

SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

2.00 pm TUESDAY, 20 JULY 2021

REMOTELY VIA MS TEAMS

1. Welcome and Roll Call
2. Chairs Announcements
3. Declarations of Interest
4. Appointment of Vice-Chairperson
5. Minutes of Previous Meeting (*Pages 3 - 8*)
6. Skills & Talent Business Case (*Pages 9 - 126*)
7. Swansea Bay City Deal Change Control Procedure (*Pages 127 - 140*)
8. Benefits Realisation - Benefits Profiles (*Pages 141 - 146*)
9. Swansea Bay City Deal Annual Report (*Pages 147 - 236*)
10. Swansea Bay City Deal Highlight Report (*Pages 237 - 250*)
11. Internal Audit (*Pages 251 - 260*)
12. Financial Monitoring Report (*Pages 261 - 270*)
13. Minutes and Forward Work Programme Swansea Bay City Region Joint Committee (*Pages 271 - 288*)

- Minutes 11th February 2021
- Minutes 11th March 2021
- Minutes 15th April 2021
- Forward Work Programme

14. Forward Work Programme 2021/2022 (*Pages 289 - 292*)

15. 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

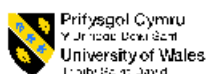
14 July 2021

Committee Membership:

Chairperson: Councillor R.James

**Vice
Chairperson:**

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



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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

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 20th July 2021

Report Title Skills & Talent Business Case

RECOMMENDATIONS/KEY DECISIONS

To receive the SBCD Skills & Talent Business Case

REASONS

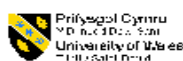
1. Introduction

The Skills and Talent programme aims to create new and sustainable opportunities to upskill and create a skills pathway for all that will reduce the number of economically inactive; increase the number of people with higher than level 2 qualifications and create opportunities to increase the number of people with higher level skills thereby generating prosperity for individuals and businesses across the region

The Skills and Talent programme is a unique programme within the suite of 9 City Deal projects that will deliver a skills training solution offering the best value sustainable skills infrastructure to develop the future workforce for the region. The development of a comprehensive and forward-thinking skills programme that will deliver the right skills and competency across all the key themes of the City Deal programme is vital to the overall success of the City Deal Portfolio.

The programme will align the available skills provision and identified skills gaps with the needs of Industry across the region as well as the 8 innovative projects that make up the City Deal supporting the growth of GVA, productivity and business investment in the region. The delivery of an innovative skills training programme will be through initial scoping and publication of a skills barometer followed by the development of pilot projects to offer training solutions that will over the lifetime of the programme and beyond deliver a skilled workforce that will meet the requirements of the projects and the wider economy of the Swansea Bay region.

The Regional Learning and Skills Partnership (RLSP), a partnership of Industry Employers and public sector training and education providers will be the lead body for the Skills and Talent programme. The partnership was established in 2010 to identify skills and training needs of the region and has a long-standing experience of working



with industry and training providers and reporting to Welsh Government the regional training needs

2. Background

The Business Case for Skills and Talent has been developed as a Programme Business case, in line with Better Business Case and Green Book guidance and has progressed significantly over the last couple of months.

The Programme governance arrangements are now in place through the RLSP Board which has approved the business case for submission through the City Deal governance process.

Following review by the Portfolio Management Office, the business case has been considered by the Economic Strategy Board (ESB) with feedback incorporated into the current draft. An official ESB test and challenge session was held on 20th May, the result of which was full support and endorsement of the programme and its Business Case from the ESB.

The Business Case was endorsed by SBCD Programme Board on 29th June 2021.

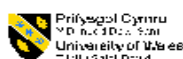
The Programme is following the City Deal Integrated Assurance & Assessment Framework for all governance and assurance matters including risk and issue management, benefits realisation plans, quarterly and annual reporting, and Project monitoring. A Programme Gateway Review was undertaken 23rd-25th June receiving a Green rating.

A policy workshop was held with UK and Welsh Governments on 11th May and a presentation to the UK Minister 7th July.

The programme lead has also been discussing examples of good practice with other City Deal programmes in Edinburgh and Belfast where there are similarities on the skills needs moving forward.

3. Skills and Talent Programme Business Case

The development and delivery of an up-to-date training and skills programme through formal education; traineeships, apprenticeships and higher-level apprenticeships is critical to improving opportunities for lower skilled workers to upskill for labour market and to seek higher level outcomes. The programme will enable the support of employees already in the workplace to upskill/reskill to be developed to achieve the overall ambition and success of the Swansea Bay City Deal will be based on the ability of businesses in the region to compete with other areas in Wales and the UK. To ensure that we achieve this success it is essential to have a highly skilled and productive workforce to enable the region to be connected and competitive.



Through the funding support of the City Deal programme the RLSP will create a trained and talented workforce for the future within the Swansea Bay City Region working with stakeholders, employers and training providers. The Skills and Talent programme will provide a private led business skills solution delivered through an integrated regional approach to delivering skills focusing on specific sector skills required in order to meet the demand of the Swansea Bay City Region City Deal and the five themes of 'Digital, Construction, Health and Wellbeing, Energy and Smart Manufacturing all fused together to bring about Economic Acceleration in the region. The programme will help open up new jobs to increase the number of people moving into work (including those who have been out of work over a long period of time) and reduce the number of people becoming NEET's.

The Skills and Talent programme will:

- ✓ To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (between 2-8) skills within 10 years.
- ✓ To create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- ✓ To create at least 2 Centres of Excellence within specific sectors to develop the region as being "the best" area for skills development.
- ✓ To create a clear career pathway from school education through further and higher education in the key areas of digital; construction, energy; smart manufacturing and life-science and wellbeing, achieved through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE.
- ✓ To deliver 20 new/updated course frameworks to ensure they meet the industry training needs for the future.

The Programme will consist of the following phased elements:

Phase 1 – Identification of skills gaps

Phase 2 – Development of new frameworks and training programmes

Phase 3 – Pilot Projects

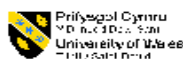
Phase 4 – Development of Career Pathways

Phase 5 – Creation of Centres of Excellence

The Skills and Talent programme will work with the City Deal's eight other programmes/projects detailed below as well as understanding the wider regional skills requirements.

The programme will seek to influence the following areas;

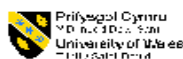
- Advanced skills: Leading innovation across the City Deal projects. The advanced skills offer will support the new and emerging technologies contained within the constituent proposal bids.



- Under/Postgraduate Expansion: Providing increased productivity through greater graduate skills application across the Four Internet themes.
- Further/Higher Education: Delivering skills for new roles within the theme sectors, through Foundation Degree programmes, Apprenticeships and Higher Apprenticeships to include Degree Apprenticeships. Delivering innovation will include new blended learning approaches.
- Continuing Professional Development: Ensuring the region's skills across the themes remains at the forefront of professional practice. This is to include ensuring that older workers currently operating within the economy have the skills they desire and require to progress and diversify.
- Apprenticeships: Support the integration of Apprenticeship opportunities throughout the Skills and Talented Future Generations project.
- Skills facilities development: Creation of sector-specific facilities to support the development of new emerging skills/roles and the creation of a step-change in capacity across the region.
- Schools engagement to influence curriculum development and delivery to ensure the adequate supply of young people with the right skill sets.
- Increased engagement with current channels and programmes delivering careers advice to enthuse young people and influence career decisions at the right time and in the right way to retain the talent of young people in the region and reduce the impact of "brain drain" on the region.
- Engagement with people of all ages who are not currently in Education, Employment or Training (NEETS) ensuring that there are opportunities for all.

The Skills and Talent Programme will support the SBCD portfolio and build on existing engagements with all project lead organisations and the long-standing links with the private sector via sector specific cluster groups. Existing knowledge and consultation will help identify the skills need and facilitate engagements with relevant providers to deliver skills solutions.

The skills developed through the Skills and Talent programme will not only help fill the new roles directly created through the City Deal Themes, but also support a broader uplift in Gross Value Added (GVA) and productivity across the prioritised sectors and wider regional economy. Given the varying lead times of each project a timescale of between five and fifteen years is proposed in the first instance to achieve the aims which will be monitored through the incremental measurement of GVA. The RLSP has a tried and tested methodology for identifying skills needs which will be built on and honed to identify the skills solutions for each of the projects within the proposal.



Individual Project Skills needs will be identified and quantified through the following process;

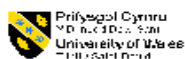
- Existing Regional Skills Identified through a desk-based review of relevant labour market information,
- City Deal Project Skills identified through continued engagement with the individual projects,
- Skills Gap Analysis undertaken, and Skills Barometer published,
- Skills Requirement solutions identified, and projects developed,
- Career Pathways developed with schools and colleges, and
- Centres of Excellence established to sustain activity beyond the programme.

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Swansea Bay City Deal

Skills and Talent Programme

Business Case

“Create Ambition and Raise Aspiration”

Version 9

Updated June 2021



Regional Learning and Skills Partnership
Partneriaeth Dysgu a Sgiliau Rhanbarthol

De-Orllewin Cymru
South West Wales

Executive Summary

1 Vision

To create new and sustainable opportunities that will generate prosperity for individuals and businesses in the Swansea Bay City Deal region. This will be achieved through the development of a pathway of skills for all and the pilot delivery of demand driven high level skills and upskilling opportunities across the five key sectors.

2 Programme Introduction

The Skills and Talent programme is a unique programme within the suite of 9 City Deal projects that will deliver a skills training solution offering the best value sustainable skills infrastructure to develop the future workforce for the region. The development of a comprehensive and forward-thinking skills programme that will deliver the right skills and competency across all the key themes of the City Deal programme is vital to the overall success of the City Deal Portfolio.

The programme will align the available skills provision and identified skills gaps with the needs of industry across the region as well as the 8 innovative projects that make up the City Deal supporting the growth of GVA, productivity and business investment in the region. The delivery of an innovative skills training programme will be through initial scoping and publication of a skills barometer followed by the development of pilot projects to offer training solutions that will over the lifetime of the programme and beyond deliver a skilled workforce that will meet the requirements of the projects and the wider economy of the Swansea Bay region.

The Regional Learning and Skills Partnership (RLSP), a partnership of Industry Employers and public sector training and education providers will be the lead body for the Skills and Talent programme. The partnership was established in 2010 to identify skills and training needs of the region and has a long-standing experience of working with industry and training providers and reporting to Welsh Government the regional training needs.

Proposal Description

The development and delivery of an up-to-date training and skills programme through formal education; traineeships, apprenticeships and higher-level apprenticeships is critical to improving opportunities for lower skilled workers to upskill for labour market and to seek higher level outcomes. The programme will enable the support of employees already in the workplace to upskill/reskill to be developed to achieve the overall ambition and success of the Swansea Bay City Deal will be based on the ability of businesses in the region to compete with other areas in Wales and the UK. To ensure that we achieve this success it is essential to have a highly skilled and productive workforce to enable the region to be connected and competitive. Through the funding support of the City Deal programme the RLSP will create a trained and talented workforce for the future within the Swansea Bay City Region working with stakeholders, employers and training providers. The Skills and Talent programme will provide a private led business skills solution delivered through an integrated regional approach to delivering skills focusing on specific sector skills required in order to meet the demand of the Swansea Bay City Region City Deal and the five themes of 'Digital, Construction, Health and Wellbeing, Energy and Smart Manufacturing all fused together to bring about Economic Acceleration in the region. The programme will help open up new jobs to increase the number of people moving into work (including those who have been out of work over a long period of time) and reduce the number of people becoming NEET's.

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Programme Delivery stages

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The Skills and Talent programme will:

- ✓ To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (between 2-8) skills within 10 years.
- ✓ To create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- ✓ To create at least 2 Centres of Excellence within specific sectors to develop the region as being “the best” area for skills development.
- ✓ To create a clear career pathway from school education through further and higher education in the key areas of digital; construction, energy; smart manufacturing and life-science and wellbeing, achieved through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE..
- ✓ To deliver 20 new/updated course frameworks to ensure they meet the industry training needs for the future.

The Skills and Talent programme will work with the City Deal’s eight other programmes/projects detailed below as well as understanding the wider regional skills requirements.

Economic Acceleration	Swansea City & Waterfront Digital District	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"> • 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 ‘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
	Yr Egin	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"> • National creative sector anchor tenants • World class office space for local and regional creative sector SMEs, with opportunities for expansion • Facilities for the community and business networking • The facilitation of engagement between businesses and students
	Digital Infrastructure	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"> • Connected places

		<ul style="list-style-type: none"> • Rural connectivity • Next generation wireless (5G and IOT networks)
Life Science & Well-being	Life Science, Well-being and Sport Campuses	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.
	Pentre Awel	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.
Energy and Smart Manufacturing	Homes as Power Stations	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. The project will: <ul style="list-style-type: none"> • Tackle fuel poverty • Further decarbonise the regional economy • Improve residents' health and well-being • Reduce burden on regional health and social services • Benefit regional supply chain businesses • Potentially develop a UK-wide industry in the City Region, with global export opportunities
	Pembroke Dock Marine	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: <ul style="list-style-type: none"> • Pembroke Dock Infrastructure (PDI) improvements • A Marine Energy Engineering Centre of Excellence (MEECE) • Marine Energy Test Area (META) developments • The Pembrokeshire Demonstration Zone (PDZ)
	Supporting Innovation and Low Carbon Growth	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. Programme features include: <ul style="list-style-type: none"> • SWITCH - A purpose-built facility and specialist equipment to support the steel and metals industry and supply chain • Electric vehicle infrastructure and mapping • Real-time air quality modelling • Hydrogen production to power hydrogen vehicles • Cutting-edge business spaces to meet evidenced demand including a Technology Centre and Property Development Fund

Key areas of Influence

The programme will seek to influence the following areas;

- **Advanced skills:** Leading innovation across the City Deal projects. The advanced skills offer will support the new and emerging technologies contained within the constituent proposal bids.
- **Under/Postgraduate Expansion:** Providing increased productivity through greater graduate skills application across the Four Internet themes.
- **Further/Higher Education:** Delivering skills for new roles within the theme sectors, through Foundation Degree programmes, Apprenticeships and Higher Apprenticeships to include Degree Apprenticeships. Delivering innovation will include new blended learning approaches.
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- **Schools engagement to influence curriculum development and delivery to ensure the adequate supply of young people with the right skill sets.**
- **Increased engagement with current channels and programmes delivering careers advice to enthuse young people and influence career decisions at the right time and in the right way to retain the talent of young people in the region and reduce the impact of "brain drain" on the region.**
- **Engagement with people of all ages who are not currently in Education, Employment or Training (NEETS) ensuring that there are opportunities for all.**

The Skills and Talent Programme will support the SBCD portfolio and build on existing engagements with all project lead organisations and the long-standing links with the private sector via sector specific cluster groups. Existing knowledge and consultation will help identify the skills need and facilitate engagements with relevant providers to deliver skills solutions.

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Individual Project Skills needs will be identified and quantified through the following process;

- Existing Regional Skills Identified through a desk-based review of relevant labour market information,

- City Deal Project Skills identified through continued engagement with the individual projects,
- Skills Gap Analysis undertaken and Skills Barometer published,
- Skills Requirement solutions identified, and projects developed,
- Career Pathways developed with schools and colleges, and
- Centres of Excellence established to sustain activity beyond the programme.

Synergies

The unique nature of the projects is a key driver of the City Deal and this allows for each to work independently with the success of one not completely dependent on the success of another. In the simplest sense, whilst no project is directly reliant on another, there are instances whereby projects will work more efficiently and effectively if other projects are working to their peak also, these instances are referred to as interdependencies.

Undeniably, underpinning each of the projects is skills and talent requirements and the success of all projects will be determined through having a skilled workforce both now and for the future.

A further key determinant of success is the preparedness and capability of future generations to capitalise on the opportunities presented by the proposal. The Initiative recognises that it is essential that younger generations are well-informed, it is therefore the intention of the programme to foster the themes of entrepreneurship and digital innovation through closer engagement with schools and the further and higher education institutions.

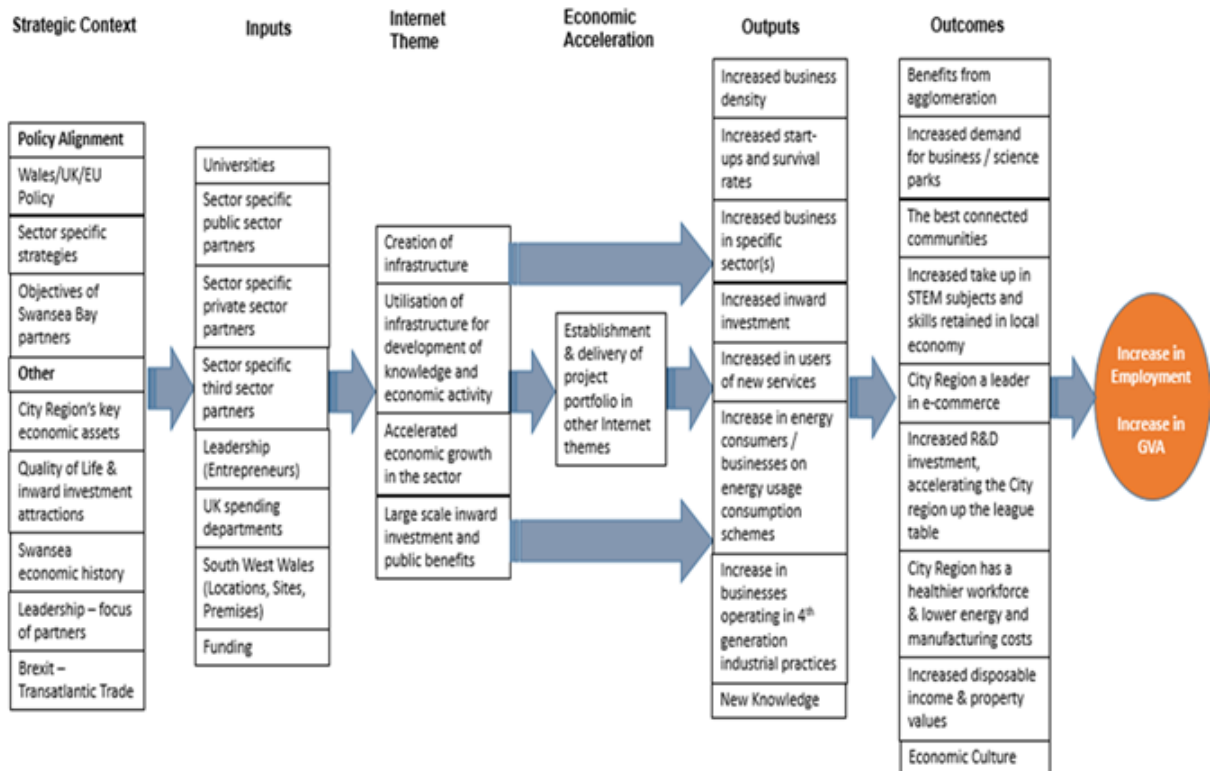
The further and higher education institutions operating within the region already have an exemplary offer of provision within these areas. Aligning their offer more closely to the specific needs of the City Deal and identifying where there are opportunities for multi-disciplinary teaching will create skilled individuals with the transferable skills needed to work across the City Deal.

3 Overview of Strategic Case

The Skills and Talent programme will align with the 4 key strands of the City Deal i.e Economic Acceleration; Energy; Life Science and Well-being and Smart Manufacturing. The programme will develop a sustainable pipeline of individuals to support the growth of the themes and support the future competitiveness of the region and maximise the potential of City Region partner organisations through the existing RLSP structure.

The programme aligns with the requirements and aims of the following national, regional and local strategies.

- UK Industrial Strategy
- Welsh Government Prosperity for All: the national strategy
- Wellbeing of Future Generations (Wales) Act
- International Strategy for Wales
- 21st Century Higher Education Strategy for Wales
- Education in Wales Strategy – our National Mission
- Youth Engagement and Progression Framework Strategy
- Tackling Poverty Plan
- Swansea Bay City Region Economic Regeneration Strategy
- Framework for Regional Investment in Wales
- Regional Employment and Skills Plan
- Rural Vision for Wales – Thriving Communities for the future



Case for Change

The Swansea Bay City Deal region suffers from a series of overarching economic issues including low GVA, lack of well-paid job opportunities, skills shortage, high levels of economic inactivity and outward youth migration. The region is characterised by a higher proportion of individuals with no qualifications when compared with national averages. A high number of individuals in the region are currently in low skilled, low paid and unstable employment and subsequently a lower-than-average level of individuals are in higher paid, meaningful employment. The programme will help address the skills gaps by working with the City Deal projects and regional stakeholders to develop and deliver the skills needs for the future in the region.

Objectives & Benefits

The overarching objective of the Skills and Talent programme is to strengthen collaboration and increase investment that will significantly boost the quality and quantity of trained and skilled individuals through the intervention of the programme. The aim is to:

- ✓ To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (between 2-8) skills within 10 years.
- ✓ To create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- ✓ To create at least 2 Centres of Excellence within specific sectors to develop the region as being “the best” area for skills development.
- ✓ To create a clear career pathway from school education through further and higher education in the key areas of digital; construction, energy; smart manufacturing and life-science and wellbeing, achieved through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE.

- ✓ To deliver 20 new/updated course frameworks to ensure they meet the industry training needs for the future.

These investment objectives are SMART (specific, measurable, achievable, realistic and time bound) and will be realised with a £30 million investment from:

**City Deal
£10m**

**Public Sector
£16m**

**Private Sector
£4m**

Existing Arrangements and Business Need

The Strategic Case outlines the existing arrangements for skills training provision and identifies the business need that the Programme will respond to. This is summarised in the table below:

Theme	Existing Arrangements	Investment objective	Business Needs
Economic Performance	Fewer people with higher level qualifications.	14,000 individuals with increased level of skills (2,000 direct and 12,000 indirect).	To increase the number of people with higher level qualifications to support the SDCB projects.
	The region has the highest number of people in Wales with low or no qualifications.	Create at least 3,000 new apprenticeship opportunities to include level 3 to degree.	Develop a programme of opportunities to upskill the existing workforce. Attain 100% completion of the apprenticeship programme and provide the employability support to individuals to move into full time employment.
	High number of individuals in low paid employment.	Create opportunities to support people into work.	Increase opportunities through the improvement of skills levels to increase the number of people in higher paid jobs.
	The jobs in the region have a strong reliance on the foundational economy or public sector.	Create clear pathways within schools focusing on the key themes within the City Deal portfolio.	Developing the career pathways throughout the school years to showcase the opportunities will highlight the new opportunities.
		Increased uptake of school pupils progressing into STEM subjects at FE/HE.	
	High number of economically inactive people.	Upskill and support people into employment by creating opportunities through project community benefits programme.	Working with employability programmes to develop the opportunities to upskill and gain qualifications into meaningful jobs.
	Course frameworks do not meet future skills needs and lecturers/teachers are not fully aware of the new ways of working within industry.	Invest in course frameworks to ensure they meet the needs of the projects and employers in the region and provide upskilling/CPD for teachers and lecturers.	Work required to understand the gaps and work with stakeholders and employers to bridge the gap and develop new qualifications. Identify what upskilling is required.

		Delivery of 20 new/updated course frameworks to meet industry training needs.	
	The area is not known for the delivery of any specific specialist skills.	Establish at least two Centres of Excellence based on prioritised sectors.	Centres of Excellence in skills required for the City Deal projects that are new and emerging.
	Ageing Population The ageing population is an issue for the region if they do not work or will not upskill to work within the new and emerging sectors.	Deliver pilot programmes of new courses to upskill existing workforce.	Map out opportunities for key employees to upskill through a faster than normal process to enable businesses to have the necessary skills immediately

Potential Scope

The mapping of the City Deal skills gaps and analysis of the training requirements will consider the business needs; gender and equality imbalances of people taking up the courses; and the needs and availability of the existing and future workforce through re-training and increasing awareness of opportunities. The aim of the Skills and Talent programme is to work within 5-year timeline periods which would account for the changing skills demands and enable the necessary skills to be developed as quickly as possible to meet the project needs. There will be a requirement to upskill the existing workforce in many areas including upskilling the teachers/lecturers who deliver the training, and this work will be a priority within the first 3 years of the programme. At the same time the necessary frameworks for FE/HE and apprenticeships in the relevant areas will be developed and pilot projects will be implemented to deliver the training.

Work will progress with primary and secondary schools in the region to highlight opportunities available through the City Deal projects and develop clear pathways to help young people make informed choices in schools.

The table below highlights key skills requirements already identified across the SBCD programmes and projects, and will be built upon when skills gaps and opportunities are further identified.

Sector	Skills
Digital	Basic IT skills Cyber Artificial Intelligence Digital Forensics Machine Learning Robotics Cloud technology Creative Industries
Construction	SMART Housing Solar, heat pumps, Smart controls, mechanical and electrical systems Electrical Vehicles Retrofit
Energy	Engineering – specialised for offshore wind, tidal energy, marine energy
Health and Wellbeing	Digital technology in health care Digital assimilation Connectivity with community support workers Digital consultation from hospitals and GP surgeries
Smart manufacturing	New ways of manufacturing utilising robotics and new Digital technologies

Key Benefits, Risks, Dependencies, Constraints

<p>Benefits</p> <ul style="list-style-type: none"> • Co-ordinated approach across the region for skills development. • Increased number of higher skilled individuals for jobs created through City Deal projects. • Opportunities for all to achieve a qualification and skills. • Increased number of apprenticeships / higher apprenticeships offered through the construction phase of the projects. • Centres that specialise in the development skills within a particular sector(s). • Inspiring the next generation to take the correct path in their career. • Developing the pathway for children from primary school through to secondary school through the introduction of new vocational training opportunities. • Retention of skilled individuals to work within the City Deal projects. • Developing new and updating existing frameworks to meet the needs of the projects and employers across the region. 	<p>Risks</p> <ul style="list-style-type: none"> • City Deal funding not secured – programme will not be implemented. • Programme timescale slippage. • Lack of resources/insufficient capacity to manage the programme and to deliver the stated activities and results. • Organisational and financial risks associated with taking on this project. • The programme does not secure sufficient partner/stakeholder buy in. • Failure to increase the number of skilled individuals. • Lead times in the development of a new skills offer in the region. • Failure to engage with training providers to deliver the necessary skills development.
<p>Constraints</p> <ul style="list-style-type: none"> • UK and Welsh Government Policy in relation to training and education. • Capacity within the FE and HE sector to implement the changes within their delivery mechanism. • Funding constraints from the public and private sector. • Ensuring that the capacity is present to meet the aims and objectives of the Programme. • Covid-19 restrictions on the delivery of training and education. 	<p>Dependencies</p> <ul style="list-style-type: none"> • Close alignment of the Programme with the delivery of the City Deal projects. • Continual review of skills needs for the Region and work with partners and employers to understand changing demands. • Continuation funding from Welsh Government for new frameworks. • Funding contributions from public and private sector. • Training providers delivering the necessary skills provision and working in a co-ordinated way to avoid duplication and become more strategic across the region

Commented [JB3]: Co-ordinated approach across the region for skills development

Commented [JB4]: Is the creation of 'new' a constraint?

Commented [JB5]: Training providers working in a co-ordinated way to avoid duplication and become more strategic across the region

4 Overview of Economic Case

The Economic case has been undertaken in accordance with the with the HM Treasury's Green Book guidelines. The section sets out the options and analysis of those options, the identification of the long and short list and the appraisal of the short list through economic assessment.

Critical Success Factors

The Critical Success factors of the Skills and Talent Programme were determined to be:

Critical Success Factors

Strategic Fit	<ul style="list-style-type: none"> Strategically aligned to the Swansea Bay City Deal Strategically aligned to the Welsh Government Education and Skills strategy and Wellbeing and Future Generations Act. Delivers the future skills requirements for the region and the skills needs of the 8 projects that make up the City Deal. Increasing the number of people with higher level qualifications Retraining people in the region to give the opportunities to all. Developing resilient learners with a life-long attitude to learning.
Value for Money	<ul style="list-style-type: none"> Reduce the duplication that could occur if all 8 City Deal projects managed their own skills programme by bringing together the skills requirements across the region. The programme offers Value for Money and avoids duplication Achieve a viable cost benefit ratio compared to other options.
Supplier capacity and capability	<ul style="list-style-type: none"> Training providers from across the region are keen to work together to achieve the aims of the programme. Reduce costs by delivering skills in a more cost efficient and co-ordinated way across the region, meeting needs of employers and the projects.
Affordability	<ul style="list-style-type: none"> Demonstrate the affordability of the Programme within the defined funding arrangements from the City Deal, Public and Private Sector.
Achievability	<ul style="list-style-type: none"> Delivery of option is achievable within the timescale, available funding and capacity.

Long List and Short List

The following long list of options were identified for the scope of the programme and agreed by the Senior Project Team,

1. **Business as Usual** – City Deal skills needs supported only by existing programmes/providers
2. **Do Minimum** – create a dedicated Skills Programme team to enhance employers and schools engagement with City Deal Projects at an estimated cost of £1M
3. **City Deal Skills Fund** – create Skills Fund from City Deal resources available to City Deal projects only at an estimated cost of £8M
4. **Supported City Deal Skills Fund** - create a dedicated Skills Programme team to enhance employers and school's engagement and manage awards from the City Deal Skills Fund to City Deal Projects only at an estimated cost of £10M
5. **Targeted Skills Delivery** – create RLSP project team and leverage public/private funding to address all City Deal Projects' skills gaps at an estimated cost of £30M
6. **City Deal Ambitious** - deliver a full suite of skills training to meet regional needs of all four themes of the City Deal at an estimated cost of £153M
7. **Do Maximum** – deliver a full suite of skills training to redress the entire regional skills gap at an estimated cost of £518M

Commented [JB6]: Need to be BAU throughout the document – Do Nothing is a big no no

Short List Options Appraisal

Following a series of appraisals and management discussions, the following short list of options emerged,

Option 1 – Business as Usual

To continue to deliver training through existing methods, with no additional funding. The FE, HE and training providers would offer the existing frameworks with no update or development of new opportunities. The RLSP would continue to gather data and do a minimal amount of work with schools.

Option 2 – Supported City Deal Skills Fund

A Skills Programme team would be recruited to enhance the employer and project engagement to identify the skills gaps and work with schools to share the opportunities that would be created through the City Deal projects. Centres of Excellence would also be supported for each of the Key Themes. The eight Projects of the City Deal would deliver their own training solutions independently, bidding into the City Deal Skills Fund as required.

Option 3 – Targeted Skills Delivery

The RLSP would explore the skills needs of all 8 projects and identify the gaps. A dedicated Skills Programme team would be appointed who would work with the City Deal Project leads, the wider employers and the training leads to develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds to leverage public and private sector match funding/contributions in kind. The solutions would be delivered as Skills Programme projects which would be developed by the Skills Programme team with key partners. The Programme team would also work with schools and all education and training providers to co-ordinate the future opportunities from the City Deal projects and created a supported pathway with schools to higher skills training. Centres of Excellence would also be supported for each of the Key Themes.

Option 4 – City Deal Ambitious

This option would allow for the delivery of a full suite of skills training to meet the needs of all industry sectors within the four themes of the City Deal – Energy, Digital, Smart Manufacturing and Life Science. The RLSP would explore the skills needs of all these sectors and identify the gaps. An enhanced dedicated Skills Programme team would be appointed who would work with public bodies, wider employers and the training leads to develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds to leverage public and private sector match funding. The Skills Programme team would work intensively with all schools, colleges and universities to raise the awareness of and develop new skills programmes to address the sector gaps.

Key Findings

The economic appraisals are as follows,

Net Present Cost and Benefits Findings (All Public Sector Costs but excludes private sector costs/investment)

	Undiscounted Value (£)	Net Present Value (£)
Option 1 – Business As Usual		
Additional Income Generated	-	-

Less City Deal funding	-	-
Less Other Public Sector Funding	-	-
Total	-	-
Option 2 – Supported City Deal Skills Fund		
Additional Income Generated	£16,537,040	£11,932,301
Less City Deal Funding	£10,000,000	£9,812,949
Less Other Public Sector Funding	-	-
Total	£5,537,040	£2,119,352
Option 3 – Targeted Skills Delivery		
Additional Income Generated	£49,603,320	£35,788,186
Less City Deal funding	£10,000,000	£9,812,949
Less Other Public Sector Funding	£16,000,000	£15,700,965
Total	£23,603,320	£10,274,272
Option 4 – City Deal Ambitious		
Additional Income Generated	£292,948,032	£211,535,059
Less City Deal funding	£57,552,000	£56,482,633
Less Other Public Sector Funding	£92,083,200	£90,372,214
Total	£143,312,832	£64,680,212

Net Present Cost/Benefit Findings

Preferred Option

The results of the investment appraisal are summarised in the Table below,

Evaluation Results	Option 1: Business as Usual	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Economic appraisals	4	3	2	1
Benefits appraisal	4	3	2	1
Risk appraisal	4	2	1	3
Overall Ranking	4	3	1	2

Short-list Options Evaluation Results

On the basis of this analysis, the preferred option is Option 3 – Targeted Skills Delivery.

Commented [JB7]: Note for Ian - Should this option have come through from the long list as there isn't enough funding? Or it comes through on the basis of funding could change?

Whilst Option 4 – City Deal Ambitious scored 1st in the Economic and Benefits Appraisals, this is purely a reflection of the much higher costs and scale of the skills delivery projected. The level of funding for a Programme of this scale not currently available and there would be very significant delivery risks due to the enormous increase in regional capacity and capability that would be required. Option 3 can be delivered within identified costs at a low-risk exposure and can deliver the prime objective of ensuring sufficient new and additional skills can be provided to meet the needs of the other City Deal Projects. This has therefore been selected as the Preferred Option going forward.

Summary Table of Economic Appraisals

The results of the economic appraisals above are summarised in the Table below.

Summary of Economic Appraisal	Option 1 Business as usual	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Net Present Value (after allowing for private sector investment)	-	£2,119,352	£6,348,476	£60,754,534
Public Sector Cost	-	£9,812,949	£25,516,897	£146,854,847
Appropriate BCR	-	1.216	1.403	1.440
Significant unmonetizable costs/benefits	-	N/A	N/A	N/A
Significant unquantifiable factors	-	N/A	N/A	N/A
Risk costs (increased education delivery costs) - residual optimism bias (undiscounted)	-	£1,000,000	£3,000,000	£15,363,520
Switching Values (preferred option only)			-13.33%	
Time Horizon and Reason	15 Year Programme Period in accordance with City Deal requirements			

Commented [JB8]: There must be some key benefits here, based on the benefits register

5.1 Overview of Commercial Case

This programme is not a high value capital-cost based construction programme. Instead, it will deliver several lower cost revenue project interventions to achieve the programme investment objectives and outcomes.

The Skills and Talent programme will manage the main element of the programme through delivery of a programme fund disseminated to pilot projects following approval by the Programme Board. It is anticipated that pilot projects will be led and procured by a third-party stakeholder organisation. The apprenticeship programme will be supported through the work with the 8 City Deal projects.

Commented [JB9]: Is everything a pilot project? For example, apprenticeships are not pilots, are they?

The Skills and Talent programme is led by Carmarthenshire County Council on behalf of the four regional Local Authorities, two universities and two health boards that make up the Swansea Bay City Deal primary stakeholders. The Programme team will work with Carmarthenshire County Council to ensure that procurements fully comply with:

- Welsh National Rules on the Eligibility of Expenditure – public contracts regulations 2015
- Welsh Procurement Policy Statement 2019
- State Aid Rules
- Procurement Legislation
- Community Benefits Principles
- Any other Carmarthenshire County Council, UK and Welsh Assembly Government rules and regulations which apply to procurement
- Procurements will also align to the procurement principles of the City Deal

Service Requirements and Outputs

The initial skills gaps analysis will be undertaken by the programme team and the Skills Solution Group to understand what new/updated skills and apprenticeship frameworks are required to inform development of the pilot projects which will be delivered in conjunction with stakeholders. An action plan will be developed outlining the gaps and proposals and recommendations. The assistance of consultants / specialist advisers to help with the research may be required and if so, will be procured.

6 Overview of Financial Case

The Skills and Talent programme is based on £30m of revenue funding over 5 years delivery period. The investment breakdown of, £10 million City Deal; £16 Million public sector and £4 million private sector funding is summarised in the table below:

Commented [JB10]: The table below show 6 years – so is it more a 5 year delivery period (Yr 2-6)?

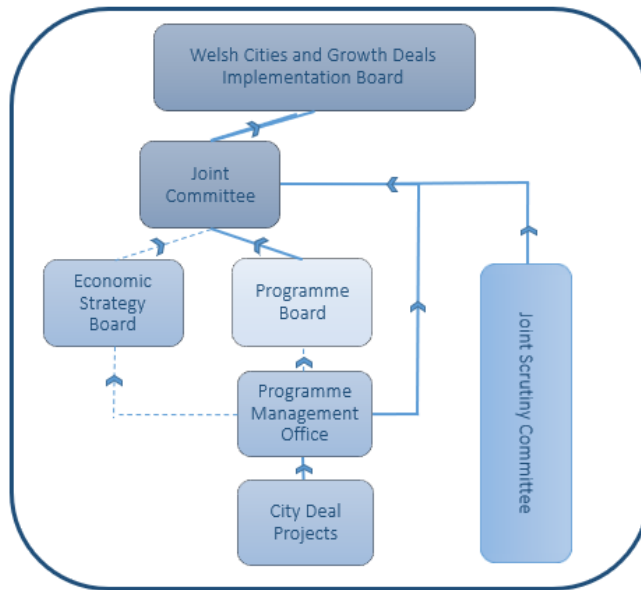
Expenditure	Year 1 2020/21 (£m)	Year 2 2021/22 (£m)	Year 3 2022/23 (£m)	Year 4 2023/24 (£m)	Year 5 2024/25 (£m)	Year 6 2025/26 (£m)	Total (£m)
Capital	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Revenue	£ 24,800	£ 2,920,000	£ 5,000,000	£ 7,500,000	£ 7,500,000	£ 7,055,200	£ 30,000,000
Total	£ 24,800	£ 2,920,000	£ 5,000,000	£ 7,500,000	£ 7,500,000	£ 7,055,200	£ 30,000,000
Funding							
Swansea Bay City Deal Grant	£ 24,800	£ 1,170,000	£ 1,500,000	£ 2,500,000	£ 2,500,000	£ 2,305,200	£ 10,000,000
Public Sector	£ -	£ 1,250,000	£ 3,000,000	£ 4,000,000	£ 4,000,000	£ 3,750,000	£ 16,000,000
Private Sector	£ -	£ 500,000	£ 500,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 4,000,000
Total	£ 24,800	£ 2,920,000	£ 5,000,000	£ 7,500,000	£ 7,500,000	£ 7,055,200	£ 30,000,000

The funding of this Programme will be operated through Carmarthenshire County Council as the accountable financial body and managed on a day-to-day basis through the Regional Learning and Skills Partnership Board.

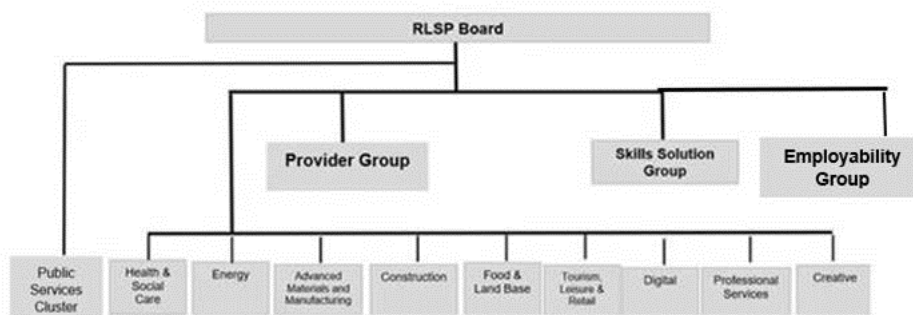
7 Overview of Management Case

The management case demonstrates the achievability of the scheme and how the programme will be operated and managed by the Regional Learning and Skills Partnership (RLSP) offering value for money by identifying the skills needs of all 8 projects and delivering through projects developed with key stakeholders across the region without causing duplication.

The Skills and Talent programme operates within the existing and robust SBCD governance hierarchy as detailed in the diagram below:



The Regional Learning and Skills Partnership Board for South West Wales has been in existence since 2010, and since 2015 has been led by the private sector and incorporating representatives of further and higher education, training providers and education together with key stakeholders in employability and training in the region. The partnership is transformational bringing business leaders, education and regeneration partners together to help provide a better future for learners and potential learners and people wishing to re-train across the region. The RLSP Board will provide leadership and be responsible for delivering the vision of the Skills and Talent programme as set out in the Business Case. They will do this by making decisions and overseeing the alignment of skills developments with regional and industry needs. The RLSP will ensure the programme is managed effectively through the programme team, to approved timescales, budgets and in line with the governance arrangements of the SBCD and partner organisations. The Board is supported by nine Industry cluster groups and the members of each cluster group provide valuable insight into the needs of the industry. The RLSP will lead the Skills and Talent programme within the work of the existing partnership board to become the programme board.



The remit of the Board will be delivered under the SBCD regional governance framework as set out within the SBCD Portfolio business case. The Board will have responsibilities which will include but not exclusive to:

- Securing funding and approval for the programme
- Updating the business case when required in accordance with the requirements and expectations of the Welsh and UK Governments and submitting this via the agreed governance requirements of the SBCD.

- Project level approval of all major plans and seeking approval through the agreed governance arrangements.
- Provide resource required to enable the programme delivery
- Approval of all deviations from agreed tolerances in line with agreed change management arrangements.
- Arbitration on any conflicts that cannot be resolved at Project level and escalation through the appropriate channels as required.
- Reviewing and reporting the programme benefits (outcomes and impacts) and whether they are still achievable.
- Management of major risks and issues at programme level and coordination and escalation of risks and issues that are likely to have an impact on other areas of the Portfolio.
- Project governance documentation sign off.
- Approving and funding key changes.
- Guaranteeing equity and catering for the needs of all partners and stakeholders.
- Ensuring longevity of initiatives and programmes created as a result of the Skills and Talent programme.

Programme Team

The day-to-day operation of the programme will be delivered by the programme management team who will have responsibility for the delivery of the programme working to and alongside the Regional Learning and Skills Partnership Board. Recruitment to appoint a Programme lead is underway with further recruitment taking place following government approval of the outline business case.

Monitoring and Evaluation.

The Programme Monitoring and Evaluation processes will replicate those set out in the SBCD Monitoring and Evaluation Plan. The Programme SRO will ensure that the Programme team makes appropriate arrangements to collate, monitor and communicate project milestones, deliverables and benefits realisation. The M&E Plan aligns to the revised HM Treasury Green and Magenta books and the UK Government's Project Delivery Guidance.

The M&E plan will be applied at programme / project level where a two-way cascade of outputs and outcomes will be required to understand performance and impact of the SBCD portfolio.

Programme evaluation

A formal review of the programme will be conducted by an external party/consultant to determine the success of the programme. This will take place at the end of the programme and will test the deliverables against the defined investment objectives and outcomes to evaluate its' effectiveness.

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Vision

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- Post Funding/Continuation Strategy

Appendices (separate documents)

Appendices

The Strategic Case	
A. Skills and Talent Interaction with the City Deal projects	 Appendix A Skills and Talent interacti
B Project Interaction	 Appendix B.pdf
C. RLSP Board members	 Appendix C RLSP Board membership.f
C Strategy and Programme Investment Aims – The four themes of the City Deal.	 Appendix B Strategic and Progr
D Cluster Group Membership	 Appendix D List of cluster group memb
E Course Mapping – Swansea Bay Region FE/HE and apprenticeships.	https://www.carmarthenshire.gov.wales/media/1225384/cd_pm_v2.xlsx
F Risk Register	 Appendix F Skills and Talent Risk Reg
Economic Case	
G Cost Benefit Analysis	 Appendix%20G%20CBA.xlsx
The Commercial Case	
H City Deal Procurement Principles	 Appendix H The SBCD Procurement F
I Programme Implementation Plan	 Appendix I Programme Impleme
Financial Case	
J and J(1) Funding profile for the Programme	  Appendix%20J.xlsx appendix%20J(1).xls x
The Management Case	

Commented [ICW11]: Appendices A and B look the same.

K Summary of Engagement	 Appendix K.pdf
L RLSP Programme Board Terms of Reference	 Appendix L RLSP Board Terms of Refe
M Terms of Reference of Skills Solution Group	 Appendix%20M%20%20Skills%20Solutic
N IAAP	 Appendix%20N%20Skills%20&%20Taler
O Benefits Register	 Appendix%20O%20Skills%20and%20Tal

1. OVERVIEW OF THE SKILLS AND TALENT PROGRAMME

1.1 Introduction

The Swansea Bay City Deal (SBCD) Skills and Talent Programme (2021- 2033) will deliver an integrated regional approach to delivering skills to meet the demand of the Swansea Bay City Deal projects alongside with the wider skills needs of the region. The Programme Business Case details how the funding from the City Deal, regional collaboration and prioritisation will enhance and develop the regional skills needed to meet future demands of industry and to remain nationally competitive, and in doing so, will attract and grow sustainable regional investment from local, national and international companies. Skills development will support the overarching aims for of the SBCD Portfolio, which is growth in Gross Value Added, jobs and private investment.

The Skills and Talent programme is integral part of the SBCD portfolio, which consists of eight further headline projects and programmes. Given that people are an organisations greatest asset, skills and talent development will provide businesses and people with employment opportunities to better themselves, their companies and the region's economic prosperity.

The success of the SBCD and its associated projects and programmes is dependent on the Skills and Talent programme.

The Business case is aligned to the HM Treasury Green Book and Better Business Case guidance to appraise the Skills and Talent programme. The business case was also developed in consultation with the SBCD project leads, industry leaders; Higher and Further Education (HE and FE) institutions, training providers and head teachers of primary and secondary schools across the region.

1.2 The need for intervention

The Swansea Bay City Region suffers from a series of overarching economic issues, including low GVA, lack of well-paid job opportunities, skills shortages, high level of economic inactivity and outward youth migration. The region also has a higher proportion of individuals with no qualifications as well as lower than average number of individuals possessing higher qualifications. The RLSP has been working with training providers and employers across the region on the development and implementation of the annual Employment and Skills plan since 2017, such plans have influenced the Welsh Government funding into FE and Apprenticeship training to meet the needs of the priority economic sectors and the employers in the region. The RLSP was also instrumental in the preparation of the skills needs assessment undertaken for the proposed Tidal Lagoon project in Swansea in 2016. During 2020/2021 the RLSP has been working with employers to understand the impact of Covid-19 on the specific industry sectors and identify new skills requirements that have arisen as a result of the pandemic, all of this information has been collated into bi-monthly reports to Welsh Government and has resulted in the development of new courses through the Personal Learning Accounts and through the Apprenticeship programme.

1.3 Aims of the Skills and Talent Programme

The Skills and Talent programme aims to work with regional stakeholders to address many of the challenges and issues facing young people, adults already employed and businesses to upskill and retain talent in the region. Specifically, the programme aims to deliver the following

investment objectives and benefits over the next 10 years, based on sectors including digital, energy, smart manufacturing, construction and life-sciences and wellbeing:

- ✓ To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (between 2-8) skills within 10 years.
- ✓ To create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- ✓ To create at least 2 Centres of Excellence within specific sectors to develop the region as being “the best” area for skills development.
- ✓ To create a clear career pathway from school education through further and higher education in the key areas of digital; construction, energy; smart manufacturing and life-science and wellbeing, achieved through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE..
- ✓ To deliver 20 new/updated course frameworks to ensure they meet the industry training needs for the future.

The wider benefits and impact of the programme includes:

- ✓ A skilled workforce with requisite skills to support the region over coming decades, in terms of supply chain development, growth of SMEs and attraction of large companies
- ✓ A co-ordinated and efficient regional approach with service integration that meets the needs of employers without duplication
- ✓ Support for people to get good jobs by creating opportunities through project community benefits programme
- ✓ Flexible and responsive to evolving and targeted need of the region and labour markets by bringing learning and skills together with regeneration opportunities in the region
- ✓ A business productivity programme to develop a suite of solutions to generate higher level skills which meet the demands of employers and will support improvements in productivity
- ✓ Raised awareness and upskilling of teachers and lecturers with new skills opportunities
- ✓ Increase the availability of informative, up to date information to help in strategic planning; ensuring the most appropriate learning opportunities and progression routes are available for learners in the region, which will benefit the learner by providing pathways through their lifelong learning pathway from schools, colleges, universities and upskilling whilst in work

1.4 Strategic alignment

The programme’s investment objectives and wider impacts are a dependency to the success of the SBCD portfolio and is strategically aligned to the needs of the region, Welsh Government and UK Government policy and strategy for skills development.

The Skills and Employability section of the Prosperity for All - the National Strategy states *“the better people’s skills are, the better their chances of getting fair, secure and rewarding employment, and the stronger the skills base is in Wales, the more chance we have of attracting new businesses and growing existing ones to improve prosperity”*¹

and in the previous Taking Wales Forward strategy the Welsh Government said *“Better schools and better skills have never been so important for our young people and the future of the economy. Through better education and providing skills for life we can help to break the cycle of disadvantage and inequality over the longer term. Our commitment is to*

¹ <https://gov.wales/sites/default/files/publications/2019-03/employability-plan-2.pdf>

offer the skills and experiences people need to thrive and prosper in our times. Getting people into employment and sustaining jobs is not just about increasing skills. We will improve workforce health, including mental ill health, through ensuring that health services support people throughout their working life.”²

To achieve the aligned investment objectives, a change to existing training delivery is needed regionally. The Skills and Talent programme team and RLSP board will work closely with WG and UKG and regional stakeholders to better integrate schools with the regional economy drivers and embrace the educational pathways to Colleges and Universities in the region. All of which is underpinned by understanding and meeting the needs of current and future businesses and regional priorities and investment.

1.5 Programme Delivery

A dedicated programme team will be recruited Q2/3 2021 reporting to the Regional Learning and Skills Partnership (RLSP) Board incorporating the Skills and Talent Programme Board. The RLSP Board, chaired by a business leader supported by the programme Senior Responsible Owner (SRO) are responsible for the successful delivery and oversight of the governance and reporting arrangements for the programme.

Extensive engagement with key stakeholders will form part of the governance arrangements and in the lifecycle of the programme development and delivery. Stakeholders include government bodies, training providers and employers from across the region.

Digital innovation (to include Creative Industries), energy, construction, smart manufacturing and life science and wellbeing are the five key areas that the skills project will focus on in relation to skills development.

Programme delivery will focus on five key phases that are interlinked to strengthen opportunities for training; upskills and for life-long learning:

1.5.1 Phase 1 - Identification of the skills gaps

From the outset, the programme will develop and publish a Regional Skills Barometer, providing all stakeholders with a better understanding to make informed decisions by presenting a complete landscape of the regional labour market demands and existing training opportunities. The Barometer will feed into a shared platform of employment opportunities linked to the development of a skilled workforce and the creation of upskilling programmes for the existing workforce to support the ambitions and delivery of the SBCD portfolio.

This will complement on-going mapping exercises of current course delivery through regional colleges, universities and training providers, where the data has been matched to skills requirements already identified by the SBCD projects and programmes. Further work is needed across the SBCD portfolio as businesses cases are developed and projects transition into delivery to understand the new training/skills opportunities and existing skills gaps in the region, which will shape and prioritise training provider offerings at university/college frameworks or via an apprenticeship route.

The skills identification process will be repeated periodically during the programme lifecycle. The initial scoping will identify skills requirements for the next 5-10 years. A further review will

² <https://gov.wales/sites/default/files/publications/2017-08/taking-wales-forward.pdf>

be undertaken thereafter to identify new skills that will be developed as new projects and business investment is generated in the area.

The focus for the first 5 years of the programme will be on the following sectors where key skills gaps have already been identified and there is an urgent need to upskill people already in the workforce to fill the gaps but to also prepare the next generation with the information to enable them to be aware of the opportunities if they choose to study in these areas:

- Digital – Cyber; Cloud, Digital forensics, Machine Learning knowledge; Creative Industries – recent report by the Learning and Work Institute states “the UK is heading towards a “catastrophic” digital skills shortage. The Covid-19 pandemic has increased the number of jobs in IT or requiring IT skills and evidence gathered by the RLSP³ shows that the trend is increasing and there are insufficient numbers of skilled people applying to take up the positions in the region.
- Construction – New roles in the Industry will need to be created and the Construction Wales Innovation Centre (CWIC) estimated that the equivalent of 350,000 new roles will be created by 2028 and these will need to be found through a mix of new jobs, upskilling existing and in innovation within the industry itself.⁴ Examples include Solar, Heat pumps, Smart controls, Electrical Vehicles; retrofit of homes; new construction methods; mechanical and electrical systems management including heat pumps etc.
- Energy – The expected growth in jobs (direct and indirect) to deliver a net zero economy in Wales by 2030 is anticipated to exceed 150,000 with further growth expected by 2050. The range of jobs will be wide and will include manufacturing and installation of wind turbines, solar PV, nuclear reactors, low- emission vehicles; specialist engineering roles within the offshore wind, tidal energy; marine energy sector; specialist maintenance roles etc.
- Health and Wellbeing – technology in health care; digital assimilation; connectivity with community support workers; digital consultations.
- Smart Manufacturing – new ways of manufacturing using digital technology.
- Creative Industries – the development of new technologies in the digital arena will enhance the opportunities within the Arts and Creative world of work. Yr Egin and the Waterfront project will offer key opportunities for work within the Creative sector. Over and above the digital requirements a number of new courses have already been developed to meet some of the needs identified to date.

The work that has already been undertaken has identified the cross-sector demand for digital training particularly the introduction of the use of technology in delivering services.

1.5.2 Phase 2 - Development of new Frameworks and training programmes

There is evidence of need in terms of new national occupational standards or updated frameworks to meet the needs of the projects, the Programme Team will work with the Skills Solution group to understand the requirements and commission the development of the updating of frameworks for pilot delivery in the region. The work will include:

- Employer engagement.
- Alignment of skills needs now and in the future.
- Identification of needs to train the trainers.

³ An Analysis of the Impact of COVID-19 on South West and Mid Wales (November 2020) – Regional Learning and Skills Partnership

⁴ <https://www.uwtsd.ac.uk/news/press-releases/press-2020/delivering-skills--training-in-wales-for-net-zero-.html>

- Review of frameworks after five years to determine additional requirements in line with changing technology.

1.5.3 Phase 3 - Pilot Projects

During the initial five years of the programme pilot projects will be developed to deliver the skills requirements. The projects will be developed with a range of stakeholders and partners across the region including the HE, FE institutions, the training providers and schools. However, there will also be opportunities for the private sector business to submit projects that they could match fund with the programme funding.

The pilot projects will include opportunities to upskill individuals in specific trades as well as upskilling lecturers/teachers in new technology required across all of the themes. The pilot projects will develop the legacy of the programme as new training/qualifications are integrated into mainstream delivery across the region.

The pilot projects will also identify opportunities to enhance the apprenticeship offer from level 3 to degree level 6. There has already been strong links made with Cyfle the shared apprenticeship scheme for the construction industry who already operate a mentoring support programme for apprentices to get in to work after the training period. The Skills and Talent programme would aim to develop similar models across the other key sectors.

It is anticipated that all successful pilot projects will become stand-alone programmes and adopted by other schools, colleges as good practice projects to deliver new skills and training in specific areas. All frameworks developed or updated through the Skills and Talent programme will adopted into mainstream delivery and funded through the annual allocation by Welsh Government, delivered through FE, HE and the Apprenticeship scheme. There is evidence of the demand for such a programme through the existing Regional Employment and Skills Plans and through engagement with employers in the region and the project leads of the City Deal projects.

1.5.4 Phase 4 - Development of Career Pathways

The work of schools is paramount to the success of this programme and the SBCD portfolio to generate the talent of the future and will run in parallel with Phase 3. The main aim of this phase is to inspire the next generation onto the right path by highlighting the opportunities for their careers in the region as well as the pathways to get to the jobs. There are many opportunities to work with schools, to influence the curriculum by investing in specific projects to support schools to develop the potential of their students in areas where there will be highly paid jobs. The Skills and Talent programme will support the schools with funding to develop specific initiatives that will enhance the opportunities for young people in their chosen career paths. The career pathway will also develop new opportunities to upskill teachers on the use of new technology and on new opportunities in the world of work.

The aim will be to generate an increased number of students following STEM subjects in FE and HE, these areas will include:

- Science & Mathematics
- Engineering and Manufacturing Technologies
- Information and Communication Technologies.

Commented [JB12]: What about Medicine/Health related (STEMM)

1.5.5 Phase 5 - Creation of Centres of Excellence

The programme aims to develop Centres of Excellence in key sectors that support the City Deal projects. The Centres will exist within existing colleges or universities and will offer and become known as the best Centre to gain the skills in one or all five of the outlined above. The Skills and Talent programme will support the development of such centres working with private sector employers, the City Deal projects and the training providers. The Centres of Excellence will not duplicate what is already on offer but will compliment work that is already being developed or become an additional resource within the region to support the sector.

2 THE STRATEGIC CASE

2.1 Vision

To create new and sustainable opportunities that will generate prosperity for individuals and businesses in the Swansea Bay City Deal region. This will be achieved through the development of a pathway of skills for all and the pilot delivery of demand driven high level skills and upskilling opportunities across the four key sectors.

2.2 Background

The Swansea Bay City Region (SBCR) spans across four local authority areas with a combined population of approximately 698,000 people. The City Region published an economic regeneration strategy in 2013 with a common vision to enhance the long-term prospects of the region's economy, businesses and communities. The strategy will co-ordinate collective action and identify routes and initiatives to respond to the structural challenges that are holding back the SBCR economy.

The SBCD is part of the SBCR strategy and portfolio. It is a partnership of eight regional organisations made up of four local authorities, two universities and two health boards that aim to accelerate economic and social advancement through regional infrastructure and investment funds.

The Skills and Talent Programme is one of the nine Projects and Programmes within the Swansea Bay City Deal (SBCD). The City Deal was signed by Prime Minister Theresa May and First Minister Carwyn Jones on the 20th March 2017, securing £1.3billion of public and private sector funding over a 15-year Programme for economic growth and regeneration for the region.

The Programme will span across the other 8 projects and programmes in the SBCD portfolio which have been developed under the key themes of Economic Acceleration, Energy, Life Science and Wellbeing and Smart Manufacturing:

Economic Acceleration

- Digital Infrastructure
- Swansea City and Waterfront Digital District
- Creative Digital Cluster – Yr Egin

Energy

- Homes as Power Stations
- Pembroke Dock Marine

Life Science and Wellbeing

- Life Science & Well-being Campuses
- Pentre Awel (Life Science and Well-being village)

Smart Manufacturing

- Supporting Innovation and Low Carbon Growth

Appendix A shows how all the projects interact and the themes all play an important role in the economy of the region, Appendix B contains more detailed information on how these

themes are currently impacting the economy of the region and how the Skills and Talent programme will specifically address the skills requirements for each theme.

2.3 Organisational overview

The Regional Learning and Skills Partnership (RLSP) for South West Wales is the organisation making the case for investment working with the 8 projects that make up the City Deal and any other future projects that may arise from the overall City Deal programme. The RLSP Board is a long established multi sector partnership focusing on skills investment and the economic regeneration of the area through the development of a skilled workforce. The RLSP has a long-standing reputation of regional collaborative working with key partners in the region and working with Welsh Government to influence policy on the delivery of skills training in the region and with DCMS on specific skills projects. The work of the partnership includes:

- Promoting and championing a strategic overview of skills provision to ensure that it meets regional needs and maximises economic opportunities.
- Analyse and comment on national and labour market intelligence to identify and inform skills and curriculum provision bridging the gap between education and regeneration to create a strong vibrant economy underpinned by innovation growth and a capable workforce.
- Review and evaluate skills provision in partnership with the employers and stakeholders in the region.
- Encourage innovation and greater utilisation of higher-level skills through supporting organisations to develop higher value products and services.
- Preparing annual reports for Welsh Government on the Skills needs of the region.
- Preparing specialist sector reports for specific projects.

This role is recognised by the Welsh Government through the commissioning of a Regional Delivery Plan for Employment and Skills and the regional Demand and Supply Assessments which have been instrumental in developing a strategic approach to skills. The Welsh Government through its Prosperity for All strategy says “the better people’s skills, the better their chances of getting fair, secure and rewarding employment, and the stronger the skills base is in Wales, the more chance we have of attracting new businesses and growing existing ones to improve prosperity.” This is the key driver for the work of the Regional Skills Partnerships across Wales working with stakeholders and businesses across the region.

The representation on the Board includes stakeholders from Further Education, Higher Education, Training Providers; Government Departments including Department of Work and Pensions, Careers Service and the Education and Skills Department of Welsh Government; Education Departments of Local Authorities; Third Sector and Local Authority Economic Regeneration. The private sector representation includes the chairs of the respective 9 priority sectors; the private sector chair; Federation of Small Business, Haven Waterway Enterprise Zone and the TUC. Appendix C details the representation on the Board and Appendix D the representation on the 9 Industry Sector Cluster groups and the Skills Provider group.

2.4 Policy & Strategy Alignment

The Swansea Bay City Region is a critically important driver for the Welsh and UK economy. It is a region with strong urban centres a diverse rural landscape and a significant coastline that has created an economic profile with numerous opportunities and challenges. With a resident population of 704,897⁵ supporting some 311,000 jobs⁶ and containing around 27,000 businesses⁷, the Swansea Bay City Region is a major driver of the Welsh economy. However, overall productivity (GVA) growth in the region has been consistently below that of the UK and Wales over the past two decades and remedying this position is the primary priority of the City Deal.

The primary aim of the Swansea Bay City Deal is to stimulate economic growth within the region through attracting investment and generating high-value job opportunities. Through the City Deal the Swansea Bay Region will embrace a once in a generation opportunity to further consolidate its' role in technological innovation, realisation and commercialisation making a substantial contribution to the UK Government's Industrial Strategy and harness the opportunities set out by the Welsh Government's Prosperity for All – the national strategy. The Skills and Talent programme strongly aligns to UK, Welsh and Regional policies, strategies and targets and these alignments are summarised in Table 1 below.

Strategy	Core Principles	Fit
UK		
Industrial Strategy	The Industrial Strategy for the UK - Building a Britain Fit for the Future outlines the longer-term approach to improving living standards and economic prosperity.	<p>A strategy for securing significant economic gains underpins the entire City Deal proposal and the 9 individual projects will support this commercial potential, will increase the Gross Value Added (GVA) within the region and support the development of key skills and employment across the region.</p> <p>The Skills and Talent Programme will develop a sustainable pipeline of individuals to support growth of the four themes and support the future competitiveness of the region. It will nurture indigenous talent through initial education and ongoing career development, while also attracting globally-competitive skills to the region through the private sector investment which ensues from the proposal as a collective. The programme will seek to utilise and maximise the potential of city region partner organisations through the existing RLSP structure and will look to develop and support strategic skills interventions around the key themes of ICT infrastructure and digital skills, Health, Energy and Smart Manufacturing.</p> <p>The UK's Industrial Strategy - GOV.UK (www.gov.uk)</p>

⁵ <https://statswales.gov.wales/Catalogue/Population-and-Migration/Population/Estimates/Local-Authority/populationestimates-by-localauthority-year>

⁶ <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Jobs/Whole-Workforce/workplaceemployment-by-welshlocalareas-year>

⁷ Inter Departmental Business Register (IDBR) 2018

Wales		
Welsh Government Prosperity for All Strategy	The Economic Strategy for Wales	<p>The Skills and Talent programme supports the key objectives of the Welsh Government's Prosperity for All strategy specifically the Ambitious and Learning theme by creating opportunities for all to achieve skills at all levels and from all ages enabling individuals to achieve a better chance of getting a rewarding job and the ability for the region to attract inward investment to the area because of a strong skills base.</p> <p>Securing Wales' Future Summary (gov.wales)</p>
Wellbeing and Future Generations Act	A Prosperous Wales	<ul style="list-style-type: none"> • The Skills and Talent programme seeks to support to City Deal in maximising the economic and social benefits of the digital economy within the Swansea Bay City Region. • The programme will enhance the employability of individuals within the region providing digital economy skills across all levels from school engagement, Further Education and Higher Education. • It will directly support an innovative and skilled Wales through developing new skills activity to support the development of the City Deal projects. It will allow for activity to become mainstream enhancing the current skills provision and allowing a greater number of talented individuals to enter the Welsh digital economy. • The programme will support the development of local supply chains and new and innovative business activity through supporting skills development within the digital economy.
	A Resilient Wales	<ul style="list-style-type: none"> • The programme will support the economy of the regional and Wales through the global transition that will arise from technological changes such as automation and artificial intelligence by ensuring residents are equipped with the skills required. • It will also support the development of new low carbon technologies including supporting the internet of energy theme and the 'Homes as Power Stations' and 'Pembroke Dock Marine' projects and improving Wales' energy security and reducing the impact on the environment.
	A Healthier Wales	<ul style="list-style-type: none"> • Skills and Talent will support individuals to participate within the digital economy and access sustainable employment which benefits mental and physical well-being. • There will be direct support for the life science and well-being theme which includes Pentre Awel the 'Life Science and Well-being Village' as well as the 'Life Science Campuses' projects. • Increased connectivity and the skills to utilise digital technologies will help to address issues related to isolation, loneliness and well-being.
	A more Equal Wales	<ul style="list-style-type: none"> • Skills and Talent will support the City Deal in its ambitions to drive through economic transformation within the region and reduce the deficit in GVA performance compared to other parts of the UK.

