



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 very recently conducted and thorough external peer stage gate review. Scorecard remains Amber whilst the recommendations from the review are considered and implemented.						
Pembroke Dock Marine	Overall status Red due to awaiting sign off of revised scope and funding agreements. These are impacting all other elements of the programme and the ability to secure and deploy resources to meeting the requirements of the programme						
Pentre Awel	<u>Delivery</u> - Commencement of procurement exercise for zone 1 subject to timely approval of Business Case. Business Case submitted to UK and WG November 2020 following all CCC and City Deal approvals. MoUs signed with academic institutions HoT under development – aligned with business case outputs. <u>Staffing</u> - resources are drawn in from CCC departments/partner organisations as appropriate <u>Finance</u> - City Deal investment decision awaited; institutional investors and funding model to be finalised (n.b. institutional investment not required for Zone 1						
Homes As Power Stations	Project not yet approved. OBC submitted to PoMO December 2020. Project Team revising OBC. Limited formal activity PAR review - June 2020. Project Board established, stakeholder mapping ongoing.						
Supporting Innovation & Low Carbon Growth	OBC in development - due to be formally submitted end January 2021. Project governance in place (SILCG Programme Board) PAR June 2020. CFR Oct 2020 - recommendations being addressed. 2 projects in delivery. Programme Manager to be appointed						
Yr Egin	Economic uncertainty and increasing Covid implications impacting on levels of demand and investment interest. Following Phase 1 Lessons Learned exercise, currently undertaking analysis of future scope and type of facilities required to maintain delivery of project outcomes in development of Phase 2 Strategic Outline Case. Creative Sector demand study commissioned January 2021.						
Swansea City & Waterfront Digital District	Funding agreement discussions are on-going between Swansea Council & UWTSO about the delivery of the box village element of the project. Further City Deal funding drawdown is needed as soon as possible, given spend at risk on the indoor arena element of the project, in particular. The impact of Covid-19 on delivery timeframes, construction costs and tenancy interest in 71/72 The Kingsway (Digital Village) is being continuously monitored. Covid 19 could impact on outputs on the project which is being continually monitored.						
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						
Life Science, Wellbeing & Sport Campuses	Conflicting priorities continue, (i.e. COVID) which may impact progress on delivery, although sufficient engagement from stakeholders continue via working group structures. Project teams have limited resource, existing teams continue efforts to progress project. Outline Business Case has now been informally submitted pending review/feedback from SBCD and consultants (Grant Thornton). A review of resource will take place over coming months. Original scope has been successfully maintained in line with the monies available.						

Title	Portfolio Management Office (Communications & Marketing)	Reporting Period	Q3 2020/2021
Officer	Greg Jones (SBCD Communications & Marketing Officer)		

Summary of last 3 months

- Continuation of City Deal communications and marketing via press releases, website, social media content, media liaison and e-newsletters to the business community
- Representation on project/programme boards including Homes as Power Stations, Supporting Innovation & Low Carbon Growth, and Life Science & Wellbeing Campuses
- Support for governance documentation and funding agreement discussions between stakeholders
- Video production support for projects
- Content support for regional prospectus

Key achievements in Q3

- 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 Western Telegraph, and Invest Monitor. Topics covered included the latest £18m funding award, the regional approval of the Pentre Awel and Digital Infrastructure projects, as well as a City Deal update with the Portfolio Director, the start of works at the Swansea Bay Technology Centre, indoor arena progress, a scheme that could inform the detail of the Homes as Power Stations project, and the submission of a planning application for the Pembroke Port infrastructure element of the Pembroke Dock Marine project.
- Distribution of e-newsletter to hundreds of businesses and business representative groups throughout the City Region
- From November 3 to January 15, an average of 512 impressions were achieved from the City Deal’s Twitter account – that’s the number of times a Tweet has been seen. Tweets in this period linking to the City Deal website, news stories, project pages and content from partners generated 169 likes, 77 retweets and 126 link clicks
- From November 3 to January 15, posts on the City Deal’s Facebook page generated a reach of more than 20,000 – that’s the number of Facebook users who saw these posts. These posts also generated 341 likes/shares and 475 links/clicks. Videos on the SBCD Facebook page during this period generated a combined 2,204 views.

Key Activities planned Q4

- SBCD website update
- Continuation of City Deal communications via press releases, media liaison and social media content on Facebook and Twitter. These activities will be anchored to SBCD portfolio and programme/project updates
- Strengthening of SBCD LinkedIn account
- Strengthening of internal communications
- Development of e-marketing brochure for the SBCD portfolio and its programmes/projects
- Communications updates to feature in monthly portfolio/projects highlight reports

Programme / Project Title	Digital Infrastructure	RAG Status	A
Local Authority Lead	Carmarthenshire County Council	Programme / Project Lead	Gareth Jones
Prog / Project Delivery Lead	Carmarthenshire County Council	Reporting Period	Jan 21
SRO	Jason Jones		

Budget	
Total Budget	£55m
City Deal	£25m
Public	£16.5m
Private	£13.5m
Description	
<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 up of three themes:</p> <ul style="list-style-type: none"> • Connected Places • Rural connectivity • Next generation wireless (5G and IOT networks) 	

Key achievements
<ul style="list-style-type: none"> • Digital Programme Board expanded and re-established. • External stage gate peer review of the programme conducted by independent experts. Amber/Green status given. • Business Case amended based on local, regional, and national stakeholder feedback and recommendations. • Business Case authorised by Joint Committee, Programme Board, Economic Strategy Board and Local Authorities. • Business Case and supporting Programme documentation submitted to Government for approval. • Regional agreement obtained to partially recruit Programme resource at risk. • Programme risk mitigation ongoing. • Supplier engagement ongoing.

