explained that this is a top priority for Swansea University and they are currently looking at who the potential partners could be. It was noted that officers would ask Swansea University to provide an update at a future meeting.

Members asked what input would you provide if a Local Authority couldn't financially move forward with a project. It was noted that if there was any indication that a Local Authority couldn't progress with a project due to financial reasons this would be classed as a red risk immediately and monitored. However, members were reassured that projects were in a good place to continue with these.

Within the Implementation Plan it outlines the need to identify and agree the Local Authority borrowing requirements for the regional projects. Members asked for the methodology on this. Officers confirmed that they would get a response outside the meeting to members.

Members noted the update

6. **Programme Monitoring**

Members received a presentation providing them with an update in relation to Programme Monitoring.

It was noted that the programme monitoring reports will be updated on a quarterly basis.

Discussions took place around the European match funding risk. It was mentioned that a few of the projects are associated to the European funding. Officers highlighted that they were waiting to see what the UK prosperity fund would look like. It was also noted that officers would circulate the financial quarterly monitoring information to members as this had a breakdown of all of the funding.

Members noted the update.

7. **Forward Work Programme**

It was noted that the Forward Work Programme would be discussed at the next meeting.

The Chair mentioned that translation would hopefully be available at a future meeting.

CHAIRPERSON



SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 2 February 2021

Programme Monitoring

RECOMMENDATIONS/KEY DECISIONS

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

- Quarterly Performance Report
- Integrated Assurance and Approval Plan
- Portfolio Risk Register
- Covid-19 Impact Assessment
- Accounting Officer Review Action Plan

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 Programme Monitoring be a standing item on the agenda to ensure that the progress is monitored.

OFFICER CONTACT

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**Democratic Services Officer
(NPT Council)**

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Programme / Project Scorecard

Prog / Proj	Status Update	Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall
Digital Infrastructure	The programme has been assessed as Amber / Green via a very recently conducted and thorough external peer stage gate review. Scorecard remains Amber whilst the recommendations from the review are considered and implemented.						
Pembroke Dock Marine	Overall status Red due to awaiting sign off of revised scope and funding agreements. These are impacting all other elements of the programme and the ability to secure and deploy resources to meeting the requirements of the programme						
Pentre Awel	<p><u>Delivery</u> - Commencement of procurement exercise for zone 1 subject to timely approval of Business Case. Business Case submitted to UK and WG November 2020 following all CCC and City Deal approvals.</p> <p>MoUs signed with academic institutions HoT under development – aligned with business case outputs.</p> <p><u>Staffing</u> - resources are drawn in from CCC departments/partner organisations as appropriate</p> <p><u>Finance</u> - City Deal investment decision awaited; institutional investors and funding model to be finalised (n.b. institutional investment not required for Zone 1</p>						
Homes As Power Stations	Project not yet approved. OBC submitted to PoMO December 2020. Project Team revising OBC. Limited formal activity PAR review - June 2020. Project Board established, stakeholder mapping ongoing.						
Supporting Innovation & Low Carbon Growth	<p>OBC in development - due to be formally submitted end January 2021. Project governance in place (SILCG Programme Board)</p> <p>PAR June 2020. CFR Oct 2020 - recommendations being addressed.</p> <p>2 projects in delivery. Programme Manager to be appointed</p>						
Yr Egin	Economic uncertainty and increasing Covid implications impacting on levels of demand and investment interest. Following Phase 1 Lessons Learned exercise, currently undertaking analysis of future scope and type of facilities required to maintain delivery of project outcomes in development of Phase 2 Strategic Outline Case. Creative Sector demand study commissioned January 2021.						
Swansea City & Waterfront Digital District	Funding agreement discussions are on-going between Swansea Council & UWTSO about the delivery of the box village element of the project. Further City Deal funding drawdown is needed as soon as possible, given spend at risk on the indoor arena element of the project, in particular. The impact of Covid-19 on delivery timeframes, construction costs and tenancy interest in 71/72 The Kingsway (Digital Village) is being continuously monitored. Covid 19 could impact on outputs on the project which is being continually monitored.						
Skills & Talent	<p>Delay in implementing the Skills and Talent programme could impact on the delivery of the skills required by the approved projects. This could lead to projects implementing their own skills plans, which could affect the Skills and Talent initiative, while creating duplication.</p> <p>The project will also not be fully staffed until it has been approved, which is currently a resource challenge</p>						
Life Science, Wellbeing & Sport Campuses	Conflicting priorities continue, (i.e. COVID) which may impact progress on delivery, although sufficient engagement from stakeholders continue via working group structures. Project teams have limited resource, existing teams continue efforts to progress project. Outline Business Case has now been informally submitted pending review/feedback from SBCD and consultants (Grant Thornton). A review of resource will take place over coming months. Original scope has been successfully maintained in line with the monies available.						

Title	Portfolio Management Office (Communications & Marketing)	Reporting Period	Q3 2020/2021
Officer	Greg Jones (SBCD Communications & Marketing Officer)		

Summary of last 3 months

- Continuation of City Deal communications and marketing via press releases, website, social media content, media liaison and e-newsletters to the business community
- Representation on project/programme boards including Homes as Power Stations, Supporting Innovation & Low Carbon Growth, and Life Science & Wellbeing Campuses
- Support for governance documentation and funding agreement discussions between stakeholders
- Video production support for projects
- Content support for regional prospectus

Key achievements in Q3

- 51 positive mentions in the local, regional, national and specialist media for the SBCD portfolio and its programmes/projects. This included coverage on Wales Online, the South Wales Evening Post, Wales Business Insider, Business News Wales, Wales 247, Inside Media, the Llanelli Star, the Western Telegraph, and Invest Monitor. Topics covered included the latest £18m funding award, the regional approval of the Pentre Awel and Digital Infrastructure projects, as well as a City Deal update with the Portfolio Director, the start of works at the Swansea Bay Technology Centre, indoor arena progress, a scheme that could inform the detail of the Homes as Power Stations project, and the submission of a planning application for the Pembroke Port infrastructure element of the Pembroke Dock Marine project.
- Distribution of e-newsletter to hundreds of businesses and business representative groups throughout the City Region
- From November 3 to January 15, an average of 512 impressions were achieved from the City Deal’s Twitter account – that’s the number of times a Tweet has been seen. Tweets in this period linking to the City Deal website, news stories, project pages and content from partners generated 169 likes, 77 retweets and 126 link clicks
- From November 3 to January 15, posts on the City Deal’s Facebook page generated a reach of more than 20,000 – that’s the number of Facebook users who saw these posts. These posts also generated 341 likes/shares and 475 links/clicks. Videos on the SBCD Facebook page during this period generated a combined 2,204 views.

Key Activities planned Q4

- SBCD website update
- Continuation of City Deal communications via press releases, media liaison and social media content on Facebook and Twitter. These activities will be anchored to SBCD portfolio and programme/project updates
- Strengthening of SBCD LinkedIn account
- Strengthening of internal communications
- Development of e-marketing brochure for the SBCD portfolio and its programmes/projects
- Communications updates to feature in monthly portfolio/projects highlight reports

Programme / Project Title	Digital Infrastructure	RAG Status	A
Local Authority Lead	Carmarthenshire County Council	Programme / Project Lead	Gareth Jones
Prog / Project Delivery Lead	Carmarthenshire County Council	Reporting Period	Jan 21
SRO	Jason Jones		

Budget	
Total Budget	£55m
City Deal	£25m
Public	£16.5m
Private	£13.5m
Description	
<p>To significantly improve digital connectivity throughout the City Region for the benefit of businesses and residents, also helping to attract inward investment. The project is made of up of three themes:</p> <ul style="list-style-type: none"> • Connected Places • Rural connectivity • Next generation wireless (5G and IOT networks) 	

Key achievements
<ul style="list-style-type: none"> • Digital Programme Board expanded and re-established. • External stage gate peer review of the programme conducted by independent experts. Amber/Green status given. • Business Case amended based on local, regional, and national stakeholder feedback and recommendations. • Business Case authorised by Joint Committee, Programme Board, Economic Strategy Board and Local Authorities. • Business Case and supporting Programme documentation submitted to Government for approval. • Regional agreement obtained to partially recruit Programme resource at risk. • Programme risk mitigation ongoing. • Supplier engagement ongoing.
Key Activities planned
<ul style="list-style-type: none"> • Ongoing implementation of stakeholder feedback and recommendations. • Ongoing implementation of external stage gate review recommendations. • Recruitment of Programme resources. • Recruitment of external expert consultants to advise individual Projects. • Funding bid to Welsh Governments Local Broadband Fund to supplement existing Programme budget. • Preparation and plans for transitioning to delivery. • Support Local Authorities with ongoing Digital Infrastructure activity and investment. • Programme risk mitigation ongoing. • Supplier engagement ongoing.

Key Risks / Issues	
Risk Description	Mitigation
Lack of Programme human resources - There is currently a lack of resources engaged to deal with the Digital Infrastructure programme resulting in not being able to achieve the outcomes intended within the timescales.	Ongoing - Digital Programme Manager appointed Feb 20. Further partial recruitment of necessary resource ongoing at risk. Remaining resource recruitment to occur once Business Case is signed off by Government. External consultants utilised.
State aid issues - There is a risk that State aid limitations prevent the Programme from achieving its ambitions. There is now also a lack of clarity on State aid in relation to Public Sector Telecoms investment following the recent Brexit deal.	Ongoing - Seek legal advice and state aid expertise across all three digital infrastructure streams from consultants, UK and Welsh Governments. Advice and guidance ongoing via external consultants and Government colleagues with future requirements factored in to the Business Case.
PSBA (Welsh Government) - PSBA's potential inability and/or unwillingness to embrace alternative fibre builders. This hinders our ability to utilise UK Governments defined strategy of public sector hub procurement to stimulate fibre build and competition.	Ongoing - Engage with and work closely alongside Welsh Government PSBA to understand their challenges and identify opportunities to ensure regional investment aligns to, supports, and underpins the PSBA.

Programme / Project Title	Pembroke Dock Marine	RAG Status	R
Local Authority Lead	Pembrokeshire County Council Pembrokeshire County Council	Programme / Project Lead	Tim James Tim James
Prog / Project Delivery Lead	Milford Haven Port Authority	Reporting Period	Jan21
SRO	Steven Jones		

Budget	
Total Budget	£60.47m
City Deal	£28m
Public	£16.35m
Private	£16.12m
Description	
<p>This programme will place Pembrokeshire at the heart of UK and global zero carbon, marine and offshore energy innovation, building on the expertise of a marine energy cluster in Pembroke Dock. Facilities will be provided for marine energy innovators to build, test and commercialise their technologies. Project features include:</p> <ul style="list-style-type: none"> • Pembroke Dock Infrastructure (PDI) improvements • A Marine Energy Engineering Centre of Excellence (MEECE) • Marine Energy Test Area (META) developments • The Pembrokeshire Demonstration Zone (PDZ) 	

Key achievements (Overall Objective ID shown in brackets)

Pembroke Dock infrastructure

- PDI and TCPA and Marine Licence applications both submitted and registered (IP1).
- 2x FTE Project Managers in post focusing on PDI Delivery (IP6a target)

Marine Energy and Engineering Centre of Excellence (MEECE)

- MEECE headcount at 6.2 FTE's (IP6b)
- ORE Catapult leading on Pan Wales Port and grid Study for Floating Offshore Wind funded by Welsh Government. (OP15)
- Supported successful bid for £112k Offshore Wind Growth Partnership (OWGP) grant for Ledwood Mechanical Engineering to diversify into offshore wind. MEECE will provide person for Ledwood's Steering Group. (IP3, OP11, OP14).
- Supported successful Expression of Interest by Seawind for OWGP funding and are supporting a full bid for a £500k project to be based in Pembroke Dock. (IP3, OP11, OP14).

Marine Energy Test Area (META)

- META Operations Manager role commenced Q1 2021 (IP6c)
- META phase 2 Marine Licence has been secured (IP5)
- META Phase 2 planning applications have been submitted (IP5b).
- PCF partner in South Wales Industrial Cluster Phase 2 project, which secured approval 04.01.21 (IP7)

Pembrokeshire Demonstration Zone (PDZ)

- All third-party approvals and co-funding in place to progress (IP4)

Collaborative Achievements

- MHPA, MEW and ORE Catapult all presented at Renewable UK's Floating Wind Conference 2020 on 7th of October. (OP11/16)
- Partners all submitted supporting evidence to BEIS for CFD support for FLOW and Marine Energy revenue support (OP15)
- MHPA and MEW submitted evidence to BEIS for Offshore Wind Manufacturing Support Scheme (30.10.20 (OP8/15)
- MHPA have engaged with ORE catapult on the Welsh Government's FLOW Port's Study. (OP15)
- MEW & MHPA hosted stand and session at WG Regional roadshow (OP11/12)
- MHPA partner in application under the South Wales Industrial Cluster Deployment project. If successful, the project will leverage £37m of added value work across South Wales (IP3/OP5/6/8)
- MHPA and PCC presented the MH:EK and PDM projects to the Institute of Chartered Engineers 13.01.2021 (OP16)

Key Activities planned

Collaborative Activities

- Funding agreements targeted for exchange end of January 2021 (IP2)
- Establishment of formal project governance to commence post funding agreement with the support of PMO / PCC.
- Collaboration Agreement between partners to be agreed within 3 months of funding agreement execution.

