

SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

11.00 am MONDAY, 27 SEPTEMBER 2021

REMOTELY VIA TEAMS

1. Welcome and Roll Call
2. Declarations of Interest
3. Chairs Announcements
4. Minutes of Previous Meeting (*Pages 3 - 12*)
5. Digital Infrastructure - update
6. Highlight Report (*Pages 13 - 24*)
7. Programme Monitoring (*Pages 25 - 104*)
8. Swansea Bay City Region Joint Committee Minutes and Forward Work Programme (*Pages 105 - 132*)
Minutes: 11th February 2021, 11th March 2021, 15th April 2021, 8th July 2021, 29th July 2021
9. Forward Work Programme 2021/22 (*Pages 133 - 136*)
10. Urgent Items
Any urgent items (whether public or exempt) at the discretion of the Chairperson pursuant to Section 100B(4)(b) of the Local Government Act 1972

K.Jones
Chief Executive

Civic Centre
Port Talbot

21 September 2021

Committee Membership:

Chairperson: Councillor R.James

**Vice
Chairperson:** Councillor S.Rahaman

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



Swansea Bay City Region Joint Scrutiny Committee

(Remotely via Teams)

Members Present:

20 July 2021

Chairperson: Councillor R.James

Vice Chairperson: Councillor S.Rahaman

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

Officers In Attendance R.Arnold, J.Lewis, P.Ryder, S.Curran, M.Shaw,
J.Burnes and A.Thomas

1. **Welcome and Roll Call**

The Chair welcomed everyone to the meeting.

2. **Declarations of Interest**

There were no declarations of interest received.

3. **Appointment of Vice-Chairperson**

It was proposed and seconded and agreed that Cllr Saifur Rahaman, from Neath Port Talbot Council, be the Vice-Chairperson for the Swansea Bay City Region Joint Scrutiny Committee.

4. **Minutes of Previous Meeting**

The minutes of the previous meeting held 2nd February 2021 were approved a true and accurate record.

5. **Skills & Talent Business Case**

The project lead for the Skills & Talent Programme, Jane Lewis, attended the meeting and provided an overview of the business case. Ms Lewis outlined briefly the remit of the Regional Learning and Skills Partnership. It is an independent organisation completely funded by Welsh Government to identify skills needs and skills gaps in the region. The programme aims 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 drive high level skills and upskilling opportunities across the five key themes. The five key areas are construction, digital, smart manufacturing, health & wellbeing and energy. As the programme develops potential new areas may be identified. This programme will bring together all the skills required across the portfolio of the City Deal and maximise the economy. Currently the region does not have the skills required for investors within the deal. The programme will enable the skills to be developed and allow people to also earn higher salaries within the region. Whilst it is recognised that the programme will not resolve all the issues, it will assist with decreasing the gap between individuals with no skills and those with the higher skill levels.

The programme aims to deliver at least 2,200 additional skills and support the development of around 14,000 individuals with higher level (2-8)s skills in 10 years. To create 3,000 new apprenticeship opportunities to include level 3 to Degree apprenticeships. To work with schools and the new curriculum to develop a clear pathway from school education and increase the numbers of pupils following the STEM subjects. To create at least two Centres of Excellence within specific sectors to develop the region as being “the best” area for skills and development. Upskilling is key to ensuring that the City Deal Projects can be delivered.

In order to ensure that the aims of the Programme can be met, a skills gap analysis will be undertaken to identify new skills training not currently delivered in the region. The Programme will work closely with the projects to identify the skills required and new frameworks that will need to be introduced.

Ms Lewis went through the risks associated with the project. If the programme approval is delayed, this could result in the slippage of

the time scale that would impact the delivery of training. Workforce would then be brought in from outside the region.

The programme has a value of £30 million, with various elements of match funding within this. £10million from the City Deal and £4million private sector funding.

The Business Case is currently moving through the approval process. All four local authorities have approved it. The Business Case will go before Joint Committee on 29th July. The Programme Manager position is being appointed at risk. The Business Case will be submitted to Welsh and UK Government at the end of July.

Ms Lewis confirmed that the Regional Learning and Skills partnership is funded by Welsh Government, however they are being funded to undertake a piece of work, which makes recommendations to them. The partnership works to the four local authorities that make up South West Wales. The aim of the partnership is to make sure Welsh Government understand what the local issues are around skills. The Regional Learning Skills Partnership has 9 cluster groups that are led by the industry. The Board of the RLSP is led by the private sector. Members were advised that when information is being gathered, they are working with over 2000 organisations to understand what the issues are. What are the skills that these businesses are identifying that the RLSP needs to be highlighting to Welsh Government for funding in the future and for immediate funding?

When the Business Case was being prepared, two other City Deal Projects who have got Skills & Talent programmes were consulted with, namely Belfast and Edinburgh. They were helpful in identifying key areas that had not been covered within the business case. The RLSP also work regularly with the other three RLSP partnerships in Wales.

Ms Lewis confirmed that the pandemic has had a massive effect on some industries, and identified the tourism and hospitality industry as one largely affected. The RLSP has been working closely with those affected and trying to match them to alternative employment opportunities.

Members queries how improvements to the area would be measured and if there would be regular updates to the Scrutiny Committee. Ms

Lewis advised that there would be regular reporting back to both the Joint Scrutiny and Joint Committee.

Members queried what format the engagement with the private sector took place and how the skills gap was measured. Ms Lewis advised that there was formal engagement through the 9 cluster groups. There were also forums held which were industry specific i.e. engineering, to allow more details information to be gathered from those sectors. Regular surveys are undertaken with the businesses to inform the employment and skills plan which is prepared for Welsh Government. The RLSP have been reporting quarterly to Welsh Government during the pandemic, so it is vital that the industries have a voice to reflect where the pandemic has affected them and where upskilling is required.

Members discussed the Gateway Review that had been undertaken and the four recommendations that had been outlined. It was acknowledged that three of the recommendations had been met fully. However, the fourth recommendation was outstanding. Members queried what steps need to be taken to ensure that the fourth recommendation is met.

Members queried if the stakeholders will also be involved closely with the process, including being available to meet with the committee to speak with them directly about being part of the project and as the key milestones are met. It was suggested that the committee speak with the Skills Solution Group who will be measuring the impact of the project and the development of new skills within the region. Members thanked Jane Lewis for attending the meeting.

6. **Internal Audit**

The audit was conducted by Pembrokeshire Council. The outcome of the audit was an assurance rating of substantial. There were five recommendations from the audit report.

The first recommendation is around formal agreements. It was noted that the four authorities have signed the Joint Committee Agreement. Swansea Bay Health Board and Swansea University have not formally committed to the City Deal via this agreement. Whilst there are no concerns about their commitment, it needs to be formalised.

The second recommendation concerned anti-fraud and anti-corruption strategy. These items have been drafted but will now need to be approved by the Programme Board and Joint Committee. The third recommendation concerns the residual risk score. This is now present in the Portfolio Risk Register and has been cascaded down to all projects and programmes.

The fourth recommendations related to the reporting on achievements of outcomes, outputs and impacts. This ensures that performance targets are monitored and they are achieving what they set out to do, both at project and portfolio level and showing that they add value. Part of the reporting will also include community benefits. The fifth recommendation is around private sector funding and ensuring that the risk is mitigated in relation to drawing in the funding from the sector over the next 10-15 years.

Members queried the time frame for the formal agreements being signed by the Swansea Bay Health Board and Swansea University. It was explained that the update to the JWA is part of a wider update. In order for the update to be put into place it needs to be approved by the Programme Board and subsequently the Joint Committee. Members queried if the updates on progress on the five recommendations would be reported back to the Scrutiny Committee, and what would be the deadline for this reporting. They were advised that an update would be provided in September on the progress of the recommendations from the Internal Audit.

Members queried the financial management and the release of the £54 million to the regions. In order for funding to be release there needs to be a funding agreement in place between the relevant bodies. This ensures that those responsible for delivering the project can be held to account. Some of the funding agreements have taken longer than expect to put in place, however at the current time there is a flow of funding.

Officers advised that UK Government will be releasing their funding over 10 years and Welsh Government are releasing their funding over 15 years. Welsh Government have agreed to front load their funding over the first 10 years. This effectively means that the City Deal will not have to borrow as much funding. However the exact amounts that this transpires to are yet to be determined.

Members queried what happens if private sector investment doesn't materialise. It was recognised that there are contingencies built into

each project and that the four authorities have all committed to providing respective funding. However, if the full private investment didn't materialise then the project would fail. There is a change control procedure in place which would assist to try and mitigate any risks that can be foreseen.

Mr Burnes briefly explained how the benefits realisation figures are presented. However, it was recognised that some of the figures may take a couple of years to be fully realised. They will be regularly reported.

Business cases are reviewed to ensure that they are still fit for purpose and that costs are still relevant and appropriate.

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

Phil Ryder, went through the Change Control Procedure. The majority of change will be approved at project level. The procedure has been devised for the reporting of change back to the various governance committees. Mr Ryder presented a flow chart outlining the various stages of the process that must be gone through as part of the procedure. Currently, thresholds for implementing the procedure is based on the type of change. However, it is envisaged that metric thresholds will be put into place. Various levels of approval can be given to various levels of change.

Members were advised that the only time that the Joint Committee would not be able to approve any recommended change would be whereby the change effects the overall portfolio benefits i.e. GVA, job, private sector funding.

Member briefly discussed the threshold for a change to affect the wider City Deal. Members queried if even a small change would have an impact on the whole Deal. Members were advised that if there was going to be an impact on the headline figures then the change would need to be approved by Welsh/UK Government. If the change affects anything else it can be approved regionally by the Joint Committee.

Members queried why re-profiling a project would not show an effect on the number of jobs created. Members queried if the figures were being considered in detail. It was clarified by officers, that at the point in time of the change request, it would be too early to determine the

level of change to jobs. However it would be reported as soon as the level of benefits change becomes apparent.

Mr Ryder went through the difference between a procedure change request and a benefits change.

8. **Benefits Realisation - Benefits Profiles**

All of the templates have been drafted for the portfolio level benefits, which include the GVA, the jobs and the investment. These have been sent to the respective project leads and SRO's for their agreement and sign off of the portfolio level benefits. There will be quarterly reporting for benefits. There will also be an annual report on the benefits delivered within that 12 month period.

The templates for the individual project and programme level benefits are currently being worked through. Mr Ryder went through a completed template for the benefits realisation for jobs at Yr Egin and highlighted specific elements when benefits would be changed. Members queried when concerns would be raised if the jobs were under the amount that were expected. Officers indicated that at the Annual Review, this would be raised with project leads and appropriate strategies would be put in place.

Members raised concerns about terminology used to reflect the benefits. Members asked that it be consistent throughout the reporting mechanisms. Mr Ryder agreed to look at this and report back to a future meeting.

Members asked what was meant by mechanism of measurement. This would be down to the individual project lead to determine. It would be a way for the number of jobs created to be measured. Members queried if the 102 new jobs created for Yr Egin were brand new jobs. Mr Ryder confirmed that they were 102 new jobs created within the region, however if they were displacement from another region Mr Ryder could not advise.

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

Members queried the investment figure, which would be discussed under the Financial Monitoring Report.

There were no further comments.

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

Phil Ryder went through the various projects outlined in the Highlight Report.

During the development of the Pembroke Dock project, quite a lot of focus was on the heritage aspect of it, Members queried if there is any mitigation that can be considered in the project to safeguard the historic heritage aspects of it. Officers confirmed that planning has now been approved for the project with an agreement that if the historic site needs to be accessed, or opened back up in future years, this can be easily done within the agreed planning. There were no further questions.

11. **Financial Monitoring Report**

Richard Arnold went through the Financial Monitoring Report. Members were advised that due to the delay of Joint Committee Meetings there was a delay in considering the year-end outturn position. This will be provided to Members at a later Scrutiny Committee meeting.

Members were provided with information concerning the Portfolio Investment Fund, which consists of the City Deal Grant Awards. To date they have received £54million. The next receipts are due in October 2021. To date £11.2million has been paid out, on one project. Funding agreements have been signed with four projects in the last three months, so further funding is due to be released imminently.

The original Heads of Terms were set up to leverage investment of £1.24billion, however the current 15 year portfolio forecast is looking at achieving investment of £1.147billion. This works out at a 9% variance.

Mr Arnold referred to the Joint Committee which is the administrative function of the City Deal. Members were advised that any underspend is not lost, but is transferred to a City Deal reserve fund, for use in future years.

Members queried the variation on the public investment, which the report indicated was 16.5%. Mr Arnold advised that the majority of the variance related to a revised project put forward by Neath Port Talbot. Members queried at what point any variances would be flagged up to the programme management teams and any interventions be required to take place. Mr Ryder advised Members that the change to the investment had essentially been approved.

Members asked if the detail of the public investment could be broken down further for a future meeting.

The meeting was stopped and further discussion postponed due to quorum not being met.

12. **Minutes and Forward Work Programme Swansea Bay City Region Joint Committee**

This item to be deferred to the next meeting of the Swansea Bay City Region Joint Scrutiny Committee.

13. **Forward Work Programme 2021/2022**

This item to be deferred to the next meeting of the Swansea Bay City Region Joint Scrutiny Committee.

14. **Urgent Items**

This item to be deferred to the next meeting of the Swansea Bay City Region Joint Scrutiny Committee.

CHAIRPERSON

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BAE ABERTAWE
SWANSEA BAY
City Deal

Programmes / Projects Update

September 2021



Age and Health

Business Engagement



Peter Austin
Business Engagement
Manager

SBCD Portfolio Office - July/September 2021



Activities Completed

- Coordinated monthly and extraordinary ESB meetings with Hollie & Chris Foxall
- Assist Heidi Harries initiation to SBCD PoMO
- Follow up meetings with meeting with Deb Bowen-Rees new IOD Regional Chair
- Steering group meetings with SERCO – DWP Restart scheme
- Promote and attend Wales Start-up Awards
- Attended CCP networking event
- Attended National Procurement policy meeting
- Attended digital transformation webinar
- Met with DCW Insights – shared info Swansea CC
- Met with Scaffolding Association – shared regional contacts
- Met with Route Media – forwarded info to Swansea CC
- Met with Evolve Raybotics – forwarded info to PL's



Activities Planned/Ongoing

- Coordinating ESB arrangements for Chair and Vice Chair
- Arranging SBCD stakeholder engagement meeting with Hollie.
- Developing joint work programme SBCD & Wales Co-op
- Developing proposal for Business News Wales marketing support
- Working with CECA and CEW to hold construction costs workshop with PLs/SROs
- Engagement meetings with project teams
- Add procurement page to SBCD Website
- Developing portfolio forward plan
- Attend CEIC steering group meeting
- Attend Celtic Sea ORE cluster launch



Risks

Ongoing alignment of Regional Strategy development to development of E&I framework leading to lack of coordinated approach to engagement and investment across portfolio

Issues

Potential cost increases during construction phases of projects





Activities Completed

Creative Sector Demand Study formally completed

- Phase 1 - analyse the size and strength of the creative workforce and business base in the Swansea City Bay Region
- Phase 2 – Engagement and consultation with the sector to understand their needs

Formal report now available on request.