Key Activities planned
<ul style="list-style-type: none"> • Ongoing implementation of stakeholder feedback and recommendations. • Ongoing implementation of external stage gate review recommendations. • Recruitment of Programme resources. • Recruitment of external expert consultants to advise individual Projects. • Funding bid to Welsh Governments Local Broadband Fund to supplement existing Programme budget. • Preparation and plans for transitioning to delivery. • Support Local Authorities with ongoing Digital Infrastructure activity and investment. • Programme risk mitigation ongoing. • Supplier engagement ongoing.

Key Risks / Issues	
Risk Description	Mitigation
Lack of Programme human resources - There is currently a lack of resources engaged to deal with the Digital Infrastructure programme resulting in not being able to achieve the outcomes intended within the timescales.	Ongoing - Digital Programme Manager appointed Feb 20. Further partial recruitment of necessary resource ongoing at risk. Remaining resource recruitment to occur once Business Case is signed off by Government. External consultants utilised.
State aid issues - There is a risk that State aid limitations prevent the Programme from achieving its ambitions. There is now also a lack of clarity on State aid in relation to Public Sector Telecoms investment following the recent Brexit deal.	Ongoing - Seek legal advice and state aid expertise across all three digital infrastructure streams from consultants, UK and Welsh Governments. Advice and guidance ongoing via external consultants and Government colleagues with future requirements factored in to the Business Case.
PSBA (Welsh Government) - PSBA's potential inability and/or unwillingness to embrace alternative fibre builders. This hinders our ability to utilise UK Governments defined strategy of public sector hub procurement to stimulate fibre build and competition.	Ongoing - Engage with and work closely alongside Welsh Government PSBA to understand their challenges and identify opportunities to ensure regional investment aligns to, supports, and underpins the PSBA.

Programme / Project Title	Pembroke Dock Marine	RAG Status	R
Local Authority Lead	Pembrokeshire County Council Pembrokeshire County Council	Programme / Project Lead	Tim James Tim James
Prog / Project Delivery Lead	Milford Haven Port Authority	Reporting Period	Jan21
SRO	Steven Jones		

Budget	
Total Budget	£60.47m
City Deal	£28m
Public	£16.35m
Private	£16.12m
Description	
<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"> • Pembroke Dock Infrastructure (PDI) improvements • A Marine Energy Engineering Centre of Excellence (MEECE) • Marine Energy Test Area (META) developments • The Pembrokeshire Demonstration Zone (PDZ) 	

Key achievements (Overall Objective ID shown in brackets)

Pembroke Dock infrastructure

- PDI and TCPA and Marine Licence applications both submitted and registered (IP1).
- 2x FTE Project Managers in post focusing on PDI Delivery (IP6a target)

Marine Energy and Engineering Centre of Excellence (MEECE)

- MEECE headcount at 6.2 FTE's (IP6b)
- ORE Catapult leading on Pan Wales Port and grid Study for Floating Offshore Wind funded by Welsh Government. (OP15)
- Supported successful bid for £112k Offshore Wind Growth Partnership (OWGP) grant for Ledwood Mechanical Engineering to diversify into offshore wind. MEECE will provide person for Ledwood's Steering Group. (IP3, OP11, OP14).
- Supported successful Expression of Interest by Seawind for OWGP funding and are supporting a full bid for a £500k project to be based in Pembroke Dock. (IP3, OP11, OP14).

Marine Energy Test Area (META)

- META Operations Manager role commenced Q1 2021 (IP6c)
- META phase 2 Marine Licence has been secured (IP5)
- META Phase 2 planning applications have been submitted (IP5b).
- PCF partner in South Wales Industrial Cluster Phase 2 project, which secured approval 04.01.21 (IP7)

Pembrokeshire Demonstration Zone (PDZ)

- All third-party approvals and co-funding in place to progress (IP4)

Collaborative Achievements

- MHPA, MEW and ORE Catapult all presented at Renewable UK's Floating Wind Conference 2020 on 7th of October. (OP11/16)
- Partners all submitted supporting evidence to BEIS for CFD support for FLOW and Marine Energy revenue support (OP15)
- MHPA and MEW submitted evidence to BEIS for Offshore Wind Manufacturing Support Scheme (30.10.20 (OP8/15)
- MHPA have engaged with ORE catapult on the Welsh Government's FLOW Port's Study. (OP15)
- MEW & MHPA hosted stand and session at WG Regional roadshow (OP11/12)
- MHPA partner in application under the South Wales Industrial Cluster Deployment project. If successful, the project will leverage £37m of added value work across South Wales (IP3/OP5/6/8)
- MHPA and PCC presented the MH:EK and PDM projects to the Institute of Chartered Engineers 13.01.2021 (OP16)

Key Activities planned

Collaborative Activities

- Funding agreements targeted for exchange end of January 2021 (IP2)
- Establishment of formal project governance to commence post funding agreement with the support of PMO / PCC.
- Collaboration Agreement between partners to be agreed within 3 months of funding agreement execution.

