

## Audit Wales - Assurance and Risk Assessment: Swansea Bay City Deal Action Plan

ID	Areas for Resolution	Actions	Target Date	Lead	Sign Off	Status	Dependencies	Update
AW01	Ensuring the alignment between the City Deal, Corporate Joint Committee (CJC) and wider economic strategies and partnerships	Discussions amongst CEXs / Leaders and key LA Officers relating to the alignment between CJC and SBCD governance structures and areas of responsibility / linkages with wider strategies and partnerships	Dec-24	SRO/CEXs	JC	In Progress		CJC Workshop with Leaders scheduled for September
AW02	Developing a replacement measure for Gross Value Added (GVA) as required by HM Treasury	Finalise Evaluation Framework and benefits profiles for all projects and programmes	Mar-25	PoMO / Project Leads	JC	In Progress	Evaluation Framework subject to approval at SBCD PB/JC and engagement of project leads	Evaluation Framework finalised and to be submitted to SBCD Programme Board 28th May 2024
		Investigate and agree alternative measurements for economic impact to be utilised in the Portfolio mid term evaluation						
AW03	Achieving the intended outcomes within the constraints of the changing delivery environment	Continue to monitor and report benefit realisation across the portfolio	Dec-24	PoMO / Project Leads	JC	In Progress	Continued engagement by project leads with benefit realisation, business case development and assurance processes	PoMO has worked with projects and programmes to develop benefit maps, registers and profiles
		Continue to identify risks to delivery of project outcomes, ensuring that benefit capture is effective and mitigation measures are in place						PoMO and project boards continue to monitor risks to delivery of outcomes with appropriate mitigations in place
		Work with delivery partners to bring forward planned projects and project phases to ensure outcome delivery is maintained						PoMO is working with project leads to bring forward the development and delivery of projects and phases through the business case development process
		Identify impediments to successful delivery utilising Gateway Reviews at key stages in project development and delivery						PoMO has a schedule of project Gateway Reviews which is tracked and updated through the IAAP
AW04	There were differing views across the eight City Deal partners around whether the portfolio has already entered a different phase of delivery across all programmes and projects and the criteria the Joint Committee will use to identify that milestone	Assesment of current status of delivery across all elements of the SBCD portfolio	Dec-24	PoMO	JC	To be Actioned		
		Establish criteria to assist in identifying delivery status						
AW05	Partners had not yet formally reviewed the portfolio management capacity and funding. However, ongoing budget review processes may provide the partners with the opportunity to review the required scale of portfolio management.	SRO / Portfolio Director to review PoMO staffing requirements going forward. Funding arrangements to be finalised and approved by JC	Jul-24	SRO/Sec151/ Portfolio Director	JC	In Progress		

AW06	Managing the potential risk of losing portfolio management staff whose skills may be applied across the region whilst future funding arrangements are resolved	Risk of losing PoMO staff to be included in Portfolio risk register and appropriate mitigation measures provided. Funding arrangements to be finalised and approved by JC	Jul-24	SRO/Sec151/ Portfolio Director	JC	To be Actioned		
AW07	There were differing views among the City Deal partners of the need to retain the thoroughness of the governance arrangements which have been used to establish the City Deal programme (portfolio) and bring projects into delivery. City Deal partners had not agreed the extent to which they will retain the same level of governance arrangements as the programme (portfolio) progresses into a different phase	Review current arrangements for reporting and monitoring including the frequency of meetings	Sep-24	PoMO	JC	To be Actioned	Any changes to reporting and monitoring process to be subject to acceptance by WG/UKG	
		Identify where arrangements can be changed and / or simplified in discussion with SROs/Project Leads/WG/UKG						
		Establish point in time review and plan for future phase requirements						
AW08	Clarifying the line management of the Portfolio Office Director to ensure that both strategic and operational accountabilities and responsibilities are clear	Discuss Portfolio Director line management arrangements with Portfolio SRO and Chair JC Recommend and agree line management arrangements for both strategic and operational accountabilities	Dec-24	SRO	JC	To be Actioned	Consideration in parallel with CJC/SBCD alignment proposals	
AW09	Whilst City Deal partners recognise the benefits of aligning the City Deal and Corporate Joint Committee, however, due to differing legal structures, there was no clear approach as to how and when that might be achieved.	Discussions amongst CEXs / Leaders and key LA Officers relating to the alignment between CJC and SBCD governance structures	Dec-24	SRO / CEXs	JC	In Progress		CJC Workshop with Leaders scheduled for September
AW10	Clarifying the benefits and purpose of the City Deal's Economic Strategy Board.	Undertake review of benefits and purpose of ESB with ESB chair ESB members and project leads Recommend and agree role and purpose of ESB for portfolio going forward	Sep-24	Programme Board / ESB Chair	JC	To be Actioned	Consideration in parallel with CJC/SBCD alignment proposals	
AW11	Resolving the varying views over the effectiveness, value and duplication of regional scrutiny.	Undertake review of the effectiveness, value and duplication of JSC with JSC Chair / Members and JC Members	Sep-24	TBC	JC	To be Actioned	Review to be undertaken in context of Regional JCA	
		Recommend and agree role and processes for JSC going forward						
AW12	Finalising the new evaluation framework in response to the City Deal's 2023 Gateway review through a Task and Finish group established by the Joint Committee to respond to the review's findings	SBCD Evaluation Framework to be finalised and agreed at PB / JC	Jun-24	PoMO	JC	In Progress		Evaluation Framework finalised and to be submitted to SBCD Programme Board 28th May 2024
AW13	Ensuring greater consistency of the reporting of community and regional benefits from each of the portfolio's individual projects	Review and clarification of arrangements for the reporting of benefits across the portfolio	Sep-24	PoMO	JC	In Progress	Engagement with project leads and robustness / timeliness of information reported	PoMO has worked with projects and programmes to develop benefit maps, registers and profiles
		Implementation of the SBCD Evaluation Framework and updated M&E Plan						Evaluation Framework finalised and to be submitted to SBCD Programme Board 28th May 2024

AW14	Maximising the shared lessons learning across the City Deal portfolio.	Annual review of Lessons Learned to be undertaken for the Portfolio and shared with stakeholders	Jul-24	PoMO	JC	In Progress		
AW15	Reflecting whether there are greater opportunities to raise the profile of the City Deal's impact with the public.	Update the Portfolio Communications and Marketing Plan with emphasis to enhance comms in relation to the public perspective.	Jul-24	PoMO / Project Leads	JC	To be Actioned		
AW16	Clarifying whether there is duplication within the arrangements, whereby data is collected and reported locally and then also collected and reported at a regional level leading to potential inefficiencies.	To be included in actions for AW07	Jul-24	PoMO / Project Leads	JC	To be Actioned		