

Swansea Bay City Deal – Summary Progress Report, Actica review recommendations February 2020

Target (as set out in the funding agreement)	Status	Comment
Pre-scrutiny should be encouraged but direct and regular face-to-face contact is essential between those writing the Business Cases and those providing comment upon them; and to advise those who will grant approval	Continued delivery Approved projects - Complete	<ul style="list-style-type: none"> • Face to face engagement between the ESB and project leads. • Face to face sessions are held between both governments and project leads. • For projects that are approved / nearing approval this action is complete but ongoing activity is required to replicate this for other City Deal projects.
The Regional Office should be designated as a Portfolio Management Office, leavening their skills with experienced Portfolio/Programme/Project Management (P3M) specialists.	Continued delivery	<ul style="list-style-type: none"> • A PMO structure has been designed and a remodelled budget agreed to incorporate potential costs for the new PMO structure. This will require endorsement from the Joint Committee. • On commencement in post, the Programme Director will review the structure and budget to ensure the PMO is fit for purpose in delivering the City Deal
The City Deal 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.	Accelerated progress	<ul style="list-style-type: none"> • In conjunction with the Welsh Government’s Integrated Assurance Hub (IAH), a plan for the development of the IAAP is in place, with a target delivery date of 01-03-20. • The appropriateness of the OGC Gateway™ Review process is being taken forward. • A Risk Potential Assessment (RPA) has been submitted to the IAH for assessment, in preparation for a Gateway review.
Under the chair of the JSC each SBCD board should consider their TORs and ways of working to ensure they work as intended. In doing so, they should take account of this review and the outcome of audits currently being undertaken.	Complete	<ul style="list-style-type: none"> • Each board has reviewed their terms of reference and ways of working • 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.

<p>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.</p>	<p>Complete</p>	<ul style="list-style-type: none"> • Target date set by the reviewers was unachievable. • A recruitment process has been undertaken and a Director appointed. Commencement date 2nd March 2020
<p>The SBCD should be managed as a Portfolio and not as a set of predetermined and immutable projects.</p>	<p>Continued delivery</p>	<p>A suite of activity has been put in place/ completed:</p> <ul style="list-style-type: none"> • Programme Director appointed • PMO designed, costed and agreed • Monitoring and Evaluation Plan to be reviewed and updated • Implementation plan reviewed, updated and approved by Joint Committee • Stocktake of projects completed • Review underway of City Deal programme income and expenditure profiling • Review underway of Programme risk • IAAP in development • RPA submitted • Programme Business Case under development • Gateway review planned • Revised portfolio of Neath Port Talbot projects formally submitted to both governments for approval
<p>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.</p>	<p>Complete</p>	<ul style="list-style-type: none"> • Project approval secured. • Terms and conditions accepted. • Funding released