Annual Conference 2021 | Marine Energy Wales (OP11 & OP166)

- ORE Catapult and MHPA are both sponsoring Marine Energy Wales's 2021 Annual Conference, which PDM will feature in. If interested parties would like to attend, please contact bethan.simes@marineenergywales.co.uk

Pembroke Dock infrastructure

- Procurement of Construction Contract ready pending funding approval (IP1)
- Listed Building and Conservation Area consent applications to be submitted (IP1)
- Consent management ongoing throughout Q1 and Q2 2021 (IP1)

- Grant Compliance role to be advertised (IP6a) post funding award.

Marine Energy and Engineering Centre of Excellence (MEECE)

- 1 FTE new Innovation Manager to start January 25th. Potential for 1FTE new engineer to start, but held up by post-Brexit ambiguity on employment eligibility. (IP6b)
- £250k project with Swansea University, Natural Power and Siemens Gamesa, to demonstrate and verify the benefits of adding vortex generators to large wind turbine blades. On hold due to uncertainty of City Deal funding which is essential to fund Swansea University activities. There is a risk that the commercial partners will lose interest if we cannot commence this project soon. (IP3, OP11, OP14).
- £75k of procurement imminent to refurbish and deploy our 4m diameter buoy in META, to enable delivery of at least three innovation projects. It is expected that the majority of this will go to local supply chain companies, EU rules permitting. (OP11, OP14).

Marine Energy Test Area (META)

- Marine and Town and Country planning act Condition discharge
- Develop operational procedures and documents.
- Agree lease agreements with Crown Estate.
- PCF State of the Sector Report being produced ready for April in collaboration with ORE Catapult. (OP16)
- Highlight report of Marine Energy Wales activity to be issued imminently (OP1, OP2, OP16)
- MEW providing evidence to Welsh Affairs Committee call of evidence on marine energy opportunity for UK plc. (OP1, OP2, OP16).
- Marketing Manager role being advertised currently (IP6c)

Pembrokeshire Demonstration Zone (PDZ)

- Taking funding agreement to Wavehub Board end of Jan (IP4)

Key Risks / Issues	
Risk Description	Mitigation
Development / Delivery	
One or more of the 4 PDM project partners withdraws from the project	Collaboration Agreement to be signed by each of the 4 project partners within 3 months of funding agreement execution. This will set out process of management of element failure and. PMO and PAL to support the establishment of the PDM project Governance and PDM Board.
Consent Management	Project to work with supply chain and other project beneficiaries to provide letters of support for planning applications currently being considered.
Evolution of project deliverables	Recognition across all partners and funders that the markets around the project are fluid and change of deliverables to ensure longer term outcomes can be met sooner should supported and encouraged.
Implementation	
Deliverability of PDM within the City Deal programme timeframe	Amended project delivery proposals for 4 elements reflecting updated timescales to be agreed by Project Authority Lead / Accountable Body as appropriate. Project leads to maintain delivery profiles as up to date as possible ensuring key stakeholders are kept up to date as appropriate.
Delay to secure required consents	Pro-active engagement with consenting authorities and key stakeholders to be maintained.

Ability to ensure stakeholder buy-in to project concept	Continue local community and supply chain engagement through public exhibitions and liaison groups, for example, to ensure that stakeholders are fully informed of impacts and there is opportunity for concerns to be addressed where possible.
Operational	
Unable to attract developers / end users	Ongoing engagement across all industry targets to promote PDM's current assets and future opportunity for expansion in response to demand. Ensure PDM and the constituent elements are referenced in industry papers and policy responses.
Financial	
Not securing funding package	Continue to engage and support all parties to execute all SBCD funding agreements by end of Jan 2021.
Increase in design and construction costs from project budget set in 2017	Progress and update detailed costs on an ongoing basis as and when improving layers of certainty are met. Ensure stakeholders are kept up to date on financial risks and mitigation to ensure project delivery to meet desired outcomes can be met.
Project Financial profile	Recognition from all partners and funders that re-profiles are required from Co-funders as financial certainty is improved. Allowing minor changes to funding profile to be built into funding agreement with more significant changes to be considered on a case-by-case basis.

Project Title	Pentre Awel	RAG Status	A
Local Authority Lead	Carmarthenshire County Council	Programme / Project Lead	Sharon Burford
Project Delivery Lead	Carmarthenshire County Council	Reporting Period	Jan 21
SRO	Chris Moore		

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

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. 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.