Project reported to ESB. Several queries to be answered – Mainly around phase 2 demand.

Phase 1 Gateway Review now underway.



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

Preliminary outputs from the creative sector demand study are indicating a potential change to the business case. Pending confirmation of this, a change control notification is in draft with possible implications for a revised business case

University senior internal team has mobilised and will now work on development of Egin Phase 2. University is engaging with expert consultancy support.



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

Potential change to current business case due to outcomes of Creative Sector Demand study

Issues

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



Swansea City & Waterfront Digital District

Project Partner Lead: City & County of Swansea

Activities Completed

Arena

Arena cladding and install of LEDs in progress.
Arena internal finishers and M & E equipment install commenced.
Coastal Parkland hard and soft landscaping commenced.

71/72 Kingsway

Contractor appointed.

Innovation Matrix

Change request submitted and approved by joint committee.



Arena - from the East

Activities Planned

Arena

Complete install of external arena LED's.
Practical completion in Autumn..
Agree terms and conclude the agreement with commercial tenants.
Hotel difficulties in funding are impacting delivery timescales.

71/72 Kingsway

The Business case to be updated to reflect the 71-72 moving to FBC.

Construction to commence 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 and Material shortage 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 – Two expression of interest received.
- Tenders
 - Zone 1 client side services contact awarded
 - Zone 1 main contractor contract notified of outcome – contract award in preparation.
 - Zone 3 design development tender closed - assessment in progress
- Initial workshops/meetings held
 - Clinical delivery areas confirmed through workshop and individual service consultations.
 - HDUHB proposals confirmed
 - Research/Business Group initial meeting held and plans currently being refined.
- Communications and Engagement Group reconvened with stakeholder representation.
- Welsh Language action plan developed.
- Continued engagement within stakeholder governance structures.

Activities Planned

- Confirm optimal finance option for CCC from Institutional bids. **Institutional investment not required for zone 1**
- Confirm education space requirements.
- Heads of terms development in progress.
- Complete community/third sector engagement plan.
- Widen links with Life Science Hub Wales planning.
- Further develop Hub and Spoke proposals.
- Wider engagement and participation within the Authority Economic Development Strategy
- Arup commissioned to undertake further work on a potential Heat Network, looking at delivery models.



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.



Homes as Power Stations

Project Partner Lead: Neath Port Talbot Council



Lisa Willis
Project Manager

Activities Completed

- On-going engagement with Industry Wales
- On-going research into supply chain development
- On-going research into incentives fund
- On-going recruitment of Project Manager

Activities Planned

- Recruitment of HAPS Project Manager
- Finalise Funding Agreements (Primary/Secondary and Third Party)
- To commence project delivery
- To establish formal engagement with WG
- HAPS Project Board to meet September 2021
- HAPS regional funds criteria to be developed
- Brand development activity

Risks

Need to recruit suitably qualified and experienced Project Manager to enter delivery phase.

Issues

Ensure alignment to other energy efficiency in housing programmes. This is in progress with on-going engagement.



Digital Infrastructure



Gareth Jones
Programme Manager

Programme Partner Lead: Carmarthenshire County Council



Activities Completed

2 x Digital Project Managers appointed

External Digital Infrastructure specialist advisors appointed

Regional Programme Funding agreements drafted

Regional 5G workshops arranged

Participation in 5prinG 5G Accelerator Programme

Lobbying, support and facilitation of significant public and private sector regional investment in Digital Infrastructure

Activities Planned

Onboard appointed Programme resources

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.

Continue to lobby for, support and facilitate ongoing public and private sector investment in Digital Infrastructure

Risks

Ongoing policy alignment of Regional Digital Infrastructure strategy and Welsh Government (PSBA).

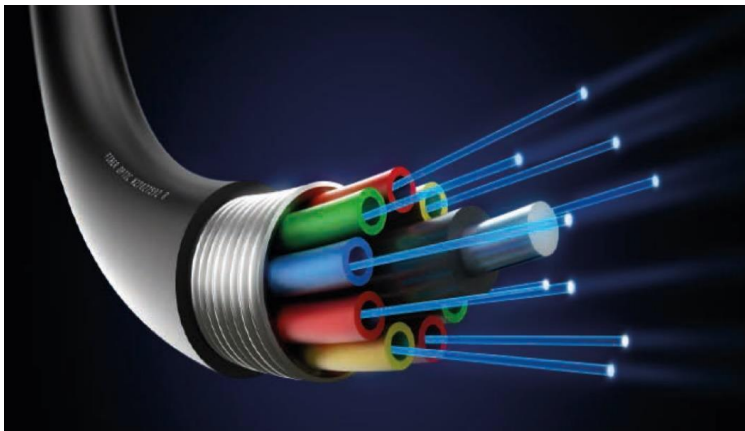
A lack of Telecoms suppliers with the necessary appetite and / or ability to deploy, particularly rurally.

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.



Pembroke Dock Marine

Project Partner Lead: Pembroke Dock Marine Board



Tim James
Head of Commercial
and Energy
Port of Milford Haven



Wave Hub



Risks

- Material costs increases presenting a risk to deliver IP1 to budget.
- Floating Offshore Wind Requirements presenting significant opportunity but further intervention in multiple regional ports needed in order to compete with European ports to capture benefit.

Issues

Capital cost increase for Hangar Annexes of £1.65m against PDI project budget. Further phases are at different stages in the the PDI development plan but MHPA working to inform options to mitigate (IP1)

Activities Completed

- Listed Building Consents received from CADW for the Graving Dock and Slipways (IP1)
- Modification to the Marine Licence for slipway and berthing design changes have been submitted to NRW for determination.
- Hangar Annexes have been tendered and contractor selected and notified. (Will become public in due course)

Slipway and Berthing's designs have been finalised and working with BAM for final prices. ETA commencement on site January 2022.

Partners and Stakeholders attending Floating Offshore Wind Aberdeen 2021

Collaboration Agreement expected to be signed WC 20th of September (deadline – 1st October)

ORE Catapult release [Industrial Leadership, Unlocking the UK's Floating Wind Potential](#) , outlining potential to deliver £43bn and 29,000 jobs for UK Economy.

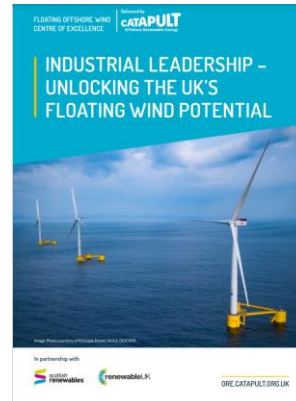
Activities Planned

Ongoing management of PDI Condition Discharge and Marine Licence Variations (IP1)

First claims are being submitted to PCC for funding following funding agreement

Celtic Sea Cluster Launch (September 28th) Cardiff.

Jamie and Oisian have commenced their apprenticeship with Williams Shipping



Supporting Innovation & Low Carbon Growth



Project Partner Lead: Neath Port Talbot Council



Activities Completed

Business case approved by UK and Welsh government

SWITCH – fortnightly NPT/SU working group meetings.

Page 2
Bay Technology Centre – monthly working group meetings

On-going engagement with industry, academia and government



Activities Planned

Funding Agreements and MoU to be agreed

Strategic Advisory Group to be formalised

SILCG Programme Board to next meet in October

Meeting with Skills & Talent project re: skills for the green economy

Advanced Manufacturing Production Facility – pre-market engagement event planning

Preparation for launch of Property Development Fund.

Meeting with SWIC



Risks

Need to appoint suitably qualified and experienced Programme Manager to drive the delivery of the SILCG Programme.

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 presented to the Joint Committee-
Approval gained

Business case submitted to the Welsh and UK
Government in July for approval

Gateway Zero review complete and a Green Delivery
confidence assessment given to the programme.

Appointment of the Programme Manager.

Activities Planned

Awaiting approval of the programme by the
Governments.

Meeting of the Skills Solution Group.

Ongoing consultation with stakeholders.

Working with Schools across the region to highlight
opportunities through the City Deal.

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



SBCD Campuses

Keith Lloyd - SRO

Tony Harris
Project Lead

Project Partner Lead: Swansea University



Activities Completed

Collaborative research and innovation activities continues

Continuing to obtain letters of support to evidence partner commitment to support outline business case

Endorsement / Approval has been received from

- SBUHB
- Scrutiny Panel
- ESB

Project Manager – Tony Harris has taken up appointment..

Gateway Review completed and Project issued – Amber Green rating, with 11 Recommendations

Activities Planned

Work continues to Define comms and engagement material and progress structured private sector engagement activities/plan

Rebranding exercise with Waters – rescheduled after mixed Feedback from project board and delivery team, on going exercise.

Project rebranded as “ SBCD Campuses Project”

Work commenced to set project controls in place along with tackling the 11 gateway review recommendations

Papers compiled along with Financial information to submit to SOPB and SLT Boards prior to going to Finance and Strategy ,University Council for sign off before Joint committee submission.

Risks

Potential delays in submission of OBC for approval by various Governance boards

Limited resources within PMO to finalise the development of the OBC and related papers prior to submission.

Issues

Communication relating to New Access Road planning and Justification for work commencing.



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SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 27th September 2021

Report Title SBCD Quarterly Monitoring Report

RECOMMENDATIONS/KEY DECISIONS

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

REASONS

1. Introduction

SBCD Quarterly Monitoring Report for the SBCD Portfolio and its constituent projects provides the Programme (Portfolio) Board with a summary of key activity for the last 3 months and current quarter planned activity.

2. Background

Annex A: The SBCD Quarterly Monitoring Report is made up of 2 levels with several components

- Portfolio
 - Communications and Marketing
- Programmes / Project
 - Scorecard with status summary
 - Previous quarter achievements and current quarter planned activities
 - Outputs
- The following Annexes will accompany the report:

Annex B: Integrated Assurance and Approval Plan

The Integrated Assurance and Approval Plan (IAAP) is a tool to plan assurance and



approval points from discovery to the final stage of delivery of the Programme/Project lifecycle.

The IAAP has been developed in line with the WG Integrated Assurance Strategy, is a living document and reviewed and updated on a quarterly basis.

Annex C: Portfolio Risk Register

The Swansea Bay City Deal portfolio risk register captures and monitors key portfolio level risks to the delivery of the City Deal and achievement of its aims and objectives.

Annex D: 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 crisis has on each of nine programmes / projects and overarching City Deal portfolio.

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.

OFFICER CONTACT

Name Jon Burnes

Telephone:

Email:

jburnes@carmarthenshire.gov.uk



Swansea Bay City Deal Portfolio Quarterly Monitoring Report April 2021

Programme / Project Scorecard

Prog / Proj	Status Update	Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall
Digital Infrastructure	The programme has been assessed as Amber / Green via a thorough external peer stage gate review.						
Pembroke Dock Marine	Overall status Red due to awaiting sign off of revised scope and funding agreements. These are impacting all other elements of the programme and the ability to secure and deploy resources to meeting the requirements of the programme						
Pentre Awel	<p><u>Delivery</u> – Progression of procurement exercise following Business Case approval.</p> <p>MoUs signed with academic institutions HoT under development – aligned with business case outputs.</p> <p><u>Finance</u> – Updated from Amber to Green as City Deal Business Case approved by UK and Welsh Governments.</p> <p>Funding Agreement drafted. Institutional investors and funding model to be finalised (n.b. institutional investment not required for Zone 1)</p>						
Yr Egin	Economic uncertainty and increasing Covid implications impacting on levels of demand and investment interest. Following Phase 1 Lessons Learned exercise, currently undertaking a analysis of future scope and type of facilities required to maintain delivery of project outcomes in development of Phase 2 Strategic Outline Case. Creative Sector demand study commissioned January 2021 to be completed at the end of May 2021						
Life Science, Wellbeing & Sport Campuses	<p>Conflicting priorities continue, (i.e COVID) which may impact progress on delivery, although engagement from stakeholders continue via a governance structures and individual meetings.</p> <p>Project resource is continuously under review, existing teams continue efforts to progress project.</p> <p>Outline Business Case has been shared with PoMO, ESB and Consultants, feedback following these engagements are being addressed in advance of formal submission in Q2.</p>						
Homes As Power Stations	<p>OBC submitted to UKG / WG January 2021</p> <p>UKG / WG meetings March 2021</p> <p>Progressing PAR review recommendations</p> <p>Monthly HAPS project board meetings</p> <p>Ongoing stakeholder mapping and engagement</p>						
Supporting Innovation & Low Carbon Growth	OBC in PBCs submitted to PoMO February 2021. SILCG project team addressing PoMO feedback and reviewing Economic Case / BCR. SILCG Programme Board meets monthly. PAR June 2020 & CFR Oct 2020 – recommendations monitored by Programme Board. Two projects in delivery. Programme Manager to be appointed post approval						
Skills & Talent	<p>Delay in implementing the Skills and Talent programme could impact on the delivery of the skills required by the approved projects. This could lead to projects implementing their own skills plans, which could affect the Skills and Talent initiative, while creating duplication.</p> <p>The project will also not be fully staffed until it has been approved, which is currently a resource challenge</p>						
Swansea City & Waterfront Digital District	<p>Funding agreement discussions are on-going between Swansea Council & UWSTD about the delivery of the box village element of the project.</p> <p>The impact of Covid-19 on delivery timeframes, construction costs and tenancy interest in 71/72 The Kingsway (Digital Village) construction contract has been submitted and is being analysed.</p> <p>UWSTD have submitted a change request for their projects.</p> <p>All projects: Covid 19 could impact on outputs on the project which is being continually monitored.</p>						

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

Summary of last 3 months

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

Key achievements

- 79 positive mentions in the local, regional, national and specialist media for the SBCD portfolio and its programmes/projects. This included coverage on Wales Online, the South Wales Evening Post, Wales Business Insider, Business News Wales, Wales 247, InsideMedia, the Llanelli Star, the Carmarthen Journal, the Western Telegraph, and specialist publications. Topics covered included the UKG/WG approval of the Pentre Awel project; on-going recruitment/a tender call for Swansea Arena services; accelerated UKG funding for the City Deal portfolio; the release of a further £18 million to the City Deal portfolio; a case study praising Yr Egin/the strength of the creative sector in South West Wales; and a City Deal procurement event for businesses.
- From January 1 to March 31, an average of 2,311 impressions were achieved from the City Deal’s Twitter account – that’s the number of times a Tweet has been seen. Tweets in this period linking to the City Deal website, news stories, project pages and content from partners generated 231 likes, 134 retweets and 163 link clicks
- From January 1 to March 31, posts on the City Deal’s Facebook page generated a reach of more than 46,900 – that’s the number of Facebook users who saw these posts. These posts also generated 512 likes/shares, with posts generating 4,391 engagements.

