

**CYD-BWYLLGOR CRAFFU DINAS-RANBARTH BAE ABERTAWE**

**2.00 pm DYDD LLUN, 7 MAWRTH 2022**

**REMOTELY VIA TEAMS**

1. Croeso a galw'r rhestr
2. Cyhoeddiadau'r Cadeirydd
3. Datganiadau o fuddiannau
4. Cofnodion y Cyfarfod Blaenorol (*Tudalennau 3 - 8*)
5. Adroddiadau Monitro Ariannol (*Tudalennau 9 - 26*)
  - Chwarter 2
  - Chwarter 3
6. Adroddiad Monitro Chwarterol - Chwarter 2 (*Tudalennau 27 - 74*)
7. Adroddiad Monitro Chwarterol - Chwarter 3 (*Tudalennau 75 - 120*)
8. Cofrestr Risgiau (*Tudalennau 121 - 124*)
9. Eitemau brys  
Unrhyw eitemau brys (cyhoeddus neu wedi'u heithrio) yn ôl disgrisiwn y Cadeirydd yn unol ag Adran 100b (4)(b) o Ddeddf Llywodraeth Leol 1972

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

**Aelodaeth y Pwyllgor:**

**Cadeirydd:** Y Cyngorydd R.James

**Is-gadeirydd:** Y Cyngorydd S. Rahaman

**Cynghorwyr:** A.Llewelyn, S.E.Freeguard, P.Downing,  
J.Curtice, M.Evans, J.Adams, T.Baron,  
G.Morgan, D.Price a/ac J.Jones



## Swansea Bay City Region Joint Scrutiny Committee

(Remotely via Teams)

**Members Present:**

**25 January 2022**

**Chairperson:** Councillor R.James

**Vice Chairperson:** Councillor S.Rahaman

**Councillors:** S.E.Freeguard, P.Downing, J.Curtice, T.Baron,  
D.Price and J.Jones

**Officers In Attendance** J.Burnes, P.Ryder, J.Lewis and A.Thomas

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### 1. **Welcome and Roll Call**

The Chair welcomed everyone to the meeting.

### 2. **Chairs Announcements**

The Chair noted that he had recently attended a meeting with the Chair of Swansea Bay City Region Joint Committee Cllr Rob Stewart, along with the Programme Manager Jonathan Burnes, Chief Officer Wendy Walters and he was accompanied by officers from Neath Port Talbot Democratic Services to discuss some of the ongoing issues that Scrutiny have faced.

The Chair advised that item 6 (Highlight Report) would not be scrutinised, as Quarter 2 had not been presented to the Committee.

Members expressed their dissatisfaction with the information being provided in a timely manner to allow for effective scrutiny.

It was agreed by the committee that the Chair write formally to all those connected to highlight the issues being faced by the scrutiny committee and suggest ways forward to ensure that the next committee are able to scrutinise as required.

3. **Declarations of Interest**

There were no declarations of interest received.

4. **Minutes of previous meeting**

The minutes of the meeting held on 9<sup>th</sup> November 2021 were approved as a true and accurate record.

The minutes of the meeting held on 23<sup>rd</sup> November 2021 were approved as a true and accurate record.

5. **Skills & Talent - update**

The Chair welcomed Jane Lewis to the meeting. Jane Lewis provided members with an update on the Skills & Talent Project.

The purpose of the programme is to ensure that there is a skilled workforce in the region to meet the needs of the new projects being developed and delivered within the City Deal.

The officer highlighted the improvement in the figures of persons with no qualification from 2019 to 2020.

Members were reminded of the Skills and Talent objectives which includes 2,200 additional skills and supporting the development of at least 14,000 skills in individuals (levels 2-77), 3000 new apprenticeship opportunities, working with schools to create a career pathway from school education to higher/further education and apprenticeships in the key areas of digital, construction, energy, smart manufacturing and life science/wellbeing. Also to create two centres of excellence. To achieve this ,pilot projects will be developed to resolve issues where gaps in skills are identified.

To date a programme manager has been appointed who has engaged with the City Deal projects to identify skills needs and gaps. A skills barometer will be completed by mid-February. It is currently with external consultants who are verifying the data and any new trends that are happening in sectors which will impact on the future skills needs of the region.

A Skills Solution Group has been established to identify skills gaps across the region. In addition, a Provide Group has also been established to deliver solutions to the skills gaps identified.

Project ideas are being developed to identify projects to meet the skills needs. There is planned engagement with head teacher forums for 14-19 co-ordinators in each Local Authority Area so see how skills can be developed in these areas to meet the future needs of the projects.

In the next six months another Gateway Review will be undertaken following completion of the Barometer. There will also be wider engagement with schools and colleges regarding the skills needs identified by the Barometer. There will be approval of projects to deliver skills training and upskilling across the 5 key areas identified and further upskilling opportunities will be developed. There is also the planned creation of the apprenticeship opportunities.

Members queried where the funding for the project will be utilised. The results of the Barometer will show the direction that the project needs to go in. The funding needs to be utilised to develop new courses and fit the needs of the projects that are being developed under the City Deal. There is a large amount of interest in the funding to develop sources from schools, colleges, private sector deliverers of training and higher education. There will be a set of criteria to ensure that courses which are provided are not duplicated.

Members expressed their concern about the timing of the project in that many of the projects are already up and running. The Deal is currently in year 5 of 15 and Members were concerned that the skills would not be in place for the completion of the projects.

Members were keen to understand how the upskilling part of the project is being led. The Regional Learning and Skills Partnership has been working with businesses across the whole region the last 10 years. Cluster groups are in place for each of the priority sectors across the region to ensure that they are aware of the plan for the specific sectors and the skills needs.

The Construction Centre of Excellence is currently being discussed between the colleges and universities within the region. It will likely come about without the involvement of the city deal programme. There is a potential for a Centre of Excellence around wind and tidal

energy. This will likely come about at the end of the programme. Members queried when physical manifestation of the centre is likely.

Members sought clarity with regards to funding and the funding allocation at the outset of the project. The total budget is £30million - £10million is from the City Deal and there is £20million match funding which includes £4million from the private sector and £16million from the public sector.

Members queried the effect of the pandemic on the private sector funding. The private sector contribution was the employment of the apprenticeship opportunities created through the contracts and also use of their facilities for training. Officers confirmed that the pandemic has not affected the £4million private funding.

Members queried how the upskilling element of the project will work in terms of the schools. Officers have been attending head teacher forums in Neath Port Talbot to ensure that secondary schools are aware of the City Deal and the Skills & Talent Programme. Also, to discuss how the Skills & Talent Project can work with the new curriculum. Discussions are taking place in terms of how the project can upskill the teachers to ensure that these skills can be delivered into the schools. Further to look at other qualifications within schools that are not examined under WJEC.

The £30million is not capital funding. Members queried if cash grants are available? Officers confirmed grants will be allocated to schools, colleges, higher-education and work-based employers. Not to individuals directly. Members queried if the project works with sole-traders. Officers confirmed that cluster groups would be able to apply for funding to upskills workers and where the training would come from should be outlined in their application.

Members thanked the officer for the update on the project.

## 6. **Forward Work Programme of the Swansea Bay City Region Joint Committee**

Phil Ryder, went through the Joint Committee Forward Work Programme. He outlined what items had been completed and items that were ongoing.

Members were provided with an update on Governance & Assurance. The Benefits Realisation at Portfolio Level has been completed. The wider benefits realisation is still ongoing and is due to be presented at the forthcoming Joint Committee. With reference to the five recommendations from the Gateway Review, it is noted that three out of the five are complete and the remaining two are partially complete. Software Management is nearly complete, however there is one query with regards to the required assurances and this should be resolved imminently. Programme Project Dashboards have commenced. The portfolio level dashboards are available to view.

The roll of the SRO has gone through Programme Board. All SRO's will receive additional guidance support and where required training from Welsh Government.

The review of the Programme Portfolio Chair happened in November, and in line with the Chair for Joint Committee this would be extended until May 2022.

The Gateway Assurance Framework has been set up and officers are currently working on the memorandum of understanding. This should be presented to Joint Committee in the coming months.

The ministerial approval for the Skills & Talent Project and Campuses Business Case has been received. There is an ongoing update on of the Pentre Awel Business Case update.

The Communications & Marketing Plan has been updated and the Communications and Engagement schedule. The infographics work is ongoing.

The City Deal bi-annual event has been moved to March. The bi-annual event will be a show case event taking place on the 3<sup>rd</sup> March. All key stakeholders will be invited to attend and engage with businesses and discuss opportunities coming forward. It is hoped that the event will take place in person. It was suggested that an invitation be sent to the Joint Scrutiny Committee so that a member can attend on behalf of the committee.

The declarations of interest are now complete with the exception of ESB. This is due to the form being updated.

Members advised that they had previously raised concerns about the risk register. It is noted in the Forward Work Programme of the Joint

Scrutiny Programme that it is not going before Joint Committee until February. Members asked that the information be brought back before the meeting scheduled for March. Officers would welcome the challenge around the mitigation factors identified on the risk register. Members also outlined the importance of seeing the changes that are being made to the register in response to changing circumstances. Members raised concerns about the perception that every other meeting of the Joint Committee is being cancelled.

Members briefly considered the procurement elements outlined in the Forward Work Programme. Officers noted that procurement activity is based within the local authorities. Members wished to have an overview with regards to where items are being procured from in terms of locality and benefits to the community.

## 7. **Forward Work Programme**

Members were in agreement that there would be a meeting called for early March which should include Quarter 2 and Quarter 3 Monitoring Reports, a Financial Update and the Portfolio Risk Register.

## **CHAIRPERSON**





**SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE**

**07<sup>th</sup> March 2022**

**Financial Monitoring Report – Quarter 2**

**RECOMMENDATIONS/KEY DECISIONS**

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

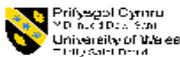
**REASONS**

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

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## 1. Introduction

This report details the projected forecast outturn position of the Joint Committee and the Portfolio Investment Fund. The Financial Monitoring Report presents the City Deal Accounts in a detailed format, in line with Carmarthenshire County Council’s financial management system. The report summarises the current forecasted financial outturn position, at the year end.

## 2. JOINT COMMITTEE – Estimated Forecast Outturn Position

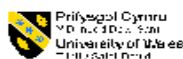
### 2.1. Supplementary Information

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

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

### 2.2. Joint Committee and Accountable Body

The Joint Committee and Accountable Body expenditure forecast is estimated at £160k. This is in respect of democratic support, support of the portfolio monitoring officer and legal fees in respect of the funding agreements. Internal audit has been forecasted but is scheduled to be undertaken later within the financial year. The Accountable Body expenditure is attributable to service provision by the Portfolio Section 151 Officer to the Swansea Bay City Deal and the annual external audit review by Audit Wales.



### 2.3. Joint Scrutiny Committee

The Joint Scrutiny Committee expenditure consists of democratic services and related costs, provided by Neath Port Talbot County Borough Council. This has been forecasted at £28k.

### 2.4. Portfolio Management Office (PoMO)

To the period ended 31<sup>st</sup> March 2022 the expenditure is estimated at £644k. The PoMO is now fully staffed, with an expected staffing cost of £466k. there is a small variance against budget due to a temporary vacancy and all post being budgeted at the top of grade.

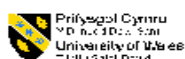
Training is forecasted at £12.5k, which included Better Business Case training for regional programme/project managers. Rents and service charges in respect of office space total £23k, fees including consultancy and gateway reviews have been forecast at £19k and conferences, Marketing and advertising forecasted at £45k (revised from £76k in the prior quarter) 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 at the end of its five-year operational requirement. Currently the total estimate is £152k, however it is demonstrated as 2/5<sup>th</sup> (£61k) within the financial monitoring due to an accounting policy treatment.

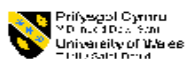
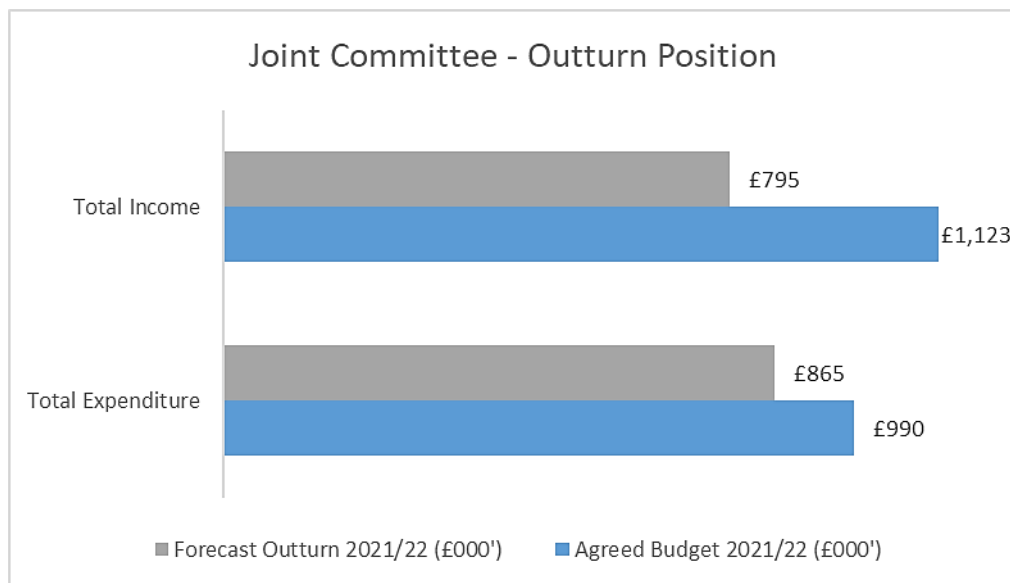
### 2.6. Income

Total income for the year demonstrates £795k. This consists of partner contributions (£50k per partner) £400k and anticipated drawdown of 'Top Slice' of £395k 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 £70k. This is as a result of a change in presentation of the “Top Slice” and a timing effect due to reduced grant being dispersed to projects within the year. This concludes in an anticipated reserve of £145k at year end.



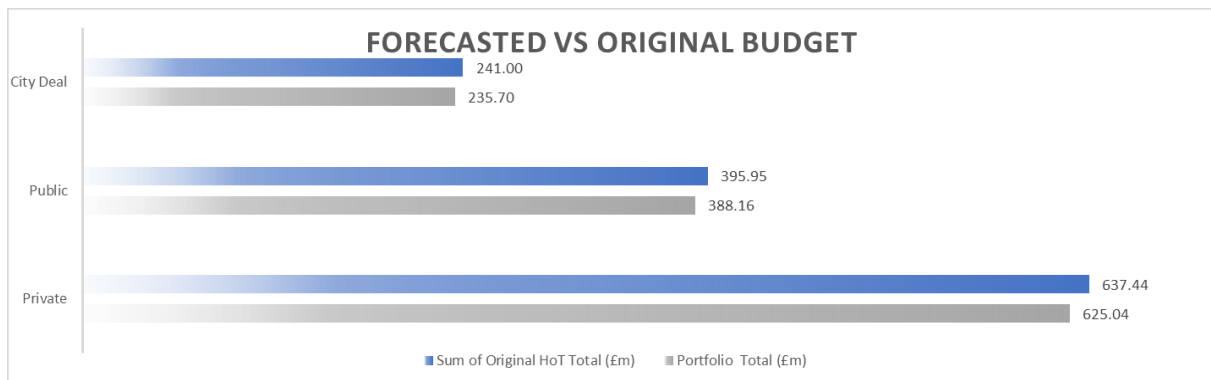
### 3. PORTFOLIO INVESTMENT FUND – Forecast Outturn Position

#### 3.1. Portfolio Investment Outturn Position

The overall estimated investment position is demonstrated at £1.249bn 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 £25m (2%). Investment in the region has increased from the previous quarter due to the reprofile of the Swansea Waterfront project (Quarter 1 2021/22 - £1.238b). A detailed breakdown of investment is outlined in Appendix B.

##### Portfolio 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	388.16	- 7.79	-1.97%
Private	637.44	625.04	- 12.40	-1.95%
<b>Grand Total</b>	<b>1,274.39</b>	<b>1,248.89</b>	<b>- 25.49</b>	<b>-2.00%</b>



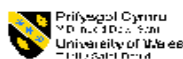
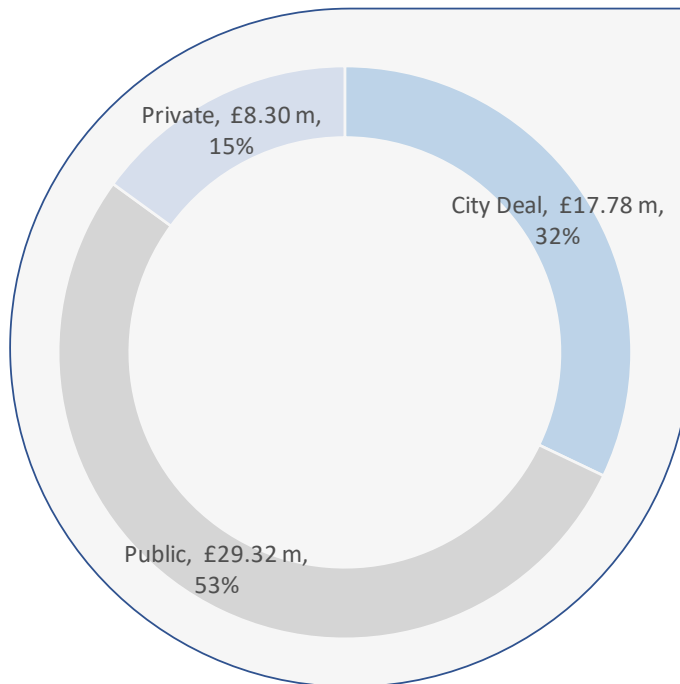
### 3.2. Capital and Revenue Apportionment

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 demonstrates no change compared with the prior period (Quarter 1 2021/22 - £55m).

**Capital/Revenue Summary (Estimated)**

Investment Component	Capital Forecast (£m)	Revenue Forecast (£m)	Total Forecast (£m)	Revenue Proportion
City Deal	217.92	17.78	235.70	7.54%
Public	358.83	29.32	388.16	7.55%
Private	616.74	8.30	625.04	1.33%
<b>Grand Total</b>	<b>1,193.49</b>	<b>55.40</b>	<b>1,248.89</b>	<b>4.44%</b>

### Estimated Revenue Requirement



#### 4. Financial Implications

The forecasted Joint Committee year end out-turn position (as at 30th September 2021) indicates a deficit of £70k, which will be supported by the Swansea Bay City Deal ring-fenced reserve at the year end. Expenditure is forecasted at £865k, which is offset by income through partner contributions of £400k and the 'Top Slice' of dispersed Government grants. The deficit is caused by a change to the presentation on top slice income and a timing effect linked to the payment of grants to programmes.

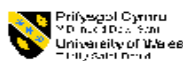
The estimated portfolio forecasted investment position (as at 30<sup>th</sup> September 2021) demonstrates an under-investment of £25m (2%). Currently the portfolio is presenting a total investment over the fifteen-year life span of the Swansea Bay City Region Deal of £1.249bn, which is less than the original investment the region committed of £1.274bn. This is subject to fluctuation over the life span of the project and will be monitored quarterly through financial templates and through the Portfolio risk register.

#### 4. Legal Implications

There are no legal implications associated with this report.

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

**Appendix A** Joint Committee Outturn Position – Quarter 2



Bargen Ddinesig BAE ABERTAWE SWANSEA BAY City Deal		Joint Committee - Outturn Position Financial Year 2021/22 as at 30th September 2021		
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	5,000	20,000
Internal Audit Support	20,000	20,550	19,462	1,088
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>160,343</b>	<b>32,369</b>
<b>Joint Scrutiny Committee</b>				
Subsistence & Meeting Expenses	-	6,875	6,875	0
Travel	-	1,224	-	1,224
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>27,533</b>	<b>1,224</b>
<b>Portfolio Management Office</b>				
Salary (Inc. On-costs)	366,284	536,759	465,689	71,070
Recharges - Employee costs Grant (direct)	5,259	-	-	0
Staff Recruitment Expenses	-	-	-	0
Training of Staff	-	26,010	12,500	13,510
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	2,000	14,320
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	1,750	6,410
Conferences, Marketing & Advertising	1,200	76,500	45,000	31,500
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>616,471</b>	<b>132,710</b>
<b>Provision for Unwinding of PMO</b>				
Redundancies	-	19,684	60,957	(41,273)
<b>Provision for Unwinding Total</b>	<b>-</b>	<b>19,684</b>	<b>60,957</b>	<b>(41,273)</b>
<b>Total Expenditure</b>	<b>640,752</b>	<b>990,334</b>	<b>865,303</b>	<b>125,031</b>
<b>Funding Contributions</b>				
Welsh Government - Revenue Grant	(14,850)	0	0	0
SBCD Grant Revenue Contribution	(168,050)	(723,000)	(395,393)	(327,607)
Partner Contributions	(400,000)	(400,000)	(400,000)	0
<b>Total Income</b>	<b>(582,900)</b>	<b>(1,123,000)</b>	<b>(795,393)</b>	<b>(327,607)</b>
<b>Provision of Service - (Surplus) / Deficit</b>	<b>57,852</b>	<b>(132,666)</b>	<b>69,910</b>	<b>(202,576)</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	69,910
<b>Balance Carry Forward - (Surplus) / Deficit</b>	<b>(214,816)</b>	<b>(144,906)</b>



## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

07<sup>th</sup> March 2022

### Financial Monitoring Report – Quarter 3

#### 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

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Finance Manager SBCD

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Riarnold@carmarthenshire.gov.uk



## 1. Introduction

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

## 2. JOINT COMMITTEE – Estimated Forecast Outturn Position

### 2.1. Supplementary Information

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

### 2.2. Joint Committee and Accountable Body

The Joint Committee and Accountable Body expenditure forecast is estimated at £155k. This is in respect of democratic support, support of the portfolio monitoring officer and legal fees in respect of the funding agreements. Internal audit has been forecasted but is scheduled to be undertaken later within the financial year. The Accountable Body expenditure is attributable to service provision by the Portfolio Section 151 Officer to the Swansea Bay City Deal and the annual external audit review by Audit Wales.



### 2.3. Joint Scrutiny Committee

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

### 2.4. Portfolio Management Office (PoMO)

To the period ended 31<sup>st</sup> March 2022 the expenditure is estimated at £570k. The PoMO staffing cost is estimated at £466k. There is a small variance against budget due to a temporary vacancy and all posts being budgeted at the top of grade.

