

Swansea Bay City Deal

Engagement and Investment Framework

2021

DRAFT for consultation

Version	Draft V2.1	19/05/21
	Key Changes	General: Sections re-ordered, Narrative amended throughout to be more SBCD portfolio specific, incorporating consultation feedback. Large tables now attached as appendices Sect 1: now Purpose, narrative refined Sect 2: Amended to SBCD Heads of Terms and Portfolio Business Case, and SBCR regen strategy. Remainder deleted Sect 3: Vision and Mission removed. Now Regional Context Sect 4: Regional narrative removed. Now Introduction to SBCD describing SBCD in more detail Sect 5: Enablers and Themes revised
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Engagement and Investment Framework

1 – Purpose

The purpose of this framework is to guide the process by which the Swansea Bay City Deal Portfolio Management Office (PoMO) will coordinate and record the approaches that the Swansea Bay City Deal (SBCD, City Deal) primary stakeholders and Lead Delivery Organisations are taking to achieve their private sector contribution targets for projects, and programmes in the SBCD portfolio.

The total SBCD investment is estimated to be £1.153-1.3bn. This investment is based on a £241m contribution from Welsh Government and UK Government, £330m other public investment and **£581m from the private sector**.

Progress in achieving this private sector contribution is an area of focus for the Welsh Government and UK Government as financial sponsors of the portfolio.

The SBCD portfolio is a complex initiative involving eight primary stakeholders and the private sector delivering 24 projects via 9 headline programmes/projects (**Appendix 1**) over a 15-year period. The strategic need for investment is described in the SBCD Portfolio Business Case and in the 9 programme/project business cases.

Of primary concern is achieving the level of private sector contribution originally anticipated when the portfolio was developed. Each Lead Delivery Organisation (LDO) has their own strategies and plans for achieving private sector investment, carries its own level of risk and is responsible for achieving their contribution to the portfolio targets. However, it is the responsibility of the Portfolio Management Office (PoMO) led by the Portfolio Director to ensure that the necessary governance, controls and reporting mechanisms are in place to assist the LDOs in delivering their targets and to assure the SBCD governance of progress made and that targets are achievable.

To achieve this the SBCD seeks to develop a framework to make the best use of the resources available to attract the private sector contributions needed to deliver the City Deal portfolio investment objectives. This will require a joined-up approach to working, across the portfolio and the region.

Project outputs and anticipated private sector contributions are detailed in **Appendix 2**.

The framework will coordinate the SBCD stakeholders and existing arrangements, strategies and plans to support the ambition for the SBCD portfolio. The framework aims to:

- Agree a way forward to establish a working group to engage with businesses and co-ordinate private sector contribution for the SBCD portfolio
- Agree roles, responsibilities targets and reporting requirements across all partners
- Raise awareness of activity and opportunities and share best practice
- Develop a Swansea Bay City Deal prospectus and promotional material
- Review and update a SWOT analysis for SBCD engagement and investment (**Appendix 3**)
- Undertake an investment gap analysis across the portfolio

The framework will be an integral part of the SBCD portfolio governance and reporting and will support the delivery of the SBCD Communications and Marketing plan.

Who is it for?

The framework is for all primary stakeholders involved in the oversight and delivery of the SBCD portfolio. These include the Welsh Government and UK Government, the four Swansea Bay City Region Local Authorities, two Health Boards, two Universities, the Economic Strategy Board and private sector collaborators. More widely, the framework will also be shared with the private and public sector partners as a statement of our co-ordinated approach to engagement and realising investment opportunities.

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2 - Key Reference Documents

The key reference documents for this Framework are:

- The Swansea Bay City Deal Heads of Terms
- The Swansea Bay City Deal Portfolio Business Case
- Forthcoming update (Q2 2021) to the Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030

3 – Regional Context

This SBCD framework is being developed during a period of change, including:

- Local Authorities in Wales are considering the implications of the Local Government and Elections (Wales) Act 2021 and the proposals for Corporate Joint Committees
- Building on the foundations of the nationwide Economic Action Plan 'Prosperity for All', the Welsh Government are currently developing a Regional Economic Framework (REF) for South West Wales.
- Swansea Council are leading a regional review and update of the Swansea Bay City Region Regeneration Strategy which is due in July 2021 and will inform the development of the REF

Against this backdrop, the implementation of this Framework and the proposals within it will be delivered in a staged approach to align with the recommendations within the revised regional strategy and forthcoming REF.