		<ul style="list-style-type: none"> • Through the learning opportunities developed there will be greater opportunities for individuals to participate in the digital labour market and increase the equality of opportunity. • The programme will support a reduction in poverty through providing individuals with the opportunity to access well paid sustainable employment locally.
	A Vibrant and Cultural Wales	<ul style="list-style-type: none"> • Skills and Talent will support skills activity bilingually where possible and support the progression of bilingual learners into the digital economy. • There will be significant skills support for the 'Yr Egin' development and the Waterfront District which will allow for the development of digital cultural activity and supporting the development of the creative industries.
	A globally Responsible Wales	<ul style="list-style-type: none"> • The skills developed via the programme will support the development of a low carbon economy within the region and improving sustainability, through supporting projects under the themes- Energy and Smart Manufacturing. • It will also promote global wellbeing through supporting the Wellbeing and Life-science Theme and supporting the skills required for citizens to live healthier lives in a connected environment.
	A Wales of Cohesive Communities	<ul style="list-style-type: none"> • Through the Economic Acceleration and the development of skills within the digital economy ecosystem there will be growth opportunities for both local indigenous companies and local supply chains. • Improved digital infrastructure and skills to utilise technologies will improve the resilience and cohesion of communities, particularly within rural areas
Wellbeing and Future Generations Act - The 5 ways of working	Long Term	The Skills and Talent programme will support the long-term economic transformation of the region through developing and delivering skills activity that directly supports the City Deal. This activity will ensure that residents of the Swansea Bay City Region will have the opportunity to benefit from the investment and the prosperity. The programme will engage with young people to provide digital skills and inspire the next generation into careers within the digital economy.
	Prevention	The programme will support individuals, through developing appropriate and relevant skills into long term sustainable employment aligned to the City Deal improving the overall economic competitiveness of the region. This reduces the risks associated with long term unemployment, poverty and improving individual well-being through the application of digital skills and new technologies. The project will support individuals at risk of economic displacement through providing the opportunities to access new skills.
	Collaboration	The RLSP and its partners has a strong record of collaboration, the intervention will build upon this experience through developing all activity within a collaborative framework with clear governance. The engagement with all of the City Deal projects will ensure that the

		activity will be developed collaboratively and will ensure that the most appropriate activity is developed.
	Integration	The Skills and Talent programme will integrate with all of the City Deal projects supporting the employment outcomes of each. There is also significant integration with the members of the four public services boards including local authorities and education providers of Swansea Bay supporting employability outcomes, economic development and sustainability. It also aligns significantly with Welsh Government's Prosperity for All strategy and Working Wales employability plan.
	Involvement	The RLSP has a strong level of engagement with organisations from the public, private and third sectors and will continue this engagement throughout. The RLSP will ensure effective communication to enable collaboration with all partners and stakeholders to utilise the expertise that are available regionally. In addition, there will be increased engagement with both relevant industry and learners to ensure the intervention is meeting the needs of citizens. The intervention's governance will ensure that all stakeholders are appropriately represented. Well-being of Future Generations (Wales) Act 2015 – The Future Generations Commissioner for Wales
International Strategy for Wales	The strategy aims to raise the profile Internationally of Wales as a place that is full of creativity, innovation and manufacturing. Higher Education plays an important role with the connections across the World.	The aim of the Skills and Talent programme is to develop the opportunities for all to achieve higher qualifications and opportunities to work in groundbreaking technology through the City Deal projects and other investment opportunities that will be generated in the region. The International opportunities through the Erasmus programme and the development of opportunities for companies and students from overseas to invest, study and work in the region. https://gov.wales/sites/default/files/publications/2020-10/international-strategy-for-wales-v1.pdf
21 st Century Higher Education Strategy for Wales	The strategy aims to transform the lives and livelihoods across Wales through the combined efforts of a Higher Education establishments in Wales	The vision of the Skills and Talent programme is to increase the number of individuals with the high- level qualifications in the region through full time or part time study or through degree apprenticeships. The programme team will work with the Universities in the region to develop opportunities linked with the individual projects to meet the programme vision. https://dera.ioe.ac.uk/521/
Education in Wales Strategy- Our National Mission	The strategy covers post 16 education and skills via further and higher education, adult and community learning and apprenticeship and aims to deliver. The aspiration of the	The Skills and Talent programme aims to increase the number of people in the region attaining a qualification and to generate opportunities for all to attain higher qualifications to meet the needs of the City deal projects. https://gov.wales/education-and-skills-planning-and-strategy

	strategy is to have aspirational young people with opportunities across all levels of education achieve the highest levels of qualifications	
Youth Engagement Framework the Youth Engagement and Progression Framework	The framework sets out the Welsh Government approach to supporting young people who are at risk of becoming NEET. The Framework has 6 key elements: Identifying young people most at risk of disengagement; Better brokerage and co-ordination of support	The Skills and Talent programme will work with all people in society with the aspiration of raising the skills levels for all across the region. There are a high percentage of individuals who fall within the NEET category and the Skills and Talent programme will work with all employability projects, stakeholders and educational establishments to ensure that the opportunities that will be generated through the whole City Deal portfolio. https://gov.wales/sites/default/files/publications/2018-02/implementation-plan-youth-engagement-and-progression-framework.pdf
Tackling Poverty Plan 2021- 2035	The key objectives of the Tackling Poverty actions are: <ul style="list-style-type: none"> • to prevent poverty, especially through investment in giving children the best possible start in life. From conception through to early adulthood, our aim will be to reduce inequality at the earliest possible stage and break the link between socio-economic disadvantage, educational under achievement and the impaired life chances that flow from these; • recognising that the best route out of poverty is through employment, we will continue to help people to improve their skills and enhance the relevance of their qualifications. We will also remove other barriers to employment – from practical barriers such as the accessibility of transport and buildings to less tangible barriers such as poverty of aspiration - helping people to move on to and up the employment ladder; • at the same time, we will increase action to mitigate the impact of poverty here and now. We recognise that for 	The Skills and Talent programme will: Identify and develop opportunities through working with schools and colleges to identify the career pathways suitable for all; Work with partners in the Employability programmes to identify the skills gaps and develop programmes to support training for all. Create opportunities for everyone to work and gain the necessary experience in the world of work to enhance their opportunities for better paid work. https://gov.wales/tackling-fuel-poverty-2021-2035-html

	more and more people, even being in work will not guarantee that they can escape poverty. We can act to improve the quality of life of these communities, families and individuals.	
Manufacturing Future for Wales- Framework for Action	The Framework will look at how the Welsh Government, Industry, Academia and Trade Unions can work together to secure the future of manufacturing in Wales.	Skills within the manufacturing sector have already been identified as being at risk and with the advent of Industry 4.0 there is a need to ensure that Engineering and Manufacturing are highlighted as key career opportunities in the region. The Skills and Talent programme will work with Industry Wales and academia to develop the clear pathway from school through to higher education and apprenticeship. Alongside the development of individuals there will also be a need to upskill the teachers and lecturers in the new ways of working.
Regional		
Swansea Bay City Region Economic Regeneration strategy 2013-2030	The Strategy has 5 key aims: 1 Business Growth and Retention. 2 Skilled and Ambitious people 3 Maximize job creation. 4 Knowledge Economy and Innovation. 5 Distinct places and competitive infrastructure.	The strategy identifies the major deficits that exist across the region regarding the low number of people with higher level qualifications or no qualifications at all. These issues need to be addressed in order to drive performance competitiveness and salary levels. The Skills and Talent programme will be instrumental in the success of all 5 key aims of the strategy and will deliver on the key skills requirements to meet the needs of the employers in the region. The programme will lead on the upskilling of individuals to meet the changing demands; develop clear career pathways for children in school to identify the opportunities available and skills required and finally to develop a more ambitious workforce with the right skills for the future. https://www.swansea.gov.uk/media/7514/Swansea-Bay-City-Region-Economic-Regeneration-Strategy/pdf/Swansea_Bay_City_Region_Economic_Regeneration_Strategy.pdf
Framework for Regional Investment in Wales	The Regional Framework brings together the regional Economic requirements both long term and short term post Covid-19 within one strategy sitting under the Chief Regional Officer	The Skills and Talent programme will work with the Chief Regional Officer to identify the skills requirements and support the development of key skills in specific locations across the region. The Skills and Talent programme will align to the objectives set out in the recently launched framework for regional investment in Wales post Brexit. These objectives include: <ul style="list-style-type: none"> • Support the workforce to become skilled and trained to achieve progression including skills from transition to Industry 4.0 and 5.0 technology. • Opportunities for people to develop their skills and acquire new skills. • Increase the number of upskilled individuals in the workplace to achieve the skills of the future. • Tackle digital exclusion and increase engagement with the digital and technological skills. • Increase opportunities through apprenticeship and traineeships.

Regional Employment and Skills Plan 2019 - 2022	The plan informs and support the Welsh Government's strategic approach to the delivery of employment and skills provision in conjunction with the other two Regional Skills Partnerships in Wales.	The Skills and Talent programme will utilise the work undertaken by the RLSP team including data being generated on the impact of Covid-19 pandemic for future skills needs. http://online.flipbuilder.com/itet/fdew/mobile/index.html
Rural Vision for Wales – Thriving Communities for the future	One key recommendation is to develop a targeted rural youth programme to invest, upskill and retain bright and talented young people in rural communities: i) Establish STEMM (Science, Technology, Engineering, Maths and Money) Centres of Excellence by investing in high quality facilities within rural Further Education Institutions to provide training for young people, as well as opportunities for adult in-work upskilling and retraining opportunities, targeted at the following sectors - o Food Science o Digital and Electronics o 21st Century Agriculture o Healthcare and Medical Sciences o Low Carbon Infrastructure o Creative Industries o Circular Economy o Advanced Manufacturing o Bioeconomy	Many of the key areas highlighted with the Rural Vision report link to the key areas identified within the Skills and Talent programme and will be developed therein. The objectives of the Rural Vision also highlights some of the key challenges identified within the Programme Business case. https://rural-urban.eu/publications/rural-vision-wales-thriving-communities-future-evidence-report

Table 1 –Alignment to UK and Government and Regional Policies

2.5 Case for Change

The HM Treasury Green Book indicates that the rationale for Government intervention is founded 'either in market failure or where there are clear government distribution objectives that need to be met.' Market failure refers to where the market has not and cannot itself be expected to deliver an efficient outcome; the intervention that is proposed within this programme will seek to redress this.

The Swansea Bay City Region suffers from a series of overarching economic issues including low GVA, lack of well-paid job opportunities, skills shortage, high levels of economic inactivity and outward youth migration. The region is characterised by a higher proportion of individuals with no qualifications when compared with national averages, Table 2 below outlines the 2019 data on Highest Qualifications based on a regional/Wales average, the average earnings, the current employed and unemployment data and the gender pay gap. A high number of individuals in the region are currently in low skilled, low paid and unstable employment and subsequently a lower than average level of individuals are in higher paid, meaningful employment.

There is also further area of concern for the region's workforce - the ageing population, with 36% of the region's total population of 704,897⁸. being over the age of 55.⁹ Retirement risk is high in the region with around 276,000 individuals expected to retire soon, (this is above the average for an area of similar size, which sits at 241,000¹⁰). The potential loss of skilled individuals at such a scale is a challenge for the region but one that the City Deal and the opportunities it presents through the Skills and Talent programme can mitigate.

With the rising opportunities currently on offer within the region and the potential development of high paid jobs through the City Deal there is a real concern that there will be limited number of people with the correct qualifications and experience to take up the roles. Furthermore, the impact of Covid-19 on the employment landscape will require upskilling of individuals from existing skills base into new industries as a matter of urgency.

		Carms	Pembs	Swansea	Neath and Port Talbot	Wales
Total Employment	Workplace Employment (Whole Workforce)¹¹	79,600	58,000	124,200	49,600	1,452,100
Employment in High skilled occupations	% of workers in SOC digits 1-3 (2020)¹²	39.6%	36.7%	45.2%	33.4%	44.2
Unemployment	Unemployment rate % (June 2020)	4.2	2.7	5.4	4.0	3.7
Earnings	Median FT weekly earnings £ (2020)¹³	£568.60	£492.90	£531.90	£566.40	£537.80
Male Earnings	Weekly median gross pay male full time (2020)¹⁴	£550.40	£510.20	£521.10	£604.30	£556.70

⁸ <https://statswales.gov.wales/Catalogue/Population-and-Migration/Population/Estimates/Local-Authority/populationestimates-by-localauthority-year>

⁹ RLSP analysis of EMSI data

¹⁰ RLSP analysis of EMSI data

¹¹ <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Jobs/Whole-Workforce/workplaceemployment-by-welshlocalareas-industry>

¹² <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Persons-Employed/peopleinemployment-by-area-occupation>

¹³ <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings/medianweeklyearnings-by-welshlocalareas-year>

¹⁴ <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings/medianweeklyearnings-by-welshlocalareas-year>

Female Earnings	Weekly median gross pay female full time (2020)¹⁵	£592.80	£477.10	£534.80	£492.20	£515.40
Economic participation	Economic activity rate % aged 16-64 (Sept 2020)¹⁶	72.7	76.7	74.0	72.5	76.2
Low skills¹⁷	% with no qualifications aged 16-64 (2019)	7.4	8.8	7.7	10.8	8.2
	% qualified to below level 2 (2019)	11.5	12.6	11.6	14.5	12.7
	% qualified to NQF level 2 (2019)	20.0	22.1	17.4	24.8	19.7
	% qualified to NQF level 3 (2019)	19.6	20.0	23.3	19.7	20.6
	% qualified to NQF level 4-6 (2019)	30.2	26.9	26.7	23.6	27.6
	% qualified to NQF level 7-8 (2019)	11.2	9.7	13.3	6.5	11.2

Table 2 – Employment and Skills Levels within the Swansea Bay region.¹⁸

The Skills and Talent programme has a key role to play here in providing individuals with the right training opportunities to not only improve their skills and qualification levels but also their access to better and more meaningful employment opportunities. People with higher level qualifications and skills are more likely to be in sustained employment, with larger earning and wage gains, particularly for those individuals from disadvantaged areas. Apprenticeships tend to increase the probability of participants being in employment with higher level apprenticeships appearing to generate substantially larger labour market benefits.

The region needs a motivated skilled and functioning workforce that deliver on the overall aims of the Swansea Bay City Deal over the next 15 years and the Skills and Talent programme will be instrumental in piloting the skills solutions for the 8 projects and in turn will support regional education providers to deliver the skills solutions required. Evidence highlighted in the 2019 Employment and Skills Plan¹⁹ indicates that skills will broadly be required in (but not limited to) the areas of ICT and digital, health and manufacturing, energy and new construction and engineering, aligning closely to the four themes of the City Deal portfolio. A recent report by the Learning and Work Institute²⁰ states that the number of young people taking IT subjects at GCSE has dropped 40% since 2015 whilst demand for Artificial Intelligence, cloud and robotic skills are soaring. The report further states that there are four main reasons why the digital skills shortage is climbing across the country and these include lack of clearly defined job roles; lack of understanding of potential career paths; lack of relatable role models and the appeal of the roles.

Evidence has also been gathered from the project leads during 2020 on specific key skills relating to Digital- Cyber security; Cloud, Artificial Intelligence (machine Learning Knowledge) and Data

¹⁵ <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings/medianweeklyearnings-by-welshlocalareas-year>

¹⁶ <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Economic-Inactivity/economicinactivityratesexcludingstudents-by-welshlocalarea-year>

¹⁷ <https://statswales.gov.wales/Catalogue/Education-and-Skills/Post-16-Education-and-Training/Data-For-Regions-of-Wales/highestqualificationlevelofworkingageadults-by-region-localauthority>

¹⁸ <https://statswales.gov.wales/Catalogue/Education-and-Skills/Post-16-Education-and-Training/Lifelong-Learning/Qualification-Levels/highestqualificationlevelsofworkingageadults-by-regionsofwales-qualification>

¹⁹ <http://online.flipbuilder.com/itet/fdew/mobile/index.html>

²⁰ <https://learningandwork.org.uk/wp-content/uploads/2021/03/Disconnected-Report.pdf>

Science and from Green Energy where there is a direct link to Digital which include, Solar, Heat pumps, Smart controls and Electric vehicles There will be opportunities for the transferability of skills between projects and therefore across the region, creating a thriving talent base.

Undeniably, underpinning each of the projects is skills and talent; a theme that runs strongly throughout and will determine the over-all success of the City Deal and its constituent projects. With this, the ability of the Skills and Talent programme to determine the skills needs of the 8 projects is a key determinant of the City Deals success. The right people with the right skills, available in the region at the right time is the most important consideration and challenge for the City Deal. Without a strong, capable and flexible workforce the projects would struggle to meet the outcomes they propose and therefore have the transformational effect that they aim to have. The programme aims to address the skills gaps at all levels by working in partnership with key providers/partners and employability programmes in the region.

2.6 Investment Objectives & Benefits

The overarching objective of the Skills and Talent programme is to strengthen collaboration and increase investment that will significantly boost the quality and quantity of trained and skilled individuals through the intervention of the programme. The aim is to:

- ✓ create a lasting legacy of a higher skilled workforce across the region.
- ✓ encourage meaningful participation by stakeholders in designing and delivering skills training and development.
- ✓ increase opportunities for individuals to improve their skills and get higher paid jobs.
- ✓ be central to maximising the value of the City Deal Investment by delivering the workforce programme.
- ✓ upskilling individuals for new roles utilising key skills that they may already have that could be beneficial to new roles created through the projects or other opportunities in the region.

The Investment objectives have been identified by the RLSP and partners based on evidence gathered through stakeholder engagement; engagement with City Deal project leads and National Government statistics. The objectives for the programme are identified below as being time limited for the purpose of monitoring however, the interventions made by the Skills and Talent programme will have an impact over a longer term with the development of new frameworks fit for the future: The programme aims to deliver the following investment objectives and benefits over the next 10 years, based on sectors including digital, energy, smart manufacturing, construction and life-sciences and wellbeing

- ✓ To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (between 2-8) skills within 10 years.
- ✓ To create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- ✓ To create at least 2 Centres of Excellence within specific sectors to develop the region as being “the best” area for skills development.
- ✓ To create a clear career pathway from school education through further and higher education in the key areas of digital; construction, energy; smart manufacturing and life-science and wellbeing, achieved through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE.
- ✓ To deliver 20 new/updated course frameworks to ensure they meet the industry training needs for the future.

These investment objectives are SMART (specific, measurable, achievable, realistic and time bound) and will be delivered with a £30 million investment from:

City Deal	Public Sector	Private Sector
£10m	£16m	£4m

The programme will aim to nurture indigenous talent through initial education and on-going professional development, supporting the attraction of globally competitive skills to the region through the significant inward investment fostered by the individual projects and the wider economic regeneration proposals. An example would be the Pentre Awel project, the skills requirements for this project will be diverse but there will be an opportunity to bring specialist leaders in research to the project who will work with students from the universities to develop new ways of working and treatments offered within the life sciences sector.

To support this work the RLSP has undertaken a consultation with regional employers; training providers and City Deal project leads over the last 18 months to understand the skills requirements for the region and identify the skills gaps and where additional resources need to be made available in order to support the vision of the City Deal to grow the economy in the region. The consultation has been undertaken via on-line questionnaires; face to face meetings within the Industry sector cluster groups on a bi-monthly basis; through workshops and annual events and RLSP Board meetings.

2.7 Existing Arrangements

The delivery of skills training across all ages in the SBCD region are delivered by the Education Departments of the four Local Authorities; four Further Education Colleges and two Universities together with a range of private sector training companies who deliver bespoke and/or apprenticeship training. The RLSP works with all partners and employers to understand the gaps in existing provision against Industry needs and identification of future learning based on future needs.

The RLSP prepares an annual Employment and Skills plan and evidence to support the recommendations contained therein to improve skills delivery in the region is gathered through engagement with Industry leads across the 9 main sectors (Advanced Materials and Manufacturing; Energy; Food and Land Management; Financial and Professional services; Tourism Retail and Leisure; Construction; Creative Industries, ICT and Public Services). There has been evidence of some change within the apprenticeship and further education sector as a result of recommendations made but the change in school curriculum and higher education is not as quick to react. Influencing change must be a partnership of all skills and training bodies to create the pathway of skills and opportunities for all.

The current delivery model delivers the needs of the Government in the development of opportunities for individuals to follow the education route through school and on to Further or higher education or apprenticeship, but these pathways do not always reflect the needs of employers. The [Employment and Skills Plans](#) for the region since 2017 have all reported the concerns from employers regarding outdated course content; the need for an increased number of people trained within the engineering and digital sectors and to improve career pathway advice and information to reflect what is happening in industry today. The report makes clear recommendations to the Welsh Government on what needs to change in the current landscape in order to meet the needs of Industry as well as identifying key future skills needs. An example of this was a skills needs assessment undertaken for the proposed Tidal Lagoon in Swansea that identified key skills needed in the region in order to meet the demand that would be created by the project.²¹ The delivery within the FE and HE sector is driven by student demand to take up courses that do not always lead to a paid role in their chosen subject and not industry requirements that would lead to full-time, well-paid jobs. The Skills and Talent programme offers an opportunity to change the information given to allow individuals to make informed decisions of a clear career pathway through the education. There is a need to develop a clear destination pathway for individuals from education through into the world of work and beyond.

2.8 Business Need

This section identifies the problems, issues and difficulties that the area faces from economic; low productivity; low wage levels and skills gaps, all of which will impact on the success of the City Deal projects and other investment in the region. Table 3 below and the supporting evidence in this section highlights the key issues the region faces, whilst the programme will address some there are

²¹ <https://www.carmarthenshire.gov.wales/media/1225118/sna.pdf>

already programmes in place outside of the City Deal portfolio that are working on reducing the impacts on the regional economy, the importance for the Skills and Talent programme will be the strong working arrangements and partnership with these programmes to resolve the difficulties across the next 15 – 20 years.

Work has already been undertaken with all project leads to identify skills gaps that they are aware of and this has been undertaken through a number of ways including face to face meetings; workshops; through the Provider group leads identified to work with the project leads on specific skills and through on-line surveys. Consultants appointed to support the development of the Economic Impact have also worked with the project leads to identify the skills requirements against the jobs being created. From the evidence gathered to date there is clear evidence that there is a demand for new skills to be developed as a matter of urgency to support the delivery of the City Deal portfolio.

In gathering the evidence, a connection has also been made with the skills programmes of other City Deals across the UK to understand what has worked well where programmes have already begun and there are some examples of good practice that can be shared and possibly utilised in the region. The Belfast City Deal skills programme has identified similar issues to those evidenced within the Swansea Bay area specifically around the high number of people with low qualifications and the shortage of people with digital skills that are so important to the projects included in the Belfast City Deal. The discussions with other City Deals will continue as a system of good practice to share knowledge.

Theme	Existing Arrangements	Investment objective	Business Needs
Economic Performance	Fewer people with higher level qualifications.	14000 individuals with increased level of skills (2,000 direct and 12,000 indirect)	To increase the number of people with higher level qualifications to support the SDCB projects
	The region has the highest number of people in Wales with low or no qualifications	Create at least 3000 new apprenticeship opportunities to include level 3 to degree	Develop a programme of opportunities to upskill the existing workforce. Attain 100% completion of the apprenticeship programme and provide the employability support to individuals to move into full time employment.
	High number of individuals in low paid employment	Create opportunities to support people into work.	Increase opportunities through the improvement of skills levels to increase the number of people in higher paid jobs
	The jobs in the region have a strong reliance on the foundational economy or public sector.	Create clear pathways within schools focusing on the key themes within the City Deal portfolio	Developing the career pathways throughout the school years to showcase the opportunities will highlight the new opportunities.
		Increased uptake of school pupils progressing into STEM subjects at FE/HE	
	High number of economically inactive people	Upskill and support people into employment by creating opportunities through project community benefits programme.	Working with employability programmes to develop the opportunities to upskill and gain qualifications into meaningful jobs.

	Course frameworks do not meet future skills needs and lecturers/teachers are not fully aware of the new ways of working within industry.	Invest in course frameworks to ensure they meet the needs of the projects and employers in the region and provide upskilling/CPD for teachers and lecturers	Work required to understand the gaps and work with stakeholders and employers to bridge the gap and develop new qualifications. Identify what upskilling is required.
		Delivery of 20 new/updated course frameworks to meet industry training needs.	
	The area is not known for the delivery of any specific specialist skills	Establish at least two Centres of Excellence based on prioritised sectors.	Centres of Excellence in skills required for the City Deal projects that are new and emerging.
Ageing Population The ageing population is an issue for the region if they do not work or will not upskill to work within the new and emerging sectors.	Deliver pilot programmes of new courses to upskill existing workforce.	Map out opportunities for key employees to upskill through a faster than normal process to enable businesses to have the necessary skills immediately	

Table 3 Synopsis of Business Needs.

The skills landscape across the region is wide and far reaching but can be complex to stakeholders not directly involved in the delivery in the schools, colleges, universities and apprenticeship programmes. Alongside the known providers there are several programmes to support the unemployed and the economically inactive that deliver training to get people into or back to work alongside the third sector and private businesses who deliver training to their staff. The RLSP brings the organisations together however there is a need to develop the clear route to develop the skills pathway for the future across the region and to address the following issues as a regional programme to deliver change:

2.8.1 Course Frameworks not fit for the Future

A complete analysis of the skills delivered across the region and publication of a Skills Barometer for the region will be an essential requirement for the programme. The work that the RLSP has already undertaken with employers identifies a number of key issues with course frameworks that need to be re-written and accredited in order to meet the requirements of employers now and in the future. This work is fundamental to the success of the Skills and Talent programme to ensure that we have the right skills, as identified by employers, being taught at all levels across all training providers. The Covid-19 pandemic has highlighted a number of key skills particularly within the digital sector that need to be developed as a matter of urgency to meet the changing working practices by employers across the region. The new skills will require new qualifications to be developed and up-skilling of teachers and lecturers across the whole education system will be imperative.

2.8.2 Workforce Development

The workforce in the region is dominated by a high reliance on the public sector, some 30% of the workforce (92,200) are employed in this sector.²² A high proportion of individuals are employed in what is termed as the foundational economy. The aspirational projects contained within the City Deal rely on these specific areas of employment (Construction, Information & Communication and Professional; Scientific and Technical activities) that only currently amount to 20% of the

²² <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Persons-Employed/publicprivatesectoremployment-by-welshlocalauthority-status>

workforce.²³ An aim of the City Deal will be to increase the proportion of people working within these sectors creating a more balanced workforce demography which is less reliant on the foundational economy and service sectors. These sectors are high value in terms of GVA therefore any increase in these sectors will serve to act as a catalyst for the increase in GVA and productivity that the region requires.

2.8.3 Covid-19 impact in the region

The Covid-19 pandemic has had a dramatic effect on the labour market in recent months, the effects of which are likely to be felt for a long period of time. A high proportion of workers have been furloughed across the region with the most recent statistics²⁴ highlighted in table 4 below:

County and district / unitary authority	Employments furloughed	Take-up rate
Carmarthenshire	10,700	14%
Neath Port Talbot	6,700	11%
Pembrokeshire	8,600	19%
Swansea	13,400	14%

Table 4 – Furloughed workers in the region at 31st January 2021

The full scale of job losses suffered as a result of the Covid-19 pandemic will likely come to fruition following the end of the job retention scheme. The Skills and Talent programme will have an important role to play in supporting economic growth over coming years and will in some part support the labour force to respond effectively to this unique time the country currently finds itself in.

The RLSP and the Skills team will continue to monitor labour market intelligence and will work with the programme team to identify areas that the programme’s activity can serve to support the region and its people throughout the recovery period and beyond particularly in upskilling individuals into new areas of work which will become more secure in the changing landscape. This monitoring of data will also be a key tool to measure the long-term impact of the success of the Skills and Talent Programme.

2.8.4 Business Demography

The region as a whole is dominated by micro and small sized enterprises and a higher than average proportion of self-employed individuals which has an impact on the available workforce. The Swansea Bay region has the second highest proportion of self-employed people by City regions, the highest being in the Greater London Authority.²⁵ The most recent statistics, indicate that 99% of the businesses operating in the region have less than 99 employees. Approximately 18,600 businesses have between 1 and 4 employees.²⁶ The Skills and Talent programme will work with a diverse range of employers representing micro to large strategic employers in the region to ensure that they are aware of the skills needs identified and availability of training through the programme to support the supply chain workforce that will be involved within the delivery of the SBCD projects.

²³ <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Jobs/Whole-Workforce/workplaceemployment-by-welshlocalareas-industry>

²⁴ <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-march-2021>

²⁵ <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/selfemploymentincityregions>

²⁶ Inter Departmental Business Register (IDBR) 2018

2.8.5 The Changing Pattern of Employment

The way that people work continues to evolve and traditional notions of a job for life is increasingly unrealistic for many within the labour market. Increasingly the labour market is becoming more fluid with dynamic and different ways of working and various ways to be employed, these changes produce a number of skills challenges. Research undertaken by the Recruitment & Employment Confederation (REC) highlights that '13% of British people believe they will be working in traditional '9 – 5' employment by 2025'²⁷ highlighting the awareness of the changing nature of employment and the need for flexibility.

The requirement for business support for emerging and new start up business is evident particularly around skills development and support for apprenticeships and work placements. This is evidenced in the 2019 [Employment and Skills Plan for the South West and Mid Wales](#) region. The programme will identify the gaps where some of the information is not readily available and ensure that businesses are made aware of the opportunities and where support can be received. An example of support that does exist is the [Welsh Government Skills Gateway](#) which offers support to business and refers to the funded programmes available to support people into work.

2.8.6 Digital Skills

Digital skills are becoming increasingly important within the economy with many job roles becoming increasingly digitalised. This is a trend that has undoubtedly been accelerated by the recent change to working practices as a result of the Covid-19 pandemic.

If the UK and indeed Wales are to become world-leading digital nations then it is imperative that the current and future workforce are equipped with the right skills which allow them to fully take advantage of the opportunities that new digital technologies will provide.

*'Market and institutional challenges mean that many businesses are struggling to obtain employees with the right skills to exploit technological opportunities, and sections of society are missing out on the benefits of the digital economy.'*²⁸

At a regional level the Swansea Bay City Deal will provide significant opportunities within the digital sector across the whole Portfolio, it is therefore imperative that any market and institutional challenges are addressed in a timely manner. Specifically, the Swansea City and Waterfront Digital District and Yr Egin, supported by the Digital Infrastructure project, will provide opportunities for the development and expansion of high value digital/tech companies which will be positive both for employment levels and the economy as a whole.

Commented [ICW13]: Supported and enhanced by the Digital Programme?

2.8.7 Rurality and the rural economy

The rural economy within South West Wales is of significant importance and encompasses large areas of the north and west of the region. It faces a wide range of challenges that are unique to the rural setting. These include the issues identified below;

➤ Declining productivity

The productivity as measured by GVA within predominantly rural areas is significantly below the UK and also below those of more urban areas across the region. This is a trend that is visible across the UK. This is in part due to the nature of businesses located within the different areas with higher numbers of high GVA industries such as Financial and Professional Services being located in the more urban areas. An additional factor is the nature of employment within rural areas with a greater emphasis on part time working and self-employment, often relating to lifestyle businesses.

The productivity divide between the urban and rural areas is significant and it produces a number of skills related challenges particularly relating to the availability, recruitment and

²⁷ Gig Economy: The ubernisation of work – REC 2016

²⁸ <http://gyitproject.eu/content/o1-research-report-findings>

retention of appropriately skilled individuals. The main challenge around the development of skills can be linked to how the skills training is delivered particularly in the rural areas.

Productivity is significantly lower in sectors which are more prevalent in rural areas. Evidence from the Welsh Government Priority sector²⁹ statistics show that the GVA per hour worked in 2015 was £14 in the Food and Farming sector and £15 in the Tourism sector. This compares with £59 for the Financial and Professional Services sector and £50 for the ICT sector which are predominantly located within urban areas.

➤ Demographic challenges

Within the region there are a significant number of demographic challenges with rural areas being more likely to have issues regarding an ageing population. This includes a higher proportion of over 65's than the urban averages which affects both the demands on local services as well as the proportion of working age residents who can form the workforce. This demographic imbalance creates significant challenges both in creating a critical mass required for economically viable delivery of interventions but also a requirement for the re-skilling of older individuals.

With the large number of people working from home as a result of the COVID-19 pandemic a demand had been created to relocate to more rural areas from the urban towns and cities. The impact of such has not been fully assessed to date.

➤ Access to services

Rurality and in particular deep rurality places significant pressures on the delivery of services due to a number of different factors which include.

- Lower population densities make achieving relative economies of scale difficult, this can include a low number of clients for services to support, making costs expensive for delivery bodies as well as limiting the potential engagement opportunities.
- Large travel distances between conurbations increases time and cost for accessing services, this can hinder the skills development of individuals within rural areas who may encounter these barriers.
- Poor digital connectivity remains a challenge due to the cost of installing fibre broadband, issues with 'the last mile of connectivity' remain a significant challenge for many in rural areas.

It is essential that the effects of the City Deal are as relevant to the rural as the urban areas of the SBCR region. Given the declining productivity experienced in some rural areas the City Deal has an opportunity to provide high value employment and expansion opportunities for the individuals working in and the SMEs operating in those areas. This will be achieved through the proposed supply chain opportunities that could come into fruition as the City Deal Proposal progresses. The RLSP will work with all 8 projects to identify the Community Benefit clauses included within all contracts to ensure that there are benefits over and above the economic growth, these would include building of strong communities through educational support initiatives: apprenticeship training and volunteering opportunities. Furthermore, the advancements within the digital sector proposed and the increased connectivity which would manifest as a result of the City Deal could improve access to services for these areas exponentially.

2.8.8 Gender Equality and Imbalances

There is significant evidence to suggest that women and men do not enjoy the same rights and opportunities across all sectors of society. For Wales this is especially prevalent within the labour

²⁹ <http://gov.wales/statistics-and-research/priority-sector-statistics/?lang=en>

market and economy where there is not an equal representation of men and women across a range of roles, sectors and subject areas.

Women are under-represented within a number of the WG's priority sectors, Table 5 below³⁰; depicts that an area of particular concern is the stark lack of women employed within the Advanced Materials and Manufacturing, Construction, Energy and Environment and ICT sectors in comparison to men. A disparity within sectoral employment can result in gender pay gaps, a disproportion within skills development and a lack of access to the same opportunities and progression.

Sector	2018	
	Male	Female
Advanced Materials & Manufacturing	66,000	15,600
Construction	96,400	12,900
Creative Industries	36,400	21,600
Energy & Environment	117,900	37,100
Food & Farming	36,700	14,800
Financial & Professional Services	81,100	56,600
ICT	22,500	8,500
Life Sciences	8,700	4,800
Tourism	61,900	65,300

Table 5 – Gender Equality Data 2018

For instance, given the alignment of the aforementioned sectors to the Science, Technology, Engineering and Mathematics (STEM) sector this is particularly worrying, given the perceived benefits of pursuing a career in this area; 'the gap in starting salary between men and women who have studied STEM subjects and go on to take jobs in those spheres is smaller than in any other subjects studied. If more women were to pursue careers in these areas, not only would it give them a more balanced portfolio of skills, but it would also narrow the gender pay gap for those in the early years of their working lives.'³¹ There is much research to suggest that solving the gender pay gap would need a focussed effort on increasing the profile of STEM subjects among young female learners.

The alignment of the 8 City Deal projects to STEM related subjects creates a significant opportunity for gender imbalances to be addressed. This is especially true given the programme's aspiration of working with schools to promote the opportunities associated with the City Deal. This could improve the perception of STEM related subjects with girls at a very young age, resulting in a higher chance of them pursuing a career within the sector later in life. The RLSP has already been working with schools in partnership with TATA and VALERO to showcase opportunities for women in engineering and technology. This work has been piloted with 6 schools and 2 colleges in the region the programme proposes to roll this work out to all schools across the region.

³⁰ <https://gov.wales/priority-sector-statistics-2018>

³¹ <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/Growth/deloitte-uk-women-in-stem-pay-gap-2016.pdf>

2.8.9 Duplication of Course delivery

There is a considerable amount of duplication of traditional course delivery across the region with no clear focus on the specific skills required for the City Deal projects, the wider employer needs or recognition of future skills needs post 5 years. Whilst it is difficult to anticipate the “new skills” requirements of 10 – 15 years there has to be a clear pathway of where the region wants to go and how it will achieve the goals. The Skills and Talent programme aims to bring together the skills training providers across all levels to clearly identify what the skills needs are, how those skills will be delivered across the region and by who. This will drive the adaptation of the skills offer in HE, FE and training providers to meet the needs as prescribed in the Industrial strategy, Prosperity for All Strategy and meeting Industry 4.0 requirements. The Covid-19 pandemic has clearly identified how we can work differently in delivering skills training and lessons learnt should be built on and enhanced to ensure that we can provide the best offer of training and upskilling for all across the region.

2.9 Scope for Investment

The investment by the Governments to enable the Skills and Talent programme and the projects that will developed through the programme will be the opportunity to transform the delivery of skills in the SBCR through the development of a partnership that will introduce a step change for the future workforce in the region. The management of change and the commitment by stakeholders in the way that skills training is delivered in the region will be a key measure of success for the programme. This will be achieved by enhancing the strong relationship that the RLSP has with training providers in the region to bring forth the new skills and new ways of delivering skills training to meet the changing needs of businesses across the region.

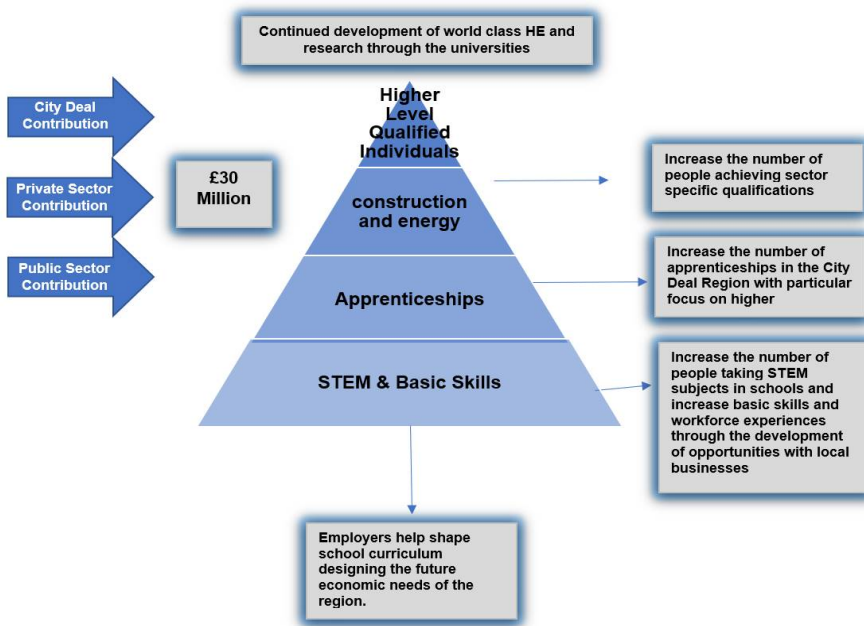


Figure 1 – the route for investment to transform the skills landscape

Table 6 below highlights how the Skills and Talent programme through City Deal funding will support the key areas through partnership working with existing projects and organisations. For the programme to succeed there has to be a strong complimentary employability and skills programme delivered in parallel to develop a more integrated approach to prioritising the skills landscape for the region.

Commented [ICW14]: Should the Construction and Energy segment of the triangle be more general – eg: Priority sectors?

Commented [ICW15]: Will this be provided through the commitment outlined below – is there anything that could be said that confirms the commitment of WG?

Swansea Bay City Region Commitment	UK and Welsh Government Commitment
Investing in Skills infrastructure <ul style="list-style-type: none"> • Develop City Deal wide intelligence into skills gaps. • Publish a report into new skills training to meet industry and project needs linked to the City Deal. 	Provision of funding to support the development of the skills gaps report.
Support for learners <ul style="list-style-type: none"> • Encourage participation with all learners from schools, FE and HE to raise the profile of opportunities in the city deal. • Encourage participation and involvement of young people within the skills gap analysis to understand their needs and any barriers. 	Welsh Government through Careers Wales and Working Wales to support the development of links with schools. Work on this activity has already started with a pilot project in Carmarthenshire with a view to reviewing the activity to roll out to other county areas.
NEETs <ul style="list-style-type: none"> • Ensure that training is developed for all and that the training is available to support people into or back into the workplace. 	Working relationship with Welsh Government Departments to ensure that the opportunities are shared. Developing opportunities through the Kickstart programme that will encourage people to follow an apprenticeship programme.
Apprenticeships <ul style="list-style-type: none"> • Build upon the investment in apprenticeship by the Welsh Government and address the additional needs stated by employers and industry. • Work with projects to encourage the development of apprenticeship opportunities within the projects. • Identify new opportunities for higher apprenticeships. 	Welsh Government to support the development of Apprenticeship frameworks where they do not exist.

Table 6 Regional and National Commitment

The mapping of the City Deal skills gaps and analysis of the training requirements will consider the business needs; gender and equality imbalances of people taking up the courses; and the needs and availability of the existing and future workforce through re-training and increasing awareness of opportunities. As previously described work has been undertaken with project leads and stakeholders over the 18 months to clearly identify where the known skills gaps are, and work has also begun on what new skills are required that are not currently delivered or developed on the framework. The aim of the Skills and Talent programme is to work within 5 year time line periods which would account for the changing skills demands and enable the necessary skills to be developed as quickly as possible to meet the project needs. There will be a requirement to upskill the existing workforce in many areas including upskilling the teachers/lecturers who deliver the training and this work will be a priority within the first 3 years of the programme. At the same time the necessary frameworks for FE/HE and apprenticeships in the relevant areas will be developed and pilot projects will be implemented to deliver the training/upskilling.

The work with primary and secondary schools in the region to highlight opportunities available through the City Deal projects and develop clear pathways to help young people make the right

choices in schools is progressing well with secondary schools submitting ideas of programmes and curriculum developments aligned to the City Deal. The Skills and Talent programme will co-ordinate this with assistance from the 14-19 co-ordinators for the four encompassing counties. In addition, the RLSP have developed both a beginner's and an advanced learning programme for the City Deal which will be delivered as part of the Welsh Baccalaureate that can be used across all schools in the region.

The Skills and Talent programme team will work with ERQ the Regional Education Consortia and Local Education Authorities to support schools to drive forward the skills need for the region over the next 10 years particularly the new curriculum bringing together the project and industry needs and expertise to support schools in the new emerging areas.

To support the work already undertaken Appendix E details the mapping work of the existing provision of training courses delivered through Further and Higher Education and Apprenticeships in the region, there are over 2000 options being delivered within the five themes of the City Deal. Table 7 below highlight some of the potential key skills requirements already identified for each of the project business cases, this document is continually being added to as skills are identified. The list below highlights some of the key skills identified.

Sector	Skills
Digital	Basic IT skills Cyber Artificial Intelligence Digital Forensics Machine Learning Robotics Cloud technology Creative skills in the use of technology
Construction	SMART Housing Solar, heat pumps, Smart controls, mechanical and electrical systems Electrical Vehicles Retrofit
Energy	Engineering – specialised for offshore wind, tidal energy, marine energy
Health and Wellbeing	Digital technology in health care Digital assimilation Connectivity with community support workers Digital consultation from hospitals and GP surgeries.
Smart manufacturing	New ways of manufacturing utilising robotics and new Digital technologies.

Table 7 Key Skills identified to date

2.10 Main Benefits Criteria

The impact table 8 below shows the wider benefits which can be achieved from the City Deal. To maximise these opportunities the RLSP will, during the lifetime of the project:

- Align priorities and skill supply at all levels to the City Deal and this work will continue throughout the City Deal lifespan.
- Support the region in taking increased responsibility for meeting UK and Welsh Governments' skills targets, challenging the HE, FE and training providers to continue designing their curricula, work placements, adult education and access courses around the opportunities of the City Deal. This will result in a flow of STEM educated young people taking up apprenticeships and graduate employment opportunities.
- Empower residents across the region to fully access and benefit from the opportunities of the Deal through working with local authorities, schools, businesses and any relevant groups.

- Maximise local benefit where local businesses are most involved – procure local services where possible.
- Generating a higher skilled workforce for the future.

Investment Objective	Main Benefits Criteria
Objective 1: To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher skills Level 2 -8) within 10 years.	Qualitative Higher skilled individuals for the jobs created through the City Deal projects. Quantifiable Increased number of higher skilled individuals from the baseline of 2019 statistics. Cash releasing Net income Non-cash releasing Contributes to increase in employment opportunities for local people.
Objective 2: To create 3,000 new apprenticeship opportunities to include level 3 through to Degree apprenticeships.	Qualitative Opportunities for all to achieve a qualification and skills for a career pathway in a vocational occupation. Quantifiable Number of apprenticeships offered through the construction phase of the projects, higher apprenticeships in the specific sectors. Cash releasing Net income Non-cash releasing Contributes to increase employment and training/upskilling opportunities for local people.
Objective 3: To create at least 2 Centres of Best Practice within specific sector(s) to develop the region as being the best area for skills development.	Qualitative Developing Centres that specialise in the development of fit for purpose skills within a particular sector(s). Quantifiable The number of Centres created in the region to deliver specific sector skills. Cash releasing Net income Non-cash releasing The development of the right skills regionally to meet the needs of the City Deal projects will retain the skilled individuals to work within the City Deal projects.
Objective 4: To create a clear pathway from school education through FE and HE in the key areas of digital, energy, smart manufacturing and life-science and wellbeing, through engagement and development work with schools increasing the number of pupils following STEM subjects in FE/HE.	Qualitative Inspiring the next generation to take the correct path in their career will be the focus of the engagement with schools. Developing the pathway for children from primary school through to secondary school through the introduction of new vocational training opportunities specialist workshops etc. Quantifiable Increased number of children following STEM subjects and/or vocational courses. Cash releasing Net-income Non-cash releasing Engagement with children at a young age and incorporating the regional needs within the new school curriculum of all schools will develop the future workforce for the region.

- Developing opportunities for all to follow a career path and gain the necessary qualifications to create a better quality of life for all.

Objective 5: To deliver 20 new/updated course frameworks that meet industry training needs	Qualitative Developing new and updating existing frameworks to meet the needs of the projects and employers across the region. Quantifiable The number of new frameworks developed, or existing frameworks updated Cash releasing Net income. Non-cash releasing Additional benefit for employers with frameworks that meet their business needs.
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Table 8 Main Benefits Criteria.

2.12 Risks and counter measures

Risk management is an integral feature of the Skills and Talent programme and the programme register Appendix F covers all aspects of the business case – Strategic, Economic, Commercial, Financial and Management. The RLSP Board are ultimately responsible for managing all aspects of the programme and the project and risk plans will be reviewed on an ongoing basis by the Programme Board with any new risks escalated to the RLSP Board where actions will be implemented.

The strategic risks associated with the project are shown in table 9 below together with mitigation measures:

Strategic Risk	Mitigation Measure
Development	
City Deal Funding not secured – without this funding the programme will not be implemented.	The project funding has been identified and the project will work with the Swansea Bay City Deal portfolio management office to ensure that the grant funding is available in a timely manner.
Lack of data to develop robust Economic Case for the programme that will meet the requirements of the HM Treasury Green Book	Working with all of the project leads and all stakeholders to gather robust evidence to support the Economic Case utilising information already gathered by the RLSP regarding gaps in provision together with Industry evidence of need.
Programme Timescale slippage	Slippage of the project would impact on the delivery of training to meet the needs of the City Deal projects. It is intended to regularly monitor progress to limit any slippage in the timescale.
Business Case	
Length of time for approval of the business case	Engage with stakeholders to ensure approval of the business case is processed in the shortest time possible.

Lack of resources /Insufficient capacity to Project manage the programme and to deliver the stated activities and results	An identified team has been included within the Business case to manage the programme and to develop new areas of working with schools.
Financial	
Organisational and financial risks associated with taking on this project	The nature of the organisations involved in the Partnership is such that relatively high levels of knowledge, skills and experience in financial management and probity can be clearly demonstrated.
The programme does not secure sufficient partner/stakeholder buy in.	<ul style="list-style-type: none"> • The RLSP Board provides strong leadership with all partners in place. • Strong working relationship already exists with education sector. • Key private sector cluster groups involvement in the development of the projects • Progress report to every Board meeting.
Delivery	
Failure to increase the number of skilled individuals.	The intention is to increase the number of skilled people across the region and particularly higher skilled and the programme has been designed to ensure that the correct skills are developed to meet the needs of the projects and employers across the region. The Skills Solution group will work to identify the gaps and develop the projects to deliver the solutions.
Lead times in the development of a new skills offer in the region.	Identifying the key skills and ensuring that Welsh Government agree to include the courses within future provision within FE and apprenticeship.
Failure to engage with training providers to deliver the necessary skills development	<p>The training providers are all engaged with the programme and sit on the Provider group and all will have the opportunity to work with the programme to deliver the identified skills across the region. If FE or HE institutions do not engage with the delivery recommendations alternative options would be considered to procure services from other delivery partners.</p> <p>Early engagement with all key stakeholders with agreed delivery programme timetable.</p>

Table 9 – Strategic Risk and Mitigation

2.13 Constraints

In developing the programme including the investment and proposed activities, consideration has been given to a number of constraints specifically that all activities would need to either be self-financing or be included within the Welsh Government portfolio of courses for further Education in the future. The impact of Covid-19 has introduced constraints and the impact will remain for some time regarding the way training is delivered and new job opportunities that will exist post Covid-19 that may not have been considered as career paths by individuals previously.

The project will be subject to the following constraints:

- Time delay in the approval of the programme business case.
- UK and Welsh Government Policy in relation to training and education.
- Support from the FE and HE sector to implement the changes within their delivery mechanism.
- Securing funding from the private sector.
- Ensuring that the capacity is present to meet the aims and objectives of the Programme.
- Covid-19 restrictions on the delivery of training and education.

2.14 Dependencies

The future success of the Skills and Talent programme will depend on the close alignment of all the City Deal projects and integration with all the existing delivery models and the development of a viable and sustainable pipeline of individuals with the right skills to support the City Deal projects and the opportunities that are being made available therein.

In order to succeed in the approach there has to be a close alignment and coordination with all the local and national stakeholders to:

- ✓ Continuously review and align skills needs and integrate within the regional Skills Plans.
- ✓ Review skills needs as a result of Covid-19 pandemic.
- ✓ Work with skills partners and employers through workshops; meetings and surveys to understand changing demands.
- ✓ Work with the RLSP on the Labour Market Information (LMI) to monitor any changes across the region.
- ✓ Work with the existing and new City Deal projects to monitor any new skills needs.

The unique nature of the projects is a key driver of the City Deal and this allows for each to work independently with the success of one not completely dependent on the success of another. Key to the success of the City Deal programme and the increase in economic activity, productivity and GVA of the region is an improved skills base across all levels and employment sectors. Improving the skills base is crucial in creating a region that is able to; compete with other areas of the UK and attract talent, whilst also retaining the talent that already exists in the colleges; universities; workplaces and in the schools where the employees of the future need to be nurtured and informed of current and future employment opportunities in the region.

It is therefore evident that the projects will be supported and further strengthened by one another. With this flexibility the projects will be in a favourable position to identify opportunities for collaboration therefore creating synergies as opportunities arise, this will promote the free movement of people, the growth of businesses and the attraction of inward investment.

The development of a City Deal for Swansea Bay comes at an important time, as employment and skills support are undergoing change with competing demands for different skills and greater flexibility in training called for. The Covid-19 pandemic is considered to be one of the most significant global events in recent history and its' impact on the labour market and skills will be demonstrated in the Business Case.

The City Deal gives the region a once in a lifetime opportunity to shape the training offered and delivered across the region to ensure that there are opportunities for all to increase their attainment levels and the ability to get a well-paid job in the region. The development of clear pathways from key stage 1 to key stage 4 and opportunities to retrain while in work will be the key to the success of the programme.

3.0 Economic Case

3.1 Overview

This section of the Business Case assesses the overall economic costs and benefits of the programme in line with the HM Treasury's Green Book. The section sets out the of those options, the critical success factors and the identification of the long and short list and the appraisal of the short list through economic assessment.

The Skills and Talent Programme is a unique programme within the suite of the City Deal projects that will deliver a skills training solution offering the best value for money and maximum opportunity for the widest range of individuals across the region. A skilled workforce was identified by the projects as being a significant success factor and dependency for delivering the aims of the SBCD portfolio. The programme will deliver a tailored, sectoral model of engagement involving partnerships with employers, industry bodies, schools, colleges, universities and training providers working together to transform the skills system.

3.2 Evidence of demand for the Programme

This section provides information and evidence which supports the strategic case for the Skills and Talent Programme.

The successful delivery of the SBCD ambitions and regional economic advancement is dependent on having the right people with the right skills at the right time. Building on existing strengths and established Regional Learning and Skills Partnership, the programme will focus skills development across all levels (level 2 – 8) and to drive change across the educational landscape of the SBCR.

To support and achieve the ambitions of the Swansea Bay City deal having the 'right people with the right skills at the right time' is essential to the success of the region. The programme will look to build upon the existing established structures of the Regional Learning and Skills Partnership (RLSP) to focus the development of skills across all levels and to drive change across the educational landscape of the City Region.

The region needs to capitalise on previous and current opportunities that have potential to change the economic prosperity of the people and businesses in the SBCR. The region suffers with areas of high unemployment, low skills and high rates of economic inactivity. There is a risk that unless intervention is immediate and co-ordinated the region risks being 'left behind' and to miss the opportunities that are presented. The economy and workforce of the region has been impacted even further with the Covid-19 pandemic Furlough rates have been significant and there is an increased risk of redundancies and increased unemployment following the end of Government intervention. The Skills and Talent programme aims to address some of the immediate needs to upskill people into new industries, many of the opportunities have been created as a result of the pandemic.

The SBCR continues to perform poorly in productivity and continues to lag behind the UK average in GVA terms. Nominal smoothed GVA per filled job in the SBCR was 79.5 as of 2018, compared with an indexed value of 100 for the UK.³² Although there has been a positive uplift in relation to economic activity and employment within the city region there is little to suggest that this new employment is having any significant effect on the productivity and overall competitiveness of the region with a risk of trapping individuals into a cycle of low skill, low pay employment.

Human capital much like financial capital flows to areas where returns are greatest and currently the region suffers from a loss of some of its higher skilled individuals to other locations both within Wales, across the UK and Internationally. This can be evidenced by reports undertaken by WISERD and the lower numbers of higher skilled (NVQ level 4+) residents compared to key economic areas across the UK. An example of where this has happened in our region is when the Murco refinery closed in Pembrokeshire and the Engineers moved away to other regions and Pembrokeshire lost those skills. When new investors were then attracted to Pembrokeshire there was a difficulty in recruiting people with the right skills to support that investment, this continues to be a problem in the region with many skilled individuals moving away from the region to higher paid opportunities elsewhere in the UK.

The continued failure to improve the relative economic performance is a strong indicator that the current structure of the city region economy is no longer fit for purpose and in need of intervention. The Skills and Talent programme must increase the skills level of individuals in the emerging sectors and address these areas at an early stage to develop the talent pipeline and to support employers to attract the 'right people with the right skills at the right time' to minimise the potential risk of displacement and ensure sustainability and employment for citizens of the city region. Table 10 below describes how to create that High skilled workforce that is required in the region in order to meet the City Deal projects.


<i>Demand</i>		
	<p>Skills Shortages</p> <ul style="list-style-type: none"> • High wage/high productivity good jobs • Low local educational attainment and skills • High share of skilled employees needed • High vacancy rates for skilled jobs • In-migration of skilled workers <p>DEVELOP RELEVANT SKILLS</p>	<p>High Skills Equilibrium</p> <ul style="list-style-type: none"> • High wage/high productivity good jobs • High educational attainment and skills • High employment & low unemployment • High share of skilled jobs of good quality • In-migration of skilled workers <p>MAINTAIN POSITION DYNAMICALLY</p>
	<p>Low Skills Equilibrium</p> <ul style="list-style-type: none"> • Low wage/low productivity poor jobs • Low local educational attainment and skills • Low share of skilled workers needed • May be mass production employment and/or seasonal employment • Out-migration of the more skilled <p>DEVELOP SKILLS AND MORE SKILLED JOBS</p>	<p>Skills Surplus</p> <ul style="list-style-type: none"> • Low wages/low productivity poor jobs • High local educational attainment and skills • Low share of high skilled jobs • High unemployment and under-employment • Out-migration <p>DEVELOP MORE SKILLED JOBS</p>
<i>Supply</i>		

Table 10 Source: Low skill traps in sectors and geographies: underlying factors and means of escape, Anne Green, Institute for Employment Research, University of Warwick

³²<https://www.ons.gov.uk/economy/economicoutputandproductivity/productivitymeasures/datasets/subregionalproductivitylabourproductivitygvpaperhourworkedandgvpaperfilledjobindicesbycityregion>

To respond to this challenge, the Skills and Talent Programme approach is to deliver additional skills provision in support of the 8 City Deal Projects, undertake wider skills engagement work, develop sector-specific Centres of Excellence and create a pathway for higher skills training. The 8 City Deal Projects are focussed on 5 themes Digital, Energy, Construction, Life-sciences and Smart Manufacturing. In order to assess the scale of demand and requirement for additional skill provisions in these sectors, the Programme sponsors, the Regional Learning and Skills Partnership has considered existing skills information in the region. Whilst existing data does not currently specify the regional skills deficit individually for these sectors, ONS data of skills levels attained as at 2019 (source: Nomis March 2021) clearly demonstrates the overall scale of the deficit. Applying the percentage differentials used in the data, and when adjusted for population size, the region has a skills gap of over 49,000 skills across all levels and sectors when compared with the GB average. This is even more pronounced at higher skills levels with a 20,386 shortfall at NVQ Level 4+ and 14,214 at NVQ Level 3+, totalling 34,600 higher skills' deficit.

Out of total regional employment numbers of 273,000, the 4 City Deal sectors currently account for c.52% of regional employment (Economic Acceleration 50,250; Energy 26,700; Life-sciences 49,000 and Smart Manufacturing 16,500 – Source: EMSI 2020). On a strict pro-rata basis, this would indicate there is a c. 25,000 skills deficit across these sectors. However, this number needs to be adjusted recognising that vocational skills are primarily chosen at the higher skills levels. The RLSP has overall concluded that a sensible stretch target is that the region should aim to create an additional c.17,000 skills/apprenticeships (52% of the higher skills levels total deficit of 34,600 skills) as a middle to long term planning objective to close the current regional skills deficit within the 5 Key Themes.

Equally however, it has to be recognised that just providing new courses at the higher skills levels is unlikely to be effective over the 5-year delivery and 10 year monitoring period as each individual can only progress one level at a time and the process from Level 2 to 6 takes several years as a minimum. Recognising this inevitable time lag, the Programme needs to support new technical courses across skills levels, promote the initiation of an increased STEM 'skills pipeline' from school level and also enable technical upskilling across the existing workforce through Centres of Excellence facilities.

For Programme planning and costing purposes therefore, the RLSP has developed the following breakdown of the required 17,000 skills/apprenticeships across skill levels,

Course Places by Skill Level	
Level 2	2,800
Level 3	2,800
Level 4	4,200
Level 5	2,800
Level 6-8	1,400
Total	14,000
Apprenticeships (level 3 – 6)	3,000

To assess the additional skills requirements for the 8 City Deal Projects alone, the RLSP has undertaken a series of discussions and skills workshops with each of the projects. However, the projects overall have not yet reached a sufficient level of development to refine their skills requirements into detailed numbers, and due to their innovative nature, by definition, for some the scope and capability of future skills needs is very difficult to fully foresee. Whilst therefore it is evident from the Programme Business Cases that significant new skills development places and courses

will need to be created within the 5 Key Themes to enable the projects to deliver their projected outcomes, numbers shown are only indicative at this time.

The projected total new job creation across all the City Deal projects is in excess of 9,000. However clearly not all 9,000 will require new skills training and a key criterion of this Skills and Talent Programme is that it will only contribute to the development of new skills courses and not duplicate existing provision. Based on the current City Deal Projects' information, the RLSP's current estimate is there will be a requirement for at least 2,200 jobs/skills which are not currently supported by existing courses in the region, broken down into skills levels as follows,

Course Places by Skill

Level

Level 2	455
Level 3	455
Level 4	683
Level 5	455
Level 6-8	228

Total **2,276**

Apprenticeships (level 3 – 6) **3,000**

3.3 Investment Objectives.

The following Investment Objectives for the programme were discussed and agreed:

Investment Objective	Main Benefits Criteria
<p>Objective 1: To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher skills Level 2 -8) within 10 years..</p>	<p>Qualitative Higher skilled individuals for the jobs created through the City Deal projects.</p> <p>Quantifiable Increased number of higher skilled individuals from the baseline of 2019 statistics.</p> <p>Cash releasing Net income</p> <p>Non-cash releasing Contributes to increase in employment opportunities for local people.</p>
<p>Objective 2: To create 3,000 new apprenticeship opportunities to include level 3 through to Degree apprenticeships.</p>	<p>Qualitative Opportunities for all to achieve a qualification and skills for a career pathway in a vocational occupation.</p> <p>Quantifiable Number of apprenticeships offered through the construction phase of the projects, higher apprenticeships in the specific sectors.</p> <p>Cash releasing Net income</p> <p>Non-cash releasing Contributes to increase employment and training/upskilling opportunities for local people.</p>
<p>Objective 3: To create at least 2 Centres of Best Practice within specific sector(s) to develop the region as being the best area for skills development.</p>	<p>Qualitative Developing a Centre that specialises in the development of fit for purpose skills within a particular sector(s).</p> <p>Quantifiable The number of Centres created in the region to deliver specific sector skills.</p> <p>Cash releasing Net income</p> <p>Non-cash releasing The development of the right skills regionally to meet the needs of the City Deal projects will retain the skilled individuals to work within the City Deal projects.</p>
<p>Objective 4: To create a clear pathway from school education through FE and HE in the key areas of digital, energy, smart manufacturing and life-science and wellbeing, through engagement and development work with schools increasing the number of pupils following STEM subjects in FE/HE.</p>	<p>Qualitative Inspiring the next generation to take the correct path in their career will be the focus of the engagement with schools. Developing the pathway for children from primary school through to secondary school through the introduction of new vocational training opportunities specialist workshops etc.</p> <p>Quantifiable Increased number of children following STEM subjects and/or vocational courses.</p> <p>Cash releasing Net-income</p> <p>Non-cash releasing Engagement with children at a young age and incorporating the regional needs within the new school curriculum of all schools will develop the future workforce for the region.</p>
<p>Objective 5: To deliver 20 new/updated course frameworks that meet industry training needs</p>	<p>Qualitative Developing new and updating existing frameworks to meet the needs of the projects and employers across the region.</p> <p>Quantifiable The number of new frameworks developed, or existing frameworks updated</p> <p>Cash releasing Net income.</p> <p>Non-cash releasing Additional benefit for employers with frameworks that meet their business needs.</p>

Table 11 Investment Objectives.

3.4 Critical Success Factors

The process of identifying the critical success factors was undertaken through initial workshops with a number of key stakeholders followed by a number of key meetings to discuss the aims and needs of the programme and agreement of the critical success factors. The following Critical success factors were agreed and were ratified at a Workshop of all the training providers and project leads held on the 23rd September 2020.

The critical success factors of the programme will be measured across the next 10 years and will be achieved by bringing together the stakeholders to deliver the skilled workforce, without which the individual projects would not necessarily succeed. The aim is to increase productivity and earnings and reduce the gap between lowest and highest earners and the number of people without any or below level 2 qualifications.

These were as follows

Commented [ICW16]: Recommend inserting this para after the 1st para in this Section

Critical Success Factors

Strategic Fit	<ul style="list-style-type: none"> Strategically aligned to the Swansea Bay City Deal Strategically aligned to the Welsh Government Education and Skills strategy and Wellbeing and Future Generations Act. Delivers the future skills requirements for the region and the skills needs of the 8 projects that make up the City Deal. Increasing the number of people with higher level qualifications Retraining people in the region to give the opportunities to all. Developing resilient learners with a life-long attitude to learning.
Value for Money	<ul style="list-style-type: none"> Reduce the duplication that could occur if all 8 City Deal projects managed their own skills programme by bringing together the skills requirements across the region. The programme offers Value for money and avoids duplication. Achieve a viable cost benefit ration compared to other options
Supplier capacity and capability	<ul style="list-style-type: none"> Training providers from across the region are keen to work together to achieve the aims of the programme. Reduce costs by delivering skills in a more cost efficient and co-ordinated way across the region, meeting needs of employers and the projects
Affordability	<ul style="list-style-type: none"> Demonstrate the affordability of the Programme within the defined funding arrangements from the City Deal, Public and Private Sector
Achievability	<ul style="list-style-type: none"> Delivery of option is achievable within the timescale, available funding and capacity.

Table 12 Critical Success Factors

Commented [ICW17]: Copy over any amendments made to table in Exec Summary

3.5 Long-listed options

The following long list options were identified for the scope of the programme and agreed by the Senior Programme Team:

1. Business as Usual – City Deal skills needs supported only by existing programmes/providers
2. Do Minimum – create a dedicated Skills Programme team to enhance employers and schools’ engagement with City Deal Projects at an estimated cost of £1m

3. City Deal Skills Fund – create Skills Fund from City Deal resources available to City Deal projects only at an estimated cost of £8m
4. Supported City Deal Skills Fund - create a dedicated Skills Programme team to enhance employers and schools' engagement and manage awards from the City Deal Skills Fund to City Deal Projects only at an estimated cost of £10m
5. Targeted Skills Delivery – create RLSP project team and leverage public/private funding to address all City Deal Projects' skills gaps at an estimated cost of £30m
6. City Deal Ambitious - deliver a full suite of skills training to meet regional needs of all four themes of the City Deal at an estimated cost of £153m
7. Do Maximum – deliver a full suite of skills training to redress the entire regional skills gap at an estimated cost of £518m.