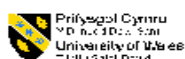
Training is forecasted at £6k, which included Better Business Case training for regional programme/project managers. Rents and service charges in respect of office space total £23k, fees including consultancy and gateway reviews have been forecast at £10k and conferences, marketing and advertising forecasted at £15k (revised from £45k in the prior quarter) in respect of the SBCD annual event. 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

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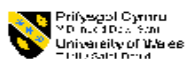
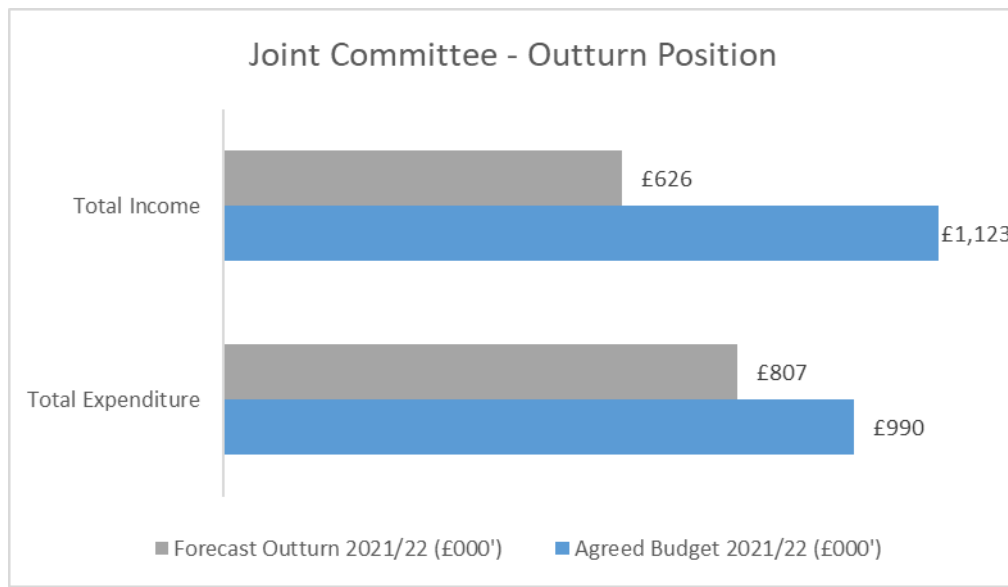
### 2.6. Income

Total income for the year demonstrates £626k. This consists of partner contributions (£50k per partner) £400k and anticipated drawdown of 'Top Slice' of £226k 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 £181k. This is as a result of a timing effect attached to the grant dispersed to projects/programmes within the year. This concludes in an anticipated reserve of £33k at year end.



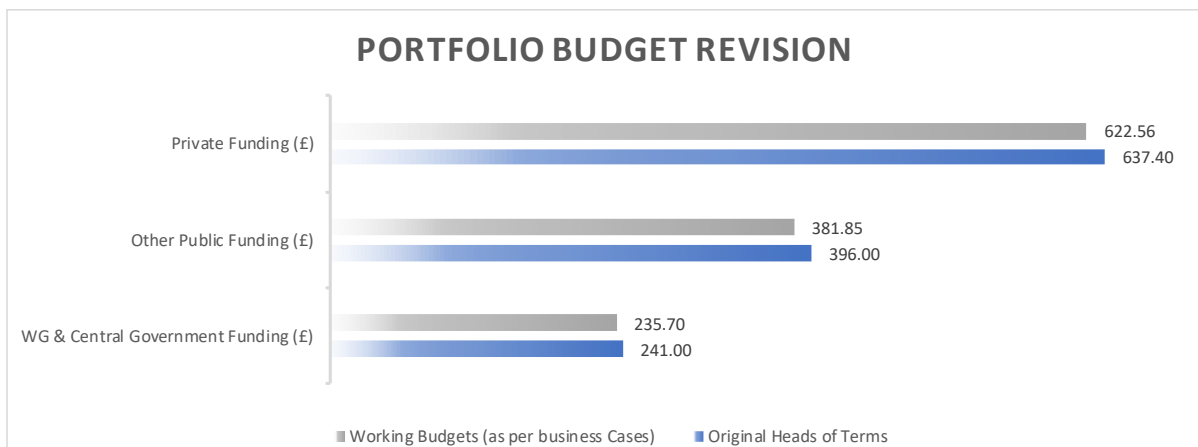
### 3. PORTFOLIO INVESTMENT FUND – Forecast Outturn Position

#### Revised Budget

The Swansea Bay City deal was incorporated on 20<sup>th</sup> March 2017 by the then Prime Minister Theresa May demonstrating an anticipated investment of £1.274billion. The business cases of all nine SBCD Portfolio programmes and projects have now been formally approved by both UK and Welsh Government. Business cases have been reviewed and a revised budget has been compiled demonstrating an approved working budget for the portfolio of £1.24billion.

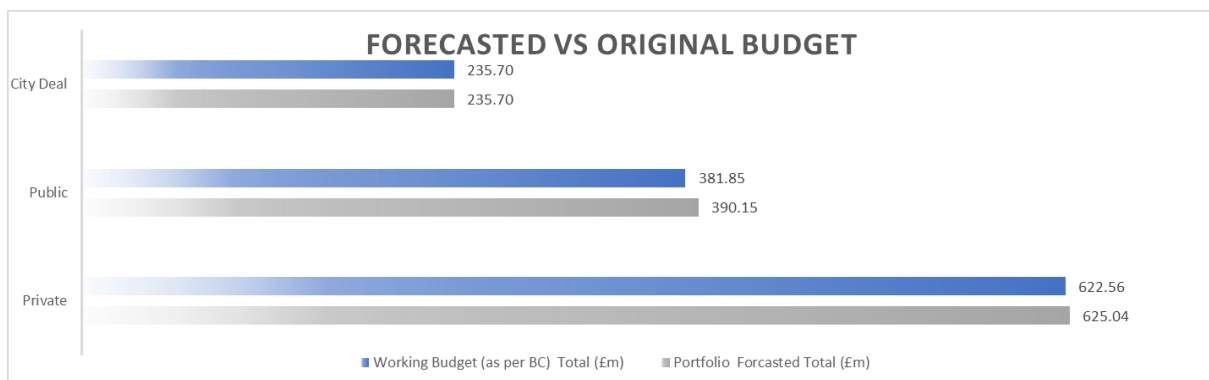
The City Deal Grant award is demonstrating an under allocation of £5.3million within the portfolio. This is currently under review to establish practical utilisation.

Description	WG & Central Government Funding (£)	Other Public Funding (£)	Private Funding (£)	Total (£)
Original Heads of Terms	241.00	396.00	637.40	<b>1,274.40</b>
Working Budgets (as per business Cases)	235.70	381.85	622.56	<b>1,240.11</b>
Variance	- 5.30	- 14.15	- 14.84	- 34.29



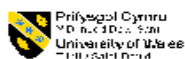
## Portfolio Investment Outturn Position

The overall estimated investment position is demonstrated at £1.251bn (Quarter 2 2021/22 - £1.249b) over the fifteen-year life of the portfolio. The revised budget (as outlined within programme/project business cases) comprised of a total investment of £1.240b, currently the City Deal is presenting investment exceeding this of £11m (Quarter 2 2021/22 - £1.249b). Investment in the region has increased due to the further investment in the Swansea Waterfront project, incorporating additional WEFO funding of £500k, and a small increase on the Pentre Awel Project. A detailed breakdown of investment is outlined in Appendix B.



Investment Component	Working Budget (as per BC) Total (£m)	Portfolio Forecasted Total (£m)	Variance (£m)	Variance
City Deal	235.70	235.70	0.00	0.00%
Public	381.85	390.15	8.30	2.17%
Private	622.56	625.04	2.48	0.40%
<b>Grand Total</b>	<b>1,240.11</b>	<b>1,250.89</b>	<b>10.78</b>	<b>0.87%</b>

Programme	City Deal Investment (£m)	Public Sector Investment (£m)	Private Sector Investment (£m)	Programme Total (£m)	Working Budget Total (£m)	Sum of Variance (£m)	Sum of Variance (%)
Digital Infrastructure	25.00	13.80	16.50	55.30	55.30	0.00	0.00%
Homes as Power Stations	15.00	114.60	375.90	505.50	505.50	-	0.00%
LS&WB Campuses	15.00	58.01	57.43	130.44	130.43	0.01	0.01%
Pembroke Dock Marine	28.00	16.41	16.12	60.53	60.47	0.06	0.10%
Pentre Awel	40.00	52.30	108.19	200.48	199.19	1.30	0.65%
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	58.70	-	0.00%
Swansea Waterfront	50.00	94.87	39.90	184.77	175.35	9.41	5.37%
Yr Egin	5.00	18.67	1.50	25.17	25.17	-	0.00%
<b>Grand Total</b>	<b>235.70</b>	<b>390.15</b>	<b>625.04</b>	<b>1,250.89</b>	<b>1,240.11</b>	<b>10.78</b>	<b>0.87%</b>

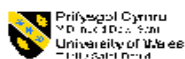


## Annual Investment Forecast 2021/22

The current investment is demonstrated at estimated £51m (Quarter 2 2021/22 - £51m) to end of March 2022. The PDM project is continuing to review spend profiles on their public and private sector investment which could potentially affect the current year forecast.

Annual Portfolio Investment Summary 2021/22 (Estimated)				
Description	Actuals (to Date) (£)	Commitments (£)	Forecast Commitments (£)	Total (£)
<b>City Deal Investment</b>				
Capital	12,260,803	-	9,612,748	21,873,551
Revenue Expenditure (where capital receipts directive applied)	228,166	-	729,107	957,274
<b>City Deal Total</b>	<b>12,488,969</b>	<b>-</b>	<b>10,341,855</b>	<b>22,830,825</b>
<b>Public Sector Investment</b>				
Capital	15,597,989	-	6,433,636	22,031,625
Revenue	-	-	2,023,960	2,023,960
<b>Public Sector Total</b>	<b>15,597,989</b>	<b>-</b>	<b>8,457,596</b>	<b>24,055,585</b>
<b>Private Sector Investment</b>				
Capital	-	-	3,727,090	3,727,090
Revenue	-	-	494,216	494,216
<b>Private Sector Total</b>	<b>-</b>	<b>-</b>	<b>4,221,306</b>	<b>4,221,306</b>
<b>Project Total</b>				
Capital	27,858,792	-	19,773,474	47,632,266
Revenue	228,166	-	3,247,283	3,475,449
<b>Project Total</b>	<b>28,086,958</b>	<b>-</b>	<b>22,617,757</b>	<b>50,704,715</b>

Annual Programme Investment Breakdown 2021/22 (Estimated)				
Description	Actuals (to Date) (£)	Commitments (£)	Forecast Commitments (£)	Total (£)
Digital Infrastructure	85,777	-	99,286	185,063
Homes as Power Stations	-	-	50,000	50,000
LS&WB Campuses	-	-	347,000	347,000
Pembroke Dock Marine	849,015	-	10,528,507	11,377,522
Pentre Awel	110,325	-	786,314	896,639
Skills & Talent	25,852	-	148,038	173,890
Supporting Innovation and Low Carbon Growth	-	-	7,251,000	7,251,000
Swansea Waterfront	27,015,989	-	3,407,612	30,423,601
Yr Egin	-	-	-	-
<b>Total</b>	<b>28,086,958</b>	<b>-</b>	<b>22,617,757</b>	<b>50,704,715</b>



#### 4. Financial Implications

The forecasted Joint Committee year end out-turn position (as at 31<sup>st</sup> December 2022) indicates a deficit of £181k, which will be supported by the Swansea Bay City Deal ring-fenced reserve at the year end. Expenditure is forecasted at £807k, which is offset by income through partner contributions of £400k and the ‘Top Slice’ of dispersed Government grants. The deficit is as a result of a timing effect attached to the grant dispersed to projects/programmes within the year.

The business cases of all nine SBCD Portfolio programmes and projects have now been formally approved, a working revised budget has been compiled for the portfolio demonstrating £1.240billion. The estimated portfolio forecasted investment position (as at 31<sup>st</sup> December 2021) demonstrates investment exceeding the revised budget by £11m. Currently the portfolio is presenting a total investment over the fifteen-year life span of the Swansea Bay City Region Deal of £1.251bn. This is subject to fluctuation over the life span of the project and will be monitored quarterly through financial templates and through the Portfolio risk register.

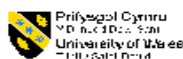
A detailed breakdown of investment is outlined in Appendix B.

#### 4. Legal Implications

There are no legal implications associated with this report.

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

**Appendix A** Joint Committee Outturn Position – Quarter 3

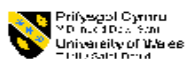




Bargen Ddinesig BAE ABERTAWE SWANSEA BAY City Deal		Joint Committee - Outturn Position Financial Year 2021/22 as at 31st December 2021		
Description	Actuals 2020/21 (£)	Revised Budget 2020/21 (£)	Forecast Outturn 2021/22 (£)	Variance (£)
<b>Joint Committee and Accountable Body</b>				
Room Hire	-	1,854	-	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
Internal Audit Support	20,000	20,550	19,462	1,088
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>155,343</b>	<b>37,369</b>
<b>Joint Scrutiny Committee</b>				
Subsistence & Meeting Expenses	-	6,875	-	6,875
Travel	-	1,224	-	1,224
Democratic Services - NPT	21,332	20,658	21,332	(674)
<b>Joint Scrutiny Committee Total</b>	<b>21,332</b>	<b>28,757</b>	<b>21,332</b>	<b>7,425</b>
<b>Portfolio Management Office</b>				
Salary (Inc. On-costs)	366,284	536,759	466,380	70,379
Recharges - Employee costs Grant (direct)	5,259	-	-	0
Staff Recruitment Expenses	-	-	-	0
Training of Staff	-	26,010	6,000	20,010
Response Maintenance	-	-	-	0
Electricity	-	-	-	0
Gas	-	-	-	0
Rents (The Beacon)	14,889	15,796	15,796	0
Rates (The Beacon)	6,688	6,975	6,688	287
Public Transport - Staff	-	2,040	-	2,040
Staff Travelling Expenses	-	16,320	1,000	15,320
Admin, Office & Operational Consumables	269	2,550	600	1,950
Furniture	-	1,000	1,000	0
Fees (including Gateway Reviews)	4,712	25,500	10,000	15,500
ICT Computer Hardware & Software	-	2,500	7,000	(4,500)
Subsistence & Meetings Expenses	-	8,160	500	7,660
Conferences, Marketing & Advertising	1,200	76,500	15,000	61,500
Projects & Activities Expenditure	32,465	14,280	-	14,280
Translation/Interpret Services	2,444	10,200	9,000	1,200
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>569,624</b>	<b>179,556</b>
<b>Provision for Unwinding of PMO</b>				
Redundancies	-	19,684	60,957	(41,273)
<b>Provision for Unwinding Total</b>	<b>-</b>	<b>19,684</b>	<b>60,957</b>	<b>(41,273)</b>
<b>Total Expenditure</b>	<b>640,752</b>	<b>990,334</b>	<b>807,256</b>	<b>183,078</b>
<b>Funding Contributions</b>				
Welsh Government - Revenue Grant	(14,850)	0	0	0
SBCD Grant Revenue Contribution	(168,050)	(723,000)	(225,694)	(497,306)
Partner Contributions	(400,000)	(400,000)	(400,000)	0
<b>Total Income</b>	<b>(582,900)</b>	<b>(1,123,000)</b>	<b>(625,694)</b>	<b>(497,306)</b>
<b>Provision of Service - (Surplus) / Deficit</b>	<b>57,852</b>	<b>(132,666)</b>	<b>181,562</b>	<b>(314,228)</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	181,562
<b>Balance Carry Forward - (Surplus) / Deficit</b>	<b>(214,816)</b>	<b>(33,254)</b>



Mae'r dudalen hon yn fwriadol wag

## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 7<sup>th</sup> March 2022

### Report Title SBCD Quarterly Monitoring Report & Highlight Report

#### RECOMMENDATIONS/KEY DECISIONS

To inform Joint Scrutiny Committee of the SBCD Quarterly Monitoring and Hight Activity on programmes / projects progress that form part of the Swansea Bay City Deal Portfolio

#### REASONS

##### 1. Introduction

The SBCD Quarterly Monitoring Report details the monthly progress made and activities planned for the SBCD Portfolio's constituent programmes and projects

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

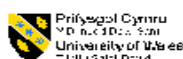
- Portfolio
  - Communications and Marketing
- Programmes / Project
  - Scorecard with status summary
  - Previous quarter achievements and current quarter planned activities

##### B: Benefits Realisation

The SBCD Benefits Register captures the annualisation of Portfolio benefits for Investment, GVA and Jobs that will be delivered up to 2032/33

##### 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.



**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.

**E: 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. of community benefit and social value are primary considerations of these principles.

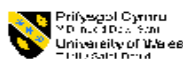
**F: SBCD Highlight Report**

The SBCD Highlight Report details the monthly progress made and activities planned for the SBCD Portfolio's constituent programmes and projects

**OFFICER CONTACT**

Name Amanda Burns

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Email:  
ajburns@carmarthenshire.gov.uk



# **Swansea Bay City Deal Portfolio Quarterly Monitoring Report October 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.	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Pembroke Dock Marine	Overall status Red due to cost increases being realised portfolio wide. Project Partners are mitigating and appraising options to de-risk project, whilst balancing the need to commence delivery post funding and collaboration agreement execution.	Yellow	Yellow	Yellow	Red	Yellow	Red
Pentre Awel	Delivery – Progression of procurement exercise following Business Case approval. MoUs signed with academic institutions HoT under development – aligned with business case outputs.	Yellow	Green	Green	Green	Green	Yellow
Yr Egin	Increasing economic uncertainty and Covid implications impacting on levels and nature of demand. Following Phase 1 Lessons Learned exercise, an updated Creative Sector demand analysis has identified a significant change in the type of target companies (by financial size) and nature of provision required (bespoke support services rather than leased floorspace).	Green	Yellow	Green	Yellow	Green	Yellow
Campuses Taldalen30	OBC has progressed via all partner approval stages including Joint committee and is now awaiting approval from UK and Welsh Governments. Project resource is continuously under review, Project Manager appointed in August and Board membership is currently under review to align with the delivery stages and the projects natural evolution. Stakeholder engagement continues to identify user requirements within both the capitol and operational phases of the project.	Green	Green	Yellow	Green	Green	Green
Homes As Power Stations	Business case approved Funding agreements in progress Regional funds guidance in development Project Manager appointed PAR review recommendations completed Monthly HAPS project board meetings Ongoing stakeholder mapping and engagement	Yellow	Green	Yellow	Yellow	Yellow	Yellow
Supporting Innovation & Low Carbon Growth	PBC approved Aug 2021 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 in Q3	Yellow	Green	Yellow	Yellow	Green	Yellow
Skills & Talent	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. The project will also not be fully staffed until it has been approved, which is currently a resource challenge	Yellow	Green	Yellow	Yellow	Green	Yellow
Swansea City & Waterfront Digital District	Funding agreement discussions are on-going between Swansea Council & UWSTD about the delivery of the Innovation Precinct element of the project. The impact of Covid-19 on delivery timeframes, construction costs and tenancy interest in 71/72 The Kingsway (Digital Village). UWSTD change request has been approved. All projects: Covid 19 could impact on outputs on the project which is being continually monitored.	Yellow	Green	Green	Green	Green	Yellow

<b>Title</b>	Portfolio Management Office (Communications & Marketing)	<b>Reporting Period</b>	Oct 2021
<b>Officer</b>	Heidi Harries (SBCD Communications & Marketing Officer) Hollie Ryan (SBCD Portfolio Management Office Assistant)		

#### Summary of last 3 months – July, August and September

- Continuation of City Deal communications and marketing via press releases, website content, social media content, and media/stakeholder liaison
- Appointment of Communications and Marketing Officer
- Business Case approval for Supporting Innovation and Low Carbon Growth and Homes and Power Stations

#### Key achievements

- 51 positive mentions in the local, regional, national and specialist media for the SBCD portfolio and its programmes/projects. This included coverage on Wales Online, the South Wales Evening Post, Wales Business Insider, Business News Wales, Wales 247, Inside Media, the Llanelli Star, the Carmarthen Journal, the Western Telegraph, and specialist publications. Topics covered included the UKG/WG approval of Supporting Innovation and Low Carbon Growth and Homes as Power Stations projects; Swansea Arena updates; Appointment of contractor for Pentre Awel; Name a Historic Building in Pembroke Dock.
- Twitter - From July 1<sup>st</sup> to September 30<sup>th</sup> 'reach' was 95.1k – this is the number of people that saw the posts, engaged, clicked on, re-tweeted, commented or liked. Number of followers is 1,528
- Facebook - From July 1<sup>st</sup> to September 30<sup>th</sup> 'reach' was 23.1k – this is the number of people that saw the posts, engaged, clicked on, re-tweeted, commented or liked. Number of followers is 867.
- Attendance at the Wales Start-Up of the Year awards with sponsorship of the Swansea Bay Region Start-Up. Follow up interview and PR with Dean Ward from DCW Insights

#### Key Activities planned – October, November & December

- Update the Communications and Marketing Plan
- Update and monitor the Communications and Engagement Schedule
- Communications to support the business case approval of Skills (Oct TBC) and Campuses (Dec TBC)
- Potential Ministerial visit for Skills and launch of project
- Communications to support the next Drawdown of Funds; New appointments for Digital, Skills and HAPS: All programmes & Projects now approved;
- Create a suite of Infographics to be used across the portfolio
- Continued updates of the website and social media

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

<b>Budget</b>	
<b>Total Budget</b>	£60.47m
<b>City Deal</b>	£28m
<b>Public</b>	£16.35m
<b>Private</b>	£16.12m

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

<b>Scorecard</b>						
<b>Delivery</b>	<b>Scope</b>	<b>Staffing Resource</b>	<b>Finance</b>	<b>Stakeholder Engagement</b>	<b>Overall</b>	<b>Status Update</b>
						Overall status Red due to cost increases being realised portfolio wide. Project Partners are mitigating and appraising options to de-risk project, whilst balancing the need to commence delivery post funding and collaboration agreement execution.