4 - Introduction: The Swansea Bay City Deal

The SBCD Portfolio is accountable to a Joint Committee of the four South West Wales local authority Leaders,

- Directed by a Programme (Portfolio) Board of senior officers from the primary stakeholders
- Advised by the Economic Strategy Board (private sector advisers)

The Joint Scrutiny Committee scrutinise and monitor the SBCD portfolio activity which is managed and coordinated by the Portfolio Management Office (PoMO). This includes updating of the Portfolio Business Case, governance, reporting and assurance arrangements.

The SBCD primary stakeholders are:

Carmarthenshire County Council	Swansea Bay University Health Board
City and County of Swansea	Hywel Dda University Health Board
Neath Port Talbot County Borough Council	Swansea University
Pembrokeshire County Council	University of Wales Trinity Saint David
Welsh Government	UK Government

Portfolio Investment Objectives

The SBCD has the following three portfolio investment objectives:

1. To create over 9,000 skilled jobs aligned to economic acceleration, energy, life sciences and smart manufacturing across the region within 15 years (2017-33)
2. To increase the Swansea Bay City Region GVA by £1.8-2.4 billion through the SBCD by 2033 and contribute to the region achieving 90% of UK productivity levels by 2033
3. To deliver a total investment in the region of £1.15-1.3 bn in the South West Wales Regional economy by 2033

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Portfolio Investment Breakdown (Dec 2020)

The current portfolio investment breakdown and private sector contribution is presented below:

Programme/Project	Investment (£m)			
	City Deal	Public	Private	Total
Swansea City & Waterfront Digital District	50.00	85.38	39.90	175.28
Yr Egin	5.00	18.67	1.50	25.17
Digital Infrastructure	25.00	13.80	16.50	55.30
Skills and Talent	10.00	16.00	4.00	30.00
Life Science, Well-being and Sport Campuses	15.00	9.03	13.78	37.81
Pentre Awel (Life Science & Well-being Village)	40.00	51	108.19	199.19
Homes as Power Stations	15.00	114.6	375.9	505.50
Pembroke Dock Marine	28.00	16.35	16.12	60.47
Supporting Innovation and Low Carbon Growth	47.70	5.5	5.5	58.7
TOTALS	235.70	330.34	581.38	1,147.42

5 - Enablers and themes

The framework will provide a platform for SBCD stakeholders, individually and collectively, to work on realising the private sector contributions to the SBCD investment portfolio. The framework will focus on enablers and themes that initiate, establish and maintain effective relationships and communications with wider stakeholders, including local, regional, national, and global businesses.

Enablers

The two primary enablers of the framework are:

Enabler 1 – A regional effort
Enabler 2 – Portfolio marketing & communications

Enabler 1 – A regional effort

Working with SBCD programme and project LDO's, regional stakeholders and the private sector to agree a way forward by establishing a working group to engage with businesses and co-ordinate private sector contribution for the SBCD portfolio. This will provide a better understanding of the overall portfolio requirements and stakeholder involvement.

The Group will report operationally through the Portfolio Board with assistance from the Economic Strategy Board. The group will be informed by:

- Working with the project / programme Leads, Boards, and communications groups
- Networking with business representative organisations
- Regular liaison with the Welsh Government and UK Government officials

Enabler 2 – Portfolio Marketing & Communications

Working with the programme and project communications groups and the primary stakeholders, the PoMO will, at the appropriate time, maintain a regular output of news bulletins via social media platforms such as Twitter, Facebook and LinkedIn along with traditional mainstream and specialist press and media. Pooling resource and expertise across the SBCD portfolio stakeholders to develop:

- A portfolio prospectus based on the needs, opportunities and potential of the SBCD portfolio
- Appropriate marketing collateral to support targeted campaigns and events

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- Create a fulfilment plan for handling the responses to the campaigns
- Develop a series of targeted campaigns and events across the SBCD Portfolio that meet the requirements of all stakeholders. These may be delivered digitally or physically as regulations permit.