Key Activities planned

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

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

Budget

Total Budget	£55m
City Deal	£25m

Public	£16.5m
Private	£13.5m

Description

To significantly improve digital connectivity throughout the City Region for the benefit of businesses and residents, also helping to attract inward investment. The project is made of up of three themes:

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

Scorecard

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

Key achievements

- Initial recruitment of central Programme team commenced.
- Digital Programme Board expanded and re-established.
- Programme risk and issues mitigation ongoing.
- Supplier engagement ongoing.
- Commercial options assessment commenced.
- Funding bid to Welsh Governments Local Broadband Fund to supplement existing Programme budget.

Key Activities planned

- Ongoing recruitment and onboarding of Programme resources.
- Recruitment of external expert consultants to advise individual Projects.
- Preparation and plans for transitioning to delivery.
- Support Local Authorities with ongoing Digital Infrastructure activity and investment.
- Programme risk mitigation ongoing.
- Supplier engagement ongoing.

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

Budget

Total Budget	£60.47m
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City Deal						£28m
Public						£16.35m
Private						£16.12m
Description						
<p>This programme will place Pembrokeshire at the heart of UK and global zero carbon, marine and offshore energy innovation, building on the expertise of a marine energy cluster in Pembroke Dock. Facilities will be provided for marine energy innovators to build, test and commercialise their technologies. Project features include:</p> <ul style="list-style-type: none"> • Pembroke Dock Infrastructure (PDI) improvements • A Marine Energy Engineering Centre of Excellence (MEECE) • Marine Energy Test Area (META) developments • The Pembrokeshire Demonstration Zone (PDZ) 						
Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						Overall status Red due to awaiting sign off of revised scope and funding agreements. These are impacting all other elements of the programme and the ability to secure and deploy resources to meeting the requirements of the program.

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

Key Activities planned
Key achievements (Overall Objective ID shown in brackets)
<ul style="list-style-type: none"> • MEW’s State of the Sector Update is going to be live April 21. (IP3,OP1, OP2, OP6) • META discharging planning conditions and head lease with Crown Estate. (IP5) • Recruitment and commencement of PDZ phase 1 post signature. (IP6d) • MEECE’s collaboration agreement with Universities. (IP6b) • Consent management PDI (IP1) • META conducting tidal resource assessment (IP5) • Partner collaboration agreement and formal governance post funding agreement execution

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

Budget	
Total Budget	£199.19m
City Deal	£40m
Public	£51
Private	£108.19

Description
<p>Proposed for an 83-acre site at Delta Lakes in Llanelli, Pentre Awel will be the first development of its kind in Wales. The project will include the co-location of academic, public, business and health facilities to boost employment, education, leisure provision, health research and delivery, and skills and training.</p> <p>City Deal will provide the requisite investment for business incubation and acceleration facilities, laboratory space, testbed capabilities, a well-being skills centre, clinical research centre and a clinical delivery centre to deliver multi-disciplinary care closer to home. The design for Zone 1 will create an ‘ecosystem’ by facilitating joint working across traditional boundaries, integrating education and training programmes within a clinical setting and fostering interface between health and leisure for the benefit of population health.</p> <p>Pentre Awel will include state-of-the-art leisure centre funded by Carmarthenshire County Council.</p> <p>A network of integrated care and rehabilitation facilities will also be provided on site to enable the testing and piloting of life science technologies aimed at enhancing independent and assisted living.</p> <p>Assisted living accommodation will also feature, along with a nursing home, a hotel, expansion space for businesses, and elements of both open market and social and affordable housing.</p>

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

						Business Case approved by UK and Welsh Governments. Funding Agreement drafted. Institutional investors and funding model to be finalised (n.b. institutional investment not required for Zone 1)
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Key achievements in Q4

Business Case Development

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

Project development

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

Key Activities planned Q1

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

Outputs

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

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

Budget

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

Description

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

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

Facilitating engagement between businesses and students

Scorecard

Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						Economic uncertainty and increasing Covid implications impacting on levels of demand and investment interest. Following Phase 1 Lessons Learned exercise, currently undertaking analysis of future scope and type of facilities required to maintain delivery of project outcomes in development of Phase 2 Strategic Outline Case. Creative Sector demand study commissioned January 2021 to be completed at the end of May 2021.

Key achievements

Project Development

- Phase 2 – Q4

Key Activities planned

- Sector demand study commissioned January 2021. Undertaking fundamental review of industry infrastructure and business support requirements, in light of Covid and economic threats. Sector demand study is running on plan and should complete by the end of May 2021.

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

Budget

Total Budget	£37.81m
City Deal	£15.00m
Public	£9.03m

Private	£13.78m
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Description

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

Scorecard

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

Key achievements

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

Key Activities planned

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

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

Budget	
Total Budget	£505.5m
City Deal	£15m
Public	£114.6m
Private	£375.9m

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

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

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

<p>Project Development</p> <ul style="list-style-type: none"> • Appoint HAPS project manager – April / May 2021 • Establish Technical Advisory Group – April 2021 • Establish knowledge sharing hub – April – June 2021 • Establish regional supply chain fund & financial incentives scheme – July 2021 • Establish monitoring and evaluation process – July 2021 • Progress PAR Action Plan - ongoing
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<p>Outputs</p> <ul style="list-style-type: none"> • Facilitate the adoption of renewable technologies in 10,300 properties • Develop a regional supply chain of HAPS related renewable technologies • Monitoring and Evaluation - determine the efficacy and impacts of renewable technologies on new build and existing housing stock • Establish knowledge sharing hub for all sectors • Dissemination of key findings via a 'HAPS design manual'

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

Budget	
Total Budget	£58.7 m
City Deal	£47.7 m
Public	£5.5 m
Private	£5.5 m

<p>Description</p> <p>The Supporting Innovation and Low Carbon Growth (SILCG) programme has been developed to deliver sustainable growth and job creation in the Swansea Bay City Region, with a targeted focus on the Port Talbot Waterfront Enterprise Zone area. It aims to create the right environment for a decarbonised and innovative economy.</p> <p>The programme will support the green industrial revolution and will be delivered in partnership with industry, academia and government.</p> <p>The Programme of interlinked projects comprises:</p> <ul style="list-style-type: none"> • Technology Centre • South Wales Industrial Transition from Carbon Hub (SWITCH) with Swansea University • Hydrogen Stimulus Project with University of South Wales • Air Quality Monitoring Project • Low Emission Vehicle Charging Infrastructure • Advanced Manufacturing Production Facility • Property Development Fund

Scorecard

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

Key achievements

Business Case Development

- PBC Economic Case being reviewed
- Progressed PAR action plan
- Progressed CFR Action Plan

Project Development

- Programme Board formalised
- Regular stakeholder engagement – stakeholder engagement plan live document
- Project delivery/ implementation plan developed – live document

Swansea Bay Technology Centre

- Construction commenced

SWITCH

- Working group established to develop building specification – fortnightly meetings

Decarbonisation

- Low emission vehicle regional public sector group established

Industrial Futures

- Working group established to develop Advanced Manufacturing Production Facility – including Industry Wales

Key Activities planned

Business Case Development

- Formal submission of PBC – April 2021
- UKG/WG approval of the release of Government funding to the project

Project Development

- Appoint project manager / formalise team – May 2021

Swansea Bay Technology Centre

- Construction ongoing

SWITCH

- Commence D&B Process

Decarbonisation

- Air Quality Monitoring devices to be installed – April / May 2021

Industrial Futures

- Finalise Advanced Manufacturing Production Facility scope

Outputs

- Being finalised in revised PBC

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

Budget	
Total Budget	£30m
City Deal	£10m
Public	£16m
Private	£4m

Description

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

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						<p>Delay in implementing the Skills and Talent programme could impact on the delivery of the skills required by the approved projects. This could lead to projects implementing their own skills plans, which could affect the Skills and Talent initiative, while creating duplication.</p> <p>The project will also not be fully staffed until it has been approved, which is currently a resource challenge.</p>

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

Outputs
<ul style="list-style-type: none"> Create 14,000 individuals with increased level of skills within 10 years Create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships. Create Centre of Excellence for specific sectors. Create a clear career pathway through school, FE, HE and apprenticeship and into the world of work.

- Deliver pilot programmes of new courses and training opportunities to upskill existing workforce in new areas to meet the needs of the City Deal projects.

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

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

Description

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

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

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

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

Key achievements in Q4
<p>Business Case & Project Development</p> <ul style="list-style-type: none"> • Arena watertight and internal fitting commenced. • Bridge construction complete. • Hotel design has commenced through the contractors. • 71-72 construction tendering complete.

Key Activities planned Q1

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

Outputs

Physical delivery of arena (circa 80,000 square feet with a 3,500-capacity), along with digital square and hotel is on track.