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

- PDI (IP1) has all necessary consents for development secured. Representations to discharge conditions on the main infrastructure project elements are being worked through.
- R&M Williams won the construction contract and are mobilising to commence the Hangar Annexes (IP1) mobilising following Board Approval to proceed.
- The tendered price exceeded the budget as set out in the approved business plan but these are in line with general increases being experienced across the SBCD portfolio. The Port’s delivery team are working through multiple options in close communication with both PCC and the PoMo to mitigate this whilst maintaining the transformational impact of the project.
- META has completed its tidal resource assessment, has completed its Crown Estate leases and is in the process of procuring consent variation support for its open water sites to continue to meet the long term needs of developers. (IP5b)
- OREC produce Floating Wind in Wales substructure and port review for Welsh Government. Milford Haven & Port Talbot both heavily featured in the report. Need to collaborate to realise the potential. (OP16)
- Port of Milford Haven identified by ORE Catapult’s FOW Centre of Excellence as one of UK’s top 10 Ports with Potential to support FOW commercialisation. PoMH engaged in workshops to inform next stage of this work. (OP16)
- Tuesday 28 September 2021, Offshore Renewable Energy Catapult, Celtic Sea Power (formerly Wavehub) and Marine Energy Wales formally launched the Celtic Sea Cluster in Cardiff to help drive market creation for floating wind, accelerate supply chain readiness and develop a strategy for upgrading regional infrastructure.
- The PDM enabled collaboration (Milford Haven: Energy Kingdom) launched its two pilot projects in Milford Waterfront on 7th October. Senior officials from OREC, Port of MH, Innovate UK and Political leaders attended and spoke about the features that made the Milford Haven Waterway the most advantageous place to focus UK efforts as a green hydrogen hub for the UK.

**Key Activities planned**

- Hangar Annexes formal construction commencement (IP1)
- Condition discharge planned for other IP1 related activity. (IP1)
- PoMH engaging PoMo and Co funders to assess options to mitigate cost increase and potential impacts on Output related deliverables. (IP1)
- Partner collaboration agreement and formal governance post funding agreement execution

<b>Project Title</b>	Digital Infrastructure Programme	<b>Programme / Project Lead</b>	Gareth Jones
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	Carmarthenshire County Council	<b>Reporting Period</b>	Q2
<b>SRO</b>	Jason Jones		

<b>Budget</b>	
<b>Total Budget</b>	£55m
<b>City Deal</b>	£25m
<b>Public</b>	£13.5m
<b>Private</b>	£16.5m

<b>Description</b>
<p>To significantly improve digital connectivity throughout the City Region for the benefit of businesses and residents, also helping to attract inward investment. The project is made of up of three Project workstreams:</p> <ul style="list-style-type: none"> <li>• Connected Places</li> <li>• Rural connectivity</li> <li>• Next generation wireless (5G and IOT networks)</li> </ul>

<b>Scorecard</b>						
<b>Delivery</b>	<b>Scope</b>	<b>Staffing Resource</b>	<b>Finance</b>	<b>Stakeholder Engagement</b>	<b>Overall</b>	<b>Status Update</b>
						In November 2020 the project was assessed as Amber / Green via a thorough external peer stage gate review. Scorecard remains Amber whilst the recommendations from the review are considered and implemented.

<b>Key achievements</b>
<ul style="list-style-type: none"> <li>• Digital Infrastructure Programme Business Case approved by both Governments.</li> <li>• Digital Programme and City Deal Portfolio Governance is established and functioning.</li> <li>• Digital Programme Board is established with key partners and stakeholders represented.</li> <li>• Terms of reference are in place, agreed upon and reviewed monthly.</li> <li>• A Senior Responsible Officer is in place along with a Digital Programme Board Chair and Vice Chair.</li> <li>• Operational Budgets have been established.</li> <li>• Programme risk and issues being managed with mitigation ongoing.</li> <li>• Appointment of specialist advisors to the Digital Programme is complete.</li> <li>• Recruitment of central Programme team complete.</li> <li>• Supplier engagement ongoing.</li> <li>• Commercial options assessment commenced.</li> <li>• £13M of additional Public Sector funding secured.</li> <li>• Successfully lobbying for, facilitating, and supporting significant private sector investment ongoing.</li> </ul>

Key Activities planned	
<ul style="list-style-type: none"> <li>Final delivery workshops for individual projects.</li> <li>Fully transitioning all elements of the Programme from planning and preparation to delivery.</li> <li>Supporting Local Authorities with ongoing Digital Infrastructure interventions and investment.</li> <li>Programme risk mitigation ongoing.</li> <li>Market engagement ongoing.</li> <li>Pursuit of further additional Public Sector funding via UK and Welsh Government.</li> <li>Additional lobbying for, facilitating, and supporting of private sector investment.</li> <li>Digital Programme funding agreements drafted and being consulted upon with the 4 Local Authorities.</li> <li>Local Authority devolved resource recruitment ongoing. (1 x Digital Infrastructure lead per Local Authority).</li> <li>Procurement strategies finalised for individual Projects.</li> </ul>	

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

Budget	
<b>Total Budget</b>	£25.17m
<b>City Deal</b>	£5m
<b>Public</b>	£18.67m
<b>Private</b>	£1.5m

Description
<p>To support and further develop the region’s creative industry sector and Welsh language culture, led by University of Wales Trinity Saint David campus in Carmarthen. Phase 1 was completed in September 2018 and features:</p> <ul style="list-style-type: none"> <li>National creative sector anchor tenants</li> <li>World class office space for local and regional creative sector SMEs, with opportunities for expansion</li> <li>Facilities for the community and business networking</li> </ul> <p>Facilitating engagement between businesses and students</p>

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						Increasing economic uncertainty and Covid implications impacting on levels and nature of demand. Following Phase 1 Lessons Learned exercise, an updated Creative Sector demand analysis has identified a significant change in the type of target companies (by financial size) and nature of provision required (bespoke support services rather than leased floorspace).

<b>Key achievements</b>
<p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>Phase 2 – Q4</li> <li>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 now complete.</li> <li>University senior internal team has mobilised and will now work on development of Egin Phase 2</li> </ul>
<b>Key Activities planned</b>
<ul style="list-style-type: none"> <li>Sector demand study completed August 2021. Ongoing discussion is taking place involving the ESB, regional stakeholders and industry to define any revisions to the project scope to accommodate these changes.</li> </ul>

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

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

<b>Description</b>
<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>

<b>Scorecard</b>						
<b>Delivery</b>	<b>Scope</b>	<b>Staffing Resource</b>	<b>Finance</b>	<b>Stakeholder Engagement</b>	<b>Overall</b>	<b>Status Update</b>
						<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 <b>Amber</b> to <b>Green</b> as City Deal Business Case approved by UK and Welsh Governments. Funding Agreement drafted. Institutional investors and funding model to be finalised (n.b. institutional investment not required for Zone 1)</p>
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**Key achievements in Q2**

**Project development**

- Tender awarded to Gleeds to support the Authority in the management of the Zone 1 Contractor and the delivery of the build.
- Tender awarded to Bouyges for the construction of Zone 1. This includes the City Deal components of business, education skills and training, along with clinical delivery and research. Zone 1 also includes the Authority elements of dry sports and aquatics centre.
- Initial meetings have been held with Gleeds and Bouyges to commence the process forward and agree the project implementation plan.
- A revised project governance structure has been developed to take the project into implementation.
- A community Benefits group has been established to ensure that community benefits are optimised through the entire life cycle of the pre-construction and construction elements of the contract.
- A tender process has been completed to undertake the design development of Zone 3.
- Health and Wellbeing Implementation Group was established in March 2021 – a workshop was held and individual service level discussions undertaken to ensure that the Health Board space is optimised. These plans have now been signed off through the governance structure of Hywel Dda University Health Board.
- A multidisciplinary group has been established to consider how the outdoor space can be used to align with the project objectives of health promotion, prevention and facilitating independence. This group will include the proposals to develop social prescribing linked with both academia and a local community pharmacist.
- Heads of Terms development underway with Tenants.

**Key Activities planned Q3**

- Confirmation of Hydrotherapy Pool charity funding – Q3 2021/22
- Complete Head of Terms with partners
- Undertake the pre-construction phase of the zone 1 build including the discharge of planning conditions.
- Secure private funding as required.
- Ensure that the wider county benefits can be mapped and maximised through integration with appropriate partner developments.

**Outputs**

Output measurement will commence during the pre-construction phase linked to the Community Benefits. Framework developed to ensure appropriate opportunities are maximised, the outputs will be managed by a multidisciplinary workstream which will link both with the construction management team and with the overall project management process.

<b>Project Title</b>	Homes as Power Stations	<b>Programme / Project Lead</b>	Lisa Willis
<b>Local Authority Lead</b>	Neath Port Talbot County Borough Council		
<b>Project Delivery Lead</b>	Neath Port Talbot County Borough Council	<b>Reporting Period</b>	2021/22 Q2
<b>SRO</b>	Nicola Pearce		

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

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

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						Business case approved Funding agreements in progress Regional funds guidance in development Project Manager appointed PAR review recommendations completed Monthly HAPS project board meetings Ongoing stakeholder mapping and engagement

Key achievements
<p><b>Business Case Development</b></p> <ul style="list-style-type: none"> <li>OBC approved by UKG and WG July 2021</li> </ul> <p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>Established formal governance in place - HAPS Project Board</li> <li>Funding agreements in progress</li> <li>Regional funds guidance in development</li> <li>Appointed Project Manager</li> <li>Formalised stakeholder engagement plan (live document)</li> <li>Formalised project delivery / implementation plan (live document)</li> <li>Completed PAR recommendations action plan</li> </ul>

Key Activities planned
<p><b>Business Case Development</b></p> <p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>Establish Technical Advisory Group – Q3</li> <li>Establish knowledge sharing hub – Q4</li> <li>Establish regional supply chain fund &amp; financial incentives scheme – Q4</li> <li>Establish monitoring and evaluation process – Q4</li> </ul>

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

<b>Project Title</b>	Supporting Innovation and Low Carbon Growth	<b>Programme / Project Lead</b>	Lisa Willis
<b>Local Authority Lead</b>	Neath Port Talbot County Borough Council		
<b>Project Delivery Lead</b>	Neath Port Talbot County Borough Council	<b>Reporting Period</b>	2021/22 Q2
<b>SRO</b>	Nicola Pearce		

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

Description
<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"> <li>Bay Technology Centre</li> <li>South Wales Industrial Transition from Carbon Hub (SWITCH) with Swansea University</li> <li>Hydrogen Stimulus Project with University of South Wales</li> <li>Air Quality Monitoring Project</li> <li>Low Emission Vehicle Charging Infrastructure</li> <li>Advanced Manufacturing Production Facility</li> <li>Property Development Fund</li> </ul>

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						PBC approved Aug 2021 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 in Q3

**Key achievements**

- Business Case Development**
  - PBC approved Aug 2021
  - PAR action plan closed
  - CFR Action Plan closed
- Project Development**
  - Programme Board meets monthly
  - Regular stakeholder engagement – stakeholder engagement plan live document
  - Project delivery / implementation plan developed – live document
- Bay Technology Centre**
  - Construction in progress
- SWITCH**
  - Working group established to develop building specification – regular meetings
- Advanced Manufacturing Production Facility**
  - Developing building specification
- Property Development Fund**
  - Scheme guidance prepared
- Hydrogen Stimulus Project**
  - Delivery plan in development
- Air Quality Monitoring Project**
  - Sensors installed
  - Data collection in progress
- Low Emission Vehicle Charging Infrastructure**
  - Strategy development underway

**Key Activities planned**

- Business Case Development**
- Project Development**
  - Appoint project manager Q3
  - Funding agreements in development Q3
- Bay Technology Centre**
  - Construction due for completion December 2021
- SWITCH**
  - Commence D&B Process
  - Agree lease documentation
- Advanced Manufacturing Production Facility**
  - Preparing procurement documentation for operator
- Property Development Fund**
  - Launch PDF – Q4
- Hydrogen Stimulus Project**
  - Procurement of equipment – Q4
- Air Quality Monitoring Project**
  - Data collection ongoing
  - Appointment of Data Collection Officer – Q4



<p><b>Low Emission Vehicle Charging Infrastructure</b></p> <ul style="list-style-type: none"> <li>Progress Strategy development</li> </ul>
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Outputs	
Technology Centre	Construction of an energy positive hybrid commercial building (2500 m2)
SWITCH	Specialised open access facility created to enhance applied research for steel & metals industry (4000 m2)  Provision of specialised equipment to enhance research for steel & metals industry
Hydrogen Stimulus Project	Increase the capacity for hydrogen production at the Hydrogen Centre at Baglan Energy Park
Air Quality Monitoring Project	Procurement & installation of 70 sensors in and around the Port Talbot Air Quality Management Area (AQMA)
LEV Charging Infrastructure	Regional strategy for LEV charging
Advanced Manufacturing Production Facility	Specialist hybrid facility providing a range of industrial / production units with pilot line and office space. (4000 m2)  Provision of open access specialist equipment advised by industry with academia input
Property Development Fund	Property Development Fund targeted on the Port Talbot Waterfront Enterprise Zone (expected premises created 6000 m2)

<b>Project Title</b>	SBCD Campuses Project	<b>Programme / Project Lead</b>	Tony Harris
<b>Local Authority Lead</b>	City and County of Swansea		
<b>Project Delivery Lead</b>	Swansea University	<b>Reporting Period</b>	Q2
<b>SRO</b>	Keith Lloyd		

Budget	
<b>Total Budget</b>	£49.41m
<b>City Deal</b>	£15.00m
<b>Public</b>	£11.39m
<b>Private</b>	£23.02m
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>OBC has progressed via all partner approval stages including Joint committee and is now awaiting approval from UK and Welsh Governments.</p> <p>Project resource is continuously under review, Project Manager appointed in August and Board membership is currently under review to align with the delivery stages and the projects natural evolution.</p> <p>Stakeholder engagement continues to identify user requirements within both the capitol and operational phases of the project.</p>

**Key achievements**

- OBC approved by all partner governance groups, Joint committee and currently with Welsh and UK Governments awaiting final approval.
- Gateway review completed and returned with an Amber green rating and 11 recommendations.
- All Gateway review recommendations have been addressed, 7 currently completed and 4 ongoing actions.
- Continued stakeholder engagement
- Project manager appointed on initial 12-month contract.
- Project controls set up and initiated

**Key Activities planned**

- Business Case awaiting approval by UK and Welsh Government.
- Project operational requirements identified, and plan developed.
- Private sector engagement discussions continue, including engagement with Industry Wales and Department of International Trade.
- Work continued with branding exercise with completion date set for Nov 21
- Revived appointment of project board members based around delivery phases and designated user groups.

<b>Project Title</b>	Skills and Talent	<b>Programme / Project Lead</b>	Jane Lewis
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	South West Wales Regional & Skills Partnership	<b>Reporting Period</b>	Q3
<b>SRO</b>	Barry Liles		

**Budget**

<b>Total Budget</b>	£30m
<b>City Deal</b>	£10m
<b>Public</b>	£16m
<b>Private</b>	£4m

**Description**

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

**Scorecard**

Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						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. The project will also not be fully staffed until it has been approved, which is currently a resource challenge.

**Key achievements**

**Business Case Development**

- Business Case has gained Ministerial Approval by both UK and Welsh Government

**Key Activities planned**

- Preparation of Skills Barometer
- Appoint the remainder of the Skills Team
- Establish the Skills Solution Group first meeting in November
- Second Gateway Review Jan/Feb 2022

**Outputs**

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

<b>Project Title</b>	Swansea City & Waterfront Digital District	<b>Programme / Project Lead</b>	Huw Mowbray
<b>Local Authority Lead</b>	Swansea Council		
<b>Project Delivery Lead</b>	Swansea Council	<b>Reporting Period</b>	Q1
<b>SRO</b>	Martin Nicholls		

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

Description
<ul style="list-style-type: none"> <li>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:</li> <li>A digitally enabled indoor arena in the city centre for concerts, exhibitions, conferences and other events</li> <li>A ‘digital village’ development in the city centre to accommodate the city’s growing tech and digital business sector</li> <li>Innovation Matrix development at the University of Wales Trinity Saint David’s new Swansea waterfront campus to enable start-up company support and growth</li> </ul>

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						Funding agreement discussions are on-going between Swansea Council & UWTSB about the delivery of the Innovation Precinct element of the project. The impact of Covid-19 on delivery timeframes, construction costs and tenancy interest in 71/72 The Kingsway (Digital Village). UWSTD change request has been approved. All projects: Covid 19 could impact on outputs on the project which is being continually monitored.

Key achievements in Q4
<b>Business Case &amp; Project Development</b> <ul style="list-style-type: none"> <li>Arena cladding and install of LEDs complete.</li> <li>Arena internal finishers and M &amp; E equipment install commenced.</li> <li>Tickets have gone on sale for the Arena.</li> <li>Coastal Parkland hard and soft landscaping commenced.</li> <li>71/72 Kingsway - Contractor appointed and start date being agreed.</li> </ul>

Key Activities planned Q1
<b>Arena</b> <ul style="list-style-type: none"> <li>Practical completion by end of 2021</li> <li>Agree terms and conclude the agreement with commercial tenants.</li> <li>Continue to explore Hotel delivery options.</li> </ul> <b>71/72 Kingsway</b> <ul style="list-style-type: none"> <li>The Business case to be updated to reflect the 71-72 moving to FBC.</li> <li>Construction to commence Q4</li> <li>Further detailed letting/operator discussions continue for 71/72 The Kingsway</li> </ul> <b>Innovation Matrix</b> <ul style="list-style-type: none"> <li>Professional team has been appointed and planning application is being progressed.</li> </ul>

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

ANNEX 1

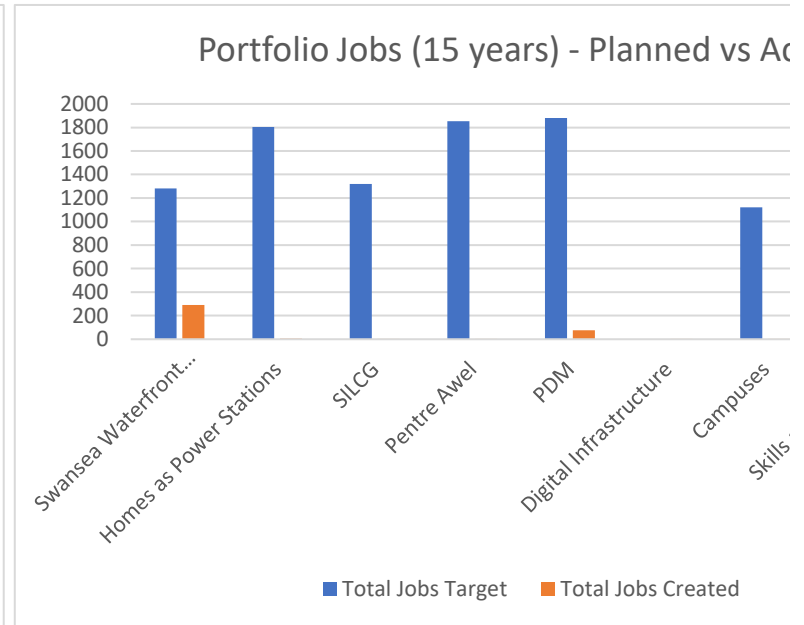
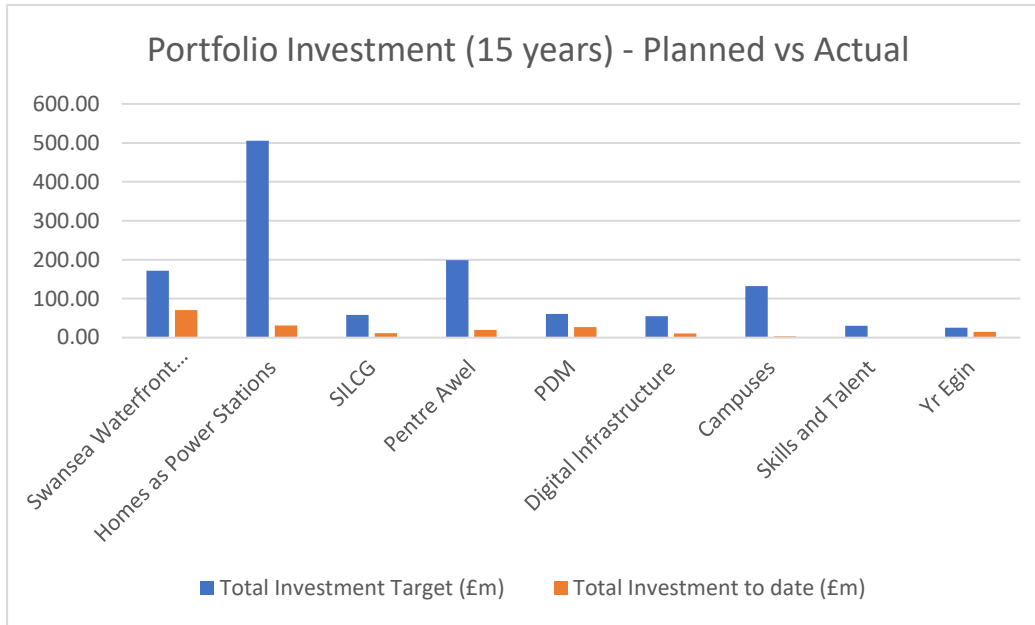
RAG Status	
R	<p><i>Major problems identified which mean the programme / project is unlikely to deliver the agreed scope to the required standard on time or on budget, or to deliver the expected benefits.</i></p> <p><i>Remedial plans are not proving effective.</i></p> <p><b>Escalate to programme / project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

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## Swansea Bay City Deal Benefits Recording Register - Portfolio Summary Up to

Iudalen 7

Project/Programme	Total Investment Target (£m)	Total Investment to date (£m)	Total Jobs Target	Total Jobs Created	Total GVA Target (£m)	Total GVA Created by end FY 21/22 (£m)	Business Case Status
Swansea Waterfront Digital District	171.54	70.63	1281	291	669.00	36.97	Approved - FBC
Homes as Power Stations	505.50	31.44	1804	5	251.00	0.00	Approved - OBC
SILCG	58.70	11.17	1320	1	93.00	0.00	Approved - OBC
Pentre Awel	199.19	19.67	1853	2	467.00	0.00	Approved - OBC
PDM	60.47	26.86	1881	77	343.00	12.60	Approved - OBC
Digital Infrastructure	55.30	10.43	0	3	318.80	0.00	Approved - OBC
Campuses	131.98	2.84	1120	2	150.00	0.04	OBC regionally approved
Skills and Talent	30.00	0.43	0	2	0	0.00	Submitted - OBC
Yr Egin	25.17	14.87	427	107	89.00	9.72	Approved - FBC
	<b>1237.85</b>	<b>188.33</b>	<b>9686</b>	<b>490</b>	<b>2380.80</b>	<b>59.33</b>	
		<b>15.21%</b>		<b>5.06%</b>		<b>2.49%</b>	