Themes

To ensure a coherent regional approach and to achieve private sector involvement in the SBCD, the PoMO will work with the primary stakeholders, the Economic Strategy Board, the SBCD projects and relevant new, existing, indigenous, and external businesses to identify opportunities for collaboration and mutual realisation of benefits offered by the City Deal across four key themes:

Theme 1 – Engagement and Investment support
 Theme 2 – Procurement
 Theme 3 – R&D and commercialisation
 Theme 4 - Supply Chain development
 Theme 5 – Skills, recruitment & retention

Theme 1 – Engagement and Investment support

1a - Supporting the primary stakeholders

The primary stakeholders have existing engagement and investment teams, for example within Local Authority regeneration departments or University and Health Board business sections. These teams/sections may be supporting the SBCD projects as they develop their individual business cases.

The PoMO will facilitate the creation of a stakeholder Engagement and Investment group which will work with these teams/sections and any relevant networks that support them (e.g. LA regeneration officer networks, Regional Directors networks etc) to understand the requirements of each programme / project in the portfolio and support delivery of investment needs as appropriate.

The group should consider undertaking a skills audit across stakeholders (defining what is meant by e.g. engagement, investment etc to help avoid the ambiguity of people’s perspective) to understand what we have available and where it is , to facilitate how best to handle requirements and enquiries

Target completion date: the group will be in place with an agreed Terms of Reference by August 2021

Stakeholders	Activities:	Frequency:
Programme (Portfolio) Board	meetings	Monthly
ESB	meetings	Monthly
Programme / Project Lead meetings	meetings	Monthly
Programme / Project Board meetings	meetings	Monthly
SBCD Engagement and Investment group	meetings	tbc
Regional regeneration officers’ group	meetings	Bi-monthly (tbc)
Regional regeneration Directors Group	meetings	Monthly (PoMO Director)
WG & UK Gov	meetings	tbc

1b – Develop a Regional Investment Fund

The SBCD funding is fully allocated to the nine programmes and projects within the portfolio. There is no funding to support or seed-corn other activities or to attract outside funding into the City Deal. Aligned with the regional context described in section 3, the SBCD primary stakeholders supported by the ESB should explore what avenues are available to access supplementary funding to develop a regional investment fund to support the SBCD. This could include reallocating any slippage within the existing portfolio funding breakdown to this purpose.

Stakeholders	Activities	Frequency
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JC, ESB and primary stakeholders	To explore opportunities to, and purposes for, developing a regional investment fund for the City Deal	
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1c - Engaging with existing business networks

South West Wales is well represented by formal and informal business networks. These may be formal arrangements, such as Local Enterprise Zones, Business Improvement Districts, and nationally/internationally recognised business membership organisations, or informal such as local business or interest groups etc. The portfolio stakeholders will work with these networks to build meaningful relationships and develop advocacy for the SBCD. The PoMO will also work with the other City and Growth Deals within Wales to identify wider opportunities for engagement and networking.

Stakeholders	Activities	Frequency
Business membership organisations	Networking events / Newsletters	monthly
Local Enterprise Zones, Business Improvement Districts	Email communications / PR / Meetings	ongoing
Pan Wales City & Growth Deals	meetings	Monthly (PoMO Director)

1d - Sectoral / themed approach

A more strategic approach to engagement can be undertaken on a themed or sectoral basis. Working with key actors, primary stakeholders and WG regional engagement officials will support existing sectoral initiatives. Where appropriate, events targeting sectors aligned with the themes supported by the SBCD - Economic acceleration, Life sciences and Wellbeing, Energy, and Smart manufacturing may be arranged. These activities will aim to extend the SBCD reach beyond the domestic market.

Stakeholders	Activities	Frequency
Primary stakeholders	tbc	tbc
WG Regional engagement teams	meetings	Monthly
Industry Wales	tbc	tbc
UK Gov engagement teams	tbc	tbc
Sector specific media		

Theme 2 – Procurement

SBCD project procurement will, in most cases, attract significant attention due to the value of the contracts being offered. Project level engagement activities will be driven by the projects as they progress through the procurement lifecycle. Strategic level activity is ongoing.