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

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

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

ANNEX 1

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

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

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

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

Risk Theme	Risk / Opportunity	Ref	Title	Date Raised	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Original Control Actions	Review Update/Control Actions	Residual Probability	Residual Impact	Residual Rank	Reported Change	Next Review Date
Development	Risk	SBCD001	Competing priorities of partners	Mar-18	C6 C14	JC	There is a risk of competing priorities of partners causing City Deal issues not to be considered a priority and therefore sufficient resources are not dedicated resulting in potential otherwise unnecessary delays in delivery or achievement of outcomes.	4	3	12	Ensure partners are engaged fully from the outset and that the benefits and potential opportunities of the City Deal partnership, and their involvement are clearly articulated. Ensure opportunities for open and honest dialogue regarding competing pressures. Establish support mechanisms to assist partners with competing priorities to allow them to be as involved as possible. Set up annual meeting schedule to enable effective time management for all partners. Provide regular electronic updates and briefings inbetween meetings on progress / key issues	<p>04/01/21 Next iteration of the Portfolio Business Case due March 2021, good progress being made on review recommendations. Governance Boards receive a monthly Highlight Report covering programme / project progress and key risk, and a quarterly monitoring report that looks at key achievements the last 3 months, key activity the next 3 months, main risks and in addition is supplemented with the Portfolio Risk Register, Covid Impact Assessment, Integration, Assurance and Approval Plan, AOR Action Plan progress and financial analysis report.</p> <p>08/04/21 Portfolio Business Case now updated with review recommendations implemented and has been presented to all Board members (JC / PB). Governance arrangements continue to be implemented and PoMO representation at Programme / Project Boards is now underway. Review of JCA will include a review of current TOR for Governance Boards. Regular briefings and updates with key stakeholders and dialogue relating to SBCD commitments, risks and issues.</p> <p>29/06/21 All Governance Boards have been quorate demonstrating commitment from key stakeholders. Embedded PoMO engaging with Programme / Project Leads. JCA currently being reviewed. Amendments have been drafted and due to be presented to Governance Boards.</p>	2	3	6	↓ (3,3)	Jul-21
	Risk	SBCD004	Delay in development of Programme / Project business cases	Mar-18	C11 C14	PoMO / Delivery Lead	Risk of delay in development of business cases causing delay in programme / project start dates. Depending on critical timescale could impact programme / projects ability to deliver proposed outcomes resulting in a potential knock on affect for other projects ability to deliver and achieve outcome	5	3	15	Iterative review of draft business cases. Open and frequent dialogue between delivery lead and regional project lead authority (RPAL).	<p>04/01/21 Changes to the HAPS Business Case implemented and being presented to JC / PB January. Changes to Low Carbon Business Case due to be presented to PB March 2nd. Skills and Talent Economic Case has been reviewed by the PoMO, with all sections of the Business Case due to be in draft by end of February. All other BC's progressing with the support of the PoMO.</p> <p>08/04/21 HAPS is with Governments for Ministerial approval but has to adapt its economic methodology to account for all monitored benefits. Low Carbon is currently with NPT CBC and being finalised to incorporate PoMO feedback prior to submission to Governments in April. Campuses and Skills are on track to be developed and submitted for regional approval by May. PoMO is working with Programme / Project Leads at early intervention to ensure aligned to Green Book and Better Business Case guidance. Swansea University have sought internal support to support the SRO to finalise development of the Business Case. Skills have appointed a consultant to help support the strategic and economic cases.</p> <p>29/06/21 Low Carbon currently awaiting Ministerial approval with UK/WG. Skills & Talent & Campuses have been developed to draft OBC stage.</p>	2	2	8	↔	Jul-21
Implementation	Risk	SBCD005	Delay in approval of Programme / Project business cases	Mar-18	C11	PoMO / JC / Govs	Risk of delay in approval of Business cases which depending on critical timescale could impact projects ability to deliver proposed outcomes, resulting in potential knock on affect for other projects ability to deliver and achieve outcomes.	3	4	12	Ensure JCA is completed and agreed. Identify robust regional review process / structure. Ensure project authority leads have early sight of relevant business cases. Iterative process with governments to enable them to review early drafts to minimise the amount of review required for final version. Develop and agreed process and timescale for final business case review with Governments.	<p>04/01/21 Pentre Awel and Digital Infrastructure Business Case presented and approved at SBCD Governance Boards. Submitted for Ministerial approval and awaiting feedback.</p> <p>08/04/21 Turnaround time for Governments to approve SBCD Business Cases has reduced from 6 months to 3-4 months. UK & WG have recently introduced a new process for approval. There have been teething issues with this, process in coordinating government official feedback in a timely manner and in seeking ministerial approval at UKG level. The PoMO is working closely with both governments to reduce the approval time even further by providing earlier briefing sessions and information relating to the final Business Case</p> <p>29/06/21 Low Carbon and HAPS currently awaiting Ministerial approval. Skills & Talent and Campuses current progressing through regional approval process prior to submission to UKG/WG for Ministerial approval. Skills & Talent have received DCA rating of Green in the Stage Gate 0 Review. Campuses are scheduled for a PAR 11th August. Ministerial briefings and Policy Workshops have taken place for HAPS, Low Carbon, Campuses and Skills & Talent. PoMO currently responding to Ministerial questions and individual Government departments.</p>	3	3	9	↔	Jul-21
	Risk	SBCD006	Portfolio / Programme / Project Business cases not approved	Mar-18	C3 C11	PoMO / Delivery Lead / W/UK Government	Risk of Business Cases not being approved due to lack of engagement / direction from authorities resulting in project failure	3	5	15	Ensure regional project authority lead is fully involved in the development of the business case and has early sight of relevant business cases. Provide Councils with project briefings where appropriate.	<p>04/01/21 Change over of Government officials in the Welsh Office for UK Government. PoMO engaging with them. Workshops held with PoMO and Programme / Project Leads to run through BC when ministerial approval is sought and provide assurance on recommendations resulting from PAR reviews. Portfolio Business Case being revised, PoMO engaging with Welsh Government on the AOR process providing regular progress updates to recommendations.</p> <p>08/04/21 PoMO continue to engage with UK/WG</p> <p>29/06/21 Consultants engaged to support sign off of the Economic appraisals for the outstanding Business Cases. Dedicated sessions held with the Minister to discuss Business Cases prior to approvals. PoMO guidance and support with Project Leads to align to Green Book and Better Business Case guidance. Robust regional approval process/ Gateway Reviews in place.</p>	1	3	6	↓	Jul-21
Implementation	Risk	SBCD008	Change in project scope post business case approval	Mar-18	C11 C6	Delivery lead	Risk of change in project scope due to no longer requiring same amount of funding causing the project to no longer achieve the necessary outcomes required for City Deal funding resulting in Project not being approved and therefore unable to proceed as planned..	4	4	16	Continuous dialogue with delivery leads and PoMO post business case development to ensure consistency with original scope in terms of alignment to overarching aims and objectives of the deal. Iterative process of business case review by governments enabling early identification of concerns to be raised and rectified. Where changes in scope are identified close working with PoMO, regional project authority lead and delivery lead to ensure that changes do not compromise the proposed outcomes / outputs of the original project and that revised project scope still achieves overall programme aims and objectives	<p>04/01/21 Portfolio review recommendations progressing, next iteration of the Business Case due 31st March 2021. Digital Infrastructure and Pentre Awel Business Cases awaiting Ministerial approval. Changes to HAPS BC due to be presented at January PB.</p> <p>08/04/21 Pentre Awel and Digital Infrastructure BC now gained Ministerial approval. HAPS and Low Carbon economic methodology is being changed but does not change the deliverables and approach to delivery. Scope creep is not an issue for the planned deliverables on the remaining projects in Business Case development stage.</p> <p>29/06/21 Change Control process approved by Governance Boards and implemented.</p>	4	3	6	↓	Jul-21
Implementation	Risk	SBCD010	Cancellation of meetings (added April 2019)	Apr-19	C14 C11 C6	JC / PB / ESB / PoMO	Risk of Board meetings being cancelled causing implications in signing off documentation including business cases, implementation of review recommendations and key underpinning tasks resulting in delays in delivery.	3	3	9		<p>04/01/21 Meetings continue to go ahead digitally. Delegate list established to ensure members have a suitable representative to attend in their absence.</p> <p>08/04/21 Forward planning for meeting schedule in place. No issues to report. Continue to monitor.</p> <p>29/06/21 To note Joint Scrutiny Committee has not been quorate on 2 occasions during 2021 resulting in cancellation of meetings. All other SBCD Governance Committees have taken place when required / scheduled. One Project Lead / PoMO Team meeting was cancelled due to lack of attendance, all other meetings pre and post have taken place.</p>	2	2	4	↓	Jul-21

Operational	Risk	SBCD011	Withdrawal of Local Authority Partner	Mar-18	C3 C6 C11	JC	Risk of withdrawal of Local Authority partner. Potential for projects to fall as lack of funding / borrowing available from the project lead authority. Loss of funding for regional projects and regional support structures. Potential need to reduce scale of regional projects and / or withdraw scheme from local authority area. Resulting in not achieving outcomes of City Deal.	3	5	15	Ensure JCA is agreed by all local authority partners and includes provisions for such a scenario.	04/01/21 Funding agreements are in the process of being developed with partners including Local Authorities and Lead deliverers and all form part of the JCA 08/04/21 On going no issues to report. Continue monitoring. 29/06/21 As per previous updates. No issues to report.	2	3	6	↔	Jul-21
	Risk	SBCD012	Withdrawal of other partner	Mar-18	C3 C6 C11	JC	Risk of withdrawal of other partner due to reduction in funding for regional support structures, potential impact on ability to achieve broader outcomes of City Deal re: improving public service delivery and other strategic regional functions	3	4	12	Develop arrangements with other partners who are not subject to the JCA to reflect provisions for withdrawal	01/10/20 All Partners currently supportive of SBCD. Funding agreements should be signed with partners who have not signed up as part of the Joint Collaborative Agreement (i.e. universities and health boards). PoMO to review role of co-opt partners 04/01/21 Funding agreements are in the process of being developed with partners including Local Authorities and Lead deliverers and all form part of the JCA. 08/04/21 No issues to report. Continue to monitor. 29/06/21 As previous updates. no issues to report.	2	3	6	↔	Jul-21
Delivery	Risk	SBCD013	Slippage in delivery of programmes / projects against key milestones	Mar-18		JC	Risk that City Deal doesn't achieve the outcomes intended within the timescales agree due to slippage in delivery of programme against key milestones resulting in borrowing and recouperation not accurately reflecting spend	3	4	12	Establish robust monitoring and evaluation framework to ensure programme and project delivery remains within agreed timescales and to ensure that all targeted project outputs and outcomes will be achieved. Regional Team in place to undertake monitoring role. Accountable Body/Section 151 officers will undertake programme level financial profiling to ensure borrowing and distribution of City Deal funding is reflective of programme delivery.	08/04/21 Continuing to monitor timescales with programme / project leads. Government approval for Pentre Awel and Digital Infrastructure were longer than anticipated. Development of Campuses and Skills have been delayed from original timescales but are now on track for refresh timescales. PoMO is working with Programme / Project Leads at early intervention to ensure aligned to Green Book and Better Business Case guidance, Swansea University have sought internal support to support the SRO to finalise development of the Business Case. Skills have appointed a consultant to help support the strategic and economic cases. 29/06/21 Working to get all Programmes / Projects Roadmaps and Plans, we have indication of when key milestones need to be delivered. Working towards having visibility of potential delays and their impact. PoMO and ProjectLeads currently assessing P3M Tooling to accommodate plans. Quarterly Monitoring templates in place for Leads to identify and report on slippage / change to time frames.	3	5	9	↔	Jul-21
Operational	Risk	SBCD014	Engagement and buy in of critical stakeholders	Mar-18	C13 C6	PoMO / Delivery Leads	Failure to engage relevant stakeholders including industry and private sector causing lack of support / engagement with City Deal and related projects resulting in City deal not achieving the anticipated long term change / outcomes. .	3	4	12	Employed dedicated communication and marketing officer. Establish dedicated communication group of key partners and project leads. Utilise different mediums and methods of communication to reach a range of audiences / stakeholders. Hold a variety of events appealing to a range of audiences. Work with project leads to identify targeted stakeholders and develop specific marketing tools for engagement with identified groups. Targeting of specific stakeholders on social media. Promotion and regular update of a cutting-edge City Deal website. Number of key partners already engaged. Ensure early and ongoing involvement through public events, procurement and supply events for example.	04/01/21 Communications, Marketing and Engagement Plan presented at Programme Board and now a live document. Focus for next 3 months will be to extend SBCD engagement to further raise awareness of SBCD among immediate stakeholders for cascade within their organisations, as well as among regional businesses and residents. A website update is also imminent, along with continued communications to continue to raise the profile of the SBCD in the regional media and beyond, as well as in the specialist media. The SBCD social media presence will be strengthened and expanded, and bi-monthly newsletters will be circulated to key stakeholders and the regional business community. 08/04/21 The website update is now live reflecting Portfolio / Programme / Project accuracy. Internal and external communications have taken place for announcements including the Pentre Awel project approval and a City Deal Procurement Event. The City Deal LinkedIn account has been strengthened with a link available from the City Deal website. Stakeholders continue to attend SBCD Governance meetings, the PoMO continue to engage with UKG/WG. SBCD Procurement Pipeline Event held March 2021. JC forward work plan includes holding a bi-annual seminar with Governance Board members. SBCD PoMO are looking to schedule this for June 2021. 29/06/21 Based on identification of Risk above plus Private Investment Risk, this risk no longer needs to be separately monitored and can be closed.	3	3	9	↔	Jul-21
Operational	Risk	SBCD015	Failing to implement the SBCD Procurement Principles including Community Benefits	Mar-18	C6 C7 C13	All	Risk of programmes/projects failing to implement programme management principles causing initial procurement exercises failing to benefit the local supply chain resulting in City Deal not achieving the anticipated long term change / outcomes. Lack of support / engagement with City Deal and related projects. Potential for negative publicity and loss of credibility.	3	5	15	Procurement Action Plan developed. Programme Procurement Principles drafted. Procurement Principles aligned to the WbFG Act. Industry engagement has identified key concerns/issues to be addressed in the Principles. Project Lead meetings planned with speakers on key topics of concern. Industry B2B events to be held. ESB/JC to endorse principles.	04/01/21 Procurement principles approved by JC in November 2020. Procurement and community benefits reporting template has been developed and due to be submitted to PB / JC January / February 21 along with procurement procedure document. 08/04/21 SBCD Procurement Pipeline Event held March 2021. Continue to develop programme / project benefits reporting 29/06/21 Procedure in place to record Community Benefits, which is monitored via quarterly reports. Revised Benefits Realisation templates and reporting mechanisms are on going, which will support the implementation of the Procurement Principles. No issues have been identified. Business Engagement Manager is working with Programme / Project Leads to support. Exploratory conversations regarding the application of the Welsh TOMS.	2	4	12	↔	Jul-21
Operational	Risk	SBCD016	Negative media coverage	Mar-18	C13	PoMO	Risk of City Deal image being portrayed negatively to all stakeholders and consequently the opportunities afforded by the City Deal are not realised at all levels. Resulting in disengagement of industry, business and social stakeholders alike. Potential for further negative coverage from other media, given damage to City Deal reputation and the opportunity for follow-up questions / diary markers to scrutinise City Deal progress / previous statements.	3	4	12	Dedicated communications officer in place to manage media enquiries, monitor all press releases, posts etc relating to City Deal and develop appropriate response where necessary. Ensure regular press releases on positive news and progress. Further develop relationships with key journalists across the region Develop contacts with specialist publications and websites Regular, pro-active comms (press releases and social media) on City Deal milestones/updates/facts and good news stories. Inclusion of video and audio content to accompany press releases and social media posts, when appropriate Regular proactive comms updates to key identified stakeholders across the region Approved statements to be sent in response to media queries on deadline, accompanied by discussions with the reporter asking the	08/04/21 There has been very little negative media coverage in 2021 to date, apart from some coverage of the Pembroke Dock Infrastructure planning application, given heritage concerns. The SBCD Communications & Marketing Officer has been working with MHPA to raise awareness of the PDM Programme as a whole on social media and in the Pembrokeshire media. Media coverage for the Pentre Awel's project approval has been overwhelmingly positive. Also positive media coverage on the Procurement Pipeline Event and further £36m draw down of City Deal funds. 29/06/21 Media coverage continues to be positive. Recruitment of the Communications & Marketing Officer underway which will allow us to manage the content of releases based on specific occurrences as the Portfolio develops. Coverage for the Digital Infrastructure Programme in the media has been extremely positive.	1	2	2	↔	Jul-21
Operational	Risk	SBCD017	Silo mentality / working	Mar-18	C13 C6	All	Risk of silo working due to programmes / projects not making the cross connections and the whole system opportunity for change is not realised. Ambitions of the City Deal are not embedded into organisational aims and the transformational potential of the deal is therefore not realised. Resulting in City Deal being viewed and delivered via status quo rather than challenging and positively transforming the delivery of industry and public services in the region	4	3	12	Regular project leads meetings to identify opportunities for cross project working. Digital Infrastructure and Skills and Talent projects to meet with other project leads on a 121 basis to ensure the cross cutting themes of skills and digital are incorporated into all project plans.	04/01/21 PoMO supporting Prog / proj leads in developing Business Cases. Regular Team meeting held fortnightly to share progress and latest developments. Meetings between PoMO and prog / proj leads to provide guidance and assurance on progress of PAR recommendations. Meetings held with prog / proj leads and PoMO to support implementation of standardised risk registers and issues logs. Procurement Workshops in process between PoMO and prog / proj leads to support in development and reporting. 08/04/21 Team meetings are now being held monthly. PoMO representative now attends Programme / Project Boards. Regular presentations and meetings with key stakeholders on Portfolio status and progress updates. 29/06/21 PoMO continue to engage with regional stakeholders and offer support for City Deal and wider initiatives.	2	2	4	↔	Jul-21