The long list options chosen are regarded as a reasonable and expansive list of options that could theoretically achieve the Programme's objectives. These options were considered by the Senior Project Team on the 12th April 2021. The long and short list of options were approved by the RLSP Board on the 14th April, 2021

1. Business as Usual will be carried forward as the status quo reference option
2. Do Minimum was rejected as it would not address the known skills deficit thereby endangering delivery of City Deal job creation targets.
3. City Deal Skills Fund was seen as valuable in providing extra funding for necessary new/additional skills training. However, it would not address Investment Objectives 3-5 and was therefore rejected
4. Supported City Deal Skills Fund was seen as potentially able to address all 5 Investment Objectives and will be carried forward
5. Targeted Skills Delivery was seen as able to address all Investment Objectives and potentially to lever in significant public and private sector match funding, further increasing the impact of the Programme. This option was therefore carried forward
6. City Deal Ambitious was seen as desirable and able to provide greater regional impact, potentially achieving outputs even beyond those contained in the Investment Objectives. This option was therefore carried forward.
7. Do Maximum was seen as highly desirable in that if successful it could address the entire known regional skills gap. However, the financial resources required would be unaffordable and the outputs would be well beyond the scope of the City Deal Programme. This option was therefore rejected.

Commented [ICW18]: Quick conversation required with David Swallows – Do Minimum a mandatory short list consideration. Should No.6 be discounted due to cost – would not be affordable

3.6 Short List Options

The following 4 Options were therefore selected to go forward into the shortlist appraisal,

Option 1 – Business as Usual

Option 2 – Supported City Deal Skills Fund

Option 3 – Targeted Skills Delivery

Option 4 – City Deal Ambitious

3.7 Short List Options Appraisal

A Senior Team Options workshop was held, the attendees were asked to consider the relative merits and disadvantages of each option against both the investment objectives and critical success factors. Attendees assessed the options on the themes of scope, service solution, service delivery, implementation and funding as well as provide general comments around the practical and strategic aspects.

Scope

The scope of each Option is described below,

Option 1 – Business as Usual

To continue to deliver training through existing methods, with no additional funding. The FE, HE and training providers would offer the existing frameworks with no update or development of new opportunities. The RLSP would continue to gather data and do a minimal amount of work with schools.

Option 2 – Supported City Deal Skills Fund

A Skills Programme team would be recruited to enhance the employer and project engagement to identify the skills gaps and work with schools to share the opportunities that would be created through the City Deal projects. The eight Projects of the City Deal would deliver their own training solutions independently, bidding into the City Deal Skills Fund as required

Option 3 – Targeted Skills Delivery

The RLSP would explore the skills needs of all 8 projects and identify the gaps. A dedicated Skills Programme team would be appointed who would work with the City Deal Project leads, the wider employers and the training leads to develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds to leverage public and private sector match funding. The solutions would be delivered as Skills Programme projects which would be developed by the Skills Programme team with key partners. The Programme team would work with schools and all education and training providers to highlight the skills needs and co-ordinate the future opportunities from the City Deal projects.

Option 4 – City Deal Ambitious

This option would allow for the delivery of a full suite of skills training to meet the needs of all industry sectors within the five themes of the City Deal – Construction, Energy, Digital, Smart Manufacturing and Life Science. The RLSP would explore the skills needs of all these sectors and identify the gaps. An enhanced dedicated Skills Programme team would be appointed who would work with public bodies, wider employers and the training leads to develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds to leverage public and private sector match funding. The Skills Programme team would work intensively with all schools, colleges and universities to raise the awareness of and develop new skills programmes to address the sector gaps.

Analysis

- Option 1 – The Business as Usual would not contribute to the achievement of any of the Investment Objectives.

- Option 2 – Within the scope of Option 2, there would be organisational support for the development of apprenticeships and school pathways but the Programme would lack cohesion and fail to deliver a strategic solution.
- Option 3 – Successful delivery of the Targeted Skills Delivery Option would fully deliver meet 4 of the 5 Investment Objectives and achieve all Critical Success Factors.
- Option 4 – The City Deal Ambitious Option would also meet 4 of the 5 Investment Objectives but struggle for affordability and raise serious doubts regarding achievability and capacity due to the scale of deliverables.

Results

	Option 1					Option 2					Option 3					Option 4				
Scope	Business as Usual					Supported City Deal Skills Fund					Targeted Skills Delivery					City Deal Ambitious				
Investment objectives	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Red	Red	Red	Red	Green	Red	Yellow	Red	Green	Green	Green	Yellow	Green	Green	Green	Green	Yellow	Green	Green
Critical Success Factors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Yellow	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Yellow	Red	Yellow

Service Solution

The service solution for each option is shown below:

Option 1

No change to the existing skills and training provision via the colleges, universities and training providers across the region. Engagement with schools would continue as is via the RLSP but no specific projects would be developed, or City Deal funding made available.

Option 2

Engage a dedicated Skills Programme team at an estimated cost of £1M to engage with employers and project engagement to identify the skills gaps and work with schools to share the opportunities that would be created through the City Deal projects at an estimated cost of £500k. Develop a Co-ordinated Action Plan to create 2 Centres for Excellence across the City Deal themes supported by match funding of £500k. Create an £8M City Deal Skills Fund with suitable award criteria and invite applications for training funding to support the requirements of the 8 City Deal projects.

Option 3

Identify the skills needs and the new qualifications that require to be developed and piloted throughout the region to support the eight City Deal Projects in the 5 key themes of Digital, Energy, Construction, Life science & wellbeing and manufacturing. Engage a dedicated Skills Programme team to engage with employers and project engagement to identify the skills gaps at an estimated cost of £1M. Work with schools to share the opportunities that would be created through the City Deal projects and support the development by schools of higher skills pathways, with funding of £500k. Develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds (£10m) to leverage public and private sector match funding/contribution to create a £28M total value Skills Fund for City Deal Projects. The solutions would be delivered as Skills Programme projects which would be developed by the Skills Programme team working with the City Deal Projects and stakeholders and with key partners. Develop a Co-ordinated Action Plan to create at least 2 Centres for Excellence across the City Deal themes supported by funding of £500k.

Option 4

Identify the skills needs and the new qualifications that require to be developed and piloted throughout the region to address the key City Deal themes – Energy, Digital, construction, Smart Manufacturing and Life Science. Engage a dedicated Skills Programme team to engage with employers and project engagement to identify the skills gaps and work with schools to share the opportunities that would be created throughout the region in the target sectors. Develop an action plan to deliver the appropriate solutions to the skills gaps identified and using City Deal Programme funds to leverage public and private sector match funding to create a £153M total value Skills Fund for the region. The solutions would be delivered as Skills Programme projects which would be developed by the Skills Programme team working with both the City Deal Projects and other regional projects within the Key Themes. Develop a Co-ordinated Action Plan to create at least 2 Centres for Excellence across the City Deal themes.

Analysis

- Option 1 – This would bring no change to the status quo and maintain the current risk to the City Deal Project outcomes if the required new/additional skills are not provided.
- Option 2 – This Option would create investment in the development of future skills courses and support schools in creating appropriate pathways to the new skills and jobs being provided by the City Deal. However, the Programme, relying entirely on the scale and type of support bids from the individual City Deal projects would lack cohesion and the ability to ensure a sustainable response to the current skills deficit.
- Option 3 – The Targeted Skills Delivery Option would meet the need for a co-ordinated Programme of skills support across the other City Deal Projects to deliver the skills requirements of the City Deal projects in a managed and cost-effective way. It would also ensure the sustainability of this delivery by investing in the development of future skills courses and supporting schools in creating appropriate pathways to the new skills and jobs being provided by the City Deal. Support for a Centre of Excellence in any of the 5 key themes would also address the critical need for facilities to support upskilling of the existing workforce across the region.
- Option 4 – This Option would address the full sector skills deficit in the 5 key themes across the region, within a dedicated Programme. However, it would require a scale of financial and human resource which is currently unavailable and face serious practical difficulties in delivery, making it a high risk solution.

Results

	<i>Option 1</i>					<i>Option 2</i>					<i>Option 3</i>					<i>Option 4</i>				
Scope	<i>Business as Usual</i>					<i>Supported City Deal Skills Fund</i>					<i>Targeted Skills Delivery</i>					<i>City Deal Ambitious</i>				
Investment objectives	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Red	Red	Red	Red	Red	Green	Red	Yellow	Red	Green	Green	Yellow	Green	Green	Green	Green	Yellow	Green	Green
Critical Success Factors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Green	Green	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Yellow	Red	Green

Service Delivery

The service delivery solution for each option is shown below:

Option 1

Training delivered by individual Colleges, universities, training providers and schools as existing. RLSP continues to identify skills needs.

Option 2

City Deal Projects bid individually into the City Deal Skills Fund and source their training requirements from existing providers. Skills Programme team manage funding awards and engage with employers and schools to raise awareness of City Deal opportunities.

Option 3

Single delivery model reducing duplication of effort and costs of delivering the training solutions for the City Deal projects. Co-ordinated programme delivered by the Skills Programme team working with the City Deal Projects directly and with key partners. Skills Programme team manage funding awards, engage with employers and schools to raise awareness of City Deal opportunities and develop at least 2 Centres of Excellence.

Option 4

Single delivery model reducing duplication of effort and costs of delivering the training solutions for the City Deal Key Themes. Co-ordinated programme delivered by the Skills Programme team working with the City Deal Projects and regional employers and bodies representing the Key Themes. Skills Programme team manage funding awards, engage with employers and schools to raise awareness of City Deal opportunities and develop at least 2 Centres of Excellence.

Analysis

- Option 1 – This Option would bring no additional service delivery capacity to that which is already existing. Any new skills requirements would rely entirely on additional investment in new course development from existing providers from existing resources which are already fully committed to existing courses.
- Option 2 – This Option would put in place a fully resourced and dedicated team to engage with stakeholders and schools and with the capability to assess City Deal Projects’ individual applications for skills support. However, the opportunity would be lost to co-ordinate an integrated programme of skills delivery and leverage the additional financial and human resources of regional educational institutions.
- Option 3 – Whilst requiring greater co-ordination and the ability to secure the commitment of regional educational stakeholders, the Targeted Skills Delivery Option would put in place co-ordinated resource to deliver the skills requirements of the City Deal projects in a managed and cost-effective way.
- Option 4 – This Option would as with Option 3, deliver a co-ordinated and managed resource and potentially addressing the entire regional skills deficit within the 4 Key Themes of the City Deal. The scale of this Option however would be likely to demand additional regional capacity and resources beyond what is reasonably feasible to deliver within the Programme period.

Results

	<i>Option 1</i>					<i>Option 2</i>					<i>Option 3</i>					<i>Option 4</i>				
Scope	<i>Business as Usual</i>					<i>Supported City Deal Skills Fund</i>					<i>Targeted Skills Delivery</i>					<i>City Deal Ambitious</i>				
Investment objectives	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Critical Success Factors	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

Implementation

The implementation solution for each option is shown below:

Option 1

No change to existing delivery

Option 2

Dependent on individual City Deal Project timetables and when/if applications are made to the Skills Fund

Option 3

Identify the skills needs across the 8 City Deal Projects and deliver through a co-ordinated Skills Fund Programme. Immediate start with delivery over 5 years and monitoring over 10 years.

Option 4

Identify the skills needs across the five Key Themes and deliver the training needs for the priority sectors identified. Immediate start with delivery over 5 years and monitoring over 10 years.

Analysis

- Option 1 – This Option would rely on the maintaining of existing service delivery thereby creating no delay in implementation.
- Option 2 – The Supported City Deal Skills Fund could commence implementation once the dedicated Project team could be recruited and put into operation (est. 6 months). Implementation of the £8M Projects Fund would rely entirely on the timing of applications being received from the individual Projects and the willingness of educational providers being prepared to deliver new courses on an ad hoc basis.
- Option 3 – This Option could commence implementation once the dedicated Project team could be recruited and put into operation (est. 6 months). Discussions with the Educational Provider group confirm there is sufficient capacity and commitment across the regional educational providers to deliver the £24M programme of projects within the required 5 year delivery timetable of the Programme.
- Option 4 – The City Deal Ambitious Option could commence implementation once the dedicated Project team could be recruited and put into operation (est. 6 months). However, the scale of new skills delivery proposed under this Option would be likely to incur significant time delays due to the major increase above current regional capacity required to deliver the Programme, potentially extending implementation over a much longer time period.

Results

	<i>Option 1</i>					<i>Option 2</i>					<i>Option 3</i>					<i>Option 4</i>				
<i>Scope</i>	<i>Business as Usual</i>					<i>Supported City Deal Skills Fund</i>					<i>Targeted Skills Delivery</i>					<i>City Deal Ambitious</i>				
<i>Investment objectives</i>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
<i>Critical Success Factors</i>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

Funding

The implementation solution for each option is shown below:

Option 1

No additional funding requirement

Option 2

£10M (£1M project team, £1M schools/infrastructure £8m projects fund) dedicated funding provided by the City Deal.

Option 3

£10M (£1M project team, £1M schools/infrastructure, £8M projects) dedicated funding provided by the City Deal. £16M of other public match funding /in kind contribution, provided by education providers/local authorities and £4M of private sector match funding (apprenticeships)

Option 4

£153M of City Deal and other public funding, provided by education providers/local authorities and private sector match funding (apprenticeships)

Analysis

- Option 1 – This Option would maintain existing delivery levels within current third party budgets.
- Option 2 – The Supported City Deal Skills Fund Option can be delivered entirely from provisionally allocated resources from within the City Deal internal budget.
- Option 3 – This Option would rely on additional match funding being provided by regional educational providers in the form of new/additional course provision. The Regional Learning and Skills Partnership has already obtained support in principle from the appropriate regional organisations who have formed a dedicated Training Provider Group to meet this requirement.
- Option 4 – Whilst having the potential to deliver much greater regional outcomes, the financial sums required to deliver the City Deal Ambitious Option are significantly beyond what the City Deal or Provider Group could commit to within existing, or anticipated future, resources.

Results

	<i>Option 1</i>					<i>Option 2</i>					<i>Option 3</i>					<i>Option 4</i>				
<i>Scope</i>	<i>Business as Usual</i>					<i>Supported City Deal Skills Fund</i>					<i>Targeted Skills Delivery</i>					<i>City Deal Ambitious</i>				
<i>Investment objectives</i>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Red	Red	Red	Red	Green	Red	Red	Red	Red	Green	Green	Yellow	Green	Green	Green	Green	Yellow	Green	Green
<i>Critical Success Factors</i>	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	Red	Green	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Yellow	Yellow	Red	Red

Short List Options Summary

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>
Scope	Red	Yellow	Green	Green
Service Solution	Yellow	Yellow	Green	Yellow
Delivery	Green	Green	Green	Yellow

Implementation				
Funding				

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>
Objective 1				
Objective 2				
Objective 3				
Objective 4				
Objective 5				

Option 1 would purely maintain existing regional provision and fail to meet any of the Investment Objectives of the Programme.

Option 2 carries the lowest risk in terms of implementation as it can be operated and funded entirely from allocated City Deal resources. However, it could only achieve around a third of the additional skills required by Investment Objective 1 and would be likely to result in uncoordinated and ad hoc delivery of training needs.

Option 3 was found to have the capability to meet Programme objectives from identified City Deal and Partner contributions and provide the increased delivery capacity within the Programme timescales. It also can deliver a co-ordinated Programme to maximise cost effectiveness and ensure City Deal Projects’ additional skills requirements are managed to align with timing needs.

Option 4 could meet and significantly exceed all Programme objectives, delivering a major skill’s boost for the region. However, the financial and other capacity requirements are beyond what the City Deal and its identified Partners could provide and no additional sources of public and/or private funding can be identified. The scale of this Option would also raise very severe challenges in developing the additional human/organisational capacity required within the required Programme timescale.

Option 3 was therefore chosen as the preferred option as it satisfied all Critical Skills Factors and all of the Investment Objectives with the exception of Investment Objective 3 where it received an amber rating.

3.8 ECONOMIC APPRAISAL

3.8.1 Introduction

This section provides a detailed overview of the costs and benefits associated with each of the selected short-listed options. The detailed information and calculations supporting the conclusions reached are attached at Appendix G – Skills and Talent Programme Cost Benefit Analysis. The calculations are at this stage of the Business Case process, based on external educational statistical data, as it is not possible to calculate specific City Deal Project requirements, costs and benefits. Costs are based on usual education costs and benefits are based on national statistics of additional income derived from each higher skill level.

3.8.3 Estimating Benefits

The Skills and Talent Programme has an enabling role in the SBCD in developing the appropriate skills supply pipeline to populate the additional jobs necessary for the City Deal projects to achieve their objectives from within the region as far as is possible. Consequently, any quantitative and qualitative benefits to be derived from the Skills and Talent Programme are effectively already 'double-counted' within these Projects' declared outcome targets.

The approach to the Skills and Talent Programme Business Case therefore is not to evaluate the Programme by the benefits delivered directly by the activity but to assess the cost effectiveness of the Programme in delivering the required skills (relative to existing skills delivery benchmarks) and as the means to compare different delivery options. The benefits to individuals from achieving incremental skills qualifications/levels in terms of additional annual remuneration is well documented from national statistics and other data. The estimated effects on regional income can therefore be calculated on an annual basis and the cost effectiveness of each option deduced.

To calculate benefits for the Skills and Talent Programme Options reference has been made to national statistics on additional income to be derived by individuals as each higher skill level is achieved.

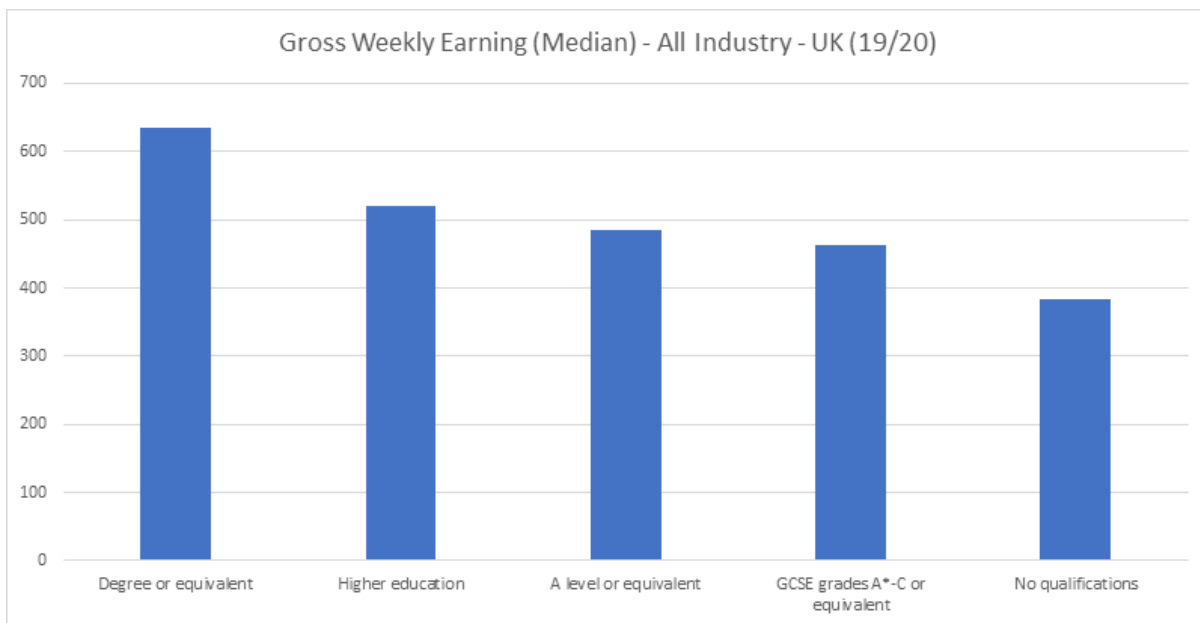


Table 13 - Summary of Additional Income by Skill Level

These translate into additional incomes as follows,

NVQ Skill Level Achieved	Additional Annual Income (per person)
Level 2	£4,160
Level 3	£1,040
Level 4	£1,560
Level 5	£1,560
Level 6-8	£5,720

With regard to assessing net benefits for the City Deal region, allowances for leakage, displacement, multiplier effects and deadweight are already included within the project Business Cases for each of the other City Deal Projects,

- **Leakage** – anticipated leakage beyond the City Deal target area is already included within each City Deal Project Business Case and can therefore be ignored for the Skills and Talent Programme
- **Displacement** – as the Skills and Talent Programme will only deliver new skills/courses which do not currently exist, displacement is expected to be zero
- **Multiplier effects** – any multiplier effects from economic activity associated with additional local income and local supplier purchases have been ignored as all benefits are already included within each City Deal Project Business Case
- **Deadweight** – as, by definition, the Skills and Talent Programme will only deliver new skills/courses for Projects which would not materialise without the City Deal, deadweight is assumed to be zero.

To calculate the benefits for each Option, the respective breakdown of skills to be offered by level set out in Section 3.2 above has been used. The calculations have assumed skills delivery being split evenly over the 5-year delivery period and that additional annual income, for each respective additional skills level achieved by an individual learner, is first earned 12 months after completion of the respective course. The annual income growth will be measured over 15 years. For example, a full-time Level 3 learner on a 1-year course, and who commenced study in Year 3 of the Programme, would first earn additional income in Year 5 of the Programme. Likewise, a part-time Level 6 learner undertaking a 6 year course, and who commenced study in Year 5 of the Programme would not earn additional income until Year 12 of the Programme.

3.8.3 Summary of Benefits

	Option 1: Business as usual	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Operational phase impacts				
Additional Income Generated p.a. at the end of the Programme period	-	£1.82M	£5.46M	£32.12M
No. of Additional Skills Delivered	-	760	2,276	14,000

Table 14 – Summary of Additional Annual Income and Skills Delivered

3.8.4 Estimating Costs

Methodology

Costs have been calculated using current course fees for skills being delivered in the region within related skills disciplines. The calculations have taken into account the number of skills expected to be delivered at each skill level in accordance with the table in Section 3.2 above, broken down into the projected proportion of full time and part time learners.

Optimism Bias

An allowance for optimism bias of 10% has also been made for each short-listed option to account for those risks not reflected. The extent of optimism bias has been derived through consideration of the level of remaining risk and potential for increase. As all costs are based on current, standard public sector course costs, the potential for cost increase (excluding for inflation) is very low. Whilst the Programme will require the development of new courses, these costs are expected to be absorbed by the educational provider and recovered through course fees.

As with economic benefits, the economic costs for all short-listed options have been appraised over a 15-year period (in line with the funding model for the SBCD), after allowing for Optimism Bias of 10% and discounted at a rate of 3.5% in line with the HM Treasury Green Book. All discounted costs have been presented in 2021 prices, with general inflation excluded.

Description, Sources and Assumptions

The gross costs and funding under each of the short-listed options are described in Table 14 below,

Source of funding	Option 1: Business as usual	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
City Deal	-	£10,000,000	£10,000,000	£57,552,000
Other Public Sector	-	-	£16,000,000	£92,083,200
Private Sector	-	-	£4,000,000	£4,000,000
Total gross cost	-	£10,000,000	£30,000,000	£153,635,200
Optimism bias (OB) @10%	-	£1,000,000	£3,000,000	£15,363,520
Total gross cost plus OB	-	£11,000,000	£33,000,000	£168,998,720

Table 15 - Summary of Gross Costs and Funding Sources

Net Present Cost Findings (All Public Sector Costs, but excludes private sector costs/investment)

	Undiscounted Value (£)	Net Present Value (£)
Option 1 – Business as usual		
Additional Income Generated	-	-
Less City Deal funding	-	-
Less Other Public Sector Funding	-	-

Total	-	-
Option 2 – Supported City Deal Skills Fund		
Additional Income Generated	£16,537,040	£11,932,301
Less City Deal Funding	£10,000,000	£9,812,949
Less Other Public Sector Funding	-	-
Total	£5,537,040	£2,119,352
Option 3 – Targeted Skills Delivery		
Additional Income Generated	£49,603,320	£35,788,186
Less City Deal funding	£10,000,000	£9,812,949
Less Other Public Sector Funding	£16,000,000	£15,700,965
Total	£23,603,320	£10,274,272
Option 4 – City Deal Ambitious		
Additional Income Generated	£292,948,032	£211,535,059
Less City Deal funding	£57,552,000	£56,482,633
Less Other Public Sector Funding	£92,083,200	£90,372,214
Total	£143,312,832	£64,680,212

Table 16 – Net Present Cost Findings

Option Ranking

The Short-listed Options have been ranked in terms of their respective costs and benefits (All Public Sector Costs). The results are summarised in Table 17. It can be seen that whilst Option 4 ranks the highest in terms of costs, it ranks the highest in terms of additional income benefits and overall Net Present Value (costs net all benefits), followed by Option 3.

Options Ranking	Option 1: Business as usual	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Net Present Cost	1	2	3	4
Additional Income	4	3	2	1
Net Present Value	4	3	2	1
Overall Ranking	4	3	2	1

Table 17 – Short-list Options Costs and Benefits Ranking

Value for Money Assessment

City Deal Funding only

	Option 1: Business as usual	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
City Deal funding (after allowing for optimism bias)				
Undiscounted City Deal funding	-	£10,000,000	£10,000,000	£57,552,000
Discounted City Deal funding	-	£9,812,949	£9,812,949	£56,475,484
Additional Income benefits (discounted)				
		£11,932,301	£35,788,186	£211,535,059
Cost effectiveness				
Cost per net additional skill	-	£12,912	£4,460	£4,034
Benefit/Cost Ratio	-	1.216	3.647	3.745

Table 18 – Value for Money Assessment, City Deal Costs only

All Public Sector Costs

	Option 1: Business as usual	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
All Public Sector funding (after allowing for optimism bias)				
Undiscounted Public Sector funding	-	£10,000,000	£26,000,000	£149,635,200
Discounted Public Sector funding	-	£9,812,949	£25,516,897	£146,854,847
Additional Income benefits (discounted)				
		£11,932,301	£35,788,186	£211,535,059
Cost effectiveness				
Cost per net additional skill	-	£12,912	£4,460	£4,034
Benefit/Cost Ratio	-	1.216	1.403	1.440

Table 19 – Value for Money Assessment, All Public Sector Costs

Option Appraisal Conclusions

Whilst Option 4 can potentially achieve the highest additional income benefits, this is primarily a reflection of the much greater quantum of skills delivery and the additional costs required. Despite the much greater scale, and attendant risks of delivering such a large Programme, it achieves only a relatively small increase in the Benefit/Cost ratio and reduction in average costs for delivery of each additional skill. Consequently Option 3 was chosen as the Preferred Option going forward.

3.9 QUALITATIVE BENEFITS APPRAISAL

Methodology

In line with HM Treasury Green Book supplementary guidance on Business Cases, the qualitative benefits under each option have been weighted and scored. This was undertaken by:

- identifying the benefits criteria relating to each of the investment objectives.
- weighting the relative importance (in %s) of each benefit criterion in relation to each investment objective.
- scoring each of the short-listed options against the benefit criteria on a scale of 0 to 9; and
- deriving a weighted benefit score for each option.

Qualitative Benefits Criteria

The weights that were applied to each investment objective / benefits criterion are shown in Table 20 below.

Investment Objectives	Qualitative Benefits	Weight Total 100%
Objective 1: To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level skills (level 2-8) within 10 years.	<ul style="list-style-type: none"> • Higher skilled individuals for the jobs created through the City Deal projects. • Increased number of individuals progressing into a career offering higher earnings. • Increased number of people gaining a permanent role, moving from temporary or zero hour contracts. 	30%
Objective 2: To create 3,000 new apprenticeship opportunities to include level 3 through to Degree apprenticeships.	<ul style="list-style-type: none"> • Opportunities for all to achieve a qualification and skills for a career pathway in a vocational occupation. • Increased number taking up opportunities through the apprenticeship route to further their career in specialist areas developed through the 8 City Deal projects. • Increased number of individuals entering the Degree apprenticeship programme. 	25%
Objective 3: To create at least 2 Centres of Best of Excellence within	<ul style="list-style-type: none"> • Developing a Centre that specialises in the development of fit for purpose skills within a particular sector(s) 	15%

<p>specific sector(s) to develop the region as being the best area for skills development.</p>	<ul style="list-style-type: none"> • Increase investment in the region for specialist sectors as a result of a specific Centre of Excellence for skills. • Increased awareness of the job opportunities in region as a result of the Centre of Excellence through the 8 City Deal projects and other associated investment. 	
<p>Objective 4: To create a clear pathway from school education through FE and HE in the key areas of digital, energy, smart manufacturing and life-science and wellbeing, through engagement and development work with schools increasing the number of pupils following the STEM subjects in FE and HE.</p>	<ul style="list-style-type: none"> • The engagement with schools will develop the pathway for children from primary school through to secondary school through the introduction of new vocational training opportunities specialist workshops etc. • Integrate the City Deal projects within the curriculum of every school in the region, to generate awareness of the opportunities and the new skills that will be needed for the jobs created. • Increased work experience for pupils and students through the 8 City Deal projects to raise awareness of the skills needs. • Increased number of students studying STEM subjects in FE or HE. 	20%
<p>Objective 5: Deliver 20 new/updated course frameworks to ensure they meet the training needs of the future.</p>	<ul style="list-style-type: none"> • Developing new and updating existing frameworks to meet the needs of the projects and employers across the region. • Reduce duplication and focus training in key areas to increase opportunities. • Ensure that frameworks are developed to meet the longer term (10-15 year) skills needs. 	10%

Table 20 – Qualitative Benefits Weighting

Qualitative Benefits Scoring

Benefits scores were allocated to each option according to its contribution to the investment objectives. The scores were based on a scale from 0-9, with the scores to be interpreted as follows:

- 7 – 9: a significant positive impact;
- 4 – 6: a positive impact;
- 1 – 3: a marginal positive impact; and
- 0: a neutral / no change position.

The scores for each option were discussed and agreed by workshop participants to confirm that the scores were fair and reasonable.

3.10 ANALYSIS OF KEY RESULTS

The results of the benefits appraisal are shown in Table 21 below,

Benefit Criteria and Weight	Option 1: Business as usual		Option 2: Supported City Deal Skills Fund		Option 3: Targeted Skills Delivery		Option 4: City Deal Ambitious	
	R	W	R	W	R	W	R	W
Raw (R) weighted (W) scores								
Objective 1: To directly deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher skills (level 2 – 8) within 10 years.	0	0	4	1.2	7	2.1	9	2.7
Objective 2: To create 3,000 new apprenticeship opportunities to include level 3 through to Degree apprenticeships.	0	0	7	1.8	7	1.8	7	1.8
Objective 3: To create at least 2 Centres of Best Practice within specific sector(s) to develop the region as being the best area for skills development.	0	0	6	0.9	6	0.9	6	0.9
Objective 4: To create a clear pathway from school education through FE and HE in the key areas of digital, energy, smart manufacturing and life-science and wellbeing, through engagement and development work with schools. Increasing the number of pupils following STEM subjects in FE and HE.	0	0	5	1.0	7	1.4	7	1.4
Objective 5: Invest in the delivery of 20 new/updated course frameworks to ensure they meet the training needs of the future.	0	0	3	0.3	6	0.6	8	0.8

Total	0	0	25	5.2	33	6.8	37	7.6
Percentage Scores (Max. 90%)		-		52%		68%		76%
Rank	4		3		2		1	

Table 21 – Qualitative Benefits Appraisal Key Results

The key considerations that influenced the scores achieved by the various options were as follows:

Option 1 – This Option would bring no change to the existing scale and scope of skills delivery thereby delivering no additional benefits to the regional economy.

Option 2 – The Supported City Deal Skills Fund would only deliver a proportion (c.30%) of the new skills training required. It would provide assistance and support to the development of apprenticeships, Centres of Excellence and Schools engagement but in a responsive rather than programmed manner. It would not have the capacity to support investment in new course frameworks which would be left to individual organisations without critical mass.

Option 3 – Targeted Skills Delivery would have a positive, or significantly positive, impact on all 5 Investment Objectives and enable a co-ordinated and sustainable approach to the timing and delivery of Programme outputs.

Option 4 – This Option would have a positive, or significantly positive, impact on all 5 Investment Objectives and deliver major additions in terms of regional skills provision and sustainable Programmes resulting in the highest percentage benefits score of all the Options and is therefore ranked 1st.

3.11 RISK APPRAISAL - UNQUANTIFIABLES

A risk analysis has been undertaken that encompasses an assessment of the main risks associated with the project. The analysis has been informed by the guidance contained within the HM Treasury’s Green Book. A workshop was held on the 21st April 2021 to evaluate the risks associated with each option. A summary of the key risk areas is set out below, identifying the risks that may affect the successful delivery of the Programme and the overall severity of each risk, based upon a judgement of the probability and potential impact.

Methodology

Within the risk table below a score has been given to the probability of each risk arising – ranging from very high (a maximum score of 5) to very low (a score of 1). The impact of each risk has also been assessed, using the same scoring range as has been used for probability (i.e. a range of 1-5). The overall risk score is calculated by multiplying the probability score by the impact score (giving a maximum score of 25, representing an extreme risk). The scores can be banded low, medium or high to provide an indication of the overall rating of each risk.

Risk Scores

The workshop assigned the risk scores shown in Table 22 below on the basis of participants’ judgements and assessments of previous projects.

Summary of Risk Appraisal Results (Pr. = probability)	Strategic Risk No.	Impact	Option 1: Business as usual			Option 2: Supported City Deal Skills Fund		Option 3: Targeted Skills Delivery		Option 4: City Deal Ambitious	
			Pr.	Tot.		Pr.	Tot.	Pr.	Tot.	Pr.	Tot.
City Deal Funding not secured – without this funding the programme will not be implemented.	1	5	-	-		2	10	2	10	5	25
Project partners operating their own skills projects	2	4	-	-		5	20	3	12	3	12
Insufficient capacity and capability to Project manage the programme and to deliver the stated activities and results	3	4	-	-		4	16	2	8	4	16
Organisational and financial risks associated with taking on this project	4	3	-	-		3	9	3	9	5	15
The programme does not secure sufficient partner/stakeholder buy in.	5	5	-	-		5	25	3	15	5	25
Slippage to the project timescales	6	2	-	-		4	8	3	6	4	8
Failure to increase the number of	7	5	-	-		4	20	3	15	3	15

skilled individuals.											
Lead times in the development of a new skills offer in the region.	8	2	-	-		5	10	3	6	5	10
Failure to engage with training providers to deliver the necessary skills development	9	4	-	-		4	16	2	8	4	16
Total (Maximum Possible Score 161)				-			134		89		142
Rank				4			2		1		3

Table 22 – Risks Assessment

3.2 THE PREFERRED OPTION

The results of the investment appraisal are summarised in Table 23 below.

Evaluation Results	Option 1: Business as usual	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Economic appraisals	4	3	2	1
Benefits appraisal	4	3	2	1
Risk appraisal	4	2	1	3
Overall Ranking	4	3	1	2

Table 23 – Short-list Options Evaluation Results

On the basis of this analysis, the preferred option is Option 3 – Targeted Skills Delivery. Whilst Option 4 – City Deal Ambitious scored 1st in the Economic and Benefits Appraisals, this is purely a reflection of the much higher costs and scale of the skills delivery projected. The level of funding for a Programme of this scale not currently available and there would be very significant delivery risks due to the enormous increase in regional capacity and capability that would be required. Option 3 can be delivered within identified costs at a low risk exposure and can deliver the prime objective of ensuring sufficient new and additional skills can be provided to meet the needs of the other City Deal Projects. This has therefore been selected as the Preferred Option going forward.

3.3 SENSITIVITY ANALYSIS

The methods used were:

- a) 'switching values'
- b) scenario planning/ analysis ('what if ') by altering the values of the 'uncertain' costs and benefits to observe the effect on the overall ranking of options.

Results of Switching Values

Table 24 below shows the values (in %'s) at which the preferred option would change in the overall ranking of options. As all external Programme benefits are, by definition, included within the other City Deal Projects' Business Cases, the switching values analysis looks only at the impact on each Option of changes in public sector cost and additional income benefits to individuals in achieving increased skills levels. Under the current Programme approach, new skills would be delivered over the first 5 years and aggregate additional income would accumulate year on year to reach maximum benefit at the end of the SBCD Programme benefits period in 15 years. To estimate total Programme benefits and to calculate the Net Present Value of additional income benefits for comparison purposes, benefits have been assumed to occur within 1 year after each learner completes the additional skills level course as set out in Section 3.8 above.

Change in Costs (%)	Option 1: Business as usual	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery (Preferred Option)	Option 4: City Deal Ambitious
Total costs	-	-	-	-75.63%
Additional Learner Income benefits	-	+300%	-	-
NPV/C	-	+15.38%	-13.33%	-

Table 24 – Results of Switching Values

Key Observations

The assessment of switching values shows that the benefits under the alternative options would have to increase considerably, compared to the preferred option, in order to change the overall ranking of options. The magnitude of change required is such that Option 3 can be identified as the preferred option with a high degree of confidence.

Results of Scenario Planning

Tables 25 below summarises the results associated with variances made to increasing costs, the time taken to deliver the Programme benefits and reducing overall benefits, as follows.

- 20% increase in costs
- 1-year delay in benefits
- 40% reduction in benefits

Net Present Value (15-year appraisal)	Option 1: Business as usual	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Base	-	£2,119,352	£6,348,876	£60,754,534
Increasing costs by 20%	-	£156,763	£461,015	£30,598,430
1-year delay in benefits	-	£996,275	£2,977,715	£40,906,125
Reducing benefits by 40%	-	-£2,653,568	-£7,966,398	-£23,859,489

Table 25 – Results of Scenario Planning

Summary Table of Economic Appraisals

The results of the economic appraisals above are summarised in Table 26 as follows. As explained above, the only benefits captured are additional learner wage benefits as all other benefits and unquantifiable factors are contained within the specific Business Cases of the other 8 City Deal Projects the Skills and Talent Programme will support.

Summary of Economic Appraisal	Option 1: Business as usual	Option 2: Supported City Deal Skills Fund	Option 3: Targeted Skills Delivery	Option 4: City Deal Ambitious
Net Present Value (after allowing for private sector investment)	-	£2,119,352	£6,348,476	£60,754,534
Public Sector Cost	-	£9,812,949	£25,516,897	£146,854,847
Appropriate BCR	-	1.216	1.403	1.440
Significant unmonetizable costs/benefits	-	N/A	N/A	N/A
Significant unquantifiable factors	-	N/A	N/A	N/A
Risk costs (increased education delivery costs) - residual optimism bias (undiscounted)	-	£1,000,000	£3,000,000	£15,363,520
Switching Values (preferred option only)			-13.33%	
Time Horizon and Reason	15 Year Programme Period in accordance with City Deal requirements			

Table 26 – Economic Appraisal Summary

Commented [ICW19]: See JB comment in Exec Summary

4.0 Commercial Case

4.1 Introduction

The purpose of the commercial case is to set out the procurement arrangements for the Skills and Talent programme.

4.2 Procurement strategy and route

4.2.1 Programme Investment

This programme does not contain a high value capital-cost based construction project, instead it will deliver several lower cost revenue interventions at project level to achieve the programme investment objectives and outcomes.

The Skills and Talent programme will manage this through delivery of a programme fund disseminated to projects following approval by the Programme Board. It is anticipated that pilot projects will be led and procured by a third-party stakeholder organisation.

Table 28 shows the process for delivering the programme - developing proposals for pilot projects from the stakeholder groups and to approval by the Programme Board. The apprenticeship programme will be delivered in conjunction with the 8 City Deal projects.

Stage 1 of the process will deliver a skills barometer for the region and will identify any skills gaps and potential solutions that will support the successful delivery of the City Deal projects. This research will be undertaken by a range of stakeholders and partners but may require the procurement of specialist advisers/consultants. If required, the procurement will be managed by the lead delivery organisation.

4.2.2 Lead Delivery Organisation

The Skills and Talent programme is led by Carmarthenshire County Council on behalf of the four regional Local Authorities, two universities and two health boards that make up the Swansea Bay City Deal primary stakeholders. Carmarthenshire County Council will ensure that procurements fully comply with:

- Welsh National Rules on the Eligibility of Expenditure – public contracts regulations 2015
- Welsh Procurement Policy Statement 2019
- State Aid Rules
- Procurement Legislation
- Community Benefits Principles
- Any other Carmarthenshire County Council, UK and Welsh Assembly Government rules and regulations which apply to procurement
- Procurements will also align to the procurement principles of the City Deal (See 4.2.5)

4.2.3 Procurement Route

All quotations above the value of £25,000 will be advertised on the Sell2wales website (www.sell2wales.gov.uk).

Pilot project procurements undertaken by the project stakeholders will be in accordance with Welsh Government procurement regulations and the lead organisations' procurement policies.

Third party procurements and will also be subject to the terms and conditions expected by Carmarthenshire County Council and Welsh Government as funding providers and will align to the procurement principles of the City Deal.

4.2.4 Collaborative purchasing

The Programme office team / Skills Solution Group will liaise with pilot project lead delivery organisations to assess whether a collaborative approach with other stakeholders might be more beneficial to secure economies of scale and enhanced social value.

Commented [ICW20]: JB comment - Are all projects pilots?

4.2.5 Swansea Bay City Deal Procurement Principles

The SBCD Procurement Principles have been established for project teams that are developing and delivering projects as part of the SBCD Portfolio.

The Principles (Appendix H) set out how the SBCD expects project teams to take a fresh look at the way works, goods and services are specified and procured so that the maximum economic, social and environmental benefit to the region can be achieved from the process. The Principles look beyond the initial construction phase and apply to the operational service of the assets or frameworks when created.

The five SBCD Procurement Principles are:

- Be Innovative
- Have an open, fair and legally compliant procurement process
- Maximise Community Benefits from each contract
- Use Ethical Employment Practices
- Promote the City Deal

4.3 Procurement plan and proposed implementation timescales

The Skills and Talent Programme has a phased approach to delivery. Appendix I details the programme implementation plan and timeline following the identification of the key skills required.

Should the programme require specialist advisers/consultants as described above, this is planned to take place between Q3 2021 and Q1 2022

4.4 Risk Allocation

Risks can be assigned to three main categories (which are not mutually exclusive) – business, service and external risks.

- Business risks remain with the public sector and cannot be transferred. These include the loss of opportunity and poor Value for Money that occurs when schemes under-deliver or fail completely.
- Service-related risks may be shared between the public and private sectors e.g. design, demand, and operational risks
- External risks arise from the wider environment, not the intervention being appraised e.g. catastrophe risks and regulatory risks outside of the programmes' control.

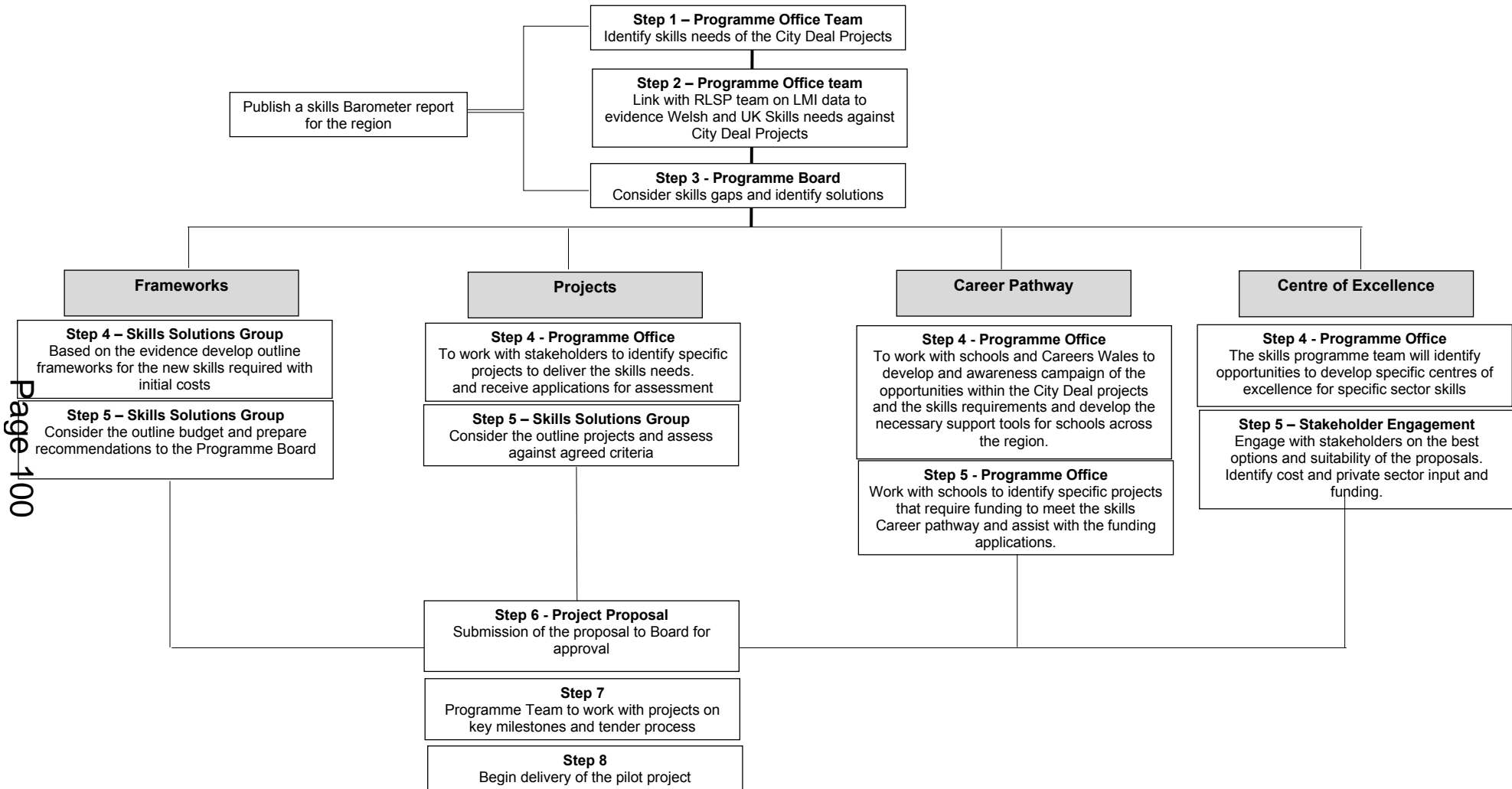
Given the service/revenue nature of any procurements likely to be undertaken by the lead delivery organisation it is unlikely that any risk will lie solely with the private sector.

Risk Category	Public	Private	Shared
1. Design risk			✓
2. Development risk			✓
3. Transition and implementation risk	✓		
4. Availability and performance risk			✓
5. Operating risk			✓
6. Variability of revenue risks	✓		
7. Termination risks	✓		
8. Technology and obsolescence risks			✓
9. Control risks	✓		
10. Residual value risks			✓
11. Financing risks	✓		
12. Legislative risks			✓
13. Lead times in the development of a new skills offer			✓
14. Failure to engage with training providers to deliver the skills			✓

Table 27 Risk allocation

The programme risks will be managed by the RLSP Board within the existing governance structure as detailed in the Management case.

Table 28 Skills and Talent Programme Delivery Process



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4.5 Service Requirements and Outputs

The initial skills gaps analysis will be undertaken by the Programme team and the Skills Solution Group to understand what new/updated skills and apprenticeship frameworks are required to inform development of the pilot projects which will be delivered in conjunction with stakeholders. An action plan will be developed outlining the gaps and proposals and recommendations. The assistance of consultants / specialist advisers to help with the research may be required and if so, will be procured as described in section 4.2.

4.5.1 Service Requirements

The summary of potential service requirements and outputs is described in table 28 below.

Requirement ➤	Timescales	Scope of the procurement	Required outputs	Business areas affected by the procurement	Business environment and related activities	Business objectives relevant to the procurement	Required service streams	Stakeholders and customers for the outputs	Options for variation in the existing and future scope for services	Potential developments and further phases that may be required
Outputs ▼										
Research - skills needs and gaps across the region	Phase 1 - Q3 2021 – Q1 2022	Procure suitably qualified consultants / specialist advisers with experience of skills sector	Consultants with experience of skills sector Development of Action plan Develop and publish a Regional Skills Barometer	RLSP partners CCC Procurement Dept – Programme team (when established)	Formation of Skills Solutions Group	Develop regional skills needs and gaps analysis Create skills barometer Inform other stages of programme delivery	RLSP partners Training Providers CCC Procurement Dept	RLSP partners Regional colleges, universities, and training providers SBCD primary stakeholders SBCD Projects & Programmes Industry representatives Governments	Ongoing / tbc, feeds into next stages of programme development	Feeds into next stages of programme development and delivery

Table 29 SBCD Skills Programme Services and required outputs

4.6 Payment mechanisms and key contractual arrangements

Payments and key contractual arrangements for procurements directly undertaken by the Lead Delivery Organisation will be made in accordance with Carmarthenshire County Councils' existing terms and conditions and any terms and conditions applied by the Welsh and UK Governments as funding partner.

Commented [ICW21]: And UK?

Third party procurements at pilot project level will be governed by the terms and conditions of the lead delivery partner and will be subject to the terms and conditions expected by Carmarthenshire County Council and Welsh Government as funding providers.

Payments are usually made on the delivery of outputs and may be linked to the delivery of key service outputs, as contractually agreed. Payments may be staggered against the delivery of key outputs within the overall implementation plan for the programme.

Contractual arrangements relating to intellectual property rights will be agreed between the relevant parties as the pilot projects develop.

4.7 Accountancy Treatment

The RLSP will not create any physical property assets through the Skills and Talent programme. The City Deal funding will be used to fund the programme management arrangements and to provide financial incentives for the pilot projects. Any assets funded through the projects will be logged on a skills and talent asset register and submitted with the monitoring reports.

4.8 Personnel Implications

A programme team will be established to service the programme as outlined in the Management Case. This process does not include the transfer of any staff or TUPE issues.

All staff recruited on the programme will be employees of Carmarthenshire County Council. As such they will be covered by the Council's human resources policies and codes of practice that are in place for the well-being and management of staff. These policies are available to all staff via the Council's intranet.

5.0 Financial Case

5.1 Introduction to the Financial Case

This section focuses on the financial elements of the business case and the financial implications of the preferred option.

The funding of this Programme will be operated through Carmarthenshire County Council as the accountable financial body and managed on a day-to-day basis through the Regional Learning and Skills Partnership Board.

This Programme is initiated by a desk-based research project to identify the skills gaps and work with the project leads; training providers and Welsh Government to provide the most appropriate training in the region to support the development of talented individuals to take up the roles.

Following the initial research there will be a requirement to develop specific projects that will include courses to meet the Industry needs; update course content where required and re-accredit those courses. The projects will also include pilot initiatives to upskill the workforce in specific areas, the work with schools will also be supported through this Programme to provide more detailed information about the opportunities that will be developed through the City Deal and the courses available to them within the region

5.2 Financial Risk Management and Assurance

5.2.1 Financial Risks

The portfolio financial risks are monitored and managed as part of the City Deal's overall risk management arrangements. The City Deal Programmes and Projects maintain, manage and monitor their own risks in line with guidance from the Green Book and the City Region's Accountable Body and SBCD Portfolio Management Office. The Programme operates a risk register and issues log, specifically including any financial risks identified. These risks will be monitored and updated with mitigating control actions through the Programme board as a standing item and then regularly presented to the City Deal Programme Board and Joint Committee, through the Portfolio Management Office.

5.2.2 Financial Issues, Dependencies and Interdependencies

The Programme board will develop and maintain a log of any financial issues, dependencies and interdependencies at both programme and project level. This log will be considered alongside the financial risk register outlined above. The Accountable Body will work through the Section 151 Officer Working Group to determine any actions necessary to address identified issues and will present recommendations for required action to the Programme Board, Economic Strategy Board and Joint Committee for approval. Regular updates on financial issues, dependencies and interdependencies will also be provided to the Programme Board and Joint Committee via the Portfolio Management Office as appropriate.

5.2.3 Assurance - Internal Audit

The review of the effectiveness of the system of Internal Control and Governance arrangements is informed by the work of the Internal Auditors, from which the Programme Lead Authority and Programme board gain assurance. Internal Audit is required to undertake their work in accordance with the standards as set out in the Public Sector Internal Audit Standards (PSIAS) established in 2013, which are the agreed professional standards for Internal Audit in Local Government.

As required by these Standards, the Head of Internal Audit as appropriate to the Programme Lead Authority will undertake an independent review and report findings to the Portfolio Lead Authority and Programme Board. The format of the Annual Report complies with the requirements of the Code of Practice. The Strategic and Annual Audit Plans are approved annually by the Project lead authority and Project board. In addition, the Internal Audit Unit undertakes fraud investigation and pro-active fraud detection work.

5.2.4 Assurance - External Regulators

The Audit Wales as External Auditor to the Project Lead Authority reviews and comments on the financial aspects of Corporate Governance which include the legality of financial transactions, financial standing, systems of Internal Financial Control and standards of financial conduct and fraud and corruption.

5.3 Investment Summary

The SBCD partnership, through the Internet of Economic Acceleration publication and subsequent discussions with the Welsh and UK Governments, has developed a clear strategy which has been underpinned by identified interventions to deliver widespread and sustainable economic growth across the region. The Skills and Talent Programme is a pivotal part of this intervention to support and increase the availability of educational and training opportunity to enhance, upskill and support development across the region.

The current forecasted expenditure and investment breakdown is presented in Table 30. Below.

Expenditure	Year 1 2020/21 (£m)	Year 2 2021/22 (£m)	Year 3 2022/23 (£m)	Year 4 2023/24 (£m)	Year 5 2024/25 (£m)	Year 6 2025/26 (£m)	Total (£m)
Capital	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Revenue	£ 24,800	£ 770,000	£ 5,000,000	£ 7,500,000	£ 9,650,000	£ 7,055,200	£ 30,000,000
Total	£ 24,800	£ 770,000	£ 5,000,000	£ 7,500,000	£ 9,650,000	£ 7,055,200	£ 30,000,000
Funding							
Swansea Bay City Deal Grant	£ 24,800	£ 270,000	£ 1,500,000	£ 2,500,000	£ 3,400,000	£ 2,305,200	£ 10,000,000
Public Sector	£ -	£ 250,000	£ 3,000,000	£ 4,000,000	£ 5,000,000	£ 3,750,000	£ 16,000,000
Private Sector	£ -	£ 250,000	£ 500,000	£ 1,000,000	£ 1,250,000	£ 1,000,000	£ 4,000,000
Total	£ 24,800	£ 770,000	£ 5,000,000	£ 7,500,000	£ 9,650,000	£ 7,055,200	£ 30,000,000

Table 30. Skills and Talent Investment Breakdown

These figures are the current financial investment forecast which the Skills and Talent Programme is currently projecting over its 6-year term and are set within a the original SBCD Heads of Terms. Funding elements are subject to change as the programme evolves. On the successful approval of the programme business case the Accountable body will release Government funding to the Programme up to the value of the agreed Programme allocation.

It is the aim of the SBCD that all 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.

The Skills and Talent Programme has been allocated £10m by the SBCD Programme. This is an initial estimate and may evolve over the course of the Programme as development provision and market conditions change. Further funding may be sought from the City Deal or other sources in due course, depending on the cost and success of early activities.

The overall investment composition comprises of three following investment components:

- The **City Deal investment** component consists of the government grants awarded by UK and Welsh government totalling £10m. City Deal Grant is awarded to Programmes of the fifteen-year term up to a maximum of the allocated value.
- **Public sector** investment consists of investment/contributions from local authorities and other public funded and public service organisations. Public Sector investment will also consist of funding from FE, HE and schools as cash or in-kind match funding for projects. Local Authorities may agree that borrowing for a Regional Programme should be made by all the Authorities equally or in proportions agreed or that borrowing should be carried out by one Authority on behalf of others if they so agree. The decisions as to whether borrowing on behalf of the Programme shall be carried out by one Authority on behalf of the others and the proportions shall be determined by the Authorities as a matter reserved to the Authorities.
- **Private sector** investment includes regional investment from local and national private sector partners as well as local higher education providers.

5.4 Income and Expenditure Summary

The UK and Welsh Government capital grant contribution to the Skills and Talent Programme is awarded over a fifteen-year period and currently forecasted at £10m. Funding will only be released from the Portfolio on the successful approval of business cases by both the UK and Welsh Governments, up to a maximum of the agreed grant allocation.

An inherent temporary funding gap is recognised with the funding being released to the Programme over a fifteen-year period. Carmarthenshire County Council as the Programme Lead Authority is responsible for managing the operational cashflows in respect of the Programme, with all Authorities contributing to its delivery proportionately. Therefore, subsequently accountable for managing inherent risks and the funding gap recognised.

The Programme expenditure profile is presented in Table 31 and Table 32 below with further financial appraisal on the expenditure forecasts at Programme level detailed in Figure 2.

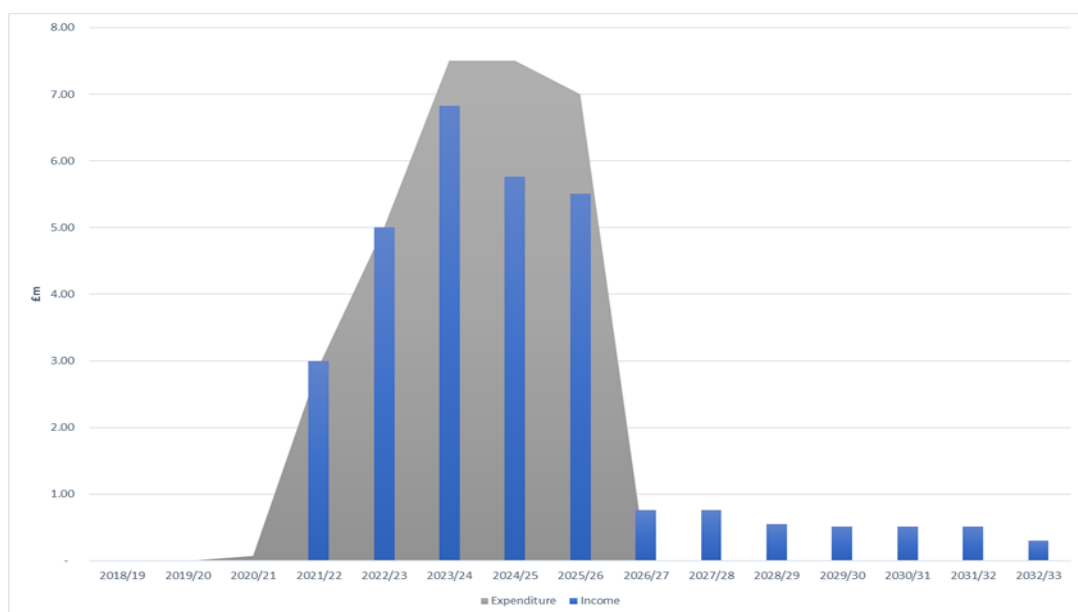


Figure 2. Forecasted Income and Expenditure Summary

5.4.1 Programme Income and Expenditure Forecast

Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Capital/Revenue								
Capital Expenditure	-	-	-	-	-	-	-	-
Revenue Expenditure	-	-	24,800	770,000	5,000,000	7,500,000	9,650,000	7,055,200
Total	-	-	24,800	770,000	5,000,000	7,500,000	9,650,000	7,055,200
Funding								
City Deal Expenditure	-	-	-	294,800	1,500,000	2,500,000	933,416	746,888
Public Sector Expenditure	-	-	-	250,000	3,000,000	4,000,000	5,000,000	3,750,000
Private Sector Expenditure	-	-	-	250,000	500,000	1,000,000	1,250,000	1,000,000
Total	-	-	-	794,800	5,000,000	7,500,000	7,183,416	5,496,888

Expenditure	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Total
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
Capital/Revenue								
Capital Expenditure	-	-	-	-	-	-	-	-
Revenue Expenditure	-	-	-	-	-	-	-	30,000,000
Total	-	-	-	-	-	-	-	30,000,000
Funding								
City Deal Expenditure	746,888	746,888	539,419	497,925	497,925	497,925	497,926	10,000,000
Public Sector Expenditure	-	-	-	-	-	-	-	16,000,000
Private Sector Expenditure	-	-	-	-	-	-	-	4,000,000
Total	746,888	746,888	539,419	497,925	497,925	497,925	497,926	30,000,000

Table 31 Income and Expenditure Forecast

Commented [ICW22]: Please check that these allocations are still realistic – eg: approx. £3m expenditure in 2021/22

5.5 Investment Breakdown

5.5.1 City Deal Grant Funding Profile

The amount of £10m has been allocated regionally for the Skills and Talent Programme. These allocations are indicative and can be varied if needed, in-line with the governance arrangements set out in the Management Case. Greater clarity on costs and their spread over the duration of the Programme is expected to become available once the Programme management team is in place and the sub-Programmes are scoped out in more detail. Appendix J details the income and expenditure for 2021 – 2026. Table 32 below operational expenditure is budgeted over the programme delivery life cycle in respect of a management team and relevant supporting costs.

Commented [ICW23]: Table number? Please check that expenditure is realistic at this timescale eg: £270k this financial year.

Bargen Ddinesig BAE ABERTAWNE SWANSEA BAY City Deal		Skills and Talent					
		Five Year Operational Budget					
Programme Year		Year 3	Year 4	Year 5	Year 6	Year 7	
Operational Year		Year 1	Year 2	Year 3	Year 4	Year 5	
Description		2020/21	2021/22	2022/23	2023/24	2024/25	Total
Programme Management Team		243,553	221,451	227,638	258,992	265,518	1,217,151
Operational Expenditure (Marketing and Consultancy Fees)		25,000	50,500	51,010	26,530	27,061	180,101
Total Operational Expenditure		268,553	271,951	278,648	285,522	292,579	1,397,252

Table 32 Operational Budget

5.5.2 Public and Private Sector Funding Profile

Public Sector Funding Statement		
Theme	Public Contribution (£m)	Detail
Schools	3,000,000	Student numbers and delivery models are being developed. Pilot Projects based on employment demand led skills will be developed and project match funding/in-kind contributions will be required from schools.
Further Education	5,000,000	Pilot projects based on employment demand led skills will be developed and delivered by FE and match funding/in kind contributions will be required to support the projects.
Higher education/Universities	7,000,000	Pilot projects based on employment demand led skills will be developed and delivered by HE and match funding/in kind contributions will be required to support the projects.
Employability Directive	1,000,000	Demand led training through employment agencies to upskill unemployed to support integration back into the workplace, pilot projects will be developed to deliver upskilling opportunities. Match finding or in-kind contributions will be sought for the projects.
Total	£ 16,000,000	
Private Sector Funding Statement		
Theme	Private Contribution (£m)	Detail
Apprenticeships	4,000,000	Early discussions with providers are in the process of taking place. Private sector investment will constitute of an estimated 3000 demand led apprentices within industry which will also include the utilisation of City Deal Programmes and projects as part of delivery models.
Total	4,000,000	

Table 33 – Public and Private sector funding profile

5.5.3 City Deal Funding

The four Local Authorities have agreed that Carmarthenshire County Council will act as the Accountable Body responsible for discharging the Council’s obligations in relation to the Swansea Bay City Deal in accordance with the Joint Committee Agreement.

Upon formal approval of the programme business case and funding agreement, funding will be released from the Accountable Body to the Programme. The City Deal flow of funding is demonstrated in Figure 3 below.

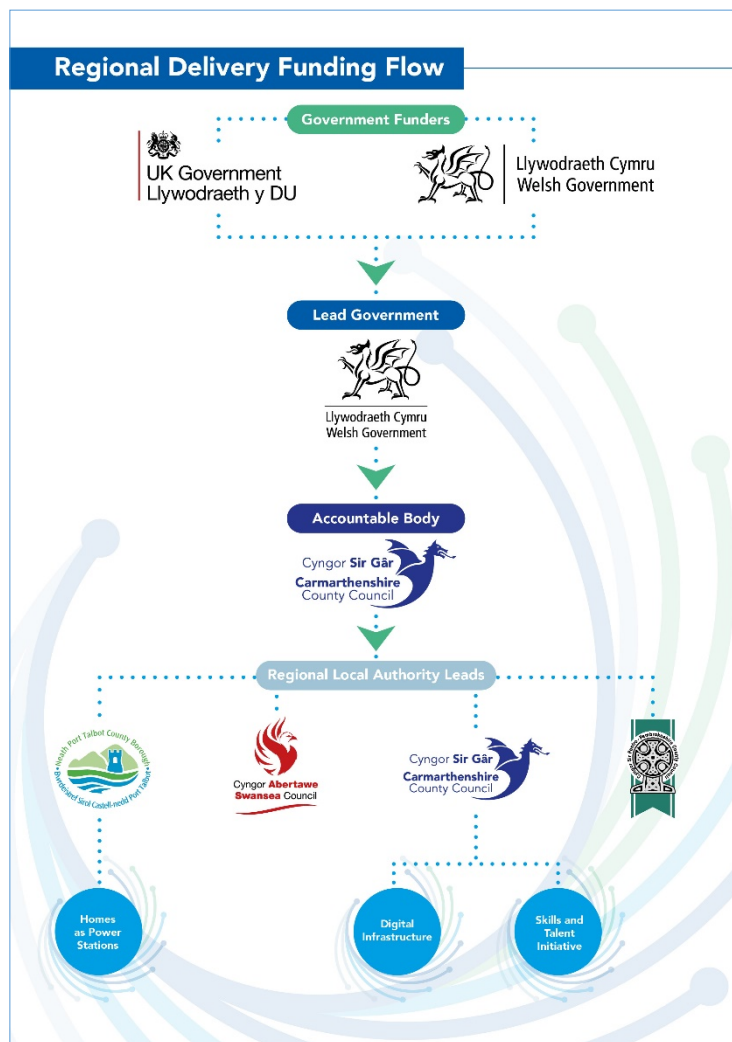


Figure 3. City Deal Funding Flow

5.5.4 Borrowing

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

The exact level of borrowing and the structure and terms of the borrowing is yet to be confirmed at this point in time, however it will be calculated based on the amount required per relevant local authority and will be in line with the individual local authority’s internal

requirements. This is being determined by the four Section 151 Officers of the four regional local authorities. All borrowing will be agreed based on the principles of the Prudential Code and Treasury Management Policy and Strategy for each local authority. When further details of the investments required for each Programme are known, a full business case appraisal for each individual Programme will be completed and submitted to the relevant local authority for approval before submission to the Joint Committee. These full business cases will include the detailed funding proposals and requirements of the local authority.