Annual Conference 2021 | Marine Energy Wales (OP11 & OP166)

- ORE Catapult and MHPA are both sponsoring Marine Energy Wales's 2021 Annual Conference, which PDM will feature in. If interested parties would like to attend, please contact bethan.simes@marineenergywales.co.uk

Pembroke Dock infrastructure

- Procurement of Construction Contract ready pending funding approval (IP1)
- Listed Building and Conservation Area consent applications to be submitted (IP1)
- Consent management ongoing throughout Q1 and Q2 2021 (IP1)

- Grant Compliance role to be advertised (IP6a) post funding award.

Marine Energy and Engineering Centre of Excellence (MEECE)

- 1 FTE new Innovation Manager to start January 25th. Potential for 1FTE new engineer to start, but held up by post-Brexit ambiguity on employment eligibility. (IP6b)
- £250k project with Swansea University, Natural Power and Siemens Gamesa, to demonstrate and verify the benefits of adding vortex generators to large wind turbine blades. On hold due to uncertainty of City Deal funding which is essential to fund Swansea University activities. There is a risk that the commercial partners will lose interest if we cannot commence this project soon. (IP3, OP11, OP14).
- £75k of procurement imminent to refurbish and deploy our 4m diameter buoy in META, to enable delivery of at least three innovation projects. It is expected that the majority of this will go to local supply chain companies, EU rules permitting. (OP11, OP14).

Marine Energy Test Area (META)

- Marine and Town and Country planning act Condition discharge
- Develop operational procedures and documents.
- Agree lease agreements with Crown Estate.
- PCF State of the Sector Report being produced ready for April in collaboration with ORE Catapult. (OP16)
- Highlight report of Marine Energy Wales activity to be issued imminently (OP1, OP2, OP16)
- MEW providing evidence to Welsh Affairs Committee call of evidence on marine energy opportunity for UK plc. (OP1, OP2, OP16).
- Marketing Manager role being advertised currently (IP6c)

Pembrokeshire Demonstration Zone (PDZ)

- Taking funding agreement to Wavehub Board end of Jan (IP4)

Key Risks / Issues	
Risk Description	Mitigation
Development / Delivery	
One or more of the 4 PDM project partners withdraws from the project	Collaboration Agreement to be signed by each of the 4 project partners within 3 months of funding agreement execution. This will set out process of management of element failure and. PMO and PAL to support the establishment of the PDM project Governance and PDM Board.
Consent Management	Project to work with supply chain and other project beneficiaries to provide letters of support for planning applications currently being considered.
Evolution of project deliverables	Recognition across all partners and funders that the markets around the project are fluid and change of deliverables to ensure longer term outcomes can be met sooner should supported and encouraged.
Implementation	
Deliverability of PDM within the City Deal programme timeframe	Amended project delivery proposals for 4 elements reflecting updated timescales to be agreed by Project Authority Lead / Accountable Body as appropriate. Project leads to maintain delivery profiles as up to date as possible ensuring key stakeholders are kept up to date as appropriate.
Delay to secure required consents	Pro-active engagement with consenting authorities and key stakeholders to be maintained.

Ability to ensure stakeholder buy-in to project concept	Continue local community and supply chain engagement 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	
Unable to attract developers / end users	Ongoing engagement across all industry targets to promote PDM's current assets and future opportunity for expansion in response to demand. Ensure PDM and the constituent elements are referenced in industry papers and policy responses.
Financial	
Not securing funding package	Continue to engage and support all parties to execute all SBCD funding agreements by end of Jan 2021.
Increase in design and construction costs from project budget set in 2017	Progress and update detailed costs on an ongoing basis as and when improving layers of certainty are met. Ensure stakeholders are kept up to date on financial risks and mitigation to ensure project delivery to meet desired outcomes can be met.
Project Financial profile	Recognition from all partners and funders that re-profiles are required from Co-funders as financial certainty is improved. Allowing minor changes to funding profile to be built into funding agreement with more significant changes to be considered on a case-by-case basis.

Project Title	Pentre Awel	RAG Status	A
Local Authority Lead	Carmarthenshire County Council	Programme / Project Lead	Sharon Burford
Project Delivery Lead	Carmarthenshire County Council	Reporting Period	Jan 21
SRO	Chris Moore		

Budget	
Total Budget	£199.19m
City Deal	£40m
Public	£51
Private	£108.19
Description	
<p>Proposed for an 83-acre site at Delta Lakes in Llanelli, Pentre Awel will be the first development of its kind in Wales. The project will include the co-location of academic, public, business and health facilities to boost employment, education, leisure provision, health research and delivery, and skills and training.</p> <p>City Deal will provide the requisite investment for business incubation and acceleration facilities, laboratory space, testbed capabilities, a well-being skills centre, clinical research centre and a clinical delivery centre to deliver multi-disciplinary care closer to home. The design for Zone 1 will create an 'ecosystem' by facilitating joint working across traditional boundaries, integrating education and training programmes within a clinical setting and fostering interface between health and leisure for the benefit of population health.</p> <p>Pentre Awel will include state-of-the-art leisure centre funded by Carmarthenshire County Council.</p>	

A network of integrated care and rehabilitation facilities will also be provided on site to enable the testing and piloting of life science technologies aimed at enhancing independent and assisted living. Assisted living accommodation will also feature, along with a nursing home, a hotel, expansion space for businesses, and elements of both open market and social and affordable housing.

Key achievements

Business Case Development

- Commissioning of external legal consultants to support procurement – October 9, 2020
- Business case approval in Full Council at Carmarthenshire County Council – October 22, 2020
- Implementation of external Stage Gate review recommendations – October & November 2020
- Business case approval at Joint Committee – November 12, 2020
- Business case submitted to UKG/WG for approval – November 13, 2020

Project development

- MoUs signed with tenants – October, November and December 2020
- Rolling programme of Heads of Term Agreements with tenants – From October, ongoing 2020
- Early Market Engagement with construction contractors, including presentation and 1:1 feedback sessions with each contractor – November and December 2020
- Updated procurement strategy for Zone 1 to ensure responsiveness with market intelligence – December 2020
- Procurement documents in preparation to secure a main contractor for Zone One – December 2020
- Detailed Community Benefits Requirement documents prepared in partnership with RLSP, Communities for Work – November and December 2020

Key Activities planned

- Place Zone 1 tender via two stage procurement methodology using South West Wales Regional Contractors Framework – January 2021
- Feedback on Business Case – January 2021
- Secure institutional funding – March 2021
- Sign Head of Terms partners – March 2021
- Agreement to draw down Hydrotherapy Pool charity funding – March 2021
- Assisted living specification – March 2021

Key Risks / Issues	
Risk Description	Mitigation
Operational	
Potential for loss of engagement by academic and health partners due to delay in procuring a principal construction contractor	Extensive, regular engagement is on-going with academic and health partners. Business case submitted to UKG & WG in November 2020 for approval. Delivery programme to align with academic term dates.
Implementation	
Failure to achieve a whole site vision to maximise benefits	Workstream set up and on-going to develop a whole site operating model
Delay in procurement due to approval of City Deal Business Case	Business case to submitted to UKG & WG in November 2020 for approval. Feedback session arranged for January 2021
Financial	
Revenue streams	Memorandums of Understanding in place. Heads of Terms / rental agreements in development with academic partners and Hywel Dda University Health Board research

Outputs
Due to the status of the business case approval process, outputs identified are yet to be monitored as construction is not yet underway.

Programme / Project Title	Homes as Power Stations	RAG Status	A
Local Authority Lead	Neath Port Talbot County Borough Council	Programme / Project Lead	Lisa Willis
Prog / Project Delivery Lead	Neath Port Talbot County Borough Council	Reporting Period	Jan 21
SRO	Nicola Pearce		

Budget	
Total Budget	£505.5m
City Deal	£15m
Public	£114.6m
Private	£375.9m
Description	
<p>A co-ordinated project across the City Region, Homes as Power Stations will see energy-saving technologies introduced to thousands of homes as part of a smart, low carbon new-build and retrofit programme.</p> <p>The project will:</p> <ul style="list-style-type: none"> • Tackle fuel poverty • Further decarbonise the regional economy • Improve residents’ health and well-being • Reduce burden on regional health and social services • Benefit regional supply chain businesses <p>Potentially develop a UK-wide industry in the City Region, with global export opportunities</p>	

Key achievements
<p>Business Case Development</p> <ul style="list-style-type: none"> • OBC submitted to PoMO December 2020 <p>Project Development</p> <ul style="list-style-type: none"> • Established formal governance incl. HAPS project board • Formalised stakeholder engagement plan • Formalised project delivery / implementation plan • Progress PAR action plan
Key Activities planned
<p>Business Case Development</p> <ul style="list-style-type: none"> • Formal submission to UKG/WG January 2021 <p>Project Development</p> <ul style="list-style-type: none"> • Appoint project manager / formalise team – April 2021 • Establish Technical Advisory Group – April 2021 • Establish lessons learned group – January 2021

- Establish knowledge sharing hub – April – June 2021
- Establish regional supply chain fund & financial incentives scheme – July 2021
- Establish monitoring and evaluation process – July 2021
- Progress PAR Action Plan - ongoing

Key Risks / Issues	
Risk Description	Mitigation
Development	
Resource and capacity of project team during initial developmental stage	Effective project governance / team approach
Procurement - need to agree criteria for HAPS funds	Ensure regional dialogue Legal / procurement advice Regular progress meetings
Operational	
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
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
Failure to achieve outputs / outcomes	Robust project governance Detailed Monitoring and Evaluation Plan produced.
Implementation	
Programme slippage, including delays in business case approval, procurement or funding	Robust project management processes in place. Regular review of Risk Register. Regular progress meetings and monitoring
Fund establishment delays	Regular progress meetings and project monitoring
Lack of interest in developing a sustainable supply chain	Work with key partners including WG and industry. Implement communication and stakeholder plan. Regular progress meetings and project monitoring
Technological advances	Establish technology advisory group. Engagement with stakeholders to be carried out during development phase. On-going project management / monitoring
Failure of technology	Establish technology advisory group. Replace technologies which fail. National Grid as back up. Ensure lessons learned are recorded / disseminated
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	
Capital costs affect scheme viability	Effective project management. Regular progress meetings and project financial monitoring. On-going industry engagement
Dependence on multiple funding sources	Thorough project monitoring and budget management will identify any potential funding issues

Short term WG and other funding sources	Thorough project monitoring and budget management will identify any potential funding issues
Failure to secure private sector investment leverage	Engage with private sector developers via technology advisory group, disseminate the benefits of HAPS approach, appoint business engagement post

Outputs
<ul style="list-style-type: none"> Facilitate the adoption of renewable technologies in 10,300 properties Develop a regional supply chain of HAPS related renewable technologies Monitoring and Evaluation - determine the efficacy and impacts of renewable technologies on new build and existing housing stock Establish knowledge sharing hub for all sectors Dissemination of key findings via a ‘HAPS design manual’

Programme / Project Title	Supporting Innovation and Low Carbon Growth	RAG Status	A
Local Authority Lead	Neath Port Talbot County Borough Council	Programme / Project Lead	Lisa Willis
Programme / Project Delivery Lead	Neath Port Talbot County Borough Council	Reporting Period	Jan 21
SRO	Nicola Pearce		

Budget	
Total Budget	£61.5m
City Deal	£47.7m
Public	£7.7m
Private	£6.11m
Description	
<p>The Supporting Innovation and Low Carbon Growth programme has been developed as a response to a number of key priority areas to deliver sustainable jobs and growth in the Swansea Bay region. It aims to create the right environment for a decarbonised and innovative economy.</p> <p>The vision of ‘delivering low carbon, sustainable and inclusive growth for the region’ will be achieved through This project will help further decarbonise the Neath Port Talbot economy, while safeguarding the regional steel industry and providing high-quality space for the innovation, ICT and research and development sectors.</p> <p>Project features include:</p> <ul style="list-style-type: none"> A National Steel Innovation Centre Electric vehicle infrastructure and mapping Real-time air quality modelling Hydrogen production to power hydrogen vehicles Cutting-edge business spaces to meet evidenced demand. 	

