

**SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE**

**2.00 pm TUESDAY, 23 NOVEMBER 2021**

**REMOTELY VIA TEAMS**

1. Welcome and Roll Call
2. Chairs Announcements
3. Declarations of Interest
4. Homes as Power Stations (*Pages 3 - 8*)
5. Financial Monitoring Report (*Pages 9 - 16*)
6. Internal Audit Recommendations - Update (*Pages 17 - 20*)
7. Swansea Bay City Deal Meeting Protocol (*Pages 21 - 28*)
8. Gateway Review and Action Plan (*Pages 29 - 34*)
9. Forward Work Programme 2021/2022 (*Pages 35 - 36*)
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**

**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 DEAL JOINT SCRUTINY COMMITTEE

23<sup>rd</sup> November 2021

### Homes As Power Stations (HAPS) Project Update

#### INFORMATION UPDATE

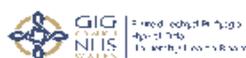
##### Purpose of report

The purpose of this report is to provide an update on the current status of the Swansea Bay City Deal Homes As Power Stations (HAPS) project which was approved by the UK and Welsh Governments in July 2021. This project is one of the 9 City Deal Programmes and Projects and is a regional project led by Neath Port Talbot CBC.

##### Background / project overview

The Homes As Power Stations Project is a regional pioneering project to *facilitate* the adoption of the 'HAPS approach' i.e. the integration of energy efficient design and renewable technologies in new build and existing homes across the public, private and third sectors in the Swansea Bay City Region (Neath Port Talbot, Swansea, Carmarthenshire and Pembrokeshire).

The project comprises a number of key objectives:



**Facilitating the adoption of energy efficient design and renewable technologies in new build homes and existing housing stock**

This will be supported by a £5.75m regional targeted financial incentives fund.

The HAPS project will align and add value (not duplicate) existing and pipeline new build and retrofit programmes by working initially with Local Authorities and Registered Social Landlords to prove the concept and communicate outcomes to a wider audience to increase the demand and uptake of the concept.

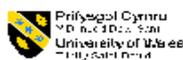
**Developing a sustainable, skilled regional supply chain for renewable technologies in homes**

This will be supported by a £7m regional supply chain development fund.

The aim of the fund is to diversify the regional economy by supporting product development to create a regional centre of excellence for renewable technologies.

There is a need to develop a consistent approach and aggregate the supply chain in order to develop a skilled and sustainable regional supply chain to support energy efficient homes.

HAPS has a target of facilitating the take up of energy efficiency design and renewable technologies in approx. 10,300 properties across the region therefore will establish demand and attract investment due to the scale of the project.



## Coordinated monitoring and evaluating programme

Many of the technologies are relatively new and therefore the project will procure an independent organisation to evaluate the effectiveness of the design and technologies to ensure on-going learning and evaluation.

The evaluation budget is set at £1m and will therefore ensure comprehensive and accurate sets of data and results are available to inform the project as it progresses. Areas that will be included in the evaluation include:

- Technology performance
- Environmental conditions
- Fuel costs / fuel poverty
- Energy savings
- Behaviour
- Health (improvements in health and well-being)

The HAPS team will establish an Open Access Knowledge Sharing Hub to share learning with all sectors. This is essential to enable the project to communicate results of the various elements of the project which will be vital to ensure lessons are learned and shared to demonstrate the effectiveness of the HAPS approach and encourage a longer term, wider take up from the private sector.

## Establishing a project team to coordinate activity

The HAPS project team will comprise of a Project Manager, Business Engagement Officer and Finance Officer. The team will work across the region to coordinate activity, deliver the regional financial incentives scheme, and regional supply chain fund by working closely with Registered Social Landlords, Local Authorities, existing and new



businesses. The team will also continue engagement with existing energy efficiency / decarbonisation of homes programmes including Optimised Retrofit Programme (OPR), Active Building Centre (ABC) as well as on-going engagement with Cardiff University – Welsh School of Architecture, Welsh Government and UK Government.

A Technical Advisory Group will be established to advise the team and HAPS Project Board to ensure the HAPS project keeps up to date with current and future developments.

## **Project Activity**

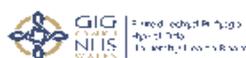
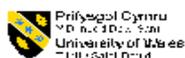
### **Lessons learned / pilot project update**

A key objective of the HAPS project will be to share information, data and lessons learned from the use of the new methods of construction, fabric and technologies. The newly created website will provide the opportunity for this to be done in a co-ordinated way and ensure we are able to use and maximise funding to learn collectively and progress the uptake of the concept(s).

The Pobl scheme in Neath was one of the earliest pilot projects in the region funded by WG Innovative Housing Programme (IHP) and included a number of partners including Swansea University (SPECIFIC), industry and government to create homes with the ability to generate, store and release solar energy.

The main objectives of the project included:

- Enable for the first time to demonstrate the benefits that the latest technologies can bring to affordable housing developments,
- To reduce fuel poverty and carbon emissions.



- Create homes that feel homely and pleasant to live in.
- Generate most of their energy needs from the roof and wall coverings.
- To reduce the bills for tenants.

Data continues to be collected on this ‘pathfinder’ project to be able to learn more on all aspects of the build and living experience, as well as sharing lessons learned. Once the data has been analysed it will inform the delivery of the HAPS project.