5.5.5 Government Grant 'Top Slice'

Annually, up to 1.5% of the Portfolio Investment Fund, specifically the government grants awarded, will be earmarked to support the Joint Committee and central administration functions required to support the delivery of the Portfolio. This is referred to as 'Top Slice' of Government Grants.

5.5.6 Interest on Investments

It is recognised that throughout the lifecycle of the City Deal portfolio, cash balances will arise through cashflow movements as and when Programmes become live and actual expenditure is incurred. Cash balances held by the Joint Committee will be invested through Carmarthenshire County Council as the Accountable Body. Income generated from cash investments will be ring-fenced and redistributed direct to Programmes based on the allocation outlined within the original Heads of Terms.

5.6 Monitoring and Evaluation

The City Deal portfolio finances will be monitored through the Programme Board and Joint Committee, with the Economic Strategy Board also making recommendations on possible additional funding opportunities or alternative portfolio expenditure. Regular reports will also be presented by the Accountable Body to the regional Local Authority Directors of Finance and Regional Section 151 Officer working group. This working group will, in collaboration with the Welsh Government and the SBCD PMO, agree the financial monitoring process which will be:

- In line with overall reporting processes for the City Deal
- Based on best practice principles and guidance on Programme monitoring contained within the Green Book

The monitoring process will allow for the control of Programme cost variations and visibility of variations at a portfolio level.

The monitoring requirements of the Portfolio will require the Programme Authority Lead to submit a claim for Programme funding to the Accountable Body at a frequency to be determined by the Accountable Body. The claim shall include a progress report on the Programme. The progress report shall include an assessment of risks associated with the Programme and details of progress against the agreed outputs. After the parties have agreed in accordance with clause 6.7 of the funding agreement that the Programme has achieved practical completion, the Programme authority lead shall not be required to submit claims for Programme funding. Thereafter, the Programme authority lead shall complete annual monitoring returns in a form to be specified by the Accountable Body prior to the Accountable Body releasing any Programme funding to which the Programme authority lead is entitled. The annual monitoring forms will include an obligation to report on the progress in achieving the agreed outputs. The Accountable Body reserves the right to impose additional monitoring

requirements at a frequency and for such period as it considers reasonable in all the circumstances.

In addition to the above monitoring requirement the Accountable Body will require quarterly financial updates on Programme spend to support the cashflow management of the portfolio. These will detail the actual spend to the period, with forecast outturn over the 15-year duration of the portfolio.

Programme lead authorities are also obligated to support the Accountable Body with any progress update reporting as required by the Welsh and UK Governments.

5.7 Accounting Treatment of Programme Transactions

5.7.1 Accounting for Income and Expenditure

All income and expenditure in relation to Programmes outlined within the heads of terms are accounted for within the financial statements of the host Programme Lead Authority in respect of regional Programmes.

5.7.2 Revenue Requirement

The Welsh Government has acknowledged that revenue funding will be required to support the delivery of Programmes within the City Deal portfolio. The revenue requirements by Programmes of the City Deal are to be managed locally by the Programme Lead Authorities. The Welsh Government recognises that the four local authorities will need to manage their capital funding to enable revenue expenditure to be supported. To achieve this through the use of the Local Authorities' capital receipts, Local Authorities will reference to the latest direction from Welsh Government Ministers on the use of capital receipts. This was issued under section 15(1) (a) of the Local Government Act 2003, along with accompanying guidance. Specific revenue funding will be detailed within Programme business cases and funded through partner investment.

5.7.3 Balance Sheet Accounting

Assets generated though the life of the Programme will be accounted of and held in the balance sheet of the Local authority in which constituent area the asset is completed. Local authorities will account for asses in line with the relevant legislation and accounting standards.

5.7.4 Value Added Tax

Value Added Tax (VAT) is included where appropriate within the forecasts and estimates demonstrated. For objectives delivered by local authorities, VAT is excluded from forecasts and estimates under the application of Section 33 of the VAT act 1994. This Act refunds to (mainly) local government bodies the VAT attributable to their non-business activities and exempt business activities, providing it is considered an insignificant proportion of the total tax they have incurred. Programmes or components of Programmes that are delivered by parties, other than that of local authorities, are subjected to VAT in the manner as regulated by the industry or sector in which they operate, except where regulatory standards dictate a specific treatment or application. Programme business cases will identify and detail the application of VAT and include within forecasts and estimates as appropriate.

5.8 Added Value

The Skills and Talent Programme is a transformational project breaking new ground in drawing together employers and training providers to develop the new key skills required to

meet the changing demands of industry as well as developing the skills of the young people of the region to be the future workforce.

5.9 Sustainability

The development of new training courses identified through the Intervention will enable the provision to be incorporated within the mainstream HE and FE provision thereafter as part of the permanent offer within the region.

5.10 Constraints

The project is subject to the following constraints:

- State Aid rules

5.11 Dependencies

The project is subject to following financial dependencies that will be carefully monitored and managed throughout the lifespan of the scheme:

- Continued core-funding from Welsh Government for the RLSP.
- Revenue support for the Programme from the Local Authorities
- Match funding from the private sector.

6.0 Management Case

6.1 Introduction

The Skills and Talent management case provides key stakeholders with confidence that the capability and capacity to govern and deliver the programme are in place to meet the benefits realisation proposed throughout the business case, ensuring that they and other governance and delivery structures receive information in a timely and transparent manner to help them make informed decisions.

This has been achieved by establishing and operating capacity and capability to implement and manage robust governance and approvals through people, structures, strategies and processes based around Portfolio, Programme and Project Management (P3M) practices and principles. Having these arrangements in place to consider how the programme will manage delivery of the business case, organisation, quality, plans, risk, change and progress will overcome challenges by reducing complexity whilst ensuring appropriate governance is utilised. In doing so, will regular revisits to the strategic, economic, commercial and financial cases, and analysis of the Programme will be required throughout delivery.

The Skills and Talent Programme is strategically owned by the Swansea Bay City Region and the Projects and Programmes within the SBCD, and operationally managed by the RLSP Board and the Skills and Talent Programme Office. This approach will provide flexibility in the methodologies that the diverse set of programmes and projects will utilise to manage their development and delivery whilst ensuring the ability of the Skills and Talent Programme to maximise and realise its own benefits whilst meeting the needs of the wider Portfolio.

All governance committees have been established and are fully operational. Robust governance and approvals of the Skills and Talent Programme are through its people, structures, strategies and processes as detailed in this Case. The appointed SRO, Barry Liles the Pro Vice Chancellor of Trinity Saint David University has a wealth of experience in the skills landscape of Wales.

Commented [ICW24]: Mention here that the Programme has appointed a SRO

The Skills and Talent programme will undergo a Gateway 0 external review on the 23 -25 June 2021. The Skills and Talent programme will be reviewed periodically by the CDPO, it's regional partners and external stage gate reviews to assess and monitor the success and governance of the project. These arrangements will also ensure that the ambitions of the Skills and Talent programme are being met and that value for money and training needs are being addressed to meet the requirements of the individual projects that make up the City Deal and the wider economic success of the region.

The Skills and Talent programme management office have conducted regular reviews throughout the preparation of the business case which has helped shape the business case and the benefits proposed throughout. These recommendations have been endorsed by the Regional Learning and Skills Partnership Board and will be implemented as part of the programme. A summary of the engagement can be found in Appendix K.

6.2 Governance and delivery structures

6.2.1. Swansea Bay City Deal Governance Structure

The SBCD established a legal governance document - the Joint Committee Agreement (JCA) - in May 2018. Leading to the establishment of the SBCD Joint Committee, which outlines the principles, rights and obligations of City Deal arrangements. Under the terms of the JCA, the four regional local authorities have pledged to work in partnership to discharge their obligations

to one another, and to the Welsh Government and the UK Government, to promote and facilitate projects funded under the SBCD. The management processes and procedures outlined in the JCA include financial cash flow, project approval, risk management and progress updates.

The overarching SBCD governance and delivery structure, as outlined below in Figure 4, is operational with established Terms of Reference for the various boards and committees, membership/post holders, and plans and processes in place to govern and deliver the SBCD portfolio.

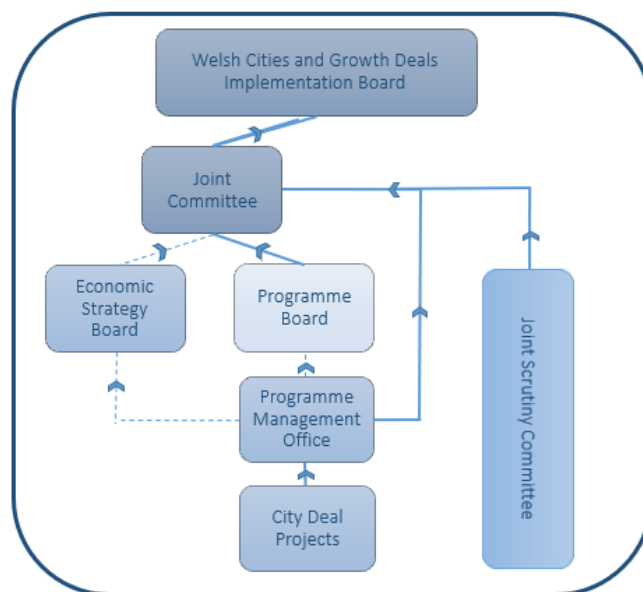


Figure 4 – Swansea Bay City Deal Governance Structure

Governance entity	Purpose	Owner/ Lead	Meets	Reports to
Joint Committee	Executive board with overall responsibility for scrutiny and business case approvals. It holds the Programme (Portfolio) Board and PoMO to account. Comprises of the four Local Authority Leaders of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.	Cllr Rob Stewart	Monthly	WG/UKG
Programme (Portfolio) Board	Oversees the operations of the SBCD. Responsible for reviewing business case developments and portfolio progress. Consists of the head of paid service of each of the eight primary partners for the SBCD, and is chaired by the SBCD Senior Responsible Owner.	Wendy Walters	Monthly	Joint Committee
Senior Responsible Owner	Appointed by the Joint Committee, the SRO is also the chairperson of the Programme (Portfolio) Board to champion the SBCD and drive its successful implementation by overseeing portfolio delivery and ensuring that appropriate governance arrangements are in place. The SRO holds the Portfolio Director to account.	Wendy Walters	-	Joint Committee

Portfolio Director	Responsible for delivering the Portfolio Business Case and Project Development Roadmap.	Jonathan Burnes	-	Joint Committee and SRO
Programme / Project managers	Experienced individuals who manage the development of the programme / project Business Cases and implement the Assurance and Approval plan and project plan. Also works with the Portfolio Director and PoMO to apply the Portfolio Development Roadmap. Depending on the size and complexity of the programme / project the Programme / Project Manager will run the Programme / Project Team and manage external advisers.	PM for each City Deal project	Monthly	Project / Programme Boards / SRO and SBCD Portfolio Director
Portfolio Management Office	Responsible for the day-to-day management of matters relating to the Joint Committee and the SBCD.	SRO Wendy Walters	Weekly team meetings	Joint Committee/ SRO
Economic Strategy Board	Private sector advisory body which acts as the voice of business. Provides strategic direction for the City Deal through advice to the Joint Committee on matters relating to the City Region. The Chair is accountable to the Joint Committee.	Chris Foxall (whilst Ed Tomp is on sabbatical)	Monthly	Joint Committee
Joint Scrutiny Committee	Provides advice, challenge and support to the Joint Committee for the SBCD Portfolio and associated cross-cutting regional projects/programmes. The full terms and reference for the Joint Scrutiny Committee are set out in the Joint Committee Agreement.	Cllr Rob James	Bi-monthly	Joint Committee
Accountable Body	Carmarthenshire County Council is the Accountable Body responsible for discharging City Deal obligations for the four Local Authorities including financial and staffing matters. The Accountable body is the primary interface for the City Deal with the Welsh and UK Governments.	CEO Wendy Walters Leader Cllr Emlyn Dole	-	Joint Committee

Table 34 Swansea Bay City Deal Governance

6.2.2 Skills and Talent Programme Governance Structure

The Skills and Talent programme is one of the 9 projects/programmes that make up the Swansea Bay City Deal and is bound by the overarching governance of the City Deal Programme model. The programme will operate in accordance with the Heads of Terms agreed by Welsh and UK Governments and the four local Authorities. The Heads of Terms outlines in detail the City Deal's governance. The Project will conduct its business in accordance with the City Deal's parameters set out by the SBCR Joint Committee, Economic Strategy Board and Programme Board. The Skills and Talent governance and delivery structure detailed in figure 5 below sits below the SBCD structure represented in figure 4. Carmarthenshire County Council is the lead body for the Skills and Talent programme and the Regional Learning and Skills Partnership (RLSP) will be responsible for the delivery of the programme.

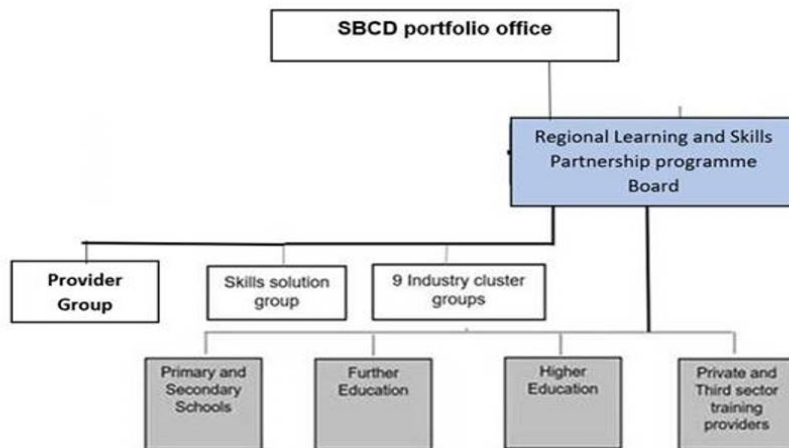


Figure 5 Skills and Talent Programme Governance Structure

The Regional Learning and Skills Partnership Board for South West has been in existence since 2010 led by a private sector Board incorporating representatives of further and higher education, training providers and Local Authority education together with key stakeholders in employability and training in the region. The partnership is transformational bringing business leaders, education and regeneration partners together to help provide a better future for learners and potential learners and people wishing to re-train across the region. The RLSP Board provides an oversight and 'on the ground' leadership in relation to the skills requirements and demands of industry.

Commented [ICW25]: As distinct from further and higher education?

The RLSP will head the governance structure for the project and through the Skills & Talent Programme Manager will ensure the project is managed effectively, to approved timescales and in line with the governance structure of partner organisations. The RLSP will assist all regional and portfolio stakeholders with effective decision-making pertaining to the strategic direction and, where appropriate, the operational delivery of the scheme in order to successfully deliver the benefits outlined within this business case.

To achieve the requirements of the governance arrangements the Board recommended and unanimously agreed in a special meeting on the 25th February 2021 that the Terms of Reference and membership should be updated to meet the governance requirements to deliver the Skills and Talent programme incorporating additional representation from both public and private sector including observers from the Portfolio office. The updated Terms of Reference for the Board can be found in Appendix L. Membership of the group is detailed in Appendix C. The Skills Solution group will have responsibility of working with the Programme management team to identify the skills gaps and develop solutions in the form of projects to deliver the skills requirements to meet the needs of the projects. Appendix M details the terms of reference and membership of the Skills solution group which includes representation of all projects that make up the SBCD.

Commented [ICW26]: Is this solely and observational role – or a participatory?

The RLSP Board will provide leadership and drive forward the vision of the Skills and Talent programme as set out in the Business Case. The remit of the Programme Board will be

delivered under the SBCD regional governance framework as set out within the City Deal portfolio business case. The Programme Board will have responsibilities which will include but not exclusive to:

- Securing funding and approval for the programme
- Updating the business case when required in accordance with the requirements and expectations of the Welsh and UK Governments and submitting this via the agreed governance requirements of the SBCD.
- Project level approval of all major plans and seeking approval through the agreed governance arrangements.
- Provide resource required to enable the programme delivery
- Approval of all deviations from agreed tolerances in line with agreed change management arrangements.
- Arbitration on any conflicts that cannot be resolved at Project level and escalation through the appropriate channels as required.
- Reviewing and reporting the programme benefits (outcomes and impacts) and whether they are still achievable.
- Management of major risks and issues at programme level and coordination and escalation of risks and issues that are likely to have an impact on other areas of the Portfolio.
- Project governance documentation sign off Approving and funding key changes
- Guaranteeing equity and catering for the needs of all partners and stakeholders.
- Ensuring longevity of initiatives and programmes created as a result of the Skills and Talent programme.

Commented [ICW27]: Check that these reflect any amendments made in the Exec Summary

The Board is supported by nine Industry cluster groups and the membership of each cluster group provide valuable insight into the needs of the industry. Figure 6 below details the board’s current breadth of influence across all key employment sectors. Appendix D details the membership of the Cluster groups.

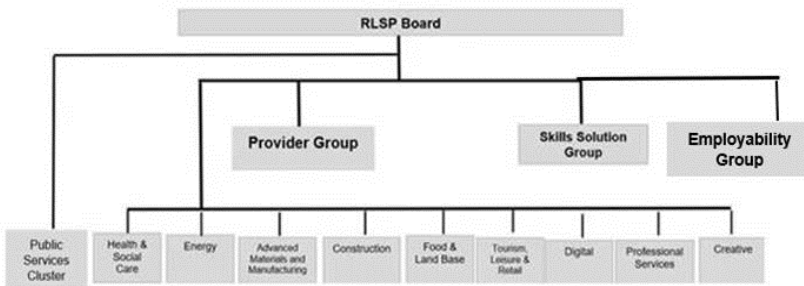


Figure 6 Regional Learning and Skills Partnership Board Stakeholder Engagement

The Programme Team will work with the Skills Solutions group, the Provider group, the Industry Cluster groups and the employability group on the delivery of the programme that will include the following areas of work:

Commented [ICW28]: Is this shown on the structure?

- Liaise with the Swansea Bay City Deal projects on skills requirements and ensure that the programme delivers the skills training required to ensure the success of the projects.

- Work with stakeholders to develop projects to meet the training needs of the region and support the development of projects to deliver the skills gap identified.
- Monitor the performance of the projects against the key programme investment objectives to ensure that the programme remains on track to deliver on the proposed outputs.
- Provide support to the RLSP Board to resolve key issues and manage the risks and opportunities within the programme.
- Work with the Regional School Improvement Consortium to prepare a career path plan to support project proposals from schools to deliver on the aims of the programme in raising the aspiration through highlighting opportunities that will be generated through the City Deal projects and other business investments attracted to the region.
- identify opportunities and implement Centres of Excellence in the region that will deliver on key programme outcomes

6.2.3 Skills and Talent Programme Delivery Team

The day-to-day operation of the programme will be delivered by the Skills and Talent programme management team who will have responsibility for the delivery programme working to and alongside the Regional Learning and Skills Programme Board. The Programme Implementation Plan (Appendix I) details the timescale of the programme across all five key areas of delivery.

The Programme team will be responsible for:

- Providing the Portfolio Management office, and ultimately Portfolio Board, Joint Committee, UK and Welsh Governments with all necessary reports and documentation as outlined within the Programme and Portfolio IAAP documentation (Attached as Appendix N)
- Developing, implementing, maintaining and monitoring a comprehensive performance management system and evaluation framework that will operate and meet the requirements of both the strategic portfolio and programme level governance.
- Being responsible for the management of the programme including gateway reviews, performance and financial management of the delivery programme, undertaking due diligence as required
- Overseeing delivery and ensuring integration between the respective City Deal projects.
- Maintaining appropriate communication, recording and reporting functions with the wider stakeholder group through the Portfolio Management office.

The Skills and Talent Programme Management team is led by an experienced and qualified Regional Partnership Manager who reports to the Economic Development Manager within Carmarthenshire County Council as the Lead Authority for the delivery of the Skills and Talent Programme. Figure 7 below shows the structure of the Programme Team.



Figure 7 – Skills and Talent Programme Management Structure.

- **Regional Partnership Manager**
The post holder is responsible for the development and delivery of the programme; for reporting back to the RLSP, the portfolio office and various boards across the City Deal as required. The post holder will ensure that all risks, benefits and value for money are monitored and reported on a regular basis and that the work of the programme is communicated to all stakeholders and meets the needs determined by the wider City Deal projects and programmes.
- **Programme Manager**
The post holder will work with the RLSP Programme Board, project partners and stakeholders to identify and deliver the skills needs for the region and the portfolio. The skills needs will be developed into pilot skills projects to be funded through the programme to meet the needs of the 8 City Deal projects and other potential investment projects that are attracted to the region.
- **Skills Development Project Officer**
The post holder will be responsible for assisting partner organisations and stakeholders to identify the requirements of the City Deal projects and programmes and develop the projects and ensure that they deliver value for money; the outputs and outcomes required within the programme.
- **Career Pathway Project Officer**
The post holder will be responsible for working with schools to strengthen the link between education and training providers and businesses in the region to work together to implement a skills programme for the City Deal area that will develop a highly skilled and trained workforce for the future “Creating Ambition and Aspiration in All”. The post holder will liaise with the schools across the region to ensure that the projects developed enhance the career pathways into the jobs created by the City Deal projects.
- **Quality and Performance Officer**
The post holder will undertake the day to day financial monitoring of the programme activities and will gather and record the programme and project outputs.

Commented [ICW29]: Could a JD of the Programme Manager be provided in the Appendix?

The new roles will be recruited into the Programme Office as soon as possible to bring the necessary skills and experience to successfully deliver the programme.

In addition to these roles Carmarthenshire County Council will provide support services for financial leadership.

6.3 Stakeholders

The programme builds upon the momentum created through proven collaborative working. The RLSP has a strong employer and stakeholder engagement programme that has grown to over the last 4 years to over 3000 businesses and all the training providers and public bodies listed below.

- Further Education providers – Coleg Sir Gar (incorporating Coleg Ceredigion); Gower College; Pembrokeshire College; Neath and Port Talbot College and Colegau Cymru
- Higher Education - Swansea University; University of Wales Trinity St David; Aberystwyth University and Open University.
- Local Authorities - All four Local Authorities: Swansea City Council, Neath Port Talbot County Borough, Carmarthenshire County Council and Pembrokeshire County Council. There is also engagement with Ceredigion and Powys County Councils who have an interest in Skills Development in the region.
- Welsh Government - The Departments of: Economy and Infrastructure; Health, Wellbeing and Sport; and Finance and Local Government, together with the First Minister's Cabinet Office.
- NHS - Both Swansea Bay University Health Board and Hywel Dda University Health Boards covering the entire region from an NHS perspective
- Private Sector – Welsh Government designated Anchor and Regionally Important Companies; Large Companies; Small and Medium Size Enterprises in the region. The chairs of each Sector Cluster groups represent the specific sectors within the City Deal themes
- Third Sector organisations
- Skills Solution group representing all HE, FE and training providers who will be instrumental in working with the programme team to deliver skills solutions

The consultation and engagement with all of the organisations/individuals listed above on the proposals for the Skills and Talent programme has been continuous throughout the development of the business case, via face-to-face meetings; questionnaires on skills needs etc; presentations to forums and meetings and workshops.

During the development of the business case for the Skills and Talent programme there has also been extensive engagement with over 300 schools across the region and the RLSP officers now regularly attend Head teacher group meetings and meet with schools to discuss the programme and opportunities for schools to work with the programme team including the development of a Welsh Language level 2 and 3 courses delivered in school for Engineering and Digital studies.

The RLSP have also worked with the 14-19 school co-ordinators to develop specific modules for the support of the City Deal projects within the Welsh Baccalaureate and will utilise this network of co-ordinators to ensure the training developed and delivered, best meets the needs of the wider portfolio.

6.4 Use of Special Advisors

Specialist advisors may be necessary in the following areas:

- Technical
 - Capture of requirements
 - Production of service definitions
 - Production of procurement documentation
 - Interaction with stakeholders and national and regional governments
 - Supplier dialogue
- Legal
 - Draft contracts

- State aid guidance and judgements
- Procurement support in dialogue and contract finalisation

Where advisors or consultants are engaged this will be completed in line with the procurement principles agreed for the SBCD and the Programme office will engage with the PoMO in order to ensure the appointment provides maximum benefit for the programme.

In addition, the SBCD Economic Strategy Board (ESB) is made up of business sector representatives from sectors including energy, finance, life sciences, manufacturing, housing and economic acceleration. While also applying private sector rigour to the assessment of City Deal programme / project business cases, the ESB has considered the business case during its' development and during a test and challenge presentation in May 2021. All comments or issues raised during the meetings have been addressed and incorporated into the business case. The ESB makes recommendations to the Joint Committee for consideration. New members were appointed as specialist advisers in 2020 to broaden the representation of further sectors including skills and micro businesses. All ESB member appointments used an open recruitment exercise process and all members are unpaid for their SBCD contributions.

Commented [ICW30]: How has ESB contributed to the development of the Skills and Talent Programme

The Skills and Talent programme has already engaged with a number of Specialist Advisors in the preparation of the Business Case these include:

- DS Swallow on the Economic Case
- Joe Flanagan Advisor to Welsh Government
- Belfast and Edinburgh City Deal management offices.

6.5 Monitoring and Evaluation for Performance and Benefits

The Programme Monitoring and Evaluation processes will replicate those set out in the SBCD Monitoring and Evaluation Plan. The Programme SRO will ensure that the Programme team makes appropriate arrangements to collate, monitor and communicate project milestones, deliverables and benefits realisation. The M&E Plan aligns to the revised HM Treasury Green and Magenta books and the UK Government's Project Delivery Guidance.

The M&E plan will be applied at programme / project level where a two-way cascade of outputs and outcomes will be required to understand performance and impact of the SBCD portfolio. The tools and templates used to monitor and evaluate activity are summarised in the table below, along with their frequency:

Document	Frequency
1. Highlight report	Monthly
2. Monitoring report	Quarterly
3. Annual report	Annually
4. Benefits realisation plan / register reported	Continually updated and reported quarterly
5. Milestone evaluations	Year 5 and 10

The M&E requires the delivery of two primary components. Firstly, Progress and Performance, which is a periodic assessment of programme / project implementation and performance activities; and secondly, Programme Benefits Realisation/Evaluation, which is the evaluation of their results in terms of relevance, effectiveness, and impact. The Monitoring and Evaluation undertaken by the programme board will provide the SBCD governance structures, namely

the Portfolio Management Office, Joint Committee, Programme (Portfolio) Board, Economic Strategy Board and Joint Scrutiny Committee, with information on the progress and impact made towards achieving the programmes milestones, outputs and outcomes. This information will be shared with the Welsh and UK Governments through periodic updates and reviews, while also being made available to the public on an annual basis. Regular updates on the following will be provided in line with the overarching Portfolio M & E requirements:

- portfolio communications,
- RAG rating and summary status,
- key achievements,
- key planned activities,
- key risks and issues,
- output deliverables,
- Integrated Assurance and Approval Plan (IAAP),
- Covid-19 Impact Assessment,
- Financial monitoring.

6.6 Benefits Realisation

The measurement of benefits within the delivery of the Skills and Talent programme is problematic as there are so many moving parts that change and, benefits could be assigned to. The key SMART objectives will be fully laid out under the Prince 2 methodology so that the delivery can be clearly identified in terms of benefits that will be derived and delivered from the programme.

The benefits management will assess and review the outcomes that result in change that were achieved as part of the activities undertaken by the Skills and Talent Programme. The milestones to review benefits will be agreed at programme level to ensure that benefits are realistically and meaningfully measured however benefit progress will be reported at least quarterly to the PoMO. These will be aligned to the IAAP and external stage gate review process. Further work will take place in Q2 2021/22 to further develop the plan and associated strategy, map, profile, and reports as required.

An overarching benefits measure should be the number of skills increases across the region, linked with the ongoing ability of the individuals benefiting from the Skills and Talent programme and percentage of these who are able to successfully obtain employment in the intended areas of industry as a direct result of the programme.

All Skills and Talent Programmes are enabling in its nature, if there is no demand or beneficial use that can be made, then it would have no value. As such many of the outputs and benefits identified are predicated on the future opportunities to the regional workforce maximising the opportunities provided by the skills and talent programme in order to produce relevant training in order to meet the current skills gaps and provide suitably qualified individuals to take up the employment opportunities available as a result of the wider portfolio.

In order to measure a benefit against the intended outputs of the programme, ideally a base-line position would need to be identified, so that improvement or degradation can be seen. Whilst the setting of a base-line would be open to interpretation there is data readily available in order to determine the level of skills and talent within the region. It is therefore proposed that metrics will be devised in order to assess the impact of the Skills and Talent programme

and the population of South West Wales. The Benefits Register for the programme is attached as Appendix O.

The lasting legacy of the programme will be the establishment of a range of new skills courses across a range of sectors. The collaborative working established as part of this Programme will ensure that all sectors will be involved in the development of “fit for purpose” skills training for the region in order to achieve the City Deal aim of developing a highly skilled workforce for the region. This joint working will provide lasting improvements including:

- Improved efficiency through integration of services and elimination of duplication which will benefit the learner and the potential learner by freeing up resources.
- Flexible and responsive approach to the needs of the local labour market by bringing learning and skills together with regeneration opportunities in the region. This will benefit the learner by delivering relevant learning opportunities with greater potential for employment.
- Availability of informative, up to date information to help in strategic planning; ensuring the most appropriate learning opportunities and progression routes are available for learners in the region, which will benefit the learner by providing pathways.
- The Programme ultimately aims to inform the restructuring of provision of publicly funded training and education in the region.
- Flexible and responsive approach to the needs of the local labour market by bringing learning and skills together with regeneration opportunities in the region, which will benefit the learner by delivering relevant learning opportunities with greater potential for employment.

The measurement is not meant to be comprehensive but focus instead on the most likely indicators that would give a positive measure of the benefits realised through undertaking the Skills and Talent Programme. The measurement itself will need to be carried out through a sample based primary research programme, which will allow additional benefits to surface.

The measurement of benefits from the programme will be over a long period of time as there are a number of areas e.g. schools where the impact will not be seen until the child in primary school in 2021 will be leaving school in 12 years. However, there will be some more immediate measurements where upskilling can take place to support specific projects from within existing workforce or people in colleges and universities that will become aware of opportunities within the City Deal projects during their study years.

6.7 Risk Management Strategy

Risk is defined as the uncertainty of outcome, whether positive **opportunity** or negative **threat**, of actions and events. The risk must be assessed in respect of the combination of the likelihood of something happening, and the impact which arises if it does actually happen. Risks that have occurred, or will do so imminently, are no longer risks, but are known as **issues**. They are no longer risks because the uncertainty about whether they will occur has been removed.

A Programme Risk Management Strategy will be developed in Q2 2021/22 and will be aligned to HMT Green Book supplementary guidance: The Orange Book, the strategy defines the risk appetite and tolerance of the SBCD, as well as principles of the strategy, along with a documented process for identifying, assessing, addressing and measuring risk and issues. The risk management strategy is led from the top of the SBCD and is embedded in standard practices and processes of the SBCD governance arrangements.

The purpose of the Risk Management Strategy is to provide a systematic and effective method by which risks can be consistently managed throughout the SBCD Portfolio. This will:

- Inform stakeholders how risks will be identified, assessed, addressed and managed
- Provide a common strategy and understanding of portfolio management that will enhance the capability, willingness and understanding of appropriate governance and assurance, thereby increasing the likelihood of successful delivery of the SBCD aligned to the regional ambitions
- Detail the key roles and responsibilities of groups and individuals associated with the SBCD with respect to programme management
- Signpost to additional resource, support and training
- Provide standard definitions and language to underpin the risk management process
- Implement an approach that follows best practice

The Programme risk management approach is based on P3M (Portfolio, Programme and Project) and HM Treasury Orange Book best practices.



Figure 9 HM Treasury Orange Book Best Practice model

The Programme currently has a risk register (Appendix F) and regularly reports on prioritised risks through the PoMO in order to inform the Portfolio Stakeholders of pertinent risks. The risk register is sub-divided into the themes of development, implementation, operational and financial. Each risk provides details of the description, owner, consequence and a review update, accompanied by a scoring based on probability and impact for each risk. The identification and assessment of risks in the risk register are aligned to the UK and Welsh Government Guidance, where risks fall into three main categories:

Business	Business related risks remain with the public sector and can never be transferred
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Service	Service-related risks occur in the design, build, funding and operational phases of a portfolio and may be shared between the public and private sectors
External	External systemic risks affect all society and are unpredictable and random in nature

Business-related risks that can affect the scope, time and cost at portfolio level are summarised as follows:

- Displacement as a result of competing with other regions across Wales
- Lack of funding from Welsh and UK Governments
- Lack of inward investment from private sector
- Lack of quality human capital within the region
- Political conflict at Regional, UK and Welsh Government levels

Service-related risks will be managed by each of the City Deal programmes and projects, who will maintain, manage and monitor their own risk registers in line with guidance from the Green Book and the PoMO governance arrangements. Any significant risks that may affect portfolio deliverables will be escalated to the PoMO and reported and managed via the regional governance structure.

External Risks: Although not within the control of the programme, external risks are significant to delivery and are therefore monitored accordingly. Key business risks captured in a programme risk register are:

- Length of time for the approval of the business case
- Failure to increase the number of skilled individuals
- Lead in times in the development of new skills offer in the region.

The Programme Risk Register is considered by the PoMO for escalation to Programme (Portfolio) Board and Joint Committee on a quarterly basis. This document is also available for review by Joint Scrutiny Committee.

The Programme Risk Register is an important tool and will form part of the Skills and Talent Risk Management Strategy and helps the Programme board and PoMO document risks, track risks and address them through preventative controls and corrective measures.

The Programme board will also establish an issues log in order to facilitate the management of issues at the appropriate time. The Issues Log will be updated quarterly and reported on by exception through the Governance structure via the Quarterly Monitoring Report.

6.8 Communication Plan

All communications relating to the Skills and Talent programme will be managed through Carmarthenshire County Council media team working alongside the PR departments of the four Local Authorities and the SBCD Portfolio office.

6.9 Contingency

The City Deal's Joint Committee Agreement outlines contingency arrangements for several scenarios. The scenarios identified include the withdrawal of a programme / project from the City Deal portfolio, the change of a project local authority lead, and the withdrawal of a partner from the City Deal portfolio. All these scenarios and contingency arrangements will be managed via the portfolio and programme / project risk registers and issue logs and reported

accordingly. Risk management is not the same as contingency planning. Risk management is about identifying, assessing, avoiding, mitigating, transferring, sharing and accepting risk; while a contingency plan is about developing steps to take when an actual issue occurs.

The RLSP Programme Board will establish contingency plans to develop steps to take when an issue occurs.

When a Risk has undergone all mitigation and the situation becomes certain, the occurrence becomes an issue. The Programme Board will advise the PoMO as soon as reasonably practicable and adopts the following process to ensure the issue is managed appropriately.

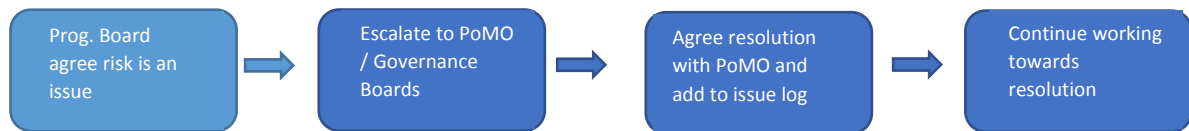


Figure 8 Moving a Risk to an Issue

All four local authorities are subject to the JCA, which will be kept under review.

The Programme office will work with the PoMO to ensure that contingency arrangements are considered and in place at a programme and project level to manage potential scenarios in the development, delivery and operational phases of the individual schemes.

6.10 Post Funding/Continuation Strategy

The City Deal funding will facilitate the identification of projects to identify the skills gaps and the development of new skills within the region. The development of a new framework of skills to meet industry needs will be funded through pilot development from the City Deal and future delivery would be adopted through the Welsh Government Skills funding programme.

It is anticipated that the RLSP will demonstrate ongoing commitment to the training schemes developed through the City Deal Skills and Talent programme by working with Welsh Government Skills and Training to include all new frameworks developed as part of the programme within mainstream delivery in FE colleges and work- based learning apprenticeships in future.

Glossary of Terms

RLSP	Regional Learning and Skills Partnership
CDP	City Deal Portfolio
FE	Further Education
HE	Higher Education
DCMS	Department of Culture Media and Sport
SBCD	Swansea Bay City Deal
CPD	Continuous Professional Development
CDPO	City Deal Portfolio Office
PM	Programme Management
PoMO	Portfolio Management Office
M & E	Monitoring and Evaluation



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SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 20th July 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.

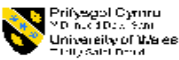
2. Background

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.

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Swansea Bay City Deal

Change Control Procedure

January 2021



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Date: 14/01/2021
Version: V1.0
Author: Phil Ryder
Owner: 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"> Justifiable, acceptable and should proceed for approval. 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. Agree a realistic timeline of when a decision is required. 	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"> Ratifies the decision to proceed (if required) Agrees an appropriate level of approval (if above PB) within the threshold levels agreed. <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"> • PB determine suitability of resolution presented and approve change. • 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. • The project or programme team can now implement the change into their programme. • Update issue log and risk register as required and continually review change and impacts until complete. 	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"> • Review and amend resolution as required • Approve • If the change is not approved then either rejection or amendment must be considered. If amendment is required then review and amend as required. • If rejection follow the general point at the end of this process. • Advise Joint Committee / WG / UKG of the change • The project or programme team can now implement the change into their programme. • Update issue log and risk register as required and continually review change and impacts until complete. 	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"> • Review and amend resolution as required • Approve • If the change is not approved then either rejection or amendment must be considered. If amendment is required then review and amend as required. • If rejection follow the general point at the end of this process. • Advise WG / UKG of the change • The project or programme team can now implement the change into their programme. • Update issue log and risk register as required and continually review change and impacts until complete. 	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"> • Review and amend resolution as required • Approve • If the change is not approved then either rejection or amendment must be considered. If amendment is required then review and amend as required. • If rejection follow the general point at the end of this process. • The project or programme team can now implement the change into their programme. • Update issue log and risk register as required and continually review change and impacts until complete. 	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
ADVISE WELSH/UK GOVERNMENT OF LIKELY CHANGE / REVIEW REQUIREMENTS		
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 are to be approved through the SBCD governance boards/committees

- 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 approved through the SBCD governance and the respective governments.

- 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



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Author:	Phil Ryder
Owner:	Portfolio Board

SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 20th July 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.

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SBCD Benefits Profile

Management Information	Programme / Project:					
	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>				
Commitment	Benefit Type	<i>*Quantifiable / unquantifiable*</i>				
	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>				
Measurement	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>	
	Current Target	<i>*The initial value against which subsequent measures will be compared*</i>				
	Actual Benefit	<i>*The total benefit delivered to date*</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>				
Business Action	Frequency of Reporting	<i>*Frequency of reporting*</i>	Frequency of Measurement	<i>*Annually / Quarterly etc*</i>		
	Business Changes required	<i>*What Business changes are required for realisation. What plans are in place to 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>		

Heading	Description
Benefit / Dis-benefit Description	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.
ID	Unique ID in this register.
Benefit Owner	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.
Measurement	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.
Benefit Type	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.
Status	Indicates if the benefit is on track to be achieved.
Realisation Phase	The phase of the programme / project during which the benefits are planned to be realised
Realisation Date	The date Benefits will be realised
Current and Actual Benefit	Benefits values that were planned and benefit achieved to date
Year Time Value	(what benefits will be delivered (over the 1-15 yr period).
Evidence of Benefit	What evidence is available to show how the benefit will be / has been achieved.
Benefit Review (Reporting of Benefit)	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	Current Target	Actual Benefit	Year Time Value (2017 baseline)					Evidence of Benefit	Benefit Review					
											2017 - 2019 (Years 1-3)			2020 - 2022 (Years 4-6)				2023 - 2025 (Years 7-9)		2026 - 2028 (Year 10)	2029 - 2031 (Year 13)	
											Yr 4	Yr 5	Yr 6	Yr 4	Yr 5			Yr 6	Yr 7	Yr 8	Yr 9	Yr 10

B001
B002

SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 20th July 2021

Report Title SBCD Annual Report

RECOMMENDATIONS/KEY DECISIONS

To inform Joint Scrutiny Committee of the SBCD Annual Report for both the SBCD Portfolio and its constituent programmes / projects

REASONS

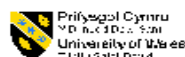
1. Introduction

SBCD Annual Report for the SBCD Portfolio and its constituent projects provides the Programme (Portfolio) Board with a summary of key activity for the last 12 months and forthcoming 12 months planned activity along with a Case study of completed work and various other aspects covering delivery achievements and planned benefits/outcomes.

2. Background

Annex A &B: The SBCD Annual Report is made up of several components

- Intro
- Past 12 months
- Coming 12 months
- Project updates
- Governance updates
- PoMO updates
- Risk Management
- M & E status
- Procurement and Community benefits



- Financial update
- Marketing and Comms update
- Stakeholder engagement
- Yr Egin Case Study

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Bargen Ddinesig

BAE ABERTAWE

SWANSEA BAY

City Deal

Swansea Bay City Deal

Annual Report 2020 - 2021

Executive Summary

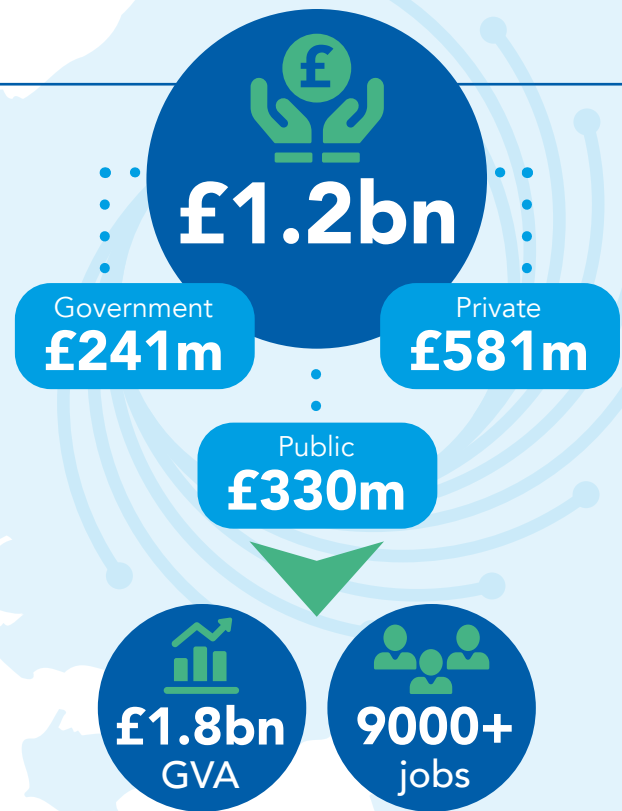
The Swansea Bay City Deal (SBCD) is an investment currently estimated to be worth £1.2bn across a portfolio of 9 major programmes and projects throughout the Swansea Bay City Region.

This investment is based on £241m from Welsh Government and UK Government, £330m other public investment and £581m from the private sector. The impact of the portfolio is based on generating at least £1.8 billion Gross Value Added (GVA) and providing at least 9,000 jobs to the region.

The SBCD inaugural Annual Report provides an overview of the key achievements completed within the last 12 months and a summary overview of the anticipated next steps and key milestones that are anticipated to be achieved in the coming year.

Many of the key achievements of the past 12 months have strengthened the potential of the SBCD by providing more robust structure and governance procedures to ensure, as far as reasonably possible, that the programmes and projects have the support required to successfully delivery their outcomes and benefits. As well as the overview of key achievements, the annual report provides a project specific update which aims to articulate clearly where each of the City Deal programmes and projects is with regards to their respective development and delivery.

Key marketing and communication aspects relating to the holistic SBCD approach have also been included in order to demonstrate the approach which is taken on a regular basis



in order to provide information on City Deal developments and how the SBCD is striving to create a once in a generation opportunity for the region and its residents.

Information for the business community also includes an update on procurement and community benefits, along with business and stakeholder engagement as a tool to ensure the benefits delivered are maximised as far and wide as possible to leave a sustainable legacy for future generations.

An initial financial statement is included within the report to outline the anticipated investment for the totality of the portfolio, along with a case study focusing on the success of Yr Egin Phase 1 as a milestone achievement for the creative industry within South West Wales and the first City Deal project to move into operation.





Welcome to our inaugural Swansea Bay City Deal (SBCD) Annual Report - a year where we have seen our communities, businesses and economy face the most significant and unpredictable challenges in decades.

When the COVID-19 crisis struck in March 2020, the immediate priority was the health and safety of our people. At the same time, we worked with the Welsh Government to protect jobs and the long-term stability of our economy.

Now, as we respond to and recover from the pandemic, our focus is on the consequences of the pandemic and how it impacts all aspects of our region alongside the impact on society itself.

In support of our response, the SBCD will be instrumental to our regional and national economic recovery, with the programmes and projects generating an estimated regional economic boost of between £1.8 billion and £2.3 billion in coming years, as well as over 9,000 jobs.

Often challenges present opportunities, and I'm proud to share with you the significant progress that has been made during the past 12 months, demonstrating stakeholder commitment to drive towards delivery of our SBCD portfolio, which is starting to make a difference to our region. Furthermore, as we look towards 2021/22, we will witness progress being made on the

construction and operation of the SBCD programmes and projects that enable business growth and job creation.

These developments include the operation of the Yr Egin creative and digital hub in Carmarthen, the Swansea Arena, and the construction of the Technology Centre in Neath Port Talbot. They also include the Marine Energy Test Area feature of the Pembroke Dock Marine project, alongside faster and more reliable digital connectivity through our Digital Infrastructure programme.

These are exciting times for the Swansea Bay City Region, with the City Deal also acting as a catalyst to attract further investment, jobs and economic growth to communities throughout Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.



Cllr Rob Stewart
*Swansea Council
Leader and Swansea
Bay City Deal Joint
Committee Chairman*



The Swansea Bay City Deal has long been viewed as a once in a generation opportunity to change the trajectory of our region's economy. The challenges of Covid-19, Brexit and climate change have only enhanced the strategic importance of City Deal projects as a stimulus for our economic recovery as we move forward into uncharted territory.

2020 has been a very busy year for the Economic Strategy Board, and while working remotely for most of our time together we've been able to evaluate and advise on many of the exciting programmes and projects that will form the cornerstones of further investment into our region.

We've seen approvals for five of our projects to date - namely Pentre Awel, Digital Infrastructure, Pembroke Dock Marine, Yr Egin and the Swansea City and Waterfront Digital District, with funding of £54 million released from the UK and Welsh Governments. We were also pleased to see the creation of procurement principles that make opportunities more accessible for local businesses, and we will continue to work to ensure the impact of project spend is felt across the whole of the region.

We recognise that the City Deal is only the start of what our businesses and citizens need for a thriving and sustainable future, so the ESB is committed to helping advise on future opportunities in the coming year that can build on the City Deal investments.

Having been appointed Senior Responsible Owner (SRO) for the Swansea Bay City Deal in June 2020, I am especially pleased with the progress being made which will provide significant opportunities and benefit for our communities and businesses. This progress is testament to building on the strength of the regional partnership working, with senior representatives and officers from four local authorities, two universities, two health boards and both the UK Government and Welsh Government working closely together for the benefit of the Swansea Bay City Region as a whole.

The commitment and willingness to work in partnership has seen a series of major improvements to the City Deal, which was reflected in a very positive external review into the City Deal last summer.

We now have a fully functioning Portfolio Management Office, led by the Portfolio Director, offering portfolio, programme, and project management support to all stakeholders with a focus on engagement and delivery. We have worked closely with the Welsh Government and UK Government to ensure clear lines of communication on ensuring that the portfolio is robust in terms of strategic alignment, economic viability, affordability, and appropriate governance, while ensuring assurance and reporting are in place. These efforts have resulted in further draw-down of City Deal funding following the progress of an Accounting Officer Review (AOR) process.



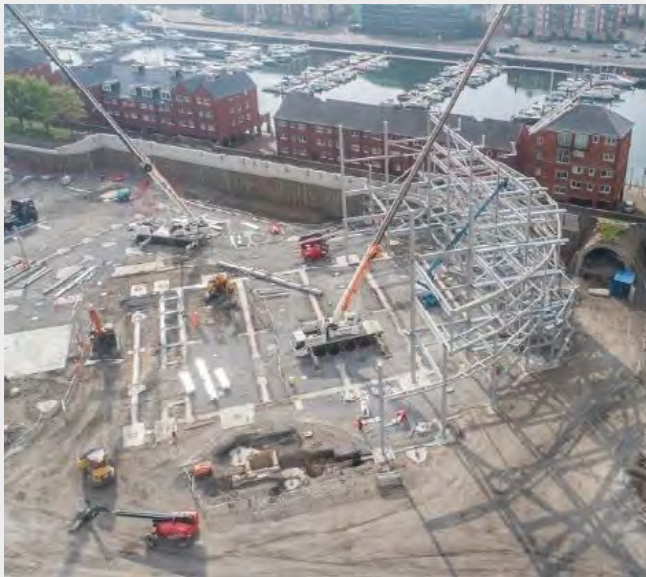
Chris Foxall
Chair of the Swansea Bay City Deal's Economic Strategy Board (ESB)



Wendy Walters
Carmarthenshire County Council Chief Executive and Swansea Bay City Deal Senior Responsible Owner (SRO)

Timeline: April 2020 – March 2021

May 2020



- Construction work continues on erecting the steel frame of the indoor arena in Swansea
- Pentre Awel Heat Network Feasibility study completed.
- Leaders in South West Wales say the £1.3 billion Swansea Bay City Deal has a key role to play at the heart of the region's economic recovery from Covid-19
- RIBA Stage 3 design for Pentre Awel completed.
- Despite Covid-19, work safely restarts on Kingsway in Swansea to set the scene for a new development part-funded by the Swansea Bay City Deal

June 2020



- Micro-business expert Lucy Cohen joins SBCD Economic Strategy Board
- UKG & WG approval for Pembroke Dock Marine
- Joint Committee approval for Homes as Power Stations
- Approval of Business Case and Tender documents issued for 71/72 The Kingsway development in Swansea city centre

July 2020

- Tender documents issued for 71/72 The Kingsway development in Swansea city centre
- SBCD starts recruitment for a strengthened Portfolio Management Office
- Gateway Review conducted for SBCD Portfolio
- Gateway Reviews for Homes As Power Stations and Supporting Innovation & Low Carbon Growth

“ The Swansea Bay City Deal will be a real boost for the region and I am pleased with the significant progress that has been achieved over the past year despite the huge impact of coronavirus. This is testament to the commitment and hard work of all partners involved and this will continue to be key as more projects are delivered for the benefit of people in the region. Initiatives such as this are key in returning us to the economic growth we were seeing before the virus, and I look forward to seeing further progress being made over the coming year. ”

Lee Waters - Deputy Minister for Economy and Transport, Welsh Government



August 2020



- Planning permission awarded for technology centre, Baglan Energy Park forming part of the Supporting Innovation & Low Carbon Growth programme of projects

September 2020



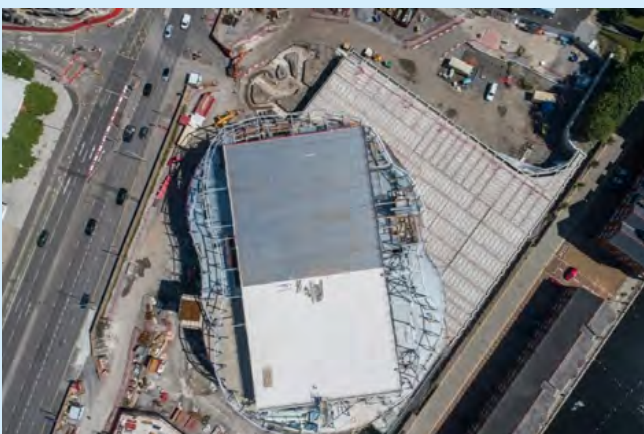
- Hollie Thomas joins the City Deal's Portfolio Management Office as PoMO Assistant
- Work starts on an iconic bridge to link Swansea city centre with the indoor arena site and plans announced for café pavilion to form part of the indoor arena site in Swansea
- Pentre Awel Gateway Review

October 2020

- Pentre Awel – all academic MoU's in place.
- Pentre Awel secures unanimous approval at CCC Full Council.
- Digital Infrastructure Gateway Review

- Amanda Burns joins the City Deal's PoMO as Senior Portfolio Support Officer
- Ian Williams joins the City Deal's PoMO as Portfolio Development Manager

November 2020



- Meet the Buyer event for Swansea Arena
- Construction work starts on the Technology Centre in Neath Port Talbot
- Procurement Principles for the City Deal approved by Joint Committee
- Phil Ryder joins the City Deal's PoMO as PoMO Manager
- Joint Committee approval for the Pentre Awel project in Llanelli and pre-tender engagement event held for Pentre Awel Lot 6 with South West Wales Regional Contractors Framework

December 2020

- Joint Committee approval for the Digital Infrastructure programme
- Pentre Awel early market engagement for zone1 construction

- Planning application submitted for the Pembroke Dock Infrastructure element of Pembroke Dock Marine

January 2021



- Joint Committee approves the release of a further £18 million to the City Deal portfolio from the UK Government and Welsh Government
- Call for regional food & beverage and building services sector businesses to register interest in providing services to the Swansea Arena
- Marine licence secured for META (Marine Energy Test Area) Phase 2 forming part of Pembroke Dock Marine
- Homes as Power Stations business case submitted for WG/UKG approval

February 2021



- On-going engagement and appointments of staff to facilitate the Swansea Arena opening and operation
- Funding agreement between accountable body and lead authority signed for PDM
- Steel frame complete for the Low Carbon programme's Technology Centre
- Pentre Awel progressed through first stage DIT – Invest in Great programme

March 2021



- UK and Welsh Government approval for Pentre Awel
- UK and Welsh Government approval for Digital Infrastructure
- Commence procurement activities for Digital Infrastructure
- Pentre Awel Zone 1 Tender placed with associated tender of client side services.
- Award of contract for 71/72 The Kingsway construction in Swansea
- Installation Swansea Waterfront Copr Bay Bridge
- Portfolio Business Case updated and submitted to Welsh and UK Governments
- SBCD Procurement Pipeline Event

Timeline: (April 2021 – March 2022)

Q1 (April – June)

- Supporting Innovation and Low Carbon Growth business base submission to Welsh Government and UK Government for final approval
- Commence construction on 71/72 The Kingsway in Swansea
- Planning application submission for Innovation Matrix and Innovation Precinct in Swansea
- Award construction contract and commence construction for Pentre Awel
- Award of planning consent for Pembroke Dock Infrastructure element of Pembroke Dock Marine
- Installation of air quality sensors as part of the Low Carbon programme
- UK and Welsh Government approval for Homes as Power Stations
- Digital Infrastructure will fully establish the delivery team for the programme and commence delivery of the specified projects
- Work begins for the Homes as Power Stations project, with a project team appointed and projects to commence delivery
- Yr Egin will continue to develop their business case for Phase 2, incorporating the lessons learned from Phase 1 and ensuring that the proposed outputs reflect the demand survey currently on-going
- PoMO to undertake equality impact assessment activity for the SBCD portfolio

“ The Swansea Bay City Deal is making fantastic progress. With several major projects already well underway, and several more in the pipeline, the forward trajectory of these projects during these unprecedented times has been a testament to the continued hard work of everyone involved. Growth deals like the one in Swansea Bay will help us build back better and stronger from the devastating impact of Covid-19, creating and sustaining jobs in every part of the country and revitalising local economies. I look forward to seeing the continued progress and completion of the Swansea Bay City Deal projects, and continued growth and prosperity in the Swansea Bay City Region in the coming years.

Simon Hart - UK Government Secretary of State for Wales ”



Q2 (July – September)

- Pentre Awel has commenced with groundworks on-going. It is anticipated that further contract awards for tier 2 and 3 sub-contractors will continue throughout the quarter and the possibility of a 'meet the buyer' event will be assessed
- UK and Welsh Government approval for Supporting Innovation and Low Carbon Growth
- Skills and talent programme will complete business case and submit to WG/UKG for approval
- Campuses Business case regionally approved and submitted to Welsh and UK government followed by subsequent approval
- Approval of final designs for the Innovation Matrix feature of the Swansea project, as the Swansea Arena development moves into commissioning ready for completion in Q3 2021
- Design and build procurement process for the SWITCH project
- Establishment of the Homes as Power Stations regional financial incentives fund and supply chain fund

April

May

June

July

- Award of infrastructure contracts for Campuses projects at Singleton and Morriston and commence delivery of construction phases
- Welsh and UK Government sign-off of Skills and Talent business case
- Start of Pembroke Dock Infrastructure works forming part of the PDM Project
- Yr Egin Phase 2 Strategic Outline Case completed, incorporating any changes from the originally approved business case with submission for regional scrutiny and approval of changes
- Digital Infrastructure will commence activity for procurement of specific Projects within the Programme and begin implementation of Regional policy and strategy initiatives designed to facilitate and encourage investment.
- All portfolio projects and programmes now have agreed outline business cases with the required decision to invest from W/UKG to progress into procurement and delivery
- SBCD regional engagement event
- Completion of the Swansea Arena, part of the Swansea City & Waterfront Digital District
- Release of £18m funding to the SBCD Portfolio

Aug



Sept

Q3 (October – December)

- Work begins on the Innovation Matrix, part of the Swansea City & Waterfront Digital District
- Start of delivery for the Digital Infrastructure programme
- PDM's Pembrokeshire Demonstration Zone Phase 1 will have completed.
- Yr Egin Phase 2 Strategic Outline Case approved
- Initial event held to celebrate completion of the Arena
- Campuses Phase 1a Morriston hospital refurb will undertake all procurement activity for this Phase.
- Pentre Awel will work towards confirmation of whole project operational model
- Procurement of specific Projects within the Digital Infrastructure Programme and ongoing delivery of all non-procurement related activity across the three Projects.
- Skills and Talent delivery commences with full skills audit and development of projects

Oct

Nov

Dec

Q4 (January – March)

- Low Carbon - Technology Centre official opening
- Official opening of Swansea Arena
- Portfolio Business Case revised for 2022 update
- PDM ongoing delivery focused activity across all project elements.
- Construction work commences on the Innovation Matrix, forming part of the Swansea City & Waterfront Digital District
- Yr Egin Phase 2 Outline Business Case submitted
- Campuses Phase 1a to commence delivery on site
- Pentre Awel will embed its operational model & pathways within tenant structures
- Digital Infrastructure build to commence on various Projects and initiatives within the Programme and ongoing delivery of all non-procurement related activity across the three Projects.
- Following the development of the skills and talent programme roll out begins of initial skills courses to commence the upskilling of the existing workforce to meet demand created by the wider portfolio

Jan



Feb



March

Business Case Status Update

The current status of business case development and approval for each of the SBCD programmes and projects is shown below:



● Project
 ● Development / Approval
 ● Delivery

Portfolio Thematic Benefits and Impact

Economic acceleration

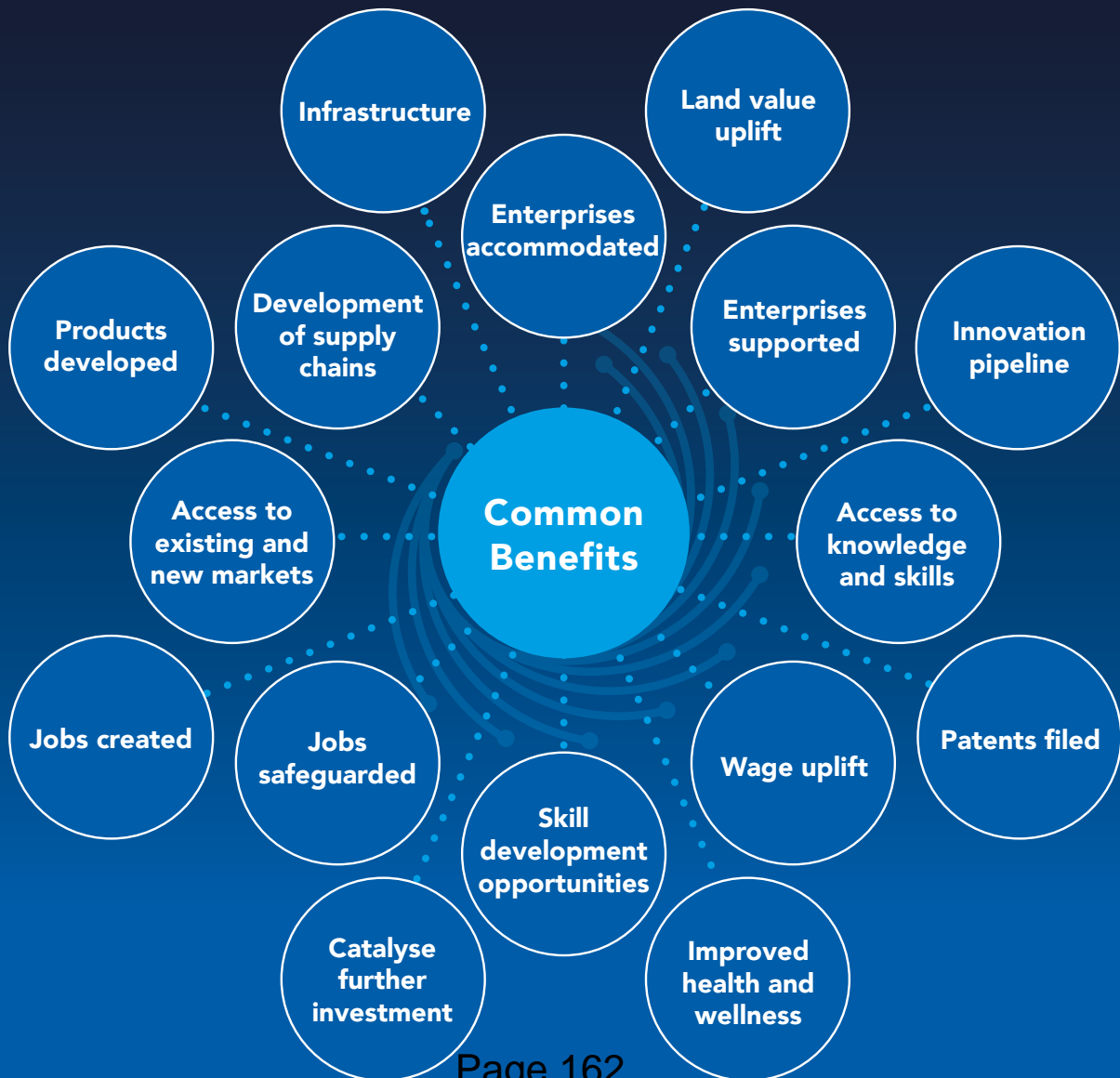
Providing the space, skills and connectivity to drive forward the regional economy to provide new opportunities for our businesses and communities to thrive.

Life sciences & well being

Providing integrated developments that will combine cutting edge innovation, research and learning facilities with the growth of new business and the transformational delivery of services within areas of life sciences, health, well-being and sport.

Energy and smart manufacturing

Placing the region at the forefront of energy and manufacturing innovation as part of the drive towards a low carbon economy and the strengthening of the existing manufacturing base.





Economic acceleration

£285m
Investment

£1.08bn
Additional
Gross Value
Added

1,708
New Jobs



26,000 m2 new
floorspace for
technology, start up
and small businesses



75 business start up
opportunities



Connectivity
improvements for up to
17,000 more properties
across the region



14,000 people trained
in new skills

Creative and digital centre

Landmark 3,500 capacity
indoor arena

Improved digital inclusion

New opportunities for people
and businesses



Life sciences &
well being

£237m
Investment

£617m
Additional
Gross Value
Added

Over
£42m
Health Value
Added

2,973
New Jobs



27,000m2 of new life
sciences and well-being
innovation, incubation,
learning and business
floorspace



80 life sciences businesses
created or grown



**Community Health and
Wellness Hubs at Llanelli**



**Innovation and research
centres at Singleton and
Morrison**

Improved personal health and
wellness

Improved delivery of health and
wellness services

Building upon the recognised
excellence in Life Science, Sport
and Health research in the region



Energy and smart
manufacturing

£627m
Investment

£620m
Additional
Gross Value
Added

5,005
New Jobs



35,000 m2 of new energy
related innovation
/ R&D business and
manufacturing floorspace



Renewable technologies
fitted into over **10,000**
homes



140 enterprises supported



Significant CO2 reduction
and energy saving

Growth and modernisation of the
renewable technology supply chain

Help safeguard the regional steel
industry and manufacturing jobs

Proof of concept and
commercialisation of energy and
manufacturing products and services

Tackle fuel poverty

Multiplication of benefits through
future expansion of innovative
technologies

Digital Infrastructure



Description:

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 up of three themes:

- Connected Places
- Rural connectivity
- Next generation wireless (5G and IOT networks)



Key Updates:

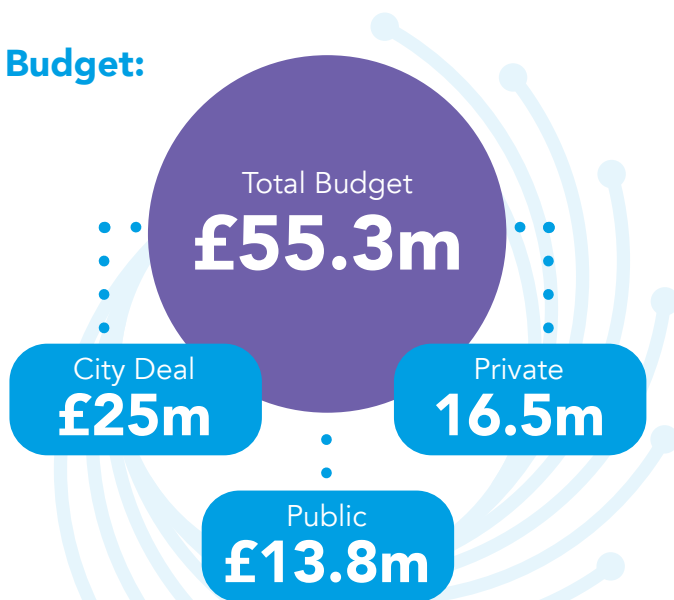
Significant progress has been made on the Digital Infrastructure programme in 2020/2021, following on from the appointment of a Programme Manager in February 2020.