GVA is only currently reported on construction/delivery activity as the process for measuring wider GVA following delivery is not yet agreed

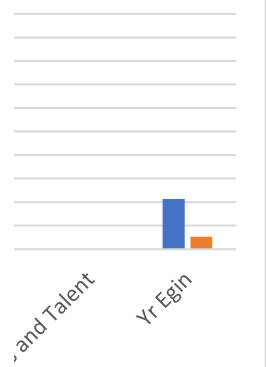


**October 2021**

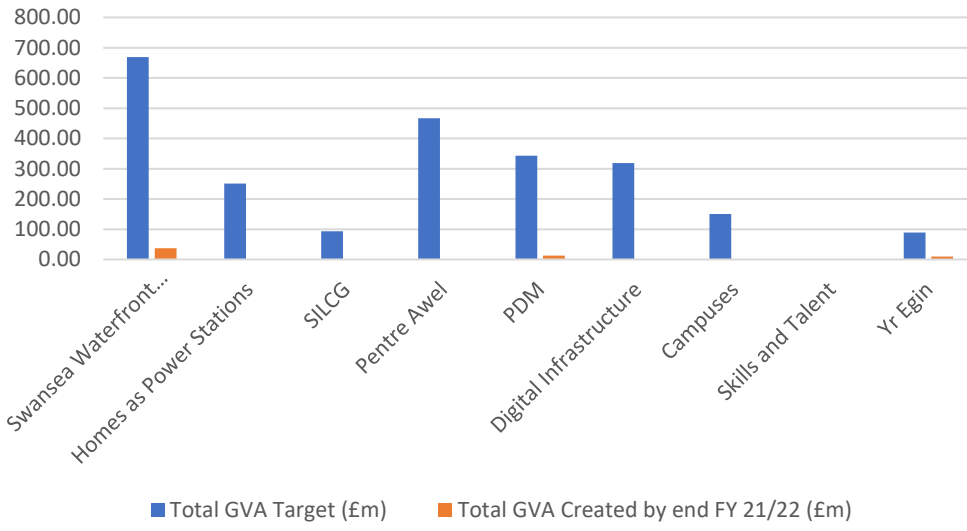
<b>Project Stage</b>	<b>Stage Commencement</b>	<b>Stage Completion</b>
Partial Delivery (2/4)	Oct-19	Q4-2027
Pre-procurement	Jul-21	Q1-2022
Partial Delivery (2/7)	Nov-20	Q4-2025
Pre-construction	Oct-21	Q1-2022
Partial Delivery (1/4)	Sep-21	Q1-2024
Pre-procurement	Mar-21	Q2-2022
Pre-approval	Jul-21	Q1-2022
Pre-approval	Jul-21	Q4-2021
Partial Operation (1/2)	Sep-18	Q4-2023

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Actual

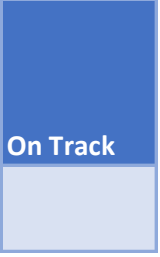


Portfolio GVA (15 years) - Planned vs Actual



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Mae'r dudalen hon yn fwiadol wag

Latest Assessment: July 2021

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
Tudalen Swansea Bay	Development	SBCD001	Competing priorities of partners	Mar-18	C6 C14	JC	There is a risk of competing priorities of partners causing City Deal issues not to be considered a priority and therefore sufficient resources are not dedicated resulting in potential otherwise unnecessary delays in delivery or achievement of outcomes.	4	3	12	Ensure partners are engaged fully from the outset and that the benefits and potential opportunities of the City Deal partnership, and their involvement are clearly articulated. Ensure opportunities for open and honest dialogue regarding competing pressures. Establish support mechanisms to assist partners with competing priorities to allow them to be as involved as possible. Set up annual meeting schedule to enable effective time management for all partners. Provide regular electronic updates and briefings inbetween meetings on progress / key issues	<p><b>04/01/21</b> Next iteration of the Portfolio Business Case due March 2021, good progress being made on review recommendations. Governance Boards receive a monthly Highlight Report covering programme / project progress and key risk, and a quarterly monitoring report that looks at key achievements the last 3 months, key activity the next 3 months, main risks and in addition is supplemented with the Portfolio Risk Register, Covid Impact Assessment, Integration, Assurance and Approval Plan, AOR Action Plan progress and financial analysis report.</p> <p><b>08/04/21</b> Portfolio Business Case now updated with review recommendations implemented and has been presented to all Board members (JC / PB). Governance arrangements continue to be implemented and PoMO representation at Programme / Project Boards is now underway. Review of JCA will include a review of current TOR for Governance Boards. Regular briefings and updates with key stakeholders and dialogue relating to SBCD commitments, risks and issues.</p> <p><b>01/07/21</b> 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)	Nov-21
	Implementation	SBCD004	Delay in development of Programme / Project business cases	Mar-18	C11 C14	PoMO / Delivery Lead	Risk of delay in development of business cases causing delay in programme / project start dates. Depending on critical timescale could impact programme / projects ability to deliver proposed outcomes resulting in a potential knock on affect for other projects ability to deliver and achieve outcome	5	3	15	Iterative review of draft business cases. Open and frequent dialogue between delivery lead and regional project lead authority (RPAL).	<p><b>04/01/21</b> Changes to the HAPS Business Case implemented and being presented to JC / PB January. Changes to Low Carbon Business Case due to be presented to PB March 2nd. Skills and Talent Economic Case has been reviewed by the PoMO, with all sections of the Business Case due to be in draft by end of February. All other BC's progressing with the support of the PoMO.</p> <p><b>08/04/21</b> HAPS is with Governments for Ministerial approval but has to adapt its economic methodology to account for all monitored benefits. Low Carbon is currently with NPT CBC and being finalised to incorporate PoMO feedback prior to submission to Governments in April. Campuses and Skills are on track to be developed and submitted for regional approval by May. PoMO is working with Programme / Project Leads at early intervention to ensure aligned to Green Book and Better Business Case guidance. Swansea University have sought internal support to support the SRO to finalise development of the Business Case. Skills have appointed a consultant to help support the strategic and economic cases.</p> <p><b>01/07/21</b> Low Carbon currently awaiting Ministerial approval with UK/WG. Skills &amp; Talent &amp; Campuses have been developed to draft OBC stage.</p>	2	2	8	↔	Nov-21
	Implementation	SBCD005	Delay in approval of Programme / Project business cases	Mar-18	C11	PoMO / JC / Govs	Risk of delay in approval of Business cases which depending on critical timescale could impact projects ability to deliver proposed outcomes, resulting in potential knock on affect for other projects ability to deliver and achieve outcomes.	3	4	12	Ensure JCA is completed and agreed. Identify robust regional review process / structure. Ensure project authority leads have early sight of relevant business cases. Iterative process with governments to enable them to review early drafts to minimise the amount of review required for final version. Develop and agreed process and timescale for final business case review with Governments.	<p><b>04/01/21</b> Pentre Awel and Digital Infrastructure Business Case presented and approved at SBCD Governance Boards. Submitted for Ministerial approval and awaiting feedback.</p> <p><b>08/04/21</b> Turnaround time for Governments to approve SBCD Business Cases has reduced from 6 months to 3-4 months. UK &amp; WG have recently introduced a new process for approval. There have been teething issues with this. process in coordinating government official feedback in a timely manner and in seeking ministerial approval at UKG level. The PoMO is working closely with both governments to reduce the approval time even further by providing earlier briefing sessions and information relating to the final Business Case</p> <p><b>01/07/21</b> Low Carbon and HAPS currently awaiting Ministerial approval. Skills &amp; Talent and Campuses current progressing through regional approval process prior to submission to UKG/WG for Ministerial approval. Skills &amp; 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 &amp; Talent. PoMO currently responding to Ministerial questions and individual Government departments.</p>	3	3	9	↔	Nov-21
	Implementation	SBCD006	Portfolio / Programme / Project Business cases not approved	Mar-18	C3 C11	PoMO / Delivery Lead / W/UK Government	Risk of Business Cases not being approved due to lack of engagement / direction from authorities resulting in project failure	3	5	15	Ensure regional project authority lead is fully involved in the development of the business case and has early sight of relevant business cases. Provide Councils with project briefings where appropriate.	<p><b>04/01/21</b> Change over of Government officials in the Welsh Office for UK Government. PoMO engaging with them. Workshops held with PoMO and Programme / Project Leads to run through BC when ministerial approval is sought and provide assurance on recommendations resulting from PAR reviews. Portfolio Business Case being revised, PoMO engaging with Welsh Government on the AOR process providing regular progress updates to recommendations.</p> <p><b>08/04/21</b> PoMO continue to engage with UK/WG</p> <p><b>01/07/21</b> 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	↓	Nov-21
	Implementation	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><b>04/01/21</b> Portfolio review recommendations progressing, next iteration of the Business Case due 31st March 2021. Digital Infrastructure and Pentre Awel Business Cases awaiting Ministerial approval. Changes to HAPS BC due to be presented at January PB.</p> <p><b>08/04/21</b> Pentre Awel and Digital Infrastructure BC now gained Ministerial approval. HAPS and Low Carbon economic methodology is being changed but does not change the deliverables and approach to delivery. Scope creep is not an issue for the planned deliverables on the remaining projects in Business Case development stage.</p> <p><b>01/07/21</b> Change Control process approved by Governance Boards and implemented.</p>	4	3	6	↓	Nov-21
	Implementation	SBCD010	Cancellation of meetings (added April 2019)	Apr-19	C14 C11 C6	JC / PB / ESB / PoMO	Risk of Board meetings being cancelled causing implications in signing off documentation including business cases, implementation of review recommendations and key underpinning tasks resulting in delays in delivery.	3	3	9		<p><b>04/01/21</b> Meetings continue to go ahead digitally. Delegate list established to ensure members have a suitable representative to attend in their absence.</p> <p><b>08/04/21</b> Forward planning for meeting schedule in place. No issues to report. Continue to monitor.</p> <p><b>01/07/21</b> 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	↓	Nov-21

down

DOWN

up

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. 01/07/21 As per previous updates. No issues to report.	2	3	6	↔	Nov-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. 01/07/21 As previous updates. no issues to report.	2	3	6	↔	Nov-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. 01/07/21 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	↔	Nov-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. 01/07/21 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	↔	Nov-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 01/07/21 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	↔	Nov-21
	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. 01/07/21 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	↔	Nov-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. 01/07/21 PoMO continue to engage with regional stakeholders and offer support for City Deal and wider initiatives.	2	2	4	↔	Nov-21



Tudalen 57	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. 01/07/21 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	↔	Nov-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. 01/07/21 Change Control process approved by Governance Boards and implemented.	4	3	12	↔	Nov-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. 01/07/21 Portfolio Benefits Profiles developed, cascading to all Programmes / Projects to establish baseline and monitoring process.	2	2	4	↔	Nov-21
	Operational	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. 01/07/21 PoMO and Programme / Project Leads working closely with both Governments to ensure alignment with policy.	2	2	4	↔	Nov-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. 01/07/21 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	↔	Nov-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. 01/07/21 Awaiting approval of sign off of final Business Cases. Once achieved risk to be revisited and potentially closed	3	4	12	↔	Nov-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. 01/07/21 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	↓	Nov-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. 01/07/21 Report drafted. Intention to submit to Programme Board July / August.	3	3	9	↔	Nov-21

Tudor 5	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 projects resulting in overall impact of the City Deal not being realised. Project cannot deliver full scheme. Project is unsustainable	5	5	25	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	<p><b>31/01/20</b> Private sector contributions need to be evidenced in all project business cases, which need approval from UKG and WG before release of funds</p> <p><b>14/05/20</b> Quarterly financial monitoring now in place with report to Programme Board and JC in June. Private sector contributions evidenced in project business cases. Covid-19 impact assessment with project leads for completion.</p> <p><b>01/10/20</b> Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met</p> <p><b>11/01/2021</b> This is an inherent risk within the SBCD and will be monitored quarterly.</p> <p><b>07/04/2021</b> A business engagement framework is being developed to support and engage private sector. At present limited private sector funding has been committed, however as the portfolio develops further investment will be stimulated as programmes / projects and supply chains mature. This will be monitored quarterly 21/10/21</p> <p>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>	2	2	4	↓	Nov-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><b>11/01/2021</b> WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023 Pembroke Dock Marine - December 2023</p> <p><b>07/04/2021</b> Programmes/projects will manage European funding in line with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk.</p> <p><b>01/07/21</b> 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	↓	Nov-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><b>11/01/2021</b> WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023 Pembroke Dock Marine - December 2023</p> <p><b>07/04/2021</b> Programmes/projects will manage European funding in line with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk.</p> <p><b>01/07/21</b> As per financial monitoring £3m of European funding has currently been committed. Programmes/projects will manage European funding in line with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk</p>	2	4	8	↓	Nov-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><b>11/01/2021</b> Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement.</p> <p><b>07/04/2021</b> Regional S151 officers have agreed borrowing principles, UK government has indicated a reduction in the term of the grant award and as such ongoing work to review the impact of this is being undertaken.</p> <p><b>01/07/21</b> 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	↔	Nov-21
	Financial	Risk	SBCD031	Increase in cost of construction	01/07/21	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.	Construction Impact Assessment currently being drafted highlighting the impact on all Programmes and Projects across the Portfolio	5	3	15		Nov-21
	Financial	Opportunity	SBCD032	Advancement of SBCD grant from UK Government	01/07/21	C3	All	Advancement of SBCD grant from UK Government from 15-10 years. This will reduce the borrowing requirement for the Portfolio.				Awaiting SBCD grant profile to be formalised.						Nov-21
	Risk	SBCD033	Welsh Government 2021 update of Technical Advice Note (TAN) 15 development risk of flooding and coastal erosion and associated flood planning maps.	11/10/21	C2 C6	Accountable Body	Proposed updates to the TAN and maps have recategorised the vulnerability of certain developments, increased the extent of the flood maps and the ability of land owners and local authorities to potentially achieve planning permission and ultimately develop land affected by the 2021 updates.	4	4	16	Welsh Government are monitoring effectiveness of Planning Policy Wales (PPW) and Technical Advice Note (TAN) 15 through a notification direction and sustainable development indicators.	<p>Coordinated challenge (Lead by WLGA) to Welsh Government to ensure the updating of TAN 15 does not have a negative impact on regeneration activity. Carry out additional Environmental Impact Assessments (EIA)</p> <p>Consultation with Lead Local Flood Authority and planning authorities</p> <p>Flood Map for planning embedded</p> <p>Strategic Flood Consequences Assessment (SFCA) to be undertaken to provide the evidence to inform policies and site selection processes for all strategic and local development plans.</p> <p>Flood consequences Assessment (FCA) to be carried out to assess the risk of development in a flood risk area.</p> <p>Progress as planned across the portfolio, being cautious that future planning applications might be affected and raise any concerns as early as possible</p> <p>Programmes and Projects to review the potential impact of the updated TAN and provide a statement indicating whether or not they believe their schemes could be affected and any other measures they are taking on top of those listed here.</p>	4	4	16		Nov-21	

## Swansea Bay City Deal COVID-19 Economic Impact Assessment

Version control: V1.7

Assessment date: Oct-21

Review date(s): Jan-22

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.

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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

Mae'r dudalen hon yn fwiadol wag

Assurance / approval / Reporting	Activity/Product	Primary client	2019/2020	2020/2021												2021/2022												2022/2023												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	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<b>Governance</b>																																								
<b>Portfolio Level</b>																																								
<b>Meetings</b>																																								
Joint Committee	Meetings	SRO, JC, PoMO	x			x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	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	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting.		
Economic Strategy Board	Meetings	SRO, ESB, PoMO	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting		
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO	x			x				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Meetings every two months.			
Regional S151 officers	Meetings	AB, 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	x	x	x	x	Quarterly meeting			
WG/LKG/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	x	x	x	x	x	x	x	x	x	Monthly meetings			
SBGD/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	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	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	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			
WLG Regional City Deal Directors	Meetings	SRO, WLG, WG		x		x				x																											Meetings every two months			
<b>Key Documentation Review</b>																																								
Intregated 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 from Audit			
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.				
Highlight Report	Live document	PoMO, JC, PB																																			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.			
Construction Impact Assessment	Live document part of Quarterly Report	SRO, PoMO																																						
<b>Key Documentation Approvals</b>																																								
Intregated Assurance & Approval Plan	Live document	SRO, PB, PoMO, JC				x																																Submitted as part of the Quarterly Monitoring Report		
Portfolio Business Case	Live document	SRO, PB, PoMO, JC, WCGIB				x	x			x																												Annually reviewed		

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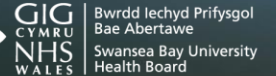




**Bargen Ddinesig**  
BAE ABERTAWE  
SWANSEA BAY  
**City Deal**

**Programmes / Projects Update**  
SBCD Joint Committee

9<sup>th</sup> December 2021



# Business Engagement



**SBCD Portfolio Office October – November 2021**



## Activities Completed

- Coordinated monthly and extraordinary ESB meetings with Hollie & Chris Foxall
- ESB arrangements for Chair and Vice Chair
- Facilitated ESB meeting with regional Directors
- Engagement meetings with project teams
- Steering group meetings with SERCO – DWP Restart scheme
- Attended Global Welsh Diaspora Investment event
- Attended CCP networking event
- Attended Network Rail REF meeting
- Attended CEIC Preston Model event
- Attend Celtic Sea ORE cluster launch
  
- Met with David Keefe – Innovation Engineering System
- Met with DCW Insights – shared info Swansea CC
- Met with Lisa Mart – ARENA
- Met with Cansense – forwarded info to Campuses PL's
- Met with Colin Webb – RACS
- Met with Donna Griffiths - BOUYGUES



## Activities Planned/Ongoing

- Early planning for Portfolio Showcase event in 2022
- Early planning for participation in Swansea City Conference 2022 with 4thRegion
- 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
- Add procurement page to SBCD Website
- Developing portfolio forward plan
- Attendance at CEIC steering group meetings
- Meetings with WG RMT



## 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

Potential cost increases during construction phases of projects

## Issues

none





# Yr Egin - November 2021



**Project Partner Lead: UWTSD**



## 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. Queries have now been answered and ESB is keen to assist.

Phase 1 Gateway Review now completed. Phase 1 received Green status.



## 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

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

Development of Egin Phase 2 operational model will now be taken forward along with agreed path of Egin Phase 2 adopting a service delivery model in conjunction with capital project.



## 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 Egin Phase 2 operational model

## Issues

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



# Pembroke Dock Marine – Oct / Nov 21

Project Partner Lead: Pembroke Dock Marine Board



**Tim James**  
Head of Commercial  
and Energy  
Port of Milford Haven



Wave Hub



## Activities Completed

R&M Williams Mobilising on site for the commencement of the Tangar Annex Refurbishments (IP1)

MHPA engaged with WEFO for additional support to help mitigate the potential cost increases to IP1 related deliverables. (IP1)

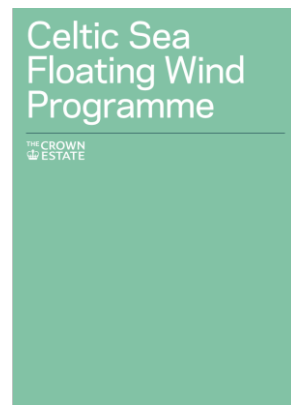
Celtic Sea Power hosted collaborative ports workshop with regional ports attending to help focus the issues and opportunities around FLOW. BEIS and TCE attended.

MEECE Employed Innovation Manager In North Wales to pull strengthening cross regional links with the NW Ambition Board, when tidal stream technology grows.

Marine Energy Wales have established and are chairing the Celtic Sea Developer's Alliance. A collaboration of 15 offshore wind developers.

MHPA engaged BEIS over Governments £160m Port fund for Celtic Sea.

Crown Estate launch [Position Paper](#) outlining and ambition of 4GW of operational Floating Wind by 2035.



- ✓ **Late 2021 - Mid 2022**  
Engagement with market and stakeholders to inform spatial and tender design
- ✓ **Mid 2022**  
Draft project areas published  
Commence detailed spatial design / refinement and integrate HRA
- ✓ **Mid 2023**  
Tender Process
- ✓ **Late 2023**  
Conformity check to ensure compliance with HRA, prior to award of rights
- ✓ **End 2023**  
Agreements for Lease awarded

## Activities Planned

PDM partners attending Celtic Sea APPG Reception: Unlocking the Potential of Floating Wind in the Celtic Sea, 22.11.21

MHPA and PCF attending R-UK's Future Energy Wales conference 25.11.21

Marine Energy Wales conference has been confirmed for 22<sup>nd</sup> and 23<sup>rd</sup> March 2022.

## 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.

NB Early discussions with Regional Ports underway.

## Issues

Capital cost increase PDI project budget. Further phases are at different stages in the the PDI development plan but MHPA working to inform options to mitigate (IP1)

Ensuring appropriate level of project and program governance / reporting is established to maintain the projects value to the SBCD whilst ensuring the project remains delivery and impact focused.

# 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.  
Partial handover to ATG on Monday Nov 22<sup>nd</sup>.  
Practical completion Q4  
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 November 21st

Further detailed letting/operator discussions continue for 71/72 The Kingsway

### Innovation Matrix

Pre application discussions on planning ongoing  
Funding agreement in process between CCoS and UWTS  
Design development (RIBA 3) ongoing – to be completed by the new year



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.

TAN15 may impact the Innovation Matrix.