Key achievements

<p>Business Case Development</p> <ul style="list-style-type: none"> Revised OBC development Progressed PAR action plan Progressed CFR Action Plan <p>Project Development</p> <ul style="list-style-type: none"> Programme Board formalised Formalise stakeholder engagement plan – in development Project delivery / implementation plan – live document <p>Swansea Bay Technology Centre</p> <ul style="list-style-type: none"> Construction commenced <p>National Steel Innovation Centre</p> <ul style="list-style-type: none"> Working group to develop building specification – February 2021 <p>Decarbonisation</p> <ul style="list-style-type: none"> Low emission vehicle regional public sector group established <p>Industrial Futures</p> <ul style="list-style-type: none"> Working group established to develop Advanced Manufacturing Production Facility – including Industry Wales
Key Activities planned
<p>Business Case Development</p> <ul style="list-style-type: none"> UKG/WG approval of the release of Government funding to the project Progress actions plans for PAR and Critical Review recommendations <p>Project Development</p> <ul style="list-style-type: none"> Appoint project manager / formalise team – April 2021 <p>Swansea Bay Technology Centre</p> <ul style="list-style-type: none"> Construction ongoing <p>SWITCH</p> <ul style="list-style-type: none"> Commence D&B Process <p>Decarbonisation</p> <ul style="list-style-type: none"> Air Quality Monitoring devices to be installed – April 2021 <p>Industrial Futures</p> <ul style="list-style-type: none"> Finalise Advanced Manufacturing Production Facility scope

Key Risks / Issues	
Risk Description	Mitigation
Development	
Resource / capacity of programme team, particularly during developmental stage	Robust project governance Re-deployment if necessary Team working
Procurement - Failure to generate interest via tender process	Detailed programme and resource allocation. Regular progress meetings and project monitoring.
Operational	
Failure to achieve outputs / outcomes	Detailed Monitoring and Evaluation Plan Programme Board to monitor delivery Benefits realisation plan

Implementation	
Programme slippage, including delays in business case approval, procurement or funding	Detailed programme and resource allocation. Regular progress meetings and project monitoring
Planning delays	Regular progress meetings and project monitoring
Technological advances	Engagement with stakeholders to be carried out during development phase On-going project management / monitoring. Low Carbon Technical Advisory Group to be established
Financial	
Capital costs affect scheme viability	Robust project management Value engineering Regular progress meetings and project monitoring
Dependence on multiple funding sources	Robust project monitoring and budget management will identify any potential funding issues Ensure policy alignment to secure funding
Short term WG and other funding sources	Robust project monitoring and budget management will identify any potential funding issues
Failure to attract tenants / ongoing operational costs affecting sustainability	Effective project management and engagement with potential tenants during the development and construction phases. Early targeted marketing campaign

Outputs
<ul style="list-style-type: none"> Being finalised in revised OBC

Project Title	Yr Egin - Creative Digital Cluster	RAG Status	A
Local Authority Lead	Carmarthenshire County Council	Programme / Project Lead	Geraint Flowers
Programme / Project Delivery Lead	University of Wales Trinity Saint David	Reporting Period	Jan 21
SRO	Ray Selby		

Budget	
Total Budget	£25.17m
City Deal	£5m
Public	£18.67m
Private	£1.5m
Description	

To support and further develop the region’s creative industry sector and Welsh language culture. The two-phased programme, led by University of Wales Trinity Saint David campus in Carmarthen, features:

- National creative sector anchor tenants
- World class office space for local and regional creative sector SMEs, with opportunities for expansion
- Facilities for the community and business networking

Facilitating engagement between businesses and students

Key achievements

Project Development

- Phase 2 – Q4

Key Activities planned

- Sector demand study commissioned January 2021. Undertaking fundamental review of industry infrastructure and business support requirements, in light of Covid and economic threats..

Key Risks / Issues	
Risk Description	Mitigation
Development	
Unable 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
Not able 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.
Operational	
Lower than expected demand	The University will work extensively to engage with prospective tenants for Phase 2 and develop strategies to ensure the resilience of Egin Phase 1 in the current economic situation. The University will also continuously review rent and service charge costs to ensure that Yr Egin remains highly competitive. However, the University has significant concerns 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
Unable 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

Not able 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
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
Financial	
Unable 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 and/or availability of key suppliers	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 and monitor the levels of construction capacity within the region/Wales.

Programme / Project Title	Swansea City & Waterfront Digital District	RAG Status	A
Local Authority Lead	Swansea Council	Programme / Project Lead	Huw Mowbray
Programme / Project Delivery Lead	Swansea Council	Reporting Period	Q3
SRO	Martin Nicholls		

Budget	
Total Budget	£175.35m
City Deal	£50m
Public	£85.38m
Private	£39.97m
Description	

To boost Swansea city centre’s economic well-being at the heart of the City Region’s economy, while retaining local tech, digital and entrepreneurial talent. This project includes:

- A digitally enabled indoor arena in the city centre for concerts, exhibitions, conferences and other events
- A ‘digital village’ development in the city centre to accommodate the city’s growing tech and digital business sector

A ‘box village’ and innovation precinct development at the University of Wales Trinity Saint David’s new Swansea waterfront campus to enable start-up company support and growth

Key achievements in

Business Case & Project Development

- Arena structural steelwork and concrete now largely complete.
- Arena watertight and internal fitting commenced.
- Bridge construction onsite ready for moving into position in February.
- Hotel design has commenced through the contractors.
- 71-72 construction tendering commenced and tenant discussions progressing.

Key Activities planned

- Lettings discussions on-going for 71/72 The Kingsway – On going
- Cabinet decision on 71/72 The Kingsway - March 2021
- Award of construction contract for 71/72 The Kingsway – March 2021
- Outline planning application for Box Village at UWTSO SA1 Waterfront – February 2021

Key Risks / Issues

Risk Description	Mitigation
Covid-19	Covid-19 impact assessment provided to PMO, with updates made available as and when required. Effect of Covid-19 on construction, including programme slowdown and impact on costs, is being regularly monitored, along with tenancy interest in 71/72 The Kingsway. Effect of Covid-19 upon level and type of commercial demand for Box Village and Innovation Precinct is also being monitored. Covid 19 could impact on outputs on the project which is being continually monitored
Development	
Failure to obtain relevant approvals	All approval processes for the project have been identified to allow sufficient time to prevent project timeline impacts. Dedicated team and organisation structure will further mitigate this risk.
Failure to agree project specification	This is in place for the indoor arena and 71/72 The Kingsway, but is currently being determined for the box village element of the project.
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. Tenants are still indicating need for commercial space at 71/72 The Kingsway, although discussions are on-going
Operational	
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 However, ATG have been secured under a 30 year lease to operate the Arena. A new website has launched for letting spaces around the arena which has generated a significant response.

Scheme doesn't act as a catalyst for further investment and economic growth in Swansea city centre	The project is 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. This can be evidenced by the arena acting as a catalyst to attract further inward investment as part of the Shaping Swansea initiative
Implementation	
Delays in construction programme/ Project slippage	Impact of Covid-19 has led to a slight delay on the indoor arena construction, although the scheme is progressing well on site and is on track for an autumn 2021 completion. Impact of Covid-19 on construction timeframes of other project elements will be monitored.
Financial	
Failure to secure funding package	Project has been approved by UKG/WG although further City Deal funding drawdown is needed as soon as possible, given spend on the indoor arena element of the project, in particular. Work on-going on funding agreement between Swansea Council and UWTSO regarding box village/innovation precinct element of the project.
Rise in construction costs	This is being continuously monitored, given the impact of Covid-19. Fixed price contract in place for construction of indoor arena element of project.

Outputs
Physical delivery of arena (circa 80,000 square feet with a 3,500-capacity), along with digital square and hotel is on track.
Cabinet decision due in March 2021 on 71/72 The Kingsway, which will comprise circa 100,000 square feet of office space.
Discussions on-going with UWTSO about their element of the project (Innovation Matrix).
Caveat: Covid 19 could have an impact on jobs and GVA.

Project Title	Skills and Talent	RAG Status	A
Local Authority Lead	Carmarthenshire County Council	Programme / Project Lead	Jane Lewis
Prog /Project Delivery Lead	South West Wales Regional & Skills Partnership	Reporting Period	Jan 21
SRO	Barry Liles		

Budget	
Total Budget	£30m
City Deal	£10m
Public	£16m
Private	£4m
Description	
To develop a sustainable pipeline of regional talent to benefit from the high-value jobs City Deal projects will generate in growth sectors for the region. This includes the potential to develop skills through courses and training and apprenticeship opportunities aligned to City Deal projects and regional priorities, as well as a partnership approach involving schools, universities, businesses	

and training providers across the region to identify need and resolve skills development gaps.

Key achievements
<p>Business Case Development</p> <ul style="list-style-type: none"> • Workshop on long-list options appraisal with stakeholders - September 2020 • Structural changes to the Team • Strategic Case reviewed by PoMO
Key Activities planned
<ul style="list-style-type: none"> • PoMO review of business case -January 2021 • ESB business case review -February 2021 • Programme Board review of business case -February 2021 • Local Authority approval of business plan – March 2021 • External Stage Gate Review of business case – March/April 2021 • Joint Committee approval of business case – April 2021 • Business case submitted to UKG/WG for approval -May 2021 • Workshop to be scheduled with Joe Flanagan, Advisor to Welsh Government to strengthen Economic Case

Key Risks / Issues	
Risk 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 within future provision within FE and apprenticeships	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.
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

Key achievements	
<ul style="list-style-type: none"> Outline Business Case defined and submitted to PFI for review in advance of submission on Q4 2020. 	<p>Private that it is in line with the agreed financial profile.</p>
<p>Organisations and financial risks to align with the monies available and bring scope within the 2020</p> <ul style="list-style-type: none"> Procured consultancy to support review of business case, partner development and communication strategy and to support development of commercial plan – Q4 2020 Key letters of support received from partners to evidence commitment – Q4 2020 Development of initial teaser video for private sector engagement – Q4 2020 	<p>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.</p>
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. Project discussed at Economic Strategy Board in June, 2020

Outputs
Due to the status of the business case development, project outputs are yet to be identified and monitored.

Programme /Project Title	Life Science, Well-being & Sport Campuses	RAG Status	G
Local Authority Lead	City and County of Swansea	Programme / Project Lead	Naomi Joyce
Prog / Project Delivery Lead	Swansea University	Reporting Period	Q2
SRO	Keith Lloyd		

Budget	
Total Budget	£45m
City Deal	£15m
Public	£20m
Private	£10m
Description	
To develop digital health and platform technologies and clinical innovation 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 Sciences at Swansea University and expanding on regional expertise in sport and exercise science. This project will be located at Morriston Hospital and Swansea University's Singleton Campus	

<ul style="list-style-type: none"> Positive initial meeting with Welsh & UK Government to introduce the project – Q4 2020
Key Activities planned
<ul style="list-style-type: none"> 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 – Q1 2021 Structured private sector engagement activities to be undertaken with further more detailed content to be defined to support initial teaser video – Q1 2021 Further letters of to be obtained to evidence engagement/commitment to the project – Q1 2021

Key Risks / Issues	
Risk Description	Mitigation
Development	
Potential risk of project partners will be less engaged with the project developments and governance due to competing priorities such as COVID	A new Campuses project governance and working group structure has been established and we are working with our partnered colleagues to ensure continued engagement and participation is facilitated virtually at regular suitable and convenient times
Limited resource to develop the business case and progress the project to time	A new working group has been formed to bring together the efforts to support the ongoing development for a revised business case, a review will be undertaken to ensure where possible there is sufficient resourcing to progress the project in line with plan. Working closely with PMO colleagues
Operational	
Operation of new facilities - laboratory environments	Integrate with existing operations
Failure to secure commercial tenants	Commitment to tenant and affiliates, developing private sector engagement content to bolster the business case.
Implementation	
Procurement delays	N/A at this stage, address at relevant time
Appropriateness of partnering arrangements	N/A at this stage, address at relevant time
Financial	
Unable 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 PoMO

RAG Status	
R	<p><i>Major problems identified which mean the programme / project is unlikely to deliver the agreed scope to the required standard on time or on budget, or to deliver the expected benefits.</i></p> <p><i>Remedial plans are not proving effective.</i></p> <p>Escalate to programme / project sponsor for support to resolve.</p>
A	<p><i>Some problems identified which may put the programme / project's scope, time, cost, and/or benefits at risk. Remedial plans are in place and are being monitored to ensure that risk is mitigated.</i></p> <p>Highlight to programme / project sponsor for visibility and awareness.</p>
G	<p><i>Programme / Project is proceeding according to plan. Risks/issues are being managed within the programme / project.</i></p> <p>No need to escalate to next level.</p>

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Name of Portfolio		Swansea Bay City Region Deal	
Version Number	8	Last Updated	04/01/2021
SRO Name	Wendy Walters	Portfolio Manager	Jonathan Burnes
Programme/Project Manager	Jonathan Burnes	RPA - date submitted to IAH	
RPA - date submitted to IAH		RPA - Outcome	
WG Major Programme/Project Portfolio		IAH Ref	

Guidance

An Integrated Assurance and Approvals Plan is a tool to plan assurance and approval points from discovery to the final stage of delivery of the Programme/Project lifecycle. Each programme and Programme/Project should have an IAAP that covers independent assurance reviews.

An IAAP should be developed using a risk-based approach to ensure that the assurance provision is both proportionate and meets the needs of all those parties requiring an assurance. It should take into account Programme/Project milestones and planned assurance activities. A programme IAAP should take into account the assurance coverage of its constituent Programme/Projects.

1st Line Assurance will be provided by the Programme/Project itself through its governance. The IAAP covers 2nd Line Assurance, which refers to independent assurance provided within the Organisation and 3rd Line Assurance, which refers to assurance or scrutiny provided by external organisations.

This IAAP has been developed in line with the WG Integrated Assurance Strategy and is a living document. It should be periodically reviewed and updated and if appropriate, after each assurance review, change in scope or in the risk potential of the Programme/Project. The IAAP should be maintained until the Programme/Project is closed and delivery responsibility passes to the operational business.

The IAH offer support in the completion of the IAAP tailoring it to suit the specific needs of the Programme/Project.

The Risk Potential Assessment should be completed as soon as possible in consultation with the IAH (assurance@gov.wales) so that they can consider how to advise on the necessary assurance reviews in time to keep the initiative on track.