Key progress has included the re-establishment and expansion of the Digital Infrastructure Programme Board. An external Stage Gate 0 peer review of the programme was also carried out by independent experts in October 2020, which led to an Amber/Green status.

The Digital Infrastructure Programme Business Case was approved by the City Deal's Joint Committee in December 2020, following on from approvals at all four regional local authorities, along with endorsements from Programme (Portfolio) Board and the Economic Strategy Board. Following these approvals, the programme's Business Case was submitted to both governments and approved in March 2021.

Regional agreement has also been secured to partially recruit programme resource at risk, with detailed supplier engagement and risk mitigation on-going. Preparations are advanced for the programme's transition from planning to delivery.

Budget:



Skills and Talent Programme



Description:

To develop a sustainable pipeline of regional talent to benefit from the high-value jobs City Deal projects will generate in growth sectors for the region. This includes the potential to develop skills through courses and training and apprenticeship opportunities aligned to City Deal projects and regional priorities, as well as a partnership approach involving schools, universities, businesses and training providers across the region to identify need and resolve skills development gaps.



Key Updates:

A workshop was held with a Welsh Government Business Case adviser on the Skills and Talent programme in August 2020, prior to a workshop on a long-list options appraisal in September 2020.

Business Case development is on-going, with feedback sought from a Welsh Government adviser in January 2021 to strengthen the business plan's economic case. The programme's Strategic Case has been reviewed by the Portfolio Management Office.

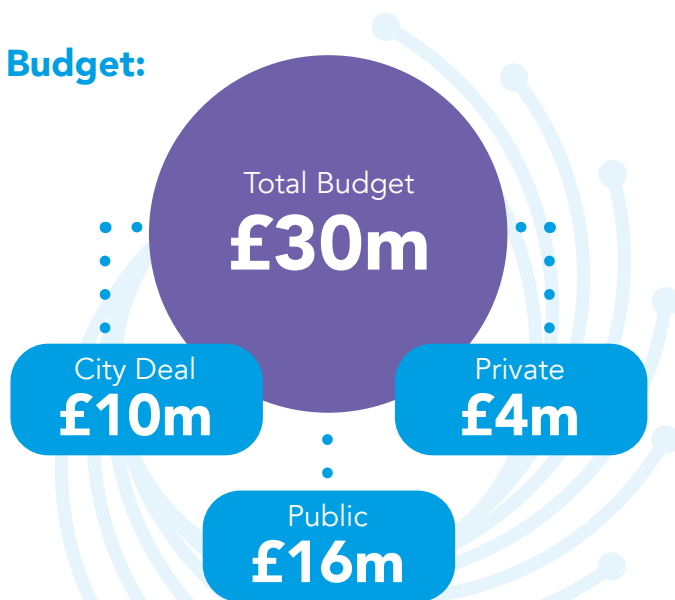
Several activities are planned, including an external Stage Gate review of the programme's business case and the submission of the business case to the City Deal's Economic Strategy Board and Programme (Portfolio) Board for consideration, prior to its submission to all four regional local authorities for approval.



Regional Learning and Skills Partnership
Partneriaeth Dysgu a Sgiliau Rhanbarthol

South West & Mid Wales
De-Orllewin a Canolbarth Cymru

Budget:



Cyngor Abertawe
Swansea Council



Cyngor Sir Gâr
Carmarthenshire
County Council



Neath Port Talbot County Borough
Cwmunedd Sirol Castell-nedd Port Talbot



Swansea City & Waterfront Digital District



Description:

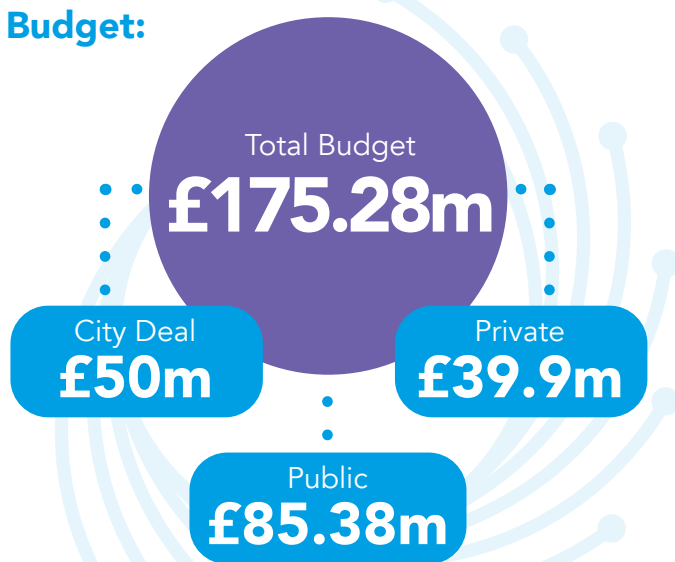
To boost Swansea city centre's economic well-being at the heart of the City Region's economy, while retaining local tech, digital and entrepreneurial talent.

This programme includes:

- A digital indoor arena in the city centre for concerts, exhibitions, conferences and other events
- A 'digital village' to accommodate the city's growing tech and digital business sectors
- An 'innovation matrix' and precinct development to enable start-up support and growth



Budget:



Key Updates:

- Aspects of the Programme moved from planning into delivery in 2020/2021.
- Plans in place for completion of the arena development - both external and internal - autumn 2021.
- January 2021, continued employment and supply opportunities advertised for the operation of arena.
- February 2021, work started on installing an iconic bridge linking the arena site with Swansea city centre. The bridge was secured in place early March 2021.
- In June 2020, planning permission secured for 71/72 The Kingsway development for tech and digital businesses. Discussions with potential tenants are on-going, with work expected to start early 2021.

The Box Village element of the programme has been renamed the Innovation Matrix. A planning application is expected to be submitted in coming months.

Construction jobs Created - Digital Arena:

- Construction jobs created to date for the Digital Arena: Average of 120 per week over 52 weeks (Note: This is currently an estimate as the information is not fully collated. It is based on 1,600 operatives having received induction and an average of at least four weeks employment per operative).

Yr Egin



Description:

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

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



Key Updates:

In November 2020, phase one of Canolfan S4C Yr Egin celebrated two years since its official opening.

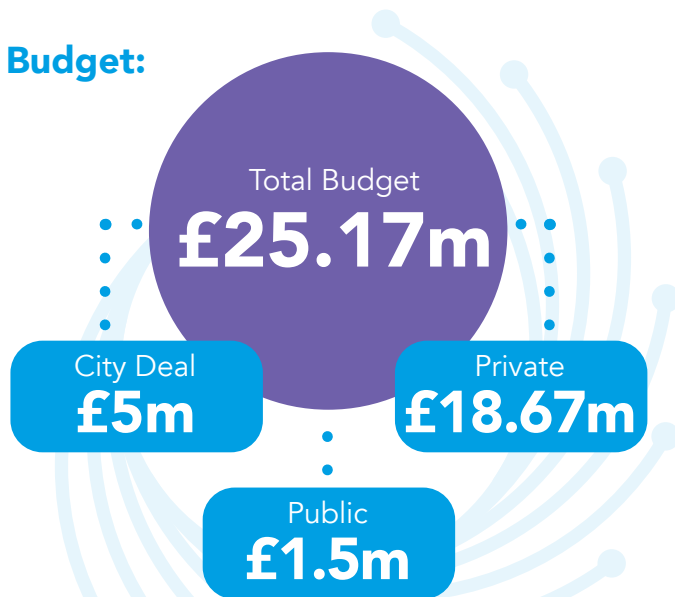
The development is now home to S4C's headquarters and a range of other creative sector businesses, including Big Learning Company, Boom Cymru, Captain Jac, Gorilla, Optimum and Lens 360.

An updated Yr Egin Business Case was presented at and endorsed by Programme (Portfolio) Board in July 2020. A lessons learned exercise was completed in October 2020.

Phase two planning is on-going, with a sector demand study commissioned in January 2021. This is aimed at undertaking a review of industry infrastructure and business support requirements, in light of Covid-19 and economic threats.



Budget:



Life Science, Well-being and Sport Campuses



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. The project is being jointly progressed with Swansea Bay University Health Board, this project will be located at Morriston Hospital and Swansea University's Singleton Campus.

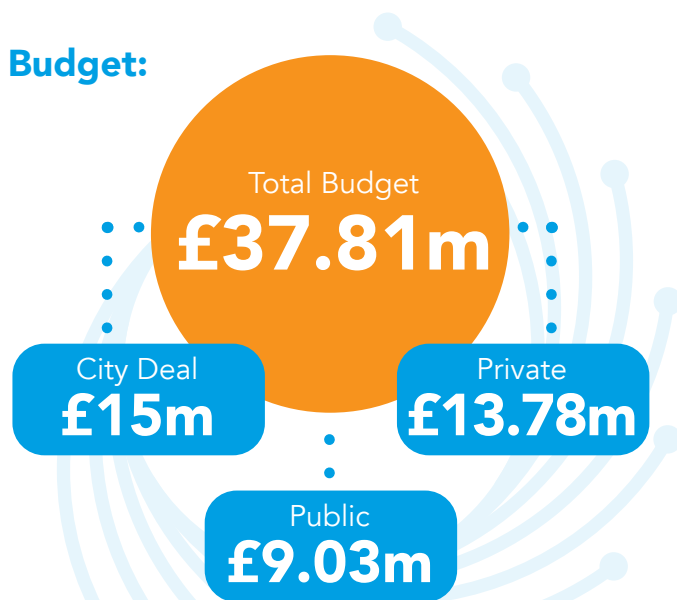
Key Updates:

The Campuses Project was rescope in 2020/21 to take advantage of the opportunity to position the Swansea Bay City Region as a centre of excellence for sport and well-being, as well as for innovation in healthcare and medicine to help prevent ill-health, develop better treatments and improve patient care. A masterplan for the Singleton site was completed in Q3 2020/21, along with initial costings for phase one of the project.

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.

A positive initial meeting with officials from the UK Government and Welsh Government to introduce the rescope project took place in Q4 2020/21. The project's redeveloped Business Case has also 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.

Budget:



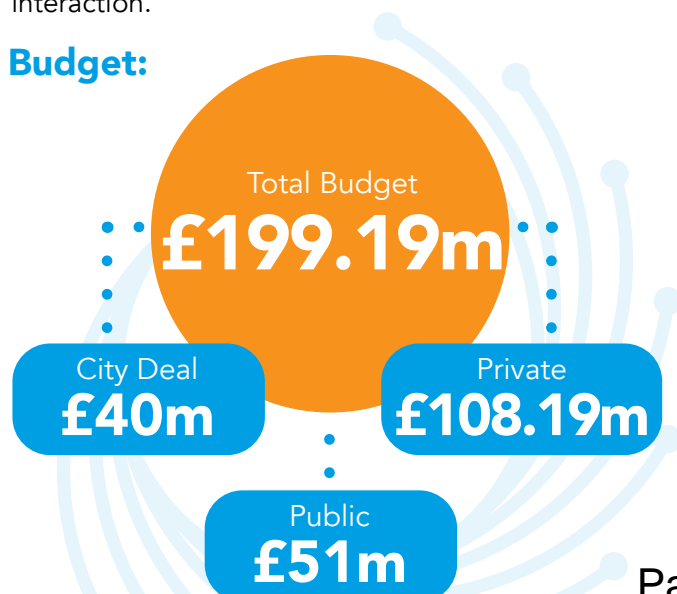
Description:

Pentre Awel will be the first development of its scope and size in Wales. The project will include the co-location of academic, public, business and health facilities to boost employment, education, leisure provision and assisted living facilities. It will also feature a hotel, expansion space for local businesses, health research and delivery, open market and social and affordable housing, and skills and training opportunities.

The City Deal will provide 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 clinical care to be delivered on site will be focused on those elements of care which are evidenced to give improved outcomes when delivered in the community. The City Deal elements will form part of the Zone 1 build of Pentre Awel. Zone 1 will also include a state-of-the-art leisure and aquatics centre funded by Carmarthenshire County Council all the elements of Zone 1 will be contained within a single structure with the functions linked through a central 'street' to maximise the opportunities for interaction.

Budget:



Key Updates:

The award of outline planning permission in April 2020, as well as ecology work on site from July to September 2020 to ensure timely discharge of pre-commencement planning conditions. An external Stage Gate 2 review into the Pentre Awel project was carried out in September 2020, resulting in an Amber status. Recommendations were subsequently implemented, with a workstream to develop a whole site operating model also established in September 2020. The Pentre Awel Business Case was approved by Joint Committee on November 12 2020, following approval at Carmarthenshire County Council, Full Council in October 2020 and endorsements at both Programme (Portfolio) Board and Economic Strategy Board. The project business case was subsequently approved by Welsh Government and UK Government in March 2021.

Memoranda of Understanding with tenants were signed in quarter 3/ 4 2020, with heads of terms discussions on-going. Through Q4 2020 tender preparation was undertaken to secure a main contractor for Zone 1. This included significant work to ensure that maximum local impact could be achieved through procurement with emphasis on the quality component of the assessment process. Early market engagement with contractors has been undertaken and the tender will be issued through the South West Wales Regional Contractors Framework. Work has been undertaken through multidisciplinary, subject specific work streams to ensure opportunities are maximised for tenants to work across traditional boundaries. Specifically that business development and clinical research opportunities are maximised through development of appropriate facilities, support and links to wider health and care. That education skills and training can be delivered alongside clinical care and that appropriate physical rehabilitation can be delivered in the community facilities. Institutional Investors have been engaged to deliver the elements of Pentre Awel outside the specific scope of City Deal, these will however enable further opportunities for business and research and therefore for benefits to be maximised.

Homes as Power Stations



Description:

Homes as Power Stations is a regional project across the City Region to facilitate the take up of energy efficient design and renewable technologies in thousands of homes and will support the development of a regional skilled supply chain to support the transition to energy efficient new build and retrofit homes.

The programme will:

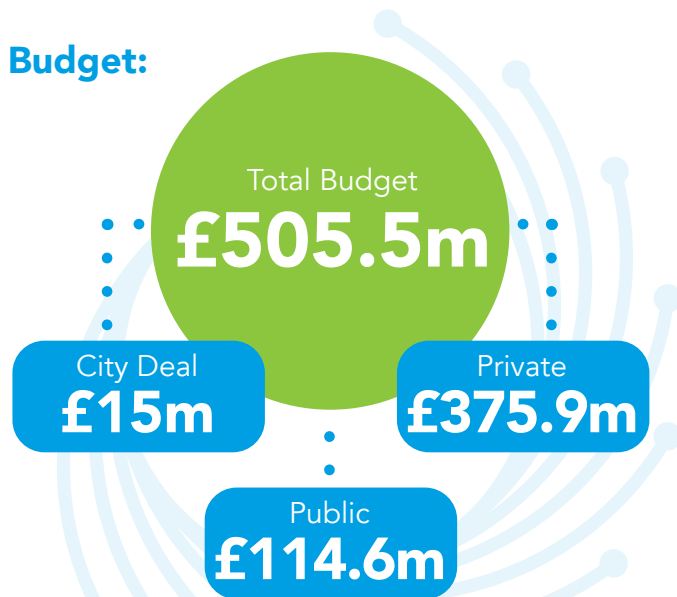
- Support regional supply chain development
- Tackle fuel poverty
- Further decarbonise the regional economy
- Improve residents' health and well-being
- Potentially develop a UK-wide industry in the City Region, with global export opportunities

Key Updates:

Formal governance for Homes as Power Stations was established in Q2 2020/21, along with a formalised stakeholder engagement plan and a formalised programme delivery and implementation plan. Following its approval at all four regional local authorities, the Homes as Power Stations project Business Case was approved at Joint Committee on June 11, 2020. Delegated authority was granted to the programme's Senior Responsible Owner to make any minor changes necessary to the Business Case to secure UK Government and Welsh Government approval. An external Programme Assessment Review (PAR) was then commissioned into the Homes as Power Stations project for extra assurance.

An action plan was produced to meet the recommendations of the PAR - which delivered an Amber status - prior to the submission of an updated outline business case to the Portfolio Management Office for review in early 2021. A Technical Advisory Group for the Homes as Power Stations project was set up in Q4 2020/2021. The programme is awaiting final approval from Welsh Government and UK Government.

Budget:



Pembroke Dock Marine



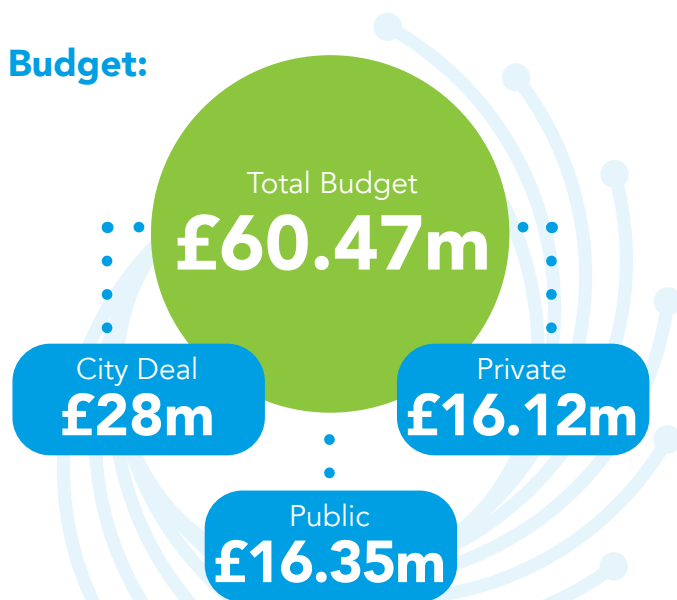
Description:

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. Programme features include:

- Pembroke Dock Infrastructure (PDI) improvements
- A Marine Energy Engineering Centre of Excellence (MEECE)
- Marine Energy Test Area (META) developments
- The Pembrokeshire Demonstration Zone (PDZ)



Budget:



Key Updates:

The Pembroke Dock Marine programme was approved by the UK Government and Welsh Government in June 2020. The programme has been moving into the delivery phase whilst the funding agreements between all parties have been finalised. The planning application for the Pembroke Dock Infrastructure element of the programme was submitted in December 2020, with the procurement of a construction contract progressing in parallel. The planning consents and marine licences for all the Marine Energy Test Area (META) element of the programme have now been secured. All third-party approvals and funding are in place for all Pembroke Dock Marine elements. Pembrokeshire Council approved an update to the funded outputs of the Pembrokeshire Demonstration Zone (PDZ) to reflect the increasing interest in Floating Offshore Wind and Co-location (Wave & FLOW) in the Celtic Sea in Q4. The project is actively supporting site and technology developers deliver their investment plans (in excess of £100m) and has unlocked £14.4m of additional funded activity (SELKIE, TIGER and Milford Haven: Energy Kingdom) and also provided partner and non-funded collaborator support to the South Wales Industrial Cluster for their £2m Roadmap 2 and £37m Deployment projects. Formal project governance will be established in Q1 2021/22. Approval of the main funding agreement has been completed, pending approval of the funding agreements between the project delivery lead and project partners.



Part funded by the European Regional Development Fund through the Welsh Government.

Supporting Innovation and Low Carbon Growth (SILCG)



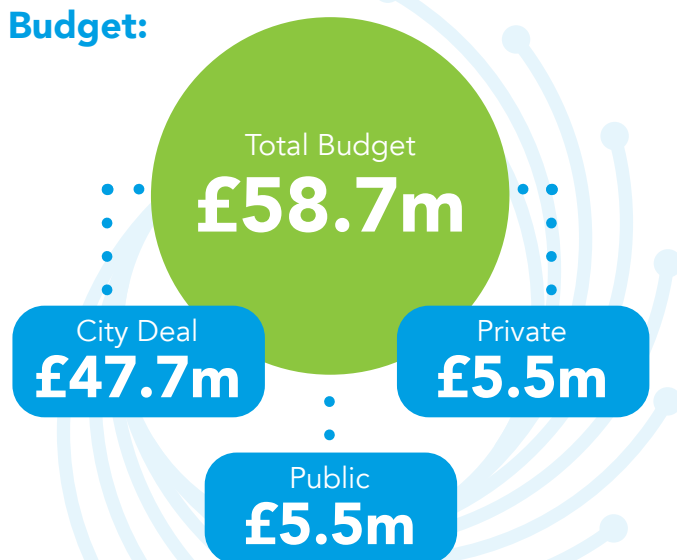
Description:

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. 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

Budget:



Key Updates:

A Project Assessment Review (PAR) was commissioned into the SILCG programme of projects. This took place in June 2020, delivering an Amber status.

A Critical Friend Review also took place in October 2020, with action plans developed to meet recommendations arising from both reviews.

A Programme Board has been established for SILCG and a project/delivery plan is in place. The programme team is working with industry, academia and government to develop and deliver the programme of projects.

The SILCG Business Case is being finalised for submission to the UK and Welsh Governments for final approval. Air quality monitors as part of the programme are due for imminent installation. The SILCG Business Case is being finalised for submission to the UK and Welsh Governments for final approval.

Air quality monitors as part of the programme are due for imminent installation.



Governance Structure



Key Governance Activities

Welsh Cities and Growth Implementation Board

The Welsh Cities and Growth Implementation Board is a joint UK Government and Welsh Government Board with responsibility for:

- Providing assurance and advice to the Board's Joint Chairs and ultimately Ministers regarding strategic and operational issues and the release of funding to Welsh City and Growth Deal Portfolio Programmes.
- The oversight, challenge and monitoring of strategic, cross cutting and operational issues and risks of Welsh City and Growth Deals Programmes and on individual projects where required.
- The oversight of the effectiveness of the governance, assurance, and Programme/Project Management arrangements in place for each City and Growth Deal.

Joint Committee

The Joint Committee has overall responsibility for scrutiny and regional business case approvals for submission to the UK Government and Welsh Government for final sign-off. It holds the Programme (Portfolio) Board and PoMO to account. The Joint Committee comprises of the four regional Local Authority Leaders of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea, as well as senior officers/representatives from all eight regional primary partner organisations. Joint Committee is chaired by Cllr Rob Stewart, Swansea Council Leader, who was re-elected as Chair at a Joint Committee meeting on September 10, 2020.

Economic Strategy Board (ESB)

This is a private sector advisory body which acts as the voice of business. The ESB provides strategic direction for the City Deal through advice to the Joint Committee on matters relating to the City Region.

Programme (Portfolio) Board

This board oversees the operations of the SBCD. It is responsible for reviewing business case developments and portfolio progress. Programme (Portfolio) Board consists of the head of paid service of each of the eight primary partners for the SBCD – or senior representatives in their places - and is chaired by the SBCD Senior Responsible Owner (Wendy Walters, Carmarthenshire Council's Chief Executive).

Joint Scrutiny Committee

The Joint Scrutiny Committee provides advice, challenge and support to the Joint Committee, and is made up of two elected members from each of the four regional local authorities. This Committee is chaired by Cllr Rob James, an elected Member in Carmarthenshire.

Local Authority Main Governance Responsibilities



Carmarthenshire –

Carmarthen County Council has the responsibility as the accountable body for the entire portfolio ensuring outcomes are delivered.



Cyngor **Abertawe**
Swansea Council

Swansea –

City and County of Swansea is responsible for hosting the Joint Committee and all Legal and Democratic services.



Pembrokeshire –

Pembrokeshire County Council has responsibility for all audit activity for the holistic portfolio.



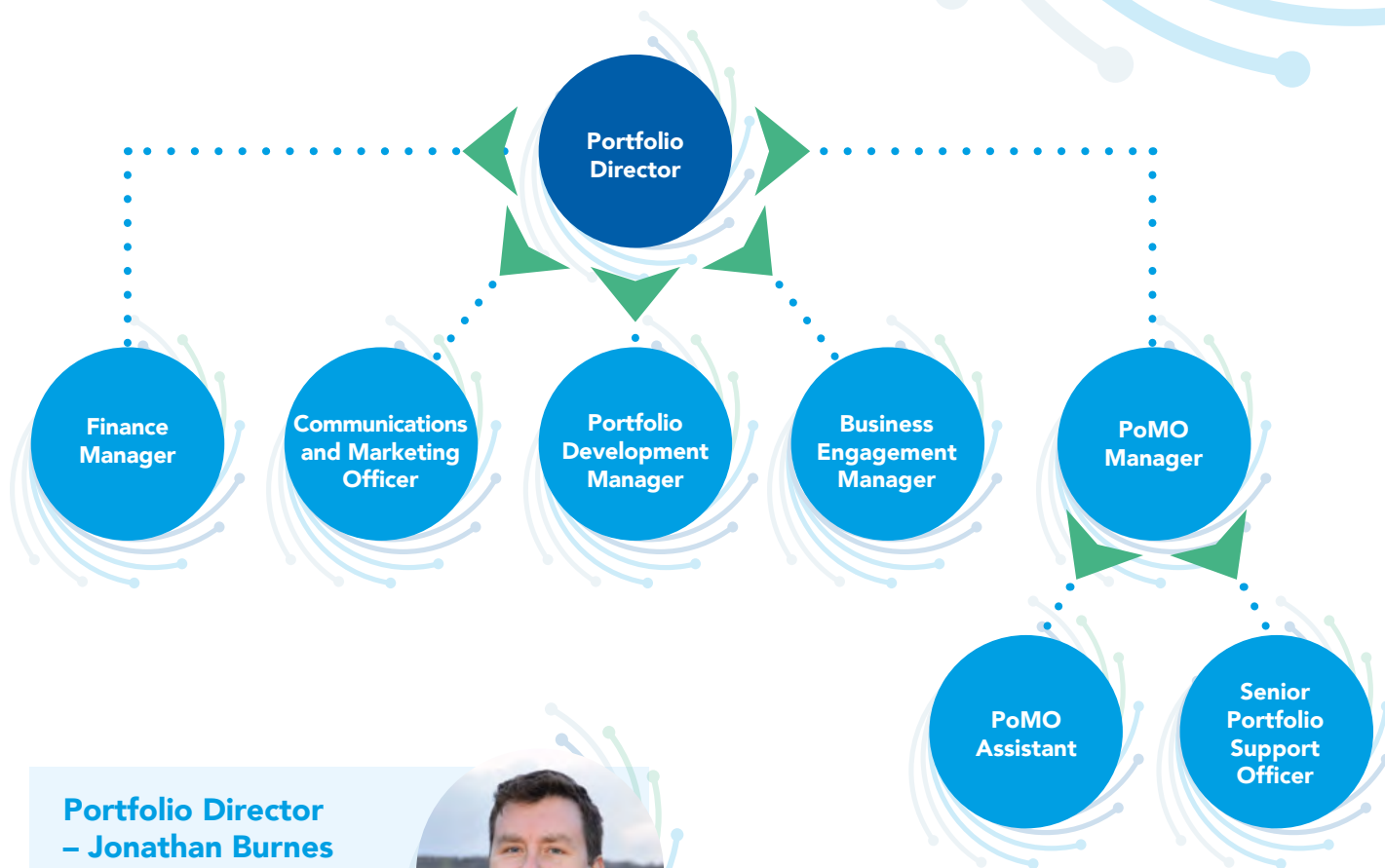
Neath Port Talbot –

Neath Port Talbot County Borough Council has regional responsibility for scrutiny of the portfolio and its constituent programmes and projects.



City Deal Portfolio Management Office (PoMO)

The PoMO is responsible for the day-to-day management of matters relating to the Swansea Bay City Deal the PoMO structure is set out below.



Portfolio Director – Jonathan Burnes

As Portfolio Director, Jonathan is tasked with ensuring the successful delivery of the City Deal portfolio. This includes the successful securing of funding and the effective delivery and governance of all City Deal programmes and projects.

Accountable to the City Deal’s Joint Committee and reporting to the City Deal’s SRO (Senior Responsible Owner), Jonathan also develops and maintains effective relationships with all the City Deal’s public and private partners throughout the region, while ensuring collective commitment to the City Deal’s vision.

Other responsibilities include the co-ordination and implementation of portfolio management principles underpinning the City Deal to assist with the successful delivery of programme and project outcomes.



Portfolio Management Office Manager – Phil Ryder

Phil manages the day-to-day operations and assurance functions of the PoMO and team.

Reporting to the Portfolio Director, the PoMO Manager is responsible for leading the delivery of the regional Swansea Bay City Deal portfolio to ensure that the objectives are clearly defined and achieved within the agreed time, cost and quality constraints.

Phil has a key role in programme and project governance and working with stakeholders, to ensure the agreed project outputs are delivered to enable benefits to be realised.



Portfolio Development Manager – Ian Williams



Ian takes the lead on the preparation and updating of the City Deal's Portfolio Business Case, which is a key document in terms of annual funding draw-down from the UK Government and Welsh Government.

Reporting to the Portfolio Director, Ian also supports programme and project managers through the process of developing business cases that meet HM Treasury Green Book five-case business model standards. As Portfolio Development Manager, Ian also oversees robust business case governance and presenting rationales to senior managers and project governance committees.

Senior Portfolio Support Officer – Amanda Burns



As Senior Portfolio Support Officer, Amanda covers a diverse range of activities to support the delivery of the Swansea Bay City Deal's portfolio objectives.

Amanda helps to enable the smooth running of the portfolio by supporting the Portfolio Director, the wider PoMO team, the project and programme leads and governance committees through the operation of project management processes and the co-ordination of business management activities on their behalf.

This includes the compilation and updating of governance documentation such as reports for consideration and approval, risk registers, issue logs and an Integrated Assurance and Approval Plan (IAAP).

Finance Manager – Richard Arnold



Reporting to the City Deal's Section 151 Officer, Richard is responsible for the financial management of the City Deal portfolio. His duties include regular portfolio, programme and project financial updates and analysis for consideration at City Deal governance groups including Joint Committee, Programme (Portfolio) Board and Joint Scrutiny Committee. Richard also works closely alongside senior financial officers at both governments to help secure the draw-down of portfolio funding.

Richard's other duties include the financial case of the Portfolio Business Case, as well as working closely alongside programme/project lead local authorities on funding agreements. Richard is also pivotal in the financial sign-off process for City Deal governance documentation.

Business Engagement Manager – Peter Austin



Peter is responsible for business engagement, networking and acting as a conduit between businesses and project leads/senior representatives of organisations. Peter is also responsible for developing the City Deal's procurement principles and helping projects to achieve the maximum of community benefits and social value via procurement. This includes supply chain development and support. He works closely with the City Deal's Economic Strategy Board, which is made up of key regional private sector leaders. Peter reports to the Portfolio Director and has helped contribute to the updating of the Portfolio Business Case.

Portfolio Management Office Assistant – Hollie Thomas



As Portfolio Management Office Assistant, Hollie is the central point of contact for the PoMO, and ensures it is highly effective in supporting the delivery of the portfolio.

Hollie supports project management teams with the operation of the regional PoMO by controlling documents, facilitating communication, and collecting data to meet reporting requirements. Hollie also undertakes many critical co-ordination activities ensuring governance requirements are met, and that accurate records and reports are derived and disseminated to ensure a consistent and collaborative approach is adopted by the PoMO and the wider portfolio stakeholders.

Communications & Marketing Officer – Greg Jones



As Communications and Marketing Officer, Greg is responsible for awareness-raising of the City Deal in the digital and print media throughout the City Region and beyond.

This includes the specialist media. Greg also acts as the PoMO central point of contact for media queries, and works closely alongside project/programme teams, the Portfolio Director, the City Deal's SRO and the Chair of Joint Committee to prepare pro-active content and reactive statements. Leading on content for the City Deal's website and social media accounts, Greg also produces marketing content for the City Deal and works to engage stakeholders throughout the region.



Portfolio Risk Management



A new SBCD Portfolio Risk Management Strategy was implemented in Qtr 3, 2020. Aligned to the HMT Green Book supplementary guidance: The Orange Book, the strategy defines the risk appetite and tolerance of the SBCD and principles of the strategy, along with a documented process for identifying, assessing, addressing and measuring risk and issues.

Risk management is led from the top of the SBCD and is embedded in the standard practices and processes of the SBCD governance arrangements.

The SBCD has a Portfolio Risk Register and Issues Log, and regularly reports on prioritised risks through the governance structures.

The SBCD Portfolio Risk Management Strategy is based on five principles. These principles aim to assist with increasing confidence in achieving the programme outcomes and making better decisions by utilising forward-looking and proactive tools that enable the SBCD to build a better chance for successful socio-economic outputs and outcomes for the region.

They are:

- **Dialogue** - with and amongst key stakeholders to identify risks
- **Debate and challenge** - collective debate and constructive feedback to challenge organisational and traditional thinking to ensure the decisions are the right ones to make
- **Culture** - that cultivates creativity, diversity and open ways of thinking. This includes staff engagement and empowerment to both contribute and to be listened to
- **Risk appetite** - clear on conduct, behaviour and the level of risk that the SBCD is willing to accept or tolerate in order to operate safely
- **Independent thinking** - obtaining views from someone who can independently challenge the Risk Management Strategy, practices and ways of thinking to overcome the issues associated with "groupthink"

Risk Management Policy Statement

The SBCD faces numerous risks (opportunities and threats), which have the potential to disrupt achievement of the investment objectives of the SBCD, for better or worse. The SBCD will use risk management to make better-informed decisions and improve its ability to achieve or exceed its strategic and operational objectives.

The SBCD considers risk management to be fundamental to good P3M practice and a significant aspect of governance. Accordingly, risk management must be an integral part of the SBCD routine decision-making and must be incorporated within strategic and operational planning processes at all levels. The SBCD's Risk Management Strategy (RMS) supports this policy statement and contains details of the processes by which risk management will be carried out, reported and managed, including the tools and systems to be used.

The RMS will be led from the top of the SBCD and embedded in standard practices and processes of the SBCD governance arrangements. All stakeholders will be made aware of the importance of risk management and how it supports the achievement of the SBCD objectives.

The SBCD PoMO will regularly review and monitor the risk management process and the development of an appropriate risk management culture across the SBCD.

On 23.02.2021 there were two risks on the Portfolio risk register which were designated by the Portfolio Management office as being significant (red) in nature. This has dramatically reduced over the last 12 months and has reduced the key risks to the following:

External Risks: Although not within the control of the portfolio the following external risks are significant to portfolio delivery and are therefore monitored accordingly.

- **Covid-19:** The COVID-19 pandemic still poses a risk to the delivery of the portfolio. The economic impact of lockdown restrictions has still yet to be fully realised which could impact local businesses, local authorities, and education providers alike. Future lockdown restrictions could also delay the delivery of the constituent programmes and projects. The long-term effects of Covid-19 are still largely unknown, and this uncertainty needs to be managed throughout the portfolio. The portfolio will contribute to the Covid-19 recovery plans at a UK and Wales level and its consequences will continue to be monitored and mitigated for through the portfolio risk register and risk management arrangements.
- **Brexit:** The UK officially left the EU on 31st January 2020, with the terms of leaving to be agreed during a transition period ending on December 31st, 2020. On December 24, 2020, the UK and EU agreed a provisional free-trade agreement that ensures the two sides can trade goods without tariffs or quotas. However, key details of the future relationship remain uncertain and the impact on the economy at national, regional and local level is as yet unknown.

Key risks captured in a SBCD Portfolio Risk Register and Covid-19 impact assessments include SBCD partner withdrawal, delays to programme and project approval, funding draw-down and portfolio delivery delays, achievement of targets, reputational effect and change to scope and objectives.

In order to further support the management of risks and potential associated issues the Portfolio Management office have devised a change control procedure which was approved for use by Joint Committee in February 2021. The main benefit of this procedure is that it provides the PoMO with a process by which all relevant change is reported and recorded and, as such, allows any change to be approved at the appropriate level of governance within the structure of the City Deal.

Covid-19 Response

As an immediate reaction to the development of COVID-19 and the realisation of the potential impacts worldwide in early 2021, the SBCD devised and implemented a COVID-19 impact assessment.

The COVID-19 impact assessment is the method used by the Swansea Bay City Deal to assess the potential impact that the COVID-19 pandemic has on each of nine programmes / projects and the overarching City Deal portfolio. This has been developed because of recognition 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 complement 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 a 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.

To date there is no evidence that COVID-19 will have a lasting impact on any of the programmes and projects to be delivered within the scope of the Portfolio. The SBCD is committed to review and update the COVID-19 impact assessments on a quarterly basis until the pandemic no longer poses a risk to delivery.

“ Covid-19 has had a devastating impact on economies throughout the world, but the Swansea Bay City Deal is well-placed to act as a key accelerator of economic recovery from the pandemic in the Swansea Bay City Region. With many of the City Deal’s programmes and projects soon moving from planning into delivery – building on the Yr Egin phase one development and on-going construction of the Swansea Arena – this gives South West Wales a major opportunity. Combined, these programmes and projects are worth over 9,000 jobs to region, while also helping attract further investment in regional growth sectors like zero carbon energy, which meets the green recovery ambitions of both the UK Government and Welsh Government. ”

Lucy Cohen - Co-founder of award-winning accounting firm Mazuma and an ESB Member



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	20	20	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	5	5
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	0	5	5	5	5	5	10	5

Total	45	45	45	40	40	40	45	75	35
Intervention	C	C	C	C	C	C	C	B	C
Movement	-	▲	-	▼	-	-	-	-	-

“ The significant progress at the Swansea Arena site over the last year or so, despite the unprecedented challenges of Covid-19, is testament to the dedication of all the Buckingham Group Contracting staff, sub-contractors and project partners, including Swansea Council and the Swansea Bay City Deal, to deliver an outstanding facility for the benefit of local people.

The health and safety of all staff involved will always be Buckingham’s top priority, but innovative solutions have been found to realise that priority while also ensuring the arena has remained on track for completion in the autumn of 2021. Enormous credit should go to all involved. ”

Tim Wood - Buckingham Group Contracting’s Project Director at the Swansea Arena

Monitoring and Evaluation



Monitoring

The SBCD has a robust Monitoring and Evaluation (M&E) Plan which was approved in June 2020 to provide structure and set out the expectations for the SBCD when undertaking and reporting the progress and performance of the SBCD Portfolio. Project teams contribute to monthly highlight and quarterly monitoring reports, this annual report and planned milestone evaluations. These reports will capture the planned and completed activity, key deliverables, risks, issues and finances at project, programme and portfolio levels with an aim to demonstrate progress, benefits realisation and impact. The M&E Plan aligns to the revised HM Treasury Green and Magenta books and UK Government Project Delivery Guidance.

The content of this annual report is based on these monitoring reports.

Assurance

Integrated Assurance and Approval Plans

Working closely with the Welsh Government's Office for Project Development, the SBCD PoMO has established an Integrated Assurance and Approval Plan (IAAP) to ensure that the planning, coordination and provision of assurance activities and approval points throughout the City Deal portfolio are proportionate to levels of cost and risk.

The IAAP timelines activities such as governance meetings, document approvals and updates, gateway reviews and audits.

All nine SBCD projects and programmes have also established IAAPs, which are regularly updated and shared with the SBCD governance boards and committees.

Gateway and Audit reviews

The SBCD Portfolio and projects are subject to OGC (Office of Government Commerce) Gateway Reviews to assure successful progression and overall delivery of the portfolio and associated projects and programmes. Gateway reviews are instigated and led by the Portfolio or Project/Programmes.

All Welsh Government sponsored Programmes and Projects are mandated by the Welsh Government Permanent Secretary to complete an RPA form for review/appraisal by the Office of Project Delivery.

The SBCD has undertaken a portfolio and six project/programme Gateway reviews since November 2019, with Gateway Review Delivery Confidence Assessment (DCA) Ratings as follows:

Portfolio / Programme / Project	Stage	Date	DCA Rating
Portfolio	Zero	July 2020	Amber
Homes as Power Stations	PAR (2/3)	June 2020	Amber
Supporting Innovation and Low Carbon Growth	PAR (2/3)	June 2020	Amber
Pentre Awel	Gateway 2	Sept 2020	Amber
Digital Infrastructure	PAR (2/3)	Oct 2020	Amber / Green
Pembroke Dock Marine	PAR (2/3)	Nov 2019	Amber
Yr Egin Phase 1	5	Apr – Jun 21	Expected
Swansea Waterfront and Digital district	4/5	Jan – Mar 22	Expected
Skills and Talent	PAR (2/3)	Apr – Jun 21	Expected
Life Science and Well-being campuses	PAR (2/3)	Apr – Jun 21	Expected

Additional Assurances and Reviews

Internal and independent external reviews were commissioned in December 2018 for the SBCD. The findings of both the external review, carried out by Actica consulting, and the internal review, carried out by Pembrokeshire Council, were published in March 2019. The City Deal's Joint Committee agreed to implement all recommendations arising from the reviews, which the Welsh Government documented in an Award of Funding letter with specific terms and conditions in October 2019. All conditions were satisfactorily completed and signed off by both governments in 2020. These include:

- The appointment of a new City Deal Portfolio Director
- The establishment of a new City Deal Portfolio Management Office, led by the new Portfolio Director
- The management of the City Deal as a portfolio, as opposed to as a set of pre-determined and immutable projects
- A redistribution of roles and functions to ensure an equitable balance across the City Deal partnership, with each acting as a check and balance for the other
- Governance and assurance arrangements such as the production of an Integrated Assurance and Approval Plan, a Monitoring and Evaluation Plan and an updated Portfolio Business Case.

The Welsh Government and UK Government conducted an Accounting Officer Review process in July to September 2020 to assure and review the SBCD Portfolio Business Case. The AOR process set out a series of 15 recommendations which the SBCD PoMO are implementing. The AOR mechanism is the process to approve the business case, which supports the annual release of the City Deal funds. The SBCD drew down £36m in the last 12 month, taking to total draw down to date of £54m of the £240m.

Procurement and Community Benefits



Procurement

Following concerns in some quarters over the transparency of public sector procurement and its lack of benefit to regionally based suppliers it was agreed that the SBCD would make a public statement of intent regarding its procurement activities. To address this issue a set of procurement principles for SBCD projects was formally agreed by the Joint Committee in November 2020.

The SBCD principles ask programme and project leads to engage with their procurement colleagues to explore alternative approaches to business as usual so that the maximum of regional benefit can be achieved from the initial procurement stage of the City Deal.

Community Benefits

Community Benefits and Social Value outcomes are achieved via the procurement process in addition to the benefits of delivering each programme and project.

The Accounting Officer Review undertaken by Welsh Government and UK Government recommended that the next iteration of the Portfolio Business Case is updated to include the identification of project level community benefits across the portfolio. A written procedure has been introduced to document the process used by the SBCD Portfolio Management Office (PoMO) to capture and record those Community Benefits on the Community Benefits Register.

The topic of public sector procurement and community benefits / social value is under continuous review. At the time of writing the Welsh Government is developing a new Wales Procurement Policy Statement to replace the Statement published in 2015. The revised statement, currently out for comment, is due for publication in the Spring of 2021.

The launch of the Welsh TOMs (Themes, Outcomes and Measures) at the National Social Value conference held in November 2020 has introduced a new model for identifying and reporting the financial value of social value within procurements. This system is currently being used in England and is being piloted by three Welsh Local Authorities. The PoMO will hold discussions with the other City and Growth Deals across Wales to see if a collaborative approach to using the TOMs could be piloted within these initiatives.

The PoMO will monitor progress with the revised WPPS - along with any revisions of the other key reference documents and the Welsh TOMs - and will update the SBCD Procurement Principles accordingly to remain compliant with the latest legislation.

Financial Summary

The 2020/2021 financial year has seen a period of significant political and economic uncertainty at a national level. Partners and Governments are still fully committed to the City Deal, recognising it as an important driver in the economic recovery of the region and country. Despite the unprecedented challenges of COVID-19, the City Deal's continued progress should reassure regional businesses and residents that partners remain focused on delivering the City Deal as soon as possible.

Three draw downs of funding have been received. The UK and Welsh Governments continue to be fully committed to meeting the full grant award, despite the current financial pressures the economy is now facing. The overall estimated investment position is demonstrated at £1,153bn over the 15-year life cycle of the portfolio. 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, as well as by alternative public and private sector commitment.

Annual Expenditure Profile Forecast

Investment Component	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Year 6 2023/24	Year 7 2024/25	Year 8 2025/26
Capital / Revenue	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Capital Expenditure	19.36	30.44	45.46	133.30	193.11	203.86	213.44	229.60
Revenue Expenditure	4.26	0.58	0.94	7.79	9.41	12.87	11.42	9.93
Total	23.62	31.02	46.40	141.09	202.52	216.73	224.86	239.53
Component Expenditure	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
City Deal Expenditure	7.73	6.58	7.35	57.54	60.75	59.79	27.13	14.13
Public Sector Expenditure	15.33	23.52	36.93	52.45	55.98	47.17	41.68	50.76
Private Sector Expenditure	0.55	0.92	2.12	31.10	85.80	109.78	156.05	174.64
Total	23.62	31.02	46.40	141.09	202.52	216.73	224.86	239.53

Investment Component	Year 9 2026/27	Year 10 2027/28	Year 11 2028/29	Year 12 2029/30	Year 13 2030/31	Year 14 2031/32	Year 15 2032/33	TOTAL
Capital / Revenue	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Capital Expenditure	9.59	1.00	-	-	-	-	-	1,079.16
Revenue Expenditure	2.29	2.31	2.33	2.34	2.35	2.36	2.38	73.56
Total	11.87	3.31	2.33	2.34	2.35	2.36	2.38	1,152.72
Component Expenditure	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
City Deal Expenditure	-	-	-	-	-	-	-	241.00
Public Sector Expenditure	0.92	0.93	0.93	0.93	0.93	0.93	0.93	330.34
Private Sector Expenditure	10.95	2.38	1.39	1.40	1.42	1.43	1.44	581.38
Total	11.87	3.31	2.33	2.34	2.35	2.36	2.38	1,152.72

Marketing and Communications

A dedicated Communications and Marketing Officer forms part of the Swansea Bay City Deal's Portfolio Management Office. Guided by a Communications & Marketing Plan, the Communications and Marketing Officer oversees all media and social media activity in relation to the City Deal, as well as internal communications and the City Deal's website. The Communications & Marketing Officer also works closely alongside the Business Engagement Manager to engage and inform regional businesses about the City Deal.

Communications and Marketing Plan

A Communications & Marketing Plan has been developed, refined and updated since the SBCD Communications and Marketing Officer started in post in February 2018.

Including a power and influence matrix of City Deal stakeholders, the plan informs the detail of communications and marketing activities. A live and evolving document, the Communications & Marketing Plan also includes:

- Key messaging that's referenced, where possible, in all communications
- This includes revised key messaging now reflecting the City Deal's role as a key accelerator of regional economic recovery from Covid-19
- Media protocols for project-led communications, communications led by the Portfolio Management Office, and communications relating to business case approvals

The latest version of the Communications & Marketing Plan was presented to and endorsed by the City Deal's Programme Board on November 26, 2020. In an independent review carried out into the City Deal portfolio in July 2020, the review team commented that City Deal communications has been well thought-out. The external review team also commented on the City Deal's strong virtual presence.

Digital and Print Media Coverage

From April 2020 to March 2021, 204 positive media mentions were secured for the Swansea Bay City Deal in the digital and print media.

Topics covered included:

- The City Deal being recognised as key to the City Region's economic recovery from Covid-19
- The UK Government and Welsh Government approval for the Pembroke Dock Marine project
- The UK Government and Welsh Government approval for the Pentre Awel project in Carmarthenshire
- Regional approval at Joint Committee for the Pentre Awel project in Carmarthenshire
- Regional approval at Joint Committee for the pan-region Digital Infrastructure programme
- Endorsement from regional business leaders for the Digital Infrastructure programme
- The start of work on the technology centre forming part of the Supporting Innovation & Low Carbon Growth programme in Neath Port Talbot
- A major project in Swansea that could help inform the detail of the Homes as Power Stations regional project
- Regional approval for the City Deal's procurement principles

- An exclusive Wales Online interview with the City Deal's Portfolio Director
- Invitation to tender for the 71/72 Kingsway element of the Swansea City & Waterfront Digital District
- Progress for the Swansea Arena's construction
- Phase two marine licence for the Marine Energy Test Area (META) forming part of Pembroke Dock Marine
- Recruitment for and subsequent appointments to the City Deal's PoMO

Coverage was secured in the local, regional, Wales-wide and specialist media.

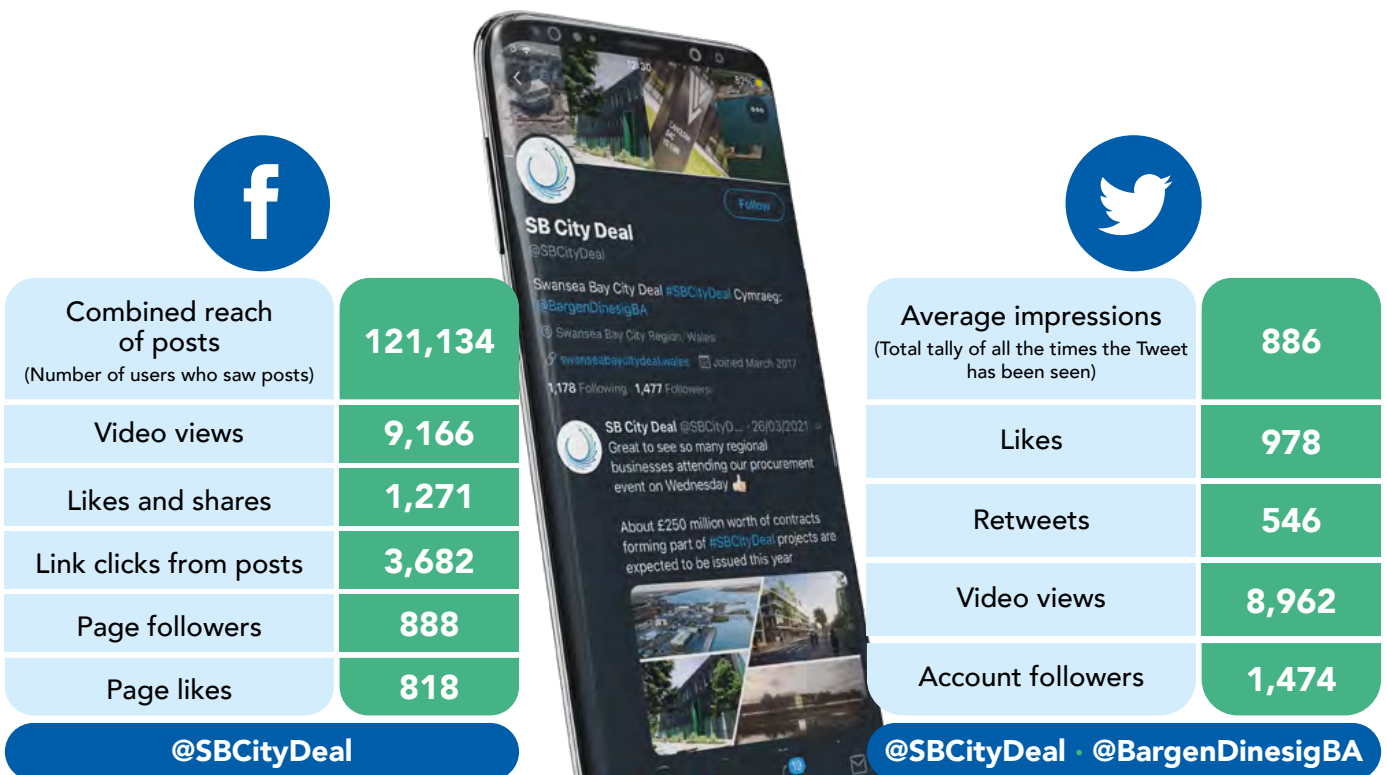
Publications/websites/broadcasters which have featured positive Swansea Bay City Deal articles include BBC Online, the Western Mail, ITV Wales, the South Wales Evening Post, Business News Wales, Wales Business Insider, Business Live, Wales 247, the Wave, Heart FM, Nation Radio, the Llanelli Star, the Carmarthen Journal, the Western Telegraph, the South Wales Guardian, the Milford Mercury, the Tenby Observer and the West Wales Chronicle.

Specialist media which have featured positive Swansea Bay City Deal articles include Invest Monitor, RE (Renewable Energy) News, World Cargo News, Water Power Magazine, the Architects Journal, Government Computing, Telecom Paper, UK Authority, Construction Index and Commercial News Media.

Social Media Impact

The City Deal's Communications and Marketing Officer runs bilingual Swansea Bay City Deal social media accounts on both Facebook and Twitter, where content is regularly posted and monitored. The vast majority of these posts link to articles on either the City Deal website or the websites of partner organisations. Partner organisations are also tagged in social media posts, wherever possible.

The impact of these social media accounts from April 2020 to March 2021 is outlined below. (Note Figures as of March 15, 2021):



Communications with Regional Businesses

The City Deal's Communications and Marketing Officer works closely with the City Deal's Business Engagement Manager.

E-newsletters are distributed to a database of regional businesses – as well as business representative groups – on a quarterly basis, or more often if the priority of the communications dictates so. City Deal communications are also regularly sent to key business leaders/organisations throughout the region and beyond. This includes groups such as regional business improvement districts, business clubs and chambers of commerce, as well as organisations including 4 The Region and regional engagement teams.

Endorsement for key City Deal announcements are sourced from the business community, wherever possible. City Deal content is featured in regional business representative group e-newsletters for further amplification of priority announcements and key messaging.

City Deal announcements also feature on e-news bulletins sent out by Business News Wales and Wales Business Insider, which reach many thousands of businesses throughout the Swansea Bay City Region and beyond.

City Deal Website

The bilingual Swansea Bay City Deal website was updated in Q4 2020/2021 to reflect changes in the City Deal's portfolio of programmes and projects. Featuring video content for each programme and project, the website also includes:

- Descriptions and supporting images for each programme and project
- An overview of the City Deal, with an updated regional map of programmes and projects
- Links to the City Deal's social media accounts
- Links to documentation for City Deal governance groups, including Joint Committee and Joint Scrutiny Committee
- A timeline of key City Deal announcements and achievements since 2018
- An overall City Deal video including key messaging and sections on all programmes/projects
- Contact details for the City Deal's Portfolio Management Office

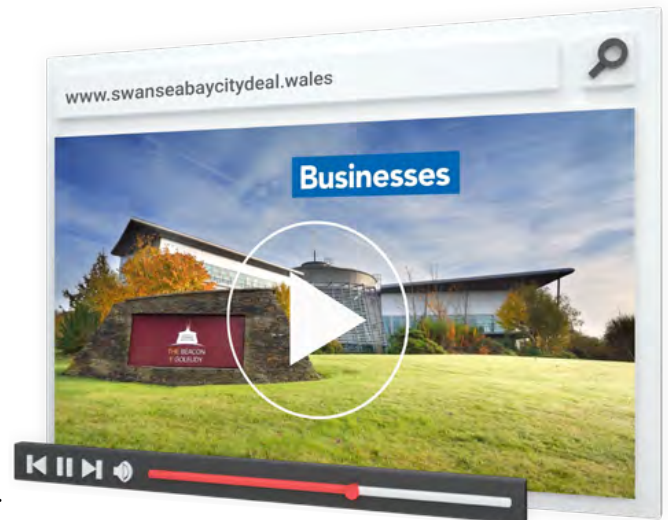


www.swanseabaycitydeal.wales

Marketing Assets

The City Deal has a broad range of digital marketing assets in place. These now include an animated logo, an e-map of City Deal programmes and projects, and individual video files for key City Deal messaging and individual programmes and projects.

A City Deal stand and programme/project pop-up banners are also available. Given the impact of Covid-19, an e-marketing brochure of City Deal programmes and projects representing the current composition of the portfolio is being finalised in Q1 2021/2022 for download and distribution upon request.



Branding

Branding guidelines are in place for the Swansea Bay City Deal. The City Deal's Communications & Marketing Officer has also worked closely alongside both governments – and representatives of partner organisations – to ensure approved branding and placement of logos on live sites. This includes the Swansea Arena and Technology Centre sites, where construction work is on-going.

Partnership Working

The City Deal's Communications and Marketing Officer has continued to work closely alongside communications teams at all partner organisations throughout 2020/2021. This includes communications teams at the Welsh Government and the Secretary of State for Wales' Office at the UK Government. This work has helped considerably boost positive City Deal media and social media mentions, while also ensuring the inclusion of Ministerial quotes in priority communications including business case approvals and the release of portfolio funding, for example.

The City Deal's Communications and Marketing Officer attends a fortnightly meeting between the Portfolio Management Office and Programme/Project Managers, along with board meetings for many programmes and projects, including Homes as Power Stations, Supporting Innovation & Low Carbon Growth, and the Life Science, Well-being and Sport Campuses. These groups were inceptioned in the 2020/2021 financial year. Bi-monthly communications meetings with government communications officers also commenced in Q4 2020/2021.

All these meetings – aligned to the Communications & Marketing Plan – help determine timelines for communications activities.

Internal Communications

The City Deal's Communications and Marketing Officer developed enhanced internal communications in Q4 2020/2021 for immediate roll-out. This includes regular communications with the City Deal's primary stakeholders, including members of Joint Committee, Programme (Portfolio) Board, Joint Scrutiny Committee and Economic Strategy Board, along with a group of regional local authority regeneration directors, and staff at partner organisations including both regional universities and health boards.

Internal communications tools employed include articles for intranet use, monthly communications highlight reports and internal e-newsletters.

Business and Stakeholder Engagement



The SBCD is working closely with businesses in the region and external companies to develop business cases and procure and deliver the SBCD programmes / projects. The inward investment target is in the region of £600m for the 15-year portfolio and will require many aspects of business and service delivery throughout its lifecycle such as construction, R&D, manufacturing, supply chain development, networking, and infrastructure operations. A revised SBCD business engagement and inward investment framework is being developed to support the ambitions of the SBCD portfolio and provide clear direction in how the attraction, retention and growth of businesses will advance our regional GVA and opportunities for employment.

Q1 2020 saw a continuation of traditional engagement activities such as face-to-face discussions with businesses interested in City Deal (responding to media or general interest) and developing relationships with interested support parties including the Welsh Government, Business Wales, Sell2Wales, Construction Industry Training Board (CITB) and the Engineering Construction Industry Training Board (ECITB).

The City Deal's Business Engagement Manager coordinated several introductory stakeholder engagement events for the newly appointed Portfolio Director, with key business organisations such as the Swansea Bay Business Club and the South West Wales Chamber of Commerce (now Chambers Wales). The City Deal's Business Engagement Manager attended key events to represent the SBCD:

- Supporting the Swansea Waterfront and Digital District project at "Meet the Buyer" events with Swansea CC, Buckingham Group Ltd and partners. These and a subsequent digital meet the buyer event attracted circa 80% new suppliers and has led to 19% of contracts being awarded to suppliers in the SA Postcode area with a further 37% being awarded to suppliers with a Welsh Post Code.
- Supporting the Pembroke Dock Marine project at the Floating Offshore Wind conference, Milford Haven, during which a presentation by the ORE Catapult estimated that offshore renewables could potentially attract an additional £561 million in capital investment over the next 10 years if the regional supply chain was developed to its maximum.
- Supporting the Life Science, Well-being and Sport Campuses project with attendance at the Collaborate2020 conference at Swansea University giving the City Deal good exposure along with other key stakeholders in the life science and wellbeing sector.
- Attendance at Business club events, 4theRegion, SA1Business Club, Chambers Wales etc

The City Deal's Business Engagement Manager also attended the Construction Connects event held in Swansea and the WG supported Circular economy event - TATA steel, Port Talbot.

Case Study - Yr Egin



To support and further develop the region’s creative industry sector and Welsh language culture, the two-phased Yr Egin programme, located at the University of Wales Trinity Saint David campus in Carmarthen, features:

- National creative sector anchor tenants
- World class office space for local and regional creative sector SMEs, with opportunities for expansion
- Facilities for the community and business networking
- The facilitation of engagement between businesses and students

The Yr Egin Phase 1 project has delivered more than just direct benefits such as jobs created and GVA. It has actively gone beyond delivering the targeted quantifiable metrics and is now embedded in facilitating and improving the success of the creative and digital industry across the region and beyond.

The success of the cluster has become apparent through the interactions between organisations within the hub, which has created innumerable opportunities for partnership, knowledge transfer and commercial gain, making the outcomes of Yr Egin Phase 1 greater than the sum of its parts.

Operational Target	Achieved July 2020
Egin Phase 1 project completed	July 2018
BREEAM Rating	Excellent
Start-ups Incubated	9
Student Engagement	443
Training/ Apprenticeships	5+
Rental Income	£408k+

Awards

To highlight the early success of the project, Yr Egin Phase 1 has been nominated for several awards since its completion and has been recognised by numerous professional bodies as deserving significant merit for outstanding achievement. These include:

Award	Result
RICS 2019 (Wales)	Won
RICS Social Imp. 2020	Shortlisted
CEW Awards 2020	Shortlisted
Nat. Eisteddfod 2019	Shortlisted
RSAA (RIBA) 2019	Shortlisted
Wales Property 2019	Shortlisted
BCO Award 2019	Shortlisted
Architectural Journal Award 2019	Shortlisted



In winning the commercial category at the RICS (Wales) 2019 Awards on 1st May 2019, the RICS judges said the team behind the project – including Mott McDonald, BDP, Rural Office for Architecture, and the University of Wales Trinity Saint David – had succeeded in designing a scheme that encouraged occupiers to collaborate, network and exchange information and ideas, to innovate and create jobs.

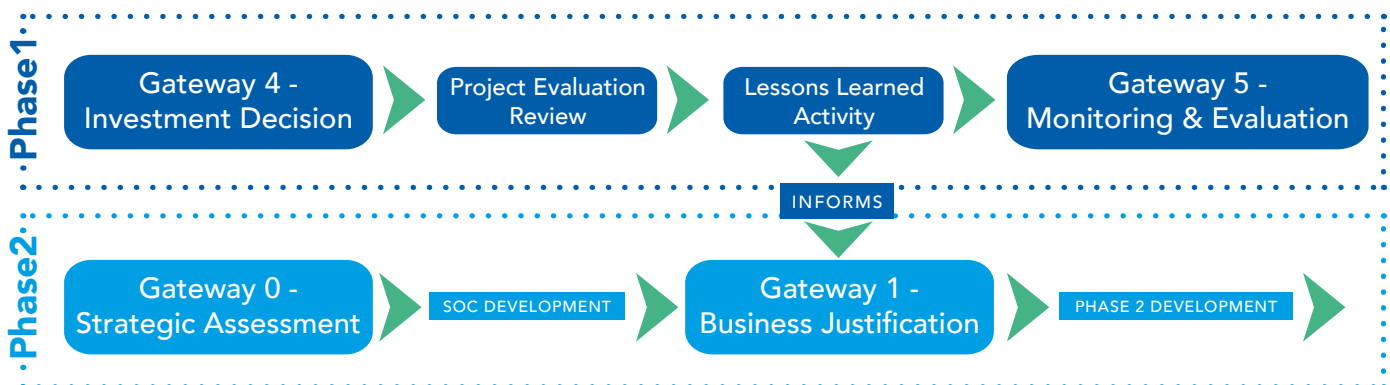
Implementation Phase Objective	Target	Outcome
To establish an internationally renowned vibrant and connected creative cluster in two phases with S4C, the national broadcaster, as the key anchor tenant by 2018	3,912 sqm. by September 2018 (Phase 1)	Completed
Private Sector Funding leveraged in for the Egin Project (Note: this objective is for both Phase 1 and Phase 2)	£1.5m (or equivalent University Capital Substitution)	On-going
Construction Phase GVA (Note: this objective is for both Phase 1 and Phase 2)	£6.75m for both Phase 1 and Phase 2	£4m (Phase 1)
Construction Phase Additional Employment	65 FTEs (defined for Phase 1 only)	Estimated at 99.4 person years
Construction Phase Additional Training Weeks (Note: this objective is for both Phase 1 and 2)	1,127 for both Phase 1 and Phase 2	391 recorded

“ Yr Egin provides top quality digital connectivity and the opportunity to network with other creative sector businesses. The look and feel of the Yr Egin building also very much works for us. We do a lot of big-branded content, so having a facility of its quality on our doorstep creates more credibility in terms of commissioning meetings and meetings with clients. A decade on from when I graduated from the University of Wales Trinity Saint David in Carmarthen, the creative industries now have a base here in Carmarthenshire and the university is structuring new creative sector courses to meet need. This will combine with Yr Egin to inspire more people to enter the sector. ”

Carys Owens - Managing Director of Whisper Cymru



Development of Phase 2



As part of the on-going Gateway review and lessons learned activities undertaken there are some general principles which will be followed in the forthcoming delivery of Phase 2. These include the feeding in of lessons learned at the business justification stage and to:

- Approach the development and implementation of Egin Phase 2 with the same ethos and approach as Egin Phase 1.
- Work with Swansea Bay City Deal to develop a methodology for assessing regional benefits delivered by the Egin scheme and maximise these benefits for all stakeholders.
- Conduct a comprehensive impact assessment of COVID-19 and other market factors to inform the development of further activity and delivery at Egin to ensure the most advantageous project is delivered.

