

## SBCD ACTICA Review Recommendations – Progress Summary

January, 2020

<b>Recommendation:</b>	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.	<b>Status:</b>	Ongoing	
		<b>Pending</b>	<b>Scheduled</b>	<b>Complete</b>
<b>Activity:</b>	<ul style="list-style-type: none"> <li>• Policy Day – Yr Egin &amp; Digital District Projects with UK and Welsh Government</li> <li>• Second ESB Workshop with Pembroke Dock Marine</li> <li>• Regional Office teleconference with NPT re: Homes as Powerstations project</li> <li>• Digital Infrastructure Project Team Meeting with Digital Leads</li> <li>• ESB meeting with NPT Leader and Chief Executive re: new NPT projects</li> <li>• ESB meeting with PCC Leader and Chief Executive re: Pembroke Dock Marine</li> <li>• ESB review of Pembroke Dock Marine project</li> <li>• ESB 121 meetings with Sharon Burford re Wellness Project developments</li> <li>• Policy Day – Homes as Power Stations with UK and Welsh Government</li> <li>• ESB presentation on Wellness project developments</li> <li>• Appointment of accredited “Better Business Case” consultant to conduct peer review of Pembroke Dock Marine</li> <li>• Policy Day – Supporting Innovation &amp; Low Carbon Growth with UK and Welsh Government</li> <li>• Policy Day – Skills &amp; Talent with UK and Welsh Government</li> <li>• Digital leads review of Digital Infrastructure Business Case</li> <li>• ESB Supporting Innovation and Low Carbon Growth Introductory Session</li> <li>• Digital leads 121 business case reviews</li> <li>• Second Policy Day – Homes as Powerstations with UK and Welsh Government</li> <li>• ESB Site Visit to Homes as Powerstations</li> <li>• ESB Review of Homes as Powerstations</li> <li>• Monthly Catch Up’s between Regional Office, Welsh and UK Government</li> </ul>	02.20	Ongoing	21.03.19 25.04.19 25.04.19 07.05.19 07.05.19 21.05.19 25.06.19 07.19 25.07.19 30.07.19 09.19 06.09.19 20.09.19 24.09.19 08.10.19 03.12.19 26.11.19 26.11.19

<b>Comments:</b>			
<ul style="list-style-type: none"> <li>A series of face to face sessions have been arranged between the ESB and project leads. A forward work programme of similar sessions with other projects has been developed and reflects the anticipated progress of each project in terms of readiness for review and approval.</li> <li>Several initial and follow on face to face sessions have been arranged between both governments and project leads for the most advanced.</li> <li>For projects that are approved / nearing approval this action is <b>complete</b> however ongoing activity is required to replicate for the other City Deal projects.</li> </ul>			
<b>Recommendation:</b>	The Regional Office should be designated as a Portfolio Management Office, leavening their skills with experienced Portfolio/Programme/Project Management (P3M) specialists.	<b>Status:</b>	Pending
		<b>Pending</b>	<b>Scheduled</b>
			<b>Complete</b>
<b>Activity:</b>			
<ul style="list-style-type: none"> <li>Draft PMO structure designed</li> <li>Interim remodelled budget agreed to incorporate potential costs for new PMO structure</li> <li>Appoint consultant to undertake stock take of current City Deal projects to ensure portfolio approach is in place. Work to be funded through additional resources funding from Welsh Government.</li> </ul>		01.20	08.19 10.09.19
<b>Comments:</b>			
<ul style="list-style-type: none"> <li>This recommendation has been endorsed by Joint Committee and a draft structure and associated costs have been developed and approved.</li> <li>Once the Programme Director is appointed they will review the draft structure and budget to ensure the PMO is fit for purpose in delivering the City Deal.</li> </ul>			
<b>Recommendation:</b>	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.	<b>Status:</b>	Pending
		<b>Pending</b>	<b>Scheduled</b>
			<b>Complete</b>
<b>Activity:</b>			
<ul style="list-style-type: none"> <li>Appoint consultant to develop an IAAP for the SBCD, funded through additional resources funding from Welsh Government</li> </ul>		01.20	
<b>Comments:</b>			
<ul style="list-style-type: none"> <li>The IAAP will be reviewed and implemented by the new Programme Director when in post.</li> </ul>			