up

down

Operational	Risk	SBCD018	Lack of alignment of communications between partners	Mar-18	C13 C6	PoMO	Risk of confused / inconsistent / unclear messages given out due to lack of alignment of communication between partners resulting potential negative media and social media coverage, undermining the City Deal brand and objectives	4	5	20	Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key comms officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issued promptly. Develop and maintain a protocol which requires partners to send press releases and statements to the City Deal Communications officer for consistency and awareness. Develop online portal for partners to access shared logos, statements, quotations etc for us in all City Deal comms.	04/01/21 Monthly Highlight Reports are now circulated to prog / proj leads. Minutes of Programme Boards circulated to prog / proj leads. PoMO representative now sits on the prog / proj boards. 08/04/21 PoMO are now producing Ministerial reports that are produced monthly in line with Joint Committee meetings. Following departure of Comms & Marketing Officer, PoMO are in the process of recruiting a replacement. Contingency plans in place and handover provided, key work areas are being covered by PoMO and close working with Marketing & Comms Officers in key organisations. Continuing reporting arrangements on going such as Highlight Report, Quarterly Monitoring and Annual Report. 29/06/21 Portfolio Gateway Review scheduled for July 2021 that will engage with key stakeholders across the region. Continue to report through Governance groups on opportunities / progress updates. PoMO to scheduled bi-annual engagement meetings with lead delivery organisations and a bi-annual stakeholder event with Governance groups.	1	3	3	↔	Jul-21
Operational	Risk	SBCD019	Change in project scope once in BAU	Mar-18	C11 C6	Delivery lead	Risk that project no longer requires same amount of funding due to change in project scope post business case approval. Project no longer achieves the necessary outcomes required for City Deal funding resulting in project not being approved and therefore unable to proceed / proceed as planned.	4	4	16	Establish robust project monitoring and evaluation to ensure project remains on track to deliver scope outlined in approved business case and overarching aims of the City Deal in terms of growth and jobs.	04/01/21 Portfolio review recommendations progressing, next iteration of the Business Case due 31st March 2021. Digital Infrastructure and Pentre Awel Business Cases awaiting Ministerial approval. Changes to HAPS BC due to be presented at January PB. Risk Strategy signed off at JC and rolled out to all prog / proj leads. Change Control process due to be submitted to PB January 21. 08/04/21 The Change control process has been approved by JC and will be utilised once a programme / project bring forward a proposed change. There are currently no proposed changes that effect heads of terms deliverables that the SBCD are held to. All lead authorities and lead deliverers are held to the delivery of outputs and outcomes that are documented in funding agreements. 29/06/21 Change Control process approved by Governance Boards and implemented.	4	3	12	↔	Jul-21
Operational	Risk	SBCD020	Failure to establish a robust baseline	Mar-18	C6	Delivery leads / PoMO	Risk of failing to establish a robust baseline resulting in Inaccurate measuring of impacts of city deal.	3	4	12	Initial impact assessment undertaken to identify headline impacts of the city deal. Need to further develop this to capture the full range baseline indicators that will demonstrate the impact of the city deal	04/01/21 PoMO continue to work with Welsh Government. Good progress being made on AOR recommendations. Risk to remain open until next iteration of Business Case is due 31st March 2021. 08/04/21 Portfolio Business Case updated and approved by JC and forwarded to Governments for consideration. Investment objectives and baselines are now clearly articulated in the Portfolio BC. Will be reviewed once feedback received from Governments. 29/06/21 Portfolio Benefits Profiles developed, cascading to all Programmes / Projects to establish baseline and monitoring process.	2	2	4	↔	Jul-21
	Risk	SBCD021	Government policies and legislation	Sep-20	C6		Lack of robust measures to governance policies and legislation can lead to failure to protect the stakeholders, staff and public funds associated with the City Deal and result in legal challenge, reputational damage and threat to SBCD portfolio delivery	3	3	9	Governance arrangements need to be strengthened further in terms of documenting the risk management methodology and risk appetite, an information sharing protocol, counter fraud procedures, due diligence and anti-money laundering arrangements, and recording of declarations of interest/gifts and hospitality for all Senior Officers and Members	04/01/21 Portfolio Business Case currently being revised, next iteration due March 2021 which will align with policy and legislation. 09/03/21 Declarations of Interest process and template now completed and now embedded. Awaiting feedback to finalise counterfraud and money laundering policy. 29/06/21 PoMO and Programme / Project Leads working closely with both Governments to ensure alignment with policy.	2	2	4	↔	Jul-21
Operational	Risk	SBCD022	Political Changes	Oct-20	C9	All	Changes in Local, Regional or National Government may impact the approach, development and delivery of the SBCD resulting in new ways of working which may impair the current portfolio	3	3	9	Periodic elections across both Governments and locally. SBCD stakeholders frequently engage with with and provide updates to political leaders and monitor election periods.	10/12/2020 Acknowledgement that the next Senedd election is due to be held 6th May 2021 08/04/21 On going. 29/06/21 Vaughan Gethin is now responsible for City & Growth Deals across Wales. The establishment of coporate Joint Committees is underway for SBCR which could impact on the governance arrangements for the SBCD.	3	3	9	↔	Jul-21
Financial	Risk	SBCD023	Failure to achieve full funding package	Mar-18	C3	All	Risk of failing to achieve the full funding package resulting in project potentially unable to deliver or to deliver full scale of anticipated project outcomes	3	5	15	Early engagement with all funders to develop strong relationships. Robust financial planning and clear outline of interdependencies of funding in the business case, ensuring that fundamental aspects of the project are funded through most secure funding sources. Timely review and approval of five case business plan. Effective and timely procurement activity. Establishment of robust contracts. Ongoing dialogue to resolve issues relating to revenue funding.	11/01/2021 A standard quarterly monitoring has been developed further on discussion with WG. This will be updated quarterly with the Portfolio Business Case being updated annually. Funding agreement has been formally updated and approved under the delegated authority by MO and S151. Funding agreements will be engaged over the coming months as project develop 07/04/2021 This is being monitored on a quarterly basis with a forecast position estimated over the lifecycle of the programmes/projects. A business engagement strategy is being developed to support and engage private sector investment. 16/06/21 Awaiting approval of sign off of final Business Cases. Once achieved risk to be revisited and potentially closed	3	4	12	↔	Jul-21
Financial	Risk	SBCD024	Failure to identify / secure revenue funding	Mar-18	C3 C6 C11 C14	Accountable Body	Risk of failing to identify / secure revenue funding resulting in four projects, including one regional project, unable to proceed.	5	5	25	Ongoing dialogue with governments to identify potential solutions including discussions on Capitalisation Direction. Projects with revenue element encouraged to explore alternative funding streams to support revenue elements.	07/04/2021 Revenue funding requirements has been identified and will be actively managed going forward. Local Authorities will use the capital receipts directive where applicable to apply to City Deal and Public Sector investment components as agreed by the regional Section 151 Officers. Revenue investment from private sector will be managed at programme / project level as per their requirements. 16/06/21 Revenue funding requirements has been identified and will be actively managed going forward. Where constraints are identified, SEC 151 Officers will work closely to identify mitigating actions where appropriate.	3	4	12	↓	Jul-21
Financial	Risk	SBCD025	Failure to agree NNDR (rates retention) flexibility	Mar-18	C3	Accountable Body	Risk of failing to agree NNDR (Rates Retention) flexibility resulting in Local authorities unable to borrow required amount for projects	4	5	20	Ongoing dialogue with government to explore opportunities for rate retention	11/01/2021 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body. 07/04/2021 In-principle agreement with WG but further discussions delayed due to Covid-19. Report on apportionment methodology being submitted to May/June governance boards. 16/06/21 Report drafted. Intention to submit to Programme Board July / August.	3	3	9	↔	Jul-21

Financial	Risk	SBCD026	Private sector funding contribution/s not in line with initial business case projections	Mar-18	C3	Delivery Lead	Risk that Private sector funding / contributions is not in line with initial business case projections resulting in overall impact of the City Deal not being realised. Project cannot deliver full scheme. Project is unsustainable	5	5	25	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	<p>31/01/20 Private sector contributions need to be evidenced in all project business cases, which need approval from UKG and WG before release of funds</p> <p>14/05/20 Quarterly financial monitoring now in place with report to Programme Board and JC in June. Private sector contributions evidenced in project business cases. Covid-19 impact assessment with project leads for completion.</p> <p>01/10/20 Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met</p> <p>11/01/2021 This is an inherent risk within the SBCD and will be monitored quarterly.</p> <p>07/04/2021 A business engagement framework is being developed to support and engage private sector. At present limited private sector funding has been committed, however as the portfolio develops further investment will be stimulated as programmes / projects and supply chains mature. This will be monitored quarterly.</p>	4	4	16	↑	Jul-21
Financial	Risk	SBCD027	EU match funding contributions not in line with initial business case projections	Mar-18	C3	Delivery Lead	Risk that EU match funding contributions not in line with initial business case projections resulting in overall impact of the City Deal not being realised. Project cannot deliver full scheme. Project is unsustainable	5	5	25	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	<p>11/01/2021 WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023 Pembroke Dock Marine - December 2023</p> <p>07/04/2021 Programmes/projects will manage European funding inline with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk.</p> <p>16/06/21 European funding has been secured between 2 city deal programmes and committed until end 2023. See reference to Risk ID27. Risk closed.</p>	2	3	6	↓	Jul-21
Financial	Risk	SBCD028	Timeframe for end of current EU funding programmes EU funding is still committed in line with BC profiles	Mar-18	C3	All	Spend profile and delivery of programmes / projects needs to ensure it meets requirements for final date for EU funding, resulting in funding lost if it doesn't meet requirements	3	3	9	Early dialogue with all funders including Governments and WEFO. Project lead to accelerate business case development	<p>11/01/2021 WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023 Pembroke Dock Marine - December 2023</p> <p>07/04/2021 Programmes/projects will manage European funding inline with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk.</p> <p>16/06/21 As per financial monitoring £3m of European funding has currently been committed. Programmes/projects will manage European funding inline with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk</p>	4	4	16	↔	Jul-21
Financial	Risk	SBCD029	Project authority lead unable to borrow amount required to frontload all programmes / projects	Mar-18	C3 C6	LA's	Risk that Project authority lead unable to borrow amount required to frontload all programmes / projects unable to go ahead	3	5	15	Project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform project lead authority of any changes to financial profile. Section 151 officer group to look at schedule of repayment of City Deal funding for consideration and agreement by Joint Committee.	<p>11/01/2021 Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement.</p> <p>07/04/2021 Regional S151 officers have agreed borrowing principles, UK government has indicated a reduction in the term of the grant award and as such ongoing work to review the impact of this is being undertaken.</p> <p>26/06/21 Borrowing principles have been provisionally agreed. Will look to formalise July / August. Cashflow forecast monitoring has been undertaken, no indication that locally delivered prog / proj will fall short of any borrowing requirement. Principles around regional borrowing have been agreed provisionally, and will be formalised Q2.</p>	2	3	6	↔	Jul-21
Financial	Risk	SBCD031	Increase in cost of construction	26/06/21	C3 C6	All	Risk that cost of construction may increase impacting on budgets set out in Programme / Project Businesses resulting in an overspend	5	3	15	The PoMO will work closely with programme / project leads to identify potential impact and determine whether it is managed locally or whether intervention at Portfolio level is required.		5	3	15		

Risk Group	Risk Ref	Date Closed	Risk Title	Category	Owner
Development	SBCD030	31/01/20	Delay in establishment of ESB	C14	JC / UKG & WG
Development	SBCD031	14/05/20	Delay in approval of JCA	C6 C14	All
Development	SBCD032	31/01/20	Delay in approval of Implementation Plan	C6 C14	RO

Implementation	SBCD009	21/10/20	Swansea University withdraw from programme (added January 2019)	C6, C10, C11, C14	Project leads
Implementation	SBCD003	11/12/20	Slippage in delivery of portfolio	C6 C14	JC

Development	SBCD002	18/12/20	Stakeholders misunderstand the objectives / benefits / purpose of the City Deal	C13 C6	PoMO
Implementation	SBCD007	04/01/21	Programme / Project infrastructure fails to meet its objectives	C13 C6	JC / Delivery Leads

Financial	SBCD030	Regional project authority lead unable to borrow amount required to frontload regional project funding	Mar-18	C3 C6	LA's
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Risk Description	Inherent Probability	Inherent Impact	Inherent Rank
Formal governance structure incomplete. Unable to begin formal review of business cases. Lost opportunity of private sector direct involvement to inform and assist in the wider economic development of the SBCD Region.	4	5	9
Unable to formally establish governance structures. Unable to draw down city deal funding. Unable to sign off project business cases. Risk of withdrawal of local authority / other partner from City Deal (see risks below)	3	5	8
Delay in overall mobilisation and delivery of City Deal programme and agreement of formal Joint Committee work programme.	3	3	6

Risk of Swansea University withdrawing from the programme. Projects unable to deliver at all or to full scope as detailed in heads of terms resulting in not being able to achieve intended programme outputs and outcomes	3	5	15
Risk of City Deal not achieving the outcomes intended within the timescales agreed. Borrowing and recouperation does not accurately reflect spend resulting in slippage in delivery of the portfolio	4	4	16

<p>Risk that Stakeholders misunderstand the objectives / benefits / purpose of the City Deal showing lack of support and disengagement caused by inaccurate understanding from the offset .Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives</p>	<p>3</p>	<p>3</p>	<p>9</p>
<p>Risk of programmes / projects infrastructure fails to meet itsobjectives causing City Deal to not achieve the anticipated long term change / outcomes andprogrammes / projects do not secure long term sustainability. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives</p>	<p>3</p>	<p>4</p>	<p>12</p>

Risk that Regional project authority lead unable to borrow amount required to frontload regional project funding resulting in project potentially unable to delivery or unable to deliver across the whole region.	3	5	15
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Control Actions	Revised Probability	Revised Impact	Revised Rank
Recruitment process agreed with UK & Welsh Government. Early and frequent communication re: regional decisions / recommendations	3	5	
Local authority legal and financial working group established and meeting regularly with contractors to ensure agreement reflects requirements of all parties. Regular updates to Joint Committee and drafts regularly submitted to Joint Committee and Governments for review.	2	5	
IP drafted by RO. Review of draft versions IP by both Govs and speedy iterative process have enabled final version. IP on agenda for sign-off at first formal JC meeting anticipated end of Summer 18.	2	3	

