

**SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE**

**2.00 pm TUESDAY, 25 MAY 2021**

**REMOTELY VIA TEAMS**

1. Welcome and Roll Call
2. Chairs Announcements
3. Declarations of Interest
4. Minutes of Previous Meeting (*Pages 3 - 8*)
5. Update - Pentre Awel Project (*Pages 9 - 22*)
6. Situation Report (*Pages 23 - 30*)
7. Financial Monitoring Report (*Pages 31 - 40*)
8. Programme Monitoring (*Pages 41 - 88*)
  - Quarterly Monitoring Report
  - Integrated Assurance Approval Plan
  - Portfolio Risk Register
  - COVID-19 Impact Assessment
9. Change Control Procedure (*Pages 89 - 102*)
10. Benefits Realisation (*Pages 103 - 108*)
11. Business Engagement & Investment Framework (*Pages 109 - 128*)

12. Minutes and Forward Work Programme Swansea Bay City Region Joint Committee (*Pages 129 - 144*)
  - Minutes 11<sup>th</sup> February 2021
  - Minutes 11<sup>th</sup> March 2021
  - Minutes 15<sup>th</sup> April 2021
  - Forward Work Programme
13. Forward Work Programme 2021/2022 (*Pages 145 - 148*)
14. 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

**K.Jones**  
**Chief Executive**

**Civic Centre**  
**Port Talbot**

**19<sup>th</sup> May 2021**

**Committee Membership:**

**Chairperson:**      **Councillor R.James**

**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:**

**2 February 2021**

**Chairperson:** Councillor R.James

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

**Officers In Attendance** S.Curran, C.Moore, R.Arnold, S.Burford,  
J.Burnes, P.Ryder and A.Thomas

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### 1. **Chairs Announcements**

The Chair welcomed everyone to the meeting.

Prior to the meeting a document was circulated to members which outlined a current project overview. The document was not intended for discussion but was to enable members to ensure they are aware of the latest updates. Members were asked to read the document if they had not done so already.

The Chair stressed Members' disappointment that no written documentation had been received to accompany the Pentre Awel project update. Further, in consideration of the project being local and not regional, it falls outside the scope of the committee. Members deferred the item to a future meeting with a written update to accompany it.

The Chair emphasised the overall concern about the lack of written updates being provided to the committee. The expectations of the committee moving forward are that written information must accompany all agenda items. This will ensure that the committee can fully carry out its scrutiny function appropriately.

### 2. **Declarations of Interest**

None received.

### 3. **Minutes of Previous Meeting**

The minutes of the last meeting held on 12 October 2020 were approved as a true and accurate record.

#### 4. **Verbal Update from the Vice Chancellor of Swansea University on the Life Science & Well-being Campuses**

The Chair welcomed Provost Professor Steve Wilks to the meeting.

Professor Wilks proceeded to provide the committee with an update on the current involvement of Swansea University in the Swansea Bay City Deal. The University is involved in a few of the projects at varying levels of complexity.

Professor Wilks discussed the Life Sciences & Well Being project, which has a City Deal value of £15m, is projected to create 1100 jobs and add £150m to the GVA by 2031. It encompasses two phases.

Phase one is fundamentally the City Deal funding which will provide support to invest at Morriston Hospital and Sketty Lane sites. Phase one will essentially unlock phase two.

Phase one is concerned with improving treatments and recovery so that people are able to return to their home environments at a much faster pace. The first phase will encompass a refurbishment of the management centre at Morrison Hospital, essentially linking clinical innovation and unlocking access to the Morriston site. The Sketty Lane site will include the development of a Sports Science & Well-Being Technology Centre. The University are currently looking to identify potential partners to work in collaboration.

Members queried the effect of COVID-19 on the University's financial position. Professor Wilks advised that the University are in a fair and strong position from a financial perspective. The University are still fully committed and are able to deliver the projects they are committed to. There has been no change or impact on the University's commitment to the deal, in light of the pandemic.

From a university perspective, members queried the current relevance of the nine projects within the City Deal. Specifically, members referred to the Digital Infrastructure project and if there would be a requirement for future funding requirements to amplify the project. With the digital age currently moving at a rapid pace due to the pressures posed by the pandemic, members queried if the project would still be relevant. Professor Wilks was confident that the project would respond and meet its relevant aims.

The Committee asked that a written update on the University's involvement with City Deal projects be provided to members.

Members thanked Professor Wilks for attending the meeting.

#### 5. **Update on the Pentre Awel Project**

Deferred in line with Chairs Announcement.

## 6. **Verbal Update on the Swansea Bay City Deal Funding**

Officers provided a verbal update on funding.

The funding award letter for the second tranche of funding for £18m has been received and presented to Joint Committee. It included an opportunity to draw down a further £18m subject to conditions outlined in the award letter. This has now been approved by all relevant persons and the acceptance has been returned to Welsh Government. A third payment is also due before the end of the financial year, which relates to cash that should be received in 2021.

It was confirmed that no funding from the first tranche has yet been allocated to individual projects. Funding agreements were currently being drafted and are subject to legal review. It was confirmed that no funding can be released until the relevant funding agreements have been signed off.

The funding is held in Carmarthenhire CC. Any interest accrued is distributed between the four county authorities on an agreed formula basis. Officers confirmed that they are in constant dialogue with Welsh Government and there is no risk to the funding due to any time constraints in place.

Officers confirmed that once a project is approved and the relevant funding agreement has been approved, the money will then be released to the project. There will then be an automatic annual release of funds to the project, subject to Welsh Government releasing their portion of the funding.

It was acknowledged that the number of projects within the deal has changed from eleven to nine. However, officers confirmed that the original £241m allocated to the deal had not decreased, it was being readjusted to incorporate the changes.

Officers confirmed that the funding agreements have been drafted to have an element of accountability in them, so that the outputs from each project are not lost over the 15 years. The project leads are responsible for ensuring that the outputs match the business plan, unless a change has been agreed by Welsh Government. There is a clawback mechanism in place on the project portfolio as a whole but this is a last resort option.

Members thanked the officers for the update.

## 7. **Programme Monitoring**

Jonathan Burnes, PoMO Director presented an overview and update of the projects. In brief, three projects have been approved and are in delivery, three projects are awaiting ministerial approval, one project has been regionally approved and is awaiting to be submitted for ministerial approval and two projects are in development.

Members were provided with an outline of all the projects within the City Deal and where investment is being obtained. Members were advised that there was

£241m from City Deal, however at this time £4.3m remains unallocated. This is subject to change as the overall business case requires.

Currently total investment is estimated at £1.157billion. This is within 10% of the original investment projected in 2017. GVA and jobs have increased on the current estimates from the original projection.

Members queried when tangible figures are likely to be reported, with regards to GVA and jobs created. It was advised that reporting of actual output deliverables would be a key focus moving forward, and the templates and mechanism to report them are currently being drafted. It would be a key focus of the PoMO moving forward when providing quarterly reports. Members will receive the figures at the next quarterly report and they will also be fed into the business case.

Members stipulated that, in addition to knowing the number of jobs created, members would also like to know what type of jobs are being created. Further, information would be required on contracts undertaken i.e. are local companies being given the necessary opportunities to partake in the developments.

Each of the nine projects will all have their own business plan and affordability monitoring will be maintained for each project.

Members were provided with some information relating to governance and assurance reporting systems that are currently in place. There is a process of monitoring and evaluation being developed. This includes an Annual Report. There have also been various Gateway Reviews whereby business cases are challenged by external teams. The PoMO Team now has eight members of staff and is successfully working together to ensure that arrangements are in place as appropriate.

The PoMO briefly went through the IAAP and Risk Register. There are currently two red risks identified. Details were provided with regards to how these risks are being mitigated. The COVID-19 risk assessment remains relatively static since its last presentation before the committee.

Members queried procurement arrangements and expressed their concern that local business should be paid as appropriate without any unnecessary delay. Further, that this should be monitored. It was confirmed that this can be added to each project's risk register and the mitigation of the risk should be reported through this process. This can then be monitored by the PoMO.

Members were provided with a brief update of each project. A concern was expressed about the Homes as Power Stations Project. It was noted that the risk register portrays all yellow risks, yet the business case has still not had any formal approval. Members wished to receive concrete assurances that it can be delivered. The PoMO confirmed that the business case for the project has been through a Gateway Review and that the business case is currently sitting with Welsh and UK Government for approval.

Members queried why Skills & Talent had not been progressed as a priority, when it was previously indicated it was important to create and develop skills

across the region to assist with fulfilling the requirements of the other projects. External consultants had recently engaged with project leads to determine what skills are required for each project. The PoMO confirmed that they are currently putting resources into the project to accelerate it. The PoMO estimate that during May 2021 the regional approval process will be able to begin on the project.

8. **Forward Work Programme 2020/21**

**Resolved:** To consider and review regional projects one per meeting:

1. Homes as Power Stations
2. Skills & Talent
3. Digital Infrastructure

**Resolved:** To incorporate GVA/Deliverables (terminology to be agreed with PMO) as part of the quarterly programme monitoring

9. **Urgent Items**

None received.

**CHAIRPERSON**

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## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

**DATE 25<sup>th</sup> May 2021**

<b>Report Title – Pentre Awel</b>	
<b>RECOMMENDATIONS/KEY DECISIONS</b> To note the update on the Pentre Awel Development	
<b>REASONS</b> To receive a progress report on the delivery of the Pentre Awel development. In particular to update Joint Scrutiny Committee on the critical milestones of business case approval and the issuing of the tender for Zone 1.	
<b>OFFICER CONTACT</b>  Name Sharon Burford	Email: sburford@carmarthenshire.gov.uk

## Pentre Awel

# UPDATE REPORT

### **BRIEF SUMMARY**

Pentre Awel will feature a unique combination of academic, public, business and health facilities to create significant opportunities for employment, education skills and training, direct health and leisure provision. In addition, a network of integrated care and rehabilitation facilities will be provided at Pentre Awel with the aim of improving independence and providing a meaningful testbed for on-site companies to pilot assisted living / life sciences technologies.

This report aims to provide Join Scrutiny with a brief update of the critical milestones achieved in the delivery of the Pentre Awel project

#### **1. City Deal Business Case**

A comprehensive Business Case was approved by the Welsh and UK Governments in March 2021. The business case was drafted in line with the UK Government 5 Case methodology and sets out the Strategic, Economic, Commercial, Financial and Management aspects of the project in order to access £40m of capital investment within the Swansea Bay City Deal programme. Specifically, the Business Case sets out the rationale, benefits and viability for:

- A **Business Development Centre**, which will enable significant expansion of the City Region's business development capacity in life sciences and associated sectors
- A **Clinical Delivery Centre** to deliver multi-disciplinary care closer to home, with an adjacent **Clinical Research Centre** focusing on research, innovation and improvements to population health
- A **Well-being Skills Centre** linked to modern clinical practice and service delivery both within the Clinical Delivery Centre and more widely in acute and community settings across the region. The Well-being Skills Centre will foster a network of formal taught and placement opportunities across a broad range of health and care disciplines and more widely to include leisure, management and tourism

A series of key measurable outputs/deliverables have been developed in line with Green Book guidance and illustrate the range of social, economic and health system benefits that will be realised over the 15-year project programme. The outputs are reflected in the funding agreement and will be monitored throughout construction, implementation and full operation.

The business case went through a comprehensive assessment process prior to submission to Welsh and UK Governments. As part of this the business case was signed off by the City Deal approval process including Joint Committee and through the Carmarthenshire County Council Democratic Process including unanimous approval at Full Council.

## 2. Design Development

ARUP have taken forward the design development of Phase 1 from the initial concept stage (RIBA Stage 1 and 2) to RIBA Stage 3 (Detailed Design). RIBA Stage 3 included extensive engagement with leisure and health stakeholders to develop high specification, flexible spaces for education, health, business and leisure that can meet current and future ways of working.

Amongst the key points of note:

- A 21,000 m<sup>2</sup> integrated facility has been designed
- Business, Education, Health and Leisure spaces have been arranged to facilitate partnership working
- Business and Education spaces have been designed as enhanced 'shell and core' to retain flexibility in response to Covid-19 and allow academic partners to shape the final design configuration once Heads of Terms have been signed
- The building will achieve BREEAM Excellent status
- The building design maximises natural ventilation and lighting, and together with Green Roofs, Solar PVs and EV charging points, aim to minimise the energy required to operate the building. This shift towards focus towards cleaner/greener energy is complementary of the Council's commitment to carbon neutrality.
- As part of a broad range of measures to promote accessibility, two Changing Places facilities will be provided, together with a 10% quota for disabled parking spaces, which is above the 4-6% required by national policy
- Pentre Awel will promote the use of sustainable transport through a strategic focus on public transport, walking and cycling. Zone 1 will provide dedicated bus infrastructure linked to service provision within the town centre and surrounding communities. In respect of active travel, Pentre Awel will create a welcoming and attractive development that encourages and supports pedestrians and cyclists (for example, secure bike storage), linked with national and local cycle routes.



### **3. Procurement**

The procurement strategy for Zone 1 has been developed by Carmarthenshire County Council. The tender for a contractor for Zone 1 was placed in May 2021, via the Lot 6 of the South West Wales Regional Contractors Framework. Zone 1 is a two stage, design and build tender.

As part of the 'technical envelope', contractors will be asked and scored on a range of 'quality' questions, including community benefits, project team/resourcing (the compilation of the contractor's team and their experience), project method statement and approach to innovation, risk and change management.

In developing the Zone 1 tender, Carmarthenshire County Council has sought to push the procurement boundaries to derive maximum social and economic impact. This includes a higher weighting towards 'quality' in the price/quality ratio and an emphasis on community benefits.



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# Site Masterplan

## Zone 1 - City Deal – Business

Build costs - £40m  
 Research led business development  
 Clinical Delivery Centre, incl. research  
 Being Skills Centre

## Zone 1 - Leisure - CCC – Capital

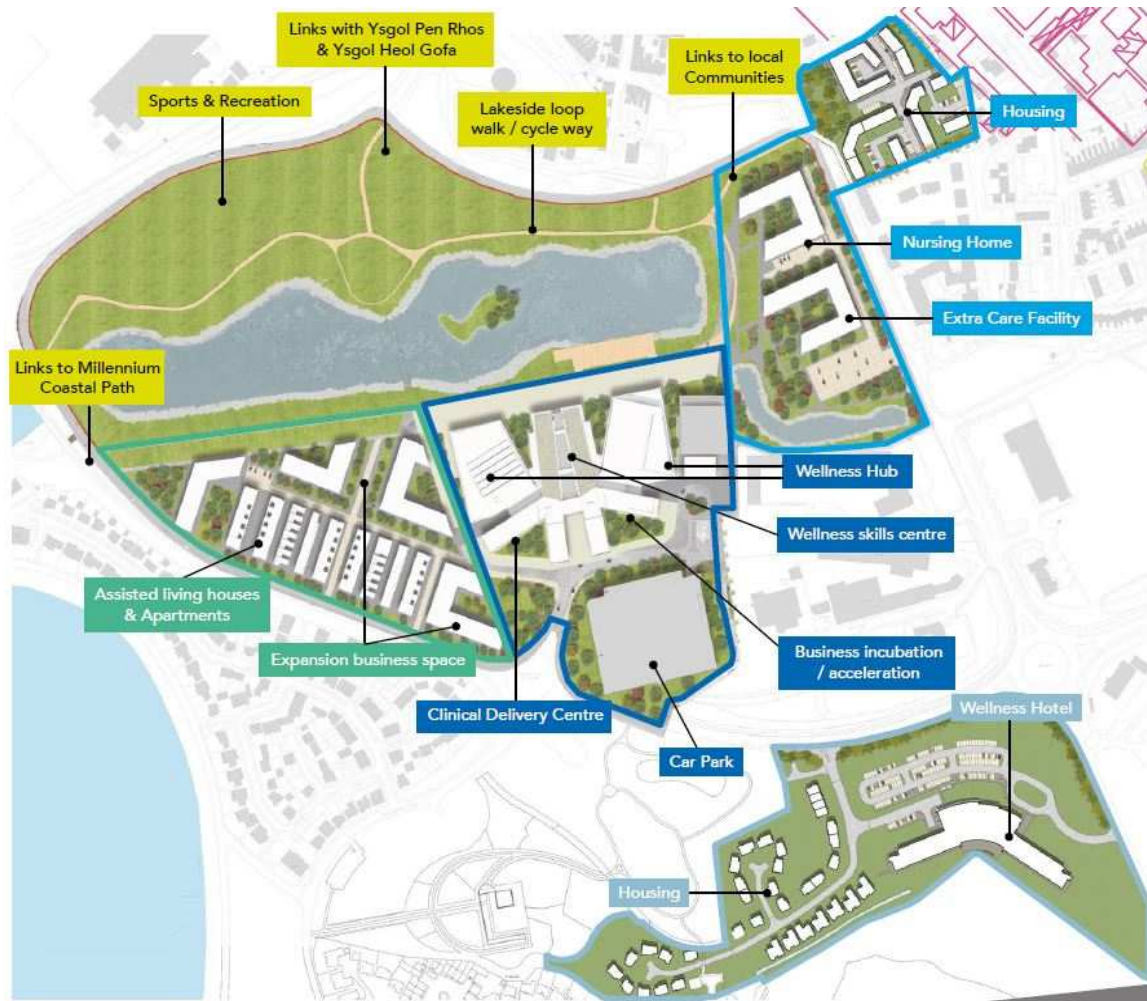
5m lane swimming pool, w/learner  
 Sports Hall  
 Station gym  
 Dance, spin and multi-purpose studios  
 Hydrotherapy Pool

## Zone 4 - Hotel – Market led

90 bed hotel

## Zone 4 - Housing – Market led

Market housing



## Zone 2 – Housing – JV/Market Led

- social and affordable housing

## Zone 2 - Assisted Living – Market Led/Health Board Partnership

- Nursing Home
- Residential Rehabilitation
- Extra care facility

## Zone 3 - Assisted Living – Market Led

- Individual apartments/houses for sale/rent

## Zone 3 - Business Expansion – Market Led

- Expansion business space for spin activities

# City Deal Outputs

led by Carmarthenshire County Council

provide regeneration in an area of significant need

- Projected to create c.1200 jobs out of 1,800 total across whole project
- Research based business development and growth

Education Skills and Training

- Skills development programmes, many to run alongside clinical delivery
- Address key recruitment and retention challenges

Improved health and care in community – care closer to home

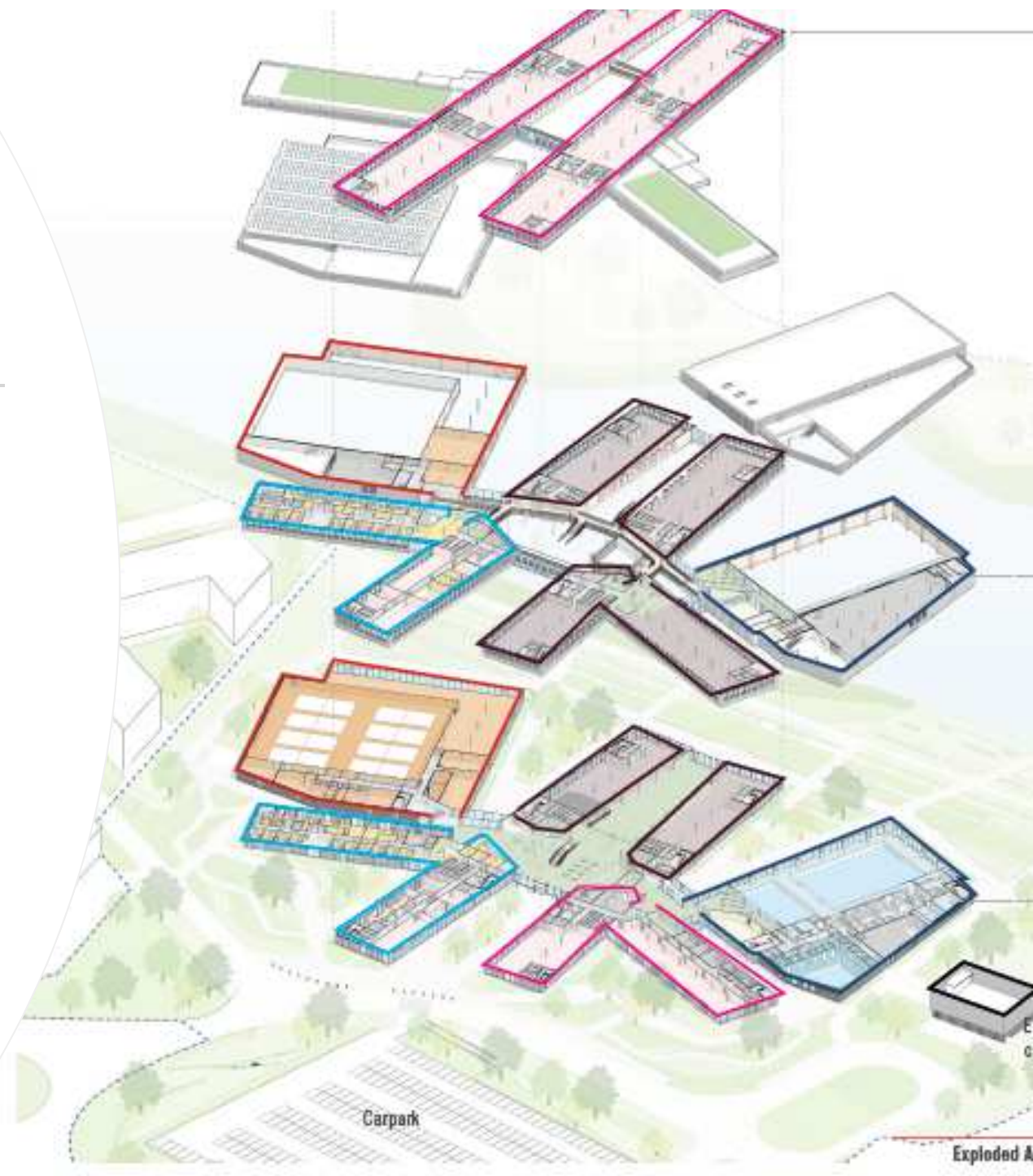
- Quantifiable improvement in health outcomes
- Long terms projected reduction in GP demand, reduced chronic condition hospital admittance and readmission



# City Deal Investment Profile

£40m City Deal investment will create:

- **Education, skills and training** from entry level to post graduate and CPD. Placement focused, bespoke simulation space
- **Business incubation / acceleration space**, laboratory and pilot manufacturing, larger space of company growth, orientated to research based life science
- **Clinical Delivery and Research Centre** including community based care and research. Designed to enable placement education, digitally enabled healthcare







# Education, Skills and Training

- Continuum of education, skills development and training programme from Work Ready to CPD. 'Pipeline' commended during Gateway Review
- Responsive to socio-economic challenges of project area and skills gaps of the wider county
- Memoranda of Understanding signed with HE and FE institutions
- Development of Heads of Terms underway
- Working Groups established with each provider to understand space requirements and proposals

# Health & Wellbeing

Clinical Delivery Centre & Clinical Research Centre

Support shift to community-based care / delivering care closer to home

Design optimised to place students and trainees in a clinical setting. Aiming to focus on areas of skills shortage.