## 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

- Bouygues UK appointed to undertake final design and construction of Zone 1. Pre-construction period commenced in October with technical workshops on design, programme, ecology and planning
- Gleeds appointed as lead 'client side' consultants to support CCC to deliver Zone 1
- Establishment of a Construction Board and Community Benefits Working Group to oversee the Zone 1 development. Pentre Awel governance structure updated accordingly.
- Review of designs for Clinical Delivery Centre, Clinical Research Centre and Leisure areas
- Following a procurement exercise, AHR Architects appointed as lead consultant to undertake the design development of Zone 3
- Draft Communications and Engagement Plan developed
- Multi-stakeholder workshop convened to scope activities and initiatives for the green/outdoor spaces at Pentre Awel



## Activities Planned

- Continuation of pre-construction activities for Zone 1, including RIBA Stage 4 design, Reserve Matters Application, SAB application and discharging pre-commencement planning conditions
- Confirm details of education and innovation activities
- Agree Heads of Terms with Zone 1 tenants
- Design development of Zone 3 (assisted living and expansion business centre) by April 2022, including submission of Reserve Matters Application
- Whole site funding appraisal to confirm optimal finance option for CCC to deliver other Zones
- Widen links with Life Science Hub Wales planning.
- Further develop Hub and Spoke proposals.
- Review of heat network study to determine feasibility and optimal delivery models.



## Risks

- Zone 1 not delivered to programme and budget.  
**Mitigation** - Bouygues UK appointed; Construction Board established; stakeholders engaged to review designs; technical working groups underway; Gleeds and Arup providing design adjudication, cost consultancy, NEC3 PM and supervisor roles
- Failure to maximise whole system benefits.  
**Mitigation** – workstream groups (incl. education, health, research and leisure; Community Benefits Group formed to monitor and facilitate Bouygues Community Benefits Programme



# Homes as Power Stations

Project Partner Lead: Neath Port Talbot Council



Oonagh Gavigan  
Project Manager

## Activities Completed

- Project Manager appointed and in post
- On-going engagement with stakeholders
- On-going research into supply chain development
- On-going research into incentives fund

## Activities Planned

- Finalise Primary Funding Agreement
- Develop and agree Collaborative Funding Agreement with local authority partners
- To establish formal engagement with WG
- HAPS regional funds criteria to be developed

## Risks

Cost increases and supply issues in relation to technologies.

## Issues

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

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# Digital Infrastructure



Programme Partner Lead: Carmarthenshire County Council



## Activities Completed

2 x Digital Project Managers appointed

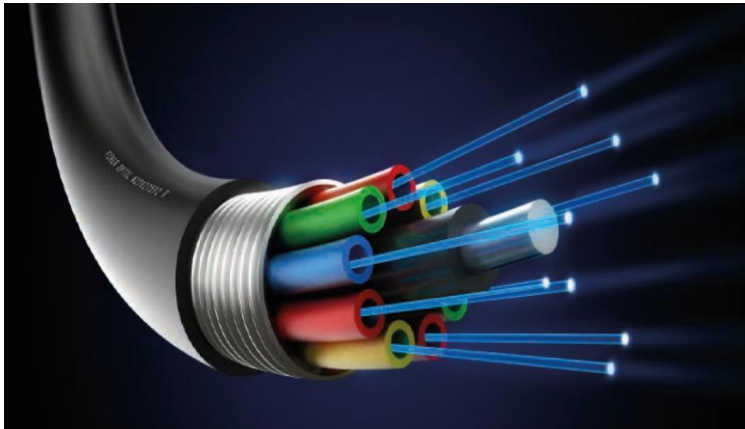
External Digital Infrastructure specialist advisors appointed

Regional Programme Funding agreements drafted

Regional 5G workshops delivered

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.

Final Regional delivery workshops.

Final scoping of delivery details for specific individual Projects.

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.



# Supporting Innovation & Low Carbon Growth

Project Partner Lead: Neath Port Talbot Council



Lisa Willis  
Programme Manager



## Activities Completed

SILCG Programme Manager post advertised

Bay Technology Centre – marketing information prepared and advertised

On-going engagement with industry, academia and government

SILCG Programme Board met in October

Met with Skills & Talent project to discuss how to progress skills for the green economy

Site visit in relation to Advanced Manufacturing Production Facility



## Activities Planned

Appointment of Programme Manager

Funding Agreements and MoU to be agreed

Strategic Advisory Group to be formalised

SILCG Programme Board to next meet in November

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

Skills and Talent programme approved by UK and Welsh Governments in October.

Programme Manager has started in post and working with the \* City Deal projects to identify key skills needs.

Minister David T C Davies visited Swansea University and Gower College to meet with pupils of Maes y Gwendraeth and Ysgol Bro Myrddin and Apprentices in the college. The schools have been running a successful pilot project delivering Level 2 and Level 3 qualifications in Engineering and Digital.

## Activities Planned

To support the Skills Barometer, a Programme / Project skills scan is being undertaken and due for completion by February 2022.

Hold the first 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 projects through the stakeholders could impact on the ability of contractors to meet the needs of the 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

The "Delivery Project Board" as been designed and individuals appointed

Branding work packages has reconvened and progress made – On going exercise

Gateway recommendations have been addressed, 7 completed and 4 ongoing actions

Project approved at Joint Committee and submitted to Welsh and UK Government for final approval prior to delivery.

### Activities Planned

Work Streams identified relating to Operational and commercial phases of project.

Rebranding exercise to be progressed. Final draft options to be completed prior to New year

Draft funding agreement to be available Mid / Late November.

Delivery teams to be designed and engagement with procurement teams in anticipation of Ministerial approval.

Department of International Trade engagement and compilation of supporting documentation to progress initial application

### Risks

Potential delays in Ministerial approval having a knock on effect with delivery phase.

Increase in construction costs have raised a number of related risks such as material costs, availability and affordability.

### Issues

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

D.I.T. Engagement and sufficient resources to progress the application.



Mae'r dudalen hon yn fwiadol wag

## SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 7<sup>th</sup> March 2022

### Report Title SBCD Quarterly Monitoring Report

#### RECOMMENDATIONS/KEY DECISIONS

To inform Joint Scrutiny Committee of the SBCD Quarterly Monitoring on programmes / projects progress that form part of the Swansea Bay City Deal Portfolio

#### REASONS

##### 1. Introduction

The SBCD Quarterly Monitoring Report details the monthly progress made and activities planned for the SBCD Portfolio's constituent programmes and projects

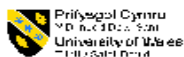
**Annex A: The SBCD Quarterly Monitoring Report is made up of 2 levels with several components**

- Portfolio
  - Communications and Marketing
- Programmes / Project
  - Scorecard with status summary
  - Previous quarter achievements and current quarter planned activities
  - Outputs

##### 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.

### **Annex E: Portfolio Gateway 0 Review Action Plan**

The SBCD Portfolio Action Plan available in Appendix E has been developed in response to the recommendations made in the Gateway 0 review undertaken in July 2021

The Action Plan is a 'live' document, updated on a monthly basis with the potential to expand the scope of the plan to incorporate other work areas of the PoMO. As such it will be the Portfolio Action Plan and a key operational document for overseeing the timely and effective delivery of the forward work programme of the SBCD PoMO.

Considerable progress has been made on the actions identified in response to the Recommendations. Whilst two of the actions have been completed, the majority of the other actions are well underway and are due to be closed off with the submission of the updated Portfolio Business Case by the end of March 2022

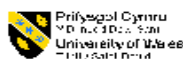
### **Annex F: Community Benefits Register**

The Community Benefits register is owned and maintained by the SBCD Portfolio Management Office. It is a working document that will be updated on a quarterly basis with information provided by Project Leads as programmes / projects progress through procurement, construction and delivery.

The Accounting Officer Review undertaken by Welsh Government and UK Government during September 2020 recommended that the next iteration of the Portfolio Business Case (PoBC) is updated to include the identification of project level community benefits.

### **Annex G: Procurement Pipeline**

The SBCD has an agreed set of procurement principles that outline the expected approach for its programmes and projects to follow. Achieving the maximum of community benefit and social value are primary considerations of these principles.



This procedure accepts that there is an obligation in the WPPS for the public sector to report community benefits annually for projects over £1m, utilising an acceptable method such as the WG community benefits toolkit. The SBCD procurement principles acknowledge this requirement.

The SBCD Procurement Pipeline details the route of procurement, start and completion date and contract value which covers the design and construction phase of the SBCD Programmes and Projects

**Appendix H: Benefits Realisation**

The SBCD Benefits Register captures the annualisation of Portfolio benefits for Investment, GVA and Jobs that will be delivered up to 2032/33

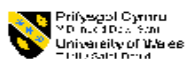
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Mae'r dudalen hon yn fwriadol wag

# **Swansea Bay City Deal Portfolio Quarterly Monitoring Report January 2022**

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.	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Pembroke Dock Marine	Overall status Red due to cost increases being realised portfolio wide. Project Partners are mitigating and appraising options to de-risk project, whilst balancing the need to commence delivery post funding and collaboration agreement execution.	Yellow	Yellow	Yellow	Red	Yellow	Red
Pentre Awel	Delivery – Progression of procurement exercise following Business Case approval. Contractor and client-side support services contracts awarded. MoUs signed with academic institutions HoT under development – aligned with business case outputs.	Yellow	Green	Green	Green	Green	Yellow
Yr Egin	Increasing economic uncertainty and Covid implications impacting on levels and nature of demand. Following Phase 1 Lessons Learned exercise, an updated Creative Sector demand analysis has identified a significant change in the type of target companies (by financial size) and nature of provision required (bespoke support services rather than leased floorspace).	Green	Yellow	Green	Yellow	Green	Yellow
Campus Tŷ Tuden80	The Project has received approval from both U.K. and Welsh Governments so now officially enters the Delivery phase. Scope of the project remains as per the Business case however particular focus is on the affordability of both builds at Morryston and Singleton. Project resources are continuously under review however an appointment of a Communication manager has strengthened the structure of the project team with a focus on stakeholder engagement. Work streams have been identified and appointments made to the delivery team surrounding commercial and operational elements of the project. The overall rating of the project is extremely strong, following funding approval, appointment of the project board and additional resources have ensured the project moves into delivery at the desired level	Green	Green	Green	Green	Green	Green
Homes As Power Stations	Project Manager in post Nov 2021 Scope agreed and fund guidance in development Project Team to be appointed in Q4 Funding agreements in progress Ongoing stakeholder mapping and engagement Monthly HAPS project board meetings	Yellow	Green	Yellow	Yellow	Yellow	Yellow
Supporting Innovation & Low Carbon Growth	Two projects in delivery Programme implementation and delivery plan live Programme Manager recruitment underway SILCG Programme Board meets monthly PAR June 2020 & CFR Oct 2020 – recommendations monitored by Programme Board Engagement with public, private and academia on-going	Yellow	Green	Yellow	Yellow	Green	Yellow
Skills & Talent	Waiting for HR approval for recruitment of remainder of team, which is currently a resource challenge.	Green	Green	Yellow	Green	Green	Green
Swansea City & Waterfront Digital District	Funding agreement discussions are on-going between Swansea Council & UWTSD about the delivery of the Innovation Precinct element of the project. The impact of Covid-19 on delivery timeframes, construction costs and tenancy interest in 71/72 The Kingsway (Digital Village). UWSTD change request has been approved. All projects: Covid 19 could impact on outputs on the project which is being continually monitored. Tickets are on sale for a number of events post March 2022.	Yellow	Green	Green	Green	Green	Yellow



<b>Title</b>	Portfolio Management Office (Communications & Marketing)	<b>Reporting Period</b>	Jan 2022
<b>Officer</b>	Heidi Harries (SBCD Communications & Marketing Officer)		

**Summary of last 3 months – October, November and December**

- Continuation of City Deal communications and marketing via press releases, website content, social media content, and media/stakeholder liaison
- Business Case approval for Skills & Talent and Campuses. All Business Cases have now been approved by the Welsh Government and UK Government and the focus can switch to delivery.

**Key achievements**

- 75 positive mentions in the local, regional, national and specialist media for the SBCD portfolio and its programmes/projects. This included coverage on Wales Online, the South Wales Evening Post, Wales Business Insider, Business News Wales, Wales 247, Inside Media, the Llanelli Star, the Carmarthen Journal, the Western Telegraph, and specialist publications. Topics covered included the UKG/WG approval of Skills & Talent and Campuses, Small Business Saturday, Bouygues UK named as contractor to Pentre Awel, 20m facility for decarbonisation, 3000 apprenticeships created, work starts on 71/72 the Kingsway, work beginning on Pembroke Dock Marine, Fleet of electric vehicles bought for Port of Milford Haven, Technology Centre on target for completion
- Twitter - From 1<sup>st</sup> October to 31<sup>st</sup> December 'reach' was 221.7k – this is the number of people that saw the posts, engaged, clicked on, re-tweeted, commented or liked. Number of followers is 1,530
- Facebook - From 1<sup>st</sup> October to 31<sup>st</sup> December 'reach' was 29.7k – this is the number of people that saw the posts, engaged, clicked on, re-tweeted, commented or liked. Number of followers is 891.
- Ministerial visit from UK Governments David T C Davis for Skills and Campuses approval at the University of Wales Trinity Saint David and Gower College. This was also attended by BBC Cymru and ITV with coverage on the TV as well as online and print media.
- Built a strong relationship with the communications teams in the 3 regions and wrote a joint piece - 2021 Highlights in Growth Deals across Wales
- Caught up with tenants at Yr Egin for a press release, which can be developed into a case study

**Key Activities planned – January, February and March**

- Finalise and issue the Communications and Marketing Plan
- Continue to update the Communications and Engagement Schedule
- Press Release to support that all projects and programmes are all in delivery. Additional Press Releases that are timely and on topic.
- Potential Ministerial visit for Campuses
- Create a suite of Infographics to be used across the portfolio.
- Begin work on the Annual Report
- Organise marketing collateral, attend and support in the Showcase Event
- Organise marketing collateral, attend and support in the 4 The Region Event
- Create Bios on key City Deal people
- Develop a template for Case Studies
- Continued updates of the website and social media

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

<b>Budget</b>	
<b>Total Budget</b>	£175.35m
<b>City Deal</b>	£50m
<b>Public</b>	£85.38m
<b>Private</b>	£39.97m
<b>Description</b>	
<ul style="list-style-type: none"> <li>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:</li> <li>A digitally enabled indoor arena in the city centre for concerts, exhibitions, conferences and other events</li> <li>A ‘digital village’ development in the city centre to accommodate the city’s growing tech and digital business sector</li> <li>Innovation Matrix development at the University of Wales Trinity Saint David’s new Swansea waterfront campus to enable start-up company support and growth</li> </ul>	

<b>Key achievements in Q3</b>
<p><b>Business Case &amp; Project Development</b></p> <ul style="list-style-type: none"> <li>Arena cladding and install of LEDs complete.</li> <li>Arena internal finishers and M &amp; E equipment install commenced.</li> <li>Tickets have gone on sale for the Arena.</li> <li>Coastal Parkland hard and soft landscaping commenced.</li> <li>71/72 Kingsway - Contractor appointed and start date being agreed.</li> </ul>
<b>Key Activities planned Q4</b>
<p><b>Arena</b></p> <ul style="list-style-type: none"> <li>Practical completion by February 2022.</li> <li>Agree terms and conclude the agreement with commercial tenants.</li> <li>Continue to explore Hotel delivery options.</li> </ul> <p><b>71/72 Kingsway</b></p> <ul style="list-style-type: none"> <li>The Business case to be updated to reflect the 71-72 moving to FBC.</li> <li>Construction has commenced.</li> <li>Further detailed letting/operator discussions continue for 71/72 The Kingsway</li> </ul> <p><b>Innovation Matrix</b></p> <ul style="list-style-type: none"> <li>Professional team has been appointed and planning application is being progressed.</li> </ul>

<b>Outputs</b>
<p>Physical delivery of arena (circa 80,000 square feet with a 3,500-capacity), along with digital square is on track.</p> <p>Cabinet approved funding for 71/72 The Kingsway, which will comprise circa 115,000 square feet of office space.</p> <p>Discussions on-going with UWTSB about their element of the project (Innovation Matrix).</p> <p>Caveat: Covid 19 could have an impact on jobs and GVA.</p>

<b>Project Title</b>	Digital Infrastructure Programme	<b>Programme / Project Lead</b>	Gareth Jones
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	Carmarthenshire County Council	<b>Reporting Period</b>	Q3
<b>SRO</b>	Jason Jones		

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

<b>Key achievements</b>
<ul style="list-style-type: none"> <li>• Programme risks and issues being managed with mitigation ongoing.</li> <li>• Appointment of specialist advisors to the Digital Programme is complete.</li> <li>• Recruitment of central Programme team complete.</li> <li>• Supplier engagement ongoing.</li> <li>• Commercial options assessment commenced.</li> <li>• Delivery workshops &amp; engagements for individual project plans.</li> <li>• Submission of Regional DCIA funding bid to UK Government to accelerate mobile deployment.</li> </ul>

<b>Key Activities planned</b>
<ul style="list-style-type: none"> <li>• Fully transitioning all elements of the Programme from planning and preparation to delivery.</li> <li>• Supporting Local Authorities with ongoing Digital Infrastructure interventions and investment.</li> <li>• Programme risk mitigation ongoing.</li> <li>• Market engagement ongoing.</li> <li>• Pursuit of further additional Public Sector funding via UK and Welsh Government.</li> <li>• Additional lobbying for, facilitating, and supporting of private sector investment.</li> <li>• Digital Programme funding agreements drafted and being consulted upon with the 4 Local Authorities.</li> <li>• Human resource recruitment for individual revenue funded Projects.</li> <li>• Procurement strategies finalised for first capital funded Projects.</li> <li>• Arrange next Programme stage gate review.</li> </ul>

<b>Project Title</b>	Pembroke Dock Marine	<b>Programme / Project Lead</b>	Steve Edwards
<b>Local Authority Lead</b>	Pembrokeshire County Council		
<b>Project Delivery Lead</b>	Milford Haven Port Authority	<b>Reporting Period</b>	Jan 22
<b>SRO</b>	Steven Jones		

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

<b>Key achievements (Overall Objective ID shown in brackets)</b>
<p><b>PDI update</b></p> <ul style="list-style-type: none"> <li>• Hanger Annexes (IP1) has commenced. The tendered price exceeded the budget as set out in the approved business plan but these are in line with general increases being experienced across the SBCD portfolio. The Port’s delivery team are working through multiple options in close communication with both PCC and the PoMo to mitigate this whilst maintaining the transformational impact of the project.</li> <li>• We have engaged with WEFO about additional funding opportunities and are awaiting its response.</li> <li>• We have participated in the Welsh Government Deep Dive on renewable energy and positively some of the feedback has been included within the Welsh Government published recommendations</li> <li>• We have engaged with a number of FLOW developers during Q4 and a number are really encouraged by the infrastructure to be developed by PDI</li> <li>• Partner collaboration agreement and formal governance has all been executed</li> <li>• We have submitted our first claims to PCC.</li> </ul> <p><b>PDZ update</b></p> <ul style="list-style-type: none"> <li>• PDZ project definition, key Stakeholder engagement and early procurement commenced. Permitting and technical pathway notes delivered, providing basis for work in early 2022.</li> <li>• PDZ recruitment underway, with 1FTE appointed in Pembroke and two more in process.</li> </ul>

**META update**

- Swansea University have deployed a device for testing at the Warrior Way site at META as part of the SELKIE project (IP5a)
- A drop down video survey was completed at the Dale Roads and Warrior way META test sites using a local survey company Haven Marine Surveys. The data collective is part of the ongoing campaign to further characterise the sites. (IP5a)
- Members of staff from Marine Energy Wales and the META project attended the Ocean Energy Europe conference in Brussels as part of the Welsh Government trade delegation. Marine Energy Wales exhibited on the Welsh Government stand and promotional materials were distributed promoting the Pembroke Dock Marine project. (IP5a, OP16, OP11)
- Marine Space was selected as the contractor to undertake the marine licence consents variation work package for the META project. (IP5b)

**MEECE update**

- MEECE has submitted its final reprofile documents to WEFO (Delivery Profile and updated Business Plan) expecting final sign off by WEFO in the week beginning 24<sup>th</sup> January 2022.
- Recruitment activity: 1 new and one replacement Innovation Manager, advertised, interviewed and appointed in this period. 1 replacement engineer advertised this period. 1 new Project Admin role appointed for the MH:EK project.
- Buoy refurbishment completed by Mainstay Engineering, and transported to Williams Shipping in Pembroke Dock ready for deployment in META

**Key Activities planned**

- PDI – Delivery of Hanger Annexes and also further development of all other phases
- PDI - Further engagement with WEFO to assess options once funding decisions received
- PDI – Animation of Slipway development being progressed to share with stakeholders
- PDI – Recruitment to replace Tim James at MHPA
- PDZ - Procurement and commencement of environmental scoping works, technical feasibility, and options. Concept selection and design review expected to be complete by end Q2/22.
- PDZ - Planning for offshore surveys with a view to commencement mid-summer 2022.
- META - Further deployments are planned with Swansea University at the Warrior Way site at META as part of the SELKIE project (IP5a)
- META - Marine Energy Wales Conference is planned for 22<sup>nd</sup> – 23<sup>rd</sup> March (OP16, OP11)
- MEECE - Deployment of the Buoy in META, gathering baseline information before testing IMS mooring load reduction device.
- MEECE - Signing of MEECE collaboration agreement with Swansea, Cardiff, Bangor and Cardiff Met universities.
- MEECE - Attendance, presentation and Exhibition at MEW Annual Conference in Llandudno in March 2022.