See link to the latest information:

<https://www.specific.eu.com/active-homes-neath/>

### Progress to date

- Oonagh Gavigan was recently appointed as Project Manager and commenced the role on 1<sup>st</sup> November 2021.
- Initial discussion into the creation of a dedicated website to communicate progress and lessons learned has taken place, this is likely to be led and developed by Neath Port Talbot CBC IT Department with links to the Swansea Bay City Deal web page.
- A mapping of current initiatives is underway to establish current opportunities to add value to programmes and highlight monitoring opportunities to prove the HAPS concept.
- Discussions have started to take place with Business Development Teams across each of the local authorities to map out and identify the current supply chains across the region. Ensuring financial opportunities are made available via the Supply Chain Development Fund and the Financial Incentives Fund, to existing and inward investment companies will be an important aspect as the project progresses.



## Next steps

- The full project team will be recruited early in 2022.
- Establish and gain legal approval of the mechanisms to disseminate funding streams (Supply Chain / Incentives) across the region.
- Commence procurement discussions to appoint an appropriate external evaluator to ensure all data and information is collected and available for publication.
- A more comprehensive update on the project delivery is expected to be provided to the Joint Committee Group in Spring 2022.

## OFFICER CONTACT

### Name:

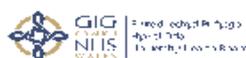
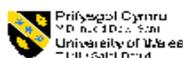
Oonagh Gavigan  
HAPS Project Manager  
Neath Port Talbot CBC

Lisa Willis  
Strategic Funding Manager  
Neath Port Talbot CBC

### Email:

[o.gavigan@npt.gov.uk](mailto:o.gavigan@npt.gov.uk)

[l.willis@npt.gov.uk](mailto:l.willis@npt.gov.uk)



## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

23rd November 2021

### Financial Monitoring Report – Quarter 1

#### RECOMMENDATIONS/KEY DECISIONS

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

#### REASONS

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

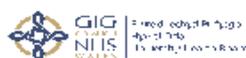
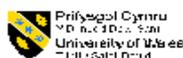
#### OFFICER CONTACT

Name: Chris Moore  
Portfolio Section 151 Officer

Richard Arnold  
Finance Manager SBCD

Email:  
cmoore@carmarthenshire.gov.uk

Riarnold@carmarthenshire.gov.uk





### 2.3. Joint Scrutiny Committee

The Joint Scrutiny Committee expenditure consists of democratic services and related costs, provided by Neath Port Talbot County Borough Council. This has been forecasted at £29k.

### 2.4. Portfolio Management Office

To the period ended 31<sup>st</sup> March 2022 the expenditure is estimated at £644k. The PoMO demonstrates one vacancy to date, which is expected to commence occupation in August 2021.

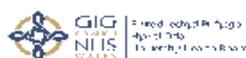
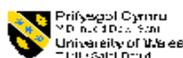
Rents and service charges in respect of office space total £23k, fees including consultancy and gateway reviews have been forecast at £19k and conferences, Marketing and advertising forecasted at £76.5k in respect of event promotion, website updates, bi-annual conferences, business engagement events. Central Recharges of £28k has been included to contribute to Carmarthenshire County Council as the host Authority's costs for supporting the PoMO. These include payroll, Pensions, Creditors, Debtors, Human Resources support, Information Technology Support, financial systems support, Chief executive administration support, employee support and all necessary insurances.

### 2.5. Provision for Unwinding

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

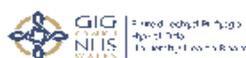
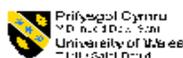
### 2.6. Income

Total income for the year demonstrates £822k. This consists of partner contributions (£50k per partner) £400k and anticipated drawdown of 'Top Slice' of £422k from the dispersed grant awards.



## 2.7. Financial Monitoring - Statement of Balances

The prior year (2020/21) balance carried forward in reserve demonstrates £215k. Currently the estimated year end position of the City Deal accounts demonstrates a deficit of £92k. This is as a result of a change in presentation of the “Top Slice” slice and a timing effect due to reduced grant being dispersed to projects within the year. This concludes in an anticipated reserve of £123k at year end.



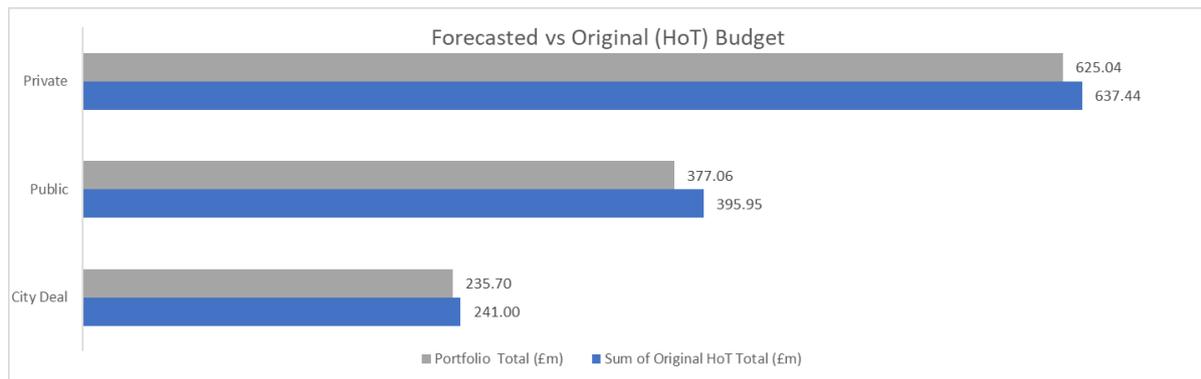
### 3. PORTFOLIO INVESTMENT FUND – Provisional Forecast Outturn Position

#### 3.1. Portfolio Investment Outturn Position

The overall estimated investment position is demonstrated at £1.238bn over the fifteen year life of the portfolio. The original heads of terms that the region signed up too comprised of an investment of £1.274b, and as such currently the City Deal is presenting an underinvestment in the region of £37m (3%). Investment in the region has increased from the previous quarter due to the reprofile of the Swansea Campuses project (Quarter 4 2020/21 - £1.148b).