Key achievements

Business Case Development

- Commissioning of external legal consultants to support procurement – October 9, 2020
- Business case approval in Full Council at Carmarthenshire County Council – October 22, 2020
- Implementation of external Stage Gate review recommendations – October & November 2020
- Business case approval at Joint Committee – November 12, 2020
- Business case submitted to UKG/WG for approval – November 13, 2020

Project development

- MoUs signed with tenants – October, November and December 2020
- Rolling programme of Heads of Term Agreements with tenants – From October, ongoing 2020
- Early Market Engagement with construction contractors, including presentation and 1:1 feedback sessions with each contractor – November and December 2020
- Updated procurement strategy for Zone 1 to ensure responsiveness with market intelligence – December 2020
- Procurement documents in preparation to secure a main contractor for Zone One – December 2020
- Detailed Community Benefits Requirement documents prepared in partnership with RLSP, Communities for Work – November and December 2020

Key Activities planned

- Place Zone 1 tender via two stage procurement methodology using South West Wales Regional Contractors Framework – January 2021
- Feedback on Business Case – January 2021
- Secure institutional funding – March 2021
- Sign Head of Terms partners – March 2021
- Agreement to draw down Hydrotherapy Pool charity funding – March 2021
- Assisted living specification – March 2021

Key Risks / Issues	
Risk Description	Mitigation
Operational	
Potential for loss of engagement by academic and health partners due to delay in procuring a principal construction contractor	Extensive, regular engagement is on-going with academic and health partners. Business case submitted to UKG & WG in November 2020 for approval. Delivery programme to align with academic term dates.
Implementation	
Failure to achieve a whole site vision to maximise benefits	Workstream set up and on-going to develop a whole site operating model
Delay in procurement due to approval of City Deal Business Case	Business case to submitted to UKG & WG in November 2020 for approval. Feedback session arranged for January 2021
Financial	
Revenue streams	Memorandums of Understanding in place. Heads of Terms / rental agreements in development with academic partners and Hywel Dda University Health Board research

Outputs
Due to the status of the business case approval process, outputs identified are yet to be monitored as construction is not yet underway.

Programme / Project Title	Homes as Power Stations	RAG Status	A
Local Authority Lead	Neath Port Talbot County Borough Council	Programme / Project Lead	Lisa Willis
Prog / Project Delivery Lead	Neath Port Talbot County Borough Council	Reporting Period	Jan 21
SRO	Nicola Pearce		

Budget	
Total Budget	£505.5m
City Deal	£15m
Public	£114.6m
Private	£375.9m
Description	
<p>A co-ordinated project across the City Region, Homes as Power Stations will see energy-saving technologies introduced to thousands of homes as part of a smart, low carbon new-build and retrofit programme.</p> <p>The project will:</p> <ul style="list-style-type: none"> • Tackle fuel poverty • Further decarbonise the regional economy • Improve residents’ health and well-being • Reduce burden on regional health and social services • Benefit regional supply chain businesses <p>Potentially develop a UK-wide industry in the City Region, with global export opportunities</p>	

Key achievements
<p>Business Case Development</p> <ul style="list-style-type: none"> • OBC submitted to PoMO December 2020 <p>Project Development</p> <ul style="list-style-type: none"> • Established formal governance incl. HAPS project board • Formalised stakeholder engagement plan • Formalised project delivery / implementation plan • Progress PAR action plan
Key Activities planned
<p>Business Case Development</p> <ul style="list-style-type: none"> • Formal submission to UKG/WG January 2021 <p>Project Development</p> <ul style="list-style-type: none"> • Appoint project manager / formalise team – April 2021 • Establish Technical Advisory Group – April 2021 • Establish lessons learned group – January 2021

- Establish knowledge sharing hub – April – June 2021
- Establish regional supply chain fund & financial incentives scheme – July 2021
- Establish monitoring and evaluation process – July 2021
- Progress PAR Action Plan - ongoing

Key Risks / Issues	
Risk Description	Mitigation
Development	
Resource and capacity of project team during initial developmental stage	Effective project governance / team approach
Procurement - need to agree criteria for HAPS funds	Ensure regional dialogue Legal / procurement advice Regular progress meetings
Operational	
Deliverability of HAPS within the City Deal programme timeframe.	Detailed time bound project delivery proposals for HAPS to be set out in the 5-case business model
Slippage including delays in procurement / delivering contracts	All work detailed in the programme plan will be subject to a regular, on-going process of performance review. The benefits realisation plan will also be monitored and reviewed on a regular basis.
Project management to deliver the agreed activities and results.	Dedicated project management and delivery team to be appointed at the outset of the project to ensure effective implementation of the programme
Project management to deliver the agreed activities and results.	Dedicated project management and delivery team to be appointed at the outset of the project to ensure effective implementation of the programme
Failure to achieve outputs / outcomes	Robust project governance Detailed Monitoring and Evaluation Plan produced.
Implementation	
Programme slippage, including delays in business case approval, procurement or funding	Robust project management processes in place. Regular review of Risk Register. Regular progress meetings and monitoring
Fund establishment delays	Regular progress meetings and project monitoring
Lack of interest in developing a sustainable supply chain	Work with key partners including WG and industry. Implement communication and stakeholder plan. Regular progress meetings and project monitoring
Technological advances	Establish technology advisory group. Engagement with stakeholders to be carried out during development phase. On-going project management / monitoring
Failure of technology	Establish technology advisory group. Replace technologies which fail. National Grid as back up. Ensure lessons learned are recorded / disseminated
Complex nature of retrofit	Robust and detailed implementation and delivery plan will be formulated to ensure that an approved and tested retrofit approach is set in place
Financial	
Capital costs affect scheme viability	Effective project management. Regular progress meetings and project financial monitoring. On-going industry engagement
Dependence on multiple funding sources	Thorough project monitoring and budget management will identify any potential funding issues