<b>Project Title</b>	<b>Pentre Awel</b>	<b>Programme / Project Lead</b>	Sharon Burford
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	Carmarthenshire County Council	<b>Reporting Period</b>	Q3 2021/22
<b>SRO</b>	Chris Moore		

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

<b>Key achievements in Q3</b>
<p><b>Project development</b></p> <ul style="list-style-type: none"> <li>• Tender awarded to Gleeds to support the Authority in the management of the Zone 1 Contractor and the delivery of the build.</li> <li>• Tender awarded to Bouyges for the construction of Zone 1. This includes the City Deal components of business, education skills and training, along with clinical delivery and research. Zone 1 also includes the Authority elements of dry sports and aquatics centre. The Authority has entered into a two stage contract with Bouyges. The first stage is the detailed design phase, this is underway with the confirmed tenants. This discharge will also include the discharge of planning conditions.</li> <li>• Officers appointed to lead the construction contact the construction management is embedded into the project governance structure.</li> <li>• A revised project governance structure has been developed to take the project into implementation.</li> <li>• The community Benefits structure has been established with the contractor to ensure scrutiny and optimisation of community benefits. There is multidisciplinary membership including academic, health representation and community representation.</li> <li>• AHR architects have been appointed to undertake the design development of Zone 3. This includes the first zone of assisted living and the business expansion space.</li> <li>• Planning confirmed to deliver the innovation aspects of the zone 1, including Living Laboratory.</li> <li>• A multidisciplinary group has been established to consider how the outdoor space can be used to align with the project objectives of health promotion, prevention and facilitating independence. This group has commenced meeting and will look at the way the outside space can be used to help achieve the overall project outputs and facilitate movement around the site.</li> <li>• Policy developed for Third sector involvement within Pentre Awel, with mapping against the core frameworks of the 5 Life Stages and the Strong Recommendations of the Health Impact Assessment.</li> </ul>

Key Activities planned Q4
<ul style="list-style-type: none"> <li>• Complete first stage of the two-stage contract with Bouyges.</li> <li>• Confirmation of Hydrotherapy Pool charity funding – Q4 2021/22.</li> <li>• Complete Head of Terms with partners.</li> <li>• Secure private funding as required.</li> <li>• A reprofiling of the spend will be undertaken to reflect the accurate proportionality of spend on the zone one construction contract.</li> </ul>

Outputs
<p>Output measurement will commence during the pre-construction phase linked to the Community Benefits. Framework developed to ensure appropriate opportunities are maximised, the outputs will be managed by a multidisciplinary workstream which will link both with the construction management team and with the overall project management process.</p>

<b>Project Title</b>	Supporting Innovation and Low Carbon Growth	<b>Programme / Project Lead</b>	Lisa Willis
<b>Local Authority Lead</b>	Neath Port Talbot County Borough Council		
<b>Project Delivery Lead</b>	Neath Port Talbot County Borough Council	<b>Reporting Period</b>	2021/22 Q3
<b>SRO</b>	Nicola Pearce		

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

Description
<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"> <li>• Bay Technology Centre</li> <li>• South Wales Industrial Transition from Carbon Hub (SWITCH) with Swansea University</li> <li>• Hydrogen Stimulus Project with University of South Wales</li> <li>• Air Quality Monitoring Project</li> <li>• Low Emission Vehicle Charging Infrastructure</li> <li>• Advanced Manufacturing Production Facility</li> <li>• Property Development Fund</li> </ul>

**Key achievements**

<p><b>Business Case Development</b></p> <ul style="list-style-type: none"> <li>• PBC approved Aug 2021</li> <li>• PAR action plan closed</li> <li>• CFR Action Plan closed</li> </ul> <p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>• Programme Board meets monthly</li> <li>• Regular stakeholder engagement – stakeholder engagement plan live document</li> <li>• Update to FLEXIS Advisory Board Nov 2021</li> <li>• Project delivery / implementation plan developed – live document</li> <li>• Attended skills solution group Nov 2021</li> </ul> <p><b>Bay Technology Centre</b></p> <ul style="list-style-type: none"> <li>• Working group meets monthly</li> </ul> <p><b>SWITCH</b></p> <ul style="list-style-type: none"> <li>• Working group meets to develop building specification (NPT/SU)</li> </ul> <p><b>Advanced Manufacturing Production Facility</b></p> <ul style="list-style-type: none"> <li>• Developing building specification</li> <li>• Site visit to Manufacturing Technology Centre - Oct 2021</li> </ul> <p><b>Property Development Fund</b></p> <ul style="list-style-type: none"> <li>• Scheme guidance prepared</li> <li>• Live pipeline of enquiries</li> </ul> <p><b>Hydrogen Stimulus Project</b></p> <ul style="list-style-type: none"> <li>• Delivery plan in development</li> <li>• Site works commenced</li> </ul> <p><b>Air Quality Monitoring Project</b></p> <ul style="list-style-type: none"> <li>• Sensors installed</li> <li>• Data collection in progress</li> </ul> <p><b>Low Emission Vehicle Charging Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Strategy development underway</li> <li>• Dedicated resource to be appointed</li> </ul>
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**Key Activities planned**

<p><b>Business Case Development</b></p> <p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>• Appoint project manager Q4</li> <li>• Primary and Secondary Funding Agreements to be agreed Q4</li> </ul> <p><b>Bay Technology Centre</b></p> <ul style="list-style-type: none"> <li>• Due for completion Jan 2022</li> <li>• ‘fly through’ video in development</li> <li>• Prospective tenants visits taken place and planned – Q4</li> <li>• Working group to continue to meet</li> </ul> <p><b>SWITCH</b></p> <ul style="list-style-type: none"> <li>• Commence D&amp;B Process – Q4</li> <li>• Agree lease documentation – Q4</li> </ul> <p><b>Advanced Manufacturing Production Facility</b></p> <ul style="list-style-type: none"> <li>• Preparing procurement documentation for operator</li> <li>• Preparing specification for design and build construction contract</li> </ul> <p><b>Property Development Fund</b></p> <ul style="list-style-type: none"> <li>• Launch PDF – Q4</li> </ul> <p><b>Hydrogen Stimulus Project</b></p> <ul style="list-style-type: none"> <li>• Procurement of equipment – Q4</li> </ul>
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<p><b>Air Quality Monitoring Project</b></p> <ul style="list-style-type: none"> <li>• Data collection ongoing</li> <li>• Appointment of Data Collection Officer – Q4</li> </ul> <p><b>Low Emission Vehicle Charging Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Progress Strategy development</li> <li>• Appointment of EV Officer – Q4</li> </ul>
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Outputs	
Project component	Expected Outputs
Technology Centre	Construction of an energy positive hybrid commercial building (2500 m2)
SWITCH	Specialised open access facility created to enhance applied research for steel & metals industry (4000 m2)
	Provision of specialised equipment to enhance research for steel & metals industry
Hydrogen Stimulus Project	Increase the capacity for hydrogen production at the Hydrogen Centre at Baglan Energy Park
Air Quality Monitoring Project	Procurement & installation of 70 sensors in and around the Port Talbot Air Quality Management Area (AQMA)
LEV Charging Infrastructure	Regional strategy for LEV charging
Advanced Manufacturing Production Facility	Specialist hybrid facility providing a range of industrial / production units with pilot line and office space. (4000 m2)
	Provision of open access specialist equipment advised by industry with academia input
Property Development Fund	Property Development Fund targeted on the Port Talbot Waterfront Enterprise Zone (expected premises created 6000 m2)

<b>Project Title</b>	Yr Egin - Creative Digital Cluster	<b>Programme / Project Lead</b>	Geraint Flowers
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	University of Wales Trinity Saint David	<b>Reporting Period</b>	Q4
<b>SRO</b>	Prof. Medwin Hughes (Vice Chancellor)		

Budget	
<b>Total Budget</b>	£25.17m
<b>City Deal</b>	£5m
<b>Public</b>	£18.67m
<b>Private</b>	£1.5m

Description
<p>To support and further develop the region's creative industry sector and Welsh language culture, led by University of Wales Trinity Saint David campus in Carmarthen. Phase 1 was completed in September 2018 and features:</p> <ul style="list-style-type: none"> <li>National creative sector anchor tenants</li> <li>World class office space for local and regional creative sector SMEs, with opportunities for expansion</li> <li>Facilities for the community and business networking</li> </ul> <p>Facilitating engagement between businesses and students as well as accommodating dynamic growth of the creative and digital industries within Carmarthenshire and SW Wales.</p>

Key achievements
<p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>Phase 2 – Q4</li> </ul>
Key Activities planned
<ul style="list-style-type: none"> <li>Sector demand study completed August 2021. Ongoing discussion is taking place involving the ESB, regional stakeholders and industry to define any revisions to the project scope to accommodate these changes.</li> <li>University continues to refine scope to accommodate new requirements from industry.</li> </ul>

<b>Project Title</b>	SBCD Campuses Project	<b>Programme / Project Lead</b>	Tony Harris
<b>Local Authority Lead</b>	City and County of Swansea		
<b>Project Delivery Lead</b>	Swansea University	<b>Reporting Period</b>	Q4: Oct – Dec 2021
<b>SRO</b>	Keith Lloyd		

Budget	
<b>Total Budget</b>	£49.41m
<b>City Deal</b>	£15.00m
<b>Public</b>	£11.39m
<b>Private</b>	£23.02m
Description	
<p>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&amp;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.</p>	

Key achievements
<ul style="list-style-type: none"> <li>Approval granted by Welsh and U.K. Governments.</li> <li>Project delivery board appointments made.</li> </ul>

- All Gateway review recommendations have been addressed, 7 currently completed and 4 ongoing actions.
- Communication and relationship manager appointment (Richard Lancaster)
- Ministerial visit confirmed by M.P. David T.C. Davies to mark project approval – Date TBC.
- Project moves into “Start-up” (SU) Delivery phase.
- Draft funding agreement received and currently under reviewed.

**Key Activities planned**

- Design team appointments “Morrison management centre”
- Phase One project plan finalised and signed off by project board.
- Private sector engagement and work streams commence with Industry Wales, E.S.B, and Department of International Trade.
- Branding exercise signed off
- Procurement stage starts for “Morrison management centre”

<b>Project Title</b>	Homes as Power Stations	<b>Programme / Project Lead</b>	Oonagh Gavigan
<b>Local Authority Lead</b>	Neath Port Talbot County Borough Council		
<b>Project Delivery Lead</b>	Neath Port Talbot County Borough Council	<b>Reporting Period</b>	2021/22 Q3
<b>SRO</b>	Nicola Pearce		

<b>Budget</b>	
<b>Total Budget</b>	£505.5m
<b>City Deal</b>	£15m
<b>Public</b>	£114.6m
<b>Private</b>	£375.9m
<b>Description</b>	
<p>A regional project to facilitate the take up of energy efficient design and renewable technologies in new build and existing housing stock in the public, RSL and private sector across the City Region. The project will support the renewable technology in housing supply chain and will share the learning via an open access knowledge sharing hub.</p> <p>The project will:</p> <ul style="list-style-type: none"> <li>• Facilitate the take up of renewable technologies and energy efficient design in new build and existing housing stock</li> <li>• Support the regional supply chain</li> <li>• Establish an open access knowledge sharing hub to share the project findings with all sectors</li> <li>• Tackle fuel poverty</li> <li>• Further decarbonise the regional economy</li> <li>• Improve residents’ health and well-being</li> </ul>	

**Key achievements**

**Business Case Development**

- OBC approved by UKG and WG July 2021

**Project Development**

- Established formal governance in place - HAPS Project Board
- Funding agreements in progress

- Regional funds guidance in development
- Appointed Project Manager
- Formalised stakeholder engagement plan (live document)
- Formalised project delivery / implementation plan (live document)
- Completed PAR recommendations action plan

**Key Activities planned**

**Project Development**

- Establish Technical Advisory Group – Q3
- Establish knowledge sharing hub – Q4
- Establish regional supply chain fund & financial incentives scheme – Q4
- Establish monitoring and evaluation process – Q4
- Establish HAPS Skills Group – Q4
- HAPS Project financial reprofile based on development and timescales associated with financial incentives and supply chain schemes and on-going engagement with Welsh Government in relation to previous complimentary programmes – Q4

**Outputs**

**Project Outcomes**

- 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

**Project Outputs**

- Reduction in energy use as a result of the additional technologies funded by HAPS for new build and retrofit homes, New build = £564 per home Retrofit = £758 per home by 2033
- Reduction in greenhouse gas (GHG) emissions as a result of reduction in energy use, New build = £71 per home Retrofit = £99 per home by 2033

<b>Project Title</b>	Skills and Talent	<b>Programme / Project Lead</b>	Jane Lewis
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	South West Wales Regional & Skills Partnership	<b>Reporting Period</b>	Q4
<b>SRO</b>	Barry Liles		

**Budget**

<b>Total Budget</b>	£30m
<b>City Deal</b>	£10m
<b>Public</b>	£16m
<b>Private</b>	£4m

**Description**

To develop a sustainable pipeline of regional talent to benefit from the high-value jobs City Deal projects will generate in growth

sectors for the region. This includes the potential to develop skills through courses and training and apprenticeship opportunities aligned to City Deal projects and regional priorities, as well as a partnership approach involving schools, universities, businesses and training providers across the region to identify need and resolve skills development gaps.

**Key achievements**

**Business Case Development**

- Business Case submitted to UK and Welsh Government and approved on 18<sup>th</sup> October 2021.

**Key Activities planned**

- Completion of Skills Caromenter Feb 2022.
- Appoint the remainder of the Skills Team.
- Skills Solution Group second meeting Feb 2022.
- Second Gateway Review March/April 2022

**Outputs**

- 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.

ANNEX 1

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

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Assurance / approval / Reporting	Activity/Product	Primary client	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		Apr	May	Jun	Jul		
<b>Governance</b>																																	
Digital Programme Board	Live document / Meetings	CCC, PCC, CCS, NPT		x	x		x		x	x					x	x	x	x	x	x	x	x	x	x	x	x	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	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	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	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		x		x	Meeting every two months - Documentation provided as requested		
<b>Assurance</b>																																	
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO			x			x																								Provided to regional office in June 20 and to Welsh Government in September 20	
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC							x																				x			Completed October 20. Next one planned for January 22	
Programme Business Case	Live document	SRO, PoMO, PB, JC, JSC							x	x	x																			x		Business Case produced, incremental strengthening and amendments ongoing.	
Programme Risk Register & Issues Log	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	x	x	x	x	x	Risk register and issues log produced and live. Monthly review and amendments ongoing via Digital Programme Board.	
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	x	x	x	x	x	M & E Plan produced and live. Monthly review and amendments ongoing.	
UK and Welsh Gov Policy discussions	Meetings	SRO, PoMO		x		x		x	x		x		x		x		x		x		x		x		x		x		x		Several policy meetings have taken place to inform Business Case. Policy discussions ongoing quarterly.		
<b>Audit and risk</b>																																	
Audit	Audit	SRO, PB, PoMO, JC																														annual audit	

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Mae'r dudalen hon yn fwiadol wag



Risk Theme	Risk / Opportunity	Ref	Title	Date Raised	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	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	08/04/21 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. 01/07/21 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	2	3	6	↔	Mar-22
Implementation	Risk	SBCD005	Delay in approval of Programme / Project business cases	Mar-18	C11	PoMo JC / Gov	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	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. 01/07/21 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. 08/12/21 Low Carbon, HAPS and Skills and Talent Business Cases have all received Ministerial approval. Campuses has received a delivery confidence assessment rating of Amber / Green in the recent Gateway Review and the Business Case is awaiting Ministerial approval.	2	3	6	↓ (3,3)	Mar-22
Implementation	Risk	SBCD006	Portfolio / Programme / Project Business cases not approved	Mar-18	C3 C11	PoMo / Delivery Lead / W/LK Government	Risk of Business Cases not being approved due to lack of engagement / direction from authorities resulting in programme project failure	3	5	16	08/04/21 PoMo continue to engage with UKWG 01/07/21 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. 08/12/21 Low Carbon, HAPS and Skills and Talent Business Cases have all received Ministerial approval. Campuses has received a delivery confidence assessment rating of Amber / Green in the recent Gateway Review and the Business Case is awaiting Ministerial approval.	1	3	6	↔	Mar-22
Implementation	Risk	SBCD008	Changes to approved Business Cases and what they will deliver	Mar-18	C11 C6	Delivery Lead	Risk of changes to approved Business Cases due to no longer requiring same amount of funding or change of timescale, cost, quality, programme / project benefits and portfolio level benefits causing the programme / 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	08/04/21 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. 01/07/21 Change Control process approved by Governance Boards and implemented. 08/12/21 Swansea City Waterfront & Digital District - Innovation Matrix has been through the Change Control process via Governance Boards and approved. Lack of engagement from stakeholders with this process. PoMo to emphasise to Programme (Portfolio) Board and Joint Committee the importance of going through the Change Control process that all members have signed up to. This will form part of the Quarterly Monitoring Reports. PoMo are also progressing with putting an Assurance Framework in place.	4	3	6	↔	Mar-22
Implementation	Risk	SBCD010	Cancellation of meetings	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	08/04/21 Forward planning for meeting schedule in place. No issues to report. Continue to monitor. 01/07/21 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. 08/12/21 During 2021 8 Joint Committee meetings have taken place where TOR sets out they are to take place quarterly so have more than adequately satisfied expectations. Programme (Portfolio) Board have met 9 times during 2021, Joint Scrutiny ..., and ESB ... TOR for Joint Scrutiny currently with the Monitoring Officer to change quorate from 8 to 6 members.	2	2	4	↔	Nov-21
Operational	Risk	SBCD012	Withdrawal of Partners	Mar-18	C3 C6 C11	JC	Risk of withdrawal of Partners due to reduction in funding for regional support structures, potential impact on ability to achieve 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	4	12	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. 01/07/21 As previous updates, no issues to report. 08/12/21 Commitment letters have been signed by all 4 partners as per Audit recommendation.	2	3	6	↔	Mar-22
Operational	Risk	SBCD013	Slippage in delivery of programmes / projects against key milestones	Mar-18	JC	JC	Risk that City Deal doesn't achieve the outcomes intended within the timescales agreed due to slippage in delivery of programme against key milestones resulting in borrowing and reoperation not accurately reflecting spend	3	4	12	08/04/21 Continuing to monitor timescales with programme / project leads. Government approval for Penre 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. 01/07/21 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 Project Leads currently assessing PPM Tooling to accommodate plans. Quarterly Monitoring templates in place for Leads to identify and report on slippage / change to time frames. 08/12/21 Due to numerous factors, there has been some slippage in the original forecast investment, there will likely be some delays in delivery across the Portfolio for various reasons, including COVID restrictions, postponements in business case submissions and approvals and other factors such as resource and material availability may need to be monitored and mitigated as infrastructure elements move further into delivery. The portfolio level benefits have now been forecast for the remaining duration of the portfolio, however regular review will be required in order to ensure risks do not become issues and appropriate mitigation measures are adopted by the programmes and projects to meet the delivery commitments of the wider portfolio. PoMo are now monitoring the Procurement Pipeline	3	5	16	↔	Mar-22
Operational	Risk	SBCD015	Failing to adopt the SBCD Procurement Principles including Community Benefits	Mar-18	C6 C7 C13	All	Risk of programmes / projects failing to adopt 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	16	08/04/21 SBCD Procurement Pipeline Event held March 2021. Continue to develop programme / project benefits reporting 01/07/21 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. 13/12/21 PoMo to engage with Programme / Project Leads to ensure all are adhering to regulations set out in SBCD procurement principles. Quarterly monitoring of Community Benefits continues.	2	4	8	↔	Mar-22
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 matters to scrutinise City Deal progress / previous statements.	3	4	12	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 Penre Awel's project approval has been overwhelmingly positive. Also positive media coverage on the Procurement Pipeline Event and further E36m draw down of City Deal funds. 01/07/21 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. 13/12/21 Due to the local elections soon to be held, probability of the risk happening slightly increased due to trolling actions being outside of the control of the PoMo. Impact slightly raised as there are several SBCD Projects moving into delivery which will attract media coverage.	3	3	9	↑ (1,2)	Mar-22
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	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. 01/07/21 PoMo continue to engage with regional stakeholders and offer support for City Deal and wider initiatives. 13/12/21 As we move into a period of delivery, there is potential for missed opportunities for the programmes / projects to work together. Since Skills & Talent Programme receiving ministerial approval, a Skills solution working group has been set up to reduce silo working involving the other programmes and projects within the City Deal.	2	2	4	↔	Nov-21
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	08/04/21 Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key comms officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issued promptly. Develop and maintain a protocol which requires partners to send press releases and statements to the City Deal Communications officer for consistency and awareness. Develop online portal for partners to access shared logos, statements, quotations etc for us in all City Deal comms. 01/07/21 Portfolio Governance 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. 13/12/21 Regular reports continue to be provided to the Governance Boards such as Highlight Report, Quarterly monitoring, financial management. SBCD Monitoring Officer currently looking into how we can develop a portal for partners to access to share reports, decisions and communications. PoMo are in the process of procuring Project Management Software to be used across the SBCD Portfolio which will also strengthen communications. Communications Plan to be updated in the next quarter in line with the recommendation resulting from the last Portfolio Gateway Review. Risk rising due to turnover of senior stakeholders, lack of representation from organisations at 2 consecutive Governance Boards and covid related work pressures on organisations. Work is being done to shape Corporate Joint Committees (CJC's).	3	3	9	↑ (1,3)	Mar-22
Operational	Risk	SBCD019	Change in project scope post Outline Business Case approval	Mar-18	C11 C6	Delivery lead	Risk that project no longer requires same amount of funding due to change in project scope post Outline 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	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 affect 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. 01/07/21 Change Control process approved by Governance Boards and implemented. 13/12/21 Swansea City Waterfront & Digital District - Innovation Matrix has gone through the Change Control process and approved by Governance Boards and UK & WG. PoMo continue to manage the process by engaging with Programme / Project Leads and report change to Governance Boards and scrutiny.	4	3	12	↔	Mar-22
Operational	Risk	SBCD021	Governance policies and legislation	Sep-20	C6		Lack of robust measures to monitor 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 challenges, reputational damage and threat to SBCD portfolio delivery	3	3	9	09/03/21 Declarations of Interest process and template now completed and now embedded. Awaiting feedback to finalise counterfraud and money laundering policy. 01/07/21 PoMo and Programme / Project Leads working closely with both Governments to ensure alignment with policy. 13/12/21 Since last reviewed Policies and Guidelines have been approved by Governance Boards namely: Anti-Fraud and Anti-Corruption Strategy, Anti-theft Bribery and Corruption Policy, SBCD Meeting Protocol, SBCD Welsh Language Guidelines, Role of a Programme / Project SRO. Declarations of Interest (DOI) now implemented. Financial statements have been visually amended to ensure DOI compliant in terms of accessibility.	1	2	2	↓ (2,2)	Mar-22