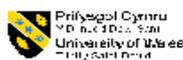
#### Portfolio Investment Forecast (Estimated)

Investment Component	Sum of Original HoT Total (£m)	Portfolio Total (£m)	Variance (£m)	Variance
City Deal	241.00	235.70	- 5.30	-2.20%
Public	395.95	377.06	- 18.89	-4.77%
Private	637.44	625.04	- 12.40	-1.95%
<b>Grand Total</b>	<b>1,274.39</b>	<b>1,237.80</b>	<b>- 36.59</b>	<b>-2.87%</b>



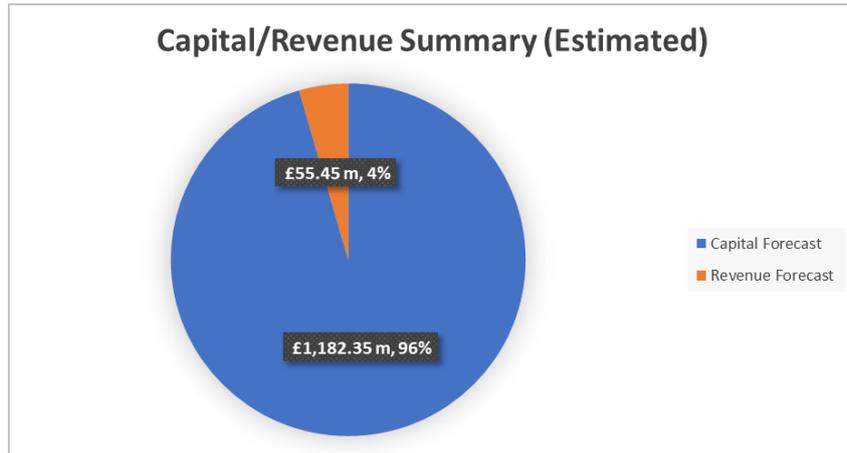
#### Programme Level Investment Forecast

Programme	City Deal Investment (£m)	Public Sector Investment (£m)	Private Sector Investment (£m)	Programme Total (£m)	Sum of Original HoT Total (£m)	Sum of Variance (£m)	Sum of Variance (%)
Digital Infrastructure	25.00	13.75	16.50	55.25	55.00	0.25	0.45%
Homes as Power Stations	15.00	114.60	375.90	505.50	517.05	- 11.55	-2.23%
LS&WB Campuses	15.00	59.55	57.43	131.98	45.00	86.98	193.28%
Pembroke Dock Marine	28.00	16.35	16.12	60.47	76.32	- 15.85	-20.77%
Pentre Awel	40.00	51.00	108.19	199.19	199.50	- 0.31	-0.16%
Skills & Talent	10.00	16.00	4.00	30.00	30.00	-	0.00%
Supporting Innovation and Low Carbon Growth	47.70	5.50	5.50	58.70	159.02	- 100.32	-63.09%
Swansea Waterfront	50.00	81.64	39.90	171.54	168.20	3.34	1.99%
Yr Egin	5.00	18.67	1.50	25.17	24.29	0.88	3.61%
<b>Grand Total</b>	<b>235.70</b>	<b>377.06</b>	<b>625.04</b>	<b>1,237.80</b>	<b>1,274.39</b>	<b>- 36.59</b>	<b>-2.87%</b>



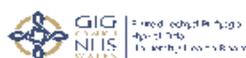
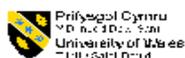
**Revenue Requirement**

There is currently an estimated revenue requirement of £55m (4%) to deliver the city deal projects. This will be supported through the use of the Local Authorities flexible capital receipts directive, and alternative public and private sector commitment. The revenue requirement has decreased compared with the prior period (Quarter 4 2020/21 - £76m) due to detailed budget being reprofiled for the Swansea Campuses project.



