

SBCD Governance Review Recommendations – Action Plan

External UK and Welsh Government Actica Review

Ref	Recommendation	Urgency	Action	Timescale	Progress Update – July 2019
XR1	Pre-scrutiny should be encouraged but direct and regular face-to-face contact between those writing the Business Cases and those providing comment upon them and advising those who will grant approval is essential.	Urgent by end March 2019	Arrange review sessions with Economic Strategy Board and Project leads as projects progress through business case development	n/a	Two face to face sessions held between ESB and Pembroke Dock Marine project leads as part of the review and business case development process. PDM is anticipated to be the next project put forward for formal review as part of tranche two for project approvals.
			Arrange review sessions with Governments and Project Leads as projects progress through business case development	n/a	Review session held between Government officials and Yr Egin and Swansea Waterfront project leads (March 21st 2019) Review session with PDM, HAPS and Governments currently being arranged
			Ensure reviewers have early sight of completed draft full business cases	n/a	Early drafts of HAPS, PDM and Skills and Talent business cases shared with PAL's and Governments
XR2	The Regional Office should be designated as a Portfolio Management Office, leveraging their skills with experienced Portfolio/Programme/Project Management (P3M) specialists.	Important by end June 2019	Establish portfolio management office under new Portfolio Director	Oct-19	It was agreed by Joint Committee on 28.05.19 that the PMO would be hosted by Carmarthenshire and based in Dafen, Llanelli but report directly to the new Portfolio Director who will report directly to the Chair of the Joint Committee.
			Develop PMO structure	Oct-19	A draft PMO structure has been drafted and will be discussed at Programme Board in July 2019. The structure may be subject to change following appointment of the Programme Director.
			Review and agree budget to facilitate new PMO	July-19	Proposals to be discussed at Programme Board and submitted to JC for approval in July 2019.
XR3	The City Team should (with the support of the Welsh Government Assurance Hub and IPA as necessary) put in place a best practice Integrated Assurance and Approval Plan (IAAP) for the Portfolio. All parties should specifically consider the OGC Gateway™ Review process as a key part of that plan.	Important by end March 2019	New Portfolio Director and PMO to consider relevance of Gateway Review Process	Oct-19	UK and Welsh Government have advised that this is not a requirement however due consideration should be given by the newly appointed Portfolio Director and PMO as to whether the process can add value to the management of the programme.
XR4	Under the chair of the JSC each SBCD board should consider the TORs and ways of working of each to ensure that they work as intended. In doing so they should take account of this review and of the outcome of the audits currently being undertaken.	Important by end March 2019	Review TOR's for each Board and agree any changes	June-19	Complete and recommendations forwarded to lawyers to make appropriate alterations to TOR.
			Review and agree distribution of functions	June-19	Report detailing proposals for distribution of functions was tabled at JC on 28.05.19 and endorsed. Handover of the Legal and Democratic support functions from Carmarthenshire County Council to Swansea Council was completed on 07.06.19.
			Update JCA to reflect any changes	Aug-19	Agreed at JC on 28.05.19 that Monitoring officers and CEXs will update the JCA to reflect recommendations of the review
			Develop process for and invite EOIs from potential advisors to supplement and broaden the role of the ESB	June-19	Draft under development. Programme Board to consider draft process in June 2019.
			Advertise for specialist advisors to the ESB	July-19	
XR5	A Portfolio Director should be appointed before May 2019 to ensure continuity of Swansea Bay City Deal leadership and independent authoritative advice to the Boards.	Urgent by end April 2019	Develop and agree job description	July-19	Draft job specification agreed by Joint Committee on 28.05.19 subject to agreement on recruitment process. Final job specification and associated budget to be considered by programme board and recommendations made to Joint Committee for approval to recruit.
			Identify and agree salary and associated budget	July-19	Proposals to be discussed at Programme Board and submitted to JC for approval in July 2019.
			Advertise post	July-19	
			Identify appointments panel	July-19	Reports to identify members of the appointments panel will be submitted to each Local Authority in July Council meetings.

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XR6	The SBCD should be managed as a Portfolio not as a set of predetermined and immutable projects.	Important by end June 2019	Establish portfolio management office under new Portfolio Director	n/a ongoing	It was agreed on 28.05.19 that the PMO would be hosted by Carmarthenshire and based in Dafen, Llanelli but report directly to the new Portfolio Director who will report directly to the Chair of the Joint Committee. Some projects are currently under review to ensure portfolio approach.
XR7	For Yr Egin and Swansea Waterfront, the two business cases which we consider are close to final approval, senior UK Government and Welsh Government and Local Authority officials should aim to reach a swift conclusion to ensure that funding can flow as needed.	Immediate	Continue to push for immediate sign off of the first two business cases and release of the first £31m of City Deal funding.	n/a	Approvals are expected imminently