<p>31/01/20 Continued senior Swansea University representation at Joint Committee. Swansea University working on a business case for the Campuses project. Building on the Steel and Metals Science Institute at Swansea University, the National and Steel and Innovation Centre forms part of NPT's revised programme of projects (Supporting Innovation and Low Carbon Growth)</p> <p>14/05/20 Campuses project meetings continuing remotely.</p> <p>01/10/20 Swansea University is engaged with Pentre Awel and is leading the development of the Campuses project.</p>	<p>2</p>	<p>2</p>	<p>4</p>
<p>Establish robust monitoring and evaluation framework to ensure programme and project delivery remains within agreed timescales and to ensure that all targeted project outputs and outcomes will be achieved. Regional Team in place to undertake monitoring role. Accountable Body/Section 151 officers will undertake programme level financial profiling to ensure borrowing and distribution of City Deal funding is reflective of programme delivery.</p>	<p>3</p>	<p>3</p>	<p>9</p>

<p>Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key comms officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issued promptly. Regular proactive comms and marketing of the City Deal keeping stakeholders up to date with activities, coverage and outcomes.</p>	<p>2</p>	<p>2</p>	<p>4</p>
<p>Employ dedicated business engagement officer to work with projects and industry. Host several industry targeted events / engagement opportunities to ensure business community are clear of the opportunities to engage in the City Deal and its legacy. Ensure clear and consistent communications with industry / business forums about City Deal opportunities and potential for industry. This should include phonecalls, e-marketing, face-to-face meetings, newsletters and social media. Engage with organisations that are representative of the business community and have extensive contact networks that can be used to raise awareness. Tailored communications targeted at specialist business/property media</p>	<p>2</p>	<p>2</p>	<p></p>

<p>Regional project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and regional project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform regional project delivery lead of any changes in financial profile. Section 151 officer group to look at proportional borrowing, repayment and benefit / impact of regional projects for each local authority area.</p>	<p>14/05/20 JCA signed by all four regional LAs, outlining commitment to regional</p>	<p>2</p>	<p>2</p>
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Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date
<p>ESB Chair and membership approved at first formal Joint Committee meeting on 31st August 2018. Introductory session held on 19th September to assist members in their new role. Future meeting dates for the next 12 months set in advance, with scheduled frequency of ESB meetings increased to a monthly basis (or more frequently as required) to establish momentum in anticipation of a number of business cases coming forward.</p>	1	1		
<p>JCA formally approved by each of the four local authorities at meetings of the full Councils in June and July. JCA endorsed by JC at first formal meeting on 31st August 2018</p>	1	1		
<p>IP signed off in principle at the first JC on 31st August 2018. Final IP to be reviewed and endorsed by JC at next meeting following approval by UK and Welsh Government</p>	1	1		

31/01/20

Implementation of all Actica and internal reviews making significant progress. New Programme Director appointed, who will start in post on March 2, 2020. Specialist advisers to ESB appointed

14/05/20

Implementation of all Actica and internal reviews making significant progress. This includes the development of an Integrated Assurance and Approval Plan (IAAP) and a planned Gateway review for the City Deal programme. Potential Covid-19 impact is being assessed wiith project leads and stakeholders.

01/10/20

Implementation of all Actica, internal and external reviews to be reviewed by UKG & WG 7th Oct 2020.

Integrated Assurance and Approval Plan (IAAP) has been developed and approved by WG .

Gateway review for the City Deal portfolio and HAPS/SILCG / Pentre Awel undertaken.

Covid-19 impact is being assessed wiith project leads and stakeholders.

04/01/21

Monitoring & Evaluation Plan in place, quarterley monitoring report established and presented to JC / PB quarterley updating on key achievements, prog / proj risk and outputs / outcomes. IAAP developed and now a live document for Portfolio and Prog / Proj level.

Risk moved to closed, further updates to be picked up in Risk ID 013 dor delivery phase.

31/01/20

Significant media coverage on the release of the first £18 million of SBCD funding, the submission of the PDM project to both governments for approval, the submission of the revised NPT programme to both governments for approval, and the appointment of the new SBCD Programme Director. Regular, impactful social media activity on-going, and e-newsletter for the regional business community due for imminent distribution. Comms, marketing and business engagement on-going.

14/05/20

Programme Business Case and Monitoring & Evaluation Plan under development. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community

01/10/20

Funding Agreements now better reflect the three categories of deliverables: Project Outputs, Outcomes and impact.

Portfolio business case has been updated to reflect objectives and benefits of SBCD.

Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community.

17/12/20

All primary stakeholders now fully engaged. Risk closed. Any risk associated with the wider stakeholder group to be picked up under Risk

31/01/20

Regular City Deal attendance of business events throughout the City Region and beyond to raise awareness of the City Deal.

Tailored e-newsletter, giving City Deal updates to the regional business community, City Deal articles in specialist media. Growing City Deal social media platforms, attracting the interest of the business community. City Deal attendance at MIPIM 2020 to raise the profile of City Deal projects and further investment opportunities in SW Wales. City Deal represented in online and offline MIPIM 2020 promotional materials.

14/05/20

E-newsletter distributed to the regional business community at the start of March. Communications and business engagement on-going remotely, despite Covid-19. This has included discussions with groups including Swansea Bay Business Club, CBI and the South Wales Chamber of Commerce. MIPIM 2020 and other business engagement events postponed due to Covid-19.

01/10/20

See previous

04/01/21

Mitigation is covered within other risks in the register.

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Apr-21

Review update	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date
				01.Jan.19	As previous update	1	1		15.Apr.19
				01.Jan.19	As previous update	1	1		15.Apr.19
				01.Jan.19	IP signed off in principle at the first JC on 31st August 2018. IP will need to be reviewed in light of / following programme review due to be completed in Jan 2019.	5	4		15.Apr.19

Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact
This risk is no longer live and will be removed from future updates.	-	-		01 Jul.19	This risk is no longer live and will be removed from future updates.	-	-
Further to the findings and recommendations of the two SBCD reviews changes to the JCA will be required. The full scale and requirements of the changes are currently being assessed but will require approval by the Joint Committee, UK and Welsh Government and could require re-submission to the four Councils. This may delay approvals of forthcoming projects.	3	2		01 Jul.19	Further to the findings and recommendations of the two SBCD reviews changes to the JCA will be required. A draft of the revised JCA will be considered by Programme Board and recommendations made to the Joint Committee in July 2019. The approved revised JCA will then need to be approved by the UK and Welsh Government. This may delay approvals of forthcoming projects.	3	2
Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a "live" document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2		01 Jul.19	Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a "live" document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2

Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions
	21 Oct 19	This risk is no longer live and will be removed from future updates.	-	-		31 Jan 20	Two new specialist advisers have been appointed to assist the Economic Strategy Board , representing the sectors of micro business and skills & talent
	21 Oct 19	Revised JCA has been approved by Joint Committee and all four regional LAs. The revised JCA has also been sent to both Governments for information.	1	1		31 Jan 20	As per previous update +AS5:AX9
	21 Oct 19	Regional Office is working on a revised Implementation Plan for submission to Joint Committee for decision.	2	2		31 Jan 20	Implementation Plan approved at Joint Committee on January 28th, 2020. The Implementation Plan, however, is a live document that will continue to evolve with time.

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

Swansea Bay City Deal Programme Risk Register - Categories

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

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

Swansea Bay City Deal Programme Risk Register - Scoring

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

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

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

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ASSESSMENT CRITERIA	SCORING				Impact score October									
	0	5	10	20	PDM	Yr Egin	Campuses	Digital	HAPS	SI & LCG	Pentre Awel	Swansea Waterfront	Skills	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5	20	5	0	5	5	0	0	10	
Targets	No risk to achievement	Short-term, limited impact to achievement	Widespread, but relatively short term impact on achievement	Significant, long-lasting impact on achievement	10	10	5	5	5	5	5	20	5	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	0	5	0	5	5	5	5	5	
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5	5	10	10	10	10	20	10	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	0	10	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	5	5	5	5	5	5	0	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	0	5	5	5	5	5	10	5	
					TOTAL	45	45	45	40	40	40	45	60	35
					C	C	C	C	C	C	C	B	C	

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

ASSESSMENT CRITERIA	Scoring guide				Impact score January									
	0	5	10	20	PDM	Yr Egin	Campuses	Digital	HaPS	SILCG	Pentre Awel	Swansea Waterfront	Skills	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5	20	5	0	5	5	0	0	10	
Targets	No risk to achievement	Short-term, limited impact to achievement	Widespread, but relatively short term impact on achievement	Significant, long-lasting impact on achievement	10	10	5	5	5	5	5	20	5	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	0	5	0	5	5	5	5	5	
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5	5	10	10	10	10	10	20	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	5	10	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	5	5	5	5	5	5	5	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	0	5	5	5	5	5	10	5	
					TOTAL	45	45	45	40	40	40	40	75	35
					Intervention	C	C	C	C	C	C	C	B	C
					Movement	-	-	-	-	-	-	↕	↕	-

Swansea Bay City Deal COVID-19 Economic Impact Assessment

Version control: V1.7

Assessment date: 12/03/21

Review date(s): 01/07/21

Completed by:

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

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

The process to gather the required information, assess its impact and determine appropriate mitigations and decisions is outlined below:

1. Define assessment scope and areas of focus

2. Identify key risks in the Risk Assessment worksheet and assess the level of risk associated with each

3. Analyse the potential impact of these risks in the Impact assessment worksheet

4. Identify corrective action and level of intervention

5. Report to Joint Committee, Programme Board and Economic Strategy Board

6. Disseminate findings regionally and to Welsh and UK Government

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

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

Ref No.	Risk	Impact Criteria								Corrective action		
		Scope and key objectives	Targets	Timescales	Reputation if project fails to deliver	Stakeholders/partnerships commitment	Project costs	Procurement	Staff resourcing	Risk mitigation(s)	Apr-21	Review Date
Digital Infrastructure												
1	Project funding is reduced or removed as a result of Covid19 and it's economic impact.	High	High	High	High	High	High	High	High	Seek assurances from regional office, Welsh and UK Government regarding Project funding.	Assurances remain with no reason to believe otherwise at this point.	Jul-21
2	The Digital Project is no longer treated as a priority by the region and/or individual partners.	Low	Low	Medium	Medium	Medium	Low	Low	Medium	Continue to engage and build effective relationships with all partners and stakeholders, ensuring alignment with their priorities.	Clear regional commitment to investment in Digital Infrastructure remains.	Jul-21
3	Telecommunications providers reduce activity and investment in Digital Infrastructure as a result of the economic downturn.	Low	Low	Medium	Medium	Low	Medium	Medium	Low	Continue to engage with the Telecommunications industry, monitor the market and it's activity.	Consistent or increased activity and investment from Telecommunications sector ongoing	Jul-21
4	Delay in the approval of the finalised business case through partner governance and regional office governance	Low	Low	Medium	Medium	Medium	Low	Medium	Medium	Pathway mapping and scheduling to ensure approval at required governance meetings is being undertaken.	Ongoing adherence to Governance structure, pathways and timelines.	Jul-21
Pembroke Dock Marine												
Funded Outputs												
PDM_1	Inability to progress with survey work critical for design progress for key infrastructure elements (e.g. Ground Investigations for slipway)	Low	Low	Medium	Low	Low	Medium	Low	Low	timescales based on further 6 month delay.	delays being managed. Not expecting any detrimental impact on hardstop dates.	Jul-21
PDM_2	Risk of not completing the PDI slipway component by the end of the current ERDF period	Medium	Low	Medium	Low	Low	Medium	Low	Low	Could push completion of defects liability period outside December 2023 meaning any costs incurred outside this period would be ineligible for WEFO funding. MHPA quantifying the potential cost of this based on the current delivery profile. Potential to pay consultants acceleratory costs to pull timeline back into line. Potential to also modify slipway construction method to achieve result quicker. these measures will be best finalised once Principle Contractor is procured after detailed design at the end of 2020-Q1 2021	application submitted to expecting any detrimental impact on hardstop dates.	Jul-21
Investment Objectives												
PDM_3	Delay in progress from key industry stakeholders and inward investors	Low	Low	Low	Low	Medium	Low	Low	Low	Continue dialogue with project developers and public stakeholders (TCE, BEIS, Treasury) to maintain momentum.	majority of industry partners are funded entities or in development are accelerating progress if anything. impacts as a result of the COVID situation are minimal However those in build like Bombora are delaying their build and the impact on the supply chain who are reliant on that work for commercial sustainability needs to be considered.	Jul-21
PDM_4	Delay in progress from key additional benefit projects like Milford Haven: Energy Kingdom, SELKIE, South Wales Industrial Cluster and Celtic Sea Cluster development. (potentially due to furloughing of staff at partner organisations)	Low	Low	Low	Low	Low	Low	Low	Low	Identified as low across the board as project has already secured more than its target for years 1 and 2. however partners will maintain close dialogue with project leads sharing risk registers & adapt mitigation in collaboration with key partners.	Not seeing detrimental impact of furloughed staff but monitoring.	Jul-21
PDM_5	Supply chain companies go into 'hibernation' making it difficult for MEECE and META to engage in innovation-support activities.	Low	Medium	Low	Low	Low	Low	Low	Low	Concentrate on 'active' companies, such as grant-funded or equity-funded organisations. Focus on innovation projects that require little direct input from target companies, but that can provide them with benefits when they leave 'hibernation'.	few companies aren't working with MEECE as a result of COVID but they have confirmed they will come back once recovery. More difficult to get hold of academics due to lack of campus activity.	Jul-21
PDM_6	SMEs being supported by MEECE and META become 'Enterprises in difficulties' and therefore ineligible for support from ERDF funding	Low	Medium	Low	Medium	Low	Low	Low	Low	Governance processes require us to check SME finances. Projects can be paused to allow SMEs to recover their financial positions.	No instances recording but monitoring this. Undertaking difficulty checks is having an impact on the ability to support and foster innovation. Limiting support to non financial support and under £50k to avoid the UID checks is preferred.	Jul-21