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

**Appendix A** Joint Committee – Forecast Outturn Position



 <b>Joint Committee - Outturn Position</b> <b>Financial Year 2021/22</b> <i>as at 30th June 2021</i>				
Description	Actuals 2020/21 (£)	Agreed Budget 2021/22 (£)	Forecast Outturn 2021/22 (£)	Variance (£)
<b>Joint Committee and Accountable Body</b>				
Room Hire	-	1,854	-	1,854
Subsistence & Meeting Expenses	-	3,427	-	3,427
Democratic Services - CCS	20,430	25,893	25,893	0
Monitoring Officer & Legal Services	34,705	35,659	35,659	0
External Legal Advisory Fees	495	25,000	25,000	0
Internal Audit Support	20,000	20,550	20,550	0
Staff Recruitment Expenses	-	-	-	0
External Audit Fees	11,993	25,000	19,000	6,000
Section 151 Officer	54,244	55,329	55,329	0
<b>Joint Committee and Accountable Body Total</b>	<b>141,867</b>	<b>192,713</b>	<b>181,431</b>	<b>11,281</b>
<b>Joint Scrutiny Committee</b>				
Subsistence & Meeting Expenses	-	6,875	6,875	0
Travel	-	1,224	1,224	0
Democratic Services - NPT	21,332	20,658	20,658	0
<b>Joint Scrutiny Committee Total</b>	<b>21,332</b>	<b>28,757</b>	<b>28,757</b>	<b>0</b>
<b>Portfolio Management Office</b>				
Salary (Inc. On-costs)	366,284	536,759	462,593	74,166
Recharges - Employee costs Grant (direct)	5,259	-	-	0
Staff Recruitment Expenses	-	-	-	0
Training of Staff	-	26,010	10,000	16,010
Response Maintenance	-	-	-	0
Electricity	-	-	-	0
Gas	-	-	-	0
Rents (The Beacon)	14,889	15,796	15,796	0
Rates (The Beacon)	6,688	6,975	6,975	0
Public Transport - Staff	-	2,040	500	1,540
Staff Travelling Expenses	-	16,320	1,500	14,820
Admin, Office & Operational Consumables	269	2,550	1,275	1,275
Furniture	-	1,000	1,000	0
Fees (including Gateway Reviews)	4,712	25,500	19,125	6,375
ICT Computer Hardware & Software	-	2,500	4,000	(1,500)
Subsistence & Meetings Expenses	-	8,160	4,080	4,080
Conferences, Marketing & Advertising	1,200	76,500	76,500	0
Projects & Activities Expenditure	32,465	14,280	-	14,280
Translation/Interpret Services	2,444	10,200	10,200	0
Printing & Copying	130	4,590	2,295	2,295
Photocopying Recharge	-	-	-	0
Fees - Evaluation and Assurance	14,850	-	-	0
Central Recharge	28,365	-	28,365	(28,365)
<b>Portfolio Management Office Total</b>	<b>477,554</b>	<b>749,180</b>	<b>644,204</b>	<b>104,976</b>
<b>Provision for Unwinding of PMO</b>				
Redundancies	-	19,684	59,368	(39,684)
<b>Provision for Unwinding Total</b>	<b>-</b>	<b>19,684</b>	<b>59,368</b>	<b>(39,684)</b>
<b>Total Expenditure</b>	<b>640,752</b>	<b>990,334</b>	<b>913,760</b>	<b>76,574</b>
<b>Funding Contributions</b>				
Welsh Government - Revenue Grant	(14,850)	0	0	0
SBCD Grant Revenue Contribution	(168,050)	(723,000)	(422,024)	(300,976)
Partner Contributions	(400,000)	(400,000)	(400,000)	0
<b>Total Income</b>	<b>(582,900)</b>	<b>(1,123,000)</b>	<b>(822,024)</b>	<b>(300,976)</b>
<b>Provision of Service - (Surplus) / Deficit</b>	<b>57,852</b>	<b>(132,666)</b>	<b>91,736</b>	<b>(224,402)</b>

<b>Movement to Reserves</b>		
Description	2020/21 (£)	2021/22 (£)
Balance Brought Forward from previous year - (Surplus) / Deficit	(272,668)	(214,816)
Net Provision of Service - (Surplus) / Deficit	57,852	91,736
<b>Balance Carry Forward - (Surplus) / Deficit</b>	<b>(214,816)</b>	<b>(123,080)</b>

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SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 23<sup>rd</sup> November 2021

Report Title SBCD Internal Audit Review

RECOMMENDATIONS/KEY DECISIONS

To update Joint Scrutiny Committee on the progress made to the recommendations resulting from the internal audit review into the SBCD Portfolio.

REASONS

1. Introduction

An audit review of the Swansea Bay City Deal (SBCD) was carried out as agreed by the Swansea Bay City Deal Joint Committee.

2. Background

The audit aims to provide assurance that the Swansea Bay City Deal has adequate governance, internal control, risk management and financial management arrangements in place, which are operating effectively and assisting it to achieve its objectives.

A verbal update will be provided on the progress made to the recommendations resulting from the internal audit

Audit Scope

Area	Description
<b>Governance:</b>	<ul style="list-style-type: none"> <li>Follow Up of Previous Recommendations</li> <li>Organisation Structure</li> <li>Monitoring &amp; Reporting Arrangements</li> <li>Risk Management</li> </ul>
<b>Financial Management:</b>	<ul style="list-style-type: none"> <li>Budgetary Control</li> <li>Accounting Procedure</li> </ul>



**Project Management & Monitoring:**

- Business Plan Creation & Approval
- Project Management
- Performance Monitoring & Delivery of Outcomes

The internal audit report has determined an audit assurance rating of Substantial; There are no or few weaknesses in the adequacy and/or effectiveness of the governance, internal control, risk management and financial management arrangements, and they would either be unlikely to occur, or their impact is not likely to affect the achievement of the SBCD objectives.

The Strategic and Annual Audit Plans are approved by Joint Committee annually and regular reports are made to the Joint Committee throughout the year on progress and any significant weaknesses identified.

In addition to the planned work, the Internal Audit Unit undertakes fraud investigation and proactive fraud detection work.

The internal audit review into the Swansea Bay City Deal concluded the following recommendations:

<u>Audit Element</u>	<u>Recommendation</u>	<u>Timescale for Action</u>
GOVERNANCE	Formal agreements should be signed with partners who have not signed up as part of the Joint Committee Agreement (i.e. Universities and Health Boards).  The Anti-Fraud and Anti-Corruption Strategy should be finalised and formally approved as soon as possible, and the new process for recording declaration of interests should be fully embedded.	November 30 <sup>th</sup> 2021
GOVERNANCE	The risk scoring methodology should be reviewed to clearly identify the inherent (prior to the implementation of controls) and residual (after the implementation of controls) risk scores.	30 Sept 2021 (end of Q2 2021-22)  Complete
FINANCIAL MANAGEMENT	The processes for capturing and reporting on the achievement of outputs, outcomes and impacts should continue to be developed and should be fully embedded to set out clear performance targets and help evidence the achievement of the original objectives and value added.	30 <sup>th</sup> November
FINANCIAL MANAGEMENT	The level of Private Sector funding received/committed should be carefully monitored to ensure it remains on track and identify any potential issues at an early stage. Potential contingency plans if private sector funding does not materialise as expected should be considered.	Ongoing (31 Dec 2021 for update)