Swansea Bay City Deal - www.swanseabaycitydeal.wales

Carmarthenshire County Council - www.carmarthenshire.gov.wales

City and County of Swansea - www.swansea.gov.uk

Neath Port Talbot County Borough Council - www.npt.gov.uk

Pembrokeshire County Council - www.pembrokeshire.gov.uk

Swansea University - www.swansea.ac.uk

University of Wales Trinity Saint David - www.uwtsd.ac.uk

Hywel Dda University Health Board - hduhb.nhs.wales

Swansea Bay University Health Board - sbuhb.nhs.wales

UK Government Secretary of State for Wales
www.gov.uk/government/organisations/office-of-the-secretary-of-state-for-wales

Welsh Government - gov.wales

Milford Haven Port Authority - www.mhpa.co.uk

Swansea Waterfront and Digital District - coprbayswansea.com

Regional Learning and Skills Partnership - www.rlp.org.uk

S4C Yr Egin - yregin.cymru

Wales National Test Facility - www.meta.wales

Chambers Wales (formerly SWW Chamber of Commerce) - chamberswales.com

Federation of small businesses - www.fsb.org.uk/fsb-regions-and-nations/fsb-wales.html

Institute of Directors - www.iod.com/events-community/regions/wales

Confederation of British Industry CBI - www.cbi.org.uk

Business Wales - businesswales.gov.wales

Sell2Wales - www.sell2wales.gov.wales

Wales Co-op - wales.coop

Office of Commissioner for future generations - www.futuregenerations.wales

WG public sector procurement guidance - gov.wales/public-sector-procurement

Swansea Bay Business Club - www.swanseabaybusinessclub.com

SA1 Business Club - www.sa1wbc.com

4theRegion - www.4theregion.org.uk

Haven Waterway & Port Talbot Waterfront enterprise zones
businesswales.gov.wales/enterprisezones/zones



www.swanseabaycitydeal.wales

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Bargen Ddinesig

BAE ABERTAWA

SWANSEA BAY

City Deal

Bargen Ddinesig Bae Abertawe
Adroddiad Blynyddol Portffolio
2020 - 2021

Crynodeb Gweithredol

Amcangyfrifir ar hyn o bryd fod Bargaen Ddinesig Bae Abertawe yn fuddsoddiad gwerth £1.2bn ar draws portffolio o 9 o raglenni a phrosiectau mawr ledled Dinas-ranbarth Bae Abertawe.

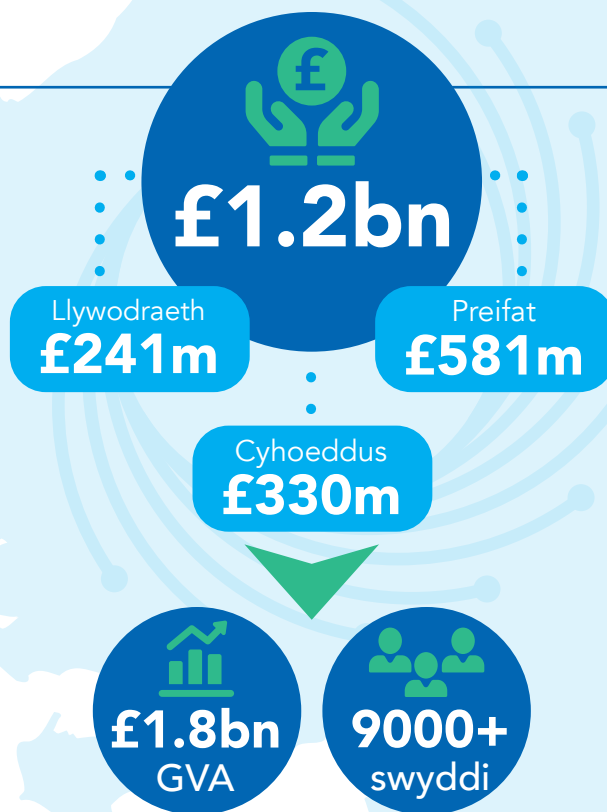
Mae'r buddsoddiad hwn yn seiliedig ar £241m gan Lywodraeth Cymru a Llywodraeth y DU (gyda £5m yn weddill heb ei ddyrannu), £330m o fuddsoddiad cyhoeddus arall a £581m gan y sector preifat. Mae effaith y portffolio yn seiliedig ar gynhyrchu o leiaf £1.8 biliwn GYC a darparu o leiaf 9,000 o swyddi i'r rhanbarth.

Mae Adroddiad Perfformiad Blynyddol cyntaf y Bargaen Ddinesig Bae Abertawe yn rhoi trosolwg o'r cyflawniadau allweddol a gwblhawyd o fewn y 12 mis diwethaf a throsolwg cryno o'r camau nesaf disgwylidiedig a'r cerrig milltir allweddol y rhagwelir y byddant yn cael eu cyflawni yn y flwyddyn i ddod.

Mae llawer o gyflawniadau allweddol y 12 mis diwethaf wedi cryfhau potensial Bargaen Ddinesig Bae Abertawe drwy ddarparu strwythur a gweithdrefnau llywodraethu mwy cadarn. Bydd hyn yn sicrhau, cyn belled ag y bo'n rhesymol bosibl, bod gan y rhaglenni a'r prosiectau y gefnogaeth sydd ei hangen i gyflawni eu canlyniadau a'u manteision yn llwyddiannus.

Yn ogystal â'r trosolwg o gyflawniadau allweddol, mae'r adroddiad blynyddol yn rhoi'r wybodaeth ddiweddaraf am brosiectau penodol. Nod hyn yw mynegi'n glir ble mae pob un o raglenni a phrosiectau'r Fargaen Ddinesig arni o safbwynt eu datblygiad a'u cyflawniad. Mae agweddau marchnata a chyfathrebu allweddol sy'n ymwneud ag ymagwedd gyfannol Bargaen Ddinesig Bae Abertawe hefyd wedi'u cynnwys.

Pwrpas hyn yw dangos yr ymagwedd a gymerir yn rheolaidd i ddarparu gwybodaeth am ddatblygiadau'r Fargaen Ddinesig a'r modd y mae



Bargaen Ddinesig Bae Abertawe yn ceisio creu cyfle unwaith mewn cenedlaeth ar gyfer y rhanbarth a'r bobl sy'n byw yno.

Mae gwybodaeth ar gyfer y gymuned fusnes hefyd yn cynnwys y wybodaeth ddiweddaraf am gaffael a manteision cymunedol, ynghyd ag ymgysylltu â busnesau a rhanddeiliaid fel modd o sicrhau bod y defnydd gorau yn cael ei wneud o'r manteision a ddarperir, a hynny mor eang â phosibl i adael etifeddiaeth gynaliadwy ar gyfer y cenedlaethau i ddod.

Mae datganiad ariannol cychwynnol wedi'i gynnwys yn yr adroddiad i amlinellu'r buddsoddiad a ragwelir ar gyfer y portffolio cyfan, ynghyd ag astudiaeth achos sy'n canolbwyntio ar lwyddiant Cam 1 Yr Egin fel llwyddiant carreg filltir i'r diwydiant creadigol yn Ne-orllewin Cymru a phrosiect cyntaf y Fargaen Ddinesig i gael ei weithredu.





Croeso i Adroddiad Blynyddol cyntaf Bargaen Ddinesig Bae Abertawe - blwyddyn pryd y gwelsom ein cymunedau, ein busnesau a'n heconomi yn wynebu'r heriau mwyaf arwyddocaol ac anrhagweladwy ers degawdau. Pan darodd yr argyfwng COVID-19 ym mis Mawrth 2020, y flaenoriaeth gyntaf oedd iechyd a diogelwch ein pobl.

Ar yr un pryd, buom yn gweithio gyda Llywodraeth Cymru i ddiogelu swyddi a sefydlogrwydd hirdymor ein heconomi. Nawr, wrth i ni ymateb i'r pandemig ac adfer ohono, rydym yn canolbwyntio ar ganlyniadau'r pandemig a sut y mae'n effeithio ar bob agwedd ar ein rhanbarth ochr yn ochr â'r effaith ar gymdeithas ei hun.

I gefnogi ein hymateb, bydd Bargaen Ddinesig Bae Abertawe yn allweddol i'n hadferiad economaidd rhanbarthol a cenedlaethol, gyda'r rhaglenni a phrosiectau yn creu hwb economaidd rhanbarthol yr amcangyfrifir y bydd rhwng £1.8 biliwn a £2.3 biliwn yn y blynyddoedd i ddod, yn ogystal â thros 9,000 o swyddi.

Yn aml, mae heriau'n cynnig cyfleoedd, ac rwyf yn falch o rannu gyda chi y cynnydd sylweddol sydd wedi'i wneud yn ystod y 12 mis diwethaf, gan ddangos ymrwymiad rhanddeiliaid i yrru tuag at gyflawni ein portffolio Bargaen Ddinesig, sy'n dechrau gwneud gwahaniaeth i'n rhanbarth. Ymhellach, wrth i ni edrych tuag at 2021/22,

byddwn yn gweld y gwaith o adeiladu a gweithredu rhaglenni a phrosiectau'r Fargaen Ddinesig yn mynd rhagddo a fydd yn galluogi busnesau i dyfu a swyddi i gael eu creu.

Mae'r datblygiadau hyn yn cynnwys gweithredu canolfan greadigol a digidol Yr Egin yng Nghaerfyrddin, Arena Abertawe, ac adeiladu'r Ganolfan Dechnoleg yng Nghastell-nedd Port Talbot. Maent hefyd yn cynnwys nodwedd Ardal Profi'r Ynni Môr prosiect Ardal Forol Doc Penfro, ochr yn ochr â chysylltedd digidol cyflymach a mwy dibynadwy drwy ein rhaglen Seilwaith Digidol.

Mae hwn yn gyfnod cyffrous i Ddinas-ranbarth Bae Abertawe, gyda'r Fargaen Ddinesig hefyd yn gweithredu fel catalydd i ddenu buddsoddiad pellach, swyddi a thwf economaidd i gymunedau ledled Sir Gaerfyrddin, Castell-nedd Port Talbot, Sir Benfro ac Abertawe.



**Y Cyngorydd
Rob Stewart**

*Arweinydd Cyngor
Abertawe a Chadeirydd
Cyd-bwyllgor Bargaen
Ddinesig Bae Abertawe*



Ers tro byd mae Bargaen Ddinesig Bae Abertawe wedi cael ei gweld fel cyfle unwaith mewn cenhedlaeth i newid llwybr economi ein rhanbarth. Mae heriau Covid-19, Brexit a newid yn yr hinsawdd ond wedi ychwanegu at bwysigrwydd strategol prosiectau'r Fargaen Ddinesig fel ysgogiad i'n hadferiad economaidd wrth i ni symud ymlaen i dir newydd.

Mae 2020 wedi bod yn flwyddyn brysur iawn i'r Bwrdd Strategaeth Economaidd, ac er ein bod wedi gweithio o bell am y rhan fwyaf o'n hamser, gyda'n gilydd rydym wedi gallu gwerthuso a chynghori ar lawer o'r rhaglenni a'r prosiectau cyffrous a fydd yn ffurfio conglfeini buddsoddiad pellach i'n rhanbarth.

Rydym wedi gweld pump o'n prosiectau yn cael eu cymeradwyo hyd yma - sef Pentre Awel, Seilwaith Digidol, Ardal Forol Doc Penfro, Yr Egin ac Ardal Ddigidol Dinas Abertawe a'r Glannau, gyda chyllid o £54 miliwn yn cael ei ryddhau gan Lywodraethau'r DU a Chymru. Roeddem hefyd yn falch o weld egwyddorion caffael yn cael eu creu sy'n gwneud cyfleoedd yn fwy hygyrch i fusnesau lleol, a byddwn yn parhau i weithio i sicrhau bod effaith gwariant prosiectau yn cael ei themlo ar draws y rhanbarth cyfan.

Rydym yn cydnabod mai dim ond dechrau'r hyn sydd ei angen ar ein busnesau a'n dinasyddion ar gyfer dyfodol ffyniannus a chynaliadwy yw'r Fargaen Ddinesig, felly mae'r Bwrdd Strategaeth Economaidd wedi ymrwmo i helpu i gynghori ar gyfleoedd yn y dyfodol yn y flwyddyn i ddod a all adeiladu ar fuddsoddiadau'r Fargaen Ddinesig.

Ar ôl cael fy mhenodi'n Uwch-berchennog Cyfrifol ar gyfer Bargaen Ddinesig Bae Abertawe ym mis Mehefin 2020, rwyf yn arbennig o falch o'r cynnydd sy'n cael ei wneud a fydd yn cynnig cyfleoedd a budd sylweddol i'n cymunedau a'n busnesau.

Mae'r cynnydd hwn yn dyst i adeiladu ar gryfder y gwaith partneriaeth rhanbarthol, gydag uwch-gynrychiolwyr a swyddogion o bedwar awdurdod lleol, dwy brifysgol, dau fwrdd iechyd a Llywodraeth y DU a Llywodraeth Cymru yn cydweithio'n agos er budd Dinas-ranbarth Bae Abertawe yn gyffredinol.

Mae'r ymrwymiad a'r parodrwydd i weithio mewn partneriaeth wedi arwain at gyfres o welliannau mawr i'r Fargaen Ddinesig, a adlewyrchwyd mewn adolygiad allanol cadarnhaol iawn o'r Fargaen Ddinesig yr haf diwethaf.

Bellach mae gennym Swyddfa Rheoli Portffolio gwbl weithredol, dan arweiniad y Cyfarwyddwr Portffolio, sy'n cynnig cymorth rheoli portffolio, rhaglen a phrosiect i'r holl randdeiliaid gan ganolbwyntio ar ymgysylltu a chyflawni.

Rydym wedi gweithio'n agos gyda Llywodraeth Cymru a Llywodraeth y DU i sicrhau llinellau cyfathrebu clir er mwyn sicrhau bod y portffolio'n cyd-fynd â'r strategaeth, hyfywedd economaidd, fforddiadwyedd, a llywodraethu priodol mewn modd cadarn, gan sicrhau bod sicrwydd a threfn adrodd ar waith. Mae'r ymdrechion hyn wedi arwain at dderbyn rhagor o gyllid y Fargaen Ddinesig yn dilyn cynnydd y broses Adolygiad gan Swyddog Cyfrifyddu.



Chris Foxall
Cadeirydd Bwrdd
Strategaeth Economaidd
Bargaen Ddinesig Bae
Abertawe



Wendy Walters
Prif Weithredwr Cyngor
Sir Caerfyrddin a Bargaen
Ddinesig Bae Abertawe
Uwch-berchennog Cyfrifol

Cyflwyniad

Ers cael fy mhenodi ym mis Mawrth 2020, fy mhrif ffocws fu cyflymu datblygiadau portffolio Bargaen Ddinesig Bae Abertawe fel eu bod yn cael eu cyflawni, ac mae hon yn uchelgais sydd bellach yn dwyn ffrwyth. Mae tri allan o'r naw o brosiectau a rhaglenni wedi'u cymeradwyo, mae pedwar yn mynd trwy broses gymeradwyo Llywodraeth y DU a Llywodraeth Cymru, ac mae'r ddau arall yn cwblhau eu hachosion busnes a byddant yn symud ymlaen i gael cymeradwyaeth ranbarthol o fewn y misoedd nesaf.

Y Swyddfa Rheoli Portffolio a sefydlwyd yn ddiweddar a'r timau cyflawni ehangach ar draws y rhanbarth yw'r peiriandy cyflawni sy'n sicrhau cynnydd, arferion llywodraethu cadarn, sicrwydd, adrodd ac ymgysylltu â rhanddeiliaid ar gyfer Portffolio'r Fargaen Ddinesig. Mae hyn yn bwysig nid yn unig i hwyluso'r broses o dderbyn arian y Fargaen Ddinesig gan y ddwy lywodraeth, ond hefyd i alluogi ein rhaglenni a'n prosiectau i ddechrau cyflawni manteision gweladwy a phendant i'n trigolion a'n busnesau ranbarthol cyn gynted â phosibl.

Gwnaed cryn gynnydd hefyd ar bob un o raglenni a phrosiectau'r Fargaen Ddinesig. Bellach mae gennym gymeradwyaeth Llywodraeth y DU a Llywodraeth Cymru ar gyfer pum prosiect a rhaglen: Pentre Awel, Seilwaith Digidol, Yr Egin, Ardal Forol Doc Penfro ac Ardal Ddigidol Dinas Abertawe a'r Glannau – gyda dau arall wedi'u cyflwyno i'r ddwy lywodraeth i'w cymeradwyo'n derfynol. Y rhain yw'r rhaglen Cefnogi Arloesedd a Thwf Carbon Isel a Chartrefi yn Orsafoedd Pŵer. Mae gwaith cynllunio achos busnes manwl yn dod yn agos at gael ei gwblhau ar gyfer y fenter Sgiliau a Thalentau ranbarthol, a'r prosiect Gwyddor Bywyd, Llesiant a Champysau Chwaraeon yn Abertawe – gyda dau arall yn aros i'w cyflwyno i'r ddwy lywodraeth i'w cymeradwyo'n derfynol. Y rhain yw'r rhaglen Cefnogi Arloesedd a Thwf Carbon Isel a Chartrefi yn Orsafoedd Pŵer.

Mae gan y rhaglenni a'r prosiectau hyn – ynghyd â gwaith adfywio arall yn Ne-orllewin Cymru – y pŵer i drawsnewid ffyniant a dyheadau



economaidd y Dinas-ranbarth, gan hefyd gadw talent ifanc yn y rhanbarth drwy gynhyrchu swyddi a chyfleoedd uchel eu gwerth. Bydd hyn yn helpu i godi proffil y Dinas-ranbarth ledled y DU a thu hwnt er mwyn buddsoddi ynddo yn y dyfodol. Mae cefnogi sectorau uchel eu gwerth a mynd i'r afael â rhwystrau hirdymor i dwf wrth wraidd Bargaen Ddinesig Bae Abertawe. Nodwyd anghenion busnes allweddol ar draws y sectorau uchel eu gwerth hyn. Yn thematig, bydd Bwrdd Dinas-ranbarth Bae Abertawe yn blaenoriaethu tair thema strategol eang i helpu i fynd i'r afael â'i heriau strwythurol a lleihau'r bwlch perfformiad economaidd rhwng Dinas-ranbarth Bae Abertawe a gweddill y DU.

Y themâu hyn yw:

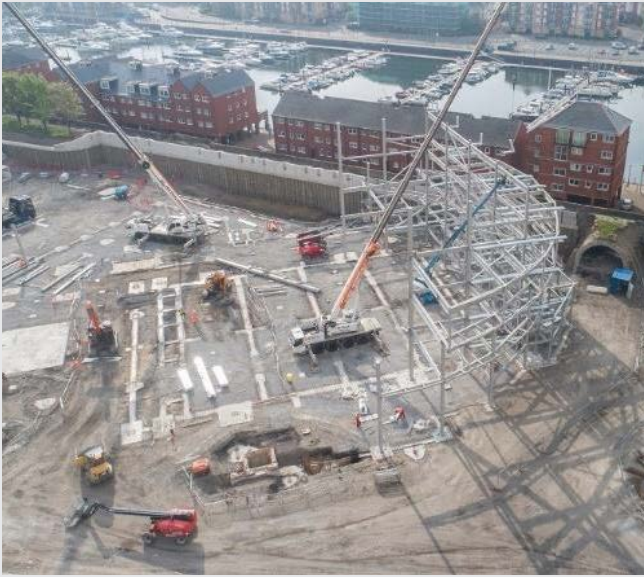
- **Cyflymu'r Economi**
- **Gwyddor Bywyd a Llesiant**
- **Ynni a Gweithgynhyrchu Clyfar**

Mae gan yr ardaloedd hyn botensial cynhyrchiant a GYC ar gyfer twf ac maent yn cyd-fynd â chreu swyddi uwch-dechnoleg drwy fusnesau newydd a denu mewnfuddsoddiad gan fusnesau mwy. Maent hefyd yn feysydd ffocws lle mae'r rhanbarth wedi dechrau adeiladu sylfeini i symud ymlaen drwy ymchwil a datblygu, seilwaith, adnoddau naturiol, sgiliau a buddsoddiadau cyflenwol.



Jonathan Burnes
Cyfarwyddwr Portffolio
Bargaen Ddinesig Bae
Abertawe

Mai 2020



- Mae'r gwaith adeiladu yn parhau ar godi ffrâm ddur yr arena dan do yn Abertawe
- Mae arweinwyr yn Ne-orllewin Cymru'n dweud bod gan Fargen Ddinesig Bae Abertawe, sy'n werth £1.3 biliwn, rôl allweddol o ran adferiad economaidd y rhanbarth yn dilyn Covid-19.
- Cwblhawyd cynllun Cam 3 RIBA ar gyfer Pentre Awel.
- Cwblhawyd astudiaeth ddichonoldeb Rhwydwaith Gwres Pentre Awel.
- Er gwaethaf Covid-19, mae gwaith yn ailgychwyn yn ddiogel ar Ffordd y Brenin yn Abertawe i baratoi ar gyfer datblygiad newydd a ariennir yn rhannol gan Fargen Ddinesig Bae Abertawe

Mehfin 2020



- Yr arbenigwraig micro-fusnes Lucy Cohen yn ymuno â Bwrdd Strategaeth Economaidd Bargaen Ddinesig Bae Abertawe
- Cymeradwyaeth Llywodraeth y DU a Llywodraeth Cymru ar gyfer Ardal Forol Doc Penfro
- Cymeradwyaeth y Cyd-bwyllgor i Gartrefi yn Orsafoedd Pŵer
- Cymeradwyo dogfennau Achos Busnes a Thendro a gyhoeddwyd ar gyfer 71/72 Datblygiad Ffordd y Brenin yng nghanol dinas Abertawe

Gorffennaf 2020

- Cyhoeddi dogfennau tendro ar gyfer 71/72 Datblygiad Ffordd y Brenin yng nghanol dinas Abertawe
- Bargaen Ddinesig Bae Abertawe yn dechrau recriwtio ar gyfer Swyddfa Rheoli Portffolio gryfach
- Adolygiad Gateway wedi'i gynnal ar gyfer Portffolio Bargaen Ddinesig Bae Abertawe
- Adolygiadau Gateway ar gyfer Cartrefi yn Orsafoedd Pŵer a Chefnogi Arloesedd a Thwff Carbon Isel

“ Bydd Bargaen Ddinesig Bae Abertawe yn hwb gwirioneddol i'r rhanbarth ac rwyf yn falch o'r cynnydd sylweddol sydd wedi'i gyflawni dros y flwyddyn ddiwethaf er gwaethaf effaith enfawr y coronafeirws. Mae hyn yn dyst i ymrwymiad a gwaith caled yr holl bartneriaid dan sylw a bydd hyn yn parhau i fod yn allweddol wrth i fwy o brosiectau gael eu cyflawni er budd pobl yn y rhanbarth. Mae mentrau fel hyn yn allweddol wrth i ni ddychwelyd i'r twf economaidd yr oeddem yn ei weld cyn y feirws, ac edrychaf ymlaen at weld cynnydd pellach yn cael ei wneud dros y flwyddyn i ddod. ”

Lee Waters - Dirprwy Weinidog Llywodraeth Cymru dros yr Economi a Thrafnidiaeth



Awst 2020



- Caniatâd cynllunio yn cael ei roi ar gyfer y ganolfan dechnoleg, Parc Ynni Baglan sy'n rhan o'r rhaglen o brosiectau Cefnogi Arloesedd a Thwf Carbon Isel

Medi 2020

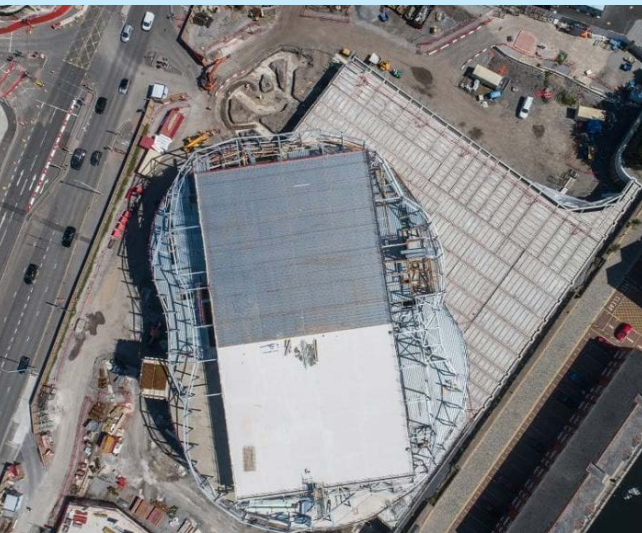


- Hollie Thomas yn ymuno â Swyddfa Rheoli Portffolio'r Fargen Ddinesig fel Cynorthwydd Swyddfa Rheoli Portffolio
- Gwaith yn dechrau ar bont eiconig i gysylltu canol dinas Abertawe â safle'r arena dan do a chyhoeddi cynlluniau ar gyfer pafiliwn caffi i ffurfio rhan o safle'r arena dan do yn Abertawe
- Adolygiad Gateway Pentre Awel

Hydref 2020

- Pentre Awel – pob Memorandwm Cyd-ddealltwriaeth academiaidd yn ei le.
- Pentre Awel yn cael cymeradwyaeth unfrydol yng nghyfarfod Cyngor Llawn Cyngor Sir Caerfyrddin.
- Adolygiad Gateway Seilwaith Digidol
- Amanda Burns yn ymuno â Swyddfa Rheoli Portffolio'r Fargen Ddinesig fel Uwch-swyddog Cymorth Portffolio
- Ian Williams yn ymuno â Swyddfa Rheoli Portffolio'r Fargen Ddinesig fel Rheolwr Datblygu Portffolio

Tachwedd 2020



- Digwyddiad Cwrdd â'r Prynwr ar gyfer Arena Abertawe
- Gwaith adeiladu yn dechrau ar y Ganolfan Dechnoleg yng Nghastell-nedd Port Talbot
- Egwyddorion Caffael ar gyfer y Fargen Ddinesig yn cael eu cymeradwyo gan y Cyd-bwyllgor
- Phil Ryder yn ymuno â Swyddfa Rheoli Portffolio'r Fargen Ddinesig fel Rheolwr y Swyddfa Rheoli Portffolio
- Cymeradwyaeth y Cyd-bwyllgor ar gyfer y prosiect Pentre Awel yn Llanelli a digwyddiad ymgysylltu cyn tendro yn cael ei gynnal ar gyfer Lot 6 Pentre Awel gyda Fframwaith Contractwyr Rhanbarthol De-orllewin Cymru

Rhagfyr 2020

- Cymeradwyaeth y Cyd-bwyllgor ar gyfer y rhaglen Seilwaith Digidol
- Pentre Awel - ymgysylltu'n gynnar â'r farchnad ar gyfer adeiladu parth 1
- Cais cynllunio wedi'i gyflwyno ar gyfer elfen Seilwaith Doc Penfro Ardal Forol Doc Penfro

Ionawr 2021



- Y Cyd-bwyllgor yn cymeradwyo rhyddhau £18 miliwn arall i bortffolio'r Fargen Ddinesig gan Lywodraeth y DU a Llywodraeth Cymru
- Galw am fusnesau rhanbarthol yn y sector bwyd a diod a gwasanaethau adeiladu i gofrestru diddordeb mewn darparu gwasanaethau i Arena Abertawe
- Trwydded forol wedi'i sicrhau ar gyfer META (Ardal Profi Ynni'r Môr) Cam 2 sy'n rhan o Ardal Forol Doc Penfro
- Cyflwyno achos busnes Cartrefi yn Orsafoedd Pŵer i'w gymeradwyo gan Lywodraeth Cymru/ Llywodraeth y DU

Chwefror 2021



- Ymgysylltu parhaus a phenodiadau staff i hwyluso agor a gweithredu Arena Abertawe
- Cytundeb ariannu rhwng y corff atebol a'r awdurdod arweiniol wedi'i lofnodi ar gyfer Ardal Forol Doc Penfro
- Ffrâm ddur wedi'i chwblhau ar gyfer Canolfan Dechnoleg y rhaglen Carbon Isel
- Pentre Awel yn symud ymlaen drwy gam cyntaf rhaglen Invest in Great yr Adran dros Fasnach Ryngwladol (DIT)

Mawrth 2021



- Llywodraeth y DU a Llywodraeth Cymru yn rhoi eu cymeradwyaeth ar gyfer Pentre Awel
- Llywodraeth y DU a Llywodraeth Cymru yn rhoi eu cymeradwyaeth ar gyfer Seilwaith Digidol
- Dechrau gweithgareddau caffael ar gyfer Seilwaith Digidol
- Tindr Pentre Awel - Parth 1 wedi'i osod gyda thendr cysylltiedig o wasanaethau ar ochr y cleient.
- Dyfarnu contract ar gyfer 71/72 gwaith adeiladu Ffordd y Brenin yn Abertawe
- Gosod Pont Bae Copr Glannau Abertawe
- Diweddarau'r Achos Busnes Portffolio a'i gyflwyno i Lywodraethau Cymru a'r DU
- Digwyddiad Piblinell Caffael Bargaen Ddinesig Bae Abertawe

Ch1 (Ebrill – Mehefin)

- Cyflwyno achos busnes Cefnogi Arloesedd a Thwf Carbon Isel i Lywodraeth Cymru a Llywodraeth y DU i'w gymeradwyo'n derfynol
- Dechrau adeiladu ar 71/72 Ffordd y Brenin yn Abertawe
- Cyflwyno ceisiadau cynllunio ar gyfer Matrics Arloesi a Rhodfa Arloesi yn Abertawe
- Dyfarnu contract adeiladu ar gyfer Pentre Awel a dechrau'r gwaith adeiladu
- Dyfarnu caniatâd cynllunio ar gyfer yr elfen Seilwaith Doc Penfro o Ardal Forol Doc Penfro
- Gosod synwryddion ansawdd aer fel rhan o'r rhaglen Carbon Isel
- Llywodraeth y DU a Llywodraeth Cymru yn cymeradwyo Cartrefi yn Orsafoedd Pŵer
- Bydd Seilwaith Digidol yn sefydlu'r tîm cyflawni ar gyfer y rhaglen yn llawn ac yn dechrau cyflawni'r prosiectau penodedig
- Gwaith yn dechrau ar y prosiect Cartrefi yn Orsafoedd Pŵer, gyda thîm prosiect wedi'i benodi a phrosiectau i ddechrau cyflawni
- Bydd Yr Egin yn parhau i ddatblygu eu hachos busnes ar gyfer Cam 2, gan ymgorffori'r gwersi a ddysgwyd o Gam 1 a sicrhau bod yr allbynnau arfaethedig yn adlewyrchu'r arolwg galw sy'n mynd rhagddo ar hyn o bryd
- Mae'r Swyddfa Rheoli Portffolio yn mynd i gynnal gweithgaredd asesiad o'r effaith ar gydraddoldeb ar gyfer portffolio'r Fargen Ddinesig

“ Mae Bargaen Ddinesig Bae Abertawe yn gwneud cynnydd arbennig. Gyda nifer o brosiectau mawr eisoes ar y gweill, a sawl un arall i ddod, mae'r modd y mae'r prosiectau hyn wedi symud yn eu blaenau yn ystod y cyfnod hwn, nas gwelwyd ei debyg o'r blaen, wedi bod yn dyst i waith caled parhaus pawb sydd wedi bod ynghlwm wrthynt. Bydd bargeinion twf megis yr un ym Mae Abertawe yn ein helpu i ailgydio mewn bywyd mewn modd cryf a gwell yn sgil effaith ddinistriol Covid-19, gan greu a chynnal swyddi ym mhob rhan o'r wlad ac adfywio economïau lleol. Edrychaf ymlaen at weld prosiectau Bargaen Ddinesig Bae Abertawe yn parhau i wneud cynnydd ac yn cael eu cwblhau, a thwf a ffyniant parhaus yn Ninas-ranbarth Bae Abertawe yn y blynyddoedd i ddod. ”

Simon Hart - Ysgrifennydd Gwladol Cymru yn Llywodraeth y DU



Ch2 (Gorffennaf – Medi)

- Mae'r gwaith ar Bentre Awel wedi dechrau gyda'r gwaith tir yn mynd rhagddo. Rhagwelir y bydd dyfarniadau contract pellach ar gyfer is-gontractwyr haen 2 a 3 yn parhau drwy gydol y chwarter a bydd y posibilrwydd o ddigwyddiad 'cwrdd â'r prynwr' yn cael ei asesu
- Cymeradwyaeth Llywodraeth y DU a Llywodraeth Cymru i Gefnogi Arloesedd a Thwf Carbon Isel
- Bydd y rhaglen sgiliau a thalentau yn cwblhau achos busnes ac yn ei gyflwyno i Lywodraeth Cymru/Llywodraeth y DU i'w gymeradwyo
- Achos busnes Campysau wedi'i gymeradwyo'n rhanbarthol a'i gyflwyno i Lywodraeth Cymru a Llywodraeth y DU a'i gymeradwyo wedi hynny
- Cymeradwyo dyluniadau terfynol ar gyfer nodwedd Matrics Arloesi prosiect Abertawe, wrth i ddatblygiad Arena Abertawe symud ymlaen i gael ei gomisiynu yn barod i'w gwblhau yn Ch3 2021
- Dylunio ac adeiladu proses gaffael ar gyfer y prosiect SWITCH
- Sefydlu cronfa cymhellion ariannol rhanbarthol Cartrefi yn Orsafoedd Pŵer a'r gronfa cadwyn gyflenwi

- Dyfarnu contractau seilwaith ar gyfer prosiectau Campysau yn Singleton a Threforys a dechrau cyflawni'r camau adeiladu
- Llywodraeth Cymru a Llywodraeth y DU yn llofnodi achos busnes Sgiliau a Thalentau
- Dechrau gwaith Seilwaith Doc Penfro sy'n ffurfio rhan o'r Prosiect Ardal Forol Doc Penfro
- Achos Amlinellol Strategol Yr Egin Cam 2 wedi'i gwblhau, gan ymgorffori unrhyw newidiadau o'r achos busnes a gymeradwywyd yn wreiddiol gyda chyflwyniad ar gyfer craffu rhanbarthol a chymeradwyo newidiadau
- Bydd Seilwaith Digidol yn dechrau gweithgarwch ar gyfer caffael Prosiectau penodol o fewn y Rhaglen ac yn dechrau gweithredu mentrau polisi a strategaeth rhanbarthol gyda'r bwriad o hwyluso ac annog buddsoddiad.
- Mae pob prosiect a rhaglen portffolio bellach wedi cytuno ar achosion busnes amlinellol gyda'r penderfyniad gofynnol i fuddsoddi gan Lywodraeth Cymru/Llywodraeth y DU i symud ymlaen i gaffael a chyflawni
- Digwyddiad ymgysylltu rhanbarthol Bargen Ddinesig Bae Abertawe
- Cwblhau Arena Abertawe, rhan o Ardal Ddigidol Dinas Abertawe a'r Glannau
- Rhyddhau £18m o gyllid i Bortffolio Bargen Ddinesig Bae Abertawe

Ch3 (Hydref – Rhagfyr)

- Gwaith yn dechrau ar y Matrics Arloesi, rhan o Ardal Ddigidol Dinas Abertawe a'r Glannau
- Dechrau cyflawni'r rhaglen Seilwaith Digidol
- Bydd Cam 1 Parth Arddangos Sir Benfro Ardal Forol Doc Benfro wedi'i gwblhau.
- Cymeradwyo Achos Amlinellol Strategol Cam 2 Yr Egin
- Cynnal digwyddiad cychwynnol i ddathlu bod yr Arena wedi'i chwblhau
- Cam 1a Campysau - bydd ailwampio ysbyty Treforys yn ymgymryd â'r holl weithgarwch caffael ar gyfer y Cam hwn.
- Bydd Pentre Awel yn gweithio tuag at gadarnhau model gweithredol prosiect cyfan
- Caffael Prosiectau penodol o fewn y Rhaglen Seilwaith Digidol a pharhau i gyflawni'r holl weithgarwch nad yw'n gysylltiedig â chaffael ar draws y tri Phrosiect.
- Mae cyflawni Sgiliau a Thalentau yn dechrau gydag archwiliad llawn o sgiliau a datblygu prosiectau

Ch4 (Ionawr – Mawrth)

- Carbon Isel - Agoriad swyddogol y Ganolfan Dechnoleg
- Agoriad swyddogol Arena Abertawe
- Diwygio'r Achos Busnes Portffolio ar gyfer diweddariad 2022
- Ardal Forol Doc Penfro - gweithgarwch parhaus sy'n canolbwyntio ar gyflawni ar draws holl elfennau'r prosiect.
- Gwaith adeiladu yn dechrau ar y Matrics Arloesi, sy'n ffurfio rhan o Ardal Ddigidol Dinas Abertawe a'r Glannau
- Cyflwyno Achos Busnes Amlinellol Cam 2 Yr Egin
- Campysau Cam 1a i ddechrau cyflawni ar y safle
- Bydd Pentre Awel yn ymgorffori ei fodel gweithredol a'i lwybrau o fewn strwythurau tenantiaid
- Gwaith adeiladu Seilwaith Digidol i ddechrau ar amrywiol brosiectau a mentrau o fewn y Rhaglen a pharhau i gyflawni'r holl weithgarwch nad yw'n gysylltiedig â chaffael ar draws y tri Phrosiect.
- Ar ôl datblygu'r rhaglen sgiliau a thalentau, mae'r broses o gyflwyno cyrsiau sgiliau cychwynnol yn dechrau i wella sgiliau'r gweithlu presennol a'u parhau a grëwyd gan y portffolio ehangach

Awst



Medi

Hydref

Tachwedd

Rhagfyr

Ionawr



Chwefror



Mawrth

Y Wybodaeth Ddiweddaraf am Statws yr Achos Busnes

Dangosir statws datblygu a chymeradwyo presennol yr achosion busnes ar gyfer pob un o raglenni a phrosiectau Bargen Ddinesig Bae Abertawe isod:

Seilwaith Digidol

Lleoedd cysylltiedig ● Cyflawni

Cysylltedd gwledig ● Cyflawni

Rhwydweithiau diwifr y genhedlaeth nesaf ● Cyflawni

Menter Sgiliau a Thalentau

● Achos Busnes yn cael ei ddatblygu

Ardal Ddigidol Dinas Abertawe a'r Glannau

Arena a Sgwâr Digidol ● Cyflawni

Pentref Digidol / Ffordd y Brenin ● Caffael

Matrics Arloesi ● Caniatâd Cynllunio

Clwstwr Digidol Creadigol - Yr Egin

Phase 1 ● Cyflawni

Phase 2 ● Y wybodaeth ddiweddaraf am yr Astudiaeth Datblygu a'r Achos Busnes

Campysau Gwyddor Bywyd, Llesiant a Chwaraeon

Singleton ● Achos Busnes yn cael ei ddatblygu

Treforys ● Achos Busnes yn cael ei ddatblygu

Pentre Awel

Cam 1 - Busnes, ymchwil, darpariaeth glinigol ac ymchwil o fewn un adeilad gyda darpariaeth hamdden Cyngor Sir Caerfyrddin ● Cyflawni

Cartrefi yn Orsafoedd Pŵer

● Proses gymeradwyo

Ardal Forol Doc Penfro

Seilwaith Doc Penfro ● Cyflawni

Canolfan Ragoriaeth Peirianeg Ynni Morol ● Cyflawni

Ardal Profi Ynni'r Môr ● Cyflawni

Parth Arddangos Sir Benfro ● Cyflawni

Cefnogi Arloesedd a Thwf Carbon Isel

Canolfan Dechnoleg Bae Abertawe ● Proses gymeradwyo

Y Ganolfan Arloesedd Dur Genedlaethol ● Proses gymeradwyo

Datgarboneiddio ● Proses gymeradwyo

Dyfodol Diwydiannol ● Proses gymeradwyo

Portffolio Bargen Ddinesig Bae Abertawe

Pob prosiect / rhaglen uchod ● Cyflawni

● Prosiect ● Datblygu / Cyflawni ● Cyflawni

Manteision ac Effaith Thematig y Portffolio



Cyflymu'r Economi

Darparu'r lle, y sgiliau a'r cysylltedd i yrru'r economi ranbarthol ymlaen i ddarparu cyfleoedd newydd i'n busnesau a'n cymunedau ffynnu.



Gwyddor bywyd a llesiant

Darparu datblygiadau integredig a fydd yn cyfuno cyfleusterau arloesi, ymchwil a dysgu arloesol â thwf busnesau newydd a darparu gwasanaethau'n drawsnewidiol o fewn meysydd gwyddorau bywyd, iechyd, llesiant a chwaraeon.



Ynni, a Gweithgynhyrchu Clyfar

Rhoi'r rhanbarth ar flaen y gad o ran arloesi ym maes ynni a gweithgynhyrchu fel rhan o'r ymgyrch tuag at economi carbon isel a chryfhau'r sylfaen weithgynhyrchu bresennol.





Cyflymu'r
Economi

Buddsoddiad o
£285m

Gwerth
Gros ychwa-
negol o
£1.08bn

1,708
o swyddi
newydd



26,000 m² o arwynebedd
llawr newydd ar gyfer
busnesau technoleg,
busnesau newydd a
busnesau bach



75 o gyfleoedd dechrau
busnes



Gwelliannau cysylltedd
ar gyfer hyd at 17,000 yn
fwy o eiddo ar draws y
rhanbarth



14,000 o bobl wedi'u
hyfforddi mewn sgiliau
newydd

Canolfan greadigol a digidol

Arena dan do nodedig â
chapasiti i 3,500

Gwell cynhwysiant digidol

Cyfleoedd newydd i bobl a
busnesau



Gwyddor bywyd
a llesiant

Buddsoddiad o
£237m

Gwerth
Gros ychwa-
negol o
£617m

Gwerth iech-
yd ychwa-
negol dros
£42m

2,973
o swyddi
newydd



27,000m² o arwynebedd
llawr newydd ar gyfer
arloesedd, meithrin
busnesau, dysgu a busnes
ym maes gwyddorau
bywyd a llesiant



80 o fusnesau gwyddorau
bywyd wedi'u creu neu
eu tyfu



Hybiau lechyd a Llesiant
Cymunedol yn Llanelli



Canolfannau arloesi ac
ymchwilio yn Singleton a
Threforys

Gwell iechyd a llesiant personol

Darpariaeth gwell o wasanaethau
iechyd a llesiant

Adeiladu ar y rhagoriaeth
gydnabyddedig mewn ymchwil
Gwyddor Bywyd, Chwaraeon ac
lechyd yn y rhanbarth



Ynni, a
Gweithgynhyrchu
Clyfar

Buddsoddiad o
£630m

Gwerth
Gros ychwa-
negol o
£620m

5,005
o swyddi
newydd



35,000m² o arwynebedd
llawr newydd ar
gyfer arloesi / busnes
ymchwilio a datblygu sy'n
gysylltiedig ag ynni



Technolegau
adnewyddadwy wedi'u
gosod mewn dros 10,000
o gartrefi



140 o fentrau wedi'u
cefnogi



Gostyngiad CO₂
sylweddol ac arbed ynni

Twf a moderneiddio'r gadwyn
gyflenwi technoleg adnewyddadwy

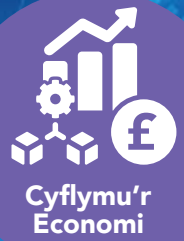
Helpu i ddiogelu'r diwydiant
dur rhanbarthol a swyddi
gweithgynhyrchu

Prawf o gysyniad a masnacheiddio
cynhyrchion a gwasanaethau ynni a
gweithgynhyrchu

Mynd i'r afael â thlodi tanwydd

Lluosi manteision drwy ehangu
technolegau arloesol yn y dyfodol

Seilwaith Digidol



Disgrifiad:

Gwella cysylltedd digidol yn sylweddol ledled y Dinas-ranbarth er budd busnesau a thrigolion, gan helpu hefyd i ddenu mewnfuddsoddiad. Mae'r rhaglen yn cynnwys tair thema:

- Lleoedd Cysylltiedig
- Cysylltedd gwledig
- Rhwydweithiau Diwifr y Genhedlaeth Nesaf (rhwydweithiau 5G ac IOT)



Diweddariadau Allweddol:

Gwnaed cynnydd sylweddol ar y rhaglen Seilwaith Digidol yn 2020/2021, yn dilyn penodi Rheolwr Rhaglen ym mis Chwefror 2020. Mae'r cynnydd allweddol wedi cynnwys ailsefydlu ac ehangu Bwrdd y Rhaglen Seilwaith Digidol. Cynhaliwyd adolygiad cymheiriaid Stage Gate 0 allanol o'r rhaglen hefyd gan arbenigwyr annibynnol ym mis Hydref 2020, a arweiniodd at statws Ambr/Gwyrdd.

Cymeradwywyd Achos Busnes y Rhaglen Seilwaith Digidol gan Gyd-bwyllgor y Fargen Ddinesig ym mis Rhagfyr 2020, yn dilyn cymeradwyaethau ym mhob un o'r pedwar awdurdod lleol rhanbarthol, ynghyd ag ardystiadau gan Fwrdd y Rhaglen (Portffolio) a'r Bwrdd Strategaeth Economaidd. Yn dilyn y cymeradwyaethau hyn, cyflwynwyd Achos Busnes y rhaglen i'r ddwy lywodraeth a chafodd ei gymeradwyo ym mis Mawrth 2021.

Sichhawyd cytundeb rhanbarthol hefyd i recriwtio'n rhannol adnoddau rhaglenni sydd mewn perygl, gyda gwaith ymgysylltu manwl â chyflenwyr a lliniaru risg yn parhau. Mae paratodau'n mynd rhagddynt ar gyfer y symud o gynllunio'r rhaglen i'w chyflawni.

Cyllideb:

Cyfanswm y Gyllideb

£55.3m

Y Fargen Ddinesig

£25m

Preifat

16.5m

Cyhoeddus

£13.8m



Cyngor Abertawe
Swansea Council



Cyngor Sir Gâr
Carmarthenshire
County Council



Neath Port Talbot County Borough
Council
Cwmuned Siroel Castell-nedd Port Talbot



Rhaglen Sgiliau a Thalentau



Disgrifiad:

Datblygu llif cynaliadwy o dalent ranbarthol i elwa o'r swyddi uchel eu gwerth y bydd prosiectau'r Fargen Ddinesig yn eu creu mewn sectorau twf ar gyfer y rhanbarth. Mae hyn yn cynnwys y potensial i ddatblygu sgiliau drwy gyrsiau a chyfleoedd hyfforddi a phrentisiaethau sy'n cyd-fynd â phrosiectau'r Fargen Ddinesig a blaenoriaethau rhanbarthol, yn ogystal â dull partneriaeth sy'n cynnwys ysgolion, prifysgolion, busnesau a darparwyr hyfforddiant ar draws y rhanbarth i nodi angen a datrys bylchau datblygu sgiliau.



Diweddariadau Allweddol:

Cynhaliwyd gweithdy gydag ymgynghorydd Achos Busnes Llywodraeth Cymru ar y rhaglen Sgiliau a Thalentau ym mis Awst 2020, cyn gweithdy ar arfarniad opsiynau rhestr hir ym mis Medi 2020.

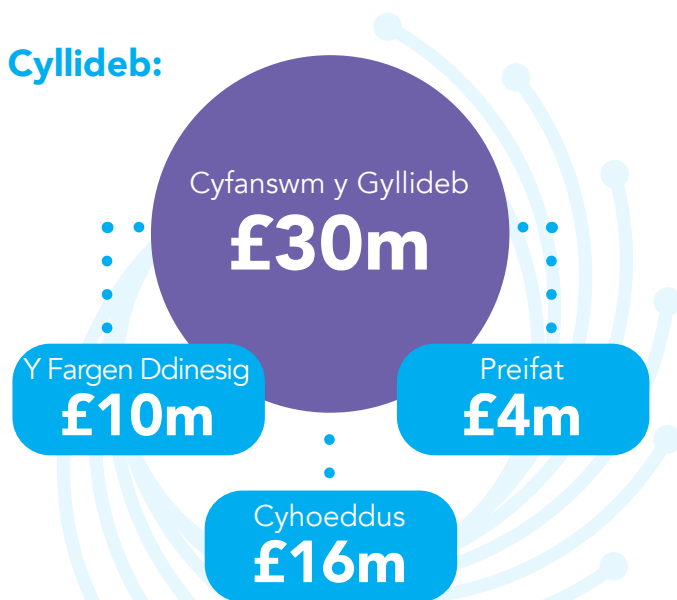
Mae'r gwaith o ddatblygu Achos Busnes yn parhau, a gofynnir am adborth gan ymgynghorydd o Lywodraeth Cymru ym mis Ionawr 2021 i gryfhau achos economaidd y cynllun busnes. Adolygwyd Achos Strategol y prosiect gan y Swyddfa Rheoli Portffolio.

Bwriedir cynnal sawl gweithgaredd, gan gynnwys adolygiad Stage Gate allanol o achos busnes y rhaglen a chyflwyno'r achos busnes i Fwrdd Strategaeth Economaidd a Bwrdd Rhaglen (Portffolio) y Fargen Ddinesig i'w ystyried, cyn ei gyflwyno i bob un o'r pedwar awdurdod lleol rhanbarthol i'w cymeradwyo.



Regional Learning and Skills Partnership
Partneriaeth Dysgu a Sgiliau Rhanbarthol
South West & Mid Wales
De-Orllewin a Canolbarth Cymru

Cyllideb:



Cyngor Abertawe
Abertawe Council



Cyngor Sir Gâr
Carmarthenshire
County Council



Neath Port Talbot County Borough
Council
Cwmunedd Siroel Castell-nedd Port Talbot



Ardal Ddigidol Dinas Abertawe a'r Glannau



Disgrifiad:

Rhoi hwb i lesiant economaidd canol dinas Abertawe sydd wrth wraidd economi'r Dinas-ranbarth, gan gadw talent dechnolegol, digidol ac entrepreneuraidd leol.

Mae'r rhaglen hwn yn cynnwys:

- Arena dan do ddigidol yng nghanol y ddinas ar gyfer cyngherddau, arddangosfeydd, cynadleddau a digwyddiadau eraill
- 'Pentref digidol' i ddarparu ar gyfer sectorau technoleg a busnes digidol cynyddol y ddinas
- 'Matrics arloesi' a datblygiad rhodfa i alluogi cymorth a thwf busnesau newydd



Diweddariadau Allweddol:

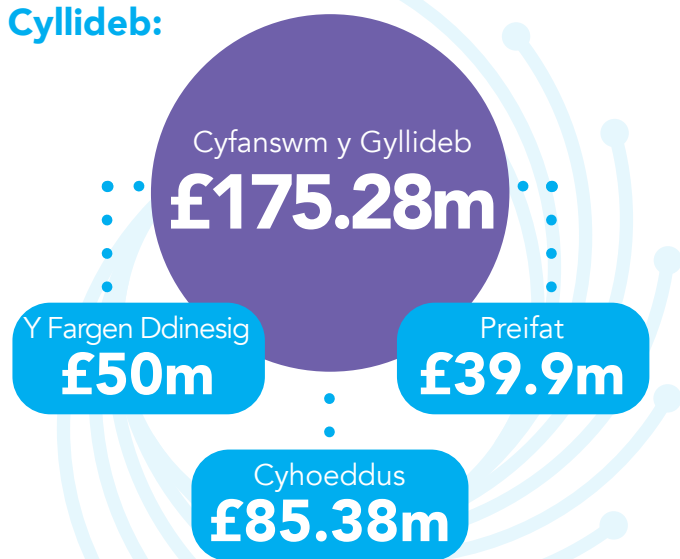
- Symudodd agweddau ar y Rhaglen o'r cam cynllunio i'w cyflawni yn 2020/2021.
- Cynlluniau ar waith i gwblhau datblygiad yr arena - yn allanol ac yn fewnol - hydref 2021.
- Ionawr 2021, cyfleoedd cyflogaeth a chyflenwi parhaus wedi'u hysbysebu ar gyfer gweithredu'r arena.
- Chwefror 2021, dechreuodd y gwaith ar osod pont eiconig yn cysylltu safle'r arena â chanol dinas Abertawe. Gosodwyd y bont yn ei lle ddechrau mis Mawrth 2021.
- Ym mis Mehefin 2020, sicrhawyd caniatâd cynllunio ar gyfer 71/72 Datblygiad Ffordd y Brenin ar gyfer busnesau technoleg a digidol. Mae trafodaethau gyda darpar denantiaid yn parhau, a disgwylir i'r gwaith ddechrau yn gynnar yn 2021.

Mae elfen Pentref Blychau'r rhaglen wedi'i hailenwi'n Matrics Arloesi. Disgwylir i gais cynllunio gael ei gyflwyno yn ystod y misoedd nesaf.

Swyddi adeiladu a grëwyd hyd yma ar gyfer yr Arena Ddigidol:

- Nifer y bobl sydd wedi gweithio ar adeiladu'r prosiect: Cyfartaledd o 120 yr wythnos dros 52 wythnos (Sylwer: Amcangyfrif yw hwn ar hyn o bryd gan nad yw'r wybodaeth wedi'i choladu'n llawn. Mae'n seiliedig ar 1,600 o weithwyr wedi derbyn hyfforddiant ymsefydlu ac o leiaf bedair wythnos o gyflogaeth fesul gweithrediad ar gyfartaledd).

Cyllideb:





Disgrifiad:

Cefnogi a datblygu ymhellach sector diwydiant creadigol y rhanbarth a diwylliant Cymraeg. Mae'r rhaglen ddau gam, dan arweiniad campws Prifysgol Cymru y Drindod Dewi Sant yng Nghaerfyrddin, yn cynnwys:

- Tenantiaid angori'r sector creadigol cenedlaethol
- Swyddfa o'r radd flaenaf ar gyfer busnesau bach a chanolig yn y sector creadigol lleol a rhanbarthol, gyda chyfleoedd i ehangu
- Cyfleusterau ar gyfer rhwydweithio cymunedol a busnes
- Hwyluso ymgysylltu rhwng busnesau a myfyrwyr



Diweddariadau Allweddol:

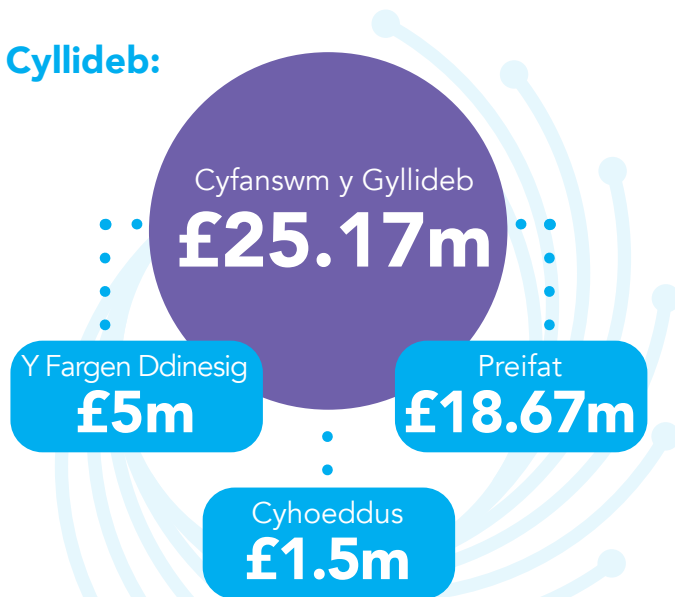
Ym mis Tachwedd 2020, dathlodd cam un Canolfan S4C Yr Egin ddwy flynedd ers ei hagor yn swyddogol. Mae'r datblygiad bellach yn gartref i bencadlys S4C ac amrywiaeth o fusnesau eraill yn y sector creadigol, gan gynnwys Big Learning Company, Boom Cymru, Captain Jac, Gorilla, Optimum a Lens 360.

Cyflwynwyd Achos Busnes Yr Egin wedi'i ddiweddaru a'i gymeradwyo gan Fwrdd y Rhaglen (Portffolio) ym mis Gorffennaf 2020. Cwblhawyd ymarfer gwersi a ddysgwyd ym mis Hydref 2020.

Mae'r gwaith o gynllunio cam dau yn parhau, gydag astudiaeth galw'r sector wedi'i chomisiynu ym mis Ionawr 2021. Nod hyn yw cynnal adolygiad o seilwaith y diwydiant a gofynion cymorth busnes, yng ngoleuni Covid-19 a bygythiadau economaidd.



Cyllideb:



Campysau Gwyddor Bywyd, Llesiant a Chwaraeon



Disgrifiad:

Mae'r prosiect yn harneisio galluoedd unigryw a'r ecosystem gwyddor bywyd ffyniannus yn Ninas-ranbarth Bae Abertawe i sefydlu canolfan ryngwladol ar gyfer arloesi mewn gwyddor bywyd, llesiant a chwaraeon, gan ategu ymyriadau ataliol ym maes gofal iechyd a meddygaeth a sbarduno twf diwydiant Technoleg Chwaraeon o bwys byd-eang.

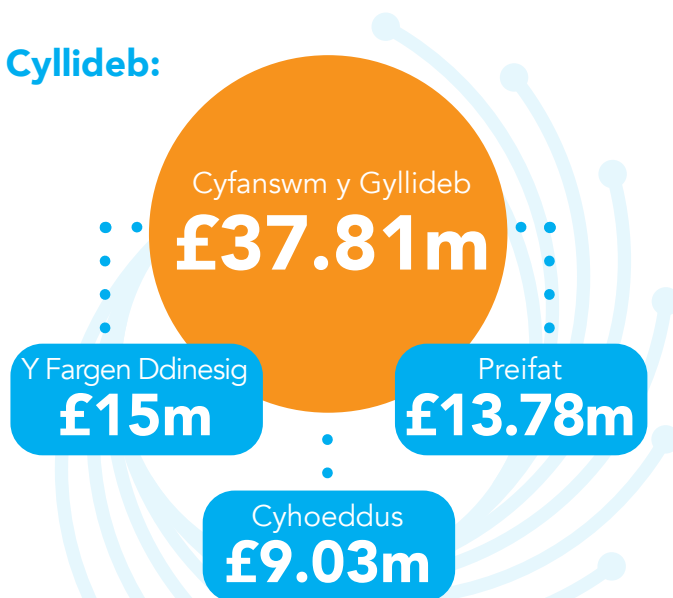
Bydd y prosiect yn darparu cyfleusterau ymchwil a datblygu, treialon a phrofi, gan alluogi cyd-leoli ymchwil a diwydiant ochr yn ochr â seilwaith clinigol a chyfluoedd buddsoddi. Mae pwyslais ar arloesi digidol sy'n cael ei lywio gan ddata lle daw gwyddorau bywyd, iechyd, llesiant a chwaraeon ynghyd yn peri gwahaniaeth allweddol i'r prosiect hwn o fewn sector iechyd a gwyddorau bywyd De Cymru. Mae'r prosiect yn cael ei ddatblygu ar y cyd â Bwrdd Iechyd Prifysgol Bae Abertawe, a bydd y prosiect hwn wedi'i leoli yn Ysbyty Treforys a Champws Singleton Prifysgol Abertawe.

Diweddariadau Allweddol:

Cafodd cwmpas y Prosiect Campysau ei addasu yn 2020/21 i fanteisio ar y cyfle i leoli Dinas-ranbarth Bae Abertawe fel canolfan ragoriaeth ar gyfer chwaraeon a llesiant, yn ogystal ag arloesi ym maes gofal iechyd a meddygaeth er mwyn helpu i atal afiechyd, datblygu gwell triniaethau a gwella gofal cleifion. Cwblhawyd prif gynllun ar gyfer safle Singleton yn Ch3 2020/21, ynghyd â chostau cychwynnol ar gyfer cam un y prosiect. Archwiliwyd synergeddau ac elfennau gwahaniaethol rhwng y prosiect Campysau a Phentre Awel hefyd. Derbyniwyd llythrau cymorth allweddol gan bartneriaid i ddangos ymrwymiad, yn ogystal â datblygu fideo cychwynnol i ymgysylltu â'r sector preifat. Cynhaliwyd cyfarfod cychwynnol cadarnhaol gyda swyddogion o Lywodraeth y DU a Llywodraeth Cymru i gyflwyno cwmpas newydd y prosiect yn Ch4 2020/21. Mae Achos Busnes y prosiect wedi'i ailddatblygu hefyd wedi'i gyflwyno i Fwrdd Strategaeth Economaidd y Fargen Ddinesig, ynghyd â chyflwyniad i Fwrdd Rhaglen (Portffolio) y Fargen Ddinesig.

Cyflwynwyd Achos Busnes amlinellol i Swyddfa Rheoli Portffolio'r Fargen Ddinesig i'w adolygu a rhoddwyd adborth i wella'r Achos Busnes ymhellach a'i gysoni yn ôl canllawiau Achosion Busnes Gwell.

Cyllideb:



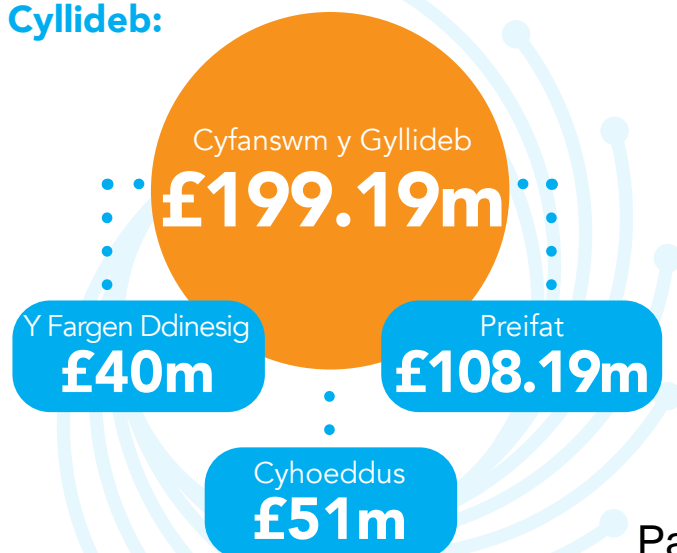
Disgrifiad:

Pentre Awel fydd y datblygiad cyntaf o'i gwmpas a'i faint yng Nghymru. Bydd y prosiect yn cynnwys cyd-leoli cyfleusterau academaidd, cyhoeddus, busnes ac iechyd i hybu cyflogaeth, addysg, darpariaeth hamdden a chyfleusterau byw â chymorth. Bydd hefyd yn cynnwys gwesty, gofod ehangu i fusnesau lleol, ymchwil a darpariaeth iechyd, tai ar y farchnad agored a thai cymdeithasol a fforddiadwy, a chyfleoedd sgiliau a hyfforddiant.

Bydd y Fargen Ddinesig yn darparu buddsoddiad ar gyfer cyfleusterau hybu a chyflymu busnesau, labordai, meinciau arbrofi, canolfan sgiliau llesiant, canolfan ymchwil glinigol a chanolfan gyflenwi glinigol i ddarparu gofal aml-ddisgyblaethol yn nes at adref. Bydd y gofal clinigol sydd i'w ddarparu ar y safle yn canolbwyntio ar yr elfennau hynny o ofal y gwelir tystiolaeth ohonynt er mwyn rhoi gwell canlyniadau pan gânt eu darparu yn y gymuned.

Bydd elfennau'r Fargen Ddinesig yn rhan o adeilad Parth 1 Pentre Awel. Bydd Parth 1 hefyd yn cynnwys canolfan hamdden a gweithgareddau dŵr o'r radd flaenaf a ariennir gan Gyngor Sir Caerfyrddin. Bydd holl elfennau Parth 1 yn cael eu cynnwys mewn un strwythur gyda'r swyddogaethau wedi eu cysylltu â 'stryd' ganolog i fanteisio i'r eithaf ar y cyfleoedd i ryngweithio.

Cyllideb:



Diweddariadau Allweddol:

Dyfarnu caniatâd cynllunio amlinellol ym mis Ebrill 2020, yn ogystal â gwaith ecoleg ar y safle o fis Gorffennaf i fis Medi 2020 i sicrhau bod amodau cynllunio cyn cychwyn yn cael eu cyflawni'n brydlon. Cynhaliwyd adolygiad Stage Gate 2 allanol i brosiect Pentre Awel ym mis Medi 2020, gan arwain at statws Ambr. Rhoddwyd argymhellion ar waith wedyn, gyda ffrwd waith i ddatblygu model gweithredu safle cyfan hefyd wedi'i sefydlu ym mis Medi 2020. Cymeradwywyd Achos Busnes Pentre Awel gan y Cyd-bwyllgor ar 12 Tachwedd 2020, yn dilyn cymeradwyaeth yng Nghyngor Sir Caerfyrddin, y Cyngor Llawn ym mis Hydref 2020 ac ardystiadau ym Mwrdd y Rhaglen (Portffolio) a'r Bwrdd Strategaeth Economaidd. Cymeradwywyd achos busnes y prosiect wedyn gan Lywodraeth Cymru a Llywodraeth y DU ym mis Mawrth 2021

Llofnodwyd Memoranda Cyd-ddealltwriaeth gyda thenantiaid yn chwarter 3/ 4 2020, gyda thrafodaethau penawdu termau yn parhau. Trwy gydol Ch4 2020 cafodd gwaith paratoi tendrau ei wneud i sicrhau prif gontractwr ar gyfer Parth 1. Roedd hyn yn cynnwys gwaith sylweddol i sicrhau bod modd cyflawni'r effaith leol fwyaf posibl trwy gaffael gyda phwyslais ar gydran ansawdd y broses asesu. Mae gwaith ymgysylltu cynnar â chontractwyr yn y farchnad wedi'i wneud a bydd y tendr yn cael ei gyhoeddi drwy Fframwaith Contractwyr Rhanbarthol De-orllewin Cymru. Mae gwaith wedi'i wneud drwy ffrydiau gwaith aml-ddisgyblaethol ar bynciau penodol er mwyn sicrhau y manteisio i'r eithaf ar gyfleoedd i denantiaid weithio ar draws ffiniau traddodiadol. Yn benodol, manteisio i'r eithaf ar gyfleoedd datblygu busnes ac ymchwil clinigol drwy ddatblygu cyfleusterau, cymorth a chysylltiadau priodol ag iechyd a gofal ehangach. Y gellir darparu sgiliau a hyfforddiant addysg ochr yn ochr â gofal clinigol ac y gellir darparu gwasanaeth adsefydlu corfforol priodol yn y cyfleusterau cymunedol. Ymgysylltwyd â Buddsoddwyr Sefydliadol er mwyn iddynt gyflawni elfennau Pentre Awel y tu allan i gwmpas penodol y Fargen Ddinesig; fodd bynnag, bydd y rhain yn galluogi cyfleoedd pellach i fusnesau ac ymchwil ac felly i wneud y mwyaf o'r manteision.