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.	08/04/21 On going. 01/07/21 Vaughan Gathin is now responsible for City & Growth Deals across Wales. The establishment of corporate Joint Committees is underway for SBCR which could impact on the governance arrangements for the SBCD. 08/12/21 Acknowledgement that there potentially could be a change in political stakeholder across the Governance Boards. PoMO to consider putting training programmes in place for new members. Risk to be reviewed in June post elections.	3	3	9	↔	Mar-22
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 the five case business plan. Effective and timely procurement activity. Establishment of robust contracts. Ongoing dialogue to resolve issues relating to revenue funding.	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. 01/07/21 Awaiting approval of sign off of final Business Cases. Once achieved risk to be revisited and potentially closed 13/12/21 Awaiting approval of the Campuses Business Case. Despite all other SBCD Business Cases having been approved, there is a continued risk which is being mitigated through financial monitoring.	3	3	9	↔	Mar-22
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. 01/07/21 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. 13/12/21 Ongoing. Section 151 Officers are due to have discussions with Government.	3	4	12	↔	Mar-22
Financial	Risk	SBCD025	Failure to agree NNRD (rates retention) flexibility	Mar-18	C3	Accountable Body	Risk of failing to agree NNRD (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	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. 01/07/21 Report drafted. Intention to submit to Programme Board July / August. 13/12/21 NNRD Report drafted. Due to be submitted to Programme Board in January 2022.	3	3	9	↔	Mar-22
Financial	Risk	SBCD026	Private sector funding contributions not realised in line with business case projections	Mar-18	C3	Deliver Lead	Risk that private sector funding is not realised as per portfolio business case projections that will impact on the deliverability of outputs and outcomes of the SBCD	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.	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 01/07/21 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. 13/12/21	2	2	4	↓	Mar-22
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	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. 01/07/21 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 13/12/21 Deadline set for end of December. Funding agreements for PDM signed and Programme Board now in place. Programme now in development and expected to spend European funding by the imposed deadline. Discussions being held with WEFO on the flexibility of the funding profiles in 2023.	3	3	9	↓ (4,4)	Mar-22
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.	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. 01/07/21 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. 13/12/21	2	3	6	↔	Mar-22
Financial	Risk	SBCD031	Increase in cost of construction	01/07/21	C2 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.	13/12/21 Construction Impact Assessment currently with Programme / Project Leads and SRO's for completion in readiness for the January Governance Boards.	5	3	15	↔	Mar-22
Financial	Opportunity	SBCD032	Advancement of SBCD grant from UK Government	01/07/21	C3	All	Advancement of SBCD grant from UK Government from 15-10 Portfolio. This will reduce the borrowing requirement for the Portfolio.				Awaiting SBCD grant profile to be formalised.	13/12/21 Discussions to be held with WG. Awaiting formal decision on their approach for advancement of grant.					Mar-22
Operational	Risk	SBCD033	Welsh Government 2021 update of Technical Advice Note (TAN) 15 development risk of flooding and coastal erosion and associated flood planning maps.	11/10/21	C2 C6	Accountable Body	Proposed updates to the TAN and maps have categorised the vulnerability of certain developments, increased the extent of the flood maps and the ability of land owners and local authorities to potentially achieve planning permission and ultimately develop land affected by the 2021 updates.	4	4	16	Welsh Government are monitoring effectiveness of Planning Policy Wales (PPW) and Technical Advice Note (TAN) 15 through a notification direction and sustainable development indicators. Coordinated challenge (Lead by WLGA) to Welsh Government to ensure the updating of TAN 15 does not have a negative impact on regeneration activity. Carry out additional Environmental Impact Assessments (EIA) Consultation with Lead Local Flood Authority and planning authorities Flood Map for planning embedded Strategic Flood Consequences Assessment (SFCA) to be undertaken to provide the evidence to inform policies and site selection processes for all strategic and local development plans. Flood consequences Assessment (FCA) to be carried out to assess the risk of development in a flood risk area. Progress as planned across the portfolio, being cautious that future planning applications might be affected and raise any concerns as early as possible Programmes and Projects to review the potential impact of the updated TAN and provide a statement indicating whether or not they believe their schemes could be affected and any other measures they are taking on top of those listed here.	25/01/22 NRW have issued a letter to local authorities stating their flood maps are still to be considered when contemplating planning applications between now and June 2023.	4	4	16		Mar-22
Operational	Risk	SBCD034	GVA Calculation / Measurement	08/12/21	C3 C6	PoMO Leads	There is a risk that the expectations of what GVA would be measured, monitored and reported on might not be achievable as originally anticipated.	3	3	9	GVA has been listed in the Heads of Terms and as a Portfolio investment Objective as a measure which will provide a positive impact across SBCR, whilst this will be true, the SBCD PoMO have been unable to achieve a conclusive answer from numerous sources as to how this measurement can be achieved at a Portfolio level. Advice and guidance of what is expected in relation to the measurement of GVA is currently being sought from Colleagues in Welsh and UK government					Mar-22	
Operational	Risk	SBCD035	Ineffective engagement with and involvement of important stakeholders	08/12/21	C6 C13	PoMO Leads	Failure to effectively engage important stakeholders including industry, third and private sector across the portfolio resulting in missed opportunities or potential outputs and outcomes not being fully achieved. Programmes and Projects (P&Ps) will have their individual approach to stakeholder engagement throughout the lifetime of the projects. In some cases opportunities may exist for collaborative working across the portfolio to generate maximum regional benefit from stakeholder involvement. P&Ps should work together to ensure effective use of stakeholders. Note: A stakeholder is deemed to be important if a lack of effective engagement at any stage of planning or delivery could be detrimental to the Portfolio, Programme or Projects achieving their objectives or could lead to that stakeholder being reputationally disruptive.	3	3	9	P&Ps will report on engagement progress via the Portfolio governance and reporting system. The Economic Strategy Board is keen to assist P&Ps with engagement at all levels. Portfolio Business Engagement Manager will support P&Ps in this activity including being a point of contact for SBCD enquiries, supporting meet the buyer events during construction period, arranging and attending events and meetings etc. A Portfolio Engagement and Investment Framework has been drafted to aid the process (currently deferred until SQW Regional Plan is adopted by LAs)	3	3	9		Mar-22	
Operational	Risk	SBCD036	Turn over of Staff	08/12/21	C7	All	Risk of losing key strategic business partners due to high turn over of staff in the business sector resulting in possible change in priorities, having to rebuild working relationships and knowledge sharing.	3	3	9	PoMO to work with stakeholder to build relationships and support with delivery of projects.		3	3	9	Mar-22	
Operational	Risk	SBCD037	Assurance Framework	08/12/21	C6	JC	Risk of non acceptance and approval of the Assurance Framework causing the PoMO additional by having to carry out an unmanageable number of reviews per annum.	3	4	12	PoMO working with Welsh Government to draft the Framework along with gaining input / comments from key stakeholders.		3	4	12	Mar-22	
Financial	Opportunity	SBCD038	Unallocated £5.3m underspend	08/12/21	C2 C6	Accountable Body	Confirm £5.3m allocation of remaining £5.3m funding to be allocated.	3	3	9	Review on completion of quarter 3 financial monitoring.		3	3	9	Mar-22	
Operational	Risk	SBCD039	Ability to update the JCA	08/12/21	C6 C12	Legal	There is a risk that due to outside factors further delays in the updating of the JCA will prevent the audit recommendations being completely closed and may cause some functional restrictions in the requirements of the various boards and committees and the Portfolio Management Office in discharging their governance requirements for the City Deal	3	4	12	The JCA requires updating following audit recommendations, in order to ensure the agreement is fit for purpose following the 'bedding' in period of the Portfolio Management team, coupled with the progress made across the Portfolio with Programmes and Projects moving past approval and into delivery.		3	4	12	Mar-22	
Financial	Risk	SBCD040	Operations of the SBCD PoMO	08/12/21	C3 C6	Accountable Body	Risk of having no funding available for the continuation of the SBCD PoMO post 7 years, resulting in no PoMO in place to continue with Governance arrangements and monitoring / reporting of the Portfolio	3	4	12	Options and requirement to be discussed at next S151 working group.		3	4	12	Mar-22	
Financial	Risk	SBCD041	In Year Underspend	08/12/21	C2 C6	Accountable Body	Having undertaken a reprofiling and baselining exercise across the Portfolio, there is a risk of an in year underspend of circa 10% of the portfolio value, however this has no effect on the overall investment of the Portfolio or the wider benefits and deliverables.	4	3	12	Review of investment components and timelines has been completed in conjunction with the Programme / Project Leads. These reviews have resulted in a more realistic investment forecast which will allow for Quarterly and Annual review and scrutiny to ensure continued progress towards this profile. This is the first reprofiling exercise that's been undertaken following the approval of all project/programme business cases and will be actively managed going forward to business case updates and the change management strategy.		4	3	12	Mar-22	

Tudalen 98

# 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.

Tudalen 99

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

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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. Draft Communications and Marketing Plan to be presented to Programme Board on 25/01/22
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	Trialing 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. PoMO presented in October 2021, Quarterly Monitoring report, which includes Portfolio level benefits dashboard. This has been created and demonstrates annualised forecasts and completion to date information for the Portfolio level benefits namely Jobs, anticipated GVA contribution, Investment.
				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	Completed	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 updated and reported on a quarterly basis. 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. Throughout 2021 the PoMO and project leads completed Covid Impact Assessments on a quarterly basis in order to monitor any potential impact of the pandemic on the Portfolio. From January 2022 the PoMO has implemented a similar Construction Impact Assessment in order to specifically monitor the impact of these and other factors on the infrastructure delivery elements of the Portfolio. As per the Quarterly Monitoring report October 2021 it was confirmed that Portfolio level benefits realisation is still realistic by completion 2033.
				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	Feb-22	PR	PB	In Progress		The Terms of Reference for SBCE Governance Boards will co-incide with the development of Corporate Joint Committees. Direction will be provided by local authority Chief Execs. PoMO are working with members of SBCE governance groups and SROs to ensure complete understanding of their respective roles.
				Engagement with PoB members to clarify purpose and roles						
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	Completed		A skills audit was completed in early 2021 and required results have now been submitted and further review will be undertaken early in 2022 to ensure that any skills requirements or training opportunities are actioned accordingly. A survey has been completed by SROs and Programme/Project leads for feedback on areas of support to be considered by the PoMO. The results of this survey no significant concerns or failures of the support offered
				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					by the PoMO and ongoing review and support will be offered for the duration of the Portfolio.
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## Community Benefits Register - Programmes and Projects

Version	FINAL V2
Date	Updated 16/02/2021
Owner	Jonathan Burnes

The Community Benefits register is owned and maintained by the SBCD Portfolio Management Office. It is a working document that will be updated on a quarterly basis with information provided by Project Leads as programmes / projects progress through procurement , construction and delivery. As defined in Welsh Government's "Community Benefits - Delivering Maximum Value for the Welsh Pound – 2014", the primary focuses of Community Benefits policy are:

Requirement	Example Actions
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)	Apprenticeships & Pathways to Apprenticeships traineeships. work experience / internships. graduate placements. work trials. voluntary work opportunities. National Vocational Qualifications. training of retained staff.
2. Supply chain initiatives, covering:	maximising the opportunities for smaller and more local suppliers and contractors to compete for tenders. sub-contract or supply chain opportunities. measures to ensure prompt and fair payment terms.
2a. the following should be considered where these can add value:	retention of existing workforce. training for the existing workforce. the promotion of the Third Sector including Supported Businesses.
3. Community initiatives	donations of equipment; donation of in-kind labour; landscaping, building services support to regenerate communal areas community consultation; sponsorships and cash donations to organisations/charities based in Wales
4. Contributions to education	work placements – secondary school and college students; visits to primary schools to engage younger children, H&S, the 'world of work'; landscaping & building services in school grounds – playgrounds, wild life areas; links to the Welsh Government's Numeracy Employer Engagement Programme; curriculum support – donations of equipment, classroom resources/lesson plans; development of bespoke qualifications with colleges.
5. Environmental initiatives	micro-energy generation; reduced waste to landfill; recycling of eligible materials; reduced water consumption; managing business mileage
6. Equality and Diversity objectives*	Supports and encourages social cohesion Supports minority groups in achieving potential activities encouraging women into STEM subjects / Engineering

\* SBCD examples

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## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated 06/12/21

Programme	Lead body	Project(s)	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Swansea City & Waterfront Digital District Tudalen 105	Swansea Council	<b>Indoor arena and digital square</b>	Swansea Council	£105m	Buckingham Group Contracting Ltd appointed	2018	Q3 2018	Q4 2019	Q4 2021
		<b>Arena (ATG)</b> Food and Drink Building services	ATG / Swansea Council	various	Sell2Wales, tbc		Q2 2021 Q1 2021		Q4 2021
		<b>71-72 Kingsway office accommodation</b>	Swansea Council	Circa £49.6m	Bouygues UK appointed via SWWRC Framework	2020	Q1 2021	Q3 2021	Q1/2 2023
		<b>Innovation Matrix</b>	UWTSD	Circa £7.1m	SWWRC Framework	2018	Q4 2021	Q4 2021	Q1 2023
		<b>Innovation Precinct</b>	UWTSD	Circa £17.42m	SWWRC Framework (TBC)	Q3 2022	Q2 2023 (Predicted)	Q1 2024 (Predicted)	Q1 2025 (Predicted)

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Yr Egin	UWTSD	<b>Creative Business Hub Phase 1</b>	UWTSD	Circa £10.48m	KIER – via SEWSCAP2 Completed	Dec 2015	March 2016	March 2017	Completed July 2018
		<b>Creative Business Hub Phase 2</b>	UWTSD	tbc	tbc	Q2-Q4 2021	Q1 2022	Q2 2022	Q4 2023

## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated 06/12/21

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Digital infrastructure	Carmarthenshire CC	Connected places	TBC	£20m	tbc	Q2-Q4 2021	Q4 2021 Q1 2022	tbc	tbc
		Rural connectivity	TBC	£25.5m	tbc	Q2-Q4 2021	Q1 2022	tbc	tbc
		Next generation wireless (5G and IOT networks)	TBC	£9.5m	tbc	Q2-Q4 2021	Q1 2022	tbc	tbc

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Skills and Talent Initiative	Carmarthenshire CC	Courses, training and apprenticeship opportunities	TBC		tbc	Q1-Q3 2021	Q3 2021	Q4 2021	Q1 2026

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Life Science, Sports & Well-being Campuses	Swansea University	<b>Phase 1a Morryston refurbishment</b>	SU/SBUHB	Circa £1.25m	SWWRFC/Sell to Wales	Q1 2022	Q1 2022	Q2 2022	Q2 2023
		<b>Phase 1b Campuses Building</b>	Swansea University	Circa £12.75m	Design and Build SWWRFC/SEWSCAP	Stage 2 Q3 2022	Stage 3 Q1 2023	Stage 4 Q2 2023	Q1 2026

## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated 06/12/21

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Pentre Awel Tudalen107	Carmarthenshire CC	City Deal funded: Facilities for education, skills and training, business development, clinical delivery and research	Carmarthenshire CC	Circa £70m	Bouygues UK appointed via SWWRC Framework on a two-stage tender process. Pre - Construction Agreement in place.	2021-22	Q2/3 2021	Subject to contractual agreement on conclusion of pre-construction stage - Q3 2022	Subject to agreed construction programme on conclusion of pre-construction stage - Q1 2024
		Carmarthenshire County Council funded: Leisure and aquatics centre and communal infrastructure							

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Homes as Power Stations	Neath Port Talbot CBC	Monitoring and evaluation services	NPTCBC	£1m	tbc	2021 Q4	2022 Q1		
		HAPS financial incentives fund	NPTCBC	£5.75m	Fund – to be advertised to all	2021 Q4	2022 Q2 – fund launch		
		<b>HAPS regional supply chain fund</b>	NPTCBC	£7m	Fund – to be advertised to all	2021 Q4	2022 Q2 – fund launch		

## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated 06/12/21

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Tudalen 108 Supporting Innovation and Low Carbon Growth	Neath Port Talbot CBC	<b>Bay Technology Centre</b>	NPTCBC	Circa £7.9m	SWWRC Framework Morgan Sindall (main contractor)	Q3 2019	Q2 2020	Q3 2020	Q4 2022
		<b>SWITCH Specialist facility (construction)</b>	NPTCBC	Circa £15m	SWWRC Framework	Q2 2021	Q1 2022	Q1 2023	Q1 2024
		<b>SWITCH Specialist equipment</b>	NPTCBC	Circa £5m	tbc	Q2 2021	Q1 2022	Q1 2023	Q1 2024
		<b>Low emission vehicle charging infrastructure</b>	NPTCBC	Circa £0.5m	tbc	Q2 2021	Q4 2021		
		<b>Air quality monitoring sensors</b>	NPTCBC	Circa £0.5m	Procured	Q4 2019	-	-	-
		<b>Hydrogen stimulus project</b>	NPTCBC	Circa £1m	tbc	Q3 2021	Q4 2021		
		<b>Advanced manufacturing Production facility (construction)</b>	NPTCBC	Circa £12m	SWWRC Framework	Q3 2021	Q2 2022	Q3 2023	Q1 2024
		<b>Advanced manufacturing Production facility Specialist equipment</b>	NPTCBC	Circa £5m	Tbc	Q3 2021	Q2 2022	Q3 2023	Q1 2024

**Swansea Bay City Deal Programme and Project Procurement Pipeline**  
**Design and Construction phase**

Updated 06/12/21

		<b>Advanced manufacturing Production Facility</b> End operator	NPTCBC	Tbc	Sell2wales	Q4 2021	Q2 2022		
		<b>Property Development Fund</b>	NPTCBC	Circa £10m	Fund – to be advertised to all  Third parties to procure construction				

## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated 06/12/21

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Tudalen 110	Milford Haven Port Authority	<b>Pembroke Dock Infrastructure</b>							
		a) Hanger Annex Renovations	MHPA	£5.2m	MHPA Procedures (Design) only Sell2 Wales - Construction	Q2 2019/20	Q1 2021	Q3 2021	Q1 2023
		b) Amenity and pocket park	MHPA	£300k	Sell2Wales	Q2 2023	Q4 2023	Q2 2024	Q4 2024
		c) Slipway, berthing & Infilling the Pickling Pond	MHPA	£14m	Sell2Wales	Q4 2019 to Q2 2020	Q4 2020 to Q1 2021	Q3 2021	Q2 2023
		d) Land Remediation and laydown at south of site	MHPA	£6m	Sell2Wales	Q3 2020	Q2 2021	Q3 2021	Q2 2022
		e) Infilling of the Graving dock	MHPA	£3m	Sell2Wales	Q1 2021	Q2 2021	Q4 2021	Q4 2023
		f) Terrestrial development, demolitions, levelling, transportation corridor and Utility provisions.	MHPA	£6.4m	Sell2Wales	Q3 2021	Q1 2022	Q3 2022	Q1 2024
		<b>Marine Energy Engineering Centre of Excellence</b>							
		<b>Bi axial test rig</b>	ORE	£200k	Sell to Wales / Find a Contract (value dependant)		Q3 2021		
		<b>Materials for prototypes</b>	Catapult	£900k	Sell to Wales / Find a Contract (value dependant)		Q3&4 2021 Q1-4 2022 Q1-4 2023		

**Swansea Bay City Deal Programme and Project Procurement Pipeline**  
**Design and Construction phase**

Updated 06/12/21

Tudalen 111		<b>Buoys including wave rider buoy</b>		£235K	Sell to Wales / Find a Contract (value dependant)		Q4 2021 – Q3 2023			
		<b>Workshop equipment inc 3d printers</b>		£600k	Sell to Wales / Find a Contract (value dependant)		Q3 2021 – Q4 2023			
		<b>Floating platform</b>		£120k	Sell to Wales / Find a Contract (value dependant)		Q4 2021			
		<b>Marine Energy Test Area Developments</b>								
		<b>Demarcation Bouys</b>	Marine Energy Wales		£90k	Sell to Wales / Find a Contract (value dependant)		Q2 2021		
		<b>Geophysical surveys</b>			£70k	Sell to Wales / Find a Contract (value dependant)		Q2 2021		
		<b>Environmental Support</b>			£30k	Sell to Wales / Find a Contract (value dependant)		Q4 2022		
		<b>Legal support</b>			£30k	Sell to Wales / Find a Contract (value dependant)		Q4 2022		
		<b>The Pembrokeshire Demonstration Zone</b>								
			Wavehub Ltd		tbc	tbc		Q1 2020	Q4 2020	Q1 2021

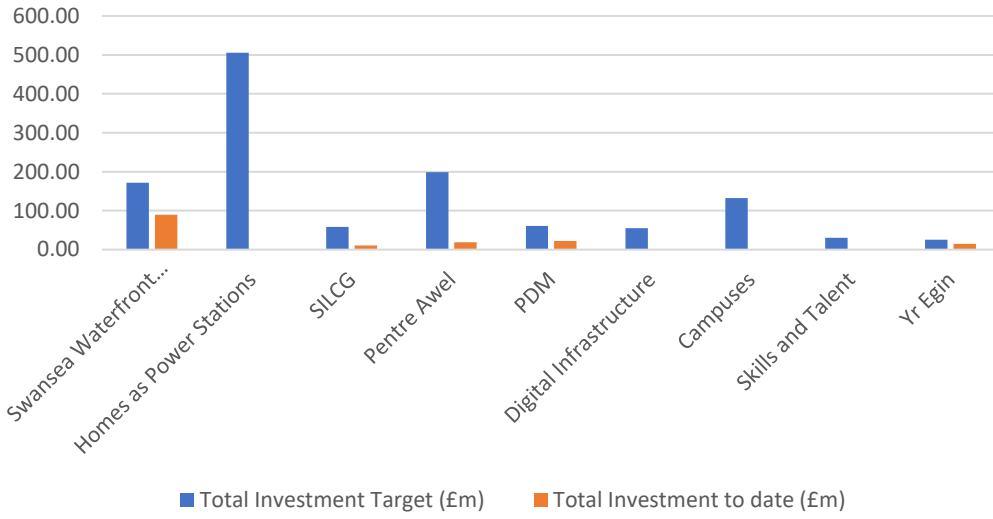
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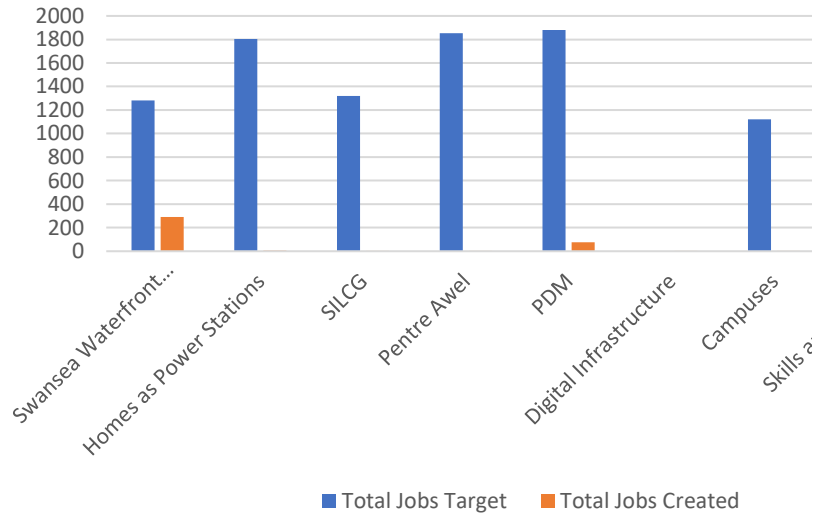
13/04/2023