**OFFICER CONTACT**

Name: Chris Moore

Email:

cmoore@carmarthenshire.gov.uk



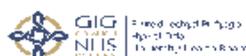
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## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 23<sup>rd</sup> NOVEMBER 2021

**FOR INFORMATION ONLY**

<p><b>Report Title SBCD Governance Board Meeting Protocol</b></p>	
<p><b>RECOMMENDATIONS/KEY DECISIONS</b> To inform Joint Scrutiny Committee of the SBCD Governance Board Meeting protocol</p>	
<p><b>REASONS</b></p> <p><b>1. Introduction</b></p> <p>The Meeting protocol provides the means and guidance for the preparation, co-ordination, and successful delivery of Swansea Bay City Deal Governance Boards, including Joint Committee, Programme (Portfolio) Board, Economic Strategy Board and Joint Scrutiny Committee.</p> <p><b>2. Background</b></p> <p>The Meeting protocol should be read in conjunction with the Council's local procedures.</p>	
<p><b>OFFICER CONTACT</b></p> <p>Name: Amanda Burns</p>	<p>Email: ajburns@carmarthenshire.gov.uk</p>



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# SBCD Governance Board Meeting protocol



Document Control	
<b>Date:</b>	September 2021
<b>Version:</b>	0.3
<b>Author:</b>	Amanda Burns

## Contents

- 1 Introduction
- 2 Notice of Meetings
- 3 Time & Commitment
- 4 Meeting Etiquette
- 5 Agenda setting
- 6 Documentation

### 1. Introduction

This Protocol provides the means and guidance for the preparation, co-ordination and successful delivery of Swansea Bay City Deal Governance Boards, including Joint Committee, Programme (Portfolio) Board, Economic Strategy Board and Joint Scrutiny Committee. This Protocol should be read in conjunction with the Council's local procedures.

### 2. Notice of Meetings

- 2.1 The Chair of each Governance Board must first agree potential dates to hold meetings. The SBCD Portfolio Management Office (PoMO) liaises with the Chair of Programme (Portfolio) Board and Economic Strategy Board to determine potential dates. Similarly, Swansea Democratic Services support the set up of SBCD Joint Committee meetings and NPT Democratic Services support the set up of Joint Scrutiny Committee meetings.
- 2.2 A date and time will be set that suits enough members to form a quorum, but also fits with the schedule of the key members and in line with the governance requirements of the SBCD, required to fulfil the purpose of the meeting. Meetings will be scheduled at least 3 months in advance however the aim will be for 6-12 months in advance.
- 2.3 SBCD Programme (Portfolio) Board meetings should be held earlier in the month than Joint Committee meetings with 5 - 7 working days clear in between.
- 2.4 Ordinarily unless there are exceptional circumstances, SBCD Joint Committee and SBCD Programme (Portfolio) Board should not be held in the same week.
- 2.5 A formal meeting notice will be sent to members informing of the date, time and location of the Governance Board meetings. If the meeting is being held digitally a link will be sent out with the meeting notice for members to join. If the meeting is open to the public, the link will be published on the respective Council's website.

### 3 Time and commitment

- 3.1 The frequency of Governance Board meetings as set out in their individual Terms of Reference are as follows:

Joint Committee	Monthly
-----------------	---------

Programme (Portfolio) Board	Monthly
Economic Strategy Board	Every other month with workshops when required
Joint Scrutiny Committee	Every other month

- 3.2 Members invited to attend Governance Boards are expected to make every effort to participate in all scheduled meetings.
- 3.3 If unable to attend in person or by videoconference, members and other attendees should send apologies to the appropriate Governance Board administrator as soon as they know they are unable to attend and ensure a suitable substitute is appointed i.e. in the instance of a Leader being unavailable the Deputy Leader should attend and in the event of a Chief Executive or Council Director being unavailable an alternative suitable director should attend. Attendance at Governance Boards is managed by the following:

Joint Committee	Democratic.Services@swansea.gov.uk
Programme (Portfolio) Board	citydeal@cararthenshire.gov.uk
Economic Strategy Board	citydeal@cararthenshire.gov.uk
Joint Scrutiny Committee	Democratic.Services@NPT.gov.uk

- 3.4 If the Chair is unable to attend but wishes the meeting to go ahead, s/he should ask another member of similar position / Deputy Chair to act as Chair for that meeting.
- 3.5 The Chair supported by SBCD PoMO / Democratic Services must establish quoracy prior to the commencement of a meeting.
- 3.6 The quorum for the Joint Committee meeting is an appropriate representative from three of the four councils, however Joint Committee are not permitted to vote on the approval of a Business Case or any other matter relating to a programme / project if the member representative of a council involved in that programme / project is not present at that meeting.
- 3.7 For the Programme (Portfolio) Board to agree and submit recommendations, the Councils must be represented up to a quorum equivalent to that of half of the representatives of the Councils on the membership of the Programme (Portfolio) Board.
- 3.8 The quorum for the Joint Scrutiny Committee is no less than eight members which must include one member from each of the four authorities.
- 3.9 For the Economic Strategy Board to agree and submit recommendations the quorum for the Economic Strategy Board is the equivalent of half the membership.

#### 4 Meeting Etiquette

- 4.1 During remote attendance at meetings, members are asked to turn off all noise

sources (radio, TV, mobile phone). All members and participants will have their microphones muted when not speaking.