Health Technology Hub – Provision of Telecare / Telehealth – access and monitoring – enhanced opportunities for delivering healthcare at home or in the community

Design responsive to new challenges and delivery models initiated by COVID-19



# Planning and Design Development

Outline Planning Consent granted 2019

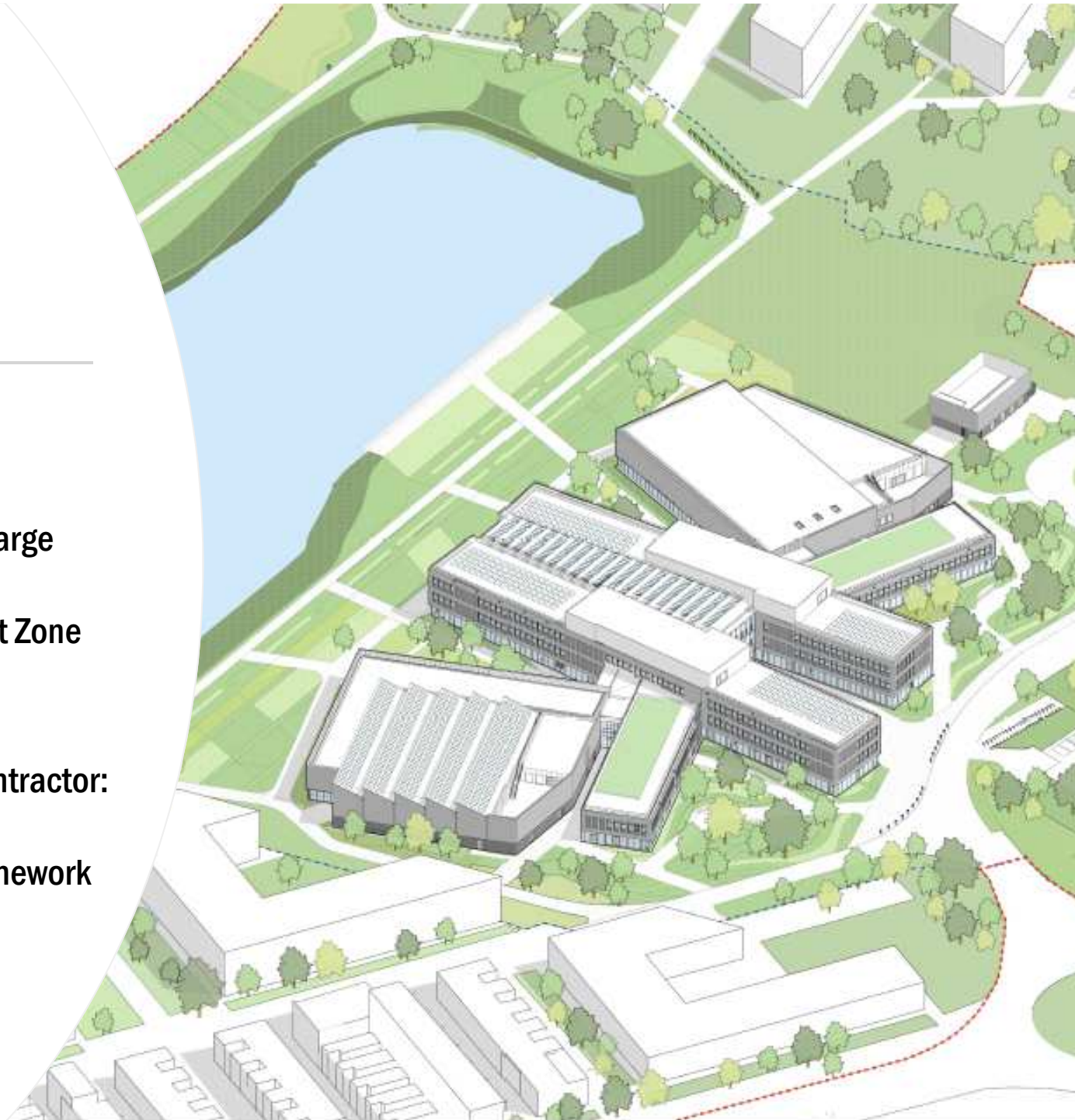
Ecology works undertaken summer 2020 to discharge pre-commencement planning conditions

Arup and Gleeds commissioned to design and cost Zone 1, including primary infrastructure

RIBA Stage 3 completed May 2020:

Zone 1: Procurement of Principal Construction Contractor:

- Design and Build – tender placed May 2021
- South West Wales Regional Contractors Framework – maximise community benefits
- Early Market Engagement undertaken

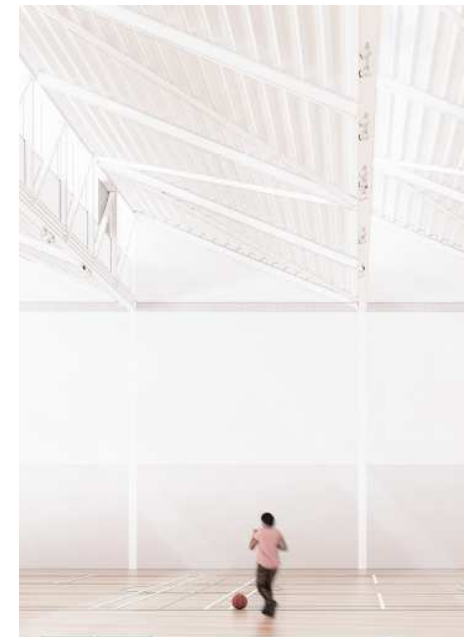
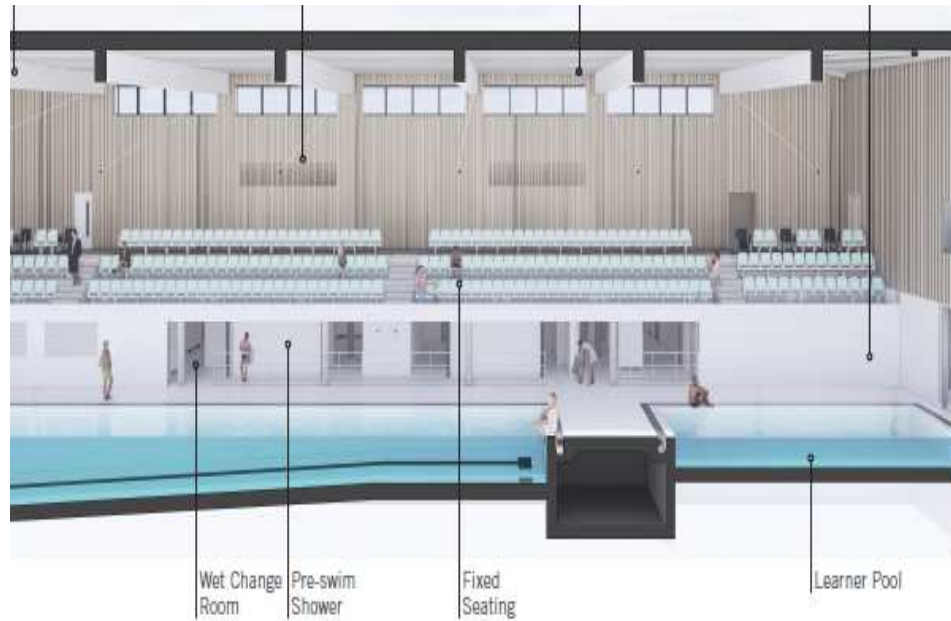


# IBA Stage 3 Design - Leisure

## Leisure Centre funded by CCC

- Dry and Wet Leisure
- Sports Hall
- Gym
- Multi-purpose studios





# RIBA Stage 3 Design Collage - Leisure

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## Swansea City and Waterfront Digital District

The Swansea City and Waterfront Digital District being led by Swansea Council is made up of three elements:

1. A 3,500-capacity indoor arena at a site adjacent to the LC in Swansea city centre that will accommodate music concerts, touring shows, exhibitions, conferences, gaming tournaments and other events. Ambassador Theatre Group (ATG) have been appointed to run the indoor arena, once it's operational. Led by Buckingham Group Contracting Ltd, considerable progress is being made on site as the arena heads towards opening in the autumn of 2021. A digital square featuring digital artworks and ultrafast internet connection speeds will also be developed outside the arena.
2. A state-of-the-art office development at the former Oceana nightclub site on The Kingsway in Swansea city centre. Around 100,000 square feet of flexible office space and amenities will be developed for tech and digital businesses, with conference and meeting facilities as well as potential links to the indoor arena. Acting as a catalyst for further development on The Kingsway, the development will benefit from world class digital connectivity and integration with smart city technology. Construction tendering is underway.
3. An Innovation Matrix development at the University of Wales Trinity Saint David SA1 for start-up businesses, which will foster entrepreneurship through close links with academia.

**Status: Work ongoing on the Arena with planned completion for Q4 2021, 71/72 the Kingsway in the final stages of procurement, Innovation matrix in the initial stages of a change control request to ensure benefits are realised and maximised.**

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## Homes as Power Stations

State-of-the-art design and energy efficiency technologies will be introduced to thousands of properties as part of the Homes as Power Stations project throughout the Swansea Bay City Region.

The pioneering project is aiming to facilitate the adoption of the Homes as Power Stations approach to integrate energy efficiency design and renewable technologies into the development of new build homes and retrofit programmes carried out by the public, private and third sectors. This will tackle fuel poverty while helping residents save money on their energy bills.

The Homes as Power Stations project aims to prove the concept in the public sector at a relatively small scale with the intention of then scaling up activity in other sectors across the Swansea Bay City Region. These will include private sector developers.

Homes as Power Stations aims to:

1. Facilitate the take up of renewable technologies in at least 10,300 properties (7,000 retrofit, 3,300 new build) within five years to increase affordable warmth and reduce fuel poverty
2. Improve residents' health and well-being
3. Reduce burden on health and social services

The project will be linked to other housing improvement programmes to optimise efficiency of delivery. These include the Welsh Government's Optimised Retrofit Programme (ORP) forming part of the Innovative Housing Programme, which will reduce the carbon footprint of existing social housing in Wales.

There will be a focus on developing a sustainable, regional supply chain, monitoring and evaluation, skills development, an education and dissemination programme, and a financial incentive scheme. The project will share its findings via a knowledge sharing hub.

Homes as Power Stations will leave a legacy of skilled jobs in the Swansea Bay City Region, while mainstreaming the concept for roll-out elsewhere in Wales and the UK.

**Status: Business case approved by the Swansea Bay City Deal's Joint Committee. Business case submitted to the UK Government and Welsh Government for final approval.**



### **Supporting Innovation and Low Carbon Growth**

This £58.7 million programme will deliver sustainable jobs and growth in the Swansea Bay City Region to support the creation of a decarbonised and innovative economy, thanks to a partnership between government, academia and industry.

Seven linked projects will help:

- Decarbonise the steel and metals industry
- Provide high-quality office space for businesses
- Provide a route map for the commercialisation of hydrogen
- Support the advanced manufacturing sector
- Establish a regional approach to decarbonise journeys in the region.

With a targeted focus on the Port Talbot Waterfront Harbourside area, this programme, led by Neath Port Talbot Council, is projected to be worth £6.2 million a year to the local economy.

The Supporting Innovation and Low Carbon Growth programme is made up of seven inter-linked projects under four themes:

- An energy positive Technology Centre building on Baglan Energy Park, providing flexible office space for start-up companies and indigenous businesses, with a focus on the innovation, ICT and R&D sectors. The excess energy from solar and other renewable technologies will be converted into hydrogen at the nearby Hydrogen Centre to be used to fuel hydrogen vehicles
- A specialist facility which will support the steel and metals industry in Port Talbot, Wales and the UK, while reducing its carbon footprint.
- Decarbonisation projects including a low emission vehicle charging network, as well as air quality monitoring and a hydrogen stimulus project
- An Industrial Futures project to address the gap between demand and supply for businesses and available land in the Port Talbot Waterfront Enterprise Zone, with a hybrid building providing production units as well as office space to support start-ups and indigenous businesses in the innovation and manufacturing sectors

**Status: Business case approved by the Swansea Bay City Deal's Joint Committee. Final business case amendments being made in order to meet the requirements of Welsh and UK Governments.**

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### **Pembroke Dock Marine**

The £60 million Pembroke Dock Marine programme will place Pembrokeshire at the heart of global zero carbon marine energy innovation while also helping tackle climate change.

Pembroke Dock Marine will deliver the facilities, services and spaces needed to establish a world-class centre for marine engineering. Led by the private sector and supported by Pembrokeshire County Council, Pembroke Dock Marine is made up of four elements:

- Marine Energy Engineering Centre of Excellence (MEECE)  
Delivered by: Offshore Renewable Energy Catapult  
Purpose: Research, development and demonstration support, driving innovation in the supply chain and reducing cost of energy.
- Pembroke Port developments  
Delivered by: Port of Milford Haven  
Purpose: Creating spaces that help industry fabricate, launch and maintain devices.
- Marine Energy Test Area (META)  
Delivered by: Marine Energy Wales  
Purpose: Facilitates component, sub-assembly and device testing through pre-consented test areas in order to reduce the time, cost and risks faced and accelerate growth in the sector.
- Pembrokeshire Demonstration Zone (PDZ)  
Delivered by: Wave Hub Development Services Ltd  
Purpose: Enabling offshore renewable infrastructure to catalyse the Celtic Sea floating offshore wind and marine energy opportunities.

The programme is expected to generate £73.5 million a year to the regional economy.

As well as having application across other blue economy industries, Pembroke Dock Marine will create the right conditions for the marine energy industry to flourish as the UK moves towards net zero decarbonisation targets.

Pembroke Dock Marine's drive to maximise innovation and operational efficiencies will seek to drive down the cost of marine energy, while acting as a foundation programme that will support the growth of new initiatives in the region.

As well as the Swansea Bay City Deal, Pembroke Dock Marine is also being part-funded by the European Regional Development Fund through the Welsh Government.

**Status: Funding agreements in process, expected for signing and dated before end of May.**

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### **Pentre Awel**

The Pentre Awel project earmarked for Llanelli will feature new business, education and health facilities, along with a state-of-the-art new leisure centre and swimming pool.

Proposed for an 83-acre site in South Llanelli, Pentre Awel will be the first development of its scope and size in Wales.

Pentre Awel will provide public, academic, business and health facilities all on one site to boost employment, education, leisure provision, health research and delivery, and skills and training.

The project is planned to include integrated care and physical rehabilitation facilities to enable the testing and piloting of life science technologies aimed at enhancing independent and assisted living.

The council-run leisure centre element of the project will feature a cutting-edge gym, a 25-metre swimming pool, a learner pool and an indoor play area.

Worth millions of pounds to the local economy, Pentre Awel will also create a wide range of employment opportunities across the Swansea Bay City Region as whole.

Pentre Awel is being delivered by Carmarthenshire County Council in partnership with Hywel Dda University Health Board, Universities and Colleges.

The council is working with community partners to ensure the project accommodates the work, health and care needs identified and prioritised by local residents through extensive consultation.

The Pentre Awel project will also include a skills centre focusing on health and care training, along with a clinical delivery centre to deliver multi-disciplinary care closer to home.

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. Landscaped outdoor spaces for recreation on site will benefit from spectacular views across the Loughor Estuary and Carmarthen Bay.

**Status: Business case approved final stages of procurement ongoing**

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### **Life Sciences, Wellbeing & Sport Campuses**

The vision for the Campuses project is to deliver two complementary initiatives across two sites in two phases (Singleton and Morriston in Swansea) that add value to the regional life science, health and sport sectors. This will support interventions and innovation in healthcare and medicine to help prevent ill-health, develop better treatments and improve patient care, while boosting sport through world class sport science and new facilities.

The proposal builds on established and emerging partnerships to deliver an environment that exploits life science and technology research to drive economic development, positioning the Swansea Bay City Region as an international centre of excellence for health, sport and wellbeing.

The project will deliver new research, innovation and sports facilities within a regional health campus that enables the co-location of life science research and industry alongside clinical infrastructure and investment opportunities. This will support existing partners and attract inward investment to accelerate innovation, while supporting the delivery of a second phase of the project and other longer-term developments.

Phase 1 of the Campuses project will include:

- Development at Sketty Lane in Swansea which will create an environment that fosters innovation at the intersection between life science, health, wellbeing and sport. This will help attract public and private investment from organisations across these sectors, while benefitting from expertise at the nearby Institute of Life Sciences initiative at Swansea University's Singleton campus
- Refurbishment at Morriston Hospital that will accommodate a further Institute of Life Sciences development. This feature of the project will also include planning for new road access to a 55-acre site to the north of the hospital, which will establish Morriston as a global example of best practice for healthcare by accommodating commercial and academic collaboration

with clinical research & development and facilitate access to modern technology and techniques.

**Status: Business case under development – expected May 2021.**

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### **Yr Egin**

Yr Egin is a digital and creative hub at the University of Wales Trinity Saint David in Carmarthen.

Anchored by S4C's headquarters, the 3,700 square metre first phase of the development is also home to a range of other companies working within the creative sector, including multi-media publishing and digital technology; digital education; video production and photography; post production; graphic design; translation and sub-titling.

Canolfan S4C Yr Egin – which also includes an auditorium, editing suites, a large performance area and a café - offers a varied programme of events, workshops, talks and screenings for members of the public as well as those working in the creative and digital industries.

Yr Egin's main objectives are to stimulate further investment and economic growth in Carmarthenshire and beyond, and to inspire and revitalise a variety of social and community groups across the Swansea Bay City Region.

Yr Egin will also create an exciting cultural hub for the digital and creative industries, while promoting the status of the Welsh language and Welsh culture.

A second phase of the development is being planned, which will deliver a state-of-the-art, hybrid digital co-working space allowing for cross-sector engagement between established businesses in West Wales and future SMEs in the creative industries. It will cater for a range of 'new' technological services that could be made available for the region.

It will also be a vibrant 'destination of choice' that inspires a digital community to connect, offering a range of services and a trusted technology ecosystem where clients can come to engage and co-curate new business solutions.

**Status: Phase 1 complete Phase 2 demand study ongoing expected summer 2021 to confirm creative sector needs.**

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### **Digital Infrastructure**

The £55 million Digital Infrastructure programme will benefit residents and businesses in all parts of the Swansea Bay City Region, which includes Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea. The programme is estimated to be worth £318 million to the regional economy in the next 15 years.

Led by Carmarthenshire County Council, the Digital Infrastructure programme will:

- Ensure the region's cities, towns and business parks have competitive access to full-fibre connectivity
- Pave the way for the region to benefit from 5G and internet of things innovation, which includes smart homes, smart manufacturing, smart agriculture and virtual reality, as well as wearable technology that will support healthcare, assisted living and other sectors
- Focus on improving access to broadband in the region's rural communities, while stimulating the market to create competition between digital providers for the benefit of consumers.

Inward investment of £30 million is estimated throughout the five-year delivery phase of the programme.

**Status: Business case approved by Region and Welsh and UK Governments, initial stages of delivery and procurement ongoing.**

\*\*

### **Skills and Talent**

The regional Skills and Talent project being led by Carmarthenshire County Council aims to deliver a regional solution for the identification and delivery of the skills and training requirements for all City Deal projects.

Working alongside partners from the private sector, higher and further education, schools and the third sector, the project team will map out gaps in current provision and establish the skills and training needed for students, teachers and lecturers both now and in future.

Bespoke education and training solutions will then be introduced, which align to the needs of industry and key City Deal themes. Investment will include funding for equipment and the development of courses to support the projects.

**Status: Business case complete and with regional stakeholders for consultation/updates prior to formal submission to Welsh and UK government.**

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## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

25<sup>th</sup> May 2021

### Financial Monitoring Report

#### RECOMMENDATIONS/KEY DECISIONS

It is recommended that the Joint Scrutiny Committee review the financial monitoring update report.

#### REASONS

To provide Joint Scrutiny Committee with an update on the latest financial position of the Swansea Bay City Region.

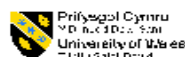
#### OFFICER CONTACT

Name: Chris Moore  
Portfolio Section 151 Officer

Richard Arnold  
Finance Manager SBCD

Email:  
cmoore@carmarthenshire.gov.uk

Riarnold@carmarthenshire.gov.uk



**Introduction**

This report provides a financial update in respect of the Joint Committee operational budget and Portfolio investment fund. The Financial Monitoring Report presents the City Deal Accounts in a detailed format, in line with Carmarthenshire County Council’s financial management system. A year end forecast outturn position is currently in draft. This forecast position is currently demonstrating minimal movement compared to the presented quarter 3 report submitted to Joint Committee on 11<sup>th</sup> March 2021, which is attached within appendix A.

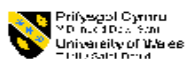
**Portfolio Investment Fund**

Within the financial year 2020/21 two payments totalling £36 million were received by the City Deal with a total of £54 million receipted by the City Deal. This is now aligned to the profile of the city deal equalling three payments of £18m to three operational years to the end of March 2021.

The portfolio business case was updated and submitted to both Governments in March 2021. On successful review this will support the release of a fourth tranche of funding later within the year.

On 2<sup>nd</sup> March 2021 the UK Government announced a change to the funding profile reducing their funding duration to ten years from fifteen. No further funds have been made available, it is their intent to award the balance of their allocation of grant over the next seven years. At present this is awaiting formal confirmation and there is ongoing dialogue with Welsh Government to match the amended reduction in profile duration. The total city deal investment package totals £1.3 billion, with grant totalling £241m relating to the Portfolio Investment Fund (UK Government £115.6m and Welsh Government £125.4m).

The Accountable Body distributes Government grants on a programme/project basis to Project Lead Authorities. An annual grant award is receipted from Welsh Government on behalf of both Governments and then distributed on actual expenditure in arrears ensuring clear financial governance is pursued. Any portfolio cash balances are invested in line with Carmarthenshire County Councils Treasury Management Strategy to ensure effective optimisation of resources until approval is confirmed to initiate the release of funds from the Portfolio. The Joint Committee have formally agreed it will afford Lead Authorities to borrow from any such balances that reside in the portfolio, this is done at a set rate on 12-month term, as cashflow determines.





To date one grant payment of £11.2m has been disseminated from the Accountable body, which was paid in full to the City and County of Swansea Council in respect of the Swansea Waterfront Project. Payments in respect of Yr Egin and Pentre Awel are due to be disbursed imminently.

The overall estimated investment position is demonstrated at £1,147.42m over the fifteen year life of the portfolio. The original heads of terms that the region signed up too comprised of an investment of £1.274m, and as such currently the City Deal is presenting an underinvestment in the region of £127m (10%). A detailed breakdown of investment is outlined in Appendix A.

The current portfolio investment breakdown presented in Table 4.1. below is based on forecasted investment as of 31st December 2020:

Theme	City Deal (£m)	Public (£m)	Private (£m)	Total (£m)	Original HoT Budget (£m)	Variance (£m)
<b>Internet of Economic Acceleration</b>						
Swansea Waterfront	50.00	85.38	39.90	175.28	168.20	7.08
Yr Egin	5.00	18.67	1.50	25.17	24.29	0.88
Skills & Talent	10.00	16.00	4.00	30.00	30.00	0.00
Digital Infrastructure	25.00	13.80	16.50	55.30	55.00	0.30
<b>Total</b>	<b>90.00</b>	<b>133.85</b>	<b>61.90</b>	<b>285.75</b>	<b>277.49</b>	<b>8.26</b>
<b>Internet of Life Science &amp; Well-being</b>						
Pentre Awel	40.00	51.00	108.19	199.19	199.50	-0.31
LS&WB Campuses	15.00	9.03	13.78	37.81	45.00	-7.19
<b>Total</b>	<b>55.00</b>	<b>60.03</b>	<b>121.96</b>	<b>237.00</b>	<b>244.50</b>	<b>-7.50</b>
<b>Internet of Energy</b>						
Homes as Power Stations	15.00	114.60	375.90	505.50	517.05	-11.55
Pembroke Dock Marine	28.00	16.35	16.12	60.47	76.32	-15.85
<b>Total</b>	<b>43.00</b>	<b>130.95</b>	<b>392.02</b>	<b>565.97</b>	<b>593.37</b>	<b>-27.40</b>
<b>Smart Manufacturing</b>						
Supporting Innovation and Low Carbon	47.70	5.50	5.50	58.70	159.02	-100.32
<b>Total</b>	<b>47.70</b>	<b>5.50</b>	<b>5.50</b>	<b>58.70</b>	<b>159.02</b>	<b>-100.32</b>
<b>Portfolio Total</b>	<b>235.70</b>	<b>330.34</b>	<b>581.38</b>	<b>1,147.42</b>	<b>1,274.39</b>	<b>-126.96</b>

Table 4.1. Portfolio Investment Breakdown

These figures are the current financial investment forecast which the SBCD is currently projecting over its 15-year term and are within a 9.96% tolerance of the original SBCD Heads of Terms. Funding elements are subject to change as the portfolio evolves.


It is the aim of the SBCD that all projects/programmes will be delivered in a seven-year period in order to maximise the full benefits realisation of the operational schemes during the lifetime of SBCD funding, which is to be released to the SBCR from both the UK and Welsh Governments over a 15-year period.

### Funding Agreements

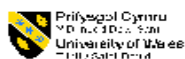
Funding agreements with three projects have now been signed (Yr Egin, Pentre Awel and Swansea Waterfront). The funding agreement in respect of Digital Infrastructure is currently within the Joint Committee governance process and is expected to be agreed in quarter 2.

### Joint Committee

The Joint Committee, Accountable Body, Joint Scrutiny Committee and Portfolio Management Office expenditure forecast is estimated at £665k. Within the submission of the annual budget (JC – 9th July 2020), estimated indirect costs in respect for the administration functions employed by the City Deal were re-included under the agreement by the four Local Authority partners. Within the previous financial year (2019/20) it was accepted that these estimated costs would be absorbed by authorities on the basis of the function in which they are responsible for providing. A detailed breakdown of expenditure is outlined in Appendix A.

 <b>Joint Committee - Financial Monitoring Report</b> <b>Financial Year 2020/21</b> <i>as at December 2020</i>				
Description	Actuals 2019/20 (£)	Revised Budget 2020/21 (£)	Forecast Outturn 2020/21 (£)	Variance (£)
Joint Committee and Accountable Body	12,278	189,309	153,170	36,139
Joint Scrutiny Committee	-	28,045	21,332	6,713
Portfolio Management Office	257,789	600,888	490,315	110,572
<b>Total Expenditure</b>	<b>270,067</b>	<b>818,242</b>	<b>664,817</b>	<b>153,425</b>
Funding Contributions	(410,400)	(1,123,000)	(1,137,850)	14,850
<b>Provision of Service - (Surplus) / Deficit</b>	<b>(140,333)</b>	<b>(304,758)</b>	<b>(473,033)</b>	<b>168,275</b>

The prior year (2018/19) balance carried forward in reserve demonstrates £240k. Currently the estimated year end position of the City Deal accounts resides at a surplus of £473k. This results in an anticipated reserve of £713k at year end. All City Deal reserves are ring-fenced and carried forward for utilisation in future years.



REPORT TO JOINT COMMITTEE ON 11<sup>TH</sup> MARCH 2021**1. Introduction**

This report details the projected forecast outturn position of the Joint Committee and the Portfolio Investment Fund. The Financial Monitoring Report presents the City Deal Accounts in a detailed format, in line with Carmarthenshire County Council's financial management system. The outturn position demonstrates the forecasted current financial out turn position, as at December 2020.

**2. JOINT COMMITTEE - Financial Monitoring Report****2.1. Supplementary Information**

The outturn position includes 'Top Slice' of Government Grants in terms of income. On receipt of government grants, 1.5% (£723k) of this will be utilised to support the PMO and the direct administration functions of the Portfolio. Any contribution from Government grants utilised within the financial year will be transferred to a ring-fenced reserve at year end, for utilisation in future years.

A detailed breakdown of the Joint Committee financial outturn position is included in Appendix A.

**2.2. Joint Committee and Accountable Body**

The Joint Committee and Accountable Body expenditure forecast is estimated at £153k. This is in respect of democratic support, support of the portfolio monitoring officer and legal fees in respect of the funding agreements. Internal audit expenditure is also forecast, however, this service has not been provided as yet, with a review anticipated in January 2021. The Accountable Body expenditure is attributable to service provision by the Portfolio Section 151 Officer to the Swansea Bay City Deal and the annual external audit review by Audit Wales.

**2.3. Joint Scrutiny Committee**

The Joint Scrutiny Committee expenditure consists of democratic services and related costs, provided by Neath Port Talbot County Borough Council. This is estimated at £21k.

**2.4. Portfolio Management Office**

To the period ended 31<sup>st</sup> March 2021 the expenditure forecast position is £461k. the PoMO is fully staffed consisting of eight employees with no further recruitment planned. During the transition and recruitment period a small amount of service support by CCC has been included.

A minimal amount of expenditure has been incurred with anticipated training expenses £4.5k as a result of better business cases training, rental of office space of £20k, IT hardware and support of £10k and expected marketing costs being incurred towards the latter end of the financial year of £8k including costs in respect of an update to the City Deal website. Central Recharges of £23,713 has been included to contribute to Carmarthenshire County Council as the host Authority's costs for supporting the PoMO. These include payroll, Pensions, Creditors, Debtors, Human Resources support, Information Technology Support, financial systems support, Chief executive administration support and employee support.

As small amount of expenditure has been incurred in relation to evaluation and assurance, this is in respect of Gateway reviews, which has been funded through the provision of an extended grant by Welsh Government.

### **2.5. Provision for Unwinding**

This is an annual provision for the unwinding of the PMO toward the end of its five-year operational requirement.

### **2.6. Income**

Total income for the year demonstrates £1,337m. This consists of grant to support Gateway reviews £14k, partner contributions (£50k per partner) £400k and drawdown of 'Top Slice' of £723k.

### **2.7. Financial Monitoring - Statement of Balances**

The prior year (2018/19) balance carried forward in reserve demonstrates £240k. Currently the estimated year end position of the City Deal accounts resides at a surplus of £473k. This results in an anticipated reserve of £713k at year end.

### 3. PORTFOLIO INVESTMENT FUND – Forecast Outturn Position

3.1. The overall estimated investment position is demonstrated at £1,147.42b over the fifteen year life of the portfolio. The original heads of terms that the region signed up too comprised of an investment of £1.274b, and as such currently the City Deal is presenting an underinvestment in the region of £127m (10%). A detailed breakdown of investment is outlined in Appendix B.