Cartrefi yn Orsafoedd Pŵer



Ynni, a
Gweithgynhyrchu
Clyfar

Disgrifiad:

Mae Cartrefi yn Orsafoedd Pŵer yn brosiect rhanbarthol ar draws y Dinas-ranbarth i hwyluso'r defnydd o dechnolegau dylunio ac adnewyddadwy ynni-ffeithlon mewn miloedd o gartrefi. Bydd o gymorth i ddatblygu cadwyn gyflenwi fedrus yn y rhanbarth i ategu'r broses o symud tuag at adeiladu cartrefi newydd ynni-ffeithlon ac ôl-ffitio cartrefi.

Bydd y prosiect:

- Yn cefnogi datblygiad cadwyni cyflenwi rhanbarthol
- Yn mynd i'r afael â thlodi tanwydd
- Yn datgarboneiddio'r economi ranbarthol ymhellach
- Yn gwella iechyd a llesiant preswylwyr
- O bosibl yn datblygu diwydiant ledled y DU yn y Dinas-ranbarth, gyda chyfleoedd allforio byd-eang

Diweddariadau Allweddol:

Sefydlwyd trefn lywodraethu ffurfiol ar gyfer Cartrefi yn Orsafoedd Pŵer yn Ch2 2020/21, ynghyd â chynllun ffurfiol i ymgysylltu â rhanddeiliaid a chynllun cyflawni a gweithredu ffurfiol ar gyfer y prosiect. Wedi iddo gael ei gymeradwyo ym mhob un o'r pedwar awdurdod lleol rhanbarthol, cymeradwywyd Achos Busnes y prosiect Cartrefi yn Orsafoedd Pŵer yn y Cyd-bwyllgor ar 11 Mehefin 2020. Rhoddwyd awdurdod dirprwyedig i Uwchberchennog Cyfrifol y prosiect i wneud unrhyw fân newidiadau angenrheidiol i'r Achos Busnes er mwyn sicrhau cymeradwyaeth Llywodraeth y DU a Llywodraeth Cymru.

Yna comisynwyd Adolygiad Asesu Prosiect allanol o'r prosiect Cartrefi yn Orsafoedd Pŵer i gael sicrwydd ychwanegol. Cynhyrchwyd cynllun gweithredu i fodloni argymhellion yr Adolygiad Asesu Prosiect - a gyflawnodd statws Ambr - cyn cyflwyno achos busnes amlinellol wedi'i ddiweddarau i'r Swyddfa Rheoli Portffolio i'w adolygu yn gynnar yn 2021. Sefydlwyd Grŵp Ymgynghorol Technegol ar gyfer y prosiect Cartrefi yn Orsafoedd Pŵer yn Ch4 2020/2021. Mae'r prosiect yn aros am gymeradwyaeth derfynol gan Lywodraeth Cymru a Llywodraeth y DU.

Cyllideb:

Cyfanswm y Gyllideb

£505.5m

Y Fargen Ddinesig

£15m

Preifat

£375.9m

Cyhoeddus

£114.6m



Cyngor Abertawe
Swansea Council



Cyngor Sir Gâr
Carmarthenshire
County Council



Neath Port Talbot County Borough
Council
Swyddfa Siroel Castell-nedd Port Talbot



Ardal Forol Doc Penfro



Ynni, a
Gweithgynhyrchu
Clyfar



UNDEB EVROPEAIDD
EUROPEAN UNION



Llywodraeth Cymru
Welsh Government

**Cronfa Datblygu
Rhanbarthol Ewrop
European Regional
Development Fund**

Disgrifiad:

Bydd y rhaglen hon yn rhoi Sir Benfro wrth wraidd arloesedd ynni di-garbon, ynni morol ac ynni ar y môr yn y DU ac yn fyd-eang, gan adeiladu ar arbenigedd clwstwr ynni morol yn Noc Penfro. Bydd cyfleusterau'n cael eu darparu i arloeswyr ynni morol i adeiladu, profi a masnacheiddio eu technolegau. Mae nodweddion y rhaglen yn cynnwys:

- Gwelliannau Seilwaith Doc Penfro
- Canolfan Ragoriaeth Peirianeg Ynni Morol
- Datblygiadau Ardal Profi Ynni'r Môr (META)
- Parth Arddangos Sir Benfro



HWB MOROL
DOC PENFRO
PEMBROKE DOCK
MARINE

Cyllideb:

Cyfanswm y Gyllideb

£60.47m

Y Fargen Ddinesig

£28m

Preifat

£16.12m

Cyhoeddus

£16.35m

Diweddariadau Allweddol:

Cymeradwywyd prosiect Ardal Forol Doc Penfro gan Lywodraeth y DU a Llywodraeth Cymru ym mis Mehefin 2020. Mae'r prosiect wedi bod yn symud i'r cam cyflawni tra bod y cytundebau ariannu rhwng yr holl bartïon wedi'u cwblhau. Cyflwynwyd y cais cynllunio ar gyfer elfen Seilwaith Doc Penfro o'r prosiect ym mis Rhagfyr 2020, gyda chontract adeiladu yn cael ei gaffael ochr yn ochr â hyn. Mae cydsyniadau cynllunio a thrwyddedau morol ar gyfer holl elfennau Ardal Profi Ynni'r Môr (META) y prosiect bellach wedi'u sicrhau. Mae'r holl gymeradwyaethau a chyllid gan drydydd partion yn eu lle ar gyfer holl elfennau Ardal Forol Doc Penfro. Cymeradwyodd Cyngor Sir Penfro ddiweddariad i'r allbynnau a ariannwyd i Barth Arddangos Sir Benfro i adlewyrchu'r diddordeb cynyddol mewn Gwynt Arnofiol ar y Môr a Chyd-leoli (Wave & FLOW) yn yr Efen Môr Celtaidd yn Ch4. Mae'r prosiect wrthi'n cefnogi datblygwyr safleoedd a thechnoleg i gyflawni eu cynlluniau buddsoddi (dros £100m) ac mae wedi datgloi £14.4m o weithgarwch ychwanegol a ariennir (SELKIE, TIGER a Milford Haven: Energy Kingdom) ac mae hefyd wedi darparu cymorth partneriaid a chydweithredwr nas ariannwyd i Glwstwr Diwydiannol De Cymru ar gyfer eu prosiect Trywydd Gweithredu (Roadmap) 2 gwerth £2m a'u prosiect Lleoli (Deployment) gwerth £37m. Bydd trefn lywodraethu prosiectau ffurfiol yn cael ei sefydlu yn Ch1 2021/22. Mae'r prif gytundeb ariannu wedi'i gymeradwyo, hyd nes y caiff y cytundebau ariannu eu cymeradwyo rhwng yr arweinydd cyflawni prosiectau a phartneriaid prosiectau.



Port of Milford Haven



Wave Hub

CATAPULT
Offshore Renewable Energy

MARINE
ENERGY WALES
YNNI MOROL CYMRU

Cefnogi Arloesedd a Thwf Carbon Isel



Disgrifiad:

Datblygwyd y rhaglen Cefnogi Arloesedd a Thwf Carbon Isel i sicrhau twf cynaliadwy ac i greu swyddi yn Ninas-ranbarth Bae Abertawe, gan dargedu Ardal Fenter Glannau Port Talbot. Bydd y rhaglen yn cefnogi'r chwyldro diwydiannol gwyrdd a chaiff ei chyflwyno mewn partneriaeth â diwydiant, y byd academiaidd a'r llywodraeth.

Mae'r Rhaglen o brosiectau rhyng-gysylltiedig yn cynnwys:

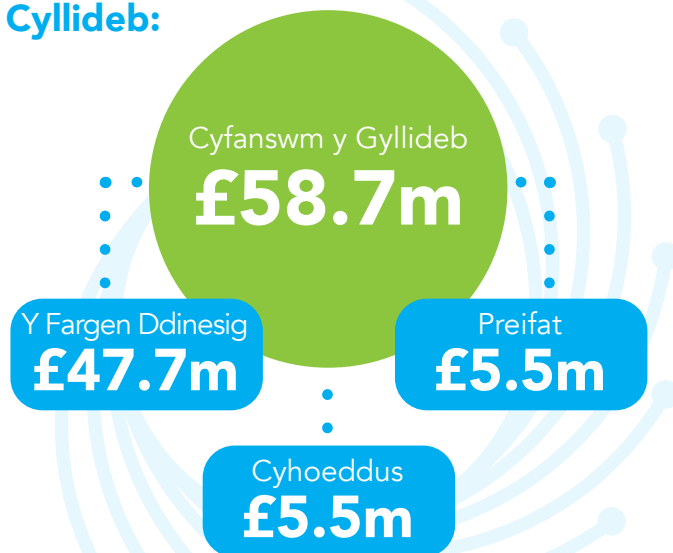
- Canolfan Dechnoleg
- Canolfan Ddiwydiannol Pontio o Garbon De Cymru (SWITCH) gyda Phrifysgol Abertawe
- Prosiect Ysgogiad Hydrogen gyda Phrifysgol De Cymru
- Prosiect Monitro Ansawdd Aer
- Seilwaith Gwefru Cerbydau Allyriadau Isel
- Cyfleuster Cynhyrchu Gweithgynhyrchu Uwch
- Cronfa Datblygu Eiddo

Diweddariadau Allweddol:

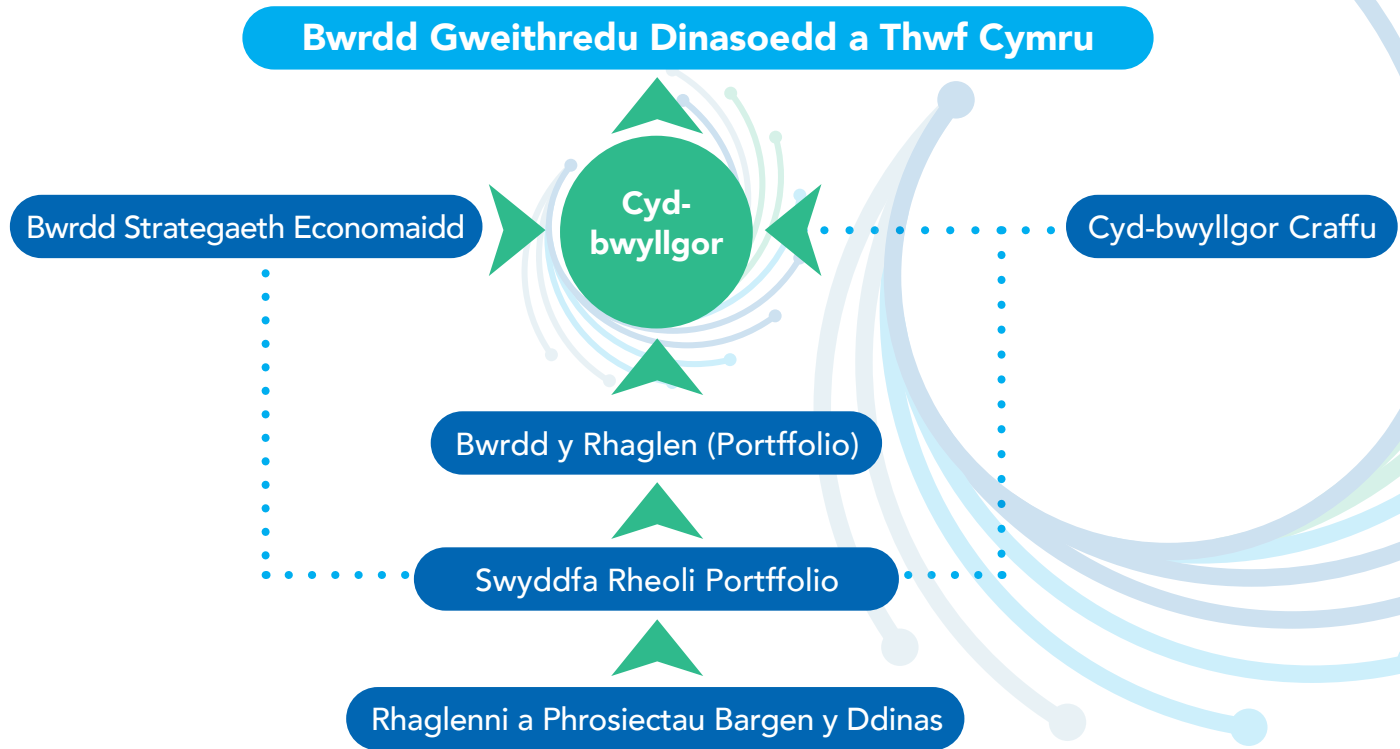
Comisiynwyd Adolygiad Asesu Prosiectau (PAR) i raglen brosiectau Cefnogi Arloesedd a Thwf Carbon Isel. Digwyddodd hyn ym mis Mehefin 2020, gan gyflawni statws Ambr. Cynhaliwyd Adolygiad Cyfaiill Beirniadol hefyd ym mis Hydref 2020, a datblygwyd cynlluniau gweithredu i fodloni argymhellion sy'n deillio o'r ddau adolygiad. Mae Bwrdd Rhaglen wedi'i sefydlu ar gyfer Cefnogi Arloesedd a Thwf Carbon Isel ac mae prosiect/cynllun cyflawni yn ei le. Mae tîm y rhaglen yn gweithio gyda diwydiant, y byd academiaidd a'r llywodraeth i ddatblygu a chyflawni'r rhaglen o brosiectau.

Mae Achos Busnes Cefnogi Arloesedd a Thwf Carbon Isel yn cael ei gwblhau i'w gyflwyno i Lywodraeth y DU a Llywodraeth Cymru i'w gymeradwyo'n derfynol. Disgwylir i'r monitorau ansawdd aer fel rhan o'r rhaglen gael eu gosod yn fuan. Mae Achos Busnes Cefnogi Arloesedd a Thwf Carbon Isel yn cael ei gwblhau i'w gyflwyno i Lywodraeth y DU a Llywodraeth Cymru i'w gymeradwyo'n derfynol. Disgwylir i'r monitorau ansawdd aer fel rhan o'r rhaglen gael eu gosod yn fuan.

Cyllideb:



Strwythur Llywodraethu



Prif Weithgareddau Llywodraethu

Bwrdd Gweithredu Dinasoedd a Thwf Cymru

Mae Bwrdd Gweithredu Dinasoedd a Thwf Cymru yn Fwrdd ar y cyd rhwng Llywodraeth y DU a Llywodraeth Cymru sy'n gyfrifol am:

- Roi sicrwydd a chynghor i Gyd-gadeiryddion y Bwrdd ac yn y pen draw i Weinidogion ynghylch materion strategol a gweithredol a rhyddhau cyllid i Raglenni Portffolio Bargaen Ddinesig a Thwf Cymru.
- Goruchwylio, herio a monitro materion a risgiau strategol, trawsbynciol a gweithredol Rhaglenni Bargaenion Dinesig a Thwf Cymru ac ar brosiectau unigol lle bo angen.
- Goruchwylio effeithiolrwydd y trefniadau llywodraethu, sicrwydd a Rheoli Rhaglenni/Prosiectau sydd ar waith ar gyfer pob Bargaen Ddinesig a Thwf.

Cyd-bwyllgor

Y Cyd-bwyllgor sydd â'r cyfrifoldeb cyffredinol am graffu ar achosion busnes rhanbarthol a'u cymeradwyo i'w gyflwyno i Lywodraeth y DU a Llywodraeth Cymru er mwyn eu cymeradwyo'n derfynol. Mae'n dal Bwrdd y Rhaglen (Portffolio) a'r Swyddfa Rheoli Portffolio i gyfrif. Mae'r Cyd-bwyllgor yn cynnwys pedwar Arweinydd Awdurdodau Lleol rhanbarthol Sir Gaerfyrddin, Castell-nedd Port Talbot, Sir Benfro ac Abertawe, yn ogystal ag uwch-swyddogion/uwch-gynrychiolwyr o bob un o'r wyth prif sefydliad partner rhanbarthol. Cadeirydd y Cyd-bwyllgor yw'r Cynghorydd Rob Stewart, Arweinydd Cyngor Abertawe, a gafodd ei ailethol yn Gadeirydd yn un o gyfarfodydd y Cyd-bwyllgor ar 10 Medi 2020.

Bwrdd Strategaeth Economaidd

Corff ymgynghorol sector preifat yw hwn sy'n gweithredu fel llais busnes. Mae'r Bwrdd Strategaeth Economaidd yn rhoi cyfeiriad strategol i'r Fargaen Ddinesig drwy gynghori'r Cyd-bwyllgor ar faterion sy'n ymwneud â'r Dinas-ranbarth.

Bwrdd y Rhaglen (Portffolio)

Mae'r bwrdd hwn yn goruchwyllo gweithrediadau Bargen Ddinesig Bae Abertawe. Mae'n gyfrifol am adolygu datblygiadau achosion busnes a chynnydd y portffolio. Mae Bwrdd y Rhaglen (Portffolio) yn cynnwys pennaeth gwasanaeth taledig pob un o wyth prif bartner Bargen Ddinesig Bae Abertawe – neu uwch-gynrychiolwyr yn eu lle - a'r cadeirydd yw Uwch-berchennog Cyfrifol Bargen Ddinesig Bae Abertawe (Wendy Walters, Prif Weithredwr Cyngor Sir Caerfyrddin).

Cyd-bwyllgor Craffu

Mae'r Cyd-bwyllgor Craffu yn cynghori, yn herio ac yn cefnogi'r Cyd-bwyllgor, ac mae'n cynnwys dau aelod etholedig o bob un o'r pedwar awdurdod lleol rhanbarthol. Cadeirydd y Pwyllgor hwn yw'r Cynghorydd Rob James, Aelod etholedig yn Sir Gaerfyrddin.

Swyddog Adran 151 - Chris Moore

Cyfarwyddwr y Gwasanaethau Corfforaethol Cyngor Sir Caerfyrddin yw'r swyddog sy'n gyfrifol am weinyddu busnes y Cyd-bwyllgor o dan Adran 151 o Ddeddf Llywodraeth Leol 1972 ac mae'n gyffredinol gyfrifol am weinyddiaeth ariannol Bargen Ddinesig Bae Abertawe.

Swyddog Monitro Bargen Ddinesig Bae Abertawe - Tracey Meredith

Mae'r Swyddog Monitro Dinas a Sir Abertawe yn gyfrifol am sicrhau llywodraethu da a chynnal y safonau moesegol uchaf, gan sicrhau cyfreithlondeb trefniadau yn ogystal â sicrhau y glynir wrth Gytundeb y Cyd-bwyllgor. Mae gan y Swyddog Monitro fynediad i holl gyfarfodydd y Cyd-bwyllgor gan gynnwys y Bwrdd Strategaeth Economaidd a Bwrdd y Portffolio. Mae'r Swyddog Monitro mewn sefyllfa dda i fod yn flaenweithgar o ran helpu'r Aelodau a'r Swyddogion, mewn sefyllfaoedd ffurfiol ac anffurfiol, i gydymffurfio â'r gyfraith a gweithdrefnau'r Cyd-bwyllgor ei hun.

Prif Gyfrifoldebau Llywodraethu Awdurdodau Lleol



Sir Gaerfyrddin –

Mae gan Gyngor Sir Caerfyrddin y cyfrifoldeb o fod yn gorff atebol am y portffolio cyfan gan sicrhau bod canlyniadau'n cael eu cyflawni.



Cyngor **Abertawe**
Swansea Council

Abertawe –

Dinas a Sir Abertawe sy'n gyfrifol am gynnal y Cyd-bwyllgor a'r holl wasanaethau Cyfreithiol a Democrataidd.



Sir Benfro –

Cyngor Sir Penfro sy'n gyfrifol am yr holl weithgarwch archwilio ar gyfer y portffolio cyfannol.



Castell-nedd Port Talbot –

Cyngor Bwrdeistref Sirol Castell-nedd Port Talbot sy'n gyfrifol yn rhanbarthol am graffu ar y portffolio a'i raglenni a'i brosiectau cyfansoddiol.



Swyddfa Rheoli Portffolio'r Fargen Ddinesig

Mae'r Swyddfa Rheoli Portffolio yn gyfrifol am reoli materion sy'n ymwneud â Bargen Ddinesig Bae Abertawe o ddydd i ddydd. Nodir strwythur y Swyddfa isod.



Cyfarwyddwr Portffolio – Jonathan Burnes



Fel Cyfarwyddwr Portffolio, mae Jonathan yn gyfrifol am sicrhau bod portffolio'r Fargen Ddinesig yn cael ei gyflawni'n llwyddiannus. Mae hyn yn cynnwys sicrhau cyllid yn llwyddiannus a chyflawni a llywodraethu holl raglenni a phrosiectau'r Fargen Ddinesig yn effeithiol.

Yn atebol i Gyd-bwyllgor y Fargen Ddinesig ac yn adrodd i Uwch-berchennog Cyfrifol y Fargen Ddinesig, mae Jonathan hefyd yn datblygu ac yn cynnal perthynas effeithiol â holl bartneriaid cyhoeddus a phreifat y Fargen Ddinesig ledled y rhanbarth, gan sicrhau ymrwymiad ar y cyd i weledigaeth y Fargen Ddinesig. Mae cyfrifoldebau eraill yn cynnwys cydlynu a gweithredu egwyddorion rheoli portffolio sy'n sail i'r Fargen Ddinesig er mwyn helpu i gyflawni canlyniadau rhaglenni a phrosiectau yn llwyddiannus.

Rheolwr y Swyddfa Rheoli Portffolio – Phil Ryder



Phil sy'n rheoli gweithrediadau a swyddogaethau sicrwydd y Swyddfa Rheoli Portffolio a'r tîm o ddydd i ddydd. Gan adrodd i'r Cyfarwyddwr Portffolio, mae Rheolwr y Swyddfa Rheoli Portffolio yn gyfrifol am arwain y gwaith o gyflawni portffolio rhanbarthol Bargen Ddinesig Bae Abertawe i sicrhau bod yr amcanion wedi'u diffinio'n glir ac yn cael eu cyflawni o fewn y cyfyngiadau amser, cost ac ansawdd y cytunwyd arnynt. Mae gan Phil rôl allweddol wrth lywodraethu rhaglenni a phrosiectau a gweithio gyda rhanddeiliaid, i sicrhau bod yr allbynnau y cytunwyd arnynt ar gyfer y prosiect yn cael eu cyflawni er mwyn gwireddu manteision.

Rheolwr Datblygu Portffolio – Ian Williams



Ian sy'n arwain y gwaith o baratoi a diweddarau Achos Busnes Portffolio'r Fargen Ddinesig, sy'n ddogfen allweddol o ran derbyn arian yn flynyddol oddi wrth Lywodraeth y DU a Llywodraeth Cymru.

Gan adrodd i'r Cyfarwyddwr Portffolio, mae Ian hefyd yn cefnogi rheolwyr rhaglenni a phrosiectau drwy'r broses o ddatblygu achosion busnes sy'n bodloni safonau model busnes pum achos Llyfr Gwyrdd Trysorlys EM.

Fel Rheolwr Datblygu Portffolio, mae Ian hefyd yn goruchwyllo'r gwaith o lywodraethu achosion busnes yn gadarn a chyflwyno seiliau rhesymegol i uwch-reolwyr a phwyllgorau llywodraethu prosiectau.

Uwch-swyddog Cymorth Portffolio – Amanda Burns



Fel Uwch-swyddog Cymorth Portffolio, mae Amanda yn cwmpasu amrywiaeth eang o weithgareddau i gefnogi'r gwaith o gyflawni amcanion portffolio Bargaen Ddinesig Bae Abertawe. Mae Amanda yn helpu i redeg y portffolio yn esmwyth trwy gefnogi'r Cyfarwyddwr Portffolio, tîm ehangach y Swyddfa Rheoli Portffolio, arweinwyr y prosiect a'r rhaglen a phwyllgorau llywodraethu trwy weithredu prosesau rheoli prosiect a chydlynu gweithgareddau rheoli busnes ar eu rhan.

Mae hyn yn cynnwys llunio a diweddarau dogfennau llywodraethu megis adroddiadau i'w hystyried a'u cymeradwyo, cofrestru risg, logiau cyhoeddi a Chynllun Sicrwydd a Chymeradwyaeth Integredig (IAAP).

Rheolwr Cyllid Bargaen Ddinesig Bae Abertawe – Richard Arnold



Gan adrodd i Swyddog Adran 151 y Fargen Ddinesig, Richard sy'n gyfrifol am reolaeth ariannol portffolio'r Fargen Ddinesig. Mae ei ddyletswyddau'n cynnwys diweddariadau a dadansoddiadau ariannol mewn perthynas â phortffolio, rhaglenni a phrosiectau rheolaidd sydd i gael eu hystyried yng ngrwpiau llywodraethu'r Fargen Ddinesig gan gynnwys Cyd-bwyllgor, Bwrdd Rhaglenni (Portffolio) a Chyd-bwyllgor Craffu. Mae Richard hefyd yn gweithio'n agos ochr yn ochr ag uwch-swyddogion ariannol yn y ddwy lywodraeth i helpu i sicrhau bod cyllid portffolio'n cael ei dderbyn. Mae dyletswyddau eraill Richard yn cynnwys achos ariannol yr Achos Busnes Portffolio, yn ogystal â gweithio'n agos ochr yn ochr ag awdurdodau lleol arweiniol y rhaglenni/prosiectau ar gytundebau ariannu. Mae Richard hefyd yn ganolog i'r broses gymeradwyo ariannol ar gyfer dogfennau llywodraethu'r Fargen Ddinesig.

Rheolwr Ymgysylltu â Busnes Bargaen Ddinesig Bae Abertawe – Peter Austin



Peter sy'n gyfrifol am ymgysylltu â busnesau, rhwydweithio a gweithredu fel cyfrwng rhwng busnesau ac arweinwyr prosiectau/uwch-gynrychiolwyr sefydliadau. Mae Peter hefyd yn gyfrifol am ddatblygu egwyddorion caffael y Fargen Ddinesig a helpu prosiectau i sicrhau'r manteision cymunedol mwyaf posibl a gwerth cymdeithasol trwy gaffael.

Mae hyn yn cynnwys datblygu a chefnogi'r gadwyn gyflenwi. Mae'n gweithio'n agos gyda Bwrdd Strategaeth Economaidd y Fargen Ddinesig, sy'n cynnwys arweinwyr allweddol o'r sector preifat rhanbarthol.

Mae Peter yn adrodd i'r Cyfarwyddwr Portffolio ac mae wedi helpu i gyfrannu at ddiweddarau'r Achos Busnes Portffolio.

Cynorthwydd Swyddfa Rheoli Portffolio – Hollie Thomas



Fel Cynorthwydd Swyddfa Rheoli Portffolio, Hollie yw pwynt cyswllt canolog y Swyddfa Rheoli Portffolio, a hi sy'n sicrhau ei bod yn effeithiol iawn wrth gefnogi'r gwaith o gyflawni'r portffolio. Mae Hollie yn cynorthwyo timau rheoli prosiectau i weithredu'r Swyddfa Rheoli Portffolio ranbarthol trwy reoli dogfennau, hwyluso cyfathrebu a chasglu data i fodloni gofynion adrodd.

Mae Hollie hefyd yn ymgymryd â llawer o weithgareddau cydlynu hanfodol gan sicrhau bod gofynion llywodraethu'n cael eu bodloni, a bod cofnodion ac adroddiadau cywir yn cael eu deillio a'u lledaenu i sicrhau bod dull cyson a chydweithredol yn cael ei fabwysiadu gan y Swyddfa Rheoli Portffolio a rhanddeiliaid ehangach y portffolio.

Swyddog Cyfathrebu a Marchnata – Greg Jones



Fel Swyddog Cyfathrebu a Marchnata, mae Greg yn gyfrifol am godi ymwybyddiaeth o'r Fargen Ddinesig yn y cyfryngau digidol a phrint ledled y Dinas-ranbarth a thu hwnt. Mae hyn yn cynnwys y cyfryngau arbenigol. Mae Greg hefyd yn gweithredu fel pwynt cyswllt canolog y Swyddfa Rheoli Portffolio ar gyfer ymholiadau gan y cyfryngau, ac mae'n gweithio'n agos ochr yn ochr â thimau prosiectau/rhaglenni, y Cyfarwyddwr Portffolio, Uwch-berchennog Cyfrifol y Fargen Ddinesig a Chadeirydd y Cyd-bwyllgor i baratoi cynnwys rhagweithiol a datganiadau adweithiol. Gan arwain cynnwys gwefan a chyfrifon cyfryngau cymdeithasol y Fargen Ddinesig, mae Greg hefyd yn cynhyrchu cynnwys marchnata ar gyfer y Fargen Ddinesig ac yn gweithio i ymgysylltu â rhanddeiliaid ledled y rhanbarth.



Rheoli Risg y Portffolio



Gweithredwyd Strategaeth Rheoli Risg newydd ar gyfer Portffolio Bargen Ddinesig Bae Abertawe yn Chwarter 3, 2020. Yn unol â chanllawiau atodol Llyfr Gwyrdd Trysorlys EM: Mae'r Llyfr Oren, y strategaeth yn diffinio parodrwydd i dderbyn risg a goddefgarwch risg Bargen Ddinesig Bae Abertawe ac egwyddorion y strategaeth, ynghyd â phroses ddogfennol ar gyfer nodi risg a materion, eu hasesu, mynd i'r afael â hwy a'u mesur. Caiff y gwaith o reoli risg ei arwain o frig y Fargen Ddinesig ac mae wedi'i wreiddio yn arferion a phrosesau safonol trefniadau llywodraethu'r Fargen Ddinesig.

Mae gan y Fargen Ddinesig Gofrestr Risg Portffolio a Log Materion, ac mae'n adrodd yn rheolaidd ar risgiau wedi'u blaenoriaethu drwy'r strwythurau llywodraethu.

Mae Strategaeth Rheoli Risg Portffolio'r Fargen Ddinesig yn seiliedig ar bum egwyddor. Nod yr egwyddorion hyn yw cynorthwyo gyda hyder cynyddol i gyflawni canlyniadau'r rhaglen a gwneud penderfyniadau gwell drwy ddefnyddio offer blaengar a rhagweithiol sy'n galluogi Bargen Ddinesig Bae Abertawe i greu gwell cyfle ar gyfer allbynnau a chanlyniadau economaidd-gymdeithasol llwyddiannus i'r rhanbarth.

Dyma nhw:

- **Deialog** - gyda rhanddeiliaid allweddol ac yn eu plith i nodi risgiau
- **Dadl a her** - dadl ar y cyd ac adborth adeiladol i herio meddwl sefydliadol a thraddodiadol i sicrhau mai'r penderfyniadau yw'r rhai cywir i'w gwneud
- **Diwylliant** - sy'n meithrin creadigrwydd, amrywiaeth a ffyrdd agored o feddwl. Mae hyn yn cynnwys ymgysylltu â staff a'u grymuso fel eu bod yn gallu cyfrannu a chael gwrandawriad
- **Parodrwydd i dderbyn risg** - bod yn glir ynghylch yr ymarweddiad, yr ymddygiad a lefel y risg y mae'r Fargen Ddinesig yn fodlon eu derbyn neu eu goddef er mwyn gweithredu'n ddiogel
- **Meddwl yn annibynnol** - cael barn gan rywun sy'n gallu herio'r Strategaeth Rheoli Risg, arferion a ffyrdd o feddwl yn annibynnol i oresgyn y materion sy'n gysylltiedig â "meddwl fel grŵp"

Datganiad Polisi Rheoli Risg

Mae Bargen Ddinesig Bae Abertawe yn wynebu nifer o risgiau (cyfleoedd a bygythiadau), a allai amharu ar gyflawni amcanion buddsoddi'r Fargen Ddinesig, er gwell neu er gwaeth. Bydd y Fargen Ddinesig yn defnyddio arferion rheoli risg i wneud penderfyniadau mwy gwybodus a gwella ei gallu i gyflawni neu ragori ar ei hamcanion strategol a gweithredol.

Mae'r Fargen Ddinesig o'r farn bod rheoli risg yn hanfodol i arferion Rheoli Prosiect, Rhaglen a Phortffolio (P3M) da ac yn agwedd bwysig ar lywodraethu. Yn unol â hynny, rhaid i reoli risg fod yn rhan annatod o benderfyniadau rheolaidd Bargen Ddinesig Bae Abertawe a rhaid ei ymgorffori mewn prosesau cynllunio strategol a gweithredol ar bob lefel.

Mae Strategaeth Rheoli Risg Bargen Ddinesig Bae Abertawe yn cefnogi'r datganiad polisi hwn ac yn cynnwys manylion y prosesau a ddefnyddir i reoli risg, adrodd am risg a rheoli risg, gan gynnwys yr offer a'r systemau i'w defnyddio.

Bydd y Strategaeth Rheoli Risg yn cael ei harwain o frig y Fargen Ddinesig ac yn rhan annatod o arferion a phrosesau safonol trefniadau llywodraethu'r Fargen Ddinesig. Bydd yr holl randdeiliaid yn cael gwybod am bwysigrwydd rheoli risg a'r modd y mae'n gymorth i gyflawni amcanion y Fargen Ddinesig. Bydd Swyddfa Rheoli Portffolio y Fargen Ddinesig yn adolygu ac yn monitro'r broses rheoli risg yn rheolaidd ac yn datblygu diwylliant rheoli risg priodol ar draws y Fargen Ddinesig.

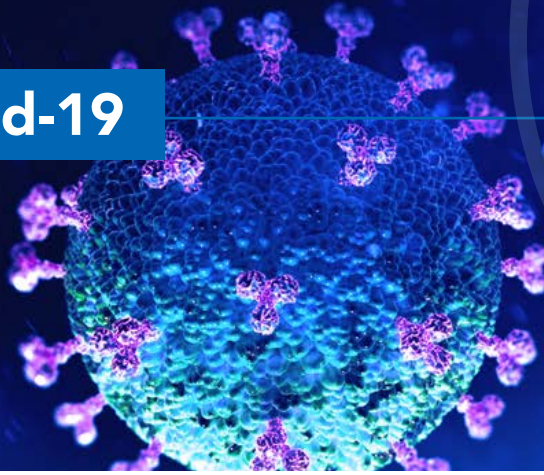
Ar 23.02.2021 roedd dwy risg ar gofrestr risg y Portffolio a ddynodwyd gan y swyddfa Rheoli Portffolio yn rhai sylweddol (coch) eu natur. Mae hyn wedi lleihau'n sylweddol dros y 12 mis diwethaf ac wedi lleihau'r risgiau allweddol i'r canlynol:

Risgiau Allanol: Er nad ydynt o fewn rheolaeth y portffolio, mae'r risgiau allanol canlynol yn arwyddocaol i'r broses o gyflwyno portffolios ac felly cânt eu monitro yn unol â hynny.

- **Covid-19:** Mae'r pandemig COVID-19 yn dal i fod yn risg i gyflawni'r portffolio. Nid yw effaith economaidd y cyfyngiadau symud wedi'i gwireddu'n llawn eto, a allai effeithio ar fusnesau lleol, awdurdodau lleol a darparwyr addysg fel ei gilydd. Gallai cyfyngiadau symud yn y dyfodol hefyd ohirio'r gwaith o gyflawni'r rhaglenni a'r prosiectau sy'n rhan o'r portffolio. Mae effeithiau hirdymor Covid-19 yn anhysbys i raddau helaeth o hyd, ac mae angen rheoli'r ansicrwydd hwn drwy'r portffolio cyfan. Bydd y portffolio yn cyfrannu at gynlluniau adfer yn sgil Covid-19 ar lefel y DU ac ar lefel Cymru a bydd y canlyniadau'n parhau i gael eu monitro a'u lliniaru drwy'r gofrestr risg portffolio a'r trefniadau rheoli risg.
- **Brexit:** Gadawodd y DU yr UE yn swyddogol ar 31 Ionawr 2020, gyda'r telerau gadael i'w cytuno yn ystod cyfnod pontio a ddaeth i ben ar 31 Rhagfyr 2020. Ar 24 Rhagfyr 2020, cytunodd y DU a'r UE ar gytundeb masnach rydd dros dro sy'n sicrhau y gall y ddwy ochr fasnachu nwyddau heb dariffau na chwotâu. Fodd bynnag, mae manylion allweddol y berthynas yn y dyfodol yn parhau i fod yn ansicr ac nid yw'r effaith ar yr economi ar lefel genedlaethol, ranbarthol a lleol yn hysbys eto.

Mae'r risgiau allweddol a nodwyd yng Nghofrestr Risg Portffolio Bargen Ddinesig Bae Abertawe ac asesiadau o effaith Covid-19 yn cynnwys tynnu partneriaid y Fargen Ddinesig yn ôl, oedi wrth gymeradwyo rhaglenni a phrosiectau, oedi wrth dderbyn cyllid ac wrth gyflawni portffolios, cyflawni targedau, effaith ar enw da a newid i gwmpas ac amcanion. Er mwyn cefnogi ymhellach y gwaith o reoli risgiau a materion cysylltiedig posibl, mae'r Swyddfa Rheoli Portffolio wedi llunio gweithdrefn rheoli newid a gymeradwywyd i'w defnyddio gan y Cyd-bwyllgor ym mis Chwefror 2021. Prif fantais y weithdrefn hon yw ei bod yn rhoi proses i'r Swyddfa Rheoli Portffolio er mwyn adrodd a chofnodi'r holl newid perthnasol ac, fel y cyfryw, caniatáu i unrhyw newid gael ei gymeradwyo ar y lefel lywodraethu briodol o fewn strwythur y Fargen Ddinesig.

Ymateb Covid-19



Fel ymateb ar unwaith i ddatblygiad COVID-19 ac wrth i'r effeithiau posibl gael eu gwireddu ledled y byd yn gynnar yn 2021, lluniodd a gweithredodd Borgen Ddinesig Bae Abertawe asesiad o effaith COVID-19.

Yr asesiad o effaith COVID-19 yw'r dull a ddefnyddir gan Fargen Ddinesig Bae Abertawe i asesu'r effaith bosibl y mae'r pandemig COVID-19 yn ei chael ar bob un o naw rhaglen / prosiect a phortffolio cyffredinol y Fargen Ddinesig. Datblygwyd hyn oherwydd bod cydnabyddiaeth y bydd yr adferiad economaidd cenedlaethol a rhanbarthol yn dibynnu ar raglenni / prosiectau'r Fargen Ddinesig i gefnogi ac ysgogi twf economaidd cenedlaethol a rhanbarthol a denu mewnfuddsoddiad yn ystod y cyfnod hwn o ansicrwydd.

Bydd yr asesiad yn sicrhau bod rhaglenni / prosiectau'r Fargen Ddinesig yn hyfyw ac yn cael cyflawni'n llwyddiannus yn ystod camau argyfwng ac adfer y pandemig COVID-19. Bydd yr asesiad hwn yn ategu gweithdrefnau a dogfennau llywodraethu presennol y Fargen Ddinesig ac unrhyw gynlluniau adfer COVID-19 ar gyfer yr holl randdeiliaid. Rhagwelir yr

ymdrinnir â risgiau sy'n effeithio ar y rhaglenni / prosiect a'r mesurau lliniaru i'w goresgyn ar lefel rhaglen / prosiect. Bydd unrhyw risgiau y bernir eu bod yn rhoi pwysau sylweddol ar y rhaglen / prosiect neu'r portffolio cyffredinol - megis newid cwmplas y rhaglen / prosiect yn sylweddol, amrywiant sylweddol yn allbynnau'r rhaglen / prosiect diffiniedig, oedi sylweddol wrth gynnal yr adolygiadau Stage Gate neu ymrwymiad parhaus gan randdeiliaid allweddol - yn cael eu hasesu gan Swyddfa Rheoli Portffolio Borgen Ddinesig Bae Abertawe a'u huwchgyfeirio i'r Cyd-bwyllgor ar gyfer ymyrraeth a gwneud penderfyniad priodol.

Os bydd rhaglen / prosiect yn agored i risg ac effaith sylweddol, sefydlir grŵp gorchwyl a gorffen i gasglu tystiolaeth, nodi mesurau lliniaru a phennu camau gweithredu priodol.

Hyd yma nid oes tystiolaeth y bydd COVID-19 yn cael effaith barhaol ar unrhyw un o'r rhaglenni a phrosiectau sydd i'w cyflawni o fewn cwmplas y Portffolio. Mae Borgen Ddinesig Bae Abertawe wedi ymrwymo i adolygu a diweddarau asesiadau o effaith COVID-19 bob chwarter hyd nes nad yw'r pandemig bellach yn peri risg i gyflawni.

“ Mae Covid-19 wedi cael effaith ddinistriol ar economïau ledled y byd, ond mae Borgen Ddinesig Bae Abertawe mewn sefyllfa dda i weithredu fel cyflymydd allweddol i adfer yr economi yn sgil y pandemig yn Ninas-ranbarth Bae Abertawe. Gyda llawer o raglenni a phrosiectau'r Fargen Ddinesig yn mynd i symud cyn hir o'r cam cynllunio i'r cam cyflawni – gan adeiladu ar ddatblygiad cam un Yr Egin a'r gwaith o adeiladu Arena Abertawe yn parhau – mae hyn yn rhoi cyfle mawr i Dde-orllewin Cymru. Gyda'i gilydd, mae'r rhaglenni a'r prosiectau hyn yn werth dros 9,000 o swyddi i'r rhanbarth, gan hefyd helpu i ddenu buddsoddiad pellach mewn sectorau twf rhanbarthol megis ynni di-garbon, sy'n bodloni uchelgeisiau adferiad gwyrdd Llywodraeth y DU a Llywodraeth Cymru.

Lucy Cohen - Aelod o'r Bwrdd Strategaeth Economaidd

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MEINI PRAWF ASESU	Canllaw Sgorio				Sgôr effaith Mis Hydref								
	0	5	10	20	Ardal Forol Doc Penfro	Yr Egin	Campysau	Digidol	Cartrefi yn Orsafoedd Pŵer	Cefnogi Arloesedd a Thwrf Carbon Isel	Pentre Awel	Glannau Abertawe	Sgiliau
Cwmpas ac amcanion allweddol	Dim newid i'r prosiect	Newidiadau cyfyngedig a mân newidiadau i'r prosiect	Newidiadau eang a mawr i'r prosiect	Newid sylweddol i'r prosiect	5	20	5	0	5	5	0	0	10
Targedau	Dim risg i gyflawniad	Effaith tymor byr, cyfyngedig ar gyflawniad	Effaith eang, ond cymharol fyrdymor ar gyflawniad	Effaith sylweddol, hirdymor ar gyflawniad	10	10	5	5	5	5	5	20	5
Amserlenni	Dim oedi rhagweladwy	Mân oedi o bosibl (0-6 mis)	Oedi mawr o bosibl (6-12 mis)	Oedi sylweddol o bosibl (1 flwyddyn+)	5	0	5	0	5	5	5	5	5
Yr effaith ar enw da os bydd y prosiect yn methu â chyflawni	Dim effaith negyddol	Effaith negyddol leol a chyfyngedig	Effaith negyddol ranbarthol a chyfyngedig	Effaith sylweddol	5	5	10	10	10	10	20	20	5
Ymrwymiad rhanddeiliaid / partneriaethau	Dim problemau	Problemau cyfyngedig/ mân problemau	Problemau eang a mawr	Problemau sylweddol	10	0	5	5	0	0	0	10	0
Costau'r prosiect	Dim amrywiant	Amrywiant o 0-10%	Amrywiant o 10-20%	Amrywiant o fwy na 20%	5	5	5	5	5	5	5	5	0
Caffael	Dim effaith	Mân effaith	Effaith fawr	Effaith sylweddol	5	5	5	5	5	5	5	5	5
Dod o hyd i staff	Dim effaith	Effaith gyfyngedig	Effaith eang a mawr	Effaith sylweddol	0	0	5	5	5	5	5	10	5

CYFANSWM	45	45	45	40	40	40	45	75	35
Ymyriad	C	C	C	C	C	C	C	B	C
Symud	-	▲	-	▼	-	-	-	-	-

“ Mae'r cynnydd sylweddol a wnaed ar safle Arena Abertawe dros y flwyddyn ddiwethaf, er gwaethaf heriau digynsail Covid-19, yn dyst i ymroddiad holl staff Contractio Buckingham Group, is-gontractwyr a phartneriaid y prosiect, gan gynnwys Cyngor Abertawe a Bergen Ddinesig Bae Abertawe, i ddarparu cyfleuster rhagorol er budd pobl leol.

Iechyd a diogelwch yr holl staff sy'n rhan o'r gwaith fydd prif flaenoriaeth Buckingham bob amser, ond daethpwyd o hyd i atebion arloesol i wireddu'r flaenoriaeth honno gan sicrhau hefyd bod yr arena wedi parhau ar y trywydd iawn i'w chwblhau yn hydref 2021. Mae pawb sydd wedi bod yn rhan o'r gwaith yn haeddu canmoliaeth enfawr. ”

Tim Wood - Cyfarwyddwr Prosiect Contractio Grŵp Buckingham ar safle Arena Abertawe

Monitro a Gwerthuso



Monitro

Mae gan Fargen Ddinesig Bae Abertawe Gynllun Monitro a Gwerthuso cadarn a gymeradwywyd ym mis Mehefin 2020 i ddarparu strwythur a nodi'r disgwyliadau ar gyfer y Fargen Ddinesig wrth ymgymryd â chynnydd a pherfformiad Portffolio Bargaen Ddinesig Bae Abertawe ac adrodd ar y rhain. Mae timau prosiect yn cyfrannu at adroddiadau monitro misol a chwarterol, yr adroddiad blynyddol hwn a gwerthusiadau cerrig milltir sydd wedi'u cynllunio. Bydd yr adroddiadau hyn yn cynnwys y gweithgarwch a gynlluniwyd ac a gwblhawyd, yr elfennau allweddol y gellir eu cyflawni, risgiau, materion a chyllid ar lefelau prosiectau, rhaglenni a phortffolio gyda'r nod o ddangos cynnydd, gwireddu manteision ac effaith. Mae'r Cynllun Monitro a Gwerthuso yn cyd-fynd â llyfrau diwygiedig Gwyrdd a Magenta Trysorlys EM a Chanllawiau Cyflawni Prosiectau Llywodraeth y DU. Mae cynnwys yr adroddiad blynyddol hwn yn seiliedig ar yr adroddiadau monitro hyn.

Sicrwydd

Cynlluniau Sicrwydd a Chymeradwyo Integredig

Gan weithio'n agos gyda Swyddfa Datblygu Prosiectau Llywodraeth Cymru, mae Swyddfa Rheoli Portffolio Bargaen Ddinesig Bae Abertawe wedi sefydlu Cynllun Sicrwydd a Chymeradwyo Integredig i sicrhau bod y gwaith o gynllunio, cydlynu a darparu gweithgareddau sicrwydd a phwyntiau cymeradwyo drwy bortffolio'r Fargen Ddinesig yn gymesur â'r lefelau cost a risg.

Mae'r Cynllun Sicrwydd a Chymeradwyo Integredig yn amserlennu gweithgareddau megis cyfarfodydd llywodraethu, cymeradwyo dogfennau a diweddariadau, adolygiadau gateway ac archwiliadau.

Mae pob un o naw prosiect a rhaglen Bargaen Ddinesig Bae Abertawe hefyd wedi sefydlu Cynlluniau Sicrwydd a Chymeradwyo Integredig, sy'n cael eu diweddaru a'u rhannu'n rheolaidd â byrddau llywodraethu a phwyllgorau'r Fargen Ddinesig.

Adolygiadau Gateway ac Archwilio

Mae Portffolio a phrosiectau Bargaen Ddinesig Bae Abertawe yn destun Adolygiadau Gateway Swyddfa Masnach y Llywodraeth (OGC) i sicrhau bod y portffolio a'r prosiectau a rhaglenni cysylltiedig yn symud ymlaen yn llwyddiannus ac yn cael eu cyflawni'n gyffredinol. Caiff adolygiadau Gateway eu cychwyn a'u harwain gan y Portffolio neu'r Prosiect/Rhaglenni. Caiff yr holl Raglenni a Phrosiectau a noddir gan Lywodraeth Cymru eu gorfodi gan Ysgrifennydd Parhaol Llywodraeth Cymru i lenwi ffurflen RPA er mwyn iddynt gael eu hadolygu/gwerthuso gan y Swyddfa Cyflawni Prosiectau.

Mae Bargen Ddinesig Bae Abertawe wedi cynnal adolygiadau Gateway o'r portffolio ac o'r chwe phrosiect/ rhaglen ers mis Tachwedd 2019, gyda Sgoriau Asesu Hyder Cyflawni Adolygiad Gateway fel a ganlyn:

Portffolio / Rhaglen / Prosiect	Cam	Dyddiad	Sgôr Asesu Hyder Cyflawni
Portffolio	Sero	Gorffennaf 2020	Ambr
Cartrefi yn Orsafoedd Pŵer	PAR (2/3)	Mehefin 2020	Ambr
Cefnogi Arloesedd a Thwf Carbon Isel	PAR (2/3)	Mehefin 2020	Ambr
Pentre Awel	Gateway 2	Medi 2020	Ambr
Seilwaith Digidol	PAR (2/3)	Hydref 2020	Ambr / Gwyrdd
Ardal Forol Doc Penfro	PAR (2/3)	Tachwedd 2019	Ambr
Yr Egin Cam 1	5	Ebrill - Mehefin 21	Disgwyliedig
Glannau ac Ardal Ddigidol Abertawe	4/5	Ionawr - Mawrth 22	Disgwyliedig
Sgiliau a Thalentau	PAR (2/3)	Ebrill - Mehefin 21	Disgwyliedig
Campysau Gwyddor Bywyd a Llesiant	PAR (2/3)	Ebrill - Mehefin 21	Disgwyliedig

Sicrwydd Ychwanegol ac Adolygiadau

Comisiynwyd adolygiad mewnol ac adolygiad allanol annibynnol ym mis Rhagfyr 2018 ar gyfer Bargen Ddinesig Bae Abertawe. Cyhoeddwyd canfyddiadau'r adolygiad allanol, a gynhaliwyd gan Actica consulting, a'r adolygiad mewnol, a gynhaliwyd gan Gyngor Sir Penfro, ym mis Mawrth 2019. Cytunodd Cyd-bwyllgor y Fargen Ddinesig i weithredu'r holl argymhellion sy'n deillio o'r adolygiadau, a ddogfennwyd gan Lywodraeth Cymru mewn llythyr Dyfarnu Cyllid gyda thelerau ac amodau penodol ym mis Hydref 2019. Cafodd yr holl amodau eu cwblhau'n foddhaol a'u llofnodi gan y ddwy lywodraeth yn 2020. Mae'r rhain yn cynnwys:

- Penodi Cyfarwyddwr Portffolio newydd y Fargen Ddinesig
- Sefydlu Swyddfa Rheoli Portffolio newydd y Fargen Ddinesig, dan arweiniad y Cyfarwyddwr Portffolio newydd
- Rheoli'r Fargen Ddinesig fel portffolio, yn hytrach na fel cyfres o brosiectau digyfnewid wedi'u pennu ymlaen llaw
- Ailddosbarthu rolau a swyddogaethau i sicrhau cydbwysedd teg ar draws partneriaeth y Fargen Ddinesig, gyda phob un yn gweithredu fel gwiriad a chydbwysedd i'r llall
- Trefniadau llywodraethu a sicrwydd megis cynhyrchu Cynllun Sicrwydd a Chymeradwyo Integredig, Cynllun Monitro a Gwerthuso ac Achos Busnes Portffolio wedi'i ddiweddarau.

Cynhaliodd Llywodraeth Cymru a Llywodraeth y DU broses Adolygiad gan Swyddog Cyfrifyddu rhwng mis Gorffennaf a mis Medi 2020 i sicrhau ac adolygu Achos Busnes Portffolio'r Fargen Ddinesig. Roedd y broses Adolygiad gan Swyddog Cyfrifyddu yn nodi cyfres o 15 o argymhellion y mae Swyddfa Rheoli Portffolio'r Fargen Ddinesig yn eu gweithredu. Mecanwaith yr Adolygiad gan Swyddog Cyfrifyddu yw'r broses o gymeradwyo'r achos busnes, sy'n ategu'r gwaith o ryddhau arian y Fargen Ddinesig yn flynyddol. Derbyniodd Bargen Ddinesig Bae Abertawe £36m yn ystod y 12 mis diwethaf, gan dderbyn cyfanswm o £54m o'r £240m hyd yma.

Caffael a Budd i'r Gymuned



Caffael

Yn dilyn pryderon mewn rhai manau ynghylch tryloywder caffael yn y sector cyhoeddus a'i ddiffyg budd i gyflenwyr rhanbarthol, cytunwyd y byddai Bargaen Ddinesig Bae Abertawe yn gwneud datganiad cyhoeddus o fwriad ynglŷn â'i gweithgareddau caffael. Er mwyn mynd i'r afael â'r mater hwn, cytunodd y Cyd-bwyllgor ar gyfres o egwyddorion caffael ar gyfer prosiectau'r Fargaen Ddinesig ym mis Tachwedd 2020. Mae egwyddorion Bargaen Ddinesig Bae Abertawe yn gofyn i arweinwyr rhaglen a phrosiect ymgysylltu â'u cydweithwyr caffael i archwilio dulliau amgen o gynnal busnes fel arfer, fel bod modd sicrhau'r budd rhanbarthol mwyaf posibl o gam caffael cychwynol y Fargaen Ddinesig.

Budd i'r Gymuned

Cyflawnir canlyniadau Budd i'r Gymuned a Gwerth Cymdeithasol drwy'r broses gaffael yn ogystal â buddion cyflawni pob rhaglen a phrosiect. Argymhellodd Adolygiad y Swyddog Cyfrifyddu a gynhaliwyd gan Lywodraeth Cymru a Llywodraeth y DU y dylid diweddarau'r fersiwn nesaf o'r Achos Busnes Portffolio i gynnwys nodi budd i'r gymuned ar lefel prosiectau ar draws y portffolio. Cyflwynwyd gweithdrefn ysgrifenedig i ddogfennu'r broses a ddefnyddir gan Swyddfa Rheoli Portffolio Bargaen Ddinesig Bae Abertawe i gasglu a chofnodi'r Buddion i'r Gymuned hynny ar y Gofrestr Budd i'r Gymuned.

Mae pwnn caffael y sector cyhoeddus a budd i'r gymuned / gwerth cymdeithasol yn cael ei adolygu'n barhaus. Ar adeg ysgrifennu'r adroddiad hwn, mae Llywodraeth Cymru yn datblygu Datganiad Polisi Caffael Cymru newydd i ddisodli'r Datganiad a gyhoeddwyd yn 2015. Disgwylir i'r datganiad diwygiedig, sydd ar gael i wneud sylwadau arno ar hyn o bryd, gael ei gyhoeddi yng Ngwanwyn 2021.

Mae lansio TOMs Cymru (Themâu, Canlyniadau a Mesurau) yn y gynhadledd Gwerth Cymdeithasol Genedlaethol a gynhaliwyd ym mis Tachwedd 2020 wedi cyflwyno model newydd ar gyfer nodi ac adrodd ar werth ariannol gwerth cymdeithasol o fewn caffaeliadau. Mae'r system hon yn cael ei defnyddio yn Lloegr ar hyn o bryd a chaiff ei threialu gan dri Awdurdod Lleol yng Nghymru. Bydd y Swyddfa Rheoli Portffolio yn cynnal trafodaethau gyda'r Bargeinion Ddinesig a Thwf eraill ledled Cymru i weld a ellid treialu dull cydweithredol o ddefnyddio'r TOMs o fewn y mentrau hyn.

Bydd y Swyddfa Rheoli Portffolio yn monitro cynnydd gyda'r Datganiad Polisi Caffael Cymru diwygiedig (WPPS) - ynghyd ag unrhyw ddiwygiadau i'r dogfennau cyfeirio allweddol eraill a TOMs Cymru - a bydd yn diweddarau Egwyddorion Caffael Bargaen Ddinesig Bae Abertawe yn unol â hynny er mwyn parhau i gydymffurfio â'r ddeddfwriaeth ddiweddaraf.

Crynodeb Ariannol

Mae blwyddyn ariannol 2020/2021 wedi bod yn gyfnod o ansicrwydd economaidd a gwleidyddol sylweddol ar lefel genedlaethol. Mae Partneriaid a Llywodraethau dal wedi ymrwmo'n llawn i'r Fargen Ddinesig ac yn cydnabod ei bod yn sbardun pwysig yn adferiad economaidd y rhanbarth a'r wlad. Er gwaethaf heriau COVID-19 na welwyd eu tebyg o'r blaen, dylai cynnydd parhaus y Fargen Ddinesig roi sicrwydd i fusnesau a thrigolion rhanbarthol fod partneriaid yn parhau i ganolbwyntio'n llwyr ar gyflawni'r Fargen Ddinesig cyn gynted â phosibl. Derbyniwyd tri swm o gyllid. Mae Llywodraethau Cymru a'r DU yn parhau i fod wedi ymrwmo'n llwyr i roi'r dyfarniad grant llawn, er gwaethaf y pwysau ariannol presennol sy'n wynebu'r economi ar hyn o bryd.

Dangosir bod y sefyllfa fuddsoddi amcangyfrifedig gyffredinol yn £1,152bn dros gylch bywyd 15 mlynedd y portffolio. Ar hyn o bryd amcangyfrifir bod angen refeniw o £73m (6%) i gyflawni prosiectau'r Fargen Ddinesig, a gefnogir drwy ddefnyddio cyfarwyddeb derbyniadau cyfalaf hyblyg yr Awdurdodau Lleol, yn ogystal â chan ymrwymiad amgen gan y sector cyhoeddus a'r sector preifat.

Bydd Datganiad Cyfrifon Cyd-bwyllgor Bargaen Ddinesig Bae Abertawe 2021 yn cael ei gyflwyno a'i gyhoeddi yn unol â rheoliadau priodol erbyn 30 Medi 2021.

Rhagolwg Proffil Gwariant Blynyddol

Cydran Fuddsoddi	Blwyddyn 1 2018/19	Blwyddyn 2 2019/20	Blwyddyn 3 2020/21	Blwyddyn 4 2021/22	Blwyddyn 5 2022/23	Blwyddyn 6 2023/24	Blwyddyn 7 2024/25	Blwyddyn 8 2025/26
Cyfalaf/Refeniw	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Gwariant Cyfalaf	19.36	30.44	45.46	133.30	193.11	203.86	213.44	229.60
Gwariant Refeniw	4.26	0.58	0.94	7.79	9.41	12.87	11.42	9.93
Cyfanswm	23.62	31.02	46.40	141.09	202.52	216.73	224.86	239.53
Gwariant Cydrannau	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Gwariant y Fargen Ddinesig	7.73	6.58	7.35	57.54	60.75	59.79	27.13	14.13
Gwariant y Sector Cyhoeddus	15.33	23.52	36.93	52.45	55.98	47.17	41.68	50.76
Gwariant y Sector Preifat	0.55	0.92	2.12	31.10	85.80	109.78	156.05	174.64
Cyfanswm	23.62	31.02	46.40	141.09	202.52	216.73	224.86	239.53

Cydran Fuddsoddi	Blwyddyn 9 2026/27	Blwyddyn 10 2027/28	Blwyddyn 11 2028/29	Blwyddyn 12 2029/30	Blwyddyn 13 2030/31	Blwyddyn 14 2031/32	Blwyddyn 15 2032/33	Cyfan- swm
Cyfalaf/Refeniw	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Gwariant Cyfalaf	9.59	1.00	-	-	-	-	-	1,079.16
Gwariant Refeniw	2.29	2.31	2.33	2.34	2.35	2.36	2.38	73.56
Cyfanswm	11.87	3.31	2.33	2.34	2.35	2.36	2.38	1,152.72
Gwariant Cydrannau	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Gwariant y Fargen Ddinesig	-	-	-	-	-	-	-	241.00
Gwariant y Sector Cyhoeddus	0.92	0.93	0.93	0.93	0.93	0.93	0.93	330.34
Gwariant y Sector Preifat	10.95	2.38	1.39	1.40	1.42	1.43	1.44	581.38
Cyfanswm	11.87	3.31	2.33	2.34	2.35	2.36	2.38	1,152.72

Marchnata a Chyfathrebu

Mae Swyddog Cyfathrebu a Marchnata penodedig yn rhan o Swyddfa Rheoli Portffolio Bargen Ddinesig Bae Abertawe. Dan arweiniad Cynllun Cyfathrebu a Marchnata, mae'r Swyddog Cyfathrebu a Marchnata yn goruchwyllo'r holl weithgarwch yn y cyfryngau a'r cyfryngau cymdeithasol mewn perthynas â'r Fargen Ddinesig, yn ogystal â chyfathrebu mewnol ac ar wefan y Fargen Ddinesig. Mae'r Swyddog Cyfathrebu a Marchnata hefyd yn gweithio'n agos ochr yn ochr â'r Rheolwr Ymgysylltu â Busnes i ymgysylltu â busnesau rhanbarthol a rhoi gwybod iddynt am y Fargen Ddinesig.

Cynllun Cyfathrebu a Marchnata

Mae Cynllun Cyfathrebu a Marchnata wedi'i ddatblygu, ei fireinio a'i ddiweddarau ers i Swyddog Cyfathrebu a Marchnata Bargen Ddinesig Bae Abertawe ddechrau yn ei swydd ym mis Chwefror 2018.

Gan gynnwys matrices pŵer a dylanwad rhanddeiliaid y Fargen Ddinesig, mae'r cynllun yn llywio manylion gweithgareddau cyfathrebu a marchnata. Fel dogfen fyw sy'n parhau i ddatblygu, mae'r Cynllun Cyfathrebu a Marchnata hefyd yn cynnwys:

- Negeseuon allweddol y cyfeirir atynt, boed yn bosibl, ym mhob gohebiaeth
- Mae hyn yn cynnwys negeseuon allweddol diwygiedig sydd bellach yn adlewyrchu rôl y Fargen Ddinesig fel cyflymydd allweddol i adfer economi'r rhanbarth yn sgil Covid-19
- Protocolau cyfryngau ar gyfer cyfathrebu a arweinir gan brosiectau, cyfathrebu dan arweiniad y Swyddfa Rheoli Portffolio, a chyfathrebu sy'n ymwneud â chymeradwyo achosion busnes

Cyflwynwyd y fersiwn ddiweddaraf o'r Cynllun Cyfathrebu a Marchnata i Fwrdd Rhaglen y Fargen Ddinesig a'i gymeradwyo ar 26 Tachwedd 2020. Mewn adolygiad annibynnol a gynhaliwyd ar bortffolio'r Fargen Ddinesig ym mis Gorffennaf 2020, dywedodd y tîm adolygu fod ystyriaeth dda wedi'i rhoi i waith cyfathrebu'r Fargen Ddinesig. Soniodd y tîm adolygu allanol hefyd am bresenoldeb rhithwir cryf y Fargen Ddinesig.

Sylw yn y Cyfryngau Digidol a Phrint

Rhwng mis Ebrill 2020 a mis Mawrth 2021, sicrhawyd 168 o sylwadau cadarnhaol yn y cyfryngau ar gyfer Bargen Ddinesig Bae Abertawe yn y cyfryngau digidol a phrint.

Roedd y pynciau dan sylw yn cynnwys:

- Y Fargen Ddinesig yn cael ei chydabod fel un sy'n allweddol i adferiad economaidd y Dinas-ranbarth yn sgil Covid-19
- Llywodraeth y DU a Llywodraeth Cymru yn cymeradwyo prosiect Ardal Forol Doc Penfro
- Cymeradwyaeth ranbarthol yn y Cyd-bwyllgor ar gyfer prosiect Pentre Awel yn Sir Gaerfyrddin
- Cymeradwyaeth ranbarthol yn y Cyd-bwyllgor ar gyfer y rhaglen Seilwaith Digidol ar draws rhanbarthau
- Cymeradwyaeth gan arweinwyr busnes rhanbarthol ar gyfer y rhaglen Seilwaith Digidol
- Dechrau gweithio ar y ganolfan dechnoleg sy'n ffurfio rhan o'r rhaglen Cefnogi Arloesedd a Thwf Carbon Isel yng Nghastell-nedd Port Talbot
- Prosiect mawr yn Abertawe a allai helpu i lywio manylion y prosiect rhanbarthol Cartrefi yn Orsafoedd Pŵer

- Cymeradwyaeth ranbarthol ar gyfer egwyddorion caffael y Fargen Ddinesig
- Cyfweiliad arbennig ar Wales Online gyda Chyfarwyddwr Portffolio'r Fargen Ddinesig
- Gwahoddiad i dendro am elfen 71/72 Ffordd y Brenin o Ardal Ddigidol Dinas Abertawe a'r Glannau
- Cynnydd yng ngwaith adeiladu Arena Abertawe
- Trwydded forol cam dau ar gyfer yr Ardal Profi Ynni'r Môr (META) sy'n rhan o Ardal Forol Doc Penfro
- Recriwtio a phenodiadau dilynol ar gyfer Swyddfa Rheoli Portffolio y Fargen Ddinesig

Cafwyd sylw yn y cyfryngau lleol, rhanbarthol, Cymru gyfan ac arbenigol.