2a – Supporting Regional Suppliers

The PoMO will provide support for the Programme and Project teams and lead contractors to ensure that local suppliers can benefit. This may be via meet-the-buyer events, early promotion of packages or other means. A set of procurement principles has been agreed for the SBCD to guide Programmes / Projects on good practice and maximising social value from procurement.

Stakeholders	Activities	Frequency
Programme / Project teams, lead contractors, Business Wales, Sell2Wales	Project Procurement meetings	tbc
	Community benefits / Social value meetings	tbc
	Contractor support meetings	tbc
	Meet the Buyer events	tbc
	Workshops facilitated	tbc
	Events held	tbc

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2b – Promote opportunities via events and PR

The SBCD will maintain a project page on the Sell2Wales national procurement platform. The PoMO will work with key partners such as Business Wales, Sell2Wales, Wales Co-op to facilitate events for projects, stakeholders and SME's in order to widen the opportunities for SME's to benefit from the City Deal.

Stakeholders	Activities	Frequency
Programmes / Projects, lead contractors, Business Wales, Sell2Wales	Project Procurement meetings	tbc
	Community benefits / Social value meetings	tbc
	Contractor support meetings	tbc
	Meet the Buyer events	tbc
	Workshops facilitated	tbc
	Events held	tbc

2c – Demonstrate Community Benefits and Social Value

The PoMO will work with the primary stakeholders and the other City and Growth Deals within Wales to identify and measure the social value achieved by the portfolio.

Stakeholders	Activities	Frequency
Government Officials	Policy meetings	tbc
City and Growth Deals within Wales	Community benefits / Social value meetings	tbc
LDO procurement officers	Community benefits / Social value meetings	tbc
Project teams	Events held	tbc

Theme 3 – R&D and commercialisation

The focus of the City Deal is to underpin the building of a more vibrant, sustainable and resilient economy in South West Wales, building on our strengths in healthcare and wellbeing, education, innovation, research & development, manufacturing, energy production, technology, media & leisure.

3a – Identify Opportunities

Several projects within the portfolio have an R&D focus or present opportunities for companies to undertake R&D activities. Working across the SBCD portfolio, the SBCD Engagement and Investment group will identify the key requirements and deliverables in the fields of research and development and suggest a strategy for future commercialisation.

Stakeholders	Activities	Frequency
SBCD Engagement and Investment group Primary stakeholders, ESB, Project teams, WG & UKG regional engagement officials	Identify opportunities and areas of support to progress Research through to commercial products (IP or physical)	tbc

3b – Building on Welsh Universities' strengths

As the City Deal moves through planning into delivery the SBCD Engagement and Investment group will work with the primary stakeholders to build on the strengths of Swansea University and University of Wales Trinity Sain David:

- As 'anchor' institutions to strengthen local and regional economies.
- As beacons of expertise to support innovation across key sectors.
- As attractors for industry partners
- As centres of flexible learning
- As equalisers.

Stakeholders	Activities	Frequency
Primary stakeholders, ESB, Project teams, and the	tbc	tbc

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Universities SBCD Engagement and Investment group	tbc	tbc
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Theme 4 –Supply Chain development

If the SBCD is to achieve its vision, to boost productivity while helping to tackle long-term challenges and economic barriers and to deliver inclusive growth, there exists a need to develop the sufficiency and robustness of wider supply chains across the region for the key SBCD themes of Economic acceleration, Life sciences and Wellbeing, Energy, and Smart manufacturing.

4a – Building Networks

Most projects within the portfolio will present opportunities for supply chain development. Working across the SBCD portfolio, the SBCD Engagement and Investment group will identify the opportunities and work with the SBCD primary stakeholders, the private sector, and a wider stakeholder network to promote them.

Stakeholders	Activities	Frequency
Primary stakeholders, ESB, Project teams, business networks etc. SBCD Engagement and Investment group	Mapping of demand ie, need for products, order fulfilments, skill workforce, facilities and spaces, cluster building	tbc

Theme 5 – Skills, recruitment & retention

As previously described, the SBCD aims to create over 9,000 skilled jobs aligned to economic acceleration energy, life sciences and smart manufacturing across the region within 15 years (2017-33) and to increase the Swansea Bay City Region GVA by £1.8-2.4 billion through the SBCD by 2033, contributing to the region achieving 90% of UK productivity levels by 2033. To do this it needs to attract, develop and retain the right balance of skilled workers, who are well-paid and resident within the region.