Investment Component	Sum of Original HoT Total (£m)	Sum of Total Forecast (£m)	Sum of Variance (£m)	Variance (%)
City Deal	241.00	235.70	- 5.30	-2.20%
Public	395.95	330.34	- 65.61	-16.57%
Private	637.44	581.38	- 56.06	-8.79%
<b>Grand Total</b>	<b>1,274.39</b>	<b>1,147.42</b>	<b>- 126.96</b>	<b>-9.96%</b>

3.2. There is currently an estimated revenue requirement of £73m (6%) to deliver the city deal projects. Which will be supported through the use of the Local Authorities flexible capital receipts directive, and alternative public and private sector commitment.

Investment Component	Capital Forecast (£m)	Revenue Forecast (£m)	Total Forecast (£m)	Revenue Proportion (%)
City Deal	222.70	13.00	235.70	5.52%
Public	291.93	38.41	330.34	11.63%
Private	559.30	22.08	581.38	3.80%
<b>Grand Total</b>	<b>1,073.93</b>	<b>73.49</b>	<b>1,147.42</b>	<b>6.40%</b>

3.3. All City Deal Projects and Programmes have fluctuated and are anticipated to vary over the life of the portfolio compared to the original heads of terms the region entered. At present three projects are demonstrating an estimated variance of over 10%, these are the Life Science and Well Being Campuses project (16%), Pembroke Dock Marine (21%) and Supporting Innovation and Low Carbon Growth Project (63%).

3.4. The current spend is demonstrated at £55m to end of March 2020, with anticipated spend for this current year of £46m. An annual breakdown of actual and forecasted spend is demonstrated below.

Portfolio Term	Financial Year	City Deal Investment	Public Sector Investment	Private Sector Investment	Total
		City Deal Total (£m)	Public Sector Total (£m)	Private Sector Total (£m)	
Year 0	2017/18	3.14	14.13	0.18	17.44
Year 1	2018/19	4.60	1.21	0.37	6.18
Year 2	2019/20	6.58	23.52	0.92	31.02
<b>Year 3</b>	<b>2020/21</b>	<b>7.35</b>	<b>36.93</b>	<b>2.12</b>	<b>46.40</b>
Year 4	2021/22	57.54	52.45	31.10	141.09
Year 5	2022/23	60.75	55.98	85.80	202.52
Year 6	2023/24	59.79	47.17	109.78	216.73
Year 7	2024/25	27.13	41.68	156.05	224.86
Year 8	2025/26	8.83	50.76	174.64	234.23
Year 9	2026/27	-	0.92	10.95	11.87
Year 10	2027/28	-	0.93	2.38	3.31
Year 11	2028/29	-	0.93	1.39	2.33
Year 12	2029/30	-	0.93	1.40	2.34
Year 13	2030/31	-	0.93	1.42	2.35
Year 14	2031/32	-	0.93	1.43	2.36
Year 15	2032/33	-	0.93	1.44	2.38
	<b>Total</b>	<b>235.70</b>	<b>330.34</b>	<b>581.38</b>	<b>1,147.42</b>

#### 4. Financial Implications

The forecasted Joint Committee year end out-turn position (as at December 2020) demonstrates a surplus of £473k, which will be transferred to the Swansea Bay City Deal ring-fenced reserve at the year end. Expenditure is forecasted at £665k, which is offset by income through partner contributions of £400k, grant funding of £14k (for Gateway reviews) and the 'top slice' of Government grants.

The estimated portfolio forecasted investment position (as at December 2020) demonstrates a underinvestment of £ 127m (10%). Currently the portfolio is presenting a total investment over the fifteen-year life span of the Swansea Bay City Region Deal of £1.147b, which is less than the original investment the region committed of £1.274b. This is subject to fluctuation over the life span of the project and will be monitored quarterly through financial templates and through the Portfolio risk register.

#### 4. Legal Implications

There are no legal implications associated with this report.

**Appendices: These will be included within the report.**



Description	Actuals 2019/20 (£)	Revised Budget 2020/21 (£)	Forecast Outturn 2020/21 (£)	Variance (£)
<b>Joint Committee and Accountable Body</b>				
Room Hire	-	1,800	-	1,800
Subsistence & Meeting Expenses	150	3,360	-	3,360
Travel	-	-	-	-
Democratic, Scrutiny and Legal Support Costs	-	25,200	20,430	4,770
Democratic Services	-	-	-	-
Monitoring Officer	-	34,705	34,705	-
Legal Advisory Fees	3,173	25,000	1,700	23,300
Internal Audit Support	-	20,000	20,000	-
Staff Recruitment Expenses	147	-	-	-
External Audit Fees	8,809	25,000	22,091	2,909
Section 151 Officer	-	54,244	54,244	-
<b>Joint Committee and Accountable Body Total</b>	<b>12,278</b>	<b>189,309</b>	<b>153,170</b>	<b>36,139</b>
<b>Joint Scrutiny Committee</b>				
Room Hire	-	-	-	-
Subsistence & Meeting Expenses	-	6,740	1,227	5,513
Travel	-	1,200	-	1,200
Democratic, Scrutiny and Legal Support Costs	-	20,105	20,105	-
<b>Joint Scrutiny Committee Total</b>	<b>-</b>	<b>28,045</b>	<b>21,332</b>	<b>6,713</b>
<b>Portfolio Management Office</b>				
Salary (Inc. On-costs)	152,701	379,596	364,413	15,183
Recharges - Employee costs Grant (direct)	60,284	-	10,519	10,519
Staff Recruitment Expenses	3,105	-	-	-
Training of Staff	-	25,500	4,500	21,000
Response Maintenance	-	-	500	500
Rents (The Beacon)	14,889	15,336	14,889	447
Rates (The Beacon)	6,575	6,772	6,688	84
Public Transport - Staff	-	2,000	-	2,000
Staff Travelling Expenses	2,231	16,000	500	15,500
Admin, Office & Operational Consumables	-	2,500	-	2,500
Furniture	-	12,000	-	12,000
Fees	-	25,000	-	25,000
ICTs & Computer Hardware	-	10,000	10,000	-
Subsistence & Meetings Expenses	416	8,000	250	7,750
Conferences, Marketing & Advertising	7,143	50,000	7,810	42,190
Projects & Activities Expenditure	-	14,000	-	14,000
Translation/Interpret Services	-	10,000	1,500	8,500
Printing & Copying	-	4,500	500	4,000
Photocopying Recharge	46	-	-	-
Fees - Evaluation and Assurance	10,400	-	14,850	14,850
Central Recharge	-	-	23,713	23,713
<b>Portfolio Management Office Total</b>	<b>257,789</b>	<b>581,204</b>	<b>460,631</b>	<b>120,572</b>
<b>Provision for Unwinding of PMO</b>				
Redundancies	-	19,684	29,684	10,000
<b>Provision for Unwinding Total</b>	<b>-</b>	<b>19,684</b>	<b>29,684</b>	<b>10,000</b>
<b>Total Expenditure</b>	<b>270,067</b>	<b>818,242</b>	<b>664,817</b>	<b>153,425</b>
<b>Funding Contributions</b>				
Welsh Government - Revenue Grant	(10,400)	0	(14,850)	14,850
SBCD Grant Revenue Contribution	0	(723,000)	(723,000)	-
Partner Contributions	(400,000)	(400,000)	(400,000)	-
<b>Total Income</b>	<b>(410,400)</b>	<b>(1,123,000)</b>	<b>(1,137,850)</b>	<b>14,850</b>
<b>Provision of Service - (Surplus) / Deficit</b>	<b>(140,333)</b>	<b>(304,758)</b>	<b>(473,033)</b>	<b>168,275</b>

<b>Movement to Reserves</b>		
Description	2019/20 (£)	2020/21 (£)
Balance Brought Forward from previous year - (Surplus) / Deficit	(99,871)	(240,204)
Net Provision of Service - (Surplus) / Deficit	(140,333)	(473,033)
<b>Balance Carry Forward - (Surplus) / Deficit</b>	<b>(240,204)</b>	<b>(713,237)</b>





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 thorough external peer stage gate review.						
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>Delivery – Progression of procurement exercise following Business Case approval.</p> <p>MoUs signed with academic institutions HoT under development – aligned with business case outputs.</p> <p>Finance – Updated from Amber to Green as City Deal Business Case approved by UK and Welsh Governments.</p> <p>Funding Agreement drafted. Institutional investors and funding model to be finalised (n.b. institutional investment not required for Zone 1)</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 to be completed at the end of May 2021						
Life Science, Wellbeing & Sport Campuses	<p>Conflicting priorities continue, (i.e COVID) which may impact progress on delivery, although engagement from stakeholders continue via governance structures and individual meetings.</p> <p>Project resource is continuously under review, existing teams continue efforts to progress project.</p> <p>Outline Business Case has been shared with PoMO, ESB and Consultants, feedback following these engagements are being addressed in advance of formal submission in Q2.</p>						
Homes As Power Stations	<p>OBC submitted to UKG / WG January 2021</p> <p>UKG / WG meetings March 2021</p> <p>Progressing PAR review recommendations</p> <p>Monthly HAPS project board meetings</p> <p>Ongoing stakeholder mapping and engagement</p>						
Supporting Innovation & Low Carbon Growth	OBC in PBC submitted to PoMO February 2021. SILCG project team addressing PoMO feedback and reviewing Economic Case / BCR. SILCG Programme Board meets monthly. PAR June 2020 & CFR Oct 2020 – recommendations monitored by Programme Board. Two projects in delivery. Programme Manager to be appointed post approval						
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>						
Swansea City & Waterfront Digital District	<p>Funding agreement discussions are on-going between Swansea Council &amp; UWSTSD about the delivery of the box village element of the project.</p> <p>The impact of Covid-19 on delivery timeframes, construction costs and tenancy interest in 71/72 The Kingsway (Digital Village) construction contract has been submitted and is being analysed.</p> <p>UWSTSD have submitted a change request for their projects.</p> <p>All projects: Covid 19 could impact on outputs on the project which is being continually monitored.</p>						

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<b>Title</b>	Portfolio Management Office (Communications & Marketing)	<b>Reporting Period</b>	April 2021
<b>Officer</b>	Greg Jones (SBCD Communications & Marketing Officer)		

### Summary of last 3 months

- Continuation of City Deal communications and marketing via press releases, website content, social media content, and media/stakeholder liaison
- Update of bilingual SBCD website to ensure continued accuracy of portfolio, programmes and projects
- New video content/marketing assets for Pentre Awel, Low Carbon, Campuses and Digital projects
- Support with Annual Performance Report writing and preparations
- Establishment of communications and engagement schedule for 2021/2022

### Key achievements

- 79 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 Carmarthen Journal, the Western Telegraph, and specialist publications. Topics covered included the UKG/WG approval of the Pentre Awel project; on-going recruitment/a tender call for Swansea Arena services; accelerated UKG funding for the City Deal portfolio; the release of a further £18 million to the City Deal portfolio; a case study praising Yr Egin/the strength of the creative sector in South West Wales; and a City Deal procurement event for businesses.
- From January 1 to March 31, an average of 2,311 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 231 likes, 134 retweets and 163 link clicks
- From January 1 to March 31, posts on the City Deal's Facebook page generated a reach of more than 46,900 – that's the number of Facebook users who saw these posts. These posts also generated 512 likes/shares, with posts generating 4,391 engagements.

### Key Activities planned

- Recruitment of a new SBCD communications and marketing officer
- Interim arrangements until a new SBCD communications and marketing officer is in post
- Comms to support business case approvals and release of further portfolio funds
- Actioning the 2021/2022 communications and engagement schedule
- Continued SBCD virtual presence via website and social media content

<b>Project Title</b>	Digital Infrastructure Programme	<b>Programme / Project Lead</b>	Gareth Jones
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	Carmarthenshire County Council	<b>Reporting Period</b>	April 2021
<b>SRO</b>	Jason Jones		

### Budget

<b>Total Budget</b>	£55m
<b>City Deal</b>	£25m

<b>Public</b>	£16.5m
<b>Private</b>	£13.5m

<b>Description</b>
<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"> <li>• Connected Places</li> <li>• Rural connectivity</li> <li>• Next generation wireless (5G and IOT networks)</li> </ul>

<b>Scorecard</b>						
<b>Delivery</b>	<b>Scope</b>	<b>Staffing Resource</b>	<b>Finance</b>	<b>Stakeholder Engagement</b>	<b>Overall</b>	<b>Status Update</b>
						The project has been assessed as Amber / Green via thorough external peer stage gate review.

<b>Key achievements</b>
<ul style="list-style-type: none"> <li>• Initial recruitment of central Programme team commenced.</li> <li>• Digital Programme Board expanded and re-established.</li> <li>• Programme risk and issues mitigation ongoing.</li> <li>• Supplier engagement ongoing.</li> <li>• Commercial options assessment commenced.</li> <li>• Funding bid to Welsh Governments Local Broadband Fund to supplement existing Programme budget.</li> </ul>

<b>Key Activities planned</b>
<ul style="list-style-type: none"> <li>• Ongoing recruitment and onboarding of Programme resources.</li> <li>• Recruitment of external expert consultants to advise individual Projects.</li> <li>• Preparation and plans for transitioning to delivery.</li> <li>• Support Local Authorities with ongoing Digital Infrastructure activity and investment.</li> <li>• Programme risk mitigation ongoing.</li> <li>• Supplier engagement ongoing.</li> </ul>

<b>Project Title</b>	Pembroke Dock Marine	<b>Programme / Project Lead</b>	Tim James
<b>Local Authority Lead</b>	Pembrokeshire County Council		
<b>Project Delivery Lead</b>	Milford Haven Port Authority	<b>Reporting Period</b>	April 2021
<b>SRO</b>	Steven Jones		

<b>Budget</b>	
<b>Total Budget</b>	£60.47m

<b>City Deal</b>	£28m
<b>Public</b>	£16.35m
<b>Private</b>	£16.12m

<b>Description</b>
<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"> <li>• Pembroke Dock Infrastructure (PDI) improvements</li> <li>• A Marine Energy Engineering Centre of Excellence (MEECE)</li> <li>• Marine Energy Test Area (META) developments</li> <li>• The Pembrokeshire Demonstration Zone (PDZ)</li> </ul>

<b>Scorecard</b>						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						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 program.

- PCF's [Marine Energy Wales conference](#) promoted PDM and the Partners who all presented to an international audience of over 300 delegates. MEECE also hosted a side event. (OP11/12/16).
- PCC paper to committee confirming evolution to PDZ and confirmation of funding agreements (IP4)
- Partners all submitted evidence to BEIS consultation for CFD amendments supporting FLOW and Marine Energy revenue support (OP15)
- Shell and Pembroke Dock Based Simply Blue Energy announce the Emerald Portfolio development more floating wind in the Celtic Sea (IP3, OP1, OP3, OP6,OP8).
- South Wales Industrial Cluster Roadmap and Deployment project have both been approved leveraging £2.3m & £37m respectively of added value work across South Wales (IP3/OP5/6/8)
- MHPA exchange contracts with High Speed Transfers Ltd for office and warehouse space in Pembroke Dock (OP1,OP2)
- Pembroke Dock based Mainstay Marine win 5<sup>th</sup> prototype build with QED Naval. PD based Williams Shipping launch new renewables section of their website. (OP11,OP13)
- ORE catapult supported PD based Ledwood Mechanical Engineering to secure £112k of funding to support the diversification of their business into offshore wind (IP2, OP3, IP3, OP11-14)
- META received planning approval for Warrior Way Tidal Test Site (IP5)
- First Minister virtually visited Bombora at beginning of March. MEW and MHPA all provided content for this. Bombora shared their plans for growth and export from their Pembroke Dock base.
- PR around High Speed Transfer's tenancy for office and Warehouse space went live 15.03.21
- DP Energy have taken up office space in MEW's MarineHub. QED Naval Limited have also take up space in Pembroke Dock.(OP1,OP2).
- ORE Catapult have fed back to Welsh Ports including Milford Haven, Port Talbot and Swansea on the potential role they could play for Floating Wind (OP11,OP13)
- Direct employment across four elements up to 15 FTE (IP6)
- SWIC's £37m deployment project was announced (MHPA are a partner in this project)

**Key Activities planned**

**Key achievements (Overall Objective ID shown in brackets)**

- MEW’s State of the Sector Update is going to be live April 21. (IP3,OP1, OP2, OP6)
- META discharging planning conditions and head lease with Crown Estate. (IP5)
- Recruitment and commencement of PDZ phase 1 post signature. (IP6d)
- MEECE’s collaboration agreement with Universities. (IP6b)
- Consent management PDI (IP1)
- META conducting tidal resource assessment (IP5)
- Partner collaboration agreement and formal governance post funding agreement execution

<b>Project Title</b>	<b>Pentre Awel</b>	<b>Programme / Project Lead</b>	Sharon Burford
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	Carmarthenshire County Council	<b>Reporting Period</b>	April 2021
<b>SRO</b>	Chris Moore		

<b>Budget</b>	
<b>Total Budget</b>	£199.19m
<b>City Deal</b>	£40m
<b>Public</b>	£51
<b>Private</b>	£108.19

**Description**

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.

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.

Pentre Awel will include state-of-the-art leisure centre funded by Carmarthenshire County Council.

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.

**Scorecard**

Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						<p><u>Delivery</u> – Progression of procurement exercise following Business Case approval.</p> <p>MoUs signed with academic institutions HoT under development – aligned with business case outputs.</p>

						<p><u>Finance</u> – Updated from Amber to Green as City Deal Business Case approved by UK and Welsh Governments. Funding Agreement drafted. Institutional investors and funding model to be finalised (n.b. institutional investment not required for Zone 1)</p>
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**Key achievements in Q4**

**Business Case Development**

- Feedback received on Business Case – January 2021
- Business Case approved by UK and Welsh Government – March 17, 2021

**Project development**

- Tender documents prepared for the procurement of a contractor for Zone 1 – January to March 2021. Emphasis on community benefits and quality criteria to maximise social and economic benefits within the region
- Pre-Application Consultation initiated for Hotel site – January 11<sup>th</sup>, 2021
- Outline specification drafted for Zone 3 (assisted living) – January 2021
- Memorandum of Information and financial appraisals submitted to shortlist of institutional investors – February 23, 2021
- Project passed Gateway 1 of Department of International Trade ‘Invest in Great’ initiative and now progressing through Gate 2 – February 26, 2021
- Agreement developed in partnership with Hywel Dda to draw down charitable funding for hydrotherapy pool – February to March 2021
- Zone 1 Ecology Report issued (translocation and survey of protected species) – March 25, 2021
- Health and Wellbeing Implementation Group established – March 2021

**Key Activities planned Q1**

- Place c.£70m Tender for Zone 1 development via South West Wales Regional Contractors Framework (SWWRFCF) – April 2021
- Secure institutional funding (for Zones 2, 3 and 4) – April/May 2021
- Confirmation of Hydrotherapy Pool charity funding – April/May 2021
- Outline Planning Application for Hotel site – May 2021
- Commission design development of the assisted living element (Zone 3) – June/July 2021
- Internal working group to be established to oversee design and build programme – June 2021
- Sign Head of Terms partners – Q1 2021

**Outputs**

Due to the recent business case approval, outputs identified are yet to be monitored as construction is not yet underway.

<b>Project Title</b>	Yr Egin - Creative Digital Cluster	<b>Programme / Project Lead</b>	Geraint Flowers
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	University of Wales Trinity Saint David	<b>Reporting Period</b>	April 2021
<b>SRO</b>	Prof. Medwin Hughes (Vice Chancellor)		

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

Description
<p>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:</p> <ul style="list-style-type: none"> <li>National creative sector anchor tenants</li> <li>World class office space for local and regional creative sector SMEs, with opportunities for expansion</li> <li>Facilities for the community and business networking</li> </ul> <p>Facilitating engagement between businesses and students</p>

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						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 to be completed at the end of May 2021.

Key achievements
<p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>Phase 2 – Q4</li> </ul>
Key Activities planned
<ul style="list-style-type: none"> <li>Sector demand study commissioned January 2021. Undertaking fundamental review of industry infrastructure and business support requirements, in light of Covid and economic threats. Sector demand study is running on plan and should complete by the end of May 2021.</li> </ul>

<b>Project Title</b>	Life Science, Well-being & Sport Campuses	<b>Programme / Project Lead</b>	Naomi Joyce
<b>Local Authority Lead</b>	City and County of Swansea		
<b>Project Delivery Lead</b>	Swansea University	<b>Reporting Period</b>	April 2021
<b>SRO</b>	Keith Lloyd		

Budget	
Total Budget	£37.81m
City Deal	£15.00m



<b>Public</b>	£9.03m
<b>Private</b>	£13.78m

**Description**

The project harnesses unique capabilities and the thriving life science ecosystem in the Swansea Bay City Region to establish an international centre for innovation in life science, wellbeing and sport, supporting preventative interventions in healthcare and medicine and driving the growth of a globally significant Sports Tech industry. The project will deliver R&D, trials and testing facilities, enabling co-location of research and industry alongside clinical infrastructure and investment opportunities. An emphasis on digital and data-driven innovation at the intersection of life sciences, health, wellbeing and sport is a key differentiator for this project within the South Wales health and life sciences sector.

**Scorecard**

Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						<p>Conflicting priorities continue, (i.e COVID) which may impact progress on delivery, although engagement from stakeholders continue via governance structures and individual meetings.</p> <p>Project resource is continuously under review, existing teams continue efforts to progress project.</p> <p>Outline Business Case has been shared with PoMO, ESB and Consultants, feedback following these engagements are being addressed in advance of formal submission in Q2.</p> <p>Original scope has been successfully maintained in line with the monies available.</p>

**Key achievements**

- Synergies and differentiation between the Campuses project and Pentre Awel have also been explored.
- Key letters of support have been received from partners to evidence commitment, as well as the development of an initial video to engage the private sector.
- The project’s redeveloped Business Case has been presented to the City Deal’s Economic Strategy Board, along with a presentation to the City Deal’s Programme (Portfolio) Board.
- An outline Business Case was submitted to the City Deal’s PoMO for review and feedback provided to further enhance and align the Business Case to Better Business Cases guidance, re-submission due Q2 2021.
- Governance structures have been revised to maximise input to the project.
- Additional resource has been identified to help support elements of the feedback received to meet the re-submission deadline.

**Key Activities planned**

- Submitted revised Business Case Q2 2021.
- Private sector engagement discussions continue, plan to be developed.
- Work continues with procured Consultants to focus on private sector engagement and a comms and branding exercise is being undertaken – work to conclude late April.
- Recruitment of a dedicated full time project manager for 1 year from late April.

<b>Project Title</b>	Homes as Power Stations	<b>Programme / Project Lead</b>	Lisa Willis
<b>Local Authority Lead</b>	Neat Port Talbot County Borough Council		
<b>Project Delivery Lead</b>	Neat Port Talbot County Borough Council	<b>Reporting Period</b>	April 2021
<b>SRO</b>	Nicola Pearce		

Budget	
<b>Total Budget</b>	£505.5m
<b>City Deal</b>	£15m
<b>Public</b>	£114.6m
<b>Private</b>	£375.9m

Description
<p>A regional project to facilitate the take up of energy efficient design and renewable technologies in new build and existing housing stock in the public, RSL and private sector across the City Region. The project will support the renewable technology in housing supply chain and will share the learning via an open access knowledge sharing hub.</p> <p>The project will:</p> <ul style="list-style-type: none"> <li>Facilitate the take up of renewable technologies and energy efficient design in new build and existing housing stock</li> <li>Support the regional supply chain</li> <li>Establish an open access knowledge sharing hub to share the project findings with all sectors</li> <li>Tackle fuel poverty</li> <li>Further decarbonise the regional economy</li> <li>Improve residents' health and well-being</li> </ul>

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						Project not yet approved OBC submitted to UKG / WG January 2021 UKG / WG meetings March 2021 Progressing PAR review recommendations Monthly HAPS project board meetings Ongoing stakeholder mapping and engagement

Key achievements
<p><b>Business Case Development</b></p> <ul style="list-style-type: none"> <li>OBC submitted to WG and UKG January 2021</li> <li>WG and UKG meetings March 2021</li> </ul> <p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>Established formal governance in place - HAPS project board</li> <li>Lessons learned group met – January 2021</li> <li>Formalised stakeholder engagement plan (live document)</li> <li>Formalised project delivery / implementation plan (live document)</li> <li>Progressing PAR recommendations action plan</li> </ul>
Key Activities planned
<p><b>Business Case Development</b></p> <ul style="list-style-type: none"> <li>Addressing queries raised by UKG and WG April 2021</li> </ul>

- Formal re-submission of OBC to UKG/WG April 2021

**Project Development**

- Appoint HAPS project manager – April / May 2021
- Establish Technical Advisory Group – April 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

**Outputs**

- 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'

<b>Project Title</b>	Supporting Innovation and Low Carbon Growth	<b>Programme / Project Lead</b>	Lisa Willis
<b>Local Authority Lead</b>	Neat Port Talbot County Borough Council		
<b>Project Delivery Lead</b>	Neat Port Talbot County Borough Council	<b>Reporting Period</b>	April 2021
<b>SRO</b>	Nicola Pearce		

**Budget**

<b>Total Budget</b>	£58.7 m
<b>City Deal</b>	£47.7 m
<b>Public</b>	£5.5 m
<b>Private</b>	£5.5 m

**Description**

The Supporting Innovation and Low Carbon Growth (SILCG) programme has been developed to deliver sustainable growth and job creation in the Swansea Bay City Region, with a targeted focus on the Port Talbot Waterfront Enterprise Zone area. It aims to create the right environment for a decarbonised and innovative economy.

The programme will support the green industrial revolution and will be delivered in partnership with industry, academia and government.