Internal Regional Review

Ref	Recommendation	Action	Timescale	Progress Update - 31st May 2019
IR1	Redistribution of roles and functions to ensure an equitable balance across the SBCD Partnership, each acting as a check and balance for the other	See XR4 above		
IR2	Appointment of an independent Programme Director, securing the independence of the Lead Officer responsible for the Regional Office with a direct reporting line to the Joint Committee. Reconsideration of the funding arrangement for the RO could enable the associated costs to be contained within existing commitments	See XR5 above		
IR3	The local approach to the delivery of the SBCD projects needs to take account of the interdependencies across the Programme. Consideration should also be given to contingency plans if Government funding is withdrawn at a later date.	Establish Portfolio Management Office (PMO) to ensure the SBCD is managed as a portfolio of projects		See XR2 update above
		Ensure SBCD is managed as a Portfolio (XR6)		See XR6 update above
		Accountable body to work with Welsh Government, Project Authority Leads, Project Leads and, where appropriate, external lawyers to develop funding agreements / terms and conditions to incorporate necessary contingency plans.	Jul-19 and ongoing	Currently awaiting draft terms and conditions from Welsh Government in relation to the first two projects. Standard templates for the funding agreement between the Accountable Body and the Project Authority Lead and the funding agreement between the Project Authority Lead and Project Lead are currently being developed.
IR4	The Implementation Plan needs to be revised so that delivery of the projects is prioritised and approved by the Joint Committee. The Implementation Plan should be supported by a clear Programme Financial Plan and Risk Register before being resubmitted to UK & WG for approval. The Implementation Plan should form the basis for monitoring delivery of the Programme.	Update Implementation Plan	Mar-19	Complete
		Identify next tranche of priority projects	Mar-19	Next tranche approved by JC on 28.03.19
		Submit updated Implementation Plan to Govs	Mar-19	Complete and approved with caveat that timescales are updated as the next tranche of projects moves forward
		Ensure Risk Register is reviewed regularly.	Ongoing	Risk register is a standing agenda item at all Programme Board and Joint Committee meetings.
IR5	The Joint Committee, as a conduit for regeneration of the Region, needs to further establish its own identity in terms of overarching standard operating principles, values and expected practice. Key areas for consideration are highlighted within the CIPFA/SOLACE Delivering Good Governance in Local Government Framework 2016 for such a Partnership	Agree and establish overarching operating principles	Aug-19	
		PD / PMO to ensure all aspects of the SBCD governance structure are familiar with and operating in accordance with the agreed overarching operating principles.	Oct-19	Awaiting appointment of new PD / PMO
		Ensure PMO receive any training as required to achieve	Oct-19 onwards	Awaiting appointment of new PD / PMO

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IR6	If the iterative process continues to cause a bottleneck once standards have been addressed, then there should be an approach to UK & WG to reconsider the process to eliminate disproportionate effort by all parties and to ensure that focus is on the deliverability of outcomes and not only on the standard of written documents. The relationship between individual LA's, project leads, the Regional Office and UK and WG's should be recast to establish strict communication lines. Such communication is currently inconsistent and is clearly contributing to confusion and delay.	See XR1 above		
		See IR8 below		
IR7	The Programme Board, Economic Strategy Board (ESB) and Joint Committee should receive written assurance (in a format to be agreed) that each business case submitted for approval has been subject to the required checks and process as defined within the JCA, including approval by the Lead Local Authority. This should ensure that all comments from UK & WG have been addressed and concerns highlighted by the ESB have been fully considered. There should be an evidence trail to ensure all parties are held accountable.	Develop a checklist to accompany future business case submission for formal review to all committees	Mar-19	Complete
IR8	The Regional Office, in its capacity as the SBCD Delivery Team should undertake detailed checks prior to entering into the iterative process or submitting to Programme Board and ESB, to ensure compliance with standard operating principles/values and provide an overview of the outcome of these checks, in order to provide independent assurance to the Programme Board and Joint Committee.	Review current iterative / informal review process and identify any opportunities for improvement.	Aug-19	Currently reviewing approach with UK and Welsh Government to ensure this is a quicker and more effective process for all parties going forward. UK and Welsh Government are developing a proposal to test with the next tranche of projects which should provide independent specialist assurance that relevant, detailed checks have been undertaken.
IR9 (a)	Membership and remit of the Programme Board and ESB needs to be reconsidered: Programme Board needs to undertake detailed analysis of the financial viability, deliverability and risks to the project. The Programme Board should have detailed knowledge of the business cases and the feedback from UK & Welsh Government to ensure that business cases are of the standard and quality to be submitted for approval to Joint Committee. Current membership includes the Chief Executives of the four Local Authorities: this may be too onerous a commitment for the Chief Executives. Consideration should be given to the most suitable level of Management to commit to Programme Board (possibly Director or appropriate Head of Service), consideration should be given to including a Section 151 Officer to provide financial scrutiny and challenge and appearance of lead project officers to present the case.	See XR4 above		

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<p>(b) The ESB membership needs to be streamlined to enable a well functioning commercially minded appraisal function that is focused on identifying further opportunities for the Region and attracting inward investment. Current membership includes the Leaders of the four Local Authorities, which seems impractical given the ESB report to the Joint Committee. Consideration should be given to limiting membership of the ESB to the Private Sector, supported by Life Science & Wellbeing and Further/Higher Education representatives, and the Regional Office Lead. There is an opportunity for the ESB to provide UK & WG with the confidence that is currently lacking around the commercial case; consideration could be given to including a summary report from the ESB with the Full Business Case submission.</p>			
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