Project/Programme	Total Investment Target (£m)	Total Investment to date (£m)	Total Jobs Target	Total Jobs Created	Total GVA Target (£m)	Total anticipated GVA Created by end FY 21/22 (£m)	Business Case Status
Swansea Waterfront Digital District	171.54	89.37	1281	291	669.00	36.97	Approved - FBC
Homes as Power Stations	505.50	0.05	1804	5	251.00	0.00	Approved - OBC
SILCG	58.70	10.30	1320	1	93.00	0.00	Approved - OBC
Pentre Awel	199.19	19.17	1853	2	467.00	0.00	Approved - OBC
PDM	60.47	21.96	1881	77	343.00	12.60	Approved - OBC
Digital Infrastructure	55.30	0.54	0	3	318.80	0.00	Approved - OBC
Campuses	131.98	1.14	1120	2	150.00	0.04	OBC regionally approved
Skills and Talent	30.00	0.20	0	2	0	0.00	Submitted - OBC
Yr Egin	25.17	14.87	427	107	89.00	9.72	Approved - FBC
	<b>1237.85</b>	<b>157.59</b>	<b>9686</b>	<b>490</b>	<b>2380.80</b>	<b>59.33</b>	
		<b>12.73%</b>		<b>5.06%</b>		<b>2.49%</b>	

Portfolio Investment (15 years) - Planned vs Actual



Portfolio Jobs (15 years) - Planned vs Act

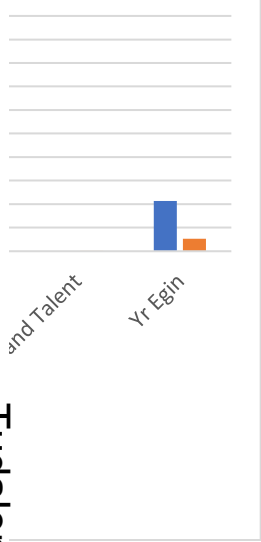


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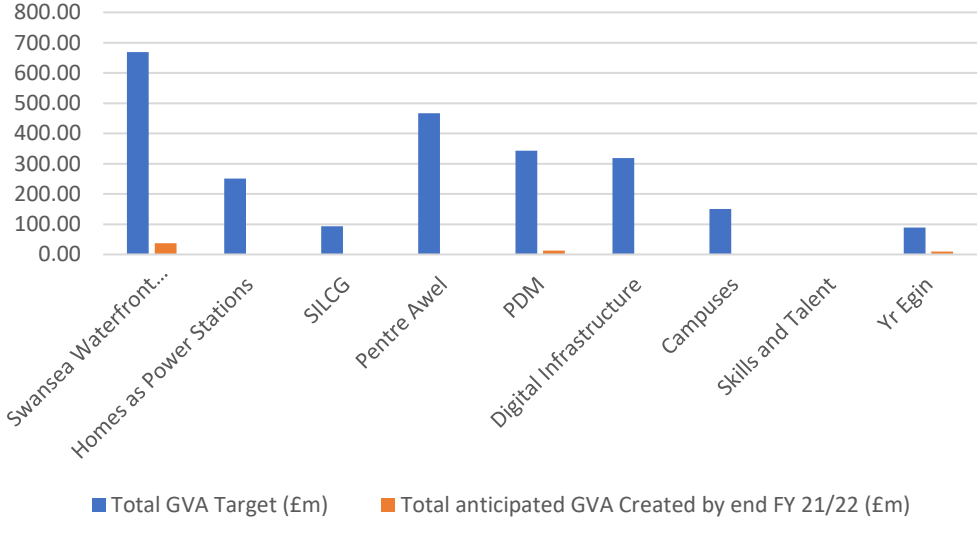
Project Stage	Stage Commencement	Stage Completion
Partial Delivery (2/4)	Oct-19	Q4-2027
Pre-procurement	Jul-21	Q1-2022
Partial Delivery (2/7)	Nov-20	Q4-2025
Pre-construction	Oct-21	Q1-2022
Partial Delivery (1/4)	Sep-21	Q1-2024
Pre-procurement	Mar-21	Q2-2022
Pre-approval	Jul-21	Q1-2022
Pre-approval	Jul-21	Q4-2021
Partial Operation (1/2)	Sep-18	Q4-2023

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Portfolio GVA (15 years) - Planned vs Actual







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SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 7<sup>th</sup> March 2022

Report Title SBCD Risk Register

RECOMMENDATIONS/KEY DECISIONS

To inform Joint Scrutiny Committee of the SBCD main risks and additions since the last reporting period

REASONS

1. Introduction

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 (Specific Programme and Project Risks that are unlikely to affect the portfolio are included within their own risk registers).

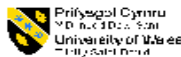
There are currently 3 Red Risks and 8 new risks added this reporting period.

Red Risks

- Increase in cost of Construction
• TAN15
• Slippage in delivery of programmes / projects

New Risks

- Measurement of GVA
• Stakeholder engagement
• Risk of in year underspend
• Losing key business partners
• Approval of the Assurance Framework



- Unallocated underspend
- Delay in updating the JCA
- Funding for the PoMO

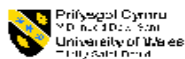
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Risk Theme	Risk / Opportunity	Ref	Title	Date Raised	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Original Control Actions	Review Update/Control Actions	Residual Probability	Residual Impact	Residual Rank	Reported Change	Next 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	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. 01/07/21 All Governance Boards have been updated 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. 08/12/21 Letters have been sent to non Joint Committee partner organisations to sign up to committing to supporting the delivery of the programme / project outcomes. Expected to be in receipt of all signatures by year end.	2	3	6	↔	Mar-22
	Risk	SBCD005	Delay in approval of Programme / Project business cases	Mar-18	C11	PoMO JC / Gov	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	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. 01/07/21 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. 08/12/21 Low Carbon, HAPS and Skills and Talent Business Cases have all received Ministerial approval. Campuses has received a delivery confidence assessment rating of Amber / Green in the recent Gateway Review and the Business Case is awaiting Ministerial approval.	2	3	6	↓ (3,3)	Mar-22
Implementation	Risk	SBCD006	Portfolio / Programme / Project Business cases not approved	Mar-18	C3 C11	PoMO / Delivery Lead / W/LK Government	Risk of Business Cases not being approved due to lack of engagement / direction from authorities resulting in programme project failure	3	5	16	08/04/21 PoMO continue to engage with UKWG 01/07/21 Consultants engaged to support sign off of the Economic approval 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. 08/12/21 Low Carbon, HAPS and Skills and Talent Business Cases have all received Ministerial approval. Campuses has received a delivery confidence assessment rating of Amber / Green in the recent Gateway Review and the Business Case is awaiting Ministerial approval.	1	3	6	↔	Mar-22
	Risk	SBCD008	Changes to approved Business Cases and what they will deliver	Mar-18	C11 C6	Delivery Lead	Risk of changes to approved Business Cases due to no longer requiring same amount of funding or change of timescale, cost, quality, programme / project benefits and portfolio level benefits causing the programme / 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	08/04/21 Pentre Avel 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. 01/07/21 Change Control process approved by Governance Boards and implemented. 08/12/21 Swansea City Waterfront & Digital District - Innovation Matrix has been through the Change Control process via Governance Boards and approved. Lack of engagement from stakeholders with this process. PoMO to emphasise to Programme (Portfolio) Board and Joint Committee the importance of going through the Change Control process that all members have signed up to. This will form part of the Quarterly Monitoring Reports. PoMO are also progressing with putting an Assurance Framework in place.	4	3	6	↔	Mar-22
Implementation	Risk	SBCD010	Cancellation of meetings	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	08/04/21 Forward planning for meeting schedule in place. No issues to report. Continue to monitor. 01/07/21 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. 08/12/21 During 2021 8 Joint Committee meetings have taken place where TOR sets out they are to take place quarterly so have more than adequately satisfied expectations. Programme (Portfolio) Board have met 9 times during 2021, Joint Scrutiny ..., and ESB ... TOR for Joint Scrutiny currently with the Monitoring Officer to change quorate from 8 to 6 members.	2	2	4	↔	Nov-21
	Risk	SBCD012	Withdrawal of Partners	Mar-18	C3 C6 C11	JC	Risk of withdrawal of Partners due to reduction in funding for regional support structures, potential impact on ability to achieve the anticipated long term change / outcomes. Lack of support / engagement with City Deal re: improve public service delivery and other strategic regional functions	3	4	12	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. 01/07/21 As previous updates, no issues to report. 08/12/21 Commitment letters have been signed by all 4 partners as per Audit recommendation.	2	3	6	↔	Mar-22
Operational	Risk	SBCD013	Slippage in delivery of programmes / projects against key milestones	Mar-18	JC	JC	Risk that City Deal doesn't achieve the outcomes intended within the timescales agreed due to slippage in delivery of programme against key milestones resulting in borrowing and reoperation not accurately reflecting spend	3	4	12	08/04/21 Continuing to monitor timescales with programme / project leads. Government approval for Penre Avel 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. 01/07/21 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 Project Leads currently assessing P3M Tooling to accommodate plans. Quarterly Monitoring templates in place for Leads to identify and report on slippage / change to time frames. 08/12/21 Due to numerous factors, there has been some slippage in the original forecast investment, there will likely be some delays in delivery across the Portfolio for various reasons, including COVID restrictions, postponements in business case submissions and approvals and other factors such as resource and material availability may need to be monitored and mitigated as infrastructure elements move further into delivery. The portfolio level benefits have now been forecast for the remaining duration of the portfolio, however regular review will be required in order to ensure risks do not become issues and appropriate mitigation measures are adopted by the programmes and projects to meet the delivery commitments of the wider portfolio. PoMO are now monitoring the Procurement Pipeline	3	5	16	↔	Mar-22
	Risk	SBCD015	Failing to adopt the SBCD Procurement Principles including Community Benefits	Mar-18	C6 C7 C13	All	Risk of programmes / projects failing to adopt 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	16	08/04/21 SBCD Procurement Pipeline Event held March 2021. Continue to develop programme / project benefits reporting 01/07/21 Procure 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. 13/12/21 PoMO to engage with Programme / Project Leads to ensure all are adhering to regulations set out in SBCD procurement principles. Quarterly monitoring of Community Benefits continues.	2	4	8	↔	Mar-22
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 matters to scrutinise City Deal progress / previous statements.	3	4	12	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 Penre Avel's project approval has been overwhelmingly positive. Also positive media coverage on the Procurement Pipeline Event and further E36m draw down of City Deal funds. 01/07/21 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. 13/12/21 Due to the local elections soon to be held, probability of the risk happening slightly increased due to trolling actions being outside of the control of the PoMO. Impact slightly raised as there are several SBCD Projects moving into delivery which will attract media coverage.	3	3	9	↑ (1,2)	Mar-22
	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	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. 01/07/21 PoMO continue to engage with regional stakeholders and offer support for City Deal and wider initiatives. 13/12/21 As we move into a period of delivery, there is potential for missed opportunities for the programmes / projects to work together. Since Skills & Talent Programme receiving ministerial approval, a Skills solution working group has been set up to reduce silo working involving the other programmes and projects within the City Deal.	2	2	4	↔	Nov-21
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	08/04/21 Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key comms officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issued promptly. Develop and maintain a protocol which requires partners to send press releases and statements to the City Deal Communications officer for consistency and awareness. Develop online portal for partners to access shared logos, statements, quotations etc for us in all City Deal comms. 01/07/21 Portfolio Governance 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. 13/12/21 Regular reports continue to be provided to the Governance Boards such as Highlight Report, Quarterly monitoring, financial management. SBCD Monitoring Officer currently looking into how we can develop a portal for partners to access to share reports, decisions and communications. PoMO are in the process of procuring Project Management Software to be used across the SBCD Portfolio which will also strengthen communications. Communications Plan to be updated in the next quarter in line with the recommendation resulting from the last Portfolio Gateway Review. Risk rising due to turnover of senior stakeholders, lack of representation from organisations at 2 consecutive Governance Boards and covid related work pressures on organisations. Work is being done to shape Corporate Joint Committees (CJC's).	3	3	9	↑ (1,3)	Mar-22
	Risk	SBCD019	Change in project scope post Outline Business Case approval	Mar-18	C11 C6	Delivery lead	Risk that project no longer requires same amount of funding due to change in project scope post Outline 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	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 affect 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. 01/07/21 Change Control process approved by Governance Boards and implemented. 13/12/21 Swansea City Waterfront & Digital District - Innovation Matrix has gone through the Change Control process and approved by Governance Boards and UK & WG. PoMO continue to manage the process by engaging with Programme / Project Leads and report change to Governance Boards and scrutiny.	4	3	12	↔	Mar-22
Operational	Risk	SBCD021	Governance policies and legislation	Sep-20	C6		Lack of robust measures to monitor 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 challenges, reputational damage and threat to SBCD portfolio delivery	3	3	9	09/03/21 Declarations of Interest process and template now completed and now embedded. Awaiting feedback to finalise counterfraud and money laundering policy. 01/07/21 PoMO and Programme / Project Leads working closely with both Governments to ensure alignment with policy. 13/12/21 Since last reviewed some Policies and Guidelines have been approved by Governance Boards namely: Anti-Fraud and Anti-Corruption Strategy, Anti-theft Bribery and Corruption Policy, SBCD Meeting Protocol, SBCD Welsh Language Guidelines, Role of a Programme / Project SRO. Declarations of Interest (DOI) now implemented. Financial statements have been visually amended to ensure DOI compliant in terms of accessibility.	1	2	2	↓ (2,2)	Mar-22

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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.	08/04/21 On going. 01/07/21 Vaughan Gathin is now responsible for City & Growth Deals across Wales. The establishment of corporate Joint Committees is underway for SBCR which could impact on the governance arrangements for the SBCD. 08/12/21 Acknowledgement that there potentially could be a change in political stakeholder across the Governance Boards. PoMO to consider putting training programmes in place for new members. Risk to be reviewed in June post elections.	3	3	9	↔	Mar-22
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 the five case business plan. Effective and timely procurement activity. Establishment of robust contracts. Ongoing dialogue to resolve issues relating to revenue funding.	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. 01/07/21 Awaiting approval of sign off of final Business Cases. Once achieved risk to be revisited and potentially closed 13/12/21 Awaiting approval of the Campuses Business Case. Despite all other SBCD Business Cases having been approved, there is a continued risk which is being mitigated through financial monitoring.	3	3	9	↔	Mar-22
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. 01/07/21 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. 13/12/21 Ongoing. Section 151 Officers are due to have discussions with Government.	3	4	12	↔	Mar-22
Financial	Risk	SBCD025	Failure to agree NNRD (rates retention) flexibility	Mar-18	C3	Accountable Body	Risk of failing to agree NNRD (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	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. 01/07/21 Report drafted. Intention to submit to Programme Board July / August. 13/12/21 NNRD Report drafted. Due to be submitted to Programme Board in January 2022.	3	3	9	↔	Mar-22
Financial	Risk	SBCD026	Private sector funding contribution's not realised in line with business case projections	Mar-18	C3	Deliver Lead	Risk that private sector funding is not realised as per portfolio business case projections that will impact on the deliverability of outputs and outcomes of the SBCD	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.	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 01/07/21 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. 13/12/21	2	2	4	↓	Mar-22
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	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. 01/07/21 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 13/12/21 Deadline set for end of December. Funding agreements for PDM signed and Programme Board now in place. Programme now in development and expected to spend European funding by the imposed deadline. Discussions being held with WEFO on the flexibility of the funding profiles in 2023.	3	3	9	↓ (4,4)	Mar-22
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.	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. 01/07/21 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. 13/12/21	2	3	6	↔	Mar-22
Financial	Risk	SBCD031	Increase in cost of construction	01/07/21	C2 C6	All	Risk that cost of construction may increase impacting on budgets set out in Programme / Project Business 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.	13/12/21 Construction Impact Assessment currently with Programme / Project Leads and SRO's for completion in readiness for the January Governance Boards.	5	3	15	↔	Mar-22
Financial	Opportunity	SBCD032	Advancement of SBCD grant from UK Government	01/07/21	C3	All	Advancement of SBCD grant from UK Government from 15-10 Portfolio. This will reduce the borrowing requirement for the Portfolio.				Awaiting SBCD grant profile to be formalised.	13/12/21 Discussions to be held with WG. Awaiting formal decision on their approach for advancement of grant.					Mar-22
Operational	Risk	SBCD033	Welsh Government 2021 update of Technical Advice Note (TAN) 15 development risk of flooding and coastal erosion and associated flood planning maps.	11/10/21	C2 C6	Accountable Body	Proposed updates to the TAN and maps have categorised the vulnerability of certain developments, increased the extent of the flood maps and the ability of land owners and local authorities to potentially achieve planning permission and ultimately develop land affected by the 2021 updates.	4	4	16	Welsh Government are monitoring effectiveness of Planning Policy Wales (PPW) and Technical Advice Note (TAN) 15 through a notification direction and sustainable development indicators.  Coordinated challenge (Lead by WLGA) to Welsh Government to ensure the updating of TAN 15 does not have a negative impact on regeneration activity. Carry out additional Environmental Impact Assessments (EIA) Consultation with Lead Local Flood Authority and planning authorities Flood Map for planning embedded Strategic Flood Consequences Assessment (SFCA) to be undertaken to provide the evidence to inform policies and site selection processes for all strategic and local development plans. Flood consequences Assessment (FCA) to be carried out to assess the risk of development in a flood risk area. Progress as planned across the portfolio, being cautious that future planning applications might be affected and raise any concerns as early as possible Programmes and Projects to review the potential impact of the updated TAN and provide a statement indicating whether or not they believe their schemes could be affected and any other measures they are taking on top of those listed here.	25/01/22 NRW have issued a letter to local authorities stating their flood maps are still to be considered when contemplating planning applications between now and June 2023.	4	4	16		Mar-22
Operational	Risk	SBCD034	GVA Calculation / Measurement	08/12/21	C3 C6	PoMO Leads	There is a risk that the expectations of what GVA would be measured, monitored and reported on might not be achievable as originally anticipated.	3	3	9	GVA has been listed in the Heads of Terms and as a Portfolio investment Objective as a measure which will provide a positive impact across SBCR, whilst this will be true, the SBCD PoMO have been unable to achieve a conclusive answer from numerous sources as to how this measurement can be achieved at a Portfolio level. Advice and guidance of what is expected in relation to the measurement of GVA is currently being sought from Colleagues in Welsh and UK government					Mar-22	
Operational	Risk	SBCD035	Ineffective engagement with and involvement of important stakeholders	08/12/21	C6 C13	PoMO Leads	Failure to effectively engage important stakeholders including industry, third and private sector across the portfolio resulting in missed opportunities or potential outputs and outcomes not being fully achieved. Programmes and Projects (P&Ps) will have their individual approach to stakeholder engagement throughout the lifetime of the projects. In some cases opportunities may exist for collaborative working across the portfolio to generate maximum regional benefit from stakeholder involvement. P&Ps should work together to ensure effective use of stakeholders. Note: A stakeholder is deemed to be important if a lack of effective engagement at any stage of planning or delivery could be detrimental to the Portfolio, Programme or Projects achieving their objectives or could lead to that stakeholder being reputationally disruptive.	3	3	9	P&Ps will report on engagement progress via the Portfolio governance and reporting system.  The Economic Strategy Board is keen to assist P&Ps with engagement at all levels. Portfolio Business Engagement Manager will support P&Ps in this activity including being a point of contact for SBCD enquiries, supporting meet the buyer events during construction period, arranging and attending events and meetings etc. A Portfolio Engagement and Investment Framework has been drafted to aid the process (currently deferred until SQW Regional Plan is adopted by LAs)					Mar-22	
Operational	Risk	SBCD036	Turn over of Staff	08/12/21	C7	All	Risk of losing key strategic business partners due to high turn over of staff in the business sector resulting in possible change in priorities, having to rebuild working relationships and knowledge sharing.	3	3	9	PoMO to work with stakeholder to build relationships and support with delivery of projects.					Mar-22	
Operational	Risk	SBCD037	Assurance Framework	08/12/21	C6	JC	Risk of non acceptance and approval of the Assurance Framework causing the PoMO additional by having to carry out an unmanageable number of reviews per annum.	3	4	12	PoMO working with Welsh Government to draft the Framework along with gaining input / comments from key stakeholders.					Mar-22	
Financial	Opportunity	SBCD038	Unallocated £5.3m underspend	08/12/21	C2 C6	Accountable Body	Confirm £5.3m allocation of remaining £5.3m funding to be allocated.	3	3	9	Review on completion of quarter 3 financial monitoring.					Mar-22	
Operational	Risk	SBCD039	Ability to update the JCA	08/12/21	C6 C12	Legal	There is a risk that due to outside factors further delays in the updating of the JCA will prevent the audit recommendations being completely closed and may cause some functional restrictions in the requirements of the various boards and committees and the Portfolio Management Office in discharging their governance requirements for the City Deal	3	4	12	The JCA requires updating following audit recommendations, in order to ensure the agreement is fit for purpose following the 'bedding' in period of the Portfolio Management team, coupled with the progress made across the Portfolio with Programmes and Projects moving past approval and into delivery.					Mar-22	
Financial	Risk	SBCD040	Operations of the SBCD PoMO	08/12/21	C3 C6	Accountable Body	Risk of having no funding available for the continuation of the SBCD PoMO post 7 years, resulting in no PoMO in place to continue with Governance arrangements and monitoring / reporting of the Portfolio	3	4	12	Options and requirement to be discussed at next S151 working group.					Mar-22	
Financial	Risk	SBCD041	In Year Underspend	08/12/21	C2 C6	Accountable Body	Having undertaken a reprofiling and baselining exercise across the Portfolio, there is a risk of an in year underspend of circa 10% of the portfolio value, however this has no effect on the overall investment of the Portfolio or the wider benefits and deliverables.	4	3	12	Review of investment components and timelines has been completed in conjunction with the Programme / Project Leads. These reviews have resulted in a more realistic investment forecast which will allow for Quarterly and Annual review and scrutiny to ensure continued progress towards this profile. This is the first reprofiling exercise that's been undertaken following the approval of all project/programme business cases and will be actively managed going forward to business case updates and the change management strategy.					Mar-22	

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