The Programme of interlinked projects comprises:

- Technology Centre
- South Wales Industrial Transition from Carbon Hub (SWITCH) with Swansea University
- Hydrogen Stimulus Project with University of South Wales
- Air Quality Monitoring Project
- Low Emission Vehicle Charging Infrastructure
- Advanced Manufacturing Production Facility
- Property Development Fund

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						PBC submitted to PoMO February 2021 SILCG project team addressing PoMO feedback and reviewing Economic Case / BCR SILCG Programme Board meets monthly PAR June 2020 & CFR Oct 2020 – recommendations monitored by Programme Board Two projects in delivery Programme Manager to be appointed post approval

**Key achievements**

<p><b>Business Case Development</b></p> <ul style="list-style-type: none"> <li>• PBC Economic Case being reviewed</li> <li>• Progressed PAR action plan</li> <li>• Progressed CFR Action Plan</li> </ul> <p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>• Programme Board formalised</li> <li>• Regular stakeholder engagement – stakeholder engagement plan live document</li> <li>• Project delivery / implementation plan developed – live document</li> </ul> <p><b>Swansea Bay Technology Centre</b></p> <ul style="list-style-type: none"> <li>• Construction commenced</li> </ul> <p><b>SWITCH</b></p> <ul style="list-style-type: none"> <li>• Working group established to develop building specification – fortnightly meetings</li> </ul> <p><b>Decarbonisation</b></p> <ul style="list-style-type: none"> <li>• Low emission vehicle regional public sector group established</li> </ul> <p><b>Industrial Futures</b></p> <ul style="list-style-type: none"> <li>• Working group established to develop Advanced Manufacturing Production Facility – including Industry Wales</li> </ul>
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**Key Activities planned**

<p><b>Business Case Development</b></p> <ul style="list-style-type: none"> <li>• Formal submission of PBC – April 2021</li> <li>• UKG/WG approval of the release of Government funding to the project</li> </ul> <p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>• Appoint project manager / formalise team – May 2021</li> </ul> <p><b>Swansea Bay Technology Centre</b></p> <ul style="list-style-type: none"> <li>• Construction ongoing</li> </ul> <p><b>SWITCH</b></p> <ul style="list-style-type: none"> <li>• Commence D&amp;B Process</li> </ul> <p><b>Decarbonisation</b></p> <ul style="list-style-type: none"> <li>• Air Quality Monitoring devices to be installed – April / May 2021</li> </ul> <p><b>Industrial Futures</b></p> <ul style="list-style-type: none"> <li>• Finalise Advanced Manufacturing Production Facility scope</li> </ul>
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- Being finalised in revised PBC

<b>Project Title</b>	Skills and Talent	<b>Programme / Project Lead</b>	Jane Lewis
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	South West Wales Regional & Skills Partnership	<b>Reporting Period</b>	April 2021
<b>SRO</b>	Barry Liles		

<b>Budget</b>	
<b>Total Budget</b>	£30m
<b>City Deal</b>	£10m
<b>Public</b>	£16m
<b>Private</b>	£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.

<b>Scorecard</b>						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						<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>

<b>Key achievements</b>
<p><b>Business Case Development</b></p> <ul style="list-style-type: none"> <li>• Economic Case due to be completed by end March</li> <li>• Presentation to Programme Board and ESB on the progress of the skills and Talent business case</li> <li>• Governance and Programme Board agreed</li> <li>• Meetings with Joe Flanagan on the Business Case Economic modelling</li> </ul>
<b>Key Activities planned</b>
<ul style="list-style-type: none"> <li>• Regional Authority approval of business case - April/May2021</li> <li>• External Stage Gate Review of business case - June 2021</li> <li>• Joint Committee approval of business case</li> <li>• Business case submitted to UKG/WG for approval</li> </ul>

<b>Outputs</b>
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- Create 14,000 individuals with increased level of skills within 10 years
- Create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- Create Centre of Excellence for specific sectors.
- Create a clear career pathway through school, FE, HE and apprenticeship and into the world of work.
- Deliver pilot programmes of new courses and training opportunities to upskill existing workforce in new areas to meet the needs of the City Deal projects.

<b>Project Title</b>	Swansea City & Waterfront Digital District	<b>Programme / Project Lead</b>	Huw Mowbray
<b>Local Authority Lead</b>	Swansea Council		
<b>Project Delivery Lead</b>	Swansea Council	<b>Reporting Period</b>	April 2021
<b>SRO</b>	Martin Nicholls		

Budget	
<b>Total Budget</b>	£175.35m
<b>City Deal</b>	£50m
<b>Public</b>	£85.38m
<b>Private</b>	£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

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						<p>Funding agreement discussions are on-going between Swansea Council &amp; UWSTSD about the delivery of the box village element of the project.</p> <p>The impact of Covid-19 on delivery timeframes, construction costs and tenancy interest in 71/72 The Kingsway (Digital Village) construction contract has been submitted and is being analysed.</p> <p>UWSTSD have submitted a change request for their projects.</p> <p>All projects: Covid 19 could impact on outputs on the project which is being continually monitored.</p>

**Key achievements in Q4**

**Business Case & Project Development**

- Arena watertight and internal fitting commenced.
- Bridge construction complete.

- Hotel design has commenced through the contractors.
- 71-72 construction tendering complete.

**Key Activities planned Q1**

- Lettings discussions on-going for 71/72 The Kingsway – Jan- Mar 2021
- Cabinet decision on 71/72 The Kingsway – April/May 2021
- Award of construction contract for 71/72 The Kingsway – May 2021
- Outline planning application for Innovation Matrix at UWTSD SA1 Waterfront – imminent.

**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 April/May 2021 on 71/72 The Kingsway, which will comprise circa 100,000 square feet of office space.

Discussions on-going with UWTSD about their element of the project (Innovation Matrix). This is subject to the current change request.

Caveat: Covid 19 could have an impact on jobs and GVA.

ANNEX 1

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><b>Escalate to programme / project sponsor for support to resolve.</b></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><b>Highlight to programme / project sponsor for visibility and awareness.</b></p>
G	<p><i>Programme / Project is proceeding according to plan. Risks/issues are being managed within the programme / project.</i></p> <p><b>No need to escalate to next level.</b></p>

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Assurance / approval / Reporting	Activity/Product	Primary client	2019/2020	2020/2021												2021/2022												Comments
			Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<b>Governance</b>																												
<b>Portfolio Level</b>																												
<b>Meetings</b>																												
Joint Committee	Meetings	SRO, JC, PoMO	x			x	x			x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting. August recess.
Programme Board	Meetings	SRO, PB, PoMO	x		x	x	x			x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting.
Economic Strategy Board	Meetings	SRO, ESB, PoMO	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO	x				x			x			x			x			x			x			x		Meetings every two months. December 2020 meeting cancelled.	
Regional S151 officers	Meetings	AB, PoMO				x				x			x	x					x			x			x		Quarterly meeting	
WG/UKG/PMO briefing	Meetings	SRO, PoMO, WG, UKG		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meetings
SBCD/WG PMO briefing	Meetings	SRO, PoMO, WG		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Weekly meeting	
PoMO Team	Meetings	SRO, PoMO		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Weekly meeting	
PoMO/Project Leads	Meetings	PoMO, Project Leads				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Fortnightly meetings	
Procurement Workshops with Prog / Proj Leads	Meetings	PoMO, Prog / Proj Leads												x	x												Meetings with all Prog / Proj Leads held	
WLGA Regional City Deal Directors	Meetings	SRO, WLGA, WG		x		x		x		x		x		x		x		x		x		x		x		x	Meetings every two months	
<b>Key Documentation Review</b>																												
Integrated Assurance & Approval Plan	Live document. Part of Quarterly Report	SRO, PB, PoMO, JC				x				x					x				x							x	June 2020 approval at JC / Approval every 6 months. Submitted as part of the Quarterly Monitoring Report to PB and JC	
Portfolio Business Case	Live document	SRO, PB, PoMO, JC				x	x			x	x				x	x										x	AOR recommendations complete. Portfolio BC Approval gained from JC March 2021. Awaiting approval from UK / WG	
AOR Report	Live document. Part of Quarterly Report	SRO, PB, PoMO, JC, WCGIB													x	x	x	x									Recommendations progressed and implemented in March 2021 version of Portfolio BC	
Implementation Plan	Live document	SRO, PoMO, PB, JC, JSC				x	x																				July 2020 approval at JC. Quarterly Monitoring Report replaces the Implementation Plan	
Portfolio Issues Log	Live document	SRO, PoMO, PB, JC, JSC	x			x	x			x					x				x							x	Updated on a quarterly basis in line with Portfolio Risk Register and Covid Impact Assessment	
Portfolio Risk Register	Live document. Part of Quarterly Report	SRO, PoMO, PB, JC, JSC	x			x	x			x					x				x							x	Quarterly to JC / PB JSC in line with Issues Log. Risk management strategy presented at PB November 2020 and signed off at JC November 2020.	
M & E plan	Live document	SRO, PoMO	####			x	x												x	x							Monthly highlight reports in place from Oct 2020. Quarterly monitoring reports in place from Nov 2020. Annual performance report 2021 in draft.	
Highlight Report	Live document	PoMO, JC, PB								x	x				x	x			x	x						x	Key prog / proj activity and risks presented monthly to JC and PB	
Quarterly Monitoring Report	Live document. Part of Quarterly Report	PoMO, JC, PB																	x							x	Key achievements last 3 months, activity planned next 3 months, also includes appendices: IAAP, Portfolio Risk Register, Covid Impact Assessment, AOR progress, Financial Analysis, Community Benefits.	
Covid-19 Impact Assessment	Live document. Part of Quarterly Report	SRO, PoMO	####			x	x			x					x											x	Updated assessments submitted to PB, JC and ESB quarterly.	
<b>Key Documentation Approvals</b>																												



Assurance / approval / Reporting	Activity/Product	Primary client	2020/2021												2021/2022												Comments
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<b>Governance</b>																											
Digital Programme Board	Live document / Meetings	CCC, PCC, CCS, NPT		x	x		x		x	x					x	x	x	x	x	x	x	x	x	x	x	x	Monthly Programme Board meetings
Carmarthenshire County Council	Council Meetings	CCC		x				x	x	x				x													Reports and/or presentations taken to CMT/PEB/EB as appropriate for decisions and updates
Regional Local Authorities	Council Meetings	CCC, SCC, PCC, NPTC						x	x																		Reports/Business Case taken as appropriate for decision and discussion
Joint Committee	Meetings	SRO, JC, PoMO	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting - Highlight reports/Project updates provided as requested
SBCD Programme Board	Meetings	SRO, PB, PoMO	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting - Highlight reports/Project updates provided as requested
Economic Strategy Board	Meetings	SRO,ESB,PoMO	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting - Highlight reports/Project updates provided as requested
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO		x		x		x		x		x		x		x		x		x		x		x		x	Meeting every two months - Documentation provided as requested
<b>Assurance</b>																											
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO			x			x																			Provided to regional office in June and to Welsh Government in September
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC							x																		Completed October 19th, 20th, 21st
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PoMO, JC																									
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PoMO, JC																									
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PoMO, JC																									
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PoMO, JC																									
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PoMO, JC																									
Programme Implementation Plan	Live document	SRO, PoMO, PB, JC, JSC																									
Programme business case	Live document	SRO, PoMO, PB, JC, JSC							x	x	x																Business Case produced, incremental strengthening and amendments ongoing.
Programme risk reg	Live document	SRO, PoMO, PB, JC, JSC	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Risk register produced and live. Monthly review and amendments ongoing.
Programme M & E plan	Live document	SRO, PoMO, PB, JC, JSC	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	M & E Plan produced and live. Monthly review and amendments ongoing.
UK and Welsh Gov Policy Workshops	Meetings	SRO, PoMO		x		x		x	x		x		x		x		x		x		x		x		x		Several policy meetings have taken place to inform Business Case. Policy discussions ongoing quarterly.
<b>Audit and risk</b>																											
Audit	Audit	SRO, PB, PoMO, JC	WAO	WA	WAO																						annual audit
			/NAO	O/N	/NAO																						
				AO																							





















Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2020/2021												2021/2022												Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<b>Governance</b>																												
Project board	Live document	CCC, PCC, CCS, NPT	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
Carmarthenshire County Council	Council Meetings	CCC	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
RLSP	Meetings	RLSP	Jan-20	x	x	x	x																					
Regional LAs	Council Meetings	CCC, SCC, NPTC, PCC	Jan-20			x																						
Project Partners	Meetings	Partners	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
Joint Committee	Meetings	SRO, JC, PMO	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
Programme Board	Meetings	SRO, PB, PMO	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
Ec Strategy Board	Meetings	SRO, ESB, PMO	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
JSC	Meetings	SRO, JSC, PMO	Jan-20		x		x			x			x		x		x		x		x		x		x	monthly meeting		
<b>Assurance</b>																												
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO																										
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	TBC																									
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	TBC																									
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC	TBC																									
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC	TBC																									
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PMO, JC	TBC																									
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO, PB, PMO, JC	TBC																									
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	Jan-20	x			x			x				x							x							
Project business case	Live document	SRO, PMO, PB, JC, JSC																										
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Jan-20		x		x		x		x		x		x		x		x		x		x		x			
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Jan-20		x		x		x		x		x		x		x		x		x		x		x			
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																										
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	Jan-20																									
<b>Audit and risk</b>																												
Audit	Audit	SRO, PB, PMO, JC																								annual audit		
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk								x	x	x																
Lessons learned workshop	Meetings	Partners																										
Comms group	Meetings	Partners					x			x				x														



Risk Theme	Ref	Title	Date Raised	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Original Control Actions	Review Update/Control Actions	Residual Probability	Residual Impact	Residual 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><b>01/10/20</b> 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><b>04/01/21</b> 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> <p><b>08/04/21</b> Portfolio Business Case now updated with review recommendations implemented and has been presented to all Board members (JC / PB). Governance arrangements continue to be implemented and PoMO representation at Programme / Project Boards is now underway. Review of JCA will include a review of current TOR for Governance Boards. Regular briefings and updates with key stakeholders and dialogue relating to SBCD commitments, risks and issues.</p>	2	3	6	↓ (3,3)	Jul-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><b>01/10/20</b> 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><b>04/01/21</b> 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> <p><b>08/04/21</b> HAPS is with Governments for Ministerial approval but has to adapt its economic methodology to account for all monitored benefits. Low Carbon is currently with NPT CBC and being finalised to incorporate PoMO feedback prior to submission to Governments in April. Campuses and Skills are on track to be developed and submitted for regional approval by May. PoMO is working with Programme / Project Leads at early intervention to ensure aligned to Green Book and Better Business Case guidance, Swansea University have sought internal support to support the SRO to finalise development of the Business Case. Skills have appointed a consultant to help support the strategic and economic cases.</p>	4	2	8	↔	Jul-21
Implementation	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><b>01/10/20</b> 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><b>04/01/21</b> Pentre Awel and Digital Infrastructure Business Case presented and approved at SBCD Governance Boards. Submitted for Ministerial approval and awaiting feedback.</p> <p><b>08/04/21</b> Turnaround time for Governments to approve SBCD Business Cases has reduced from 6 months to 3-4 months. UK &amp; WG have recently introduced a new process for approval. There have been teething issues with this, process in coordinating government official feedback in a timely manner and in seeking ministerial approval at UKG level. The PoMO is working closely with both governments to reduce the approval time even further by providing earlier briefing sessions and information relating to the final Business Case</p>	3	3	9	↔	Jul-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><b>01/10/20.</b> 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><b>04/01/21</b> 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> <p><b>08/04/21</b> PoMO continue to engage with UK/WG</p>	2	3	6	↓	Jul-21
Implementation	SBCD008	Change in project scope on 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><b>01/10/20</b> Portfolio Business Case under development following AOR. Projects being assessed to gauge impact of Covid-19. HAPS &amp; SILC BC's being updated following PARs</p> <p><b>04/01/21</b> 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> <p><b>08/04/21</b> Pentre Awel and Digital Infrastructure BC now gained Ministerial approval. HAPS and Low Carbon economic methodology is being changed but does not change the deliverables and approach to delivery. Scope creep is not an issue for the planned deliverables on the remaining projects in Business Case development stage.</p>	2	3	6	↓	Jul-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><b>01/10/20</b> COVID-19 affecting personnel availability. City Deal governance meetings currently being arranged digitally</p> <p><b>04/01/21</b> Meetings continue to go ahead digitally. Delegate list established to ensure members have a suitable representative to attend in their absence.</p> <p><b>08/04/21</b> Forward planning for meeting schedule in place. No issues to report. Continue to monitor.</p>	2	2	4	↓	Jul-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 fall 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.	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 08/04/21 On going no issues to report. Continue monitoring.	2	3	6	↔	Jul-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	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. 08/04/21 No issues to report. Continue to monitor.	2	3	6	↔	Jul-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.	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. 08/04/21 Continuing to monitor timescales with programme / project leads. Government approval for Pentre Awel and Digital Infrastructure were longer than anticipated. Development of Campuses and Skills have been delayed from original timescales but are now on track for refresh timescales. PoMO is working with Programme / Project Leads at early intervention to ensure aligned to Green Book and Better Business Case guidance, Swansea University have sought internal support to support the SRO to finalise development of the Business Case. Skills have appointed a consultant to help support the strategic and economic cases.	3	3	9	↔	Jul-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.	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 members to engage industry and private sector. On-going digital engagement with business representative groups being maintained. Programme Director has established contact with key stakeholders. Engagemet 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. 08/04/21 The website update is now live reflecting Portfolio / Programme / Project accuracy. Internal and external communications have taken place for announcements including the Pentre Awel project approval and a City Deal Procurement Event. The City Deal LinkedIn account has been strengthened with a link available from the City Deal website. Stakeholders continue to attend SBCD Governance meetings, the PoMO continue to engage with UKG/WG. SBCD Procurement Pipeline Event held March	3	3	9	↔	Jul-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.	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. 08/04/21 SBCD Procurement Pipeline Event held March 2021. Continue to develop programme / project benefits reporting	3	4	12	↔	Jul-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	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 08/04/21 There has been very little negative media coverage in 2021 to date, apart from some coverage of the Pembroke Dock Infrastructure planning application, given heritage concerns. The SBCD Communications & Marketing Officer has been working with MHPA to raise awareness of the PDM Programme as a whole on social media and in the Pembrokeshire media. Media coverage for the Pentre Awel's project approval has been overwhelmingly positive. Also positive media coverage on the Procurement Pipeline Event and further £36m draw down of City Deal funds.	1	2	2	↔	Jul-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.	01/10/20 Portfolio Business Case continues to be developed following AOR. Enhanced collaboration and communication between PoMO and project managers. 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. 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. 08/04/21 Team meetings are now being held monthly. PoMO representative now attends Programme / Project Boards. Regular presentations and meetings with key stakeholders on Portfolio status and progress updates.	2	2	4	↔	Jul-21



Operational	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 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 us in all City Deal comms.	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. 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. 08/04/21 PoMO are now producing Ministerial reports that are produced monthly in line with Joint Committee meetings. Following departure of Comms & Marketing Officer, PoMO are in the process of recruiting a replacement. Contingency plans in place and handover provided, key work areas are being covered by PoMO and close working with Marketing & Comms Officers in key organisations. Continuing reporting arrangements on going such as Highlight Report, Quarterly Monitoring and Annual Report.	1	3	3	↔	Jul-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 fundin 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.	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 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. 08/04/21 The Change control process has been approved by JC and will be utilised once a programme / project bring forward a proposed change. There are currently no proposed changes that effect heads of terms deliverables that the SBCD are held to. All lead authorities and lead deliverers are held to the delivery of outputs and outcomes that are documented in funding agreements.	4	3	12	↔	Jul-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	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. 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. 08/04/21 Portfolio Business Case updated and approved by JC and forwarded to Governments for consideration. Investment objectives and baselines are now clearly articulated in the Portfolio BC. Will be reviewed once feedback received from Governments.	2	2	4	↔	Jul-21
	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	01/10/20 Risk appetite and management detailed within portfolio business case. Counter fraud and money laundering policy in development. Central database for declarations of interest implemented but requires updating. 04/01/21 Portfolio Business Case currently being revised, next iteration due March 2021 which will align with policy and legislation. 09/03/21 Declarations of Interest process and template now completed and now embedded. Awaiting feedback to finalise counterfraud and money laundering policy.	2	2	4	↔	Jul-21
	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		10/12/2020 Acknowledgement that the next Senedd election is due to be held 6th May 2021 08/04/21 On going.	3	3	9	↔	Jul-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.	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. 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. 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 07/04/2021 This is being monitored on a quarterly basis with a forecast position estimated over the lifecycle of the programmes/projects. A business engagement strategy is being developed to support and engage private sector investment.	3	4	12	↔	Jul-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.	14/05/20 WG confirmation that LAs can be flexible with capital receipts. Discussions with partners on-going 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 07/04/2021 Revenue funding requirements has been identified and will be actively managed going forward. Local Authorities will use the capital receipts directive where applicable to apply to City Deal and Public Sector investment components as agreed by the regional Section 151 Officers. Revenue investment from private sector will be managed at programme / project level as per their requirements.	3	4	12	↓	Jul-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	31/01/20 Discussions on-going with WG 14/05/20 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought. 01/10/20 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body 11/01/2021 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body. 07/04/2021 In-principle agreement with WG but further discussions delayed due to Covid-19. Report on apportionment methodology being submitted to May/June governance boards.	3	3	9	↔	Jul-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 projects 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><b>31/01/20</b> 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><b>14/05/20</b> 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><b>01/10/20</b> Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met</p> <p><b>11/01/2021</b> This is an inherent risk within the SBCD and will be monitored quarterly.</p> <p><b>07/04/2021</b> A business engagement framework is being developed to support and engage private sector. At present limited private sector funding has been committed, however as the portfolio develops further investment will be stimulated as programmes / projects and supply chains mature. This will be monitored quarterly.</p>	4	4	16	↑	Jul-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><b>31/01/20</b> Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also due for imminent submission.</p> <p><b>14/05/20</b> 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><b>01/10/20</b> 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><b>11/01/2021</b> 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> <p><b>07/04/2021</b> Programmes/projects will manage European funding in line with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk.</p>	2	3	6	↓	Jul-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><b>31/01/20</b> Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also due for imminent submission.</p> <p><b>14/05/20</b> PDM business case formally submitted to both Governments. NPT revised programme (SILCG) also submitted</p> <p><b>01/10/20</b> 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><b>11/01/2021</b> 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> <p><b>07/04/2021</b> Programmes/projects will manage European funding in line with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk.</p>	4	4	16	↔	Jul-21
Page 74	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><b>14/05/20</b> Agreement in place, enabling LAs to borrow from the SBCD programme</p> <p><b>01/10/20</b> Agreement in place, enabling LAs to borrow from the SBCD programme. Borrowing will be managed locally by Local Authorities</p> <p><b>11/01/2021</b> Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement.</p> <p><b>07/04/2021</b> Regional S151 officers have agreed borrowing principles, UK government has indicated a reduction in the term of the grant award and as such ongoing work to</p>	2	3	6	↔	Jul-21

Risk Group	Risk Ref	Date Closed	Risk Title	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date
Development	SBCD030	31/01/20	Delay in establishment of ESB	C14	JC / UKG & WG	Formal governance structure incomplete. Unable to begin formal review of business cases. Lost opportunity of private sector direct involvement to inform and assist in the wider economic development of the SBCD Region.	4	5	9	Recruitment process agreed with UK & Welsh Government. Early and frequent communication re: regional decisions / recommendations	3	5	9	ESB Chair and membership approved at first formal Joint Committee meeting on 31st August 2018. Introductory session held on 19th September to assist members in their new role. Future meeting dates for the next 12 months set in advance, with scheduled frequency of ESB meetings increased to a monthly basis (or more frequently as required) to establish momentum in anticipation of a number of business cases coming forward.	1	1		
Development	SBCD031	14/05/20	Delay in approval of JCA	C8 C14	All	Unable to formally establish governance structures. Unable to draw down city deal funding. Unable to sign off project business cases. Risk of withdrawal of local authority / other partner from City Deal (see risks below)	3	5	8	Local authority legal and financial working group established and meeting regularly with contractors to ensure agreement reflects requirements of all parties. Regular updates to Joint Committee and drafts regularly submitted to Joint Committee and Governments for review.	2	5	8	JCA formally approved by each of the four local authorities at meetings of the full Councils in June and July. JCA endorsed by JC at first formal meeting on 31st August 2018	1	1		
Development	SBCD032	31/01/20	Delay in approval of Implementation Plan	C8 C14	RO	Delay in overall mobilisation and delivery of City Deal programme and agreement of formal Joint Committee work programme.	3	3	6	IP drafted by RO. Review of draft versions IP by both Govs and speedy iterative process have enabled final version. IP on agenda for sign-off at first formal JC meeting anticipated end of Summer 18.	2	3	6	IP signed off in principle at the first JC on 31st August 2018. Final IP to be reviewed and endorsed by JC at next meeting following approval by UK and Welsh Government	1	1		
Implementation	SBCD009	21/10/20	Swansea University withdraw from programme (added January 2019)	C6, C10, C11, C14	Project leads	Risk of Swansea University withdrawing from the programme. Projects unable to deliver at all or to full scope as detailed in heads of terms resulting in not being able to achieve intended programme outputs and outcomes	3	5	16	31/01/20 Continued senior Swansea University representation at Joint Committee. Swansea University working on a business case for the Campuses project. Building on the Steel and Metals Science Institute at Swansea University, the National and Steel and Innovation Centre forms part of NPT's revised programme of projects (Supporting Innovation and Low Carbon Growth) 14/05/20 Campuses project meetings continuing remotely. 01/10/20 Swansea University is engaged with Pentre Awel and is leading the development of the Campuses project.	2	2	4					
Implementation	SBCD003		Slippage in delivery of portfolio	C6 C14	JC	Risk of City Deal not achieving the outcomes intended within the timescales agreed. Borrowing and recuperation does not accurately reflect spend resulting in slippage in delivery of the portfolio	4	4	16	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 Teams in place to undertake monitoring roles. 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.	3	3	9	31/01/20 Implementation of all Actica and internal reviews making significant progress. New Programme Director appointed, who will start in post on March 2, 2020. Specialist advisers to ESB appointed 14/05/20 Implementation of all Actica and internal reviews making significant progress. This includes the development of an Integrated Assurance and Approval Plan (IAAP) and a planned Gateway review for the City Deal programme. Potential Covid-19 impact is being assessed with project leads and stakeholders. 03/10/20 Implementation of all Actica, internal and external reviews to be reviewed by UKG & WG 7th Oct 2020. Integrated Assurance and Approval Plan (IAAP) has been developed and approved by WG . Gateway review for the City Deal portfolio and HAPS/SILCG / Pentre Awel undertaken. Covid-19 impact is being assessed with project leads and stakeholders. 04/01/21 Monitoring & Evaluation Plan in place, quarterly monitoring report established and presented to JC / PB quarterly updating on key achievements, prog / proj risk and outputs / outcomes. IAAP developed and now a live document for Portfolio and Prog / Proj level. Risk moved to closed, further updates to be picked up in Risk ID 013 dor delivery phase.				
Development	SBCD002	18/12/20	Stakeholders misunderstand the objectives / benefits / purpose of the City Deal	C13 C8	PoMo	Risk that Stakeholders misunderstand the objectives / benefits / purpose of the City Deal showing lack of support and disengagement caused by inaccurate understanding from the office. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives	3	3	9	Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key contacts 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. Regular proactive comms and marketing of the City Deal keeping stakeholders up to date with activities, coverage and outcomes.	2	2	4	31/01/20 Significant media coverage on the release of the first £18 million of SBCD funding, the submission of the POM project to both governments for approval, the submission of the revised NPT programme to both governments for approval, and the appointment of the new SBCD Programme Director. Regular, impactful social media activity on-going, and e-newsletter for the regional business community due for imminent distribution. Comms, marketing and business engagement on-going. 14/05/20 Programme Business Case and Monitoring & Evaluation Plan under development. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community 01/10/20 Funding Agreements now better reflect the three categories of deliverables: Project Outputs, Outcomes and impact. Portfolio business case has been updated to reflect objectives and benefits of SBCD. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community. 17/12/20 All primary stakeholders now fully engaged. Risk closed. Any risk associated with the wider stakeholder group to be picked up under Risk				
Implementation	SBCD007		Programme / Project infrastructure fails to meet its objectives	C13 C8	JC / Delivery Leads	Risk of programmes / projects infrastructure fails to meet its objectives causing City Deal to not achieve the anticipated long term changes / outcomes and programmes / projects do not secure long term sustainability. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives	3	4	12	Employ dedicated business engagement officer to work with projects and industry. Host several industry targeted events / engagement opportunities to ensure business community are clear of the opportunities to engage in the City Deal and its legacy. Ensure clear and consistent communications with industry / business forums about City Deal opportunities and potential for industry. This should include phonecalls, e-marketing, face-to-face meetings, newsletters and social media. Engage with organisations that are representative of the business community and have extensive contact networks that can be used to raise awareness. Tailored communications targeted at specialist business/property media	2	2	2	31/01/20 Regular City Deal attendance of business events throughout the City Region and beyond to raise awareness of the City Deal. Tailored e-newsletter, giving City Deal updates to the regional business community, City Deal articles in specialist media. Growing City Deal social media platforms, attracting the interest of the business community. City Deal attendances at MIPIM 2020 to raise the profile of City Deal projects and further investment opportunities in SW Wales. City Deal represented in online and offline MIPIM 2020 promotional materials. 14/05/20 E-newsletter distributed to the regional business community at the start of March. Communications and business engagement on-going remotely, despite Covid-19. This has included discussions with groups including Swansea Bay Business Club, CBI and the South Wales Chamber of Commerce. MIPIM 2020 and other business engagement events postponed due to Covid-19. 01/10/20 See previous 04/01/21 Mitigation is covered within other risks in the register.				
Financial	SBCD030	04/01/21	Regional project authority lead unable to borrow amount required to frontload regional project funding	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 deliver 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.	14/05/20	2	2	JCA signed by all four regional LAs, outlining commitment to regional	←→			Apr-21