<b>Recommendation:</b>	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.	<b>Status:</b>	Complete
		<b>Pending</b>	<b>Scheduled</b>
<b>Activity:</b>	<ul style="list-style-type: none"> <li>• ESB review of terms of reference in relation to findings of two SBCD reviews</li> <li>• Joint Committee consider amendments to JCA (including TOR)</li> <li>• Joint Committee agree actions to progress revisions to JCA</li> <li>• Programme Board to develop action plan for implementing review recommendations including updating of TOR terms of reference for governance groups as part of JCA revisions</li> <li>• Monitoring officer and regional counterparts to update TOR for governance groups</li> <li>• Consideration of revised TOR and JCA by UK and Welsh Government</li> <li>• Joint Committee approve revisions to JCA including changes to TOR for each element of the Governance structure</li> <li>• ESB to approve revisions to TOR</li> <li>• All Councils to approve revisions to JCA</li> <li>• Revised JCA submitted to Governments for agreement</li> </ul>		23.06.19 28.05.19 28.05.19 11.07.19  07.19 08.19 30.07.19  08.10.19 10.10.19  11.19
<b>Comments:</b>	<ul style="list-style-type: none"> <li>• Each board has reviewed their terms of reference and ways of working</li> <li>• Relevant updates to terms of reference have been made and incorporated in to the revised Joint Committee Agreement approved by Joint Committee in July 2019.</li> </ul>		
<b>Recommendation:</b>	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.	<b>Status:</b>	In progress
		<b>Pending</b>	<b>Scheduled</b>
<b>Activity:</b>	<ul style="list-style-type: none"> <li>• Joint Committee to agree employing authority for Programme Director</li> <li>• Joint Committee to agree reporting structure for Programme Director</li> <li>• Design Job Description for Programme Director</li> </ul>		28.05.19 28.05.19 06.19

<ul style="list-style-type: none"> <li>• Complete HR preparatory procedures for creation of Programme Director Post</li> <li>• Approve budget for Programme Director salary</li> <li>• Approve Job Description for Programme Director</li> <li>• Joint Committee to approve advertisement of Programme Director Post</li> <li>• Extension of advertisement for Programme Director</li> <li>• Shortlisting of Programme Director applications</li> <li>• Interviews for Programme Director</li> </ul>			06.19 30.07.19 30.07.19 30.07.19 24.09.19  11.19 12.19	
<b>Comments:</b> <ul style="list-style-type: none"> <li>• Anticipated to take between 2 and 4 months before someone is in active post depending on their current employment and notice arrangements</li> </ul>				
<b>Recommendation:</b>	The SBCD should be managed as a Portfolio not as a set of predetermined and immutable projects.	<b>Status:</b>	Ongoing	
		<b>Pending</b>	<b>Scheduled</b>	<b>Complete</b>
<b>Activity:</b> <ul style="list-style-type: none"> <li>• Review and agree City Deal Programme Monitoring and Evaluation Plan</li> <li>• Policy Day – Revised NPT project: Supporting Innovation &amp; Low Carbon Growth with UK and Welsh Government</li> <li>• ESB Supporting Innovation and Low Carbon Growth Introductory Session</li> <li>• Appoint consultant to undertake stock take of current City Deal projects to ensure portfolio approach is in place. Work to be funded through additional resources funding from Welsh Government.</li> <li>• Review City Deal programme income and expenditure profiling (underway)</li> <li>• Appoint new PMO</li> </ul>	01.20  01.20		04.19 06.09.19 08.10.19  12-19	
<b>Comments:</b> <ul style="list-style-type: none"> <li>• A number of projects have been reviewed and updated to ensure relevance continued relevance to the City Deal portfolio</li> <li>• The Programme Director and PMO will, once in place, undertake a stock take of the current programme to ensure portfolio approach</li> </ul>				
<b>Recommendation:</b>	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.	<b>Status:</b>	In progress	
		<b>Pending</b>	<b>Scheduled</b>	<b>Complete</b>
Activity:				

<ul style="list-style-type: none"> <li>• Announcement of project approvals</li> <li>• Develop draft funding agreement WG and Accountable Body</li> <li>• Develop draft funding agreement between Accountable Body and Project Authority Leads</li> <li>• Finalise funding agreements</li> <li>• Issue and agreement of associated terms and conditions</li> </ul>	01.20		07.19 08.19 09.19 12.19
<p><b>Comments:</b> Awaiting receipt of terms and conditions in order to allow flow of funding to the region</p>			