Mae cyhoeddiadau/gwefannau/darledwyr sydd wedi cynnwys erthyglau cadarnhaol am Fargen Ddinesig Bae Abertawe yn cynnwys BBC Online, y Western Mail, ITV Wales, y South Wales Evening Post, Business News Wales, Wales Business Insider, Business Live, Wales 247, the Wave, Heart FM, Nation Radio, The Llanelli Star, The Carmarthen Journal, the Western Telegraph, The South Wales Guardian, Milford Mercury, The Tenby Observer a West Wales Chronicle.

Ymhlith y cyfryngau arbenigol sydd wedi cynnwys erthyglau cadarnhaol am Fargen Ddinesig Bae Abertawe mae Invest Monitor, RE (Renewable Energy) News, World Cargo News, Water Power Magazine, the Architects Journal, Government Computing, Telecom Paper, UK Authority, Construction Index a Commercial News Media.

Effaith y Cyfryngau Cymdeithasol

Mae Swyddog Cyfathrebu a Marchnata'r Fargen Ddinesig yn rhedeg cyfrifon cyfryngau cymdeithasol dwyieithog Bargaen Ddinesig Bae Abertawe ar Facebook a Twitter, lle mae cynnwys yn cael ei bostio a'i fonitro'n rheolaidd. Mae'r mwyafrif helaeth o'r postiadau hyn yn cysylltu ag erthyglau naill ai ar wefan y Fargen Ddinesig neu wefannau sefydliadau partner. Mae sefydliadau partner hefyd yn cael eu tagio mewn postiadau cyfryngau cymdeithasol, lle bynnag y bo modd.

Amlinellir effaith y cyfrifon cyfryngau cymdeithasol hyn rhwng mis Ebrill 2020 a mis Mawrth 2021 isod (Sylwer: mae'r ffigurau fel yr oeddent ar 15 Mawrth 2021):



Cyfathrebu â Busnesau Rhanbarthol

Mae Swyddog Cyfathrebu a Marchnata'r Fargen Ddinesig yn gweithio'n agos gyda Rheolwr Ymgysylltu â Busnes y Fargen Ddinesig. Dosberthir e-gylchlythyrau i gronfa ddata o fusnesau rhanbarthol – yn ogystal â grwpiau cynrychioli busnes – bob chwarter, neu'n amlach os yw blaenoriaeth y cyfathrebu'n pennu hynny. Anfonir cyfathrebiadau'r Fargen Ddinesig yn rheolaidd hefyd at arweinwyr/sefydliadau busnes allweddol ledled y rhanbarth a thu hwnt. Mae hyn yn cynnwys grwpiau fel ardaloedd gwella busnes rhanbarthol, clybiau busnes a siambrau masnach, yn ogystal â sefydliadau gan gynnwys 4 The Region a thimau ymgysylltu rhanbarthol.

Ceir cymeradwyaeth i gyhoeddiadau allweddol y Fargen Ddinesig gan y gymuned fusnes, lle bynnag y bo modd. Mae cynnwys y Fargen Ddinesig i'w gynnwys mewn e-gylchlythyrau grŵp sy'n cynrychioli busnesau rhanbarthol er mwyn ymhelaethu ymhellach ar gyhoeddiadau â blaenoriaeth a negeseuon allweddol.

Mae cyhoeddiadau'r Fargen Ddinesig hefyd yn cynnwys bwletinau e-newyddion a anfonwyd gan Business News Wales a Wales Business Insider, sy'n cyrraedd miloedd lawer o fusnesau ledled Dinas-ranbarth Bae Abertawe a thu hwnt.

Gwefan y Fargen Ddinesig

Diweddarwyd gwefan ddwyieithog Bargaen Ddinesig Bae Abertawe yn Ch4 2020/2021 i adlewyrchu newidiadau ym mhorthfolio rhaglenni a phrosiectau'r Fargen Ddinesig. Mae gan y wefan gynnwys fideo ar gyfer pob rhaglen a phrosiect, ac mae hefyd yn cynnwys:

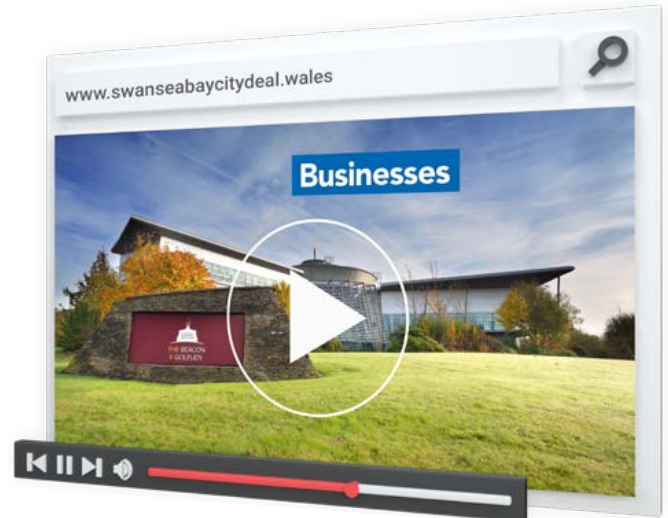
- Disgrifiadau a delweddau ategol ar gyfer pob rhaglen a phrosiect
- Trosolwg o'r Fargen Ddinesig, gyda map rhanbarthol wedi'i ddiweddarau o raglenni a phrosiectau
- Cysylltiadau â chyfrifon cyfryngau cymdeithasol y Fargen Ddinesig
- Dolenni i ddogfennau ar gyfer grwpiau llywodraethu'r Fargen Ddinesig, gan gynnwys Cyd-bwyllgor a Chyd-bwyllgor Craffu
- Llinell amser o gyhoeddiadau a chyflawniadau allweddol y Fargen Ddinesig ers 2018
- Fideo cyffredinol o'r Fargen Ddinesig gan gynnwys negeseuon allweddol ac adrannau ar bob rhaglen/prosiect
- Manylion cyswllt Swyddfa Rheoli Portffolio'r Fargen Ddinesig



www.bargenddinesigbaeabertawe.cymru

Asedau Marchnata

Mae gan y Fargen Ddinesig ystod eang o asedau marchnata digidol ar waith. Mae'r rhain bellach yn cynnwys logo wedi'i animeiddio, e-fap o raglenni a phrosiectau'r Fargen Ddinesig, a ffeiliau fideo unigol ar gyfer negeseuon allweddol y Fargen Ddinesig a rhaglenni a phrosiectau unigol. Mae stondin y Fargen Ddinesig a baneri codi'r rhaglen/prosiect hefyd ar gael. O ystyried effaith Covid-19, mae llyfryn e-farchnata o raglenni a phrosiectau'r Fargen Ddinesig sy'n cynrychioli cyfansoddiad presennol y portffolio yn cael ei gwblhau yn Ch1 2021/2022 i'w lawrlwytho a'i ddsbarthu ar gais.



Brandio

Mae canllawiau brandio ar waith ar gyfer Bargen Ddinesig Bae Abertawe. Mae Swyddog Cyfathrebu a Marchnata'r Fargen Ddinesig hefyd wedi gweithio'n agos ochr yn ochr â llywodraethau – a chynrychiolwyr sefydliadau partner – i sicrhau brandio cymeradwy a bod logos yn cael eu lleoli ar safleoedd byw. Mae hyn yn cynnwys safleoedd Arena a Chanolfan Dechnoleg Abertawe, lle mae gwaith adeiladu'n mynd rhagddo.

Gweithio Mewn Partneriaeth

Mae Swyddog Cyfathrebu a Marchnata'r Fargen Ddinesig wedi parhau i weithio'n agos ochr yn ochr â thimau cyfathrebu ym mhob sefydliad partner drwy gydol 2020/2021. Mae hyn yn cynnwys timau cyfathrebu yn Llywodraeth Cymru a Swyddfa Ysgrifennydd Gwladol Cymru yn Llywodraeth y DU. Mae'r gwaith hwn wedi helpu i roi hwb sylweddol i sylwadau cadarnhaol yn y cyfryngau a'r cyfryngau cymdeithasol am y Fargen Ddinesig, gan hefyd sicrhau bod dyfyniadau Gweinidogol yn cael eu cynnwys mewn cyfathrebu â blaenoriaeth gan gynnwys cymeradwyo achosion busnes a rhyddhau cyllid portffolio, er enghraifft. Mae Swyddog Cyfathrebu a Marchnata'r Fargen Ddinesig yn mynychu cyfarfod bob pythefnos rhwng y Swyddfa Rheoli Portffolio a Rheolwyr Rhaglenni/Prosiectau, ynghyd â chyfarfodydd bwrdd ar gyfer llawer o raglenni a phrosiectau, gan gynnwys Cartrefi yn Orsafoedd Pŵer, Cefnogi Arloesedd a Thwf Carbon Isel, a'r Campysau Gwyddor Bywyd, Llesiant a Chwaraeon. Cafodd y grwpiau hyn eu dechrau ym mlwyddyn ariannol 2020/2021. Dechreuodd cyfarfodydd cyfathrebu bob deufis gyda swyddogion cyfathrebu'r llywodraeth hefyd yn Ch4 2020/2021.

Mae'r holl gyfarfodydd hyn – sy'n cyd-fynd â'r Cynllun Cyfathrebu a Marchnata – yn helpu i bennu amserlenni ar gyfer gweithgareddau cyfathrebu.

Cyfathrebu Mewnol

Datblygodd Swyddog Cyfathrebu a Marchnata'r Fargen Ddinesig fwy o gyfathrebu mewnol yn Ch4 2020/2021 i'w gyflwyno ar unwaith. Mae hyn yn cynnwys cyfathrebu rheolaidd â phrif randdeiliaid y Fargen Ddinesig, gan gynnwys aelodau'r Cyd-bwyllgor, Bwrdd y Rhaglen (Portffolio), y Cyd-bwyllgor Craffu a'r Bwrdd Strategaeth Economaidd, ynghyd â grŵp o gyfarwyddwyr adfywio awdurdodau lleol rhanbarthol, a staff mewn sefydliadau partner gan gynnwys prifysgolion rhanbarthol a byrddau iechyd. Ymhlith yr offer cyfathrebu mewnol a ddefnyddir mae erthyglau ar gyfer defnyddio'r fewnwyd, adroddiadau ar uchafbwyntiau mewn cyfathrebu misol ac e-gylchlythyrau mewnol.

Ymgysylltu â Busnesau a Rhanddeiliaid



Mae Bargen Ddinesig Bae Abertawe yn gweithio'n agos gyda busnesau yn y rhanbarth a chwmnïau allanol i ddatblygu achosion busnes a chaffael a chyflwyno rhaglenni / prosiectau'r Fargen Ddinesig. Mae'r targed mewnfuddsoddi oddeutu £600m ar gyfer y portffolio 15 mlynedd a bydd angen sawl agwedd ar ddarparu busnes a gwasanaethau drwy gydol ei gylch oes megis adeiladu, ymchwil a datblygu, gweithgynhyrchu, datblygu'r gadwyn gyflenwi, rhwydweithio a gweithrediadau seilwaith. Mae fframwaith diwygiedig ymgysylltu â busnes a mewnfuddsoddi Bargen Ddinesig Bae Abertawe yn cael ei ddatblygu i gefnogi uchelgeisiau portffolio Bargen Ddinesig Bae Abertawe a rhoi cyfeiriad clir gyda golwg ar y modd y bydd denu, cadw a thwff busnesau yn datblygu ein GYC rhanbarthol a chyfleoedd ar gyfer cyflogaeth.

Gwelodd Ch1 2020 barhad o weithgareddau ymgysylltu traddodiadol megis trafodaethau wyneb yn wyneb â busnesau sydd â diddordeb yn y Fargen Ddinesig (ymateb i'r cyfryngau neu ddiddordeb cyffredinol) a datblygu perthynas â phartïon cymorth â diddordeb gan gynnwys Llywodraeth Cymru, Busnes Cymru, GwerthwchiGymru, Bwrdd Hyfforddi'r Diwydiant Adeiladu (CITB) a Bwrdd Hyfforddi'r Diwydiant Adeiladu Peirianeg (ECITB).

Cydlynodd Rheolwr Ymgysylltu â Busnesau y Fargen Ddinesig nifer o ddigwyddiadau rhagarweiniol i ymgysylltu â rhanddeiliaid ar gyfer y Cyfarwyddwr Portffolio newydd, gyda sefydliadau busnes allweddol megis Clwb Busnes Bae Abertawe a Siambur Fasnach De-orllewin Cymru (Siambrau Cymru erbyn hyn). Mynychodd Rheolwr Ymgysylltu â Busnesau y Fargen Ddinesig ddigwyddiadau allweddol i gynrychioli'r Fargen Ddinesig:

- Cefnogi prosiect Glannau Abertawe a'r Ardal Ddigidol mewn digwyddiadau "Cwrdd â'r Prynwr" gyda Chyngor Sir Abertawe, Buckingham Group Ltd a phartneriaid. Denwyd tua 80% o gyflenwyr newydd gan y rhain a digwyddiad digidol cwrdd â'r prynwr a gynhaliwyd wedi hynny wedi ac maent wedi arwain at ddyfarnu 19% o gontractau i gyflenwyr yn yr ardal Côt Post SA gyda 37% arall yn cael eu dyfarnu i gyflenwyr â Chôt Post Cymreig.
- Cefnogi prosiect Ardal Forol Doc Penfro yn y gynhadledd Floating Offshore Wind, Aberdaugleddau, pan amcangyfrifodd cyflwyniad gan ORE Catapult y gallai ynni adnewyddadwy ar y môr ddenu £561 miliwn ychwanegol o fuddsoddiad cyfalaf dros y 10 mlynedd nesaf pe bai'r gadwyn gyflenwi ranbarthol yn cael ei datblygu i'w huchafswm.
- Cefnogi'r prosiect Gwyddor Bywyd, Llesiant a Champysau Chwaraeon trwy fod yn bresennol yng nghynhadledd Collaborate2020 ym Mhrifysgol Abertawe gan roi sylw da i'r Fargen Ddinesig ynghyd â rhanddeiliaid allweddol eraill yn y sector gwyddor bywyd a llesiant.
- Bod yn bresennol mewn digwyddiadau Clwb Busnes, 4theRegion, Clwb Busnes SA1, Siambrau Cymru ac ati.

Mynychodd Rheolwr Ymgysylltu â Busnesau y Fargen Ddinesig hefyd ddigwyddiad Construction Connects a gynhaliwyd yn Abertawe a digwyddiad economi Gylchol a gefnogwyd gan Lywodraeth Cymru - TATA steel, Port Talbot.

Astudiaeth Achos - Yr Egin

CANOLFAN
SAC
YR EGIN

Er mwyn cefnogi a datblygu sector diwydiant creadigol a diwylliant Cymraeg y rhanbarth ymhellach, mae rhaglen dau gam Yr Egin, sydd wedi'i lleoli ar gampws Prifysgol Cymru y Drindod Dewi Sant yng Nghaerfyrddin, yn cynnwys:

- Tenantiaid angori'r sector creadigol cenedlaethol
- Swyddfa o'r radd flaenaf ar gyfer busnesau bach a chanolig yn y sector creadigol lleol a rhanbarthol, gyda chyfleoedd i ehangu
- Cyfleusterau ar gyfer rhwydweithio cymunedol a busnes
- Hwyluso'r gwaith ymgysylltu rhwng busnesau a myfyrwyr

Mae prosiect Cam 1 Yr Egin wedi sicrhau mwy na manteision uniongyrchol yn unig megis swyddi a grëwyd a GYC. Mae wedi mynd y tu hwnt i gyflawni'r metrigau mesuradwy wedi'u targedu ac mae bellach wedi'i wreiddio mewn hwyluso a gwella llwyddiant y diwydiant creadigol a digidol ar draws y rhanbarth a thu hwnt.

Mae llwyddiant y clwstwr wedi dod i'r amlwg drwy'r rhyngweithio rhwng sefydliadau o fewn yr hwb, sydd wedi creu cyfleoedd di-rif ar gyfer partneriaeth, trosglwyddo gwybodaeth ac enillion masnachol. Mae hyn yn golygu bod canlyniadau Cam 1 Yr Egin gyda'i gilydd yn fwy na'r rhannau unigol.

Targed Gweithredol	Cyflawnwyd ym mis Gorffennaf '20
Prosiect Cam 1 Yr Egin wedi'i gwblhau	Gorffennaf 2018
Sgôr BREEAM	Ardderchog
Busnesau newydd wedi'u hybu	9
Ymgysylltu â Myfyrwyr	443
Hyfforddiant/Prentisiaethau	5+
Incwm Rhent	£408k+

Gwobrau

I dynnu sylw at lwyddiant cynnar y prosiect, mae Cam 1 Yr Egin wedi'i enwebu ar gyfer nifer o wobrau ers ei gwblhau ac mae nifer o gyrff proffesiynol wedi cydnabod ei fod yn haeddu clod sylweddol am gyflawniad eithriadol. Mae'r rhain yn cynnwys:

Gwobr	Canlyniad
RICS 2019 (Cymru)	Ennill
RICS Social Imp. 2020	Rhestr fer
Gwobrau CEW 2020	Rhestr fer
Eisteddfod Genedlaethol 2019	Rhestr fer
RSAW (RIBA) 2019	Rhestr fer
Eiddo Cymru 2019	Rhestr fer
Gwobr BCO 2019	Rhestr fer
Gwobr yr Architectural Journal 2019	Rhestr fer



Wrth ennill yn y categori masnachol yng Ngwobrau RICS (Cymru) 2019 ar 1 Mai 2019, dywedodd beirniaid RICS fod y tîm y tu ôl i'r prosiect – gan gynnwys Mott McDonald, BDP, y Swyddfa Wledig dros Bensaerniaeth, a Phrifysgol Cymru y Drindod Dewi Sant – wedi llwyddo i ddylunio cynllun a oedd yn annog meddianwyr i gydweithio, rhwydweithio a chyfnwid gwybodaeth a syniadau, i arloesi a chreu swyddi.

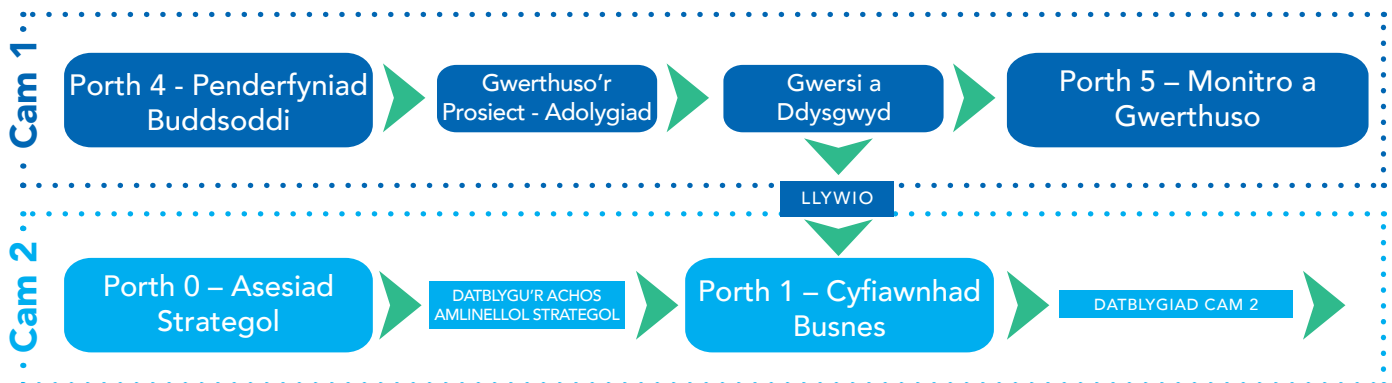
Amcan y Cam Gweithredu	Targed	Canlyniad
Sefydlu clwstwr creadigol bywiog a chysylltiedig o fri rhyngwladol mewn dau gam gydag S4C, y darlledwr cenedlaethol, fel y tenant angori allweddol erbyn 2018	3,912 metr sgwâr, erbyn Mis Medi 2018 (Cam 1)	Cwblhawyd
Cyllid y Sector Preifat wedi'i ysgogi ar gyfer Prosiect Yr Egin (Noder: mae'r amcan hwn ar gyfer Cam 1 a Cham 2)	£1.5m (neu Amnewid Cyfalaf Prifysgol cyfatebol)	Yn parhau
GYC y Cyfnod Adeiladu (Noder: mae'r amcan hwn ar gyfer Cam 1 a Cham 2)	£6.75m ar gyfer Cam 1 a Cham 2	£4m (Cam 1)
Cyflogaeth Ychwanegol y Cam Adeiladu	65 o staff cyfwerth ag amser llawn (a ddiffinnir ar gyfer Cam 1 yn unig)	Amcangyfrifir fel 99.4 o flynyddoedd person
Wythnosau Hyfforddiant Ychwanegol y Cam Adeiladu (Noder: mae'r amcan hwn ar gyfer Cam 1 a Cham 2)	1,127 ar gyfer Cam 1 a Cham 2	391 wedi'u cofnodi

“ Mae'r Egin yn darparu cysylltedd digidol o'r ansawdd gorau a'r cyfle i rwydweithio â busnesau eraill yn y sector creadigol. Mae golwg a theimlad adeilad Yr Egin hefyd yn gweithio i ni. Rydym yn gwneud llawer o gynnwys â brand mawr, felly mae cael cyfleuster o'i ansawdd ar garreg ein drws yn creu mwy o hygyrdd wrth gomisiynu cyfarfodydd a chwrdd â chleientiaid. Ddegawd ar ôl i mi raddio o Brifysgol Cymru y Drindod Dewi Sant yng Nghaerfyrddin, mae gan y diwydiannau creadigol ganolfan yma yn Sir Gaerfyrddin ac mae'r Brifysgol yn strwythuro cyrsiau newydd ar gyfer y sector creadigol i ddiwallu'r angen. Bydd hyn yn cyfuno â'r Egin i ysbrydoli mwy o bobl i ymuno â'r sector. ”

Carys Owens - Rheolwr Gyfarwyddwr Whisper Cymru



Datblygiad Cam 2



Fel rhan o'r adolygiad Gateway parhaus a'r gweithgareddau gwersi a ddysgwyd a gynhelir, bydd rhai egwyddorion cyffredinol yn cael eu dilyn wrth gyflawni Cam 2. Mae'r rhain yn cynnwys bwydo'r gwersi a ddysgwyd yn ystod y cam cyfiawnhau busnes a:

- Mynd ati i ddatblygu a gweithredu Cam 2 Yr Egin gyda'r un ethos a dull gweithredu â Cham 1 Yr Egin.
- Gweithio gyda Bargaen Ddinesig Bae Abertawe i ddatblygu methodoleg ar gyfer asesu manteision rhanbarthol a ddarperir gan gynllun Yr Egin a sicrhau'r manteision mwyaf posibl i'r holl randdeiliaid.
- Cynnal asesiad cynhwysfawr o effaith COVID-19 a ffactorau eraill yn y farchnad i lywio'r gwaith o ddatblygu gweithgarwch a chyflawni pellach yn Yr Egin er mwyn sicrhau bod y prosiect mwyaf manteisiol yn cael ei gyflawni.

Bargen Ddinesig Bae Abertawe - www.bargenddinesigbaeabertawe.cymru

Cyngor Sir Caerfyrddin - www.sirgar.llyw.cymru

Dinas a Sir Abertawe - abertawe.gov.uk

Cyngor Bwrdeistref Sirol Castell-nedd Port Talbot - www.npt.gov.uk

Cyngor Sir Penfro - www.sir-benfro.gov.uk

Prifysgol Abertawe - www.swansea.ac.uk/cy

Prifysgol Cymru y Drindod Dewi Sant - www.uwtsd.ac.uk/cy

Bwrdd Iechyd Prifysgol Hywel Dda - biphdd.gig.cymru

Bwrdd Iechyd Prifysgol Bae Abertawe - bipba.gig.cymru

Ysgrifennydd Gwladol Cymru Llywodraeth y DU - www.gov.uk/government/organisations/office-of-the-secretary-of-state-for-wales.cy

Llywodraeth Cymru - llyw.cymru

Awdurdod Porthladd Aberdaugleddau - www.mhpa.co.uk

Glannau Abertawe a'r Ardal Ddigidol - baecoprabertawe.com

Y Bartneriaeth Dysgu a Sgiliau Ranbarthol - www.rlp.org.uk/cym

S4C Yr Egin - yregin.cymru/cy

Cyfleuster Profi Cenedlaethol Cymru - www.meta.wales/?lang=cy

Siambrau Cymru (Siambwr Fasnach De-orllewin Cymru gynt) - chamberswales.com

Ffederasiwn busnesau bach - www.fsb.org.uk/fsb-regions-and-nations/fsb-wales

Sefydliad y Cyfarwyddwyr - www.iod.com/events-community/regions/wales

Cyddfederasiwn Diwydiant Prydain CBI - www.cbi.org.uk

Busnes Cymru - businesswales.gov.wales/cy

GwerthwchiGymru - www.gwerthwchigymru.llyw.cymru

Co-oP Cymru - cymru.coop

Swyddfa'r Comisiynydd ar gyfer cenedlaethau'r dyfodol - www.futuregenerations.wales/cy

Canllawiau caffael sector cyhoeddus Llywodraeth Cymru - llyw.cymru/caffael-yn-y-sector-cyhoeddus

Clwb Busnes Bae Abertawe - www.swanseabaybusinessclub.com

Clwb Busnes SA1 - www.sa1wbc.com

4theRegion - www.4theregion.org.uk

Ardaloedd menter Dyfrffordd y Ddau Gleddau a Glannau Port Talbot - businesswales.gov.wales/enterprisezones/cy/ardaloedd-menter-yng-nghymru



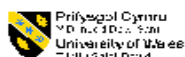
www.bargenddinesigbaeabertawe.cymru

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SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 20th July 2021

Report Title SBCD Highlight Report	
<p>RECOMMENDATIONS/KEY DECISIONS To update Joint Scrutiny Committee on programmes / projects progress that form part of the Swansea Bay City Deal Portfolio</p>	
<p>REASONS</p> <p>1. Introduction</p> <p>The SBCD Highlight Report details the monthly progress made and activities planned for the SBCD Portfolio's constituent programmes and projects</p>	
<p>OFFICER CONTACT</p> <p>Name Amanda Burns</p>	<p>Telephone: Email: ajburns@carmarthenshire.gov.uk</p>



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Bargen Ddinesig

BAE ABERTAWE
SWANSEA BAY
City Deal

Programmes / Projects Update

SBCD Joint Scrutiny Committee

20th July 2021



Business Engagement

SBCD Portfolio Office



Peter Austin
Business Engagement
Manager

Activities Completed

- Coordinated monthly and extraordinary ESB meetings with Hollie & Chris Foxall
- Coordinating ESB visit to Swansea Arena with Hollie & Swansea CC
- Follow up meeting with WG Relationship Management Team
- Met with Ross Gill SQW re regional Regen Framework
- Completed individual meetings with regen Directors
- Attended SQW Regional Framework feedback session
- Coordinating E&I Framework to final draft
- Introductory meeting with Deb Bowen-Rees new IOD Regional Chair
- Met with Swans Community Trust – passed information to PL's
- Met with Office Principles passed information to Swansea PL's
- Met with graduate start up video/ PR business from Llanelli – passed info to Pentre Awel project
- Met with Business News Wales re regional Energy supplement and coordinated response from stakeholders
- Received presentation from Dragon Decommissioning-Cymru,

Activities Planned/Ongoing

- Follow on meetings between WG RMT and SBCD projects
- Assisting PDM/Haven EZ with procurement event
- Ongoing discussions with Business News Wales re ways of working going forward
- Developing joint work programme SBCD & Wales Co-op
- Developing Social Value evaluation proposal for SBCD
- Working with Sell2Wales to develop SBCD project page on procurement platform
- Launch revised Sell2Wales project page
- Arrange procurement workshops with S2W & project teams
- Promote Wales Start-up Awards
- Add procurement page to SBCD Website
- Developing portfolio forward plan



Risks

Ongoing alignment of Regional Strategy development to development of E&I framework

Lack of coordinated approach to engagement and investment across portfolio

Issues

Delays in recruitment of Comms and Marketing Officer



Yr Egin - June 2021



Project Partner Lead: UWTSD



Activities Completed

The Phase 1 Lessons Learned Activity successfully completed, which brings the University's evaluation process to a close in advance of formal Gateway 5 Monitoring and Evaluation approval

Creative Sector Demand Study formally commissioned and underway (BOP). Part 1 has now been completed and information has been fed back to University. First Phase 2 engagement session of Creative Sector Demand Study has been conducted with industry representatives.

Phase 1 funding agreement now in place.



Activities Planned

Following completion of the Egin Phase 1 project and Joint Committee approval of the Full Business Case, the University is now proceeding with the next stages of the Integrated Assurance Action Plan in accordance with the agreed timetable to deliver Egin Phase 2

Formal Welsh/UK Government business case approval still outstanding as of 11th November

University senior internal team has mobilised and will now work on development of Egin Phase 2.

'Policy Makers' Creative Sector Demand Study Workshop upcoming and final report in progress.



Risks

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

Issues

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



Pembroke Dock Marine – June 21



Project Partner Lead: Pembroke Dock Marine Board



Wave Hub



Activities Completed

PCC Planning Committee approved PDI application. Welsh Government withdrew holding direction (IP1)

First META deployment happened on the 17.06.21 with PR scheduled w/c 21st (OP16, IP5A, IP5B)

PDM presented at [Swansea University's Blue Economy online Linc](#) event 21/06. (OP16, OP11)

META, MEECE and MHPA presenting at [Wales Tech Week](#) 24/06. (OP11, OP16)

MEECE has recruited 3 engineers (all regionally based) through [UK-Government's kick start scheme](#). (OP1,13,14)

Williams Shipping have recruited 2 [Pembrokeshire based apprentices \(pictured\)](#) (OP1,13,14)

MHPA presented at the [APPG for Celtic Sea](#) 26.05 (OP15)

Activities Planned

Ongoing management of PDI Marine Licence and Listed Building Consents (IP1)

ORE catapults test buoy deployment contracts for marine operation and engineering support pending final approval.

PDM being featured at Celtic Sea Cluster Launch (September) Cardiff, [Global Offshore Wind](#), [PriMare Conference](#)



Jamie and Oisian have commenced their apprenticeship with Williams Shipping

Risks

Capital cost increase against PDI project budget set in 2017. (IP1)

MEECE's extension still outstanding but WEFO approved by WEFO subject to SBCD funding (IP6b)

Universities are increasingly concerned over their share of MEECE's outputs as a result on only having 18 months left against the ERDF funding period to recruit. (IP6)

Issues

Ensuring appropriate level of project governance and reporting is established to maintain the projects value to the SBCD whilst ensuring the project remains delivery and impact focused.

procurement for non WEFO funded phases has been paused due to SBCD funding delays.

Once SBCD funding is secured, each funding partner will need to re-profile their SBCD.

Swansea City & Waterfront Digital District

Project Partner Lead: City & County of Swansea

Activities Completed

Arena

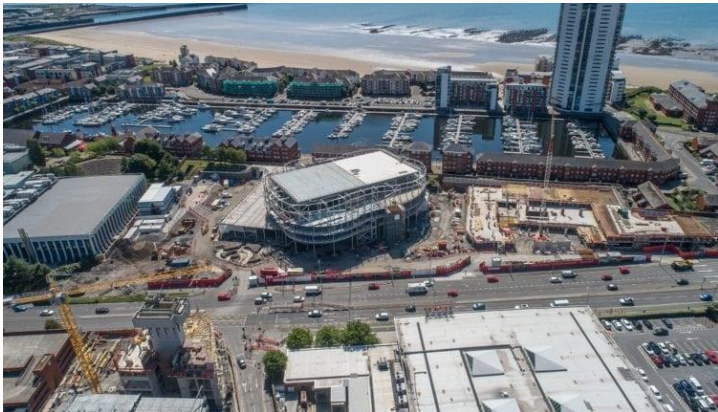
Arena cladding in progress.
Arena internal finishers and M & E equipment install commenced.
Coastal Parkland hard and soft landscaping commenced.

71/72 Kingsway

Contractor appointed and to start onsite in August

Innovation Matrix

Planning permission for Innovation Matrix progressing.



Activities Planned

Arena

Commence install of external arena LED's.
Practical completion in Autumn..
Agree terms and conclude the agreement with commercial tenants.
Hotel designs being progressed – difficulties in funding are impacting delivery timescales.

71/72 Kingsway

The Business case to be updated to reflect the 71-72 moving to FBC.

Aiming to commence construction Q3

Further detailed letting/operator discussions continue for 71/72 The Kingsway

Innovation Matrix

Pre application discussions on planning.



Huw Mowbray
Project Manager

Risks

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

Effect of Covid-19 upon level and type of commercial demand for 71/72 Kingsway, Box Village and Innovation Precinct–
Hotel: difficulties in funding are impacting delivery timescales.

Issues

Delivery of outputs likely to be affected by Covid-19



Pentre Awel

Project Partner Lead: Carmarthenshire County Council



Dr Sharon Burford
Project Manager

Activities Completed

- Memorandum of Understanding prepared and issued to Financial Markets – Expression of interest received.
- Tender posted for:
 - Zone 1 contractor .
 - Zone 1 client – side support services
 - VAT - specialist advice to cover both construction and operation of Pentre Awel
- Submission made to PNC bank to secure funding for the hydrotherapy pool included as part of the aquatics facilities.
- MoU developed with clinical research partner.
- Reconfiguration of governance structure to best support the implementation phase of the project.
- All implementation groups in place with stakeholder lead.
- Continued engagement within stakeholder governance structures.

Activities Planned

- Assessment planning for all tenders.
- Commence procurement for design of Zone 3.
- Submit DIT submission for final stage approval.
- Confirm finance option for CCC from Institutional bids. Institutional investment not required for zone 1
- Heads of terms development commenced with Zone 1 tenants.
- Communications group reconvened . Key action to recommence engagement strategy to ensure wide participation and communications across sectors.

Risks

- Failure to maximise whole system benefits across all training providers on site due to individual confidentiality agreements. **Mitigation** – Project Board approval gained for the establishment of an Education Skills and Training Implementation Group.
- Infrastructure - public transport doesn't meet the needs of end users. Mitigation - Scoping work underway including community based provision.



Digital Infrastructure



Gareth Jones
Programme Manager

Programme Partner Lead: Carmarthenshire County Council



Activities Completed

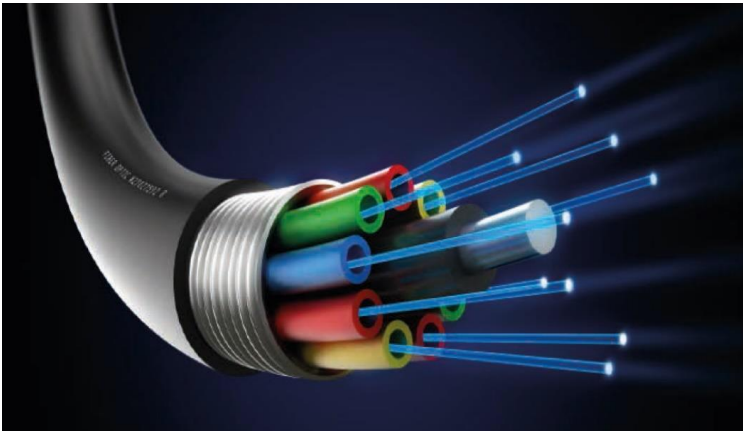
Detailed Programme financial budgets developed and ratified by Digital Board.

Project Managers recruitment ongoing, shortlisting complete, interviews and appointment imminent.

Regional Digital Programme Funding agreements drafted.

External specialist advisor recruitment ongoing, procurement specification complete with appointment expected in July.

Regional 5G workshops arranged for July.



Activities Planned

Project Manager resource appointments.

Specialist advisors resource appointment.

Regional Digital funding agreements agreed by Digital Board.

Regional 5G workshops to inform investment.

Detailed scoping of specific individual Projects within the Digital Programme.

Further develop procurement and state aid strategy.



Risks

Ongoing policy alignment of Regional Digital Infrastructure strategy and Welsh Government (PSBA).

A lack of Telecoms suppliers with the necessary appetite and / or ability to deploy, particularly rurally.

Visibility of commercial investment plans across the Region.

Issues

Lack of human resource allocated to the Programme.

Insufficient financial resources allocated to address all the regions Digital Infrastructure aspirations.



Homes as Power Stations

Project Partner Lead: Neath Port Talbot Council



Lisa Willis
Project Manager

Activities Completed

Submitted revised Economic Case to PoMO

Presentation to Minister David TC Davies 26/05/2021

Provided follow up information on supply chain development

Ongoing engagement with Industry Wales

Activities Planned

HAPS Project Board to meet June 2021

Third party funding agreements to be developed

HAPS regional funds criteria and allocation to be developed

Brand development activity

Project manager to be recruited

Risks

Unable to respond to requests for HAPS support as funds unable to be established prior to business case approval.

Issues

Ensure alignment to other energy efficiency in housing programmes. This is in progress with on-going engagement.



Supporting Innovation & Low Carbon Growth

Project Partner Lead: Neath Port Talbot Council



Lisa Willis
Project Manager

Activities Completed

Business case submitted to PoMO

Presentation to Minister David TC Davies

WG/UKG policy workshop

SILCG Programme Board met

SWITCH – site visit to SaMI to inform procurement
SILCG Brief

On-going engagement with industry, academia and government



Activities Planned

Technical Advisory Group to be formalised

SILCG Programme Board to meet

Dialogue with Skills & Talent project re: skills for the green economy

Advanced Manufacturing Production Facility – pre-market engagement event planning

Business case approval

Meeting with SWIC



Risks

Delay in approval of City Deal Business Case impact on already secured European Regional Development Fund match funding – regular dialogue with WEFO

Issues

To ensure SILCG specialist facilities meet the needs and demands of the decarbonisation agenda – on-going consultation with government, industry and academia



Skills and Talent

Project Partner Lead: Carmarthenshire County Council



Jane Lewis
Programme Manager

Activities Completed

Business Case completed and currently in the process of being presented to the four Local Authorities.

Presented the business case to the ESB

Presentation to Director of Skills Welsh Government of the Skills and Talent programme

First meeting to the Gateway Zero review held and interviews scheduled for the 23rd and 24th June.



Activities Planned

Gateway 0 review planned for 23 – 25 June 2021.

Presentation to the four Local Authority Cabinet meetings before the 8th July 2021

Meeting scheduled for the 24th June with David R T Davies MP Parliamentary Under Secretary of State for Wales.

Ongoing consultation with stakeholders.



Risks

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

Issues

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



Life Science & Well-being Campuses

Keith Lloyd
Project Lead

Project Partner Lead: Swansea University



Activities Completed

Collaborative research and innovation activities continue

Internal resource identified to help address feedback

Further defined governance to maximise partner contribution

Engagement with Grant Thornton Consultants.

Engagement with WG RMT, follow up meeting pending.

Continue to obtain letters of support to evidence partner commitment to support outline business case

Activities Planned

Engage with Ministerial session scheduled for the 16th June.

Address Business Case feedback in Q1 2021 for formal submission in Q2.

Present update on latest business case to ESB on the 21st June.

Development of comms and engagement material and progress structured private sector engagement activities/plan

Rebranding exercise with Waters – outcomes pending

Confirm and finalise commercial arrangements between City & Council and the Health Board

Recruitment of dedicated Project Manager for 12 months – advert now external, aim to recruit by mid July.

Define skills development.



Risks

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

Impact on timescales as a result of the pandemic, impact on private sector and competing priorities particularly in health

Impact on delivery due to lack of resource.

Issues

Communication of the project's evolution



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SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 20th July 2021

Report Title SBCD Internal Audit Report	
RECOMMENDATIONS/KEY DECISIONS To inform Joint Scrutiny Committee of the findings and actions of an internal audit review into the SBCD Programme	
REASONS	
1. Introduction	
An audit review of the Swansea Bay City Deal (SBCD) has been carried out as agreed by the Swansea Bay City Deal Joint Committee.	
2. Internal Audit	
The audit aims to provide assurance that the Swansea Bay City Deal has adequate governance, internal control, risk management and financial management arrangements in place, which are operating effectively and assisting it to achieve its objectives.	
<u>Audit Scope</u>	
Area	Description
Governance:	<ul style="list-style-type: none"> Follow Up of Previous Recommendations Organisation Structure Monitoring & Reporting Arrangements Risk Management
Financial Management:	<ul style="list-style-type: none"> Budgetary Control Accounting Procedure
Project Management & Monitoring:	<ul style="list-style-type: none"> Business Plan Creation & Approval Project Management Performance Monitoring & Delivery of Outcomes



The internal audit report has determined an audit assurance rating of Substantial; There are no or few weaknesses in the adequacy and/or effectiveness of the governance, internal control, risk management and financial management arrangements, and they would either be unlikely to occur or their impact is not likely to affect the achievement of the SBCD objectives.

The Strategic and Annual Audit Plans are approved by Joint Committee annually and regular reports are made to the Joint Committee throughout the year on progress and any significant weaknesses identified.

In addition to the planned work, the Internal Audit Unit undertakes fraud investigation and proactive fraud detection work.

The internal audit review into the Swansea Bay City Deal concluded the following recommendations:

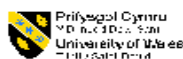
<u>Audit Element</u>	<u>Recommendation</u>	<u>Timescale for Action</u>
GOVERNANCE	Formal agreements should be signed with partners who have not signed up as part of the Joint Committee Agreement (i.e. Universities and Health Boards). The Anti-Fraud and Anti-Corruption Strategy should be finalised and formally approved as soon as possible, and the new process for recording declaration of interests should be fully embedded.	30 June 2021 (end of Q1 2021-22)
GOVERNANCE	The risk scoring methodology should be reviewed to clearly identify the inherent (prior to the implementation of controls) and residual (after the implementation of controls) risk scores.	30 Sept 2021 (end of Q2 2021-22)
FINANCIAL MANAGEMENT	The processes for capturing and reporting on the achievement of outputs, outcomes and impacts should continue to be developed and should be fully embedded to set out clear performance targets and help evidence the achievement of the original objectives and value added.	30 June 2021 (end of Q2 2021-22)
FINANCIAL MANAGEMENT	The level of Private Sector funding received/committed should be carefully monitored to ensure it remains on track and identify any potential issues at an early stage. Potential contingency plans if private sector funding does not materialise as expected should be considered.	Ongoing (31 Dec 2021 for update)

OFFICER CONTACT

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SWANSEA BAY CITY DEAL

Page 255

Report Issued to:
Chris Moore, Swansea Bay City Deal Section 151 Officer

Report Copied to:
Jon Burnes, Swansea Bay City Deal Portfolio Director
Richard Arnold, Swansea Bay City Deal Finance Manager
Tracey Meredith, Swansea Bay City Deal Monitoring Officer

Auditor:
Justin Blewitt, Principal Auditor

Rationale for Audit:
Annual Risk Based Review

Internal Audit Report No:	20031 (2020-21)
Assurance Rating	Substantial
Fieldwork Completed	7 April 2021
Draft Report	8 April 2021
Management Comments	9 April 2021
Proposed Final Report Issued	13 April 2021

Introduction and Objectives

An audit review of the Swansea Bay City Deal (SBCD) has been carried out as part of the 2020-21 Internal Audit Plan, as agreed by the Swansea Bay City Deal Joint Committee. The audit aims to provide assurance that the Swansea Bay City Deal has adequate governance, internal control, risk management and financial management arrangements in place, which are operating effectively and assisting it to achieve its objectives.

Audit Scope

Governance:	<ul style="list-style-type: none">• Follow Up of Previous Recommendations• Organisation Structure• Monitoring & Reporting Arrangements
Risk Management:	<ul style="list-style-type: none">• Risk Management
Internal Control:	<ul style="list-style-type: none">• Business Plan Creation & Approval• Project Management• Performance Monitoring & Delivery of Outcomes
Financial Management:	<ul style="list-style-type: none">• Financial Management

Methodology

<ul style="list-style-type: none">• Review of supporting documentation
<ul style="list-style-type: none">• Review of systems
<ul style="list-style-type: none">• Interviews with relevant officers
<ul style="list-style-type: none">• Sample testing

Executive Summary

Good progress has been made since the previous audit review in strengthening existing arrangements. A Portfolio Director has been appointed to provide strategic direction, with a full complement of staff employed within the Portfolio Management Office (PoMO) to provide operational support. Improvements to existing working practices have been embedded within risk management processes, preparation and submission of business cases, with regular progress reporting being provided to respective governance boards.

Due to the recent impact from external influences (e.g. Brexit, Covid-19), there is a risk that private sector funding required for projects may not be secured. The latest analysis illustrates that only £16m out of £592m private sector funding has been formally committed to date (though £534m is recorded as being in advanced engagement). This is to be expected to an extent, with the majority of projects using public sector funding as a catalyst for private sector funding in future years. It would however be prudent to consider this a high risk area, as the success of delivering the Swansea Bay City Deal is reliant on private sector funding.

At the time of the audit, no payments had been made to projects in delivery. Delays have been due to funding agreements not yet having been signed, but assurance was given that these are in the process of being signed imminently, with the expectation that future funding agreements will be signed more promptly. Funding needs to start flowing to projects as soon as possible to maintain momentum. Processes for recording and monitoring outputs, outcomes and impacts have started to develop, but these need to be evolved and become fully embedded to ensure projects (and the portfolio) can evidence achievement of the original objectives and value added. There is still no movement since last year's audit recommendation for non-Local Authority partners to sign up to a formal agreement (i.e. Universities and Health Boards), despite them having a significant role to play in the SBCD, and being directly involved with several projects. Formal agreements with partners will be considered when the PoMO update the JCA in partnership with Swansea Bay City Deal Monitoring Officer and key stakeholders.

FOLLOW UP OF PREVIOUS RECOMMENDATIONS

Of the 7 recommendations made (and accepted) during the previous audit review in 2019-20, 4 have been completed in full, 2 have been partially completed and 1 remains outstanding. These include:

- Formal agreements should be signed with partners who have not signed up as part of the Joint Committee Agreement (i.e. Universities and Health Boards). All contributions due should then be paid or appropriate escalation/action taken. *Not Complete - the signing of formal agreements with partners who have not signed up as part of the Joint Committee Agreement has not yet been progressed. Internal Audit was informed that all partners, with the exception of one, are paid up to date and are committed to fully pay required contributions.*
- Funding should be awarded in line with the Joint Committee Agreement (i.e. 1/15 allocation) or the actual funding distribution method should be formally approved by the Joint Committee (the Joint Committee Agreement should be amended when appropriate to reflect the actual funding distribution method. *Partially Complete - the correct funding distribution method has been included in the funding agreements and Internal Audit was informed that the Joint Committee Agreement will be amended imminently.*
- 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. *Partially Complete - Anti-Fraud and Anti-Corruption Strategy has been drafted but has not yet been approved. A new process has been introduced for recording declaration of interests and is being fully embedded at the time of the audit.*

RECOMMENDATION

Formal agreements should be signed with partners who have not signed up as part of the Joint Committee Agreement (i.e. Universities and Health Boards).

Grade: Important

The Anti-Fraud and Anti-Corruption Strategy should be finalised and formally approved as soon as possible, and the new process for recording declaration of interests should be fully embedded.

Grade: Important

MANAGEMENT RESPONSE

The JCA update will commence in April 2021. Consideration will be given to non-LA partners being part of the JCA as part of the update. Partners who are lead deliverers are signed up to deliver the outputs and outcomes as stipulated in the Funding Agreements. The policies will be finalised and approved by the SBCD governance in Q1 2021/22.

Declarations of interest process and templates are now fully embedded. Anti-Fraud Strategy is awaiting feedback from Audit in PCC on principles of the policy and will be put through Governance Boards for formal approval in Q1.

Responsible Officer

Jonathan Burnes

Timescale for Action

30 June 2021 (end of Q1 2021-22)

RISK MANAGEMENT

A Risk Management Strategy is in place which sets out the Swansea Bay City Deal policy and procedures for risk management. A Covid-19 Impact Assessment has also been produced to capture risks associated with the pandemic.

A Swansea Bay City Deal Portfolio Risk Register is in place, with 26 risks recorded, 2 of which have a high revised risk rating. The scoring of risks was not always consistent with standard risk management scoring techniques, with one instance of the revised score being higher than the inherent score. Some risk scores were noted as having decreased significantly, with both the probability and impact decreasing following controls being put in place (usually controls would only affect the score of one of these rather than both). Internal Audit was informed that the risk scores recorded are revised scores (the rating at the current time) as opposed to the standard process of a residual score (the rating after controls have been implemented).

Individual project/programme risk registers are in place and it was pleasing to see that these all now follow the same template as the Portfolio Risk Register ensuring a more consistent approach and allowing escalation/de-escalation of risks to happen more fluidly.

The Portfolio Risk Register is reported to Joint Committee quarterly, along with a summary of the key risks for each project, and there is a clear process for the escalation of risks. This process has only recently been introduced and no risks have yet been escalated from project/programme to Portfolio level. Internal Audit was also informed that to further strengthen the process, a member of the PoMO now sits on each of the established Programme/Project Boards, to allow them first sight of any risks that require future escalation.

RECOMMENDATION

The risk scoring methodology should be reviewed to clearly identify the inherent (prior to the implementation of controls) and residual (after the implementation of controls) risk scores.

Grade: **Important**

MANAGEMENT RESPONSE

Noted and agreed. The portfolio risk register now incorporates the residual risk score. The PoMO will conduct an annual review of the portfolio risk register in Q1/2 2021/22 with the aim to refresh the risk definitions and remove any legacy narrative. The refresh will also ensure that residual risk ratings are in line with the inherent risk score.

Responsible Officer

Jonathan Burnes

Timescale for Action

30 Sept 2021 (end of Q2 2021-22)

PERFORMANCE MONITORING & DELIVERY OF OUTCOMES

An overarching Portfolio & Project Delivery Gantt chart is in place setting out key milestones in terms of timescales for delivery of the individual projects and overarching portfolio. Business cases also include key milestones with planned timescales. Progress against key milestones is monitored by Project Leads and the PoMO, with updates provided to each of the governance boards as part of quarterly monitoring reports and highlight reports. These show the key achievements to date and key activities planned with clear links back to the business cases. The PoMO are currently in the process of identifying P3M tooling software for project plans which will ensure a consistent approach, and will enhance the visibility and reporting of fully comprehensive Gantt charts. This is planned to be in place by Q1/Q2 of the 2021-22 financial year.

A Portfolio Investment Appraisal has been documented which sets out the financial targets and estimated expenditure for all projects over the duration of the Swansea Bay City Deal. Financial performance for individual projects is monitored but is currently only reported to the Programme Board. There would be merit in reporting financial details to other governance boards (e.g. Joint Scrutiny Committee) on a regular basis to allow projects to be fully scrutinised, and Internal Audit was informed that the possibility of introducing this going forward would be discussed.

(continued on next page)

RECOMMENDATION

Not applicable

MANAGEMENT RESPONSE

Not applicable

Responsible Officer

Not applicable

Timescale for Action

Not applicable

PERFORMANCE MONITORING & DELIVERY OF OUTCOMES

A Portfolio & Project Investment Objectives document is in place which summarises the high level overarching objectives for the overall portfolio and the individual projects/programmes. A Benefits Appraisal highlights the detailed key performance targets which are linked to the overarching objectives for each project. This is currently focused on the measurable quantitative benefits and will be developed to include all registered benefits as individual programmes/projects enter delivery. It was agreed at the latest Joint Scrutiny Committee that a draft monitoring document would be created to report on project outputs, outcomes and impact. These will also be monitored via the quarterly monitoring and highlight reports. A Community Benefits register has been approved and implemented and will be further populated as projects/programmes proceed into procurement.

The only project which has had an element of completion to date, and where outcomes can start to be measured, is Yr Egin (Phase 1). A case study and Project Evaluation Review have been completed and these provide detail on performance against expected outcomes for this project.

In terms of learning lessons across the portfolio of projects, Internal Audit was informed that whilst lessons are being learnt, these are not yet being fully documented. Internal Audit was informed that a Lessons Learned log is now being populated at portfolio level by the PoMO and will be cascaded to projects/programmes via a workshop. These will then provide a mechanism for logging and documenting lessons learned across the portfolio.

RECOMMENDATION

The processes for capturing and reporting on the achievement of outputs, outcomes and impacts should continue to be developed and should be fully embedded to set out clear performance targets and help evidence the achievement of the original objectives and value added.

Grade: Critical

MANAGEMENT RESPONSE

A SBCD Portfolio benefits plan will be developed and implemented in Q1/2 2021/22 to complement the existing performance reports (highlight, quarterly and annual reports).

Benefits realisation will be reported on a quarterly basis and form part of the future annual reports.

Responsible Officer

Jonathan Burnes

Timescale for Action

30 June 2021 (end of Q2 2021-22)

FINANCIAL MANAGEMENT

Two tranches of £18million grant funding have been received in 2020-21, taking the total of City Deal drawdown to £54million. There is a risk in terms of private sector funding, given recent external factors (e.g. Brexit, Covid-19 pandemic), which have impacted on the majority of businesses and will inevitably increase the risk of private sector funding not being able to be secured. The latest analysis shows that to date only £16m out of £592m private sector funding has been formally committed (though £534m is recorded as being in advanced engagement). Whilst this is to be expected to an extent, with the majority of projects using public sector funding in the early years to be the catalyst for private sector funding in future years, this is still a significant risk area which needs to be carefully monitored, and appropriate contingency plans considered.

No payments had been made to projects at the time of the audit, and projects that have commenced are currently spending at risk. The delay has been due to getting signed funding agreements in place. Assurance was given that the first agreements are due to be signed imminently. Funding needs to start flowing to projects as soon as possible to maintain momentum and confidence in the Swansea Bay City Deal. There have been a number of issues and delays with signing the first funding agreements, but it is hoped that future funding agreements should be signed more promptly due to these issues being ironed out as part of this initial process.

RECOMMENDATION

The level of Private Sector funding received/committed should be carefully monitored to ensure it remains on track and identify any potential issues at an early stage. Potential contingency plans if private sector funding does not materialise as expected should be considered.

Grade: Critical

MANAGEMENT RESPONSE

Holistically no there is no contingency plan for the £600m + for the private investment, however each LA lead and lead deliverer is responsible for their outcomes, outputs and impacts which includes inward investment. This has been identified as a red risk on our portfolio risk register and is also cascaded out to programmes / projects. Mitigations include quarterly financial reporting on the situation, development of a business engagement & commercial framework and programmes / projects delivering on what they set out to achieve. If an issue becomes apparent, then a bespoke mitigation strategy will be developed at that point of time to ensure the continued success of the programme / project.

Payments were released to Local Authorities in March 2021. Payments will now continue in line with the JCA and funding agreements. This has never been identified as a risk by PoMO or Local Authorities.

Responsible Officer

Chris Moore

Timescale for Action

Ongoing (31 Dec 2021 for update)

ASSURANCE RATINGS

Level of Assurance	Description	Standard Circulation
Substantial	There are no or few weaknesses in the adequacy and/or effectiveness of the governance, internal control, risk management and financial management arrangements, and they would either be unlikely to occur or their impact is not likely to affect the achievement of the SBCD objectives.	Section 151 Officer/Portfolio Director/Finance Manager/Monitoring Officer Programme Board/Joint Committee
Moderate	There are some weaknesses in the adequacy and/or effectiveness of the governance, internal control, risk management and financial management arrangements, but these are unlikely to have a significant effect on the achievement of the SBCD objectives.	Section 151 Officer/Portfolio Director/Finance Manager/Monitoring Officer Programme Board/Joint Committee
Limited	There are a number of weaknesses in the adequacy and/or effectiveness of the governance, internal control, risk management and financial management arrangements, which, in aggregate, could have a significant effect on the achievement of the SBCD objectives.	Section 151 Officer/Portfolio Director/Finance Manager/Monitoring Officer Programme Board/Joint Committee

RECOMMENDATION GRADING

Seriousness	Action Required
Critical	High risk that requires prompt strategic or operational action.
Important	Medium risk that requires strategic or operational action.
Opportunistic	Potential to strengthen the service by taking advantage of a situation

Low level findings will be reported during the exit interview.

LIMITATIONS IN ASSURANCE

It should be noted that full testing was not undertaken as part of this audit review, therefore the results should be considered in this context.

ACKNOWLEDGEMENT

We would like to take this opportunity to thank all staff involved for their co-operation during the audit review.

CONTACT DETAILS

If the Internal Audit Service can be of any further assistance please contact:

- Matthew Holder, Audit, Risk & Counter Fraud Manager
- Jo Hendy, Chief Audit, Risk & Information Officer



SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

20th July 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.

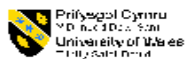
OFFICER CONTACT

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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 11th March 2021, which is attached within appendix A.

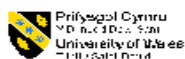
Portfolio Investment Fund

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 2nd 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.




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.

 Joint Committee - Financial Monitoring Report Financial Year 2020/21 <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
Total Expenditure	270,067	818,242	664,817	153,425
Funding Contributions	(410,400)	(1,123,000)	(1,137,850)	14,850
Provision of Service - (Surplus) / Deficit	(140,333)	(304,758)	(473,033)	168,275

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 11TH 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 31st 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%
Grand Total	1,274.39	1,147.42	- 126.96	-9.96%

- 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%
Grand Total	1,073.93	73.49	1,147.42	6.40%

- 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
Year 3	2020/21	7.35	36.93	2.12	46.40
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
	Total	235.70	330.34	581.38	1,147.42

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 (£)
Joint Committee and Accountable Body				
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	-
Joint Committee and Accountable Body Total	12,278	189,309	153,170	36,139
Joint Scrutiny Committee				
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	-
Joint Scrutiny Committee Total	-	28,045	21,332	6,713
Portfolio Management Office				
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
Portfolio Management Office Total	257,789	581,204	460,631	120,572
Provision for Unwinding of PMO				
Redundancies	-	19,684	29,684	10,000
Provision for Unwinding Total	-	19,684	29,684	10,000
Total Expenditure	270,067	818,242	664,817	153,425
Funding Contributions				
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)	-
Total Income	(410,400)	(1,123,000)	(1,137,850)	14,850
Provision of Service - (Surplus) / Deficit	(140,333)	(304,758)	(473,033)	168,275

Movement to Reserves		
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)
Balance Carry Forward - (Surplus) / Deficit	(240,204)	(713,237)



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

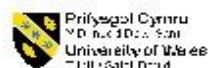
Officers:

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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City and County of Swansea

Minutes of the Swansea Bay City Region Joint Committee

Remotely via Microsoft Teams

Thursday, 11 March 2021 at 10.30 am

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:

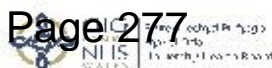
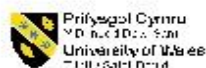
Richard Arnold	Finance Manager (Swansea Bay City Region)
Gareth Borsden	Democratic Services Officer
Jonathan Burnes	Director (Swansea Bay City Region)
Jon Haswell	S151 Officer (Pembrokeshire Council)
Greg Jones	Communications & Marketing Officer - City Deal (Carmarthenshire Council)
Karen Jones	Chief 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
Governance & Assurance	Wales Audit review of SBCD Portfolio	Feb-April 2021	PoMO/JC
	Benefits Realisation Profiles / Register Portfolio / Programme / Project level	July 2021	PoMO/JC
	Regional approval of the SBCD Portfolio Business Case and WCGIB submission	March 2021	PoMO/JC
	SBCD Welsh Language Policy	July 2021	PoMO/JC
	Revamp of Portfolio Risk Register	July 2021	PoMO/JC
	SBCD Portfolio Gateway Review	July 2021	PoMO/PB/JC/UKG & WG
	Implementation of Gateway Review recommendations	August onwards	PoMO/PB/JC/UKG/WG
	Internal Audit Report approved by JC	July 2021	PoMO/JC
	Business Engagement Framework	August 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	
Monitoring and Evaluation	SBCD Annual Report (narrative) approved	June 2021	PoMO/JC/UKG & WG
	SBCD Quarterly Monitoring Report <ul style="list-style-type: none"> • Activity undertaken and planned • Integrated Assurance & Approval Plan • Covid-19 Impact Assessment • Portfolio Risk Register • Financials • Outputs and outcomes (Q2 onwards) 	Q1, Q2, Q3 and Q4 2021/22	Project Leads/PoMO/PB/JC

	<ul style="list-style-type: none"> Portfolio Roadmap (Q2 onwards) 		
	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
Finance	Quarterly JC budget monitoring	March 21	PoMO/Sec151/JC
	City Deal funding award letter	Q2 2021/22	LA Section 151s/JC
SBCD Project development /approval	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	July 2021	PoMO/JC/UKG & WG
	Ministerial approval of Supporting Innovation & Low Carbon Growth Business Case	July 2021	PoMO/JC/UKG & WG
	Regional approval of Skills & Talent Business Case	July 2021	PoMO/JC
	Regional approval of Life Science & Wellbeing Campuses Business Case	July 2021	PoMO/JC
	Ministerial Approval of Skills & Talent Business Case	Aug/Sept 2021	PoMO/JC/UKG&WG
	Ministerial Approval of Life Science & Well-being Business Case	Sept/Oct 2021	PoMO/JC/UKG&WG
Legal and Procurement	Joint Collaborative Agreement revisions and JC approval	August 2021	Accountable Body/ LAs Section 151 Officers and Legal Officers
Stakeholder Engagement	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
Strategic Regional Functions	Explore key strategic functions at a regional level that will support both the implementation of this Deal and wider development activity	Ongoing	Programme Board/JC/UKG & WG

Previous Work Activities completed (Feb 2020 - Feb 2021)

Category	Action	Timeframe	Responsibility
Governance	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
	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
	SBCD Community Benefits procedure and register developed	Jan 2021	PoMO/PB
	SBCD Change Control Procedure approved	Feb 2021	PoMO/JC
Finance	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
SBCD Project development /approval	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
Legal and Procurement	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
Monitoring & Evaluation	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
Stakeholder Engagement	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

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Swansea Bay City Deal Joint Scrutiny Committee

Meeting Date	Agenda Item	Type	Comments	Contact Officer
20 th July 2021	<ul style="list-style-type: none"> SBCD Change Control Process 	Monitoring		Jonathan Burnes
	<ul style="list-style-type: none"> Benefits Realisation - Benefits Profiles 	Monitoring		Jonathan Burnes
	<ul style="list-style-type: none"> Update on Regional Project - Skills & Talent (Business Case) 	Monitoring		Jane Lewis (Project Lead)
	<ul style="list-style-type: none"> SBCD Annual Report 	Information		Jonathan Burnes
	<ul style="list-style-type: none"> SBCD Highlight Report (Situation Report) 	Information		Amanda Burns
	<ul style="list-style-type: none"> Internal Audit 	Monitoring	To confirm officer.	
	<ul style="list-style-type: none"> Update on finances/funding 	Monitoring	Deferred from last meeting. Check if updates required.	Chris Moore/Richard Arnold
	<ul style="list-style-type: none"> Minutes of Joint Committee and FWP 	Information	For information only. Swansea website.	
14 th Sept 2021	<ul style="list-style-type: none"> Update on the regional Project (to include virtual tour where possible) <ul style="list-style-type: none"> Digital Infrastructure 	Monitoring		Gareth Jones – Project Lead
	<ul style="list-style-type: none"> Minutes of Joint Committee and FWP 	Information	For information only. Swansea website.	
	<ul style="list-style-type: none"> Pentre Awel Update 	Information	Deferred from last meeting.	Dr. Sharon Burford

	<ul style="list-style-type: none"> • Situation Report 	Information		Jonathan Burnes/
	<p>Programme Monitoring Quarterly</p> <ul style="list-style-type: none"> • Action Plan • Implementation Plan • SBCD Programme Risk Register • SBCD Project Risk Register • SBCD Project Issue Log <ul style="list-style-type: none"> • Project associated deliverables – defined project outputs and outcomes 	Monitoring		Jonathan Burnes
9 th Nov 2021	<ul style="list-style-type: none"> • Update on the regional Project (to include virtual tour where possible) – <ul style="list-style-type: none"> ○ Homes as Power Stations 	Monitoring		Lisa Willis – Project Lead
	<ul style="list-style-type: none"> • Situation Report 	Information		Jonathan Burnes/
	<ul style="list-style-type: none"> • Minutes of Joint Committee and FWP 	Information	For information only. Swansea website.	
11 th January 2022	<ul style="list-style-type: none"> • Update on the regional Project (to include virtual tour where possible) – <ul style="list-style-type: none"> ○ Skills & Talent 	Monitoring		Jane Lewis – Project Lead
	<ul style="list-style-type: none"> • Situation Report 	Information		Jonathan Burnes/Amanda Parsons
	<ul style="list-style-type: none"> • Minutes of Joint Committee and FWP 	Information	Information only. Swansea website.	

	Programme Monitoring Quarterly <ul style="list-style-type: none"> • Action Plan • Implementation Plan • SBCD Programme Risk Register • SBCD Project Risk Register • SBCD Project Issue Log <ul style="list-style-type: none"> • Project associated deliverables – defined project outputs and outcomes 	Monitoring		Jonathan Burnes
8 th March 2022	<ul style="list-style-type: none"> • Update on the regional Project (to include virtual tour where possible) – <ul style="list-style-type: none"> • Digital Infrastructure 	Monitoring		Gareth Jones – Project Lead
	<ul style="list-style-type: none"> • Situation Report 	Information		Jonathan Burnes/
	<ul style="list-style-type: none"> • Minutes of Joint Committee and FWP 	Information	For information only. Swansea website.	
	PRE ELECTION PERIOD STARTS MID MARCH			
3 May 2022				
Potential Items to be populated in to the Forward Work Programme: <ul style="list-style-type: none"> • 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? 				

- The Actica Review and implementation of the recommendations – monitor
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