Short term WG and other funding sources	Thorough project monitoring and budget management will identify any potential funding issues
Failure to secure private sector investment leverage	Engage with private sector developers via technology advisory group, disseminate the benefits of HAPS approach, appoint business engagement post

Outputs
<ul style="list-style-type: none"> 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 Dissemination of key findings via a 'HAPS design manual'

Programme / Project Title	Supporting Innovation and Low Carbon Growth	RAG Status	A
Local Authority Lead	Neath Port Talbot County Borough Council	Programme / Project Lead	Lisa Willis
Programme / Project Delivery Lead	Neath Port Talbot County Borough Council	Reporting Period	Jan 21
SRO	Nicola Pearce		

Budget	
Total Budget	£61.5m
City Deal	£47.7m
Public	£7.7m
Private	£6.11m
Description	
<p>The Supporting Innovation and Low Carbon Growth programme has been developed as a response to a number of key priority areas to deliver sustainable jobs and growth in the Swansea Bay region. It aims to create the right environment for a decarbonised and innovative economy.</p> <p>The vision of 'delivering low carbon, sustainable and inclusive growth for the region' will be achieved through This project will help further decarbonise the Neath Port Talbot economy, while safeguarding the regional steel industry and providing high-quality space for the innovation, ICT and research and development sectors.</p> <p>Project features include:</p> <ul style="list-style-type: none"> A National Steel Innovation Centre Electric vehicle infrastructure and mapping Real-time air quality modelling Hydrogen production to power hydrogen vehicles Cutting-edge business spaces to meet evidenced demand. 	

Key achievements

<p>Business Case Development</p> <ul style="list-style-type: none"> Revised OBC development Progressed PAR action plan Progressed CFR Action Plan <p>Project Development</p> <ul style="list-style-type: none"> Programme Board formalised Formalise stakeholder engagement plan – in development Project delivery / implementation plan – live document <p>Swansea Bay Technology Centre</p> <ul style="list-style-type: none"> Construction commenced <p>National Steel Innovation Centre</p> <ul style="list-style-type: none"> Working group to develop building specification – February 2021 <p>Decarbonisation</p> <ul style="list-style-type: none"> Low emission vehicle regional public sector group established <p>Industrial Futures</p> <ul style="list-style-type: none"> Working group established to develop Advanced Manufacturing Production Facility – including Industry Wales
Key Activities planned
<p>Business Case Development</p> <ul style="list-style-type: none"> UKG/WG approval of the release of Government funding to the project Progress actions plans for PAR and Critical Review recommendations <p>Project Development</p> <ul style="list-style-type: none"> Appoint project manager / formalise team – April 2021 <p>Swansea Bay Technology Centre</p> <ul style="list-style-type: none"> Construction ongoing <p>SWITCH</p> <ul style="list-style-type: none"> Commence D&B Process <p>Decarbonisation</p> <ul style="list-style-type: none"> Air Quality Monitoring devices to be installed – April 2021 <p>Industrial Futures</p> <ul style="list-style-type: none"> Finalise Advanced Manufacturing Production Facility scope

Key Risks / Issues	
Risk Description	Mitigation
Development	
Resource / capacity of programme team, particularly during developmental stage	Robust project governance Re-deployment if necessary Team working
Procurement - Failure to generate interest via tender process	Detailed programme and resource allocation. Regular progress meetings and project monitoring.
Operational	
Failure to achieve outputs / outcomes	Detailed Monitoring and Evaluation Plan Programme Board to monitor delivery Benefits realisation plan

Implementation	
Programme slippage, including delays in business case approval, procurement or funding	Detailed programme and resource allocation. Regular progress meetings and project monitoring
Planning delays	Regular progress meetings and project monitoring
Technological advances	Engagement with stakeholders to be carried out during development phase On-going project management / monitoring. Low Carbon Technical Advisory Group to be established
Financial	
Capital costs affect scheme viability	Robust project management Value engineering Regular progress meetings and project monitoring
Dependence on multiple funding sources	Robust project monitoring and budget management will identify any potential funding issues Ensure policy alignment to secure funding
Short term WG and other funding sources	Robust project monitoring and budget management will identify any potential funding issues
Failure to attract tenants / ongoing operational costs affecting sustainability	Effective project management and engagement with potential tenants during the development and construction phases. Early targeted marketing campaign