Glossary

AAP - Assurance of Action Plan	PoMO - Portfolio Management Office
AB - Accountable Body	Proc - Procurement
CFR - Critical Friend Review	PVR - Programme/Project Validation Review
ESB - Economic Strategy Board	RPA - Risk Potential Assessment
IA - Internal Audit	SRO - Senior Responsible Owner
IAH - Integrated Assurance Hub	AW- Audit Wales
NAO - National Audit Office	BC- Business case
OGC Gateway (0 to 5)	PLA - Project Lead Authority or organisation
PAC - Public Accounts Committee	PBC - Portfolio Business Case
PAR - Programme/Project Assessment Review	
PB - Programme Board	
WCGIB - Welsh City & Growth Implementation Board	
PMO - Programme Management Office	

Latest Assessment: January 2021

Risk Theme	Ref	Title	Date Raised	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Original Control Actions	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Reported Change	Next Review Date
Development	SBCD001	Competing priorities of partners	Mar-18	C6 C14	JC	There is a risk of competing priorities of partners causing City Deal issues not to be considered a priority and therefore sufficient resources are not dedicated resulting in potential otherwise unnecessary delays in delivery or achievement of outcomes.	4	3	12	Ensure partners are engaged fully from the outset and that the benefits and potential opportunities of the City Deal partnership, and their involvement are clearly articulated. Ensure opportunities for open and honest dialogue regarding competing pressures. Establish support mechanisms to assist partners with competing priorities to allow them to be as involved as possible. Set up annual meeting schedule to enable effective time management for all partners. Provide regular electronic updates and briefings inbetween meetings on progress / key issues	<p>14/05/20 Programme Business Case is under development with a June target. PMO also being established. Covid-19 risk assessment being undertaken with report for Programme Board and JC in June</p> <p>01/10/20 Portfolio Business Case underwent WG Accounting Officer Review Sept 20 PMO staff recruited. Covid-19 risk assessment undertaken and reported to for Programme Board and JC in June.</p> <p>04/01/21 Next iteration of the Portfolio Business Case due March 2021, good progress being made on review recommendations. Governance Boards receive a monthly Highlight Report covering programme / project progress and key risk, and a quarterly monitoring report that looks at key achievements the last 3 months, key activity the next 3 months, main risks and in addition is supplemented with the Portfolio Risk Register, Covid Impact Assessment, Integration, Assurance and Approval Plan, AOR Action Plan progress and financial analysis report.</p>	2	3	6	↓ (3,3)	Apr-21
Implementation	SBCD004	Delay in development of Programme / Project business cases	Mar-18	C11 C14	PoMO / Delivery Lead	Risk of delay in development of business cases causing delay in programme / project start dates. Depending on critical timescale could impact programme / projects ability to deliver proposed outcomes resulting in a potential knock on affect for other projects ability to deliver and achieve outcome	5	3	15	Iterative review of draft business cases. Open and frequent dialogue between delivery lead and regional project lead authority (RPAL).	<p>14/05/20 Development of business plans on-going. HAPS due for consideration at JC in June. New digital infrastructure project manager in place..</p> <p>01/10/20 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</p> <p>04/01/21 Changes to the HAPS Business Case implemented and being presented to JC / PB January. Changes to Low Carbon Business Case due to be presented to PB March 2nd. Skills and Talent Economic Case has been reviewed by the PoMO, with all sections of the Business Case due to be in draft by end of February. All other BC's progressing with the support of the PoMO.</p>	2	2	4	↔	Apr-21
Portfolio	SBCD005	Delay in approval of Programme / Project business cases	Mar-18	C11	PoMO / JC / Govs	Risk of delay in approval of Business cases which depending on critical timescale could impact projects ability to deliver proposed outcomes, resulting in potential knock on affect for other projects ability to deliver and achieve outcomes.	3	4	12	Ensure JCA is completed and agreed. Identify robust regional review process / structure. Ensure project authority leads have early sight of relevant business cases. Iterative process with governments to enable them to review early drafts to minimise the amount of review required for final version. Develop and agreed process and timescale for final business case review with Governments.	<p>14/05/20 Liaison with WG Integrated Assurance Hub (IAH) on-going. IAAP being developed. PAR reviews for all projects to be undertaken. Programme Business Case being developed for June target.</p> <p>01/10/20 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 be considered as part of the Portfolio AOR process 7th October 2020.</p> <p>04/01/21 Pentre Awel and Digital Infrastructure Business Case presented and approved at SBCD Governance Boards. Submitted for Ministerial approval and awaiting feedback.</p>	3	3	9	↔	Apr-21
Implementation	SBCD006	Portfolio / Programme / Project Business cases not approved	Mar-18	C3 C11	PoMO / Delivery Lead / W/UK Government	Risk of Business Cases not being approved due to lack of engagement / direction from authorities resulting in project failure	3	5	15	Ensure regional project authority lead is fully involved in the development of the business case and has early sight of relevant business cases. Provide Councils with project briefings where appropriate.	<p>14/05/20 HAPS being considered by JC in June. PMO making significant progress on realising terms and conditions that will enable further projects to be considered by both governments. IAAP under development to provide further assurance</p> <p>01/10/20 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.</p> <p>04/01/21 Change over of Government officials in the Welsh Office for UK Government. PoMO engaging with them. Workshops held with PoMO and Programme / Project Leads to run through BC when ministerial approval is sought and provide assurance on recommendations resulting from PAR reviews. Portfolio Business Case being revised, PoMO engaging with Welsh Government on the AOR process providing regular progress updates to recommendations.</p>	3	3	9	↔	Apr-21
Implementation	SBCD008	Change in project scope pre-business case approval	Mar-18	C11 C6	Delivery lead	Risk of change in project scope due to no longer requiring same amount of funding causing the project to no longer achieve the necessary outcomes required for City Deal funding resulting in Project not being approved and therefore unable to proceed as planned..	4	4	16	Continuous dialogue with delivery leads and RO during business case development to ensure consistency with original scope in terms of alignment to overarching aims and objectives of the deal. Iterative process of business case review by governments enabling early identification of concerns to be raised and rectified. Where changes in scope are identified close working with RO, regional project authority lead and delivery lead to ensure that changes do not compromise the proposed outcomes / outputs of the original project and that revised project scope still achieves overall programme aims and objectives	<p>14/05/20 Programme Business Case under development for June target. Projects being assessed to gauge impact of Covid-19..</p> <p>01/10/20 Portfolio Business Case under development following AOR. Projects being assessed to gauge impact of Covid-19. HAPS & SILC BC's being updated following PARs</p> <p>04/01/21 Portfolio review recommendations progressing, next iteration of the Business Case due 31st March 2021. Digital Infrastructure and Pentre Awel Business Cases awaiting Ministerial approval. Changes to HAPS BC due to be presented at January PB.</p>	3	3	9	↔	Apr-21
Implementation	SBCD010	Cancellation of meetings (added April 2019)	Apr-19	C14 C11 C6	JC / PB / ESB / PoMO	Risk of Board meetings being cancelled causing implications in signing off documentation including business cases, implementation of review recommendations and key underpinning tasks resulting in delays in delivery.	3	3	9		<p>31/01/20 Monthly meetings of ESB and Joint Committee now taking place at the same venue and on the same day. Programme Board meetings precede these meetings by a fortnight. Meetings of Joint Scrutiny Committee take place throughout the City Region every two months</p> <p>14/05/20 City Deal governance meetings currently being arranged digitally.</p> <p>01/10/20 COVID-19 affecting personnel availability. City Deal governance meetings currently being arranged digitally</p> <p>04/01/21 Meetings continue to go ahead digitally. Delegate list established to ensure members have a suitable representative to attend in their absence.</p>	3	3	9	↔	Apr-21

Operational	SBCD011	Withdrawal of Local Authority Partner	Mar-18	C3 C6 C11	JC	Risk of withdrawal of Local Authority partner. Potential for projects to fail as lack of funding / borrowing available from the project lead authority. Loss of funding for regional projects and regional support structures. Potential need to reduce scale of regional projects and / or withdraw scheme from local authority area. Resulting in not achieving outcomes of City Deal.	3	5	15	Ensure JCA is agreed by all local authority partners and includes provisions for such a scenario.	31/01/20 NPTC revised programme of projects approved by Joint Committee and will be imminently submitted to both governments for final approval. NPTC anticipating JC consideration of HAPS project by the end of February, 2020. 14/05/20 HAPS being considered by JC in June. PMO making significant progress on realising terms and conditions that will enable governments to consider all project submissions.. PAR reviews planned for projects. 01/10/20 Subject to approval of business cases by Govts, Local Authorities support the SBCD 04/01/21 Funding agreements are in the process of being developed with partners including Local Authorities and Lead deliverers and all form part of the JCA	2	3	6	↓ (2,4)	Apr-21
Operational	SBCD012	Withdrawal of other partner	Mar-18	C3 C6 C11	JC	Risk of withdrawal of other partner due to reduction in funding for regional support structures, potential impact on ability to achieve broader outcomes of City Deal re: improving public service delivery and other strategic regional functions	3	4	12	Develop arrangements with other partners who are not subject to the JCA to reflect provisions for withdrawal	14/05/20 Campuses project meetings continuing digitally. Representation of all City Deal partners anticipated at digital governance meetings. 01/10/20 All Partners currently supportive of SBCD. Funding agreements should be signed with partners who have not signed up as part of the Joint Collaborative Agreement (i.e. universities and health boards).PoMO to review role of co-opt partners 04/01/21 Funding agreements are in the process of being developed with partners including Local Authorities and Lead deliverers and all form part of the JCA.	2	3	6	↑ (2,2)	Apr-21
Delivery	SBCD013	Slippage in delivery of programmes / projects against key milestones	Mar-18		JC	Risk that City Deal doesn't achieve the outcomes intended within the timescales agree due to slippage in delivery of programme against key milestones resulting in borrowing and recouperation not accurately reflecting spend	3	4	12	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.	14/05/20 Assessment of COVID-19 impact currently underway. Programme Director in dialogue with Governments and stakeholders. 01/10/20 Assessment of COVID-19 impact currently underway to assess potential impact on development and delivery of projects. Programme Director in dialogue with Governments and stakeholders. HAPS approved by JC in June. Other BC's going through regional approval process. PMO making significant progress on realising terms and conditions that will enable governments to consider all project submissions.. Gateway reviews planned for all projects. HAPS / SILCG / Pentre Awel and Portfolio BCs have completed Reviews 04/01/21 Covid-19 Impact Assessment is now a live document and updated quarterly to monitor programme / project development. Quarterly monitoring reports and monthly highlight reports in place and presented at JC / PB that looks at whether programmes / projects remain on target, and whether outcomes / outputs are achieved.	3	3	9	↓ (5,3)	Apr-21
Operational	SBCD014	Engagement and buy in of critical stakeholders	Mar-18	C13 C6	PoMO / Delivery Leads	Failure to engage relevant stakeholders including industry and private sector causing lack of support / engagement with City Deal and related projects resulting in City deal not achieving the anticipated long term change / outcomes. .	3	4	12	Employed dedicated communication and marketing officer. Establish dedicated communication group of key partners and project leads. Utilise different mediums and methods of communication to reach a range of audiences / stakeholders. Hold a variety of events appealing to a range of audiences. Work with project leads to identify targeted stakeholders and develop specific marketing tools for engagement with identified groups. Targeting of specific stakeholders on social media. Promotion and regular update of a cutting-edge City Deal website. Number of key partners already engaged. Ensure early and ongoing involvement through public events, procurement and supply events for example.	14/05/20 COVID-19 restrictions have caused many planned engagement events including MIPIM to be postponed. On-going digital engagement with business representative groups being maintained. Programme Director establishing contact with key stakeholders. 01/10/20 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. Engement with Interested parties being maintained digitally 04/01/21 Communications, Marketing and Engagement Plan presented at Programme Board and now a live document. Focus for next 3 months will be to extend SBCD engagement to further raise awareness of SBCD among immediate stakeholders for cascade within their organisations, as well as among regional businesses and residents. A website update is also imminent, along with continued communications to continue to raise the profile of the SBCD in the regional media and beyond, as well as in the specialist media. The SBCD social media presence will be strengthened and expanded, and bi-monthly newsletters will be circulated to key stakeholders and the regional business community.	3	3	9	↔	Apr-21
Operational	SBCD015	Initial Procurement exercises fail to benefit the local supply chain. Projects fail to implement Programme Procurement Principles.	Mar-18	C6 C7 C13	All	Risk of programmes/projects failing to implement programme management principles causing initial procurement exercises failing to benefit the local supply chain resulting in City Deal not achieving the anticipated long term change / outcomes. Lack of support / engagement with City Deal and related projects. Potential for negative publicity and loss of credibility.	3	5	15	Procurement Action Plan developed. Programme Procurement Principles drafted. Procurement Principles aligned to the WbFG Act. Industry engagement has identified key concerns/issues to be addressed in the Principles. Project Lead meetings planned with speakers on key topics of concern. Industry B2B events to be held. ESB/JC to endorse principles.	14/05/20 City Deal procurement principles reconsidered by ESB and due for submission to Programme Board for approval in May 2020. Effectiveness of SCC meet the buyer events and appointment of regionally based sub-contractors being monitored. 01/10/20 City Deal procurement principles reconsidered by ESB and approved at September Programme Board. Principles. To be approved by JC In November 2020. PP's have been shared with Project Leads. Business Case text and checklist template being developed. Effectiveness of Swansea Digital District procurements being monitored. 04/01/21 Procurement principles approved by JC in November 2020. Procurement and community benefits reporting template has been developed and due to be submitted to PB / JC January / February 21 along with procurement procedure document.	3	4	12	↔	Apr-21
Operational	SBCD016	Negative media coverage	Mar-18	C13	PoMO	Risk of City Deal image being portrayed negatively to all stakeholders and consequently the opportunities afforded by the City Deal are not realised at all levels. Resulting in disengagement of industry, business and social stakeholders alike. Potential for further negative coverage from other media, given damage to City Deal reputation and the opportunity for follow-up questions / diary markers to scrutinise City Deal progress / previous statements.	3	4	12	Dedicated communications officer in place to manage media enquiries, monitor all press releases, posts etc relating to City Deal and develop appropriate response where necessary. Ensure regular press releases on positive news and progress. Further develop relationships with key journalists across the region Develop contacts with specialist publications and websites Regular, pro-active comms (press releases and social media) on City Deal milestones/updates/facts and good news stories. Inclusion of video and audio content to accompany press releases and social media posts, when appropriate Regular proactive comms updates to key identified stakeholders across the region Approved statements to be sent in response to media queries on deadline, accompanied by discussions with the reporter asking the question(s) Discussions with news editors/editors to try to influence the tone of coverage Approved press releases and statements to be sent to identified stakeholders in advance of online or offline publication City Deal news/updates to be regularly added to the City Deal website	01/10/20 Continued positive City Deal media coverage on projects including the Swansea City & Waterfront Digital District. External review into the City Deal programme positively commented on communications planning, key messaging and the City Deal's strong virtual presence. The City Deal website is due for an imminent refresh to ensure continued accuracy and the comms & marketing officer is working closely with all SBCD projects to support communications in coming months. Direct communications with the regional business community will be enhanced when further projects are approved, further government funding draw-down is secured and procurement opportunities become available. Comms continues to partly focus on the City Deal being recognised as a key accelerator of economic recovery throughout the City Region, post Covid-19. 04/01/20 Considerable, widespread media coverage from Oct 1 to Dec 31, 2020. This comprised of 58 positive media articles in publications including Wales Online, the South Wales Evening Post, Business News Wales, Wales Business Insider, Wales 247 and regional media including the Llanelli Star, the Western Telegraph and the South Wales Guardian. Coverage was also secured in specialist energy and digital publications. Topics covered included the digital infrastructure programme, Pentre Awel, the indoor arena, the Swansea Bay Technology Centre, the expanded PoMO, the City Deal's procurement principles and a scheme in Swansea that could inform the detail of the Homes as Power Stations project. A City Deal/programmes and projects status interview took place in December 2020 between the Portfolio Director and Wales Online, leading to positive online and offline coverage. A City Deal newsletter was also circulated to hundreds of regional businesses and regional business representative organisations in December 2020. Social media reach throughout the three-month period included over 160 link clicks, 100 retweets, 250 likes and an average of 700 impressions a day on Twitter. On Facebook, there were over 2,000 video views, 551 post engagements and a reach of close to 7,000 users. The City Deal website will be updated in January 2020, along with the introduction of an Instagram account and the strengthening of a LinkedIn account. A downloadable e-brochure of portfolio projects and programmes is also planned	1	2	2	↓ (2,2)	Apr-21