Review update	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank					
				01.Jan.19	As previous update	1	1		15.Apr.19	This risk is no longer live and will be removed from future updates.	-	-		01.Jul.19	This risk is no longer live and will be removed from future updates.	-	-		21.Oct.19	This risk is no longer live and will be removed from future updates.	-	-		31.Jan.20	Two new specialist advisers have been appointed to assist the Economic Strategy Board representing the sectors of micro business and skills & talent	1	1	
				01.Jan.19	As previous update	1	1		15.Apr.19	Further to the findings and recommendations of the two SBCD reviews changes to the JCA will be required. The full scale and requirements of the changes are currently being assessed but will require approval by the Joint Committee, UK and Welsh Government and could require re-submission to the four Councils. This may delay approvals of forthcoming projects.	3	2		01.Jul.19	Further to the findings and recommendations of the two SBCD reviews changes to the JCA will be required. A draft of the revised JCA will be considered by Programme Board and recommendations made to the Joint Committee in July 2019. The approved revised JCA will then need to be approved by the UK and Welsh Government. This may delay approvals of forthcoming projects.	3	2		21.Oct.19	Revised JCA has been approved by Joint Committee and all four regional LAs. The revised JCA has also been sent to both Governments for information.	1	1		31.Jan.20	As per previous update +ASSAX9	1	1	
				01.Jan.19	IP signed off in principle at the first JC on 31st August 2018. IP will need to be reviewed in light of following programme review due to be completed in Jan 2019.	5	4		15.Apr.19	Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a "live" document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2		01.Jul.19	Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a "live" document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2		21.Oct.19	Regional Office is working on a revised Implementation Plan for submission to Joint Committee for decision.	2	2		31.Jan.20	Implementation Plan approved at Joint Committee on January 28th, 2020. The Implementation Plan, however, is a live document that will continue to evolve with time.	1	1	

Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions
14 May 20	ESB and specialist advisors in place. Risk can be removed.					
14 May 20	No longer a Risk can be removed, given the updated JCA's approval.	1	1			Risk eliminated, JC is in place and will continue to monitor fitness for purpose.
14 May 20	This is a live document that will continue to be updated, with annual report to JC.	1	1			Plan approved by JC in July 20 Now superseded by

## Swansea Bay City Deal Programme Risk Register - Categories

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

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

## Swansea Bay City Deal Programme Risk Register - Scoring

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

Probability		Percentage	Description
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 /
	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.
	Fundamental (5)	Potential to prevent programme from delivering at all. Prevent outputs / outcomes from being

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ASSESSMENT CRITERIA	SCORING				Impact score October									
	0	5	10	20	PDM	Yr Egin	Campuses	Digital	HAPS	SI & LCG	Pentre Awel	Swansea Waterfront	Skills	
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	20	5	0	5	5	0	0	10	
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	10	5	5	5	5	5	20	5	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	0	5	0	5	5	5	5	5	
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5	5	10	10	10	10	20	10	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	0	10	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	5	5	5	5	5	5	0	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	0	5	5	5	5	5	10	5	
					<b>TOTAL</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>45</b>	<b>60</b>	<b>35</b>
					<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>B</b>	<b>C</b>	

	Number of Red Risks Identified by Impact Criteria								total Red Risks
	Scope and key objectives	Targets	Timescales	Reputation if project fails to deliver	Stakeholders/partnerships commitment	Project costs	Procurement	Staff resourcing	
<b>Apr-21</b>	6	8	6	8	8	6	3	2	47
<b>Jan-21</b>	6	8	7	9	8	6	3	2	49
<b>Change</b>	-	-	↕	↕	-	-	-	-	↕

ASSESSMENT CRITERIA	Scoring guide				Impact score January									
	0	5	10	20	PDM	Yr Egin	Campuses	Digital	HaPS	SILCG	Pentre Awel	Swansea Waterfront	Skills	
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	20	5	0	5	5	0	0	10	
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	10	5	5	5	5	5	20	5	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	0	5	0	5	5	5	5	5	
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5	5	10	10	10	10	10	20	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	5	10	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	5	5	5	5	5	5	5	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	0	5	5	5	5	5	10	5	
					<b>TOTAL</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>75</b>	<b>35</b>
					<b>Intervention</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>C</b>	<b>B</b>	<b>C</b>
					<b>Movement</b>	-	-	-	-	-	-	↕	↕	-

# Swansea Bay City Deal COVID-19 Economic Impact Assessment

Version control: V1.7

Assessment date: 12/03/21

Review date(s): 01/07/21

Completed by:

The Covid-19 impact assessment is the method used by the Swansea Bay City Deal to assess the potential impact that the Covid-19 crisis has on each of nine programmes / projects and overarching City Deal portfolio. Recognising that the national and regional economic recovery will rely upon City Deal programmes / projects to support and stimulate national and regional economic growth and attract inward investment during these times of uncertainty.

The assessment will assure the viability and successful delivery of the City Deal programmes / projects during the crisis and recovery stages of the Covid-19 pandemic. This assessment will compliment existing City Deal governance procedures and documentation and any Covid-19 recovery plans for all primary stakeholders. It is envisaged that risks impacting the programmes / project and mitigations to overcome them will be dealt with at programme / project level. Any risks deemed to place significant pressures on the programme / project or overarching portfolio such as significantly changing the programme / project scope, significant variance in the defined programme / project outputs, significant stage gate delays or continued commitment from key stakeholders, will be assessed by the SBCD Portfolio Management Office and escalated to Joint Committee for appropriate intervention and decision. In the event that a programme / project is exposed to have significant risk and impact, a task 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 decisions is outlined below:

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

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

Identify project risks associated with the Covid-19 in the table below and determine to what extent they affect the impact criterion (blue shaded section):

Note: Once the above is complete, move to the Impact assessment matrix worksheet before completing the Corrective action section (red shaded section)

Ref No.	Risk	Impact Criteria								Corrective action		
		Scope and key objectives	Targets	Timescales	Reputation if project fails to deliver	Stakeholders/partnerships commitment	Project costs	Procurement	Staff resourcing	Risk mitigation(s)	Apr-21	Review Date
<b>Digital Infrastructure</b>												
1	Project funding is reduced or removed as a result of Covid19 and it's economic impact.	High	High	High	High	High	High	High	High	Seek assurances from regional office, Welsh and UK Government regarding Project funding.	Assurances remain with no reason to believe otherwise at this point.	Jul-21
2	The Digital Project is no longer treated as a priority by the region and/or individual partners.	Low	Low	Medium	Medium	Medium	Low	Low	Medium	Continue to engage and build effective relationships with all partners and stakeholders, ensuring alignment with their priorities.	Clear regional commitment to investment in Digital Infrastructure remains.	Jul-21
3	Telecommunications providers reduce activity and investment in Digital Infrastructure as a result of the economic downturn.	Low	Low	Medium	Medium	Low	Medium	Medium	Low	Continue to engage with the Telecommunications industry, monitor the market and it's activity.	Consistent or increased activity and investment from Telecommunications sector ongoing	Jul-21
4	Delay in the approval of the finalised business case through partner governance and regional office governance	Low	Low	Medium	Medium	Medium	Low	Medium	Medium	Pathway mapping and scheduling to ensure approval at required governance meetings is being undertaken.	Ongoing adherence to Governance structure, pathways and timelines.	Jul-21
<b>Pembroke Dock Marine</b>												
<b>Funded Outputs</b>												
PDM_1	Inability to progress with survey work critical for design progress for key infrastructure elements (e.g. Ground Investigations for slipway)	Low	Low	Medium	Low	Low	Medium	Low	Low	timescales based on further 6 month delay.	delays being managed. Not expecting any detrimental impact on hardstop dates.	Jul-21
PDM_2	Risk of not completing the PDI slipway component by the end of the current ERDF period	Medium	Low	Medium	Low	Low	Medium	Low	Low	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	application submitted to expecting any detrimental impact on hardstop dates.	Jul-21
<b>Investment Objectives</b>												
PDM_3	Delay in progress from key industry stakeholders and inward investors	Low	Low	Low	Low	Medium	Low	Low	Low	Continue dialogue with project developers and public stakeholders (TCE, BEIS, Treasury) to maintain momentum.	majority of industry partners are funded entities or in development are accelerating progress if anything. impacts as a result of the COVID situation are minimal However those in build like Bombora are dealing their build and the impact on the supply chain who are reliant on that work for commercial sustainability needs to be considered.	Jul-21
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	Low	Low	Low	Low	Low	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.	Not seeing detrimental impact of furloughed staff but monitoring.	Jul-21
PDM_5	Supply chain companies go into 'hibernation' making it difficult for MEECE and META to engage in innovation-support activities.	Low	Medium	Low	Low	Low	Low	Low	Low	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'.	few companies aren't working with MEECE as a result of COVID but they have confirmed they will come back once recovery. More difficult to get hold of academics due to lack of campus activity.	Jul-21
PDM_6	SMEs being supported by MEECE and META become 'Enterprises in difficulties' and therefore ineligible for support from ERDF funding	Low	Medium	Low	Medium	Low	Low	Low	Low	Governance processes require us to check SME finances. Projects can be paused to allow SMEs to recover their financial positions.	No instances recording but monitoring this. Undertaking difficulty checks is having an impact on the ability to support and foster innovation. Limiting support to non financial support and under £50k to avoid the UID checks is preferred.	Jul-21

PDM_7	Universities do not sign up to MEECE collaboration agreement because of uncertainty of, or late confirmation of SBCD funding.	Medium	Medium	Low	Medium	Medium	Low	Low	Medium	ORE Catapult continues without university partners, with a smaller project, narrower scope and less likelihood of a long term legacy presence.	Uni's happy that SBCD funding agreements in place. MEECE are trying to extend MEECE into 2023. mitigating the impact if approved.	Jul-21
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.	Low	Low	Low	Low	Low	Low	Low	Low	Continue dialogue with project developers and public stakeholders (TCE, BEIS, Treasury) to maintain momentum.	FLOW interest accelerating.	Jul-21
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	Medium	Medium	High	High	Medium	Low	Low	Medium	Consider PDZ FLOW fit in light of delay, and be prepared to adjust project objectives and business plan, through Project Change Request (PCR)	FBC addendum has been approved and SBCD objectives revised to reflect current industry needs and BEIS / OFGEM workstreams.	Jul-21
Consent & Consent Management												
PDM_10	Delay in consents due to the third party resource issues to review and respond within statutory time limits	Low	Medium	High	Medium	Medium	High	Medium	Low	Maintain dialogue with key stakeholders throughout consent process & manage expectation and key messaging around need for timely determination	PCC writing to META extending META determination period. expect the same for PDI. Potential Detrimental impact on deliverability of PDI.	Jul-21
PDM_11	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	Low	Medium	Low	Low	Low	Not currently an issue but potentially could be if the situation continues for more than 6 months.	Bangor Uni delaying surveys for META due to ongoing strictions but not compromising overall program.with PCF to manage.	Jul-21
Costs												
PDM_12	Increase in cost due to having to pay for acceleration charges from consultants to maintain delivery timescales	Low	Low	Medium	Low	High	High	Medium	Medium	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.	Partners are regularly monitoring project costs againsts the fixed targets. Report through regular SCBD reporting.	Jul-21
PDM_13	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	Low	High	High	Medium	Medium	potential to delay construction works planning in the immediate term out beyond period of 'economic bounce' to allow for supply demand curve to settle	Partners are regularly monitoring project costs againsts the fixed targets. Report through regular SCBD reporting.	Jul-21
PDM_14	PDZ Consents - approval delay together with COVID-19 constraints critically prejudices PDZ consent programme	Medium	Medium	High	Low	Medium	Low	Low	Low	Review PDZ Consent programme in the light of FLOW market analysis, and adjust programme to conform with ERDF funding timeline	FBC addendum has been approved and SBCD objectives revised to reflect current industry needs and BEIS / OFGEM workstreams.	Jul-21
Project Governance												
PDM_15	Delay in progress towards finalising terms and conditions and associated documentation (collboaration agreement etc)	Medium	Medium	Medium	Medium	Medium	Low	Medium	Low	maintain regular dialogue within PDM partners and key stakeholders via Teams etc to maintain progress on project governance work during restrictions	Contracts are in final draft form. Element leads to manage as per their internal approval process.	Jul-21
PDM_16	Insurance costs	Low	Medium	Medium	Low	Low	High	High	Medium	insurance brokers inundated with COVID related enquiries leading to a delay in response. Could delay activity on site if timely insurance not in place. Also cost increase	Monitor. Grenville has also has had an impact.	Jul-21
<b>Pentre Awel</b>												
1	Higher Education sector becomes financially compromised	Medium	Medium	Low	Medium	Medium	Low	Low	Medium	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. Education, Skills and Training programmes can be apportioned across number of HE providers should the need arise.	Continued engagement with Further and Higher education partners via dedicated work groups.	Jul-21
2	Ability to secure institutional funding	Medium	Medium	Medium	High	Low	Low	Low	Low	Prior to covid positive feedback recived from selected funders. One of which has re-engaged and is currently preparing funding bid. The understing 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 insititutional investment.	Updated Financial appraisals issued to institutional investors. Interest received from the market approach.	Jul-21

3	Uncertainty in construction sector/costs	Low	Low	Medium	Low	Low	Medium	Medium	Low	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.	Contractors will be required to complete an activity/pricing schedule as part of their tender return.	Jul-21
4	Delays in project programme	Low	Medium	Medium	Medium	Low	Low	Low	Low	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.	Business Case approved by UK/WG. Tender documentation prepared. Design and Build programme aligned with academic start dates.	Jul-21
6	Changed partner priorities owing to COVID-19	Low	Low	Low	Low	Low	Low	Low	Low	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.	Health and Wellbeing Implementation Group to consider current designs and services against learning from Covid-19.	Jul-21
7	Delay in securing approval for City Deal Funding	Low	Low	Low	Low	Low	Low	Low	Low	Full Business Case redrafted and prepared for resubmission. Business case identified as a priority for gateway process.	Business Case approved by UK/WG. Risk closed.	Jul-21
<b>Yr Egin</b>												
1	Unpredictable/unknown economic impacts	High	High	Medium	Low	Low	Medium	Low	Low	Monitoring/industry analysis	Economic outlook remains highly uncertain but COVID road-map now being implemented by Welsh Government. Will be monitored for next update.	Jul-21
2	Reduced occupier demand	High	High	Medium	Medium	Medium	Medium	Low	Low	Dialogue with industry/occupiers. Change of project delivery scale and scope potentially necessary	Creative Sector demand study on track to complete at the end of May 2021	Jul-21
3	Availability of external funding	Medium	Medium	Low	Medium	Low	Low	Low	Low	Limited impact but maintain dialogue with funders	Funding commitment or reduce scope	Jul-21
4	Rise in construction costs	Low	Low	Low	Low	Low	Medium	Medium	Low	Reduce scope to contain within budget	Procurement risks remain at Medium as still uncertainty in market post-Covid	Jul-21
5	Delays in project programme	Low	Low	Medium	Low	Low	Low	Low	Low	Maintain current programme. Low risk event	None	Jul-21
6	Ability to collaborate effectively with partners	Medium	Medium	Low	Medium	Medium	Low	Low	Low	Maintain current effective dialogue with partners. Low risk	None	Jul-21
7	Skills and capacity issues in terms of project delivery	Low	Low	Medium	Medium	Low	Medium	Medium	Medium	Monitor project team capacity	None	Jul-21
8	Changed industry requirements	High	High	Medium	Low	Medium	Low	Low	Low	Dialogue with industry/users. Potentially change scope in line with new requirements	Creative Sector demand study on track, timescales reduced to medium	Jul-21
9	Reduction in service needs and commercial opportunities	High	High	Medium	Medium	Medium	Low	Low	Low	Dialogue with industry/users. Potentially change scope in line with new requirements	Specification of demand post Covid. Likely perme	Jul-21
10	Delay in obtaining relevant approvals	Low	Low	Medium	Low	Low	Medium	Low	Low	Maintain current project planning. Low risk likelihood	None	Jul-21
<b>Life Science &amp; Well-being Campuses</b>												
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	Medium	Medium	Low	Medium	Medium	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.	Project Board established and membership revised, frequency amended to monthly. Delivery Team now weekly to focus on key actions and establish 1:1 meetings with partners as required.	Jul-21
R002	There is a risk that wider stakeholders including private sector will be less engaged with the project	Medium	Medium	Medium	Medium	Medium	Low	Medium	Low	An engagement strategy is being developed with regards to private sector supported by Life Science Hub Wales. This remains a priority.	Additional resource sought to support the development of an engagement plan in advance of re-submission of the QBC.	Jul-21
R003	There is a risk of under demand of incubation space	Medium	Medium	Low	Medium	Medium	Low	Low	Low	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	Ongoing review now in line with the above and engagement with Consultants to identify unique and complementary elements against similar establishments.	Jul-21
R004	There is a risk that there will be a delay in the preparation of the business case	Low	Low	Medium	Medium	Medium	Low	Low	Medium	A new working group has been formed to bring together the efforts to support the ongoing work to develop a revised business case	Governance has been revised, additional resource sought to support specific elements and Consultant support sought.	Jul-21

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	Medium	Medium	Low	Low	Medium	Continuous mapping and scheduling to ensure approval at required governance meetings is up to date and are being undertaken.	Governance pathway has been revised for re-submission with assurances from partners that governance will not delay this.	Jul-21
R006	There is a risk that there will be insufficient resourcing to progress the project including human resource	Low	Low	Medium	Medium	Medium	Low	Low	Medium	A review will be undertaken to ensure where possible there is sufficient resourcing to progress the project in line with plan	Additional resource has been identified, additional monies have become available to secure a full time project manager late April.	Jul-21
R007	There is a risk that there will be significant unmet requirements for digital connectivity of any development	Medium	Low	Low	Medium	Low	Medium	Medium	Low	Further engagement will be undertaken with the Digital theme to ensure that all requirements are captured. Link in with existing digitally led projects.	Discussions continue with digitally led project leads.	Jul-21
R008	There is a risk that cofinancing of later stages may be delayed/reduced due to weakened economy	Medium	Medium	Medium	Medium	Low	Low	Medium	Low	Continued engagement with key stakeholders and scope maximised to attract investment opportunities	Unique opportunities are being identified and work has commenced around comms and branding.	Jul-21
<b>Homes As Power Stations</b>												
1	Economic downturn - housing market decline	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Close engagement with private and public sector	Housing market recovery	Jul-21
2	Economic downturn - affects the supply chain	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Close engagement with private and public sector - establish regional supply chain to ensure sustainability	Local supply chain development	Jul-21
3	economic downturn - building cost increases / less able to afford technologies due to viability issues	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Flexible technology package - ensure affordability	revised cost model / technology specification	Jul-21
<b>Supporting Innovation &amp; Low Carbon Growth</b>												
1	Economic downturn	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Low Carbon as C 19 recovery plan	Align to C 19 economic recovery plans,	Jul-21
2	Reduced demand for business premises	Medium	Medium	Low	Medium	Low	Low	Low	Low	Evidence of demand. Private Sector engagement plan in place and regular review	Continuing demand for facilities	Jul-21
3	Availability of external funding	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Policy alignment to ensure funding is available	Align to C 19 economic recovery plans,	Jul-21
4	Rise in construction costs	Medium	Medium	Low	Medium	Low	Medium	Medium	Low	Ongoing engagement with contractors	Evidence of increase in costs	Jul-21
5	Delays in project programme	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Project management	Align to C 19 economic recovery plans,	Jul-21
6	skills and capacity issues in terms of project delivery	Low	Low	Medium	Medium	Low	Low	Low	Medium	Project management	Align to C 19 economic recovery plans,	Jul-21
7	revised industry requirements	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	ongoing engagement with industry	Align to C 19 economic recovery plans,	Jul-21
8	reduction in service needs and commercial opportunities	Medium	Medium	Low	Medium	Low	Low	Low	Low	stakeholder / private sector engagement plan	Align to C 19 economic recovery plans,	Jul-21
9	delay in obtaining relevant approvals	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	policy alignment / decision making process	Need to review Economic Case in line with UKG meetings	Jul-21
10	technological advancements	Medium	Medium	Low	Low	Low	Low	Low	Low	ongoing engagement with industry	Align to C 19 economic recovery plans,	Jul-21
<b>Skills &amp; Talent</b>												
1	Ability of training providers to deliver necessary training with the new restrictions following on from Covid 19 restrictions.	Medium	Low	Medium	Medium	Medium	Low	Low	Medium	Identify new ways of delivering training	capital funding for equipment to allow for on line delivery of training.	Jul-21
2	shortage of teachers/lecturers qualified to teach the level of new technology training required by businesses	Medium	Medium	Medium	High	High	Low	Low	Medium	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	Funding and the willingness of teachers/lecturers to be upskilled.	Jul-21
<b>Swansea City &amp; Waterfront Digital District</b>												
1	Construction Delays	High	High	Medium	High	High	Medium	Low	Low	Work with contractor	Working practice	Jul-21
2	Contractor Failure	Low	Medium	High	High	High	High	Low	Medium	Enter deed with Cont	Copm ASAP	Jul-21
3	Anchor failure	Medium	High	High	High	High	Medium	High	High	Meet regularly	Monitor	Jul-21
4	Other Tennants	Medium	Medium	Medium	Medium	Medium	Medium	Low	Medium	Marketing process	Lockdown released	Jul-21
5	Project Outputs	Medium	High	Medium	High	High	Medium	Low	Medium	Review and monitor	Economic recovery	Jul-21

50-99	<b>B</b>	Intervention required. Monitored and supported by the Regional Programme Office in conjunction with Project Team
25-49	<b>C</b>	No intervention required. Continue to monitor locally with support from the Regional Programme Office
0-24	<b>D</b>	No intervention required. Continue to monitor at a project level

The context in which the project operates and an element of common sense will be considered alongside the impact score to ensure that the right level of intervention and monitoring is in place for the successful delivery of the project.

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## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 25<sup>th</sup> May 2021

### Report Title SBCD Change Control Procedure

#### RECOMMENDATIONS/KEY DECISIONS

To inform Joint Scrutiny Committee of the Change Control Procedure for the reporting and approval of Change requirements of the associated programmes and projects within the SBCD Portfolio

#### REASONS

##### 1. Introduction

The SBCD is an unprecedented investment in the Swansea Bay City Region, which has the power to significantly boost regional economic prosperity. Change is an inevitable element of programme and project delivery and as outlined within the approved Portfolio Business Case a suitable Change Management Strategy has been devised.

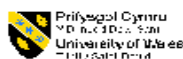
##### 2. Background

The SBCD Change Management Strategy is part of the SBCD Portfolio Business Case.

The Swansea Bay City Deal is a Portfolio made up of 9 programmes / projects with delivery across South West Wales by 8 Key Stakeholders, Delivery Partners and Lead Authorities with a projected investment of between £1.15bn and £1.3bn.

Due to the nature of Projects and Programmes there will inevitably be a need for change thus providing the requirement for a change control process.

The Association for Project Management defines change control as *“the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated and then approved, rejected or deferred.”*



The Change Control Process will detail the potential impacts and benefits for stakeholders, how stakeholders will be engaged to understand the impact (positive or negative) of the change and how the changes will be communicated, implemented and managed.

Threshold limits will be developed in consultation with and approved by Programme (Portfolio) Board, will be based on evidence of existing programmes / projects in delivery within the SBCD Portfolio and will be intrinsic to the application of the change control procedure

The change control strategy and plan will be owned by the Portfolio Board and will highlight the changes that result from projects and programmes at project, programme and portfolio level.

The process for change management is outlined below and covers all aspects of change that will have an impact to any deliverables, objectives and benefits agreed as part of the approval process undertaken for all aspects of the Projects, Programmes or the Portfolio.

The change is likely to affect at least one of the following categories:

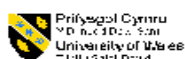
- Impact the total cost;
- Consequential impact on funding
- Impact the completion of delivery of output(s)/ key milestones;
- Impact the quality outlined within the business case for the specified Project/Programme
- Impact the benefits outlined within the business case for the specified Project/Programme;
- Impact the GVA, jobs created or inward investment.

Any changes resulting in a variance in these areas must follow this change control process, it is important to note that changes can be both positive and negative.

## OFFICER CONTACT

Name Phil Ryder

Email:  
[pmryder@carmarthenshire.gov.uk](mailto:pmryder@carmarthenshire.gov.uk)



# Swansea Bay City Deal

## Change Control Procedure

January 2021



<b>Document Control</b>
Note: this document may not be valid anymore. Please check for the latest approved version of the document
<b>Date:</b> 14/01/2021
<b>Version:</b> V1.0
<b>Author:</b> Phil Ryder
<b>Owner:</b> Portfolio Board

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## 1 - Purpose

Purpose is to provide an acceptable procedure for the delivery of change requirements for the duration of the Swansea Bay City Deal Portfolio.