Outputs
<ul style="list-style-type: none"> Being finalised in revised OBC

Project Title	Yr Egin - Creative Digital Cluster	RAG Status	A
Local Authority Lead	Carmarthenshire County Council	Programme / Project Lead	Geraint Flowers
Programme / Project Delivery Lead	University of Wales Trinity Saint David	Reporting Period	Jan 21
SRO	Ray Selby		

Budget	
Total Budget	£25.17m
City Deal	£5m
Public	£18.67m
Private	£1.5m
Description	

To support and further develop the region’s creative industry sector and Welsh language culture. The two-phased programme, led by University of Wales Trinity Saint David campus in Carmarthen, features:

- National creative sector anchor tenants
- World class office space for local and regional creative sector SMEs, with opportunities for expansion
- Facilities for the community and business networking

Facilitating engagement between businesses and students

Key achievements

Project Development

- Phase 2 – Q4

Key Activities planned

- Sector demand study commissioned January 2021. Undertaking fundamental review of industry infrastructure and business support requirements, in light of Covid and economic threats..

Key Risks / Issues	
Risk Description	Mitigation
Development	
Unable to agree project specification	The University will work extensively with all key stakeholders, including potential occupiers, to ensure that agreement on specification is achieved as a priority before progressing the project further
Not able to deliver the wider benefits identified in the business case	The project’s Monitoring and Evaluation Plan to set out clear proposals of how and when the Project Lead is going to monitor the impact of the wider benefits as set out in the 5 case business model for Yr Egin. Project M & E Plan to be in place before funding is released to the project. Quarterly reporting to the Regional Office by the Project Lead and Local Authority Leads to highlight all changes to outputs, outcomes and milestones.
Operational	
Lower than expected demand	The University will work extensively to engage with prospective tenants for Phase 2 and develop strategies to ensure the resilience of Egin Phase 1 in the current economic situation. The University will also continuously review rent and service charge costs to ensure that Yr Egin remains highly competitive. However, the University has significant concerns with regard to the potential impacts of Covid-19 and Brexit on demand. Indications from demand/requirements analysis the University is currently undertaking suggest a potential significant shift away from ‘permanent offices’ towards ‘hub facilities’ (where key infrastructure/equipment is available on short use demand but without long term commitment to rent/rates etc) together with much increased requirements for direct provision of high levels of hands on business support in areas of key markets, business development and mentoring
Unable to provide knowledge transfer and commercial opportunities	The University has extensive experience and expertise in both knowledge transfer and the development of commercial opportunities. The University will adequately resource teams to ensure that both of these aspects are given adequate priority in terms of delivery

Not able to meet industry needs	The University has undertaken extensive consultation to ensure that the Yr Egin project will match the requirements of the industry. Key stakeholder management to be undertaken extensively to ensure that the project continues to do so throughout phase 2 and beyond
Implementation	
Failure to obtain relevant approvals	All approval processes for the project will be identified and approvals will be applied for with sufficient time to prevent project timeline impacts. The University's existing dedicated team and organisation structure will further mitigate this risk
Delays in construction programme	Phase one complete and occupied, with S4C as anchor tenant. University to work closely with delivery partner for Phase 2 to ensure that any delays in construction programme are mitigated and avoided
Skills and capacity issues in terms of project delivery	The core project delivery team has been specifically appointed and retained to ensure that enough skill and capacity is available to deliver the Yr Egin project. The University will appoint third party specialists as required and will ensure that the project procurement process is competitive to encourage regional suppliers to engage
Financial	
Unable to secure funding package	Ensure credible and robust detailed business plan and financial profile is in place at outset. Written letters confirming all sources of funding to be in place at approval stage
Rise in construction costs and/or availability of key suppliers	Construction cost increases have been adequately anticipated through the use of third-party experts and will be integrated throughout the cost estimations for Yr Egin phases one and two. The University will continue to provide adequate contingency for any unexpected increases and monitor the levels of construction capacity within the region/Wales.

Programme / Project Title	Swansea City & Waterfront Digital District	RAG Status	A
Local Authority Lead	Swansea Council	Programme / Project Lead	Huw Mowbray
Programme / Project Delivery Lead	Swansea Council	Reporting Period	Q3
SRO	Martin Nicholls		

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

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:

- A digitally enabled indoor arena in the city centre for concerts, exhibitions, conferences and other events
- A ‘digital village’ development in the city centre to accommodate the city’s growing tech and digital business sector

A ‘box village’ and innovation precinct development at the University of Wales Trinity Saint David’s new Swansea waterfront campus to enable start-up company support and growth

Key achievements in

Business Case & Project Development

- Arena structural steelwork and concrete now largely complete.
- Arena watertight and internal fitting commenced.
- Bridge construction onsite ready for moving into position in February.
- Hotel design has commenced through the contractors.
- 71-72 construction tendering commenced and tenant discussions progressing.