Operational	SBCD017	Silo mentality / working	Mar-18	C13 C6	All	Risk of silo working due to programmes/projects not making the cross connections and the whole system opportunity for change is not realised. Ambitions of the City Deal are not embedded into organisational aims and the transformational potential of the deal is therefore not realised. Resulting in City Deal being viewed and delivered via status quo rather than challenging and positively transforming the delivery of industry and public services in the region	4	3	12	Regular project leads meetings to identify opportunities for cross project working. Digital Infrastructure and Skills and Talent projects to meet with other project leads on a 121 basis to ensure the cross cutting themes of skills and digital are incorporated into all project plans.	<p>31/01/20 As per previous update. Digital Infrastructure project manager also now in place, who will be closely liaising with all project leads. Key City Deal updates/press releases circulated to all members of Joint Committee for cascading down to project leads. Key partners included in all City Deal communications, including social media.</p> <p>14/05/20 Programme Business Case under development, with June target. Enhanced collaboration and communication between PMO and project managers</p> <p>01/10/20 Portfolio Business Case continues to be developed following AOR. Enhanced collaboration and communication between PoMO and project managers.</p> <p>Synergies across projects are being identified and activity to support joined-working eg Skills workshop with PL's, Digital Infrastructure with regional stakeholders and links between Pentre Awel & Campuses.</p> <p>04/01/21 PoMO supporting Prog / proj leads in developing Business Cases. Regular Team meeting held fortnightly to share progress and latest developments. Meetings between PoMO and prog / proj leads to provide guidance and assurance on progress of PAR recommendations. Meetings held with prog / proj leads and PoMO to support implementation of standardised risk registers and issues logs. Procurement Workshops in process between PoMO and prog / proj leads to support in development and reporting.</p>	2	2	4	↓ (3,3)	Apr-21
	SBCD018	Lack of alignment of communications between partners	Mar-18	C13 C6	PoMO	Risk of confused / inconsistent / unclear messages given out due to lack of alignment of communication between partners resulting in potential negative media and social media coverage, undermining the City Deal brand and objectives	4	5	20	Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key comms officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issued promptly. Develop and maintain a protocol which requires partners to send press releases and statements to the City Deal Communications officer for consistency and awareness. Develop online portal for partners to access shared logos, statements, quotations etc for use in all City Deal comms.	<p>14/05/20 Regular engagement between digital project and all other projects. Discussions between campuses project and life science & well-being development project on-going to establish synergy. Internal comms plan to be developed to enable better communication of key messaging between SBCD partners</p> <p>01/10/20 Regular (fortnightly) PoMO and Project Leads meetings have been established. A new template for project highlight reports has been developed, which is shared with all Project Leads and SBCD governance groups. SBCD comms & marketing officer exploring innovative ways to further improve internal communications between partners and other stakeholders.</p> <p>04/01/21 Monthly Highlight Reports are now circulated to prog / proj leads. Minutes of Programme Boards circulated to prog / proj leads. PoMO representative now sits on the prog / proj boards.</p>	1	3	3	↔	Apr-21
Operational	SBCD019	Change in project scope post-business case approval	Mar-18	C11 C6	Delivery lead	Risk that project no longer requires same amount of funding due to change in project scope post business case approval. Project no longer achieves the necessary outcomes required for City Deal funding resulting in project not being approved and therefore unable to proceed / proceed as planned.	4	4	16	Establish robust project monitoring and evaluation to ensure project remains on track to deliver scope outlined in approved business case and overarching aims of the City Deal in terms of growth and jobs.	<p>31/01/20 High-level monitoring and evaluation plan being developed, along with a Programme Plan and an Integrated Assurance and Approval Plan. Terms and conditions attached to the release of the first £18 million of City Deal funding have been met.</p> <p>14/05/20 Programme Business Case and Monitoring & Evaluation Plan under development for June target. Covid-19 impact assessment being completed</p> <p>01/10/20 Programme Business Case and Monitoring & Evaluation Plan continue to be developed following AOR. Discussions with PDM being monitored. Project level Covid-19 impact assessments being updated. PoMO will introduce change control between Projects and Portfolio and define risk appetite and tolerance within the risk management strategy</p> <p>04/01/21 Portfolio review recommendations progressing, next iteration of the Business Case due 31st March 2021. Digital Infrastructure and Pentre Awel Business Cases awaiting Ministerial approval. Changes to HAPS BC due to be presented at January PB. Risk Strategy signed off at JC and rolled out to all prog / proj leads. Change Control process due to be submitted to PB January 21.</p>	4	3	12	↔	Apr-21
Operational	SBCD020	Failure to establish a robust baseline	Mar-18	C6	Delivery leads / PoMO	Risk of failing to establish a robust baseline resulting in inaccurate measuring of impacts of city deal.	3	4	12	Initial impact assessment undertaken to identify headline impacts of the city deal. Need to further develop this to capture the full range baseline indicators that will demonstrate the impact of the city deal	<p>14/05/20 Programme Business Case being developed, along with monitoring and evaluation plan. Gateway review for programme also planned.</p> <p>01/10/20 AOR process has identified this as a priority. The PoMO work with WG to identify baseline targets and timescales and will cascade these to projects. PoMO will procure consultants to help with the identification of baselines and periodic valuations. Programme monitoring and evaluation plan being developed.</p> <p>04/01/21 PoMO continue to work with Welsh Government. Good progress being made on AOR recommendations. Risk to remain open until next iteration of Business Case is due 31st March 2021.</p>	2	2	4	↑ (2,2)	Apr-21
Operational	SBCD021	Government policies and legislation	Sep-20	C6		Lack of robust measures to governance policies and legislation can lead to failure to protect the stakeholders, staff and public funds associated with the City Deal and result in legal challenge, reputational damage and threat to SBCD portfolio delivery	3	3	9	Governance arrangements need to be strengthened further in terms of documenting the risk management methodology and risk appetite, an information sharing protocol, counter fraud procedures, due diligence and anti-money laundering arrangements, and recording of declarations of interest/gifts and hospitality for all Senior Officers and Members	<p>30/09/20 Risk appetite and management detailed within programme business case. Counter fraud and moneylaundering policy in development. Central database for declarations of interest implemented but requires updating</p> <p>01/10/20 Risk appetite and management detailed within portfolio business case. Counter fraud and moneylaundering policy in development. Central database for declarations of interest implemented but requires updating.</p> <p>04/01/21 Portfolio Business Case currently being revised, next iteration due March 2021 which will align with policy and legislation.</p>	2	2	4	↓ (3,2)	Apr-21
Operational	SBCD022	Political Changes	Oct-20	C9	All	Changes in Local, Regional or National Government may impact the approach, development and delivery of the SBCD resulting in new ways of working which may impair the current portfolio	3	3	9		<p>10/12/2020 Acknowledgement that the next Senedd election is due to be held 6th May 2021</p>	3	3	9		Apr-21
Financial	SBCD023	Failure to achieve full funding package	Mar-18	C3	All	Risk of failing to achieve the full funding package resulting in project potentially unable to deliver or to deliver full scale of anticipated project outcomes	3	5	15	Early engagement with all funders to develop strong relationships. Robust financial planning and clear outline of interdependencies of funding in the business case, ensuring that fundamental aspects of the project are funded through most secure funding sources. Timely review and approval of five case business plan. Effective and timely procurement activity. Establishment of robust contracts. Ongoing dialogue to resolve issues relating to revenue funding.	<p>14/05/20 Programme Business Case being developed for June target. Discussions on-going with Welsh Government and other key stakeholders.</p> <p>01/10/20 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.</p> <p>Financial affordability plans detailing the funding streams and the level of commitment will be detailed at project level. Funding agreement being developed, ongoing discussions between Accountable Body and Project Authority Leads to agree funding conditions.</p> <p>11/01/2021 A standard quarterly monitoring has been developed further on discussion with WG. This will be updated quarterly with the Portfolio Business Case being updated annually. Funding agreement has been formally updated and approved under the delegated authority by MO and S151. Funding agreements will be engaged over the coming months as project develop</p>	3	4	12	↔	Apr-21
Financial	SBCD024	Failure to identify / secure revenue funding	Mar-18	C3 C6 C11 C14	Accountable Body	Risk of failing to identify / secure revenue funding resulting in four projects, including one regional project, unable to proceed.	5	5	25	Ongoing dialogue with governments to identify potential solutions including discussions on Capitalisation Direction. Projects with revenue element encouraged to explore alternative funding streams to support revenue elements.	<p>14/05/20 WG confirmation that LAs can be flexible with capital receipts. Discussions with partners on-going</p> <p>01/10/20 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</p>	3	5	15	↔	Apr-21

Financial	SBCD025	Failure to agree NNDR (rates retention) flexibility	Mar-18	C3	Accountable Body	Risk of failing to agree NNDR (Rates Retention) flexibility resulting in Local authorities unable to borrow required amount for projects	4	5	20	Ongoing dialogue with government to explore opportunities for rate retention	<p>31/01/20 Discussions on-going with WG</p> <p>14/05/20 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought.</p> <p>01/10/20 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body</p> <p>11/01/2021 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body.</p>	3	3	9	↓ (2.5)	Apr-21
Financial	SBCD026	Private sector funding contribution/s not in line with initial business case projections	Mar-18	C3	Delivery Lead	Risk that Private sector funding / contributions is not in line with initial business case projections resulting in overall impact of the City Deal not being realised. Project cannot deliver full scheme. Project is unsustainable	5	5	25	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	<p>31/01/20 Private sector contributions need to be evidenced in all project business cases, which need approval from UKG and WG before release of funds</p> <p>14/05/20 Quarterly financial monitoring now in place with report to Programme Board and JC in June. Private sector contributions evidenced in project business cases. Covid-19 impact assessment with project leads for completion.</p> <p>01/10/20 Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met</p> <p>11/01/2021 This is an inherent risk within the SBCD and will be monitored quarterly.</p>	3	4	12	↔	Apr-21
Financial	SBCD027	EU match funding contributions not in line with initial business case projections	Mar-18	C3	Delivery Lead	Risk that EU match funding contributions not in line with initial business case projections resulting in overall impact of the City Deal not being realised. Project cannot deliver full scheme. Project is unsustainable	5	5	25	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	<p>31/01/20 Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also due for imminent submission.</p> <p>14/05/20 PDM business case formally submitted to both Governments. NPT revised programme also submitted. Awaiting update from WEFO on EU funding timescales as a result of Covid -19</p> <p>01/10/20 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.</p> <p>11/01/2021 WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023 Pembroke Dock Marine - December 2023</p>	3	4	12	↔	Apr-21
Financial	SBCD028	Timeframe for end of current EU funding programmes	Mar-18	C3	All	Risk of not being able to deliver full funding package at both project and programme level due to time constraints.	3	3	9	Early dialogue with all funders including Governments and WEFO. Project lead to accelerate business case development	<p>31/01/20 Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also due for imminent submission.</p> <p>14/05/20 PDM business case formally submitted to both Governments. NPT revised programme (SILCG) also submitted</p> <p>01/10/20 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</p> <p>11/01/2021 WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023</p>	4	4	16	↔	Apr-21
Page 36	SBCD029	Project authority lead unable to borrow amount required to frontload project	Mar-18	C3 C6	LA's	Risk that Project authority lead unable to borrow amount required to frontload project projects unable to go ahead	3	5	15	Project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform project lead authority of any changes to financial profile. Section 151 officer group to look at schedule of repayment of City Deal funding for consideration and agreement by Joint Committee.	<p>14/05/20 Agreement in place, enabling LAs to borrow from the SBCD programme</p> <p>01/10/20 Agreement in place, enabling LAs to borrow from the SBCD programme. Borrowing will be managed locally by Local Authorities</p> <p>11/01/2021 Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement.</p>	2	3	6	↔	Apr-21
Financial	SBCD030	Regional project authority lead unable to borrow amount required to frontload regional project funding	Mar-18	C3 C6	LA's	Risk that Regional project authority lead unable to borrow amount required to frontload regional project funding resulting in project potentially unable to delivery or unable to deliver across the whole region.	3	5	15	Regional project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and regional project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform regional project delivery lead of any changes in financial profile. Section 151 officer group to look at proportional borrowing, repayment and benefit / impact of regional projects for each local authority area.	<p>14/05/20 JCA signed by all four regional LAs, outlining commitment to regional projects. Details of regional LA obligations outlined in regional full business cases</p> <p>01/10/20 JCA signed by all four regional LAs, outlining commitment to regional projects. Details of regional LA obligations outlined in regional full business cases. Ongoing discussions with projects on how funding will be raised</p> <p>11/01/2021 Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement.</p>	2	2	4	↔	Apr-21