PDM_7	Universities do not sign up to MEECE collaboration agreement because of uncertainty of, or late confirmation of SBCD funding.	Medium	Medium	Low	Medium	Medium	Low	Low	Medium	ORE Catapult continues without university partners, with a smaller project, narrower scope and less likelihood of a long term legacy presence.	Uni's happy that SBCD funding agreements in place. MEECE are trying to extend MEECE into 2023. mitigating the impact if approved.	Jul-21
PDM_8	Floating wind Project Developers delay or cancel potential projects in Welsh waters due to inability to make progress on technical aspects due to supply chain shutdown.	Low	Low	Low	Low	Low	Low	Low	Low	Continue dialogue with project developers and public stakeholders (TCE, BEIS, Treasury) to maintain momentum.	FLOW interest accelerating.	Jul-21
PDM_9	PDZ Objectives - with significant SBCD approval delay, floating offshore wind (FLOW) market leaves PDZ behind and public sector money impact is significantly diluted	Medium	Medium	High	High	Medium	Low	Low	Medium	Consider PDZ FLOW fit in light of delay, and be prepared to adjust project objectives and business plan, through Project Change Request (PCR)	FBC addendum has been approved and SBCD objectives revised to reflect current industry needs and BEIS / OFGEM workstreams.	Jul-21
Consent & Consent Management												
PDM_10	Delay in consents due to the third party resource issues to review and respond within statutory time limits	Low	Medium	High	Medium	Medium	High	Medium	Low	Maintain dialogue with key stakeholders throughout consent process & manage expectation and key messaging around need for timely determination	PCC writing to META extending META determination period. expect the same for PDI. Potential Detrimental impact on deliverability of PDI.	Jul-21
PDM_11	inability to progress with submission of consents due to need for more survey work that can not be completed until restrictions are lifted	Low	Low	Medium	Low	Medium	Low	Low	Low	Not currently an issue but potentially could be if the situation continues for more than 6 months.	Bangor Uni delaying surveys for META due to ongoing strictions but not compromising overall program.with PCF to manage.	Jul-21
Costs												
PDM_12	Increase in cost due to having to pay for acceleration charges from consultants to maintain delivery timescales	Low	Low	Medium	Low	High	High	Medium	Medium	review project timescale to see if delay in project end date possible. if not, assess the pros and cons of paying acceleration and make case to stakeholders for additional intervention if required.	Partners are regularly monitoring project costs againsts the fixed targets. Report through regular SCBD reporting.	Jul-21
PDM_13	Increase in cost for construction and service due to high demand of contractors and consultants during recovery phase as a result of market forces competing to regain control of project costs and programs	Low	Low	Medium	Low	High	High	Medium	Medium	potential to delay construction works planning in the immediate term out beyond period of 'economic bounce' to allow for supply demand curve to settle	Partners are regularly monitoring project costs againsts the fixed targets. Report through regular SCBD reporting.	Jul-21
PDM_14	PDZ Consents - approval delay together with COVID-19 constraints critically prejudices PDZ consent programme	Medium	Medium	High	Low	Medium	Low	Low	Low	Review PDZ Consent programme in the light of FLOW market analysis, and adjust programme to conform with ERDF funding timeline	FBC addendum has been approved and SBCD objectives revised to reflect current industry needs and BEIS / OFGEM workstreams.	Jul-21
Project Governance												
PDM_15	Delay in progress towards finalising terms and conditions and associated documentation (collboaration agreement etc)	Medium	Medium	Medium	Medium	Medium	Low	Medium	Low	maintain regular dialogue within PDM partners and key stakeholders via Teams etc to maintain progress on project governance work during restrictions	Contracts are in final draft form. Element leads to manage as per their internal approval process.	Jul-21
PDM_16	Insurance costs	Low	Medium	Medium	Low	Low	High	High	Medium	insurance brokers inundated with COVID related enquiries leading to a delay in response. Could delay activity on site if timely insurance not in place. Also cost increase	Monitor. Grenville has also has had an impact.	Jul-21
Pentre Awel												
1	Higher Education sector becomes financially compromised	Medium	Medium	Low	Medium	Medium	Low	Low	Medium	The courses under development for Pentre Awel are in areas of targeted skills shortages and which have been critical to the COVID-19 effort. Courses to be included are amongst those targetted for growth. Subsequently, projected student numbers/throughput at the Village are likely to be maintained. We will engage with our academic partners to understand and manage any impact and to ensure that the project benefits from any linked growth in student numbers. Education, Skills and Training programmes can be apportioned across number of HE providers should the need arise.	Continued engagement with Further and Higher education partners via dedicated work groups.	Jul-21
2	Ability to secure institutional funding	Medium	Medium	Medium	High	Low	Low	Low	Low	Prior to covid positive feedback recived from selected funders. One of which has re-engaged and is currently preparing funding bid. The understing is that this type of investment is likely to be more attractive going forward than for example office/retail investment. Financial consultant maintained to ensure a proactive approach to securing insititutional investment.	Updated Financial appraisals issued to institutional investors. Interest received from the market approach.	Jul-21

3	Uncertainty in construction sector/costs	Low	Low	Medium	Low	Low	Medium	Medium	Low	The construction of phase one will be procured through the South West Wales Contractors Framework, Lot 1. The companies have been assessed ahead of inclusion on the framework and there is no indication that this situation has changed. Suggestions are that price competition will be keen in the timescale proposed. Consultants Arup will be able to undertake informal pre-market engagement with contractors to ascertain their recovery period and ability to mobilise within the current project programme.	Contractors will be required to complete an activity/pricing schedule as part of their tender return.	Jul-21
4	Delays in project programme	Low	Medium	Medium	Medium	Low	Low	Low	Low	Momentum has been maintained. RIBA stage 3 work has been submitted, distribution of report has commenced to Directors and will be sent for specialist internal oversight as appropriate. Ecology work commissioned and assessed for social distancing to ensure the requisite surveys and pre-commencement works can be undertaken over the summer months. This will avoid any delay in construction commencing on site. COVID-19 may have an impact on construction contractors ability to mobilise to current project programme.	Business Case approved by UK/WG. Tender documentation prepared. Design and Build programme aligned with academic start dates.	Jul-21
6	Changed partner priorities owing to COVID-19	Low	Low	Low	Low	Low	Low	Low	Low	The areas of work under consideration are those focused on health research (e.g. respiratory). Design specification to be updated as appropriate throughout RIBA stage 4 to reflect partners' priorities. This will ensure Pentre Awel is fully optimised to meet the latest research, health and education requirements.	Health and Wellbeing Implementation Group to consider current designs and services against learning from Covid-19.	Jul-21
7	Delay in securing approval for City Deal Funding	Low	Low	Low	Low	Low	Low	Low	Low	Full Business Case redrafted and prepared for resubmission. Business case identified as a priority for gateway process.	Business Case approved by UK/WG. Risk closed.	Jul-21
Yr Egin												
1	Unpredictable/unknown economic impacts	High	High	Medium	Low	Low	Medium	Low	Low	Monitoring/industry analysis	Economic outlook remains highly uncertain but COVID road-map now being implemented by Welsh Government. Will be monitored for next update.	Jul-21
2	Reduced occupier demand	High	High	Medium	Medium	Medium	Medium	Low	Low	Dialogue with industry/occupiers. Change of project delivery scale and scope potentially necessary	Creative Sector demand study on track to complete at the end of May 2021	Jul-21
3	Availability of external funding	Medium	Medium	Low	Medium	Low	Low	Low	Low	Limited impact but maintain dialogue with funders	Funding commitment or reduce scope	Jul-21
4	Rise in construction costs	Low	Low	Low	Low	Low	Medium	Medium	Low	Reduce scope to contain within budget	Procurement risks remain at Medium as still uncertainty in market post-Covid	Jul-21
5	Delays in project programme	Low	Low	Medium	Low	Low	Low	Low	Low	Maintain current programme. Low risk event	None	Jul-21
6	Ability to collaborate effectively with partners	Medium	Medium	Low	Medium	Medium	Low	Low	Low	Maintain current effective dialogue with partners. Low risk	None	Jul-21
7	Skills and capacity issues in terms of project delivery	Low	Low	Medium	Medium	Low	Medium	Medium	Medium	Monitor project team capacity	None	Jul-21
8	Changed industry requirements	High	High	Medium	Low	Medium	Low	Low	Low	Dialogue with industry/users. Potentially change scope in line with new requirements	Creative Sector demand study on track, timescales reduced to medium	Jul-21
9	Reduction in service needs and commercial opportunities	High	High	Medium	Medium	Medium	Low	Low	Low	Dialogue with industry/users. Potentially change scope in line with new requirements	Specification of demand post Covid. Likely perm	Jul-21
10	Delay in obtaining relevant approvals	Low	Low	Medium	Low	Low	Medium	Low	Low	Maintain current project planning. Low risk likelihood	None	Jul-21
Life Science & Well-being Campuses												
R001	There is a risk that project partners will be less engaged with the project development and governance due to competing priorities	Low	Low	Medium	Medium	Medium	Low	Medium	Medium	A new Campuses project governance and working group structure has been established and we are working with our colleagues particularly in health to ensure continued engagement and participation is facilitated virtually at suitable and convenient times.	Project Board established and membership revised, frequency amended to monthly. Delivery Team now weekly to focus on key actions and establish 1:1 meetings with partners as required.	Jul-21
R002	There is a risk that wider stakeholders including private sector will be less engaged with the project	Medium	Medium	Medium	Medium	Medium	Low	Medium	Low	An engagement strategy is being developed with regards to private sector supported by Life Science Hub Wales. This remains a priority.	Additional resource sought to support the development of an engagement plan in advance of re-submission of the QBC.	Jul-21
R003	There is a risk of under demand of incubation space	Medium	Medium	Low	Medium	Medium	Low	Low	Low	Continued engagement of private sector demand for incubation space in line with the developing private sector engagement strategy. Modelling continues of required proportion of incubation space within developments	Ongoing review now in line with the above and engagement with Consultants to identify unique and complementary elements against similar establishments.	Jul-21
R004	There is a risk that there will be a delay in the preparation of the business case	Low	Low	Medium	Medium	Medium	Low	Low	Medium	A new working group has been formed to bring together the efforts to support the ongoing work to develop a revised business case	Governance has been revised, additional resource sought to support specific elements and Consultant support sought.	Jul-21

R005	There is a risk that there will be a delay in the approval of the finalised business case through partner governance and regional office governance	Low	Low	Medium	Medium	Medium	Low	Low	Medium	Continuous mapping and scheduling to ensure approval at required governance meetings is up to date and are being undertaken.	Governance pathway has been revised for re-submission with assurances from partners that governance will not delay this.	Jul-21
R006	There is a risk that there will be insufficient resourcing to progress the project including human resource	Low	Low	Medium	Medium	Medium	Low	Low	Medium	A review will be undertaken to ensure where possible there is sufficient resourcing to progress the project in line with plan	Additional resource has been identified, additional monies have become available to secure a full time project manager late April.	Jul-21
R007	There is a risk that there will be significant unmet requirements for digital connectivity of any development	Medium	Low	Low	Medium	Low	Medium	Medium	Low	Further engagement will be undertaken with the Digital theme to ensure that all requirements are captured. Link in with existing digitally led projects.	Discussions continue with digitally led project leads.	Jul-21
R008	There is a risk that cofinancing of later stages may be delayed/reduced due to weakened economy	Medium	Medium	Medium	Medium	Low	Low	Medium	Low	Continued engagement with key stakeholders and scope maximised to attract investment opportunities	Unique opportunities are being identified and work has commenced around comms and branding.	Jul-21
Homes As Power Stations												
1	Economic downturn - housing market decline	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Close engagement with private and public sector	Housing market recovery	Jul-21
2	Economic downturn - affects the supply chain	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Close engagement with private and public sector - establish regional supply chain to ensure sustainability	Local supply chain development	Jul-21
3	economic downturn - building cost increases / less able to afford technologies due to viability issues	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Flexible technology package - ensure affordability	revised cost model / technology specification	Jul-21
Supporting Innovation & Low Carbon Growth												
1	Economic downturn	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Low Carbon as C 19 recovery plan	Align to C 19 economic recovery plans,	Jul-21
2	Reduced demand for business premises	Medium	Medium	Low	Medium	Low	Low	Low	Low	Evidence of demand. Private Sector engagement plan in place and regular review	Continuing demand for facilities	Jul-21
3	Availability of external funding	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Policy alignment to ensure funding is available	Align to C 19 economic recovery plans,	Jul-21
4	Rise in construction costs	Medium	Medium	Low	Medium	Low	Medium	Medium	Low	Ongoing engagement with contractors	Evidence of increase in costs	Jul-21
5	Delays in project programme	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Project management	Align to C 19 economic recovery plans,	Jul-21
6	skills and capacity issues in terms of project delivery	Low	Low	Medium	Medium	Low	Low	Low	Medium	Project management	Align to C 19 economic recovery plans,	Jul-21
7	revised industry requirements	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	ongoing engagement with industry	Align to C 19 economic recovery plans,	Jul-21
8	reduction in service needs and commercial opportunities	Medium	Medium	Low	Medium	Low	Low	Low	Low	stakeholder / private sector engagement plan	Align to C 19 economic recovery plans,	Jul-21
9	delay in obtaining relevant approvals	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	policy alignment / decision making process	Need to review Economic Case in line with UKG meetings	Jul-21
10	technological advancements	Medium	Medium	Low	Low	Low	Low	Low	Low	ongoing engagement with industry	Align to C 19 economic recovery plans,	Jul-21
Skills & Talent												
1	Ability of training providers to deliver necessary training with the new restrictions following on from Covid 19 restrictions.	Medium	Low	Medium	Medium	Medium	Low	Low	Medium	Identify new ways of delivering training	capital funding for equipment to allow for on line delivery of training.	Jul-21
2	shortage of teachers/lecturers qualified to teach the level of new technology training required by businesses	Medium	Medium	Medium	High	High	Low	Low	Medium	Develop training immediately for the teachers and lecturers utilising existing courses prepared in colleges and universities outside of Wales and work in partnership to upskill the staff	Funding and the willingness of teachers/lecturers to be upskilled.	Jul-21
Swansea City & Waterfront Digital District												
1	Construction Delays	High	High	Medium	High	High	Medium	Low	Low	Work with contractor	Working practice	Jul-21
2	Contractor Failure	Low	Medium	High	High	High	High	Low	Medium	Enter deed with Cont	Copm ASAP	Jul-21
3	Anchor failure	Medium	High	High	High	High	Medium	High	High	Meet regularly	Monitor	Jul-21
4	Other Tennants	Medium	Medium	Medium	Medium	Medium	Medium	Low	Medium	Marketing process	Lockdown released	Jul-21
5	Project Outputs	Medium	High	Medium	High	High	Medium	Low	Medium	Review and monitor	Economic recovery	Jul-21

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

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

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Agenda Item 8



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

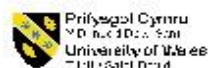
Officers:

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:

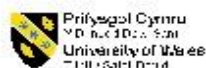
Richard Arnold	Finance Manager (Swansea Bay City Region)
Gareth Borsden	Democratic Services Officer
Jonathan Burnes	Director (Swansea Bay City Region)
Jon Haswell	S151 Officer (Pembrokeshire Council)
Greg Jones	Communications & Marketing Officer - City Deal (Carmarthenshire Council)
Karen Jones	Chief 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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Present:

Councillors:

Councillor Emlyn Dole	Carmarthenshire Council
Councillor Ted Latham	Neath Port Talbot Council
Councillor Andrea Lewis	Swansea Council
Councillor David Simpson	Pembrokeshire Council

Co-opted Non-Voting Representatives:

Chris Foxall	Interim Chair of Swansea Economic Strategy Board
Steve Wilks	Swansea University

Officers:

Gareth Borsden	Democratic Services (Swansea Council)
Mark Barry	MG Barry Consulting
Richard Brown	Interim Chief Executive (Pembrokeshire Council)
Ben George	Transport Strategy Officer (Swansea Council)
Tracey Meredith	Joint Committee Monitoring Officer (Swansea Council)
Chris Moore	Joint S151 Officer (Carmarthenshire Council)
Nicola Pearce	Director of Environment (Neath Port Talbot Council)
Phil Roberts	Chief Executive (Swansea Council)
Phil Ryder	Swansea Bay City Deal Programme Office
Wendy Walters	Chief Executive (Carmarthenshire Council)

Apologies for Absence:

Medwin Hughes (University of Wales Trinity Saint David) and Emma Woollett (Swansea Bay University Health Board) and Richard Arnold (Finance Manager Swansea Bay City Region)

55 Election of Chair Pro-Tem.

Resolved that Councillor Emlyn Dole be elected Chair of the Joint Committee pro-tem.