## 2 – Background

The Swansea Bay City Deal is a Portfolio made up of 9 programmes / projects with delivery across South West Wales by 8 Key Stakeholders, Delivery Partners and Lead Authorities with a projected investment of between £1.15bn and £1.3bn.

Due to the nature of Projects and Programmes there will inevitably be a need for change thus providing the requirement for a change control process.

The Association for Project Management defines change control as *“the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated and then approved, rejected or deferred.”*

The Change Control Process will detail the potential impacts and benefits for stakeholders, how stakeholders will be engaged to understand the impact (positive or negative) of the change and how the changes will be communicated, implemented and managed.

The change control strategy and plan will be owned by the Portfolio Board and will highlight the changes that result from projects and programmes at project, programme and portfolio level.

## 3 – Items to be considered

The process for change management is outlined below and covers all aspects of change that will have an impact to any deliverables, objectives and benefits agreed as part of the approval process undertaken for all aspects of the Projects, Programmes or the Portfolio.

The change is likely to affect at least one of the following categories:

- Impact the total cost or finance;
- Impact the completion of delivery of output(s)/ key milestones;
- Impact the quality outlined within the business case for the specified Project/Programme
- Impact the benefits outlined within the business case for the specified Project/Programme;
- Impact the GVA, jobs created or inward investment.

Any changes resulting in a variance in these areas must follow this change control process, it is important to note that changes can be both positive and negative.

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#### 4 – Change log Management and collation

As part of the Portfolio Business Case and associated Monitoring and Evaluation Plan the Portfolio Management Office will keep a change log which will record all changes within the Portfolio. Change control reporting will take place for all SBCD Portfolio change and include full summarisation for significant change and notification only of minor change, reporting appropriately to the following levels of Governance at the prescribed frequency following the respective project, programme or portfolio board:

- Portfolio Board;
- Joint Committee;
- Welsh and UK Government;
- Economic Strategy Board
- Joint Scrutiny Committee

It is therefore a requirement of the individual project or programme to forward their respective change log following their reporting at their scheduled project or programme board. The Portfolio Management office will then collate this information into a Portfolio Change log for the purposes of reporting, monitoring, evaluating, and informing.

The minimum expected information will include:

- Change ref/ID
- Description of change
- Owner/originator/identifier
- Impact of change – cost, timeline, quality, benefits, portfolio objectives
- Approval status
- Approver/approval level required

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## 5 - Process

Ref #	Detail	Timeline	Owner
4.1a	Identification of a potential change within the respective project or programme		Project Leads (PLs)
4.1b	If the change identified is a Portfolio change not linked to a specific project or programme then the Portfolio Management Office (PoMO) will Identify the potential change		PoMO
4.2	<p>As soon as a change is identified the owner must complete a change identification notification (example contained within appendix) and forward to the Senior Responsible Office (SRO) and PoMO – this notice will include details of the outline areas that will be affected and a brief description of the change.</p> <p>In the event the change does not need to follow this process and is agreed solely at a project/programme level the lead will notify the PoMO of the relevant aspects of the change to record and report this accordingly in line with the overall portfolio governance arrangements.</p>	2 days	PoMO
4.3	<p>Review and determine whether the change is:</p> <ul style="list-style-type: none"> <li>Justifiable, acceptable and should proceed for approval.</li> <li>Whether the change is significant enough to warrant scrutiny by a change advisory board or can this change be resolved at a project or programme level.</li> <li>Agree a realistic timeline of when a decision is required.</li> </ul>	3 days	PoMO/PLs/SRO
4.4	Add the change to the relevant risk register or issue log and the respective change log, if not already included.	Immediately	PoMO/PLs
4.5	If the change is within the approval thresholds agreed for the project or programme and no change advisory board (CAB) is required this change can now be taken to the relevant Project / Programme board (PB) for approval.	Next PB	PLs
4.6	If the change does require scrutiny by a change advisory board then it is proposed a board should convene Monthly to review all change requirements or could be called on an ad hoc basis if the change request requires agreement sooner than the next scheduled board.	Max of 21 days from agreement to submit to CAB	PoMO
4.7	<p>The CAB convenes and:</p> <ul style="list-style-type: none"> <li>Ratifies the decision to proceed (if required)</li> <li>Agrees an appropriate level of approval (if above PB) within the threshold levels agreed.</li> </ul> <p>The CAB will consist of various stakeholders but will always include representation from the Economic Strategy Board if it is agreed that a CAB is required.</p>		CAB

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4.8	<p>If the Approval level for the change is the project / programme board then the following steps must be followed – if required an ad hoc PB can be called to agree change:</p> <ul style="list-style-type: none"> <li>• PB determine suitability of resolution presented and approve change.</li> <li>• Once approved the SRO/PL/PoMO to final review the change and complete an impact assessment for submission to Portfolio Board and Joint Committee for information.</li> <li>• The project or programme team can now implement the change into their programme.</li> <li>• Update issue log and risk register as required and continually review change and impacts until complete.</li> </ul>	Within 7 days of CAB	PoMO/PLs
4.9	<p>Convene a resolution meeting before escalating to compile all evidence and complete a change request notification</p>		
4.10	<p>If the Approval level for the change is the portfolio board then the following steps must be followed – if required an ad hoc PB can be called to agree change:</p> <ul style="list-style-type: none"> <li>• Review and amend resolution as required</li> <li>• Approve</li> <li>• If the change is not approved then either rejection or amendment must be considered. If amendment is required then review and amend as required.</li> <li>• If rejection follow the general point at the end of this process.</li> <li>• Advise Joint Committee / WG / UKG of the change</li> <li>• The project or programme team can now implement the change into their programme.</li> <li>• Update issue log and risk register as required and continually review change and impacts until complete.</li> </ul>	Within 7 days of CAB	Portfolio Board
4.11	<p>If the Approval level for the change is the Joint Committee then the following steps must be followed:</p> <ul style="list-style-type: none"> <li>• Review and amend resolution as required</li> <li>• Approve</li> <li>• If the change is not approved then either rejection or amendment must be considered. If amendment is required then review and amend as required.</li> <li>• If rejection follow the general point at the end of this process.</li> <li>• Advise WG / UKG of the change</li> <li>• The project or programme team can now implement the change into their programme.</li> <li>• Update issue log and risk register as required and continually review change and impacts until complete.</li> </ul>	Within 7 days of Portfolio Board	Joint Committee

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5.8	<p>If the Approval level for the change is Welsh or UK Government then the following steps must be followed:</p> <ul style="list-style-type: none"> <li>• Review and amend resolution as required</li> <li>• Approve</li> <li>• If the change is not approved then either rejection or amendment must be considered. If amendment is required then review and amend as required.</li> <li>• If rejection follow the general point at the end of this process.</li> <li>• The project or programme team can now implement the change into their programme.</li> <li>• Update issue log and risk register as required and continually review change and impacts until complete.</li> </ul>	Within 14 days of Joint Committee	WG / UKG
General	If at any point a decision to reject the change is agreed then a risk mitigation meeting is to be called immediately to determine the impact of rejection will have and formulate a strategy to reduce the potential impact.		All
General	It is envisaged that this process is suitable for the approval of the majority of change for the overall Portfolio projects and programmes, however in the event that approval of a change is time critical then amendments to this procedure and timelines associated can be agreed at the initial review meeting (4.3) with the agreement of all relevant parties.		

## 5 - Timeline

Item	Number of Days to action	Cumulative Total Days
Complete and submit Change Identification Template	2 Days	2 Days
Initial Review (SRO, PL, PoMO)	3 Days	5 Days
Change Advisory Board or Project / Programme Board if CAB not required	21 Days	26 Days
<b>ADVISE WELSH/UK GOVERNMENT OF LIKELY CHANGE / REVIEW REQUIREMENTS</b>		
Resolution Meeting to determine preferred solution post CAB	3 Days	29 Days
Portfolio/Programme/Project Board post CAB Review and/or approval	7 Days	36 Days
Joint Committee Review post relevant P3M board review and/or approval	7 Days	43 Days
Welsh/UK Government approval	14 Days	57 Days





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## 6 – Threshold limits

Threshold Limits for approval at the following levels require further consideration:

- Project/Programme
- Portfolio Board
- Joint Committee
- Welsh/ UK government

Until appropriate limits can be agreed it is anticipated that any significant change to the programme or project in the following areas

- Impact the total cost;
- Impact the completion of delivery of output(s)/ key milestones;
- Impact the quality outlined within the business case for the specified Project/Programme
- Impact the benefits outlined within the business case for the specified Project/Programme;

or any change to the Portfolio objectives will need to be reported accordingly.

- Impact the GVA, jobs created or inward investment.

All other minor changes that do not significantly affect the areas above continue to be approved by the Project/Programme until thresholds are agreed but the PoMO need to be informed of any changes.

All changes are subject to the terms and conditions set out in the respective funding awards and respective funding agreements.

Within the legal funding agreements there is potential for permissible change to the project scope or outputs providing the changes follow the approved change control procedure. This is detailed within clause **6.3 Project Agreed Outputs** of both primary and secondary funding agreements as outlined below:

*“Any Party to this Agreement may propose a change to the Project Agreed Outputs by serving a Request for Change to the Project Agreed Outputs on the other Party. Such Request for Change to the Project Agreed Outputs on the other Party shall be in writing and shall identify the change proposed. The Project Authority Lead shall submit any Request for Change to the Project Agreed Outputs to the Accountable Body who may request the Joint Committee to seek approval from the Welsh Government. A Request for Change to the Project Agreed Outputs shall not come into effect until it is approved by either the Accountable Body or the Welsh Government”*

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## Appendix - Templates

Templates include:

- Change Identification Notice – This is to be completed in the event of a change requiring review and or approval by the PoMO/SRO/PL



Draft change notification.docx

- Change Request Notice – This is to be completed once a solution is proposed and all supporting documentation is available in order to allow approval of the proposed solution.



Draft change resolution - request for

- Change confirmation Notice – This is to be completed and submitted to the PoMO for confirmation of any project changes not following this process for reporting and information purposes – a template to be provided from the respective lead authorities internal processes.

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# Swansea Bay City Deal

## Change Control Flow Diagram

January 2021

**Document Control**

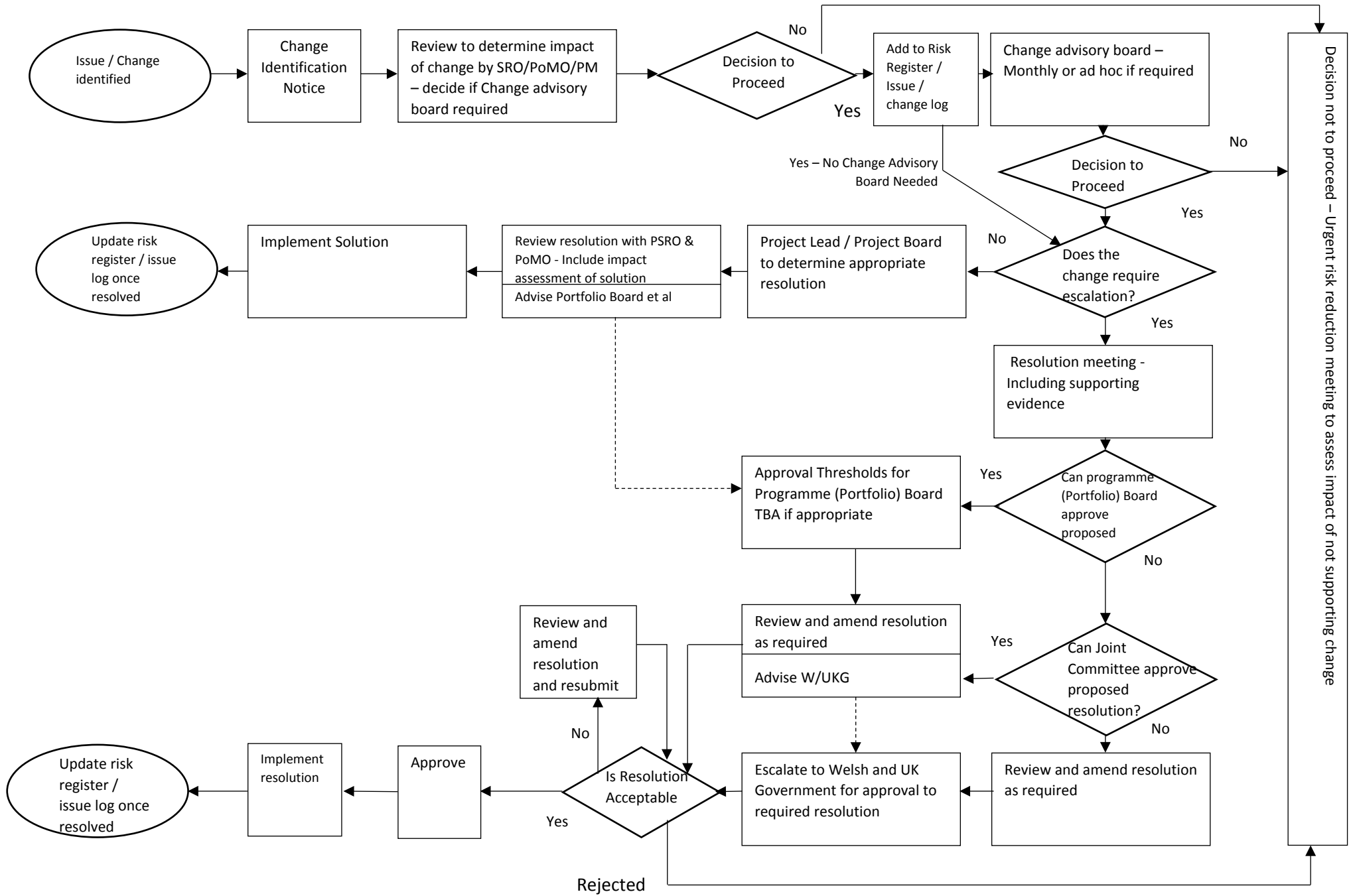
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**Date:** 14/01/2021

**Version:** V1.0

**Author:** Phil Ryder

**Owner:** Portfolio Board



## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 25<sup>th</sup> May 2021

### Report Title SBCD Benefits Realisation

#### RECOMMENDATIONS/KEY DECISIONS

To inform Joint Scrutiny Committee of the proposed templates for use in the reporting and recording of benefits at a programme and project level for the SBCD Portfolio

#### REASONS

##### 1. Introduction

Templates have been devised and the Main 3 Portfolio spending objectives are being drafted in order to report progress on the benefits outlined in the respective benefits registers of each scheme along with the combined benefits at a project/programme level which will deliver the portfolio spending objectives, namely – Jobs, GVA and Investment.

##### 2. Background

The templates (Appendix A and Appendix B) show the template which will be used for each reportable benefit and the log which will be completed and regularly updated by the PoMO in order to report progress against the benefits as they develop.

Once the benefits profile has been completed for each of the project/programme level benefits to be recorded then the PoMO will add this benefit to the portfolio benefits log.

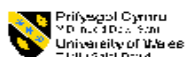
#### OFFICER CONTACT

Name Phil Ryder

Telephone:

Email:

[pmryder@carmarthenshire.gov.uk](mailto:pmryder@carmarthenshire.gov.uk)



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# SBCD Benefits Profile

Programme / Project:					
Management Information	Benefit Number		Version		
	Benefit Short Name	<i>*Abbreviated Description*</i>			
	Objective Description	<i>*Description of the Objective with which this benefit is associated*</i>			
	Wider Benefit Detail	<i>*Breakdown of Benefit. Include reference to the Programme / Project outcomes that will enable this Benefit to be realised*</i>			
	Benefit Owner	<i>*Person responsible for ensuring this Benefit is realised*</i>			
	Benefit Type	<i>*Quantifiable / unquantifiable*</i>			
Commitment	Financial (or other) Value	<i>*The value associated with realising the Benefit, expressed in financial terms where possible*</i>			
	How has this financial value been derived	<i>*How has this financial value been derived*</i>			
	Current Status	<i>*The current status of realising this Benefit (e.g. % realised)*</i>			
	Delivery Timeframe	Benefits Realisation Starts	<i>*The timescale when realisation of the Benefit will start*</i>	Benefits Realisation ends	<i>*The timescale when realisation of this Benefit will end and evidence available to validate benefit realisation*</i>
Measurement	Baseline	<i>*The initial value against which subsequent measures will be compared*</i>			
	Target Benefit	<i>*The total target Benefit to be realised*</i>			
	Description of Measure	<i>*A description of the metric e.g number of jobs created*</i>			
	Unit of Measure	<i>*The unit of measure e.g. FTE's, % reduction, number of applications*</i>			
	Mechanism of Measurement	<i>*A description of how measurement will be undertaken, including source of information. This should be linked with the Benefits realisation targets / timeline*</i>			
	Frequency	<i>*Frequency of measurement and frequency of reporting*</i>			
Business Action	Business Changes required	<i>*What Business changes are required for realisation. What plans are in place to enable Business change*</i>			
	Risks to realisation	<i>*Description of the threats to achieving full benefit realisation (ideally with how they will be mitigated)*</i>			
		Risk Log Ref	Description	Mitigation	Status
	Links & Dependencies	<i>*Summary of the link with other Benefits and activities and dependencies on aspects of this or other programmes and projects*</i>			
Programme / Project		<i>*Programme / Project Name*</i>	Link / Dependency	<i>*Description of Link or Dependency*</i>	

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Heading	Description
<b>Benefit / Dis-benefit Description</b>	A detailed description of the benefit. Clearly mention what the benefit is about. It is important to ensure that the description is unambiguous and easily understandable, especially if its a unquantifiable benefit. Tangible benefits can be easily quantified. Dis-benefits are the outcomes of business change that are unwanted or consequences or which have a negative impact on stakeholders or areas of the business.
<b>ID</b>	Unique ID in this register.
<b>Benefit Owner</b>	The beneficial owner is responsible for ensuring the portfolio / programme / project ( <i>delete as appropriate</i> ) gets support, and all the steps are taken to make sure the benefit remains on track. The owner should also be accountable for putting all the measures after the realisation of the benefit. Benefits Owners are identified and agreed by the SRO and Programme / Project Board.
<b>Measurement</b>	The unit of measure, e.g. FTEs, % reduction, number of applications. A description of how measurement will be undertaken, including the source of information (e.g. management information system, survey, sampling) and the frequency of measurement. This should be linked with the Benefits Realisation Targets/Timeline.
<b>Target Date</b>	This is the date or time by which it is expected that the benefit will be realised and provide value to the business. The date must be picked after careful thought as once the date is published, all the stakeholders will expect that the dates be met.
<b>Benefit Type</b>	This field indicates if the type of benefit is tangible or intangible. Typically programmes / projects have both kinds of benefits, and it is important to differentiate so the tangible can be quantified.
<b>Realisation Phase</b>	The phase of the programme / project during which the benefits are planned to be realised
<b>Status</b>	Indicates if the benefit is on track to be achieved.
<b>Planned and Actual Benefit</b>	Benefits values that were planned and were actually achieved.
<b>Year Time Value</b>	(what benefits will be delivered (over the 1-15 yr period).
<b>Evidence of Benefit</b>	What evidence is available to show how the benefit will be / has been achieved.
<b>Benefit Review (Reporting of Benefit)</b>	Use this section to provide details on how you intend to review your benefits as the programme/project progresses. This should include the regularity of review, e.g. every 6 months/at every stage boundary, etc, as well as plans for close and review of the programme/project and hand over to BAU

ID	Benefit / Dis-benefit Description	Quantifiable	Benefit Owner	Measurement	Benefit Type	Status	Realisation Phase	Realisation Date	Benefit Target	Actual Benefit	Year Time Value (2017 baseline)					Evidence of Benefit					
											2017 - 2019 (Years 1-3)			2020 -2022 (Years 4-6)			2023 - 2025 (Years 7-9)		2026 -2028 (Year 10)	2029 - 2031 (Year 13)	
											Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		Yr6	Yr 7	Yr 8	Yr 9	Yr 10

B001  
B002

## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 25<sup>th</sup> May 2021

### Report Title SBCD Engagement & Investment Framework

#### RECOMMENDATIONS/KEY DECISIONS

To inform Joint Scrutiny Committee of the progress in developing the SBCD Engagement and Investment Framework

#### REASONS

##### 1. Introduction

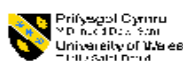
The SBCD portfolio of programmes and projects anticipates to achieve £581million in private sector contributions over its fifteen year life cycle and across all interventions.

The achievement of this private sector investment will need to be effectively managed by Local Authorities and partners and as such has been included within the portfolio risk register.

This Framework is being developed to embed the processes being proposed to ensure that the SBCD stakeholders are supported best to deliver the private sector investment anticipated and to assure Government sponsors that the portfolio is making all reasonable endeavours to generate private inward investment within the region.

The Framework is an important document within the SBCD Portfolio governance suite of documents and will be updated and reported on accordingly as part of the governance process.

The PoMO seeks to reassure that no duplication of effort will occur during the development of this framework and that any proposals contained within it will be aligned to wider regional schedules as appropriate.



## 2. Background

At its meeting on the 20<sup>th</sup> April Programme (Portfolio) Board received a presentation describing the development of an Engagement and Investment Framework for the SBCD.

The Board expressed concern that this Framework was being developed at the same time as the Regional Regeneration Strategy which is currently being reviewed and updated by SQW and that there was potential for duplication of effort.

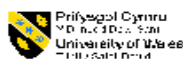
The Board recommended that the proposal presentation should be given to the regional Directors Group for consideration and development of the framework aligned to that of the regional strategy. The regional Directors group will receive an update at their meeting on the 28<sup>th</sup> of May.

This report presents a revised draft version of the framework following discussions with the lead Director and officer for the Regeneration Strategy Review, individual discussions with some of the regional directors and consultation with SBCD Project Leads, the ESB members and Welsh Government's Relationship Management Team.

## OFFICER CONTACT

Name Peter Austin

Email:  
praustin@carmarthenshire.gov.uk



# Swansea Bay City Deal

## Engagement and Investment Framework

2021

# DRAFT for consultation

<b>Version</b>	Draft V2.1	19/05/21
	<b>Key Changes</b>	General: Sections re-ordered, Narrative amended throughout to be more SBCD portfolio specific, incorporating consultation feedback. Large tables now attached as appendices Sect 1: now Purpose, narrative refined Sect 2: Amended to SBCD Heads of Terms and Portfolio Business Case, and SBCR regen strategy. Remainder deleted Sect 3: Vision and Mission removed. Now Regional Context Sect 4: Regional narrative removed. Now Introduction to SBCD describing SBCD in more detail Sect 5: Enablers and Themes revised
<b>Owner</b>	Jon Burnes	Portfolio Director
<b>Author</b>	Peter Austin	Business Engagement Manager

**Swansea Bay City Deal  
Engagement and Investment Framework**

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# Swansea Bay City Deal

## Engagement and Investment Framework

### 1 – Purpose

The purpose of this framework is to guide the process by which the Swansea Bay City Deal Portfolio Management Office (PoMO) will coordinate and record the approaches that the Swansea Bay City Deal (SBCD, City Deal) primary stakeholders and Lead Delivery Organisations are taking to achieve their private sector contribution targets for projects, and programmes in the SBCD portfolio.

The total SBCD investment is estimated to be £1.153-1.3bn. This investment is based on a £241m contribution from Welsh Government and UK Government, £330m other public investment and **£581m from the private sector**.

Progress in achieving this private sector contribution is an area of focus for the Welsh Government and UK Government as financial sponsors of the portfolio.

The SBCD portfolio is a complex initiative involving eight primary stakeholders and the private sector delivering 24 projects via 9 headline programmes/projects (**Appendix 1**) over a 15-year period. The strategic need for investment is described in the SBCD Portfolio Business Case and in the 9 programme/project business cases.

Of primary concern is achieving the level of private sector contribution originally anticipated when the portfolio was developed. Each Lead Delivery Organisation (LDO) has their own strategies and plans for achieving private sector investment, carries its own level of risk and is responsible for achieving their contribution to the portfolio targets. However, it is the responsibility of the Portfolio Management Office (PoMO) led by the Portfolio Director to ensure that the necessary governance, controls and reporting mechanisms are in place to assist the LDOs in delivering their targets and to assure the SBCD governance of progress made and that targets are achievable.

To achieve this the SBCD seeks to develop a framework to make the best use of the resources available to attract the private sector contributions needed to deliver the City Deal portfolio investment objectives. This will require a joined-up approach to working, across the portfolio and the region.

Project outputs and anticipated private sector contributions are detailed in **Appendix 2**.

The framework will coordinate the SBCD stakeholders and existing arrangements, strategies and plans to support the ambition for the SBCD portfolio. The framework aims to:

- Agree a way forward to establish a working group to engage with businesses and co-ordinate private sector contribution for the SBCD portfolio
- Agree roles, responsibilities targets and reporting requirements across all partners
- Raise awareness of activity and opportunities and share best practice
- Develop a Swansea Bay City Deal prospectus and promotional material
- Review and update a SWOT analysis for SBCD engagement and investment (**Appendix 3**)
- Undertake an investment gap analysis across the portfolio

The framework will be an integral part of the SBCD portfolio governance and reporting and will support the delivery of the SBCD Communications and Marketing plan.

#### Who is it for?

The framework is for all primary stakeholders involved in the oversight and delivery of the SBCD portfolio. These include the Welsh Government and UK Government, the four Swansea Bay City Region Local Authorities, two Health Boards, two Universities, the Economic Strategy Board and private sector collaborators. More widely, the framework will also be shared with the private and public sector partners as a statement of our co-ordinated approach to engagement and realising investment opportunities.

# Swansea Bay City Deal

## Engagement and Investment Framework

### 2 - Key Reference Documents

The key reference documents for this Framework are:

- The Swansea Bay City Deal Heads of Terms
- The Swansea Bay City Deal Portfolio Business Case
- Forthcoming update (Q2 2021) to the Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030

### 3 – Regional Context

This SBCD framework is being developed during a period of change, including:

- Local Authorities in Wales are considering the implications of the Local Government and Elections (Wales) Act 2021 and the proposals for Corporate Joint Committees
- Building on the foundations of the nationwide Economic Action Plan 'Prosperity for All', the Welsh Government are currently developing a Regional Economic Framework (REF) for South West Wales.
- Swansea Council are leading a regional review and update of the Swansea Bay City Region Regeneration Strategy which is due in July 2021 and will inform the development of the REF

Against this backdrop, the implementation of this Framework and the proposals within it will be delivered in a staged approach to align with the recommendations within the revised regional strategy and forthcoming REF.