Swansea Bay City Deal Programme Risk Register - Categories

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

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

Swansea Bay City Deal Programme Risk Register - Scoring

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

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

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

ASSESSMENT CRITERIA	SCORING				PDM
	0	5	10	20	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5
Targets	No risk to achievement	Short-term, limited impact to achievement	Widespread, but relatively short term impact on achievement	Significant, long-lasting impact on achievement	10
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5
Procurement	No impact	Minor impact	Major impact	Significant impact	5
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0
				TOTAL	45
					C

ASSESSMENT CRITERIA	Scoring guide				PDM
	0	5	10	20	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5

Targets	No risk to achievement	Short-term, limited impact to achievement	Widespread, but relatively short term impact on achievement	Significant, long-lasting impact on achievement	10	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	
TOTAL					45	
					Intervention	C
					Movement	-

Impact score October					
Yr Egin	Campuses	Digital	HAPS	SI & LCG	LSWBD
20	5	0	5	5	0
10	5	5	5	5	5
0	5	5	5	5	5
10	10	10	10	10	20
0	5	5	0	0	0
0	5	5	5	5	5
0	5	10	5	5	5
0	5	5	5	5	5
40	45	45	40	40	45
C	C	C	C	C	C

Impact score January					
Yr Egin	Campuses	Digital	HaPS	SILCG	Pentre Awel
20	5	0	5	5	0

10	5	5	5	5	5
0	5	0	5	5	5
5	10	10	10	10	20
0	5	5	0	0	0
5	5	5	5	5	5
5	5	5	5	5	5
0	5	5	5	5	5
45	45	40	40	40	45
C	C	C	C	C	C
	-		-	-	-


Swansea Waterfront	Skills
0	10
20	5
5	5
20	5
10	0
5	0
5	5
10	5
75	35
B	C


Swansea Waterfront	Skills
0	10

Oct-20
Jan-21
Change

20	5
5	5
20	5
10	0
5	0
5	5
10	5
75	35
B	C
-	-

Number of Red Risks Identified by In

Scope and key objectives	Targets	Timescales	Reputation if project fails to deliver	Stakeholders/ partnerships commitment
7	10	4	11	10
7	10	5	11	10
-	-		-	-

Impact Criteria			total Red Risks
Project costs	Procurement	Staff resourcing	
4	2	3	51
4	2	2	51
-	-		-

Swansea Bay City Deal COVID-19 Economic Impact Assessment

Version control: V1.3
Assessment date: 05/10/2020
Completed by:

Project phase:
Review date(s):

The Covid-19 impact assessment is the method used by the Swansea Bay City Deal to assess the potential impact of the COVID-19 pandemic on the nine projects and overarching City Deal programme. Recognising that the national and regional economic recovery will be slow, the City Deal will support and stimulate national and regional economic growth and attract inward investment during these times.

The assessment will assure the viability and successful delivery of the City Deal projects during the crisis and recovery. This assessment will complement existing City Deal governance procedures and documentation and any COVID-19 specific arrangements. It is envisaged that risks impacting the project and mitigations to overcome them will be dealt with through the project governance. Where there are significant pressures on the project or overarching programme such as significantly changing the project outputs, significant stage gate delays or continued commitment from key stakeholders, will be assessed and escalated to Joint Committee for appropriate intervention and decision. In the event that a project is exposed to significant risks, a project and finish group will be established to gather evidence, identify mitigations and determine an appropriate course of action.

The process to gather the required information, assess its impact and determine appropriate mitigations and interventions is as follows:

1. Define assessment scope and areas of focus
2. Identify key risks in the Risk Assessment worksheet and assess the level of risk associated with each risk
3. Analyse the potential impact of these risks in the Impact assessment worksheet
4. Identify corrective action and level of intervention
5. Report to Joint Committee, Programme Board and Economic Strategy Board
6. Disseminate findings regionally and to Welsh and UK Government

fact that the Covid-19 crisis has on each of
covery will rely upon City Deal projects to
res of uncertainty.

ecovery stages of the Covid-19 pandemic.
-19 recovery plans for all primary
with at project level. Any risks deemed to
t scope, significant variance in the defined
ed by the Regional Programme Office and
l to have significant risk and impact, a task
urse of action.

decisions is outlined below:

[Redacted]

ciated with each

ksheet

[Redacted]

rd

[Redacted]

Identify project risks associated with the Covid-19 in the table below and determine to what extent they affect

Note: Once the above is complete, move to the Impact assessment matrix worksheet before completing the Corrective

Ref No.	Risk	Scope and key objectives	Targets	Timescales
Life Science & Well-being Campuses				
R001	There is a risk that project partners will be less engaged with the project development and governance due to competing priorities	Low	Low	Medium
R002	There is a risk that wider stakeholders including private sector will be less engaged with the project	Medium	Medium	Medium
R003	There is a risk of under demand of incubation space	Medium	Medium	Low
R004	There is a risk that there will be a delay in the preparation of the business case	Low	Low	Medium
R005	There is a risk that there will be a delay in the approval of the finalised business case through partner governance and regional office governance	Low	Low	Medium
R006	There is a risk that there will be insufficient resourcing to progress the project including human resource	Low	Low	Medium
R007	There is a risk that there will be significant unmet requirements for digital connectivity of any development	Medium	Low	Low
R008	There is a risk that cofinancing of later stages may be delayed/reduced due to weakened economy	Medium	Medium	Medium
Digital Infrastructure				
1	Project funding is reduced or removed as a result of Covid19 and it's economic impact.	High	High	High
2	The Digital Project is no longer treated as a priority by the region and/or individual partners.	Low	Low	Medium

3	Telecommunications providers reduce activity and investment in Digital Infrastructure as a result of the economic downturn.	Low	Low	Medium
4	Delay in the approval of the finalised business case through partner governance and regional office governance	Low	Low	Medium
Homes As Power Stations				
1	Economic downturn - housing market decline	Medium	Medium	Medium
2	Economic downturn - affects the supply chain	Medium	Medium	Medium
3	economic downturn - building cost increases / less able to afford technologies due to viability issues	Medium	Medium	Medium
Supporting Innovation & Low Carbon Growth				
1	Economic downturn	Medium	Medium	Medium
2	Reduced demand for business premises	Medium	Medium	Low
3	Availability of external funding	Medium	Medium	Medium
4	Rise in construction costs	Medium	Medium	Low
5	Delays in project programme	Medium	Medium	Medium
6	skills and capacity issues in terms of project delivery	Low	Low	Medium
7	revised industry requirements	Medium	Medium	Medium
8	reduction in service needs and commercial opportunities	Medium	Medium	Low
9	delay in obtaining relevant approvals	Medium	Medium	Medium
10	technological advancements	Medium	Medium	Low
Pentre Awel				
1	Higher Education sector becomes financially compromised	Medium	Medium	Low

2	Ability to secure institutional funding	Medium	Medium	Medium
3	Uncertainty in construction sector/costs	Low	Low	Medium
4	Delays in project programme	Low	Medium	Medium
6	Changed partner priorities owing to COVID-19	Low	Low	Low
7	Delay in securing approval for City Deal Funding	Low	Medium	Medium
Skills & Talent				
1	Ability of training providers to deliver necessary training with the new restrictions following on from Covid 19 restrictions.	Medium	Low	Medium

2	shortage of teachers/lecturers qualified to teach the level of new technology training required by businesses	Medium	Medium	Medium
Yr Egin				
1	Unpredictable/unknown economic impacts	High	High	Medium
2	Reduced occupier demand	High	High	Medium
3	Availability of external funding	Medium	Medium	Low
4	Rise in construction costs	Low	Low	Low
5	Delays in project programme	Low	Low	Medium
6	Ability to collaborate effectively with partners	Medium	Medium	Low
7	Skills and capacity issues in terms of project delivery	Low	Low	Medium
8	Changed industry requirements	High	High	High
9	Reduction in service needs and commercial opportunities	High	High	Medium
10	Delay in obtaining relevant approvals	Low	Low	Medium
Swansea City & Waterfront Digital District				
1	Construction Delays	High	High	Medium
2	Contractor Failure	Low	Medium	High
3	Anchor failure	Medium	High	High
4	Other Tennants	Medium	Medium	Medium
5	Project Outputs	Medium	High	Medium
Pembroke Dock Marine				
PDM_1	Inability to progress with survey work critical for design progress for key infrastructure elements (e.g. Ground Investigations for slipway)	Medium	Low	Medium
PDM_2	Risk of not completing the PDI slipway component by the end of the current ERDF period	Medium	Low	Medium

PDM_3	Delay in progress from key industry stakeholders and inward investors	Low	Low	Low
PDM_4	Delay in progress from key additional benefit projects like Milford Haven: Energy Kingdom, SELKIE, South Wales Industrial Cluster and Celtic Sea Cluster development. (potentially due to furloughing of staff at partner organisations)	Low	Low	Low
PDM_5	Supply chain companies go into 'hibernation' making it difficult for MEECE and META to engage in innovation-support activities.	Low	Medium	Low
PDM_6	SMEs being supported by MEECE and META become 'Enterprises in difficulties' and therefore ineligible for support from ERDF funding	Low	Medium	Low
PDM_7	Universities do not sign up to MEECE collaboration agreement because of uncertainty of, or late confirmation of SBCD funding.	Medium	High	Low
PDM_8	Floating wind Project Developers delay or cancel potential projects in Welsh waters due to inability to make progress on technical aspects due to supply chain shutdown.	Medium	Medium	Medium
PDM_9	PDZ Objectives - with significant SBCD approval delay, floating offshore wind (FLOW) market leaves PDZ behind and public sector money impact is significantly diluted	High	High	Medium
PDM_10	Delay in consents due to the third party resource issues to review and respond within statutory time limits	Low	Medium	Medium

PDM_1 1	inability to progress with submission of consents due to need for more survey work that can not be completed until restrictions are lifted	Low	Low	Medium
PDM_1 2	Increase in cost due to having to pay for acceleration charges from consultants to maintain delviery timescales	Low	Low	Medium
PDM_1 3	Increase in cost for construction and service due to high demand of contractors and consultants during recovery phase as a result of market forces competing to regain control of project costs and programs	Low	Low	Medium
PDM_1 4	PDZ Consents - approval delay together with COVID-19 constraints critically prejudices PDZ consent programme	Medium	Medium	High
PDM_1 5	Delay in progress towards finalising terms and conditions and associated documentation (collboaration agreement etc)	Medium	Medium	Medium

SBCD Portfolio Covid-19 Risk Assessment

at the impact criterion (blue shaded section):

action section (red shaded section)

Impact Criteria				
Reputation if project fails to deliver	Stakeholders/partnerships commitment	Project costs	Procurement	Staff resourcing
Medium	Medium	Low	Medium	Medium
Medium	Medium	Low	Medium	Low
Medium	Medium	Low	Low	Low
Medium	Medium	Low	Low	Medium
Medium	Medium	Low	Low	Medium
Medium	Medium	Low	Low	Medium
Medium	Low	Medium	Medium	Low
Medium	Low	Low	Medium	Low
High	High	High	High	High
Medium	Medium	Low	Low	Medium

Medium	Low	Medium	Medium	Low
Medium	Medium	Low	Medium	Medium
Medium	Low	Medium	Low	Low
Medium	Low	Medium	Low	Low
Medium	Low	Medium	Low	Low
Medium	Low	Medium	Low	Low
Medium	Low	Low	Low	Low
Medium	Low	Medium	Medium	Low
Medium	Low	Medium	Medium	Low
Medium	Low	Medium	Medium	Low
Medium	Low	Low	Low	Medium
Medium	Low	Medium	Medium	Low
Medium	Low	Low	Low	Low
Medium	Low	Medium	Low	Low
Low	Low	Low	Low	Low
Medium	Medium	Low	Low	Medium

High	Low	Low	Low	Low
Low	Low	Medium	Medium	Low
Medium	Low	Low	Low	Low
Low	Low	Low	Low	Low
High	Low	Low	Low	Low
Medium	Medium	Low	Low	Medium

High	High	Low	Low	Medium
------	------	-----	-----	--------

Low	Low	Medium	Low	Low
Medium	Medium	Medium	Low	Low
Medium	Low	Low	Low	Low
Low	Low	Medium	Medium	Low
Low	Low	Low	Low	Low
Medium	Medium	Low	Low	Low
Medium	Low	Medium	Medium	Medium
Low	Medium	Low	Low	Low
Medium	Medium	Low	Low	Low
Low	Low	Medium	Low	Low

High	High	Medium	Low	Low
High	High	High	Low	Medium
High	High	Medium	High	High
Medium	Medium	Medium	Low	Medium
High	High	Medium	Low	Medium

Fund

Low	Low	Medium	Low	Low
Low	Low	Medium	Low	Low

Investm

Low	Medium	Low	Low	Low
Low	Low	Low	Low	Low
Low	Low	Low	Low	Low
Medium	Low	Low	Low	Low
High	High	Low	Low	Medium
Medium	Medium	Low	Low	Low
High	Medium	Low	Low	Medium
Consent & Co				
Medium	Medium	Medium	Medium	Low

Low	Medium	Low	Low	Low
Low	High	High	Medium	Medium
Low	High	High	Medium	Medium
Low	Medium	Low	Low	Low
Project				
Medium	Medium	Low	Medium	Low



Correct	
Risk mitigation(s)	
	A new Campuses project governance and working group structure has been established and we are working with our colleagues particularly in health to ensure continued engagement and participation is facilitated virtually at suitable and convenient times.
	An engagement strategy is being developed with regards to private sector supported by Life Science Hub Wales. This remains a priority.
	Continued engagement of private sector demand for incubation space in line with the developing private sector engagement strategy. Modelling continues of required proportion of incubation space within developments
	A new working group has been formed to bring together the efforts to support the ongoing work to develop a revised business case
	Continuous mapping and scheduling to ensure approval at required governance meetings is up to date and are being undertaken.
	A review will be undertaken to ensure where possible there is sufficient resourcing to progress the project in line with plan
	Further engagement will be undertaken with the Digital theme to ensure that all requirements are captured. Link in with existing digitally led projects.
	Continued engagement with key stakeholders and scope maximised to attract investment opportunities
	Seek assurances from regional office, Welsh and UK Government regarding Project funding.
	Continue to engage and build effective relationships with all partners and stakeholders, ensuring alignment with their priorities.