- 4.2 Joint Scrutiny meetings are recorded and made public. If there is a request for any other Governance Board to be recorded, this must be raised by the Chair to ensure all members are content.
- 4.3 If using video conferencing, members may use the raise hand function or chat function to be recognized to ask a question. Members should only talk when invited to by the Chair.
- 4.4 Members must refrain from interrupting other members as they speak.
- 4.5 When using video conferencing, ensure there is an appropriate background on display with no personal items on show to protect your privacy and that of your home in public meetings.

## **5 Agenda Setting**

- 5.1 The SBCD Portfolio Management Office (PoMO) in conjunction with Democratic services and the respective Chairs will co-ordinate the drafting the Agendas for Joint Committee and Joint Scrutiny Committee. The PoMO will co-ordinate the drafting of Agendas for Programme (Portfolio) Board and Economic Strategy Board meetings in conjunction with the respective Chairs.
- 5.2 Once an Agenda has been agreed, the SBCD PoMO will inform relevant Board members / colleagues of any items they are responsible for drafting / presenting and inform them of the timings in accordance with the deadlines set out in 6.1.
- 5.3 Members may request to submit agenda items for consideration directly to the SBCD PoMO or relevant Chairs.
- 5.4 With regards to Joint Committee and Programme (Portfolio) Board Agendas specifically, once agreed, SBCD PoMO will circulate to the SBCD Section 151 Officer and Monitoring Officer.
- 5.5 All Agenda items for SBCD Joint Committee specifically, will be supported by a concise covering paper summarising the context and noting whether it is for information purposes, or a decision is required.
- 5.6 The SBCD PoMO will draft a Chair's Agenda providing further detail on the Agenda items, noting where decisions are required.
- 5.7 The Chair is responsible for ensuring the Governance Boards focus on the purpose of the meeting and they stay on track.

## **6 Documentation**

- 6.1 This section is to ensure those responsible for approving documentation and members receiving documentation have sufficient time to clear and read the

papers.

- 6.2 The SBCD PoMO will work with all responsible owners to ensure document sign off and time is set aside in diaries where necessary.
- 6.3 Table (a) provides timings for sufficient sign off of documentation by the appropriate Chair, SBCD Director, Section 151 Officer and Monitoring Officer and shows deadlines for submitting documentation. (Section 151 Officer and Monitoring Officer only sign off documentation relating to Joint Committee and Programme (Portfolio) Board).

Activity	Joint Committee	Programme (Portfolio) Board	Joint Scrutiny Committee	Economic Strategy Board
Submitted to PoMO	10 Working Days	9 Working Days	6 Working Days	6 Working Days
Submitted for Financial & Legal approval	9 Working Days	8 Working Days	N/A	N/A
Financial & Legal approval obtained	6 Working Days	5 Working Days	N/A	N/A
Submitted to Governance Board attendees	5 working Days	5 Working Days	5 Working Days	5 Working Days

Table (a)

- 6.4 Not all standardised reports require sign off by Section 151 Officer / Monitoring Officer. The SBCD PoMO will work with the Section 151 Officer / Monitoring Officer to identify standardised reporting requirements
- 6.5 Where no or minor amendments have been made to documentation that has received sign off at Programme (Portfolio) Board, no further sign off is required to submit to Joint Committee. If additional sign off is required, this is to be agreed as an action during the respective Board.
- 6.6 For Public meetings all papers must be published at least 5 working days in advance of the meeting and once this timeframe has expired no other documentation or items can be added to the agenda except in the event of urgency provisions and with the approval of the Chair.
- 6.7 For non-public meetings, documents submitted after the deadline may only be added by resolution to the agenda, by the chair for the following conditions:
- The agenda item if not acted upon in a timely manner would be compromised and failing to submit to members for consideration by a certain date would have serious consequences.
  - The document is for information purposes only
- 6.8 All Governance Board members should read the Board papers thoroughly to be prepared for the meeting. This is key in running smoothly and making the best use of time.

- 6.9 Minutes must be legibly recorded for all SBCD Governance Boards. Members formally review and authorise the minutes of the previous meeting at each Governance Board meeting.
- 6.10 Minutes for all SBCD Governance Boards will include the date, time and location of meeting, present and absent members, assigned actions and decisions made.

DRAFT

## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 23<sup>rd</sup> November 2021

### Report Title SBCD Portfolio Gateway Review Action Plan

#### RECOMMENDATIONS/KEY DECISIONS

To advise on the approved Action Plan in response to the Gateway 0 Review Recommendations.

#### REASONS

##### 1. Introduction

The SBCD Portfolio Gateway Review Action Plan has been developed in response to the recommendations made in the Gateway 0 review undertaken in July 2021. The Portfolio Gateway Review Action Plan combines both the formal and advisory recommendations and provides detail on the specific actions required to fulfil these recommendations together with the priority, timing, ownership, status, and dependencies for each action.

##### 2. Background

As part of the assurance arrangements for the SBCD Portfolio, an independent Gateway 0 Review was undertaken in July 2021.

The Review was undertaken by an independent, external team in accordance with the Welsh Government Integrated Assurance Hub Guidelines. Seventeen 'conversations' were held with stakeholders between 19<sup>th</sup>-21<sup>st</sup> July together with a workshop session with the four local authority Leaders.

The SBCD Portfolio received an Amber-Green Delivery Confidence Assessment (DCA) rating. The summary finding of the Review were:

1. Swansea Bay City Deal Portfolio has made significant progress in the past 12 months.
2. The establishment of a professional, well-resourced Portfolio Management Office has been key to the progress, as has the dedication and commitment of the SRO in evolving the governance arrangements.