Key Activities planned

- Lettings discussions on-going for 71/72 The Kingsway – On going
- Cabinet decision on 71/72 The Kingsway - March 2021
- Award of construction contract for 71/72 The Kingsway – March 2021
- Outline planning application for Box Village at UWTSO SA1 Waterfront – February 2021

Key Risks / Issues

Risk Description	Mitigation
Covid-19	Covid-19 impact assessment provided to PMO, with updates made available as and when required. Effect of Covid-19 on construction, including programme slowdown and impact on costs, is being regularly monitored, along with tenancy interest in 71/72 The Kingsway. Effect of Covid-19 upon level and type of commercial demand for Box Village and Innovation Precinct is also being monitored. Covid 19 could impact on outputs on the project which is being continually monitored
Development	
Failure to obtain relevant approvals	All approval processes for the project have been identified to allow sufficient time to prevent project timeline impacts. Dedicated team and organisation structure will further mitigate this risk.
Failure to agree project specification	This is in place for the indoor arena and 71/72 The Kingsway, but is currently being determined for the box village element of the project.
Commercial floor space and other facilities do not meet the needs of start-ups and tech based businesses	Project has consulted with members of the targeted industries to establish needs. Tenants are still indicating need for commercial space at 71/72 The Kingsway, although discussions are on-going
Operational	
Lower than expected demand	The project is working extensively with potential tenants and occupiers to ensure that initial demand is sufficient. In addition, the project will be focused on supporting growth and successfully managing the success of the operational phase However, ATG have been secured under a 30 year lease to operate the Arena. A new website has launched for letting spaces around the arena which has generated a significant response.

Scheme doesn't act as a catalyst for further investment and economic growth in Swansea city centre	The project is being developed in consultation with a wide range of public and private sector partners to understand demand in the market. The schemes are also designed to meet the current and future needs of an innovative business community. This can be evidenced by the arena acting as a catalyst to attract further inward investment as part of the Shaping Swansea initiative
Implementation	
Delays in construction programme/ Project slippage	Impact of Covid-19 has led to a slight delay on the indoor arena construction, although the scheme is progressing well on site and is on track for an autumn 2021 completion. Impact of Covid-19 on construction timeframes of other project elements will be monitored.
Financial	
Failure to secure funding package	Project has been approved by UKG/WG although further City Deal funding drawdown is needed as soon as possible, given spend on the indoor arena element of the project, in particular. Work on-going on funding agreement between Swansea Council and UWTSO regarding box village/innovation precinct element of the project.
Rise in construction costs	This is being continuously monitored, given the impact of Covid-19. Fixed price contract in place for construction of indoor arena element of project.

Outputs
Physical delivery of arena (circa 80,000 square feet with a 3,500-capacity), along with digital square and hotel is on track.
Cabinet decision due in March 2021 on 71/72 The Kingsway, which will comprise circa 100,000 square feet of office space.
Discussions on-going with UWTSO about their element of the project (Innovation Matrix).
Caveat: Covid 19 could have an impact on jobs and GVA.

Project Title	Skills and Talent	RAG Status	A
Local Authority Lead	Carmarthenshire County Council	Programme / Project Lead	Jane Lewis
Prog /Project Delivery Lead	South West Wales Regional & Skills Partnership	Reporting Period	Jan 21
SRO	Barry Liles		

Budget	
Total Budget	£30m
City Deal	£10m
Public	£16m
Private	£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
<p>Business Case Development</p> <ul style="list-style-type: none"> • Workshop on long-list options appraisal with stakeholders - September 2020 • Structural changes to the Team • Strategic Case reviewed by PoMO
Key Activities planned
<ul style="list-style-type: none"> • PoMO review of business case -January 2021 • ESB business case review -February 2021 • Programme Board review of business case -February 2021 • Local Authority approval of business plan – March 2021 • External Stage Gate Review of business case – March/April 2021 • Joint Committee approval of business case – April 2021 • Business case submitted to UKG/WG for approval -May 2021 • Workshop to be scheduled with Joe Flanagan, Advisor to Welsh Government to strengthen Economic Case