Continue to engage with the Telecommunications industry, monitor the market and it's activity.
Pathway mapping and scheduling to ensure approval at required governance meetings is being undertaken.
Close engagement with private and public sector
Close engagement with private and public sector - establish regional supply chain to ensure sustainability
Flexible technology package - ensure affordability
Low Carbon as C 19 recovery plan
Evidence of demand. Private Sector engagement plan in place and regular review
Policy alignment to ensure funding is available
Ongoing engagement with contractors
Project management
Project management
ongoing engagement with industry
stakeholder / private sector engagement plan
policy alignment / decision making process
ongoing engagement with industry
<p>The courses under development for Pentre Awel are in areas of targeted skills shortages and which have been critical to the COVID-19 effort. Courses to be included are amongst those targetted for growth. Subsequently, projected student numbers/throughput at the Village are likely to be maintained. We will engage with our academic partners to understand and manage any impact and to ensure that the project benefits from any linked growth in student numbers.</p> <p>Education, Skills and Training programmes can be apportioned across number of HE providers should the need arise.</p>

Prior to covid positive feedback received from selected funders. One of which has re-engaged and is currently preparing funding bid. The understanding is that this type of investment is likely to be more attractive going forward than for example office/retail investment. Financial consultant maintained to ensure a proactive approach to securing institutional investment.

The construction of phase one will be procured through the South West Wales Contractors Framework, Lot 1. The companies have been assessed ahead of inclusion on the framework and there is no indication that this situation has changed. Suggestions are that price competition will be keen in the timescale proposed. Consultants Arup will be able to undertake informal pre-market engagement with contractors to ascertain their recovery period and ability to mobilise within the current project programme.

Momentum has been maintained. RIBA stage 3 work has been submitted, distribution of report has commenced to Directors and will be sent for specialist internal oversight as appropriate. Ecology work commissioned and assessed for social distancing to ensure the requisite surveys and pre-commencement works can be undertaken over the summer months. This will avoid any delay in construction commencing on site. COVID-19 may have an impact on construction contractors ability to mobilise to current project programme.

The areas of work under consideration are those focused on health research (e.g. respiratory). Design specification to be updated as appropriate throughout RIBA stage 4 to reflect partners' priorities. This will ensure Pentre Awel is fully optimised to meet the latest research, health and education requirements.

Full Business Case redrafted and prepared for resubmission. Business case identified as a priority for gateway process.

Identify new ways of delivering training

Develop training immediately for the teachers and lecturers utilising existing courses prepared in colleges and universities outside of Wales and work in partnership to upskill the staff

Monitoring/industry analysis

Dialogue with industry/occupiers. Change of project delivery scale and scope potentially needed

Limited impact but maintain dialogue with funders

Reduce scope to contain within budget

Maintain current programme. Low risk event

Maintain current effective dialogue with partners. Low risk

Monitor project team capacity

Dialogue with industry/users. Potentially change scope in line with new requirements

Dialogue with industry/users. Potentially change scope in line with new requirements

Maintain current project planning. Low risk likelihood

Work with contractor

Enter deed with Cont

Meet regularly

Marketing process

Review and monitor

Key Outputs

timescales based on further 6 month delay.

Could push completion of defects liability period outside December 2023 meaning any costs incurred outside this period would be ineligible for WEFO funding. MHPA quantifying the potential cost of this based on the current delivery profile. Potential to pay consultants acceleratory costs to pull timeline back into line. Potential to also modify slipway construction method to achieve result quicker. These measures will be best finalised once Principle Contractor is procured after detailed design at the end of 2020 - Q1 2021

Key Objectives

Continue dialogue with project developers and public stakeholders (TCE, BEIS, Treasury) to maintain momentum.

Identified as low across the board as project has already secured more than its target for years 1 and 2. However partners will maintain close dialogue with project leads sharing risk registers & adapt mitigation in collaboration with key partners.

Concentrate on 'active' companies, such as grant-funded or equity-funded organisations. Focus on innovation projects that require little direct input from target companies, but that can provide them with benefits when they leave 'hibernation'.

Governance processes require us to check SME finances. Projects can be paused to allow SMEs to recover their financial positions.

ORE Catapult continues without university partners, with a smaller project, narrower scope and less likelihood of a long term legacy presence.

Continue dialogue with project developers and public stakeholders (TCE, BEIS, Treasury) to maintain momentum.

Consider PDZ FLOW fit in light of delay, and be prepared to adjust project objectives and business plan, through Project Change Request (PCR)

Consent Management

Maintain dialogue with key stakeholders throughout consent process & manage expectation and key messaging around need for timely determination

Not currently an issue but potentially could be if the situation continues for more than 6 months.

Costs

review project timescale to see if delay in project end date possible. if not, assess the pros and cons of paying acceleration and make case to stakeholders for additional intervention if required.

potential to delay construction works planning in the immediate term out beyond period of 'economic bounce' to allow for supply demand curve to settle

Review PDZ Consent programme in the light of FLOW market analysis, and adjust programme to conform with ERDF funding timeline

Governance

maintain regular dialogue within PDM partners and key stakeholders via Teams etc to maintain progress on project governance work during restrictions

ive action		
Requirements for recovery	January Update	Review Date
Restated statement of comittment from all partners	Regular quorate meetings continue virtually with individual discussions with key partners as necessary.	Jan-21
Developemnt and implementation of engagement strategy	Initial teaser video developed, engagement strategy/plan to be defined.	Jan-21
Review of demand	Ongoing review of demand in line with the above.	Jan-21
Fully functioning working group supporting project	Working group continues to meet with maxium support, revised outline business case developed, meetings continue to support project developments.	Jan-21
Pathway mapping agreed and agenda confirmed	Pathway schedule being defined for 2021.	Jan-21
Resourcing requirements of project to be defined	Engagement with PMO, for appropriate additional resource.	Jan-21
Digital considerations for Campuses project to be drafted	Exisiting digitally led project drafted, pending consideration.	Jan-21
Review longer-term plans	Review of longer-term plans continues.	Jan-21
Assurances recieved regrading security of Project/Deal funding.	Assurances remain with no reason to belive otherwise at this point.	Jan-21
Restated statement of commitment from all partners and stakeholders.	Clear regional commitment to investment in Digital Infrastructure remains.	Jan-21

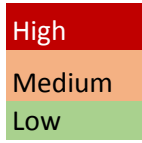
Consistent or increased activity and investment from Telecommunications sector.	Consistent or increased activity and investment from Telecommunications sector ongoing.	Jan-21
Governance structure, pathways and timelines agreed and adhered to.	Ongoing adherence to Governance structure, pathways and timelines.	Jan-21
Housing market recovery	Housing market recovery	Jan-21
Local supply chain development	Local supply chain development	Jan-21
revised cost model / technology specification	revised cost model / technology specification	Jan-21
Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
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Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
Proactive dialogue and fast track any new subject areas identified as having potential for growth. Maintain links with Universities to inform current round of their Higher Education and Improvement Wales (HEIW) growth bids.	All MoUs confirming intent to delivery at Pentre Awel aligned with their strategic objectives and Business Case. Heads of Terms discussions underway.	Jan-21

Proactive management of approach to investors to ensure that CCC can maintain flexibility to progress with optimal funding in the changing market.	Planning complete funding anticipated to be confirmed March/Apri.	Jan-21
Ongoing market monitoring. Advanced notification to contractors on the SWWRCF ahead of procurement exercise. Proactive management through procurement process	Significant Early Market Engagement undertaken with contractors Nov-Dec 2020. Feedback used to inform procurement strategy.	Jan-21
	Business Case submitted to UK/WG. Decision awaited. Tender documentation in preparation - target for publication in January 2021.	Jan-21
Dialogue ongoing to ensure Pentre Awel provides a pipeline of education and skills programmes. Via community benefits, we will ensure that the project/contractor supports the emerging COVID-19 jobs market by offering apprenticeships, placements and skills development programmes. Joint business planning with research partners. Explore further covid-19 related opportunities.	Continued dialogue with education, business and research tenants. Ensuring compliance with the outputs and CSF of the City Deal buiness case and the strategic priorities of the organisations.	Jan-21
Business Case submitted to City Deal and CCC governance structure. Approval gained from ESB, Programme Board, Executive Board and Joint Committee Presentation to Full Council held November 2020.	Business Case submitted to UK/WG. Decision awaited. Feedback session with Govts 18/01/2021.	Jan-21
capital funding for equipement to allow for on line delivery of training.	capital funding for equipement to allow for on line delivery of training.	Jan-21

Funding and the willingness of teachers/lecturers to be upskilled.	Funding and the willingness of teachers/lecturers to be upskilled.	Jan-21
Demand levels post-Covid	Economic outlook remains highly uncertain	Jan-21
Demand levels post-Covid	Creative Sector demand study commissioned	Jan-21
Funding commitment or reduce scope	No change	Jan-21
None	Procurement risks raised to Medium	Jan-21
None	No change	Jan-21
None	Timescale impact risk reduced to Low	Jan-21
None	No change	Jan-21
Specification of demand post Covid. Likely permanent change	Timescales risk raised to High	Jan-21
Specification of demand post Covid. Likely permanent change	Timescales risk raised to Medium	Jan-21
None	No change	Jan-21
Working practice	Working practice	Jan-21
Copm ASAP	Copm ASAP	Jan-21
Monitor	Monitor	Jan-21
Lockdown released	Lockdown released	Jan-21
Economic recovery	Economic recovery	Jan-21
construction sector restrictions lifted	construction sector restrictions lifted	Jan-21
ability to progress with survey work to finalise design and procure the services of principle contractor within and accelerated timescale once restrictions are lifted.	ability to progress with survey work to finalise design and procure the services of principle contractor within and accelerated timescale once restrictions are lifted.	Jan-21

majority of industry partners are funded entities or in development stage therefore seeing minor impacts as a result of the COVID situation. However those in build like Bombora are dealying their build and the impact on the supply chain who are relaint on that work for commerical sustainability needs to be considered.	majority of industry partners are funded entities or in development stage therefore seeing minor impacts as a result of the COVID situation. However those in build like Bombora are dealying their build and the impact on the supply chain who are relaint on that work for commerical sustainability needs to be considered.	Jan-21
unforloughing of staff and or relaxation of restricitons on returning to busienss as usual	unforloughing of staff and or relaxation of restricitons on returning to busienss as usual	Jan-21
Need target companies to return to business as usual.	Need target companies to return to business as usual.	Jan-21
Many target SMEs are equity-funded and less sensitive to cashflow problems caused by Covid-19, but need clarity of long term finances in order to commit to new projects or continuation of existing projects. Need target companies to return to 'business as usual'.	Many target SMEs are equity-funded and less sensitive to cashflow problems caused by Covid-19, but need clarity of long term finances in order to commit to new projects or continuation of existing projects. Need target companies to return to 'business as usual'.	Jan-21
SBCD sign-off in time for universities to commit to recruitment on three year contracts.	SBCD sign-off in time for universities to commit to recruitment on three year contracts.	Jan-21
Return to business as usual for supply chain.	Return to business as usual for supply chain.	Jan-21
Updated FLOW market analysis together with continued engagement with Welsh Gov on FLOW opportunity.	Updated FLOW market analysis together with continued engagement with Welsh Gov on FLOW opportunity.	Jan-21
Statutory consultees back to business as usual	Statutory consultees back to business as usual	Jan-21

Relaxation of restrictions on site work	Relaxation of restrictions on site work	Jan-21
Site work enabled to inform design work.	Site work enabled to inform design work.	Jan-21
timely approval to unlock ability to tender for detailed design.	timely approval to unlock ability to tender for detailed design.	Jan-21
Updated FLOW market analysis together with continued engagement with Welsh Gov on FLOW opportunity.	Updated FLOW market analysis together with continued engagement with Welsh Gov on FLOW opportunity.	Jan-21
timely provision of terms and conditions.	timely provision of terms and conditions.	Jan-21



Using the assessment of the risks associated with each assessment criteria pro

ASSESSMENT CRITERIA		
	0	5
Scope and key objectives	No change to project scope and key objectives	Limited and minor changes to project scope and key objectives
Targets	No risk to achieving project targets	Short-term, limited impact to achieving project targets
Timescales	No foreseeable delays to progress project	Potentially minor delays (0-6 months)
Reputation if project fails to deliver	No negative impact on City Deal reputation and programme	Local and limited negative impact on City Deal reputation and programme
Stakeholders/partnerships commitment	No issues over stakeholder commitment and involvement	Limited and minor issues over stakeholder commitment and involvement
Project costs	No variance to project costs	0-10% variance
Procurement	No impact on procuring services or infrastructure	Minor impact on procuring services or infrastructure
Staff resourcing	No impact to recruit and retain required staff	Limited impact to recruit and retain required staff

Suggested project categories relating to the risk and impact assessment score are as follows:

Project Risk and Impact Score	Suggested Project Category	Intervention
100+	A	Joint Committee commission
50-99	B	Intervention required. Monit conjunction with Project Tea
25-49	C	No intervention required. Co Programme Office
0-24	D	No intervention required. Co

The context in which the project operates and an element of common sense will be considered monitoring is in place for the successful delivery of the project.