3. It is also evident that the leadership of the individual programmes and projects has been key to successful delivery in these regards.
4. There is strong stakeholder support and optimism across all sectors and a commitment from the Joint Committee to spending wisely now that the funding has come on stream from UKG/WG.

The Review Team made four prioritised recommendations to the Portfolio SRO to ensure that the portfolio is positioned for effective management and delivery. There were also a number of advisory comments made to further support the delivery of Portfolio. The full Review report is attached as Appendix B. The next Gateway 0 Review for the Portfolio will be held in July 2022.

### OFFICER CONTACT

Name:  
Ian Williams

Email:  
icwilliams@carmarthenshire.gov.uk



ID	Recommendation	Priority	Report Section	Actions	Target Date	Lead	Sign Off	Status	Dependencies	Update
Gate001a	Update the stakeholder map, engagement strategy and communications plan	Recommended	8.2 Stakeholders and Communications	Review and update stakeholder map, engagement strategy and communication plan	Nov-21	HH	PB/JC	In Progress	Commencement of Comms and Marketing Officer	Comms and Marketing Officer is in post and action in progress
Gate001b	Establish the potential to make greater use of dashboard information to convey updates to different stakeholder groups	Recommended	8.2 Stakeholders and Communications	Development of P3M tooling and a dashboard of key information for stakeholders	Nov-21	PR	PB/JC	In Progress	Establishment of P3M tooling	Trialingl of P3M tooling was completed during September. A preferred solution has been identified and a final demo of the software Has taken place. A final report is being prepared recommending the software to be adopted, which will be followed by procurement. A survey has been forwarded to all SROs and programme/project leads which includes a question on the information to be included on the dashboard
				Consultation with stakeholders re: scope and presentation of information to be presented in the dashboard						
Gate002	Confirm that the intended Outcomes and Benefits remain realistic given the impact of Covid and Brexit and the shortening of the UKG funding timeframe.	Essential	8.3 Outcomes and Benefits	Clarify UKG funding timeframe and any implications for benefit realisation	Nov-21	PR	PB/JC	In Progress	Dashboard information linked to completion of Gate001b	UKG confirmed on 5/8/21 that benefits realisation timeline remains 2017-33 even though funding profile from UKG ends 2028 due to accelerated drawdown. Portfolio level spending objective benefits have been confirmed and will be reported for the first time in the October quarterly report and updated every quarter thereafter. Following this the wider programme and project benefits will be templated and prepared for report in the next quarter. Work is ongoing to profile the anticipated realisation on an annual basis and reported accordingly
				Review and agree benefits at a Po/Pg/Pj level and establish a framework for the management and realisation of benefits across the Portfolio						
				Incorporate reporting of benefits in dashboard information developed in action Gate001b above						
Gate003	Update the Terms of Reference for, and membership of, the Portfolio Board and ensure that all Members and Attendees understand their respective roles	Essential	8.3 Governance	Review and update ToR for PoB Engagement with PoB members to clarify purpose and roles	Feb-22	PR	PB	In Progress		The Terms of Reference for SBGD Governance Boards will co-incide with the development of Corporate Joint Committees. Direction will be provided by local authority Chief Execs.
Gate004	Identify opportunities for the PoMO to extend its targeted support to constituent Programmes/Projects to reduce the PMO burden on those Programmes/Projects	Recommended	8.5 Portfolio Management and Resources	Completion of Skills Audit with all Pr/Pj	Oct-21	PR	PB/JC	In Progress		A skills audit was completed in early 2021. All required results have now been submitted and an initial report will be completed prior to the October 21 quarterly monitoring report. A survey has been designed and circulated on 14/09/21 to all SROs and Programme/Project leads for feedback on areas of support to be considered by the PoMO. This survey responses have been received and are being considered by the PoMO to identify areas or support.
				Review and record the extent of PoMO targeted support to Pr/Pj.						
				Engagement with Pr/Pj Leads and SROs through a survey and direct engagement to identify areas where PoMO could offer support to facilitate development / delivery						
				Review reporting requirements for Pr/Pj and identify any duplication and potential areas for streamlining						