4a -Skills needs

The PoMO will work with the Regional Learning and Skills Partnership and the SBCD regional Skills Initiative project to ensure that the needs of the region are met focusing on industry specific training aligned the key SBCD themes of Economic acceleration, Life sciences and Wellbeing, Energy, and Smart manufacturing:

- Increasing the number of STEM learning pathways at all levels,
- Improving basic skills,
- Expanding the use of apprenticeships at all levels
- Promoting careers in engineering and STEM related industries.
- Ensuring HE has the required skills at lecturer/assessor levels
- Helping to address gender and inclusion barriers

Stakeholders	Activities	Frequency
RLSP members, project teams	tbc	tbc
Schools, colleges, Universities	tbc	tbc

4b - Recruitment & retention

The PoMO will work with the primary stakeholders to promote opportunities as they arise when infrastructure moves to delivery, using the regional prospectus as an incentive.

Stakeholders	Activities	Frequency
Primary Stakeholders	tbc	tbc
Business membership organisations, Local Enterprise Zones, Business Improvement Districts	tbc	tbc

Appendix 1 The SBCD Programmes /projects

The programmes /projects within the portfolio are led by one of the primary SBCD Stakeholders (Lead Delivery Organisation – LDO) and fit within the following themes:

Theme	Programme / Project LDO	Description
Economic Acceleration	Swansea City & Waterfront Digital District Swansea Council	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 programme includes: <ul style="list-style-type: none"> • 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 ‘Innovation Matrix’ and the wider innovation precinct development at the University of Wales Trinity Saint David’s new Swansea waterfront campus to enable start-up company support and growth
	Yr Egin University of Wales Trinity Saint David	To support and further develop the region’s creative industry sector and Welsh language culture. The two-phased programme in Carmarthen, led by the University of Wales Trinity Saint David, features: <ul style="list-style-type: none"> • 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 • The facilitation of engagement between businesses and students
	Digital Infrastructure Carmarthenshire County Council	To significantly improve digital connectivity throughout the City Region for the benefit of businesses and residents, also helping to attract inward investment. The programme is made of up of three themes: <ul style="list-style-type: none"> • Connected places • Rural connectivity • Next generation wireless (5G and IOT networks)
	Skills and Talent Carmarthenshire County Council	To develop a sustainable pipeline of regional talent to benefit from the jobs City Deal programmes and 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/programmes 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.
Life Science & Well-being	Life Science, Well-being and Sport Campuses Swansea University	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.
	Pentre Awel Carmarthenshire County Council	Previously named the Life Science & Well-being Village, this development will include life sciences research and assisted living units on one site in Llanelli, alongside state-of-the-art leisure, well-being and business incubation facilities. The development will include a well-being skills centre and a clinical delivery centre (Community Health Hub). This project will benefit from and further develop regional expertise in life sciences, while providing training and high-value job opportunities for local people.

Energy and Smart Manufacturing	<p>Homes as Power Stations</p> <p>Neath Port Talbot CBC</p>	<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 • Potentially develop a UK-wide industry in the City Region, with global export opportunities
	<p>Pembroke Dock Marine</p> <p>Milford Haven Port Authority / Pembrokeshire CC</p>	<p>This programme will place Pembrokeshire at the heart of UK and global zero carbon, marine and off-shore 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. Programme 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)
	<p>Supporting Innovation and Low Carbon Growth</p> <p>Neath Port Talbot CBC</p>	<p>This programme will help further decarbonise the regional economy, while safeguarding the regional steel industry and providing high-quality space for the innovation, ICT and research and development sectors.</p> <p>Programme features include:</p> <ul style="list-style-type: none"> • SWITCH - A purpose-built facility and specialist equipment to support the steel and metals industry and supply chain • Electric vehicle infrastructure and mapping • Real-time air quality modelling • Hydrogen production to power hydrogen