Provide an impact score associated with each in the table below:

SCORING
10
Widespread and major changes to project scope and key objectives
Widespread, but relatively short term impact on achieving project targets
Potentially major delays (6-12 months)
Regional and limited negative impact on City Deal reputation and programme
Widespread and major issues over major or multiple stakeholder commitment and involvement
10-20% variance
Major impact on procuring services or infrastructure
Widespread and major impact to recruit and retain required staff

ed task and finish group to conduct an in-depth review
ored and supported by the Regional Programme Office in m
ntinue to monitor locally with support from the Regional
ntinue to monitor at a project level

ed alongside the impact score to ensure that the right level of intervention and

SBCD Portfolio Covid-19 Impact Assessment Matrix

	Campuses	Digital	HAPS	SILCG
20				
Significant change to project scope and key objectives	5	0	5	5
Significant, long-lasting impact on achieving project targets	5	5	5	5
Potentially significant delays (1 year+)	5	0	5	5
Significant impact on City Deal reputation and programme	10	10	10	10
Significant issues over a major or multiple key stakeholder commitment and involvement	5	5	0	0
20%+ variance	5	5	5	5
Significant impact on procuring services or infrastructure	5	5	5	5
Significant impact to recruit and retain required staff	5	5	5	5
TOTAL	45	40	40	40
	C	C	C	C



Pentre Awel	SKILLS	Yr Egin	Swansea Waterfront	PDM
0	10	20	0	5
5	5	10	20	10
5	5	0	5	5
20	5	5	20	5
0	0	0	10	10
5	0	5	5	5
5	5	5	5	5
5	5	0	10	0
45	35	45	75	45
C	C	C	B	C

0

5

10

20

SBCD AOR Update Report - December 2020

ID	Recommendation	Status	Dependencies	Progress update
AOR001	WCGIB share the AOR report with the North Wales Growth Deal and Mid Wales Growth Deal	Completed	WCGIB to action	Actioned by WG.
AOR002	Subsequent iterations of the PoBC present the current/latest position of the portfolio	In Progress	WCGIB to clarify timing of PoBC submissions	<p>Verbal confirmation from WG on submitting next iteration of Portfolio Business Case (PoBC) to WG/UKG by 31st March 2021. This was confirmed in meeting 15/12/20 and that the updated PoBC is not expected for the sign off of the funding award conditions in relation to the Award of Funding Notification for the SBCD dated 16/12/20.</p> <p>Current status of projects and programmes will be included in the PoBC Executive Summary.</p> <p>Action to be closed on submission of PoBC in March 2021.</p>
AOR003	Release of annual C&GD funding is linked to an annual submission of an updated PoBC	In Progress	WCGIB to clarify timing of PoBC submissions and release of SBCD funding tranches	<p>Meeting held with WG 20th Nov 2020 – confirmed submission of updated PoBC by 31st March 2021 together with financial / monitoring templates to trigger release of next tranche of CD funding. Annual target date for release of CD funding by Q2 each financial year. Schedule of future iteration submissions of the PoBC to be included and agreed with WG.</p> <p>WG confirmed no annual AOR anticipated unless major changes to PoBC. WG confirmed two separate releases of payment this financial year, as per funding award letter received on 16/12/2020.</p>

AOR004	PoBC be developed to include a section on strategic alignment of UKG & WG policy objectives, at a project level	In Progress	All Business Cases to be completed / updated	Matrix summarising all portfolio and project policy and strategy alignment drafted. Portfolio alignment completed and will be included in the next iteration of the PoBC in March 2021 and updated in future iterations.
AOR005	PoMO fully 'SMARTens' and clearly baselines PoBC Spending Objectives	In Progress		PoBC spending objectives have been defined and further 'SMARTened': Jobs created, GVA (linking to productivity) and Investment. Baseline set at 2017. SBCD and North Wales Growth Deal have exchanged best practice and are aligned in defining the spending objectives.
AOR006	PoMO includes project-level Spending Objectives at portfolio level, and quantifies the contribution the portfolio will make to the SBCR strategy	In Progress	SBCD programme and project business cases	Programme/project level and industry sector level spending objectives are now defined and will be included within the updated PoBC for submission in March 2021. These will be reviewed regularly with the programme / project leads to ensure continued accuracy and deliverability. As with AOR005 the project spending objectives Linked directly to the Portfolio Spending Objectives for GVA, Jobs Created and Investment have been linked to productivity through the portfolio objectives. There will also be a benefits framework included in the March update which will highlight Direct Benefits/Indirect Benefits and Wider Benefits to be delivered by the programmes/projects.
AOR007	PoMO ensures benefits are quantified wherever possible at project level, and presents the main	In Progress	SBCD programme and project business cases	All quantifiable programme/project benefits have been included within the business case where these benefits align to the portfolio spending objectives, furthermore in the yearly March update proposed for the PoBC all meaningful project and programme, quantifiable benefits will be

	quantified benefits in the PoBC			included and updated in future iterations of the PoBC as required.
AOR008	WG & UKG officials work with the PoMO to develop a standardised economic appraisal template for use by projects	In Progress	WG Economist to provide guidance on economic appraisal methodology	Awaiting guidance and template from WG. A high-level overview will be provided before Christmas. WG confirmed that SBCD will not be expected to apply the guidance/template to BCs that have already undertaken an economic appraisal. The programme / project economic appraisals are being shared with WG economists and officials prior to submission.
AOR009	WCGIB to seek assurance from the PoMO that - going forward - appropriate business case documentation, and governance and assurance arrangements are developed and installed respectively, for the constituent parts of the portfolio	In Progress		<p>PoMO providing strategies, plans, templates, training, audits to standardise and enhance the governance, assurance and reporting arrangements of SBCD at portfolio and programme/project levels. This includes:</p> <ul style="list-style-type: none"> • Risk management strategy and risk register and issues log • Integrated Assurance and Approval Plan (IAAP) • Covid impact assessments • Monthly highlight reports • Quarterly reporting, including financial monitoring • PoMO assurance on Gateway Assurance recommendation implementation • SBCD reporting schedule • Standardised template developed for Project/Programme Board Terms of Reference • SBCD governance arrangements review • SBCD Procurement principles • Completion of all SBCD regional audit actions <p>Work in progress and will be complete by the next iteration of the PoBC</p>

				<p>by 31st March 2021 and updated in further iterations thereafter:</p> <ul style="list-style-type: none"> • Updated PoBC • Annual performance report • Programme / Project roadmaps • PoMO work plan • Change control process and templates • PM tooling
AOR010	PoMO adopts standardised definitions for programmes and projects, as defined by the respective best practice methodologies	In Progress		<p>The PoMO have reviewed the portfolio to define all constituent parts as programmes or projects. The portfolio can be summarised as:</p> <ul style="list-style-type: none"> • Programmes <ul style="list-style-type: none"> ○ Digital Infrastructure ○ Swansea City & Waterfront Digital District ○ Pembroke Dock Marine ○ Supporting Innovation & Low Carbon Growth ○ Yr Egin ○ Skills and Talent • Projects <ul style="list-style-type: none"> ○ Homes As Power Stations ○ Pentre Awel ○ Life Science & Wellbeing Campuses <p>Glossary being prepared to standardise terminology - to be approved by JC/PB and cascaded to Project Leads to be used in future documentation.</p> <p>PoMO to conduct 6 monthly performance reviews with Programme and Project leads to assess the current status of the individual programme / project. This is currently in the process of being scheduled.</p>
AOR011	Next iteration of the PoBC is updated to include the identification of project	In Progress	Procurement template has been approved by JC	Procurement narrative and principles have been shared with all project/programme teams to incorporate into business cases.

	level community benefits, and identified opportunities for collaborative project-level procurements			<p>SBCD procurement principles meetings have been scheduled for Dec 20/Jan 21 with all programme / project teams and their procurement specialists.</p> <p>PoMO will maintain a register of Community Benefits that are agreed at programme/project level.</p> <p>Projects will be required to report on their community benefits at the time of procurement and programme / project delivery.</p> <p>This recommendation is on track to be completed and an initial framework outlining community benefits along with the agreed procurement principles will be incorporated into the next iteration of the PoBC by the 31st March 2021.</p>
AOR012	Appropriate WG & UKG officials work with the PoMO to develop a standardised financial appraisal template	In Progress	WG Finance officials to work with PoMO to develop templates	<p>WG confirmed that SBCD will not be expected to apply the guidance/template to BCs that have already undertaken a financial appraisal. The project/programme financial appraisals are being shared with WG and officials prior and during the submission process.</p> <p>The PoMO have liaised with WG financial team to draft appropriate quarterly financial monitoring templates. The first iteration of these will be presented to SBCD governance and WG/UKG in January/February 2021.</p>
AOR013	PoMO sets out the relationship between portfolio investment	Completed	WCGIB to clarify timing of PoBC submissions	Wording has been drafted and is in the PoMOs current PoBC draft.

	funding and capital financing in more detail in the next iteration of the PoBC			
AOR014	Updated governance and assurance processes are provided by WCGIB to the PoMO for incorporation into their assurance and approval process	In Progress	WCGIB to provide detail on updated governance and assurance processes	<p>Awaiting guidance from WG. WG confirmed at meeting on 15/12/20 that there would be no change to the process already by SBCD whereby SBCD Programmes and Projects will require WG/UKG approval based on assurance.</p> <p>WG to forward PoMO flow diagrams to place in a PoBC as an Appendix whereby assurance requirements will be embedded in the SBCD governance arrangements.</p>
AOR015	WCGIB set out its expectations for monitoring progress, and confirms the reporting frequency it is seeking	In Progress	WCGIB to advise on monitoring and reporting arrangements going forward	<p>SBCD to undertake monthly monitoring and submit quarterly reports to WG together with annual performance report and updated PoBC.</p> <p>Meeting scheduled for PoMO for early Jan 2021 to confirm on-going arrangements.</p>

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"> • Brief overview on each project – Programme manager • Impact Covid-19 has had on the city deal – Include the commitment on the private sector, have things been signed, firm undertakings from them <p style="text-align: center;">Programme Monitoring Quarterly</p> <ul style="list-style-type: none"> • Action Plan • Implementation Plan • SBCD Programme Risk Register • SBCD Project Risk Register • SBCD Project Issue Log
2pm 8 December 2020 Cancelled	Via Microsoft Teams	<ul style="list-style-type: none"> • Vice Chancellor Swansea University • Funding – update on the finances • Llanelli wellness – general update
2pm 2 February 2021	Via Microsoft Teams	<ul style="list-style-type: none"> • Vice Chancellor Swansea University – Steve Wilks to attend • Update on finances/funding • Pentre Awel Update <p style="text-align: center;">Programme Monitoring Quarterly</p>

		<ul style="list-style-type: none"> • Action Plan • Implementation Plan • SBCD Programme Risk Register • SBCD Project Risk Register • SBCD Project Issue Log
2pm 25 May 2021	Via Microsoft Teams	<ul style="list-style-type: none"> • Update on the regional Projects – <ul style="list-style-type: none"> ○ Digital Infrastructure ○ Skills and Talent ○ Homes as Power Station
2pm 20 July 2021		<ul style="list-style-type: none"> • The actica Review and implementation of the recommendations - monitor Programme Monitoring Quarterly • Action Plan • Implementation Plan • SBCD Programme Risk Register • SBCD Project Risk Register • SBCD Project Issue Log
2pm 14 September 2021		
2pm 9 November 2021		<p>Programme Monitoring Quarterly</p> <ul style="list-style-type: none"> • Action Plan • Implementation Plan • SBCD Programme Risk Register • SBCD Project Risk Register • SBCD Project Issue Log
2pm 11 January 2022		
2pm 8 March 2022		<p>Programme Monitoring Quarterly</p> <ul style="list-style-type: none"> • Action Plan • Implementation Plan • SBCD Programme Risk Register • SBCD Project Risk Register • SBCD Project Issue Log
2pm 3 May 2022		

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

- Review of the Monitoring and Evaluation Plan;
- 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;
- Consideration be given to holding further briefing sessions as appropriate.

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