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ID	Advisory	Priority		Actions	Target Date	Lead	Sign Off	Status	Dependencies	Update
Gate005	Programme Board and Joint Committee to use the PoBC to maintain alignment with strategic priorities and evolving operational environment changes	Advisory	8.2 Business Case Status	Strategic alignment of PoBC to be reviewed in context of establishment of CJs and updated SBCR Economic Regeneration Strategy and Wales / UK policy priorities Engagement with Chairs of PB / JC / ESB and partner organisations to discuss and agree Portfolio policy alignment priorities	Mar-22	IW	PB/JC	In Progress	Progression of political and policy priorities	To be part of the CEX and Leader discussions moving forwards and reported to SBCD governance Boards when appropriate. PoBC will be updated in Q3/4 2021-22 where a review of the priorities and policy alignment will take place.
Gate006	Review of protocols in relation to communications by Pg / Pj community through the PoMO to other stakeholders	Advisory	8.2 Stakeholders and Communications	Engagement with Pg/Pj community to clarify and agree communication protocols Incorporate in updated stakeholder engagement strategy and communication plan	Nov-21	HH	PB/JC	In Progress	Incorporate as part of review of stakeholder engagement strategy in Gate001a action	Feedback on communications has been incorporated into the survey to all SROs and Programme / Project leads. Survey responses have been received and will be considered for incorporation into stakeholder engagement and communication processes
Gate007	Ensure that the JC and PgB have sufficient flexibility to vire funding across Pg/Pj to ensure continued balance between funding availability and delivery pace	Advisory	8.3 Governance	Confirm arrangements for the allocation and virement of funding as contained in the JCA Utilise change control process to agree any changes to Pr/Pj budget requirements Utilisation funding agreements for the allocation of funding to constituent Pr/Pj	Oct-21	RA	PB/JC	Completed		Financial Manager confirmed that the allocation of funds is set per project/programme as outlined within the JCA. Where these funds remain unutilised by a project/programme the Joint Committee has authority to repurpose these funds as appropriate with approval from both UK and Welsh Governments.
Gate008	Simplify and streamline risk register with potential to apply RAIDO Management techniques	Advisory	8.4 Risk Management	Review presentation of information in risk register Review potential to close lower level, managed risks and the introduction of a risk proximity date to identify issues Incorporate risk information in dashboard presentation in action Gate001	Oct-21	PR	PB/JC	In Progress	Dashboard information linked to completion of Gate001b	Further review to be undertaken on the presentation and content of the Risk Register. RAIDO has recently been adopted with the addition of opportunities added to the risk register
Gate009	More could be done to attract private sector investment on a larger scale across the portfolio, with the Engagement Framework and the Economic Strategy Board being key to this aspect of the SBCD	Advisory	8.5 Review of Current Phase	Finalise and adopt Engagement Framework Identify potential opportunities to attract further private sector investment to the Portfolio eg: Investment Fund	Oct-21	PA	PB/JC	In Progress	Progression of Engagement Framework dependant on finalisation of SBCR Strategy by SQW / Regional Directors	Final draft of Engagement Strategy has been presented to Programme Board. Programme Board recommended deferring approval until the SQW work on the Regional Economic Framework has been completed
Gate010	Closer networking recommended between the PoMO and regional project offices, perhaps evolving organically so that oversight and support go hand in glove, rather than resulting in a negative / burden or 'extra' layer	Advisory	8.6 Readiness for the next phase	Refer to actions under Gate004	Oct-21	PR	PB/JC	In Progress	To be incorporated into actions identified under Gate004	Continued development of networking opportunities such as events. Dedicated PoMO point of contact for Project Leads / SROs in relation to their governance activities ie: programme and project boards. Further opportunities will be identified and actioned from Gate004

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## Swansea Bay City Deal Joint Scrutiny Committee

Meeting Date	Agenda Item	Type	Comments	Contact Officer
23 <sup>rd</sup> Nov 2021	<ul style="list-style-type: none"> <li>Update on the regional Project (to include virtual tour where possible) –</li> <li>Homes as Power Stations</li> </ul>	Monitoring		Lisa Willis/Oonagh Gavigan – Project Lead/Officer
	<ul style="list-style-type: none"> <li>Financial Update – breakdown of public funding</li> </ul>	Information	Qtr 1 to be presented. Update on breakdown to be provided when available.	Richard Arnold
	<ul style="list-style-type: none"> <li>Internal Audit – Review of recommendations</li> </ul>	Monitoring	Members wish to ensure that recommendations from Internal Audit have been carried out.	Jonathan Burnes
	<ul style="list-style-type: none"> <li>Meeting protocol</li> </ul>	Information	To consider in relation to JSC	Jonathan Burnes
	<ul style="list-style-type: none"> <li>Gateway Review and Action Plan</li> </ul>	Monitoring		Jonathan Burnes
25 <sup>th</sup> Jan 2022	<ul style="list-style-type: none"> <li>Update on the regional Project (to include virtual tour where possible) –</li> <li>Skills &amp; Talent</li> </ul>	Monitoring		Jane Lewis – Project Lead
	<ul style="list-style-type: none"> <li>Minutes of Joint Committee and FWP</li> </ul>	Information	Information only. Swansea website.	
	<p><b>Programme Monitoring Quarterly</b></p> <ul style="list-style-type: none"> <li>Action Plan</li> <li>Implementation Plan</li> </ul>	Monitoring	Updated information going to JC in December.	Jonathan Burnes

	<ul style="list-style-type: none"> <li>• SBCD Programme Risk Register</li> <li>• SBCD Project Risk Register</li> <li>• SBCD Project Issue Log <ul style="list-style-type: none"> <li>• Project associated deliverables – defined project outputs and outcomes</li> </ul> </li> </ul>		Present to JSC in January.	
22 <sup>nd</sup> March 2022	<ul style="list-style-type: none"> <li>• Update on the regional Project (to include virtual tour where possible) – <ul style="list-style-type: none"> <li>• Digital Infrastructure</li> </ul> </li> </ul>	Monitoring		Gareth Jones – Project Lead
	<ul style="list-style-type: none"> <li>• Highlight Report</li> </ul>	Information		Jonathan Burnes
	<ul style="list-style-type: none"> <li>• Minutes of Joint Committee and FWP</li> </ul>	Information	For information only. Swansea website.	
	<b>PRE ELECTION PERIOD STARTS MID MARCH</b>			
3 May 2022				
<b>Potential Items to be populated in to the Forward Work Programme:</b> <ul style="list-style-type: none"> <li>• Review of the Monitoring and Evaluation Plan;</li> <li>• The Annual Performance Report;</li> <li>• How the committee can support the Risk Management Strategy currently being developed, including the Risk Assessment carried out in relation to Covid 19;</li> <li>• Consideration be given to holding further briefing sessions as appropriate.</li> <li>• To consider item 'local supply chains'</li> <li>• To consider item future role of Committee once all projects approved?</li> <li>• The Actica Review and implementation of the recommendations – monitor</li> </ul>				