### 4 - Introduction: The Swansea Bay City Deal

The SBCD Portfolio is accountable to a Joint Committee of the four South West Wales local authority Leaders,

- Directed by a Programme (Portfolio) Board of senior officers from the primary stakeholders
- Advised by the Economic Strategy Board (private sector advisers)

The Joint Scrutiny Committee scrutinise and monitor the SBCD portfolio activity which is managed and coordinated by the Portfolio Management Office (PoMO). This includes updating of the Portfolio Business Case, governance, reporting and assurance arrangements.

The SBCD primary stakeholders are:

Carmarthenshire County Council	Swansea Bay University Health Board
City and County of Swansea	Hywel Dda University Health Board
Neath Port Talbot County Borough Council	Swansea University
Pembrokeshire County Council	University of Wales Trinity Saint David
Welsh Government	UK Government

#### **Portfolio Investment Objectives**

The SBCD has the following three portfolio investment objectives:

1. To create over 9,000 skilled jobs aligned to economic acceleration, energy, life sciences and smart manufacturing across the region within 15 years (2017-33)
2. To increase the Swansea Bay City Region GVA by £1.8-2.4 billion through the SBCD by 2033 and contribute to the region achieving 90% of UK productivity levels by 2033
3. To deliver a total investment in the region of £1.15-1.3 bn in the South West Wales Regional economy by 2033

## Swansea Bay City Deal Engagement and Investment Framework

### Portfolio Investment Breakdown (Dec 2020)

The current portfolio investment breakdown and private sector contribution is presented below:

Programme/Project	Investment (£m)			
	City Deal	Public	Private	Total
Swansea City & Waterfront Digital District	50.00	85.38	39.90	175.28
Yr Egin	5.00	18.67	1.50	25.17
Digital Infrastructure	25.00	13.80	16.50	55.30
Skills and Talent	10.00	16.00	4.00	30.00
Life Science, Well-being and Sport Campuses	15.00	9.03	13.78	37.81
Pentre Awel (Life Science & Well-being Village)	40.00	51	108.19	199.19
Homes as Power Stations	15.00	114.6	375.9	505.50
Pembroke Dock Marine	28.00	16.35	16.12	60.47
Supporting Innovation and Low Carbon Growth	47.70	5.5	5.5	58.7
<b>TOTALS</b>	<b>235.70</b>	<b>330.34</b>	<b>581.38</b>	<b>1,147.42</b>

### 5 - Enablers and themes

The framework will provide a platform for SBCD stakeholders, individually and collectively, to work on realising the private sector contributions to the SBCD investment portfolio. The framework will focus on enablers and themes that initiate, establish and maintain effective relationships and communications with wider stakeholders, including local, regional, national, and global businesses.

#### Enablers

The two primary enablers of the framework are:

Enabler 1 – A regional effort  
Enabler 2 – Portfolio marketing & communications

#### **Enabler 1 – A regional effort**

Working with SBCD programme and project LDO's, regional stakeholders and the private sector to agree a way forward by establishing a working group to engage with businesses and co-ordinate private sector contribution for the SBCD portfolio. This will provide a better understanding of the overall portfolio requirements and stakeholder involvement.

The Group will report operationally through the Portfolio Board with assistance from the Economic Strategy Board. The group will be informed by:

- Working with the project / programme Leads, Boards, and communications groups
- Networking with business representative organisations
- Regular liaison with the Welsh Government and UK Government officials

#### **Enabler 2 – Portfolio Marketing & Communications**

Working with the programme and project communications groups and the primary stakeholders, the PoMO will, at the appropriate time, maintain a regular output of news bulletins via social media platforms such as Twitter, Facebook and LinkedIn along with traditional mainstream and specialist press and media. Pooling resource and expertise across the SBCD portfolio stakeholders to develop:

- A portfolio prospectus based on the needs, opportunities and potential of the SBCD portfolio
- Appropriate marketing collateral to support targeted campaigns and events

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- Create a fulfilment plan for handling the responses to the campaigns
- Develop a series of targeted campaigns and events across the SBCD Portfolio that meet the requirements of all stakeholders. These may be delivered digitally or physically as regulations permit.

### **Themes**

To ensure a coherent regional approach and to achieve private sector involvement in the SBCD, the PoMO will work with the primary stakeholders, the Economic Strategy Board, the SBCD projects and relevant new, existing, indigenous, and external businesses to identify opportunities for collaboration and mutual realisation of benefits offered by the City Deal across four key themes:

Theme 1 – Engagement and Investment support  
 Theme 2 – Procurement  
 Theme 3 – R&D and commercialisation  
 Theme 4 - Supply Chain development  
 Theme 5 – Skills, recruitment & retention

### **Theme 1 – Engagement and Investment support**

#### **1a - Supporting the primary stakeholders**

The primary stakeholders have existing engagement and investment teams, for example within Local Authority regeneration departments or University and Health Board business sections. These teams/sections may be supporting the SBCD projects as they develop their individual business cases.

The PoMO will facilitate the creation of a stakeholder Engagement and Investment group which will work with these teams/sections and any relevant networks that support them (e.g. LA regeneration officer networks, Regional Directors networks etc) to understand the requirements of each programme / project in the portfolio and support delivery of investment needs as appropriate.

The group should consider undertaking a skills audit across stakeholders (defining what is meant by e.g. engagement, investment etc to help avoid the ambiguity of people’s perspective) to understand what we have available and where it is , to facilitate how best to handle requirements and enquiries

**Target completion date: the group will be in place with an agreed Terms of Reference by August 2021**

<b>Stakeholders</b>	<b>Activities:</b>	<b>Frequency:</b>
Programme (Portfolio) Board	meetings	Monthly
ESB	meetings	Monthly
Programme / Project Lead meetings	meetings	Monthly
Programme / Project Board meetings	meetings	Monthly
SBCD Engagement and Investment group	meetings	tbc
Regional regeneration officers’ group	meetings	Bi-monthly (tbc)
Regional regeneration Directors Group	meetings	Monthly (PoMO Director)
WG & UK Gov	meetings	tbc

#### **1b – Develop a Regional Investment Fund**

The SBCD funding is fully allocated to the nine programmes and projects within the portfolio. There is no funding to support or seed-corn other activities or to attract outside funding into the City Deal. Aligned with the regional context described in section 3, the SBCD primary stakeholders supported by the ESB should explore what avenues are available to access supplementary funding to develop a regional investment fund to support the SBCD. This could include reallocating any slippage within the existing portfolio funding breakdown to this purpose.

<b>Stakeholders</b>	<b>Activities</b>	<b>Frequency</b>
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## Swansea Bay City Deal Engagement and Investment Framework

JC, ESB and primary stakeholders	To explore opportunities to, and purposes for, developing a regional investment fund for the City Deal	
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### 1c - Engaging with existing business networks

South West Wales is well represented by formal and informal business networks. These may be formal arrangements, such as Local Enterprise Zones, Business Improvement Districts, and nationally/internationally recognised business membership organisations, or informal such as local business or interest groups etc. The portfolio stakeholders will work with these networks to build meaningful relationships and develop advocacy for the SBCD. The PoMO will also work with the other City and Growth Deals within Wales to identify wider opportunities for engagement and networking.

Stakeholders	Activities	Frequency
Business membership organisations	Networking events / Newsletters	monthly
Local Enterprise Zones, Business Improvement Districts	Email communications / PR / Meetings	ongoing
Pan Wales City & Growth Deals	meetings	Monthly (PoMO Director)

### 1d - Sectoral / themed approach

A more strategic approach to engagement can be undertaken on a themed or sectoral basis. Working with key actors, primary stakeholders and WG regional engagement officials will support existing sectoral initiatives. Where appropriate, events targeting sectors aligned with the themes supported by the SBCD - Economic acceleration, Life sciences and Wellbeing, Energy, and Smart manufacturing may be arranged. These activities will aim to extend the SBCD reach beyond the domestic market.

Stakeholders	Activities	Frequency
Primary stakeholders	tbc	tbc
WG Regional engagement teams	meetings	Monthly
Industry Wales	tbc	tbc
UK Gov engagement teams	tbc	tbc
Sector specific media		

### Theme 2 – Procurement

SBCD project procurement will, in most cases, attract significant attention due to the value of the contracts being offered. Project level engagement activities will be driven by the projects as they progress through the procurement lifecycle. Strategic level activity is ongoing.

### 2a – Supporting Regional Suppliers

The PoMO will provide support for the Programme and Project teams and lead contractors to ensure that local suppliers can benefit. This may be via meet-the-buyer events, early promotion of packages or other means. A set of procurement principles has been agreed for the SBCD to guide Programmes / Projects on good practice and maximising social value from procurement.

Stakeholders	Activities	Frequency
Programme / Project teams, lead contractors, Business Wales, Sell2Wales	Project Procurement meetings	tbc
	Community benefits / Social value meetings	tbc
	Contractor support meetings	tbc
	Meet the Buyer events	tbc
	Workshops facilitated	tbc
	Events held	tbc

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### 2b – Promote opportunities via events and PR

The SBCD will maintain a project page on the Sell2Wales national procurement platform. The PoMO will work with key partners such as Business Wales, Sell2Wales, Wales Co-op to facilitate events for projects, stakeholders and SME's in order to widen the opportunities for SME's to benefit from the City Deal.

Stakeholders	Activities	Frequency
Programmes / Projects, lead contractors, Business Wales, Sell2Wales	Project Procurement meetings	tbc
	Community benefits / Social value meetings	tbc
	Contractor support meetings	tbc
	Meet the Buyer events	tbc
	Workshops facilitated	tbc
	Events held	tbc

### 2c – Demonstrate Community Benefits and Social Value

The PoMO will work with the primary stakeholders and the other City and Growth Deals within Wales to identify and measure the social value achieved by the portfolio.

Stakeholders	Activities	Frequency
Government Officials	Policy meetings	tbc
City and Growth Deals within Wales	Community benefits / Social value meetings	tbc
LDO procurement officers	Community benefits / Social value meetings	tbc
Project teams	Events held	tbc

### Theme 3 – R&D and commercialisation

The focus of the City Deal is to underpin the building of a more vibrant, sustainable and resilient economy in South West Wales, building on our strengths in healthcare and wellbeing, education, innovation, research & development, manufacturing, energy production, technology, media & leisure.

### 3a – Identify Opportunities

Several projects within the portfolio have an R&D focus or present opportunities for companies to undertake R&D activities. Working across the SBCD portfolio, the SBCD Engagement and Investment group will identify the key requirements and deliverables in the fields of research and development and suggest a strategy for future commercialisation.

Stakeholders	Activities	Frequency
SBCD Engagement and Investment group Primary stakeholders, ESB, Project teams, WG & UKG regional engagement officials	Identify opportunities and areas of support to progress Research through to commercial products (IP or physical)	tbc

### 3b – Building on Welsh Universities' strengths

As the City Deal moves through planning into delivery the SBCD Engagement and Investment group will work with the primary stakeholders to build on the strengths of Swansea University and University of Wales Trinity Sain David:

- As 'anchor' institutions to strengthen local and regional economies.
- As beacons of expertise to support innovation across key sectors.
- As attractors for industry partners
- As centres of flexible learning
- As equalisers.

Stakeholders	Activities	Frequency
Primary stakeholders, ESB, Project teams, and the	tbc	tbc

## Swansea Bay City Deal Engagement and Investment Framework

Universities SBCD Engagement and Investment group	tbc	tbc
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### Theme 4 –Supply Chain development

If the SBCD is to achieve its vision, to boost productivity while helping to tackle long-term challenges and economic barriers and to deliver inclusive growth, there exists a need to develop the sufficiency and robustness of wider supply chains across the region for the key SBCD themes of Economic acceleration, Life sciences and Wellbeing, Energy, and Smart manufacturing.

#### 4a – Building Networks

Most projects within the portfolio will present opportunities for supply chain development. Working across the SBCD portfolio, the SBCD Engagement and Investment group will identify the opportunities and work with the SBCD primary stakeholders, the private sector, and a wider stakeholder network to promote them.

Stakeholders	Activities	Frequency
Primary stakeholders, ESB, Project teams, business networks etc. SBCD Engagement and Investment group	Mapping of demand ie, need for products, order fulfilments, skill workforce, facilities and spaces, cluster building	tbc

### Theme 5 – Skills, recruitment & retention

As previously described, the SBCD aims to create over 9,000 skilled jobs aligned to economic acceleration energy, life sciences and smart manufacturing across the region within 15 years (2017-33) and to increase the Swansea Bay City Region GVA by £1.8-2.4 billion through the SBCD by 2033, contributing to the region achieving 90% of UK productivity levels by 2033. To do this it needs to attract, develop and retain the right balance of skilled workers, who are well-paid and resident within the region.

#### 4a -Skills needs

The PoMO will work with the Regional Learning and Skills Partnership and the SBCD regional Skills Initiative project to ensure that the needs of the region are met focusing on industry specific training aligned the key SBCD themes of Economic acceleration, Life sciences and Wellbeing, Energy, and Smart manufacturing:

- Increasing the number of STEM learning pathways at all levels,
- Improving basic skills,
- Expanding the use of apprenticeships at all levels
- Promoting careers in engineering and STEM related industries.
- Ensuring HE has the required skills at lecturer/assessor levels
- Helping to address gender and inclusion barriers

Stakeholders	Activities	Frequency
RLSP members, project teams	tbc	tbc
Schools, colleges, Universities	tbc	tbc

#### 4b - Recruitment & retention

The PoMO will work with the primary stakeholders to promote opportunities as they arise when infrastructure moves to delivery, using the regional prospectus as an incentive.

Stakeholders	Activities	Frequency
Primary Stakeholders	tbc	tbc
Business membership organisations, Local Enterprise Zones, Business Improvement Districts	tbc	tbc

## Appendix 1 The SBCD Programmes /projects

The programmes /projects within the portfolio are led by one of the primary SBCD Stakeholders (Lead Delivery Organisation – LDO) and fit within the following themes:

Theme	Programme / Project LDO	Description
Economic Acceleration	<b>Swansea City &amp; Waterfront Digital District</b>  Swansea Council	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 programme includes: <ul style="list-style-type: none"> <li>• A digitally enabled indoor arena in the city centre for concerts, exhibitions, conferences and other events</li> <li>• A ‘digital village’ development in the city centre to accommodate the city’s growing tech and digital business sector</li> <li>• A ‘Innovation Matrix’ and the wider innovation precinct development at the University of Wales Trinity Saint David’s new Swansea waterfront campus to enable start-up company support and growth</li> </ul>
	<b>Yr Egin</b>  University of Wales Trinity Saint David	To support and further develop the region’s creative industry sector and Welsh language culture. The two-phased programme in Carmarthen, led by the University of Wales Trinity Saint David, features: <ul style="list-style-type: none"> <li>• National creative sector anchor tenants</li> <li>• World class office space for local and regional creative sector SMEs, with opportunities for expansion</li> <li>• Facilities for the community and business networking</li> <li>• The facilitation of engagement between businesses and students</li> </ul>
	<b>Digital Infrastructure</b>  Carmarthenshire County Council	To significantly improve digital connectivity throughout the City Region for the benefit of businesses and residents, also helping to attract inward investment. The programme is made of up of three themes: <ul style="list-style-type: none"> <li>• Connected places</li> <li>• Rural connectivity</li> <li>• Next generation wireless (5G and IOT networks)</li> </ul>
	<b>Skills and Talent</b>  Carmarthenshire County Council	To develop a sustainable pipeline of regional talent to benefit from the jobs City Deal programmes and 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/programmes 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.
Life Science & Well-being	<b>Life Science, Well-being and Sport Campuses</b>  Swansea University	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.
	<b>Pentre Awel</b>  Carmarthenshire County Council	Previously named the Life Science & Well-being Village, this development will include life sciences research and assisted living units on one site in Llanelli, alongside state-of-the-art leisure, well-being and business incubation facilities. The development will include a well-being skills centre and a clinical delivery centre (Community Health Hub). This project will benefit from and further develop regional expertise in life sciences, while providing training and high-value job opportunities for local people.



<b>Energy and Smart Manufacturing</b>	<p><b>Homes as Power Stations</b></p> <p>Neath Port Talbot CBC</p>	<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"> <li>• Tackle fuel poverty</li> <li>• Further decarbonise the regional economy</li> <li>• Improve residents' health and well-being</li> <li>• Reduce burden on regional health and social services</li> <li>• Benefit regional supply chain businesses</li> <li>• Potentially develop a UK-wide industry in the City Region, with global export opportunities</li> </ul>
	<p><b>Pembroke Dock Marine</b></p> <p>Milford Haven Port Authority / Pembrokeshire CC</p>	<p>This programme will place Pembrokeshire at the heart of UK and global zero carbon, marine and off-shore 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. Programme features include:</p> <ul style="list-style-type: none"> <li>• Pembroke Dock Infrastructure (PDI) improvements</li> <li>• A Marine Energy Engineering Centre of Excellence (MEECE)</li> <li>• Marine Energy Test Area (META) developments</li> <li>• The Pembrokeshire Demonstration Zone (PDZ)</li> </ul>
	<p><b>Supporting Innovation and Low Carbon Growth</b></p> <p>Neath Port Talbot CBC</p>	<p>This programme will help further decarbonise the regional economy, while safeguarding the regional steel industry and providing high-quality space for the innovation, ICT and research and development sectors.</p> <p>Programme features include:</p> <ul style="list-style-type: none"> <li>• SWITCH - A purpose-built facility and specialist equipment to support the steel and metals industry and supply chain</li> <li>• Electric vehicle infrastructure and mapping</li> <li>• Real-time air quality modelling</li> <li>• Hydrogen production to power hydrogen vehicles</li> <li>• Cutting-edge business spaces to meet evidenced demand including a Technology Centre and Property Development Fund</li> </ul>

## Appendix 2 - The Portfolio requirement and Current situation

Note: following tables for Draft purposes and will be updated during the consultation period

Project	Description	Floorspace m2	Private Sector contribution £m	Engagement status
<b>Yr Egin - UWTSO</b>				
Phase 1	Hub co-location facility accommodating creative and digital companies.	3,912 m2 gross (2,080 m2 net)	1.50	Phase 1 has been completed with private sector tenants occupying the establishment. % occupancy? Currently Phase 2 is in advanced stages of planning with commitment for advance rentals from tenants.
Phase 2	tbc	tbc		

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
<b>Supporting Innovation and Low Carbon – Neath Port Talbot CBC</b>				
Technology Centre	hybrid technology centre building high-quality, flexible office space in a strategic employment site	circa 2,500 m2	5.5	NBTCBC has already entered into contract with Vortex IOT to provide air quality monitoring sensors to commence this project and is incurring costs. The programme Team will work to lever private sector investment in addition to the Property Development Fund private sector contribution and rental income.
SWITCH	Specialised open access facility created to enhance applied research for steel & metals industry	4,000 m2		
Advanced Production Manufacturing Facility	Specialist hybrid facility providing a range of industrial / production units with pilot line and office space.	6,000 m2		
Property Development Fund	Property Development Fund targeted on the creation of new business floorspace in Port Talbot Waterfront Enterprise Zone	6,000 m2		

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
<b>Skills and Talent Initiative – Carmarthenshire CC</b>				
	This programme will develop a sustainable pipeline of regional talent to benefit from the high-value jobs that the City Deal programmes and projects will generate in growth sectors for the region. This includes the potential to develop skills through courses and training and apprenticeship opportunities		4.00	Early discussions with providers are in the process of taking place. Student numbers and delivery models are being developed.

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
<b>Pentre Awel- Carmarthenshire CC</b>				
Business Development Centre	Business acceleration / innovation space, research lab, innovative wet lab, reception	3,575 m2 gross (2,635 m2 net)	108.19	Ongoing conversations with financial institutions as to the investment structure. It is anticipated that commitment will be obtained by 31st March 2021.
Life Science Business Centre	Future phase expansion capability	10,000 m2 (max)		

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
<b>Life Science, Wellbeing and Sports Science Campuses - Swansea University / Health Boards</b>				
Phase 1 Singleton Campus & Morriston refurbishment	Note: Subject to planning and design: ILS @ Singleton will create a multi-purpose, multi-user facility encompassing: Flexible learning spaces. Multi-disciplinary "Academy" inclusive of Medicine, Health, Wellbeing and Sports Healthcare Technology Centre focussed on the development, testing and evaluation of medical, health, wellbeing, digital and sport technologies. Morriston Innovation Centre including business incubation space, affiliate and hot-desking provision alongside integrated business and network support functions	circa 2,800m2	13.78	Advanced discussions with various private sector partners to define detail of the preferred option for delivery.

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
<b>Swansea City &amp; Waterfront Digital District, Swansea Council – total 39.97</b>				
Indoor arena	3,500 seat Digital arena and the surrounding public realm.		1.00	Investment in fit out of Digital Arena by ATG, arena operator (committed as outlined in ATG legal agreement Appendix 7 of the project business case).
71-72 Kingsway	The project comprises of business and associated commercial uses over five storeys, plus two below ground, including a roof garden, and the surrounding public realm.	circa 10,000 m2	5.00	Private sector investment for fit out of Digital Village floorspace, from the larger businesses located in the Digital Village.

Innovation Matrix <b>UWTSD</b>	Note: Subject to planning and design. A highly configurable, smart building, transformable in response to changing demand with scalable rooms (retractable walls), temporary spaces (retractable seating) to accommodate new ways of working in a post-Covid world. The building will be a living lab and a test bed providing: <ul style="list-style-type: none"> <li>• Space for a number of Multi-National Enterprises [MNEs];</li> <li>• Space for Small-Medium Size Enterprises [SMEs] working in collaboration with the University and other MNE &amp; SME partners;</li> <li>• A graduate innovation accelerator;</li> <li>• Space for UWTSD Research &amp; Knowledge Exchange Centres,</li> <li>• Space for start-ups and spin-out businesses.</li> </ul>	proposed 2,600 m2	8.90	Private investment into Box Village & the Innovation Precinct.
Hotel Development	Development of hotel adjacent to Digital Arena: The Council does not have the legal powers to develop a hotel, therefore it will be developed by the private sector.		25.00	If a private sector developer is not appointed, and private sector funding is not secured, the hotel development will not proceed. The Council is in the final stage of procurement for developer, franchisee and operator for the hotel.

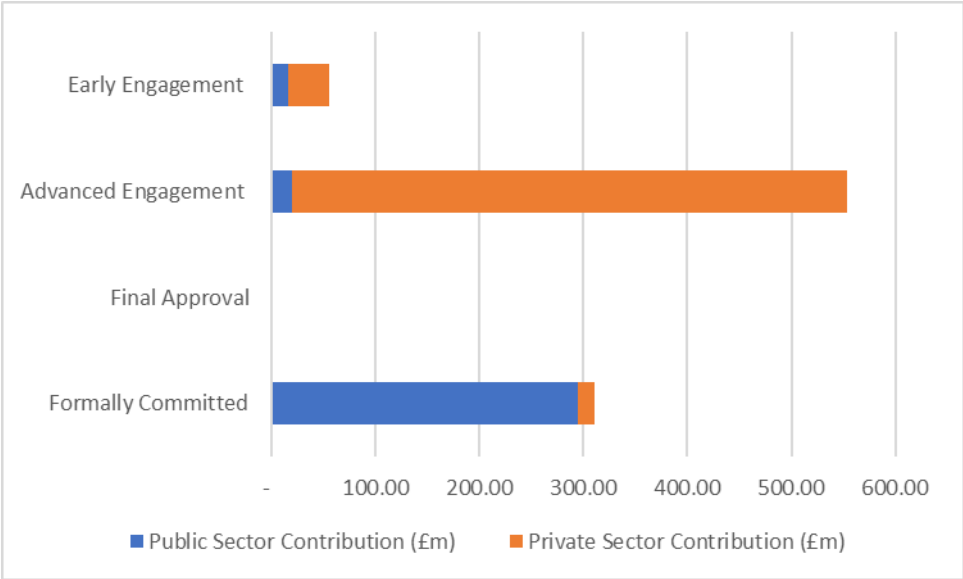
Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
<b>Pembroke Dock Marine - MHPA</b>				
Pembroke Dock Infrastructure (PDI) improvements <b>MHPA</b>	Renovated Grade 2 listed annexes to the Sunderland Hangars into mixed use commercial office accommodation - B1:	1,967m <sup>2</sup> .	16.12	Formal commitment from the key partners within the PDM project has been obtained. To date the project has incurred spend of £1.015m borne by private sector partners at risk with firm commitment from all partners to deliver the project.
	Enhancement of Carriage Drive area to Port amenity/pocket park - .	7,317m <sup>2</sup>		
	Slipway and large open transition area - B2:	13,051m <sup>2</sup>		
	Light assembly and maintenance external laydown and storage - B8:	5,000m <sup>2</sup> .		
	Open Laydown and Storage Area (Engineering Concrete) - B8:	15,584m <sup>2</sup>		
	• External/Open multi use site for existing processing/laydown/storage and final assembly area/Essential manoeuvring space B2:	12,894m <sup>2</sup>		
	• £2.5m of Port Investment in new / existing buildings / superstructure to be deployed in response to private	tbc		

	sector demands during the initial funding period			
MEECE				
META				
PDZ				

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
<b>Homes As Power Stations- Neath Port Talbot CBC</b>				
	The HAPS project will establish a regional supply chain development fund to support the renewable technology in housing industry in the region. The fund will support the private sector to diversify and add value to the economy. There is significant interest from Registered Social Landlords (RSLs) including Pobl and Coastal Housing. Detailed conversations are on-going. The HAPS project can reduce green home costs to deliver RSLs' ambitions quicker. The project will generate income for the region through investment in the regional supply chain, inward investment and links with universities. Reduced fuel bills will also give residents who benefit from the project more disposable income		375.90	Private sector leverage opportunities include private sector finance such as Registered Social Landlord (RSL) borrowing; private sector developer build costs; and private sector contributions to retrofits including homeowners, private rental sector and supply chain development. .

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
<b>Digital Infrastructure- Carmarthenshire CC</b>				
	This programme will significantly improve digital connectivity throughout the City Region for the benefit of businesses and residents, also helping to attract inward investment. <ul style="list-style-type: none"> <li>• Rural connectivity</li> <li>• Connected places</li> <li>• Next generation wireless (5G and IOT networks)</li> </ul>		16.5	Ongoing discussions with telecom providers as to the opportunities and investment potential within the region.

The preceding tables show the status of private sector commitment to the SBCD which, when compared to public sector commitment can be illustrated thus:



These tables show that most projects identify themselves as falling into the advanced engagement category.