Key Risks / Issues	
Risk Description	Mitigation
Operational	
The potential for partners disengaging from the project could pose a risk to the achievement of some of the delivery outputs	The structure and constitution of the City Deal and the robust partnership within the RLSP. All partners are fully committed to the project, and the size and number of partners from all sectors significantly reduces this risk. Only if a whole sector were to withdraw would this risk be classed as high.
Lead times in the development of a new skills offer in the region / identifying the key skills and ensuring that Welsh Government agree to include the courses within future provision within FE and apprenticeships	As one of the WG’s three Regional Skills Partnerships, the RLSP is well-placed to support this development, with its annual submission of a Regional Employment and Skills Plan which is utilised to directly affect the allocation of funding to FE and apprenticeship provision.
Project activity overlapping or duplicating existing provision within the region	The RLSP provides a platform to work across the public, private and education sectors. This partnership will ensure that there is an appropriate and timely response to industry and emerging project demands, remaining relevant and effective while avoiding duplication or missed opportunities.
Impact of Covid-19 on skills requirements	Impact of Covid-19 being considered to gauge what new skills businesses will require
Implementation	
Project management, leadership and control of the project to deliver the stated activities and results	Management, leadership and control of the project will benefit from the experience and expertise which exists across the Partnership. The Partnership will establish clear lines of management responsibility, reporting and accountability from the outset.
Project does not meet the needs of the other SBCD projects	Early engagement with each of the SBCD project leads has taken place to map out skills need and will continue alongside the design and delivery stages of each project.
Slippage to the project timescales	It is intended that management of all work detailed in the action plan will be subject to a regular, ongoing process of performance review by the RLSP Board in order to maintain progress in relation to the projected outputs and timelines. Where required, this will be reported through the SBCD programme governance structure.
Financial	
Significant changes to the match funding package	The level of match funding levered will be monitored on a quarterly

Key achievements	
<ul style="list-style-type: none"> Outline Business Case defined and submitted to PFI for review in advance of submission on Q4 2020 	<p>Private that it is in line with the agreed financial profile.</p>
<p>Organisations and financial risks to align with the monies available and original scope within the 2020</p> <ul style="list-style-type: none"> Procured consultancy to support review of business case, partner development and communication strategy and to support development of commercial plan – Q4 2020 Key letters of support received from partners to evidence commitment – Q4 2020 Development of initial teaser video for private sector engagement – Q4 2020 	<p>The level of experience within the organisations involved in the Partnership is such that relatively high levels of knowledge, skills and experience in financial management and probity can be clearly demonstrated. This, coupled with regular performance reviews, will serve to minimise the financial risks associated with the project.</p>
City Deal funding assurances following Covid-19	No indication that City Deal funding won't be forthcoming. Discussions on-going with WG and UKG.
Delay in business case approval/project funding will mean that the skills training required for other projects which have received approval may either not be progressed or be progressed at risk	Business case development on-going for consideration via City Deal internal governance, regional local authorities and both the UKG and WG. Project discussed at Economic Strategy Board in June, 2020

Outputs
Due to the status of the business case development, project outputs are yet to be identified and monitored.

Programme /Project Title	Life Science, Well-being & Sport Campuses	RAG Status	G
Local Authority Lead	City and County of Swansea	Programme / Project Lead	Naomi Joyce
Prog / Project Delivery Lead	Swansea University	Reporting Period	Q2
SRO	Keith Lloyd		

Budget	
Total Budget	£45m
City Deal	£15m
Public	£20m
Private	£10m
Description	
To develop digital health and platform technologies and clinical innovation to help prevent ill-health, develop better treatments and improve patient care. Advanced research and development facilities will be created, building on the success of the Institute of Life Sciences at Swansea University and expanding on regional expertise in sport and exercise science. This project will be located at Morriston Hospital and Swansea University's Singleton Campus	

<ul style="list-style-type: none"> Positive initial meeting with Welsh & UK Government to introduce the project – Q4 2020
Key Activities planned
<ul style="list-style-type: none"> Business case submitted to sponsor local authority, Economic Strategy Board, Programme Board and Joint Committee for approval of the project submission to the UKG/WG – Q1 2021 Structured private sector engagement activities to be undertaken with further more detailed content to be defined to support initial teaser video – Q1 2021 Further letters of to be obtained to evidence engagement/commitment to the project – Q1 2021

Key Risks / Issues	
Risk Description	Mitigation
Development	
Potential risk of project partners will be less engaged with the project developments and governance due to competing priorities such as COVID	A new Campuses project governance and working group structure has been established and we are working with our partnered colleagues to ensure continued engagement and participation is facilitated virtually at regular suitable and convenient times
Limited resource to develop the business case and progress the project to time	A new working group has been formed to bring together the efforts to support the ongoing development for a revised business case, a review will be undertaken to ensure where possible there is sufficient resourcing to progress the project in line with plan. Working closely with PMO colleagues
Operational	
Operation of new facilities - laboratory environments	Integrate with existing operations
Failure to secure commercial tenants	Commitment to tenant and affiliates, developing private sector engagement content to bolster the business case.
Implementation	
Procurement delays	N/A at this stage, address at relevant time
Appropriateness of partnering arrangements	N/A at this stage, address at relevant time
Financial	
Unable to secure funding package	Ensure credible and robust detailed business plan and financial profile is in place at outset. Written letters confirming all sources of funding to be in place at approval stage
Covid-19	Covid-19 risk assessment submitted to regional PoMO

ANNEX 1

<i>RAG Status</i>	
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>Escalate to programme / project sponsor for support to resolve.</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>Highlight to programme / project sponsor for visibility and awareness.</p>
G	<p><i>Programme / Project is proceeding according to plan. Risks/issues are being managed within the programme / project.</i></p> <p>No need to escalate to next level.</p>