Councillor Emlyn Dole (Chair) presided.



56 Disclosures of Personal and Prejudicial Interests.

In accordance with the Code of Conduct, the following interest was declared:

Chris Foxall – Minutes No 60 - Swansea Bay and West Wales Metro Update – personal interest.

57 Minutes.

Resolved that the Minutes of the Joint Consultative Committee held on 15 April 2021 be signed and approved as a correct record.

58 Announcement(s) of the Chair.

There were no announcements.

59 Public Questions

There were no public questions.

60 Swansea Bay and West Wales Metro Update.

Ben George and Mark Barry spoke further to the circulated “for information” report and provided the Joint Committee with a verbal update on the development of the Swansea Bay and West Wales Metro.

They outlined that they were in the process of refining the long list of potential schemes to be progressed and developed into business cases going forward.

They indicated that the Welsh Government's future target for de-carbonisation was ambitious and tough decisions would be needed. Closer working between Welsh Government, UK Government, Local Authority's and Transport for Wales would be needed going forward.

They raised the issue of the best avenue for taking forward schemes currently and outlined that they would welcome any support and backing for any schemes being developed that's this Committee could provide, and formal approval may be sought in the future.

The Chair referred to para 2.2 of the circulated report and indicated that it should be reworded to better reflect and reinforce the ambitions of this body to improve services to mainline stations throughout and across the region. This was supported by other Members.

It was outlined by Members and Officers of the Committee that the current avenues for support and progression of transport schemes would be through the newly established CJC's and their sub committees, Regional Regeneration Directors Group, the Local Transport Forum or the ESB.

61 Internal Audit.

Jo Hendy, spoke in support of the circulated report which informed the Joint Committee of the findings and actions of an internal audit review into the SBCD Portfolio.

She outlined and welcomed that the audit had achieved a substantial green status.

Resolved that the findings and actions of the internal audit review into the SBCD Portfolio be noted and the report be approved.

62 Swansea Bay City Deal Highlight Report.

Phil Ryder 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 and updated the Joint Committee on 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

Councillor David Simpson outlined that the Pembroke Dock scheme had been signed off last week and paid tribute to and outlined his gratitude and thanks to the work and efforts undertaken by Officers in getting the project over the line.

63 Swansea Bay City Deal Annual Report.

Phil Ryder spoke further to the circulated report which sought to inform the Joint Committee of the final SBCD Annual Report for both the SBCD Portfolio and its constituent programmes / projects for 2020-2021.

Resolved that the final version of the SBCD Annual Report be approved.

64 Joint Committee Agreement Amendments.

Phil Ryder gave a verbal update outlining that some aspects of the Joint Committee agreement will need revising and updating and will be reported back to a future meeting for approval.

Tracey Meredith indicated that she would liaise with her Monitoring Officer and Section 151 colleagues on the proposed changes and indicated that some of the amendments may require approval from the individual constituent authorities as they are beyond the remit of the delegated powers previously granted to officers.

65 Swansea Bay City Deal Portfolio Risk - Increase in Construction Costs.

Phil Ryder gave a verbal update to the Joint Committee and referred to the issues around the increasing of costs of materials and the sourcing of labour that is impacting on City Deal projects.

He outlined that the issue has been added to the portfolio's risk register.

Phil Roberts outlined that there were currently challenges around both the costs and availability of materials and workforce issues relating to the arena project, which continue to be monitored.

The Chair outlined that regular updates to the Joint Committee would be required on this matter.

The meeting ended at 11.42 am

Chair



City and County of Swansea

Minutes of the Special Swansea Bay City Region Joint Committee

Remotely via Microsoft Teams

Thursday, 29 July 2021 at 9.00 am

Present: Councillor Rob Stewart (Swansea Council) Presided

Councillors:

Councillor Emlyn Dole Carmarthenshire Council
Councillor Leanne Jones Neath Port Talbot CBC
Councillor David Simpson Pembrokeshire Council

Co-opted Non-Voting Representatives:

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

Officers:

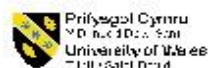
Richard Arnold Finance Manager (Swansea Bay City Region)
Richard Brown Interim Chief Executive (Pembrokeshire Council)
Jonathan Burnes Director (Swansea Bay City Region)
Karen Jones Chief Executive (Neath Port Talbot Council)
Nicola Lewis Deputy S151 Officer (Pembrokeshire Council)
Allison Lowe Democratic Services Officer (Swansea Council)
Tracey Meredith Joint Committee Monitoring Officer (Swansea Council)
Chris Moore Joint S151 Officer (Carmarthenshire Council)
Martin Nicholls Director of Place (Swansea Council)
Phil Ryder Swansea Bay City Deal Programme Office

Also Present:

Geraint Flowers University of Wales Trinity Saint David
Jason Garcia Audit Wales
Jane Lewis Skills & Talent Programme Lead
Barry Liles Skills & Talent SRO

Apologies for Absence:

Councillor(s) Ted Latham (Neath Port Talbot Council)
Maria Battle (Hywel Dda University Health Board) and Emma Woollett (Swansea Bay University Health Board)
Wendy Walters (Chief Executive (Carmarthenshire Council))



66 Disclosures of Personal and Prejudicial Interests.

In accordance with the Code of Conduct the following interests were declared:

Medwin Hughes, Geraint Flowers and Barry Liles declared personal interests in minute 73 "Swansea City & Waterfront Digital District - Innovation Matrix Change Request".

67 Announcement(s) of the Chair.

There were no announcements.

68 Public Questions

There were no public questions.

69 Audit Wales Report on Swansea Bay City Region Joint Committee Statement of Accounts 2020/2021.

The Auditor General is responsible for providing an opinion on whether the Statement of Accounts demonstrate a true and fair view of the position of the Swansea Bay City Deal Joint Committee as at 31st March 2021. The report summarised the findings from the undertaken audit.

This was the first year the Swansea Bay City Deal Joint Committee had to compile a Statement of Accounts in line with the Accounts and Audit (Wales) Regulations 2014, as amended in 2018. The Statement of Accounts was audited by Audit Wales, with the audit letter including the audit opinion and findings presented in Appendix A.

Jason Garcia, Audit Wales was pleased to present an unqualified audit opinion of the financial statements and highlighted the following:

- As the first payments totalling over £11m had been allocated to individual Local Authorities from the City Deal account, the materiality was based on gross expenditure and paragraph 4 outlined the materiality of £118,785 for this year's audit;
- A lower materiality level had been set for:
 - Senior Staff Remuneration - £1,000
 - Related Party disclosures for officers and members - £1,000;
- No correspondence in relation to the call of audit in respect of the accounts had been received from local government electors by the deadline of 28 July 2021;
- The impact of Covid-19 was detailed in Exhibit 1;
- One significant issue arising from the audit was outlined in Exhibit 2;
- Appendix 1 – the letter of representation template;
- Appendix 2 – wording of the audit opinion;
- Appendix 3 – summary of amendments – however none of the errors had an impact on the year-end total comprehensive income figures.

Following formal approval the signing of the Accounts and letter of representation, Mr Garcia would meet with the Auditor General the following day in order that the audit opinion be signed within the statutory deadline of 31 July 2021.

The Chair thanked the Audit Wales representative for presenting their very pleasing report.

The S.151 Officer also thanked the Audit Wales representative and his team for the work undertaken and confirmed that the entries in Appendix 3 did not impact on the bottom line and were reclassification and presentation issues.

Resolved that the Swansea Bay City Region Joint Committee receive the Audit Wales audit of the 2020/2021 Statement of Accounts report for the Swansea Bay City Region Joint Committee.

70 Swansea Bay City Region Joint Committee Statement of Accounts 2020-2021

The Section 151 Officer presented a report to seek Joint Committee's approval for the Swansea Bay City Deal's Programme's Annual Statement of Accounts for the 2020/2021 financial year.

The S.151 Officer also thanked Richard Arnold for undertaking most of the work on a very compliant document.

Resolved that the Swansea Bay city Region Joint Committee approves the 2020/2021 post-audited Swansea Bay City Deal Statement of Accounts.

71 Letter of Representation to Audit Wales.

The Swansea Bay City Deal Section 151 Officer presented a report to receive the Swansea Bay City Region Joint Committee's formal acknowledgement of the Letter of Representation to Audit Wales.

Resolved that the Swansea Bay City Region Joint Committee acknowledge the Letter of Representation from the Swansea Bay City Deal Section 151 Officer and the Chair of the Swansea Bay City Region Joint Committee to Audit Wales subject to the date of approval in the last page of the letter being amended from 10 September 2021 to 29 July 2021.

72 Swansea Bay City Deal Skills & Talent Business Case.

Barry Liles, SRO & Chair of the Skills Solutions Group and Jane Lewis, Programme Lead presented a report and presentation in order that the Swansea Bay City Region Joint Committee approve the Skills and Talent Programme Business Case, as one of the programmes within the Swansea Bay City Deal Portfolio, with a view to drawing down £10m of revenue investment.

Resolved that:

- 1) The Joint Committee approves the formal submission of the Skills & Talent Business Case to the UK and Welsh Government for approval;
- 2) The Joint Committee grants the Programme's Senior Responsible Owner (SRO) in consultation with the relevant Directors and Cabinet Members in constituent Authorities delegated powers to make any minor amendments to the Business Case as necessary to obtain that approval.

73 Swansea City & Waterfront Digital District - Innovation Matrix Change Request.

Medwin Hughes and Geraint Flowers, University of Wales Trinity Saint David presented a report to inform the Swansea Bay City Region Joint Committee of the change request relating to Swansea City & Waterfront Digital District - Innovation Matrix.

Box Village had now become the new Innovation Matrix, a higher quality, slightly larger space that would allow for greater flexibility and use from tenants.

Private Sector funding was contractually secured and would have delivered sufficient private sector investment to satisfy the requirements of the scheme. However, the private sector partner had not been forthcoming and as a result, the University would be forced to deliver the project without a private sector partner. This would effectively pass the £1.9m of private sector investment on to Innovation Precinct, which would not be delivered for c. 3 years.

As a result of these two points and with VAT implications as the University would be delivering the project directly, Innovation Matrix would have an anticipated funding gap of £5.716m. To rectify this, the University proposed to reallocate £5.716m of existing City Deal Funding from the Innovation Precinct project enable the commencement of the Innovation Matrix.

It was to be noted that this change request was not a request for additional funding and it would be forwarded to both UK and Welsh Governments for approval.

Resolved that Swansea Bay City Region Joint Committee approve the change request to re-profile City Deal funding in order to deliver the Swansea City & Waterfront Digital District - Innovation Matrix Project, subject to UKG/WG approving the request and the amended project.

74 Swansea Bay City Deal Highlight Report.

Phil Ryder 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 and updated the Joint Committee on the current situation relating to the following areas:

- Yr Egin
- Pembroke Dock Marine
- Swansea City & Waterfront Digital District5

- Pentre Awel
- Digital Infrastructure
- Homes as Power Stations
- Supporting Innovation and Low Carbon Growth
- Life Science & Well-being Campuses
- Skills & Talent

The Chair commented on the good news regarding the significant funding for Homes as Power Stations.

Chris Foxall stated that a gateway review was set for 12 August and he would be arranging a site visit prior to that date.

The meeting ended at 9.58 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
27 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"> • Situation/Highlight 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 (to include clarification of terminology – requested from last meeting) 	Monitoring		Jonathan Burnes/Phil Ryder

29 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/Highlight Report 	Information		Jonathan Burnes
	<ul style="list-style-type: none"> Minutes of Joint Committee and FWP 	Information	For information only. Swansea website.	
	<ul style="list-style-type: none"> Financial Update – breakdown of public funding 	Information	Requested at last meeting. Moved from September as not going to JC until October.	Richard Arnold
	<ul style="list-style-type: none"> Pentre Awel Update 	Information	Deferred from last meeting. Check if update still required by Scrutiny Committee.	Sharon Burford
	<ul style="list-style-type: none"> Internal Audit – Review of recommendations 	Monitoring	Members wish to ensure that recommendations from Internal Audit have been carried out. Update going to Joint Committee on 28 th Sept.	Jonathan Burnes
7 th February 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
14 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