## Appendix 3 - Engagement and Investment SWOT Analysis (For discussion during consultation )

### SWOT Analysis

As described earlier, the SBCD is a complex portfolio with many individual elements. The strengths, weaknesses, opportunities, and threats that currently affect regional engagement and investment are shown below:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Shared risk across portfolio</li> <li>• Experienced stakeholders</li> <li>• Spread of stakeholders across sectors</li> <li>• Existing collaborations between stakeholders</li> <li>• Collective availability of resources</li> <li>• Attractive offer</li> <li>• City vision &amp; investment</li> <li>• CD funding confirmed from Govts</li> <li>• ESB support</li> <li>• RLSP support</li> <li>• Widespread business interest</li> <li>• Investor interest</li> <li>• A will to succeed</li> <li>• Skills</li> <li>• Business environment</li> <li>• Infrastructure, digital connectivity, and natural capital</li> <li>• Quality of Life</li> <li>• Regions and Clusters of expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Perception of being overly public sector controlled</li> <li>• Potential project timelines not matching private sector expectations</li> <li>• Lack of effective private sector involvement in developing business cases from the outset</li> <li>• The requirement for individual business cases leads to a tendency for inward focus within projects</li> <li>• Projects not working together</li> <li>• Portfolio lacks forward vision for investment</li> <li>• Lack of a coherent regional approach to inward investment</li> <li>• Heavy demand on existing resources</li> <li>• Tendency for micro-management</li> <li>• Lack of sectoral analysis across region to inform progress</li> <li>• Tendency to aim high but miss the lower targets</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Share best practice &amp; avoid duplication</li> <li>• Share the risk more – work on behalf of others</li> <li>• Harness the resources with a common vision</li> <li>• Develop more effective ways of working</li> <li>• Develop a regional prospectus to sell the region (within and without)</li> <li>• Work with existing business stock to encourage growth &amp; retention across sectors</li> <li>• Think as a family of projects – look out for each other</li> <li>• Encourage and respond to Business advice</li> <li>• Consider a more arms-length, private sector led approach to regional activities</li> <li>• Contribute towards decarbonisation targets</li> </ul>	<ul style="list-style-type: none"> <li>• Missed opportunities due to uncoordinated response to enquiries</li> <li>• Competition for business investment across City &amp; Growth Deals in Wales</li> <li>• Silo / parochial approach</li> <li>• Stakeholders not working as a whole</li> <li>• Resources not collaborating</li> <li>• Resources not focused on regional priorities</li> <li>• Demand on finances post Covid</li> <li>• Economic growth stifled by Covid &amp; Brexit</li> <li>• Other regions outperform SBCR with resulting loss of investment</li> <li>• Failure to secure business interest and investment</li> <li>• Investors lose interest</li> <li>• Loss of key attractor businesses</li> <li>• Potential threat of the levelling up agenda focusing investment into English regions</li> </ul>

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# Agenda Item 12



City and County of Swansea

## Minutes of the Swansea Bay City Region Joint Committee

Remotely via Microsoft Teams

Thursday, 11 February 2021 at 10.30 am

**Present:** Councillor Rob Stewart (Swansea Council) Presided

### Councillors:

Emlyn Dole	Carmarthenshire Council
Rob Jones	Neath Port Talbot Council
David Simpson	Pembrokeshire Council

### Co-opted Non-Voting Representatives:

Chris Foxall	Interim Chair of Swansea Economic Strategy Board
Ray Selby	University of Wales Trinity Saint David
Steve Wilks	Swansea University

### Officers:

Richard Brown	Interim Chief Executive (Pembrokeshire Council)
Jonathan Burnes	Director (Swansea Bay City Region)
Huw Evans	Head of Democratic Services (Swansea Council)
Jo Hendy	Head of Internal Audit (Pembrokeshire Council)
Greg Jones	Communications & Marketing Officer - City Region (Carmarthenshire Council)
Karen Jones	Chief Executive (Neath Port Talbot Council)
Tracey Meredith	Joint Committee Monitoring Officer (Swansea Council)
Chris Moore	Joint S151 Officer (Carmarthenshire Council)
Phil Roberts	Chief Executive (Swansea Council)
Phil Ryder	Swansea Bay City Region
Wendy Walters	Chief Executive (Carmarthenshire Council)

### Apologies for Absence:

Maria Battle (Hywel Dda University Health Board), Medwin Hughes (University of Wales Trinity Saint David) and Emma Woollett (Swansea Bay University Health Board)

Richard Arnold (Finance Manager (Swansea Bay City Region))



**29 Disclosures of Personal and Prejudicial Interests.**

In accordance with the Code of Conduct adopted by the City & County of Swansea, no interest(s) were declared.

**30 Minutes.**

**Resolved** that the following Minutes of the Swansea Bay City Region Joint Committee be signed and approved as a correct record:

- 1) 14 January 2021.

**31 Announcement(s) of the Chair.**

The Chair made no announcements.

**32 Public Questions**

There were no public questions.

**33 Internal Audit Terms of Reference.**

Jo Hendy (Internal Audit, Pembrokeshire Council) submitted a report, which sought consideration and approval of the Internal Audit Terms of Reference 2020-2021.

**Resolved** that the Internal Audit Terms of Reference 2020-2021 be approved.

**34 Swansea Bay City Deal Quarterly Monitoring Report.**

The Swansea Bay City Region Programme Director (Jonathan Burnes) submitted an information report, which outlined the Quarterly Monitoring Report for both the Swansea Bay City Region Portfolio and its constituent programmes / updates.

**35 Swansea Bay City Deal Change Control Procedure.**

The Swansea Bay City Region Programme Director (Jonathan Burnes) submitted a report, which proposed a fit for purpose Change Control Procedure for the reporting and approval of Change requirements of the associated programmes and projects within the Swansea Bay City Region.

**Resolved** that:

- 1) The Change Control procedure outlined in Appendix A of the report be approved in principle.
- 2) The Portfolio Office Director / Section 151 Officer be granted delegated authority to make any further amendments to the Procedure.

**36 Swansea Bay City Deal Portfolio Governance Evaluation.**

The Swansea Bay City Region Programme Director (Jonathan Burnes) submitted a report, which outlined the Governance Evaluation Work and put forward recommendations for consideration.

**Resolved** that:

- 1) The Governance Evaluation report attached at Appendix A of the report be approved in principle.
- 2) Further work be undertaken to implement the recommendations.

The meeting ended at 11.00 am

**Chair**

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**Present:** Councillor Rob Stewart (Swansea Council) Presided

**Councillors:**

Emlyn Dole	Carmarthenshire Council
Ted Latham	Neath Port Talbot Council
David Simpson	Pembrokeshire County Council

**Co-opted Non-Voting Representatives:**

Maria Battle	Hywel Dda University Health Board
Medwin Hughes	University of Wales Trinity St Davids

**Officers:**

Richard Arnold	Finance Manager (Swansea Bay City Region)
Gareth Borsden	Democratic Services Officer
Jonathan Burnes	Director (Swansea Bay City Region)
Jon Haswell	S151 Officer (Pembrokeshire Council)
Greg Jones	Communications & Marketing Officer - City Deal (Carmarthenshire Council)
Karen Jones	Chief Executive (Neath Port Talbot Council)
Tracey Meredith	Joint Committee Monitoring Officer (Swansea Council)
Chris Moore	Joint S151 Officer (Carmarthenshire Council)
Phil Roberts	Chief Executive (Swansea Council)
Phil Ryder	Swansea Bay City Region
Wendy Walters	Chief Executive (Carmarthenshire Council)

**Apologies for Absence:**

Councillor(s) Rob Jones (Neath Port Talbot Council)  
Ray Selby (Hywel Dda University Health Board), Steve Wilks (Swansea University)  
and Emma Woollett (Swansea Bay University Health Board)

**37 Disclosures of Personal and Prejudicial Interests.**

In accordance with the Code of Conduct adopted by the City & County of Swansea, no interest(s) were declared.



**38 Minutes.**

**Resolved** that the Minutes of the Joint Committee held on 11 February 2021 be signed and approved as a correct record.

**39 Announcement(s) of the Chair.**

The Chair welcomed the recent announcement from UK Government regarding the new accelerated funding arrangements for the City Deal. This will allow money to be received for schemes far more quickly than previously.

**40 Public Questions**

There were no public questions.

**41 Financial Monitoring Report - Swansea Bay City Deal Forecast Outturn Position.**

Chris Moore (Swansea Bay City Region Section 151 Officer) presented a report which informed the Joint Committee of the year end forecast outturn position in respect of the Joint Committee and the Portfolio Investment Fund.

**Resolved** that the annual accounts of the Joint Committee and the forecast outturn position of the Portfolio Investment Fund be received and approved.

**42 Swansea Bay City Deal Highlight Report.**

Jonathan Burnes ( Swansea Bay City Region Programme Director) presented a “for information” report which updated the Joint Committee on the progress of the various programmes and projects that form part of the Swansea Bay City Deal Portfolio.

He outlined the current situation relating to the following areas:

- Digital Infrastructure
- Pembroke Dock Marine
- Homes as Power Stations
- Supporting Innovation and Low Carbon Growth
- Life Science & Well-being Campuses
- Pentre Awel
- Swansea City & Waterfront Digital District
- Skills & Talent
- Yr Egin

**43 Recruitment at Risk.**

Chris Moore (Swansea Bay City Region Section 151 Officer) presented a report which updated the Joint Committee in respect of the risks of recruiting staff for regional programmes, prior to the approval of business cases.

He outlined the options and proposals for the sharing of the risks amongst the four authorities.

**Resolved** that

1) contents of the report were reviewed and noted.

2) the proposed officer recommendations of option 2 and option B (to the report) in respect of the risks relating to the recruitment of regional programme management teams prior to the approval of business cases be approved.

**44 Swansea Bay City Deal Annual Report.**

Phil Ryder (Portfolio Management Office Manager) presented a verbal update to the Joint Committee which outlined that the narrative of the report had been circulated to Members, Officers and Partners for comments by the 18 March 2021.

Contained within the report are a review of the last twelve months activities, activities planned for the next twelve months, progress reports from each of the projects, a governance structure update, risk summary and monitoring and evaluation information.

Following comments and feedback the report can then be finalised and professionally designed before an anticipated release in May.

**45 Swansea Bay City Deal Portfolio Business Case.**

Jonathan Burnes (Swansea Bay City Region Programme Director) and Ian Williams (Portfolio Development Manager) presented a report which provided the Joint Committee with an updated City Deal Portfolio Business Case for consideration and approval.

The document is required to be submitted to both Welsh and UK Governments.

They outlined and referred to the following areas contained with the document:

- Purpose of report and 5 case model;
- Main changes;
- Economic viability;
- Investment & Impact Summary;
- Affordability;
- Deliverability;
- Project timeline and progress;
- Priorities moving forward:

They indicated the report should be considered in conjunction with agenda item 12 which provides the Joint Committee with additional commercially sensitive appendices to the updated City Deal Portfolio Business Case.

**Resolved** that the latest iteration of the SBCD Portfolio Business Case be approved and submitted to both Welsh and UK Governments.

**46 Exclusion of the Public.**

The Committee was requested to exclude the public from the meeting during the consideration of the item(s) of business identified in the recommendation to the report on the grounds that it involved the likely disclosure of exempt information as set out in the exemption paragraph of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, relevant to the item(s) of business set out in the report.

The Committee considered the Public Interest Test in deciding whether to exclude the public from the meeting for the item(s) of business where the Public Interest Test was relevant as set out in the report.

**Resolved** that the public be excluded for the following items of business.

**(Closed Session)**

**47 Swansea Bay City Deal Portfolio Business Case.**

Ian Williams (Portfolio Development Manager) presented a “for information” report which was considered in conjunction with agenda item 10.

The report provided the Joint Committee with additional commercially sensitive appendices to the updated City Deal Portfolio Business Case which had been agreed.

The meeting ended at 11.05 am

**Chair**



**Present:** Councillor Rob Stewart (Swansea Council) Presided

**Councillors:**

Emlyn Dole	Carmarthenshire Council
Ted Latham	Neath Port Talbot Council
David Simpson	Pembrokeshire Council

**Co-opted Non-Voting Representatives:**

Chris Foxall	Interim Chair of Swansea Economic Strategy Board
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**Officers:**

Richard Arnold	Finance Manager (Swansea Bay City Region)
Peter Austin	Swansea Bay City Region
Jonathan Burnes	Director (Swansea Bay City Region)
Huw Evans	Head of Democratic Services (Swansea Council)
Jason Garcia	Team Leader (Wales Audit Office)
Jon Haswell	S151 Officer (Pembrokeshire Council)
Tracey Meredith	Joint Committee Monitoring Officer (Swansea Council)
Chris Moore	Joint S151 Officer (Carmarthenshire Council)
Phil Roberts	Chief Executive (Swansea Council)
Wendy Walters	Chief Executive (Carmarthenshire Council)

**Apologies for Absence:**

Councillor(s)  
 Maria Battle (Hywel Dda University Health Board), Medwin Hughes (University of Wales Trinity Saint David), Steve Wilks (Swansea University) and Emma Woollett (Swansea Bay University Health Board)  
 Richard Brown (Interim Chief Executive (Pembrokeshire Council))

**48 Disclosures of Personal and Prejudicial Interests.**

In accordance with the Code of Conduct adopted by the City & County of Swansea, no interest(s) were declared.

**49 Minutes.**



**Resolved** that the Minutes of the Swansea Bay City Region Joint Committee held on 11 March 2021 be signed and approved as a correct record.

**50 Announcement(s) of the Chair.**

There were no announcements.

**51 Public Questions**

There were no public questions.

**52 Swansea Bay City Deal Highlight Report.**

Jonathan Burnes (Swansea Bay City Region Programme Director) submitted an information report which updated the Joint Committee on the progress of the various programmes and projects that form part of the Swansea Bay City Deal Portfolio.

He outlined the current situation relating to the following areas:

- Digital Infrastructure
- Pembroke Dock Marine
- Homes as Power Stations
- Supporting Innovation and Low Carbon Growth
- Life Science & Well-being Campuses
- Pentre Awel
- Swansea City & Waterfront Digital District
- Skills & Talent
- Yr Egin

**53 Audit Wales - External Audit 2020/2021.**

Jason Garcia (Audit Wales) presented a report which presented the proposed plan and scope of the Audit Wales, External Audit 2020-2021 in relation to the Swansea Bay City Region Joint Committee's Statement of Accounts.

**Resolved** that:

- 1) The proposed plan and scope of the Audit Wales, External Audit 2020-2021 in relation to the Swansea Bay City Region Joint Committee's Statement of Accounts.

**54 Swansea Bay City Deal Procurement Event Feedback. (Verbal)**

Peter Austin (Swansea Bay City Region – Regional Office) submitted a verbal report providing feedback from the Procurement Event held on 24 March 2021.

The meeting ended at 10.56 am

**Chair**

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## Appendix 5.17 - Joint Committee Work Programme

The following Joint Committee (JC) work programme summarises the planned activity for the next 12 months and a summary of key achievements in the past 12 months. The work plan will be monitored by JC and updated by the PoMO to support the planning and communication of SBCD progress.

### Work plan (Feb 2021 - Mar 2022)

Category	Action	Timeframe	Responsibility
<b>Governance &amp; Assurance</b>	Wales Audit review of SBCD Portfolio	Feb-April 2021	PoMO/JC
	Benefits Realisation Strategy	Q1 2021/22	PoMO/JC
	Regional approval of the SBCD Portfolio Business Case and WCGIB submission	March 2021	PoMO/JC
	SBCD Welsh Language Policy	April 2021	PoMO/JC
	SBCD Portfolio Gateway Review	July 2021	PoMO/JC/UKG & WG
	Business Engagement Framework	April 2021	PoMO/PB/JC
	Joint Committee meetings	Monthly	PoMO/Democratic Services
	Review Joint Committee Terms of Reference	Q1 2021/22	PoMO/Monitoring Officer/JC
	Elect Joint Committee chair (annual basis)	Q2 2021	JC
<b>Monitoring and Evaluation</b>	SBCD Annual Report (narrative) approved	March 2021	PoMO/JC/UKG & WG
	SBCD Quarterly Monitoring Report <ul style="list-style-type: none"> <li>• Activity undertaken and planned</li> <li>• Integrated Assurance &amp; Approval Plan</li> <li>• Covid-19 Impact Assessment</li> <li>• Portfolio Risk Register</li> <li>• Financials</li> <li>• Outputs and outcomes (Q2 onwards)</li> <li>• Portfolio Roadmap (Q2 onwards)</li> </ul>	Q1, Q2, Q3 and Q4 2021/22	Project Leads/PoMO/PB/JC
	Monthly highlight report	Monthly	Project Leads/PoMO/PB/JC
	Revised SBCD Portfolio Roadmap developed	Q2 2021/22	PoMO/PB/JC

	SBCD external evaluation	Q4 2021/22	PoMO/PB/JC
<b>Finance</b>	Quarterly JC budget monitoring	March 21	PoMO/Sec151/JC
	City Deal funding award letter	Q2 2021/22	LA Section 151s/JC
<b>SBCD Project development /approval</b>	Submit Business Case changes for Supporting Innovation & Low Carbon Growth	March 2021	Project Lead/PoMO/PB/JC
	Ministerial approval of Pentre Awel BC	Q4 2020/21	PoMO/JC/UKG & WG
	Ministerial approval of Digital Infrastructure Business Case	Q4 2020/21	PoMO/JC/UKG & WG
	Ministerial approval of Homes as Power Stations Business Case	Q4 2020/21	PoMO/JC/UKG & WG
	Ministerial approval of Supporting Innovation & Low Carbon Growth Business Case	Q1 2021/22	PoMO/JC/UKG & WG
	Regional approval of Skills & Talent Business Case	Q1 2021/22	PoMO/JC
	Regional approval of Life Science & Wellbeing Campuses Business Case	Q1 2021/22	PoMO/JC
<b>Legal and Procurement</b>	Joint Collaborative Agreement revisions and JC approval	Q1 2021/22	Accountable Body/ LAs Section 151 Officers and Legal Officers
<b>Stakeholder Engagement</b>	Bi-annual governance boards seminar on achievements and forward work plans	Q2 2021/22 Q4 2021/22	PoMO/JC/PB/ESB/JSC
	Details and impact of all communications and stakeholder engagement activities	Q2 2021 Q4 2021	PoMO/JC/PB/ESB/JSC
<b>Strategic Regional Functions</b>	Explore key strategic functions at a regional level that will support both the implementation of this Deal and wider development activity	Ongoing	Programme Board/JC/UKG & WG

**Previous Work Activities completed (Feb 2020 - Feb 2021)**

<b>Category</b>	<b>Action</b>	<b>Timeframe</b>	<b>Responsibility</b>
<b>Governance</b>	SBCD Portfolio Director appointment	March 2020	Accountable Body
	Regional approval of Homes As Power Stations Business Case	June 2020	PoMO/JC
	SRO appointment for SBCD Portfolio	June 2020	PoMO/JC
	PoMO Structure approved	June 2020	PoMO/JC
	Approval of SBCD Implementation Plan	July 2020	PoMO/JC
	Approval of Monitoring & Evaluation Plan	July 2020	PoMO/JC
	SBCD Portfolio Gateway Review 0	July 2020	PoMO/JC/UKG & WG
	Revised SBCD Portfolio Risk Register	Oct 2020	PoMO/JC
	Regional approval of Pentre Awel Business Case	Nov 2020	PoMO/JC
	Revised SBCD Portfolio Issues Log	Nov 2020	PoMO/JC
	Approval of SBCD Procurement principles	Nov 2020	PoMO/JC
	Approval of SBCD Risk Management Strategy	Nov 2020	PoMO/JC
	SBCD Reporting Schedule developed	Nov 2020	PoMO
	Regional approval of Digital Infrastructure Business Case	Dec 2020	PoMO/JC
	SBCD Community Benefits procedure and register developed	Jan 2021	PoMO/PB
SBCD Change Control Procedure approved	Feb 2021	PoMO/JC	
<b>Finance</b>	Joint Committee 2020/21 budget, including the treatment of Benefit in Kind	June 2020	Accountable Body/LAs Section 151 Officers/ PoMO/JC
	Identify and agree LA borrowing requirements for regional programmes / projects	Nov 2020	LAs Section 151 Officers and Legal Officers/Accountable Body/JC
	Agree plan and scope for External Audit	June 2020	SEC151 Officer, JC
	SBCD Funding Award letter agreed by JC	Jan 2021	JC
<b>SBCD Project development /approval</b>	Regional Approval of Swansea City & Waterfront Digital District	Nov 2018	PoMO/JC
	Regional Approval of Yr Egin Phase 1 Business Case	Nov 2018	PoMO/JC
	Regional Approval of Pembroke Dock Marine Business Case	Nov 2019	PoMO/JC
	Ministerial Approval of Swansea City & Waterfront Digital District	Oct 2019	PoMO, PoMO/JC, UKG & WG
	Ministerial Approval of Yr Egin Phase 1 Business Case	July 2019	PoMO, PoMO/JC, UKG & WG
	Ministerial Approval of Pembroke Dock Marine Business Case	June 2020	PoMO, PoMO/JC, UKG & WG

	Regional Approval of Homes as Power Stations Business Case	June 2020	PoMO/JC
	Homes as Power Stations Project Assessment Review (PAR)	June 2020	PoMO, PoMO/JC, UKG & WG
	Supporting Innovation & Low Carbon Growth Programme Assessment Review (PAR)	June 2020	PoMO, PoMO/JC, UKG & WG
	Pentre Awel Gateway Review 2	Sept 2020	PoMO, PoMO/JC, UKG & WG
	Supporting Innovation & Low Carbon Growth Critical Friend Review	Oct 2020	PoMO, PoMO/JC, UKG & WG
	Digital Infrastructure Gateway 0 Review	Oct 2020	PoMO, PoMO/JC, UKG & WG
	Regional approval of Pentre Awel Business Case	Nov 2020	PoMO/JC
	Regional Approval of Digital Infrastructure Business Case	Dec 2020	PoMO/JC
<b>Legal and Procurement</b>	Contracts Register established to identify and report on community benefits	Oct 2020	PoMO/JC
	SBCD Procurement Principles	Jan 2021	PoMO/JC
	Funding Agreement between the Project Authority Lead and the Project Lead to allow the transfer of City Deal Funding	Complete	Accountable Body/ LAs Section 151 Officers and Legal Officers/ JC
	Funding agreement revisions (minor amendments with delegated authority)	Jan 2021	Monitoring Officer/Sec151/PB
<b>Monitoring &amp; Evaluation</b>	SBCD Integrated Assurance & Approval Plan developed	June 2020	PoMO/JC
	SBCD monthly Highlight Report developed	Oct 2020	PoMO/JC
	SBCD Quarterly Monitoring Report developed	Nov 2020	PoMO/JC
	SBCD Portfolio Action Plan approved (AOR rec, Gateway 0 Review)	Nov 2020	PoMO/JC
	SBCD Covid-19 Impact Assessment updated	Feb 2021	PoMO/JC
	SBCD Portfolio Risk Register revised	Feb 2021	PoMO/JC
	Joint Committee Work Programme developed	Feb 2021	PoMO/JC
<b>Stakeholder Engagement</b>	SBCD Communications & Marketing Plan revised	Jan 2021	PoMO/JC
	SBCD Stakeholder Power & Influence Matrix developed	Nov 2020	PoMO/JC
	SBCD Communications, Marketing & Stakeholder schedule developed	Feb 2021	PoMO/JC



## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

### FORWARD WORK PROGRAMME 2021 – 2022

DATE OF MEETING	VENUE	ITEMS FOR REPORT
2pm 25 May 2021	Via Microsoft Teams	<ul style="list-style-type: none"> <li>• Update on the regional Project (to include virtual tour where possible) –               <ul style="list-style-type: none"> <li>• Homes as Power Stations (removed – deferred for 6 months)</li> </ul> </li> <li>• Update on finances/funding</li> <li>• Situation Report</li> <li>• Legal update on Joint Working Agreement (deferred to next meeting)</li> <li>• Pentre Awel – update</li> <li>• Minutes of SBCR Joint Committee and FWP</li> <li>• FWP (Scrutiny Committee)</li> </ul> <p><b>Programme Monitoring Quarterly</b></p> <ul style="list-style-type: none"> <li>• Action Plan</li> <li>• Implementation Plan</li> <li>• SBCD Programme Risk Register</li> <li>• SBCD Project Risk Register</li> <li>• SBCD Project Issue Log               <ul style="list-style-type: none"> <li>• Project associated deliverables – defined project outputs and outcomes</li> </ul> </li> </ul>
2pm 20 July 2021		<ul style="list-style-type: none"> <li>• Update on the regional Project (to include virtual tour where possible) –</li> </ul>

		<ul style="list-style-type: none"> <li>○ Digital Infrastructure</li> <li>• The Actica Review and implementation of the recommendations – monitor</li> <li>• Situation Report</li> <li>• Minutes of Joint Committee and FWP</li> <li>• FWP (Scrutiny Committee)</li> <li>• Legal update on Joint Working Agreement</li> </ul>
2pm 14 September 2021		<ul style="list-style-type: none"> <li>• Update on the regional Project (to include virtual tour where possible) – <ul style="list-style-type: none"> <li>• Skills and Talent</li> </ul> </li> <li>• Minutes of Joint Committee and FWP</li> <li>• FWP (Scrutiny Committee)</li> <li>• Situation Report</li> </ul> <p><b>Programme Monitoring Quarterly</b></p> <ul style="list-style-type: none"> <li>• Action Plan</li> <li>• Implementation Plan</li> <li>• SBCD Programme Risk Register</li> <li>• SBCD Project Risk Register</li> <li>• SBCD Project Issue Log</li> <li>• Project associated deliverables – defined project outputs and outcomes</li> </ul>
2pm 9 November 2021		<ul style="list-style-type: none"> <li>• Update on the regional Project (to include virtual tour where possible) – <ul style="list-style-type: none"> <li>○ Homes as Power Stations</li> </ul> </li> <li>• Situation Report</li> <li>• Minutes of Joint Committee and FWP</li> <li>• FWP (Scrutiny Committee)</li> </ul>
2pm 11 January 2022		<ul style="list-style-type: none"> <li>• Update on the regional Project (to include virtual tour where possible) – <ul style="list-style-type: none"> <li>○ Digital Infrastructure</li> </ul> </li> <li>• Situation Report</li> <li>• Minutes of Joint Committee and FWP</li> <li>• FWP (Scrutiny Committee)</li> </ul>

		<p><b>Programme Monitoring Quarterly</b></p> <ul style="list-style-type: none"> <li>• Action Plan</li> <li>• Implementation Plan</li> <li>• SBCD Programme Risk Register</li> <li>• SBCD Project Risk Register</li> <li>• SBCD Project Issue Log <ul style="list-style-type: none"> <li>• Project associated deliverables – defined project outputs and outcomes</li> </ul> </li> </ul>
2pm 8 March 2022		<ul style="list-style-type: none"> <li>• Update on the regional Project (to include virtual tour where possible) – <ul style="list-style-type: none"> <li>• Skills and Talent</li> </ul> </li> <li>• Situation Report</li> <li>• Minutes of Joint Committee and FWP</li> <li>• FWP (Scrutiny Committee)</li> </ul>
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.
- To consider item 'local supply chains'
- To consider item future role of Committee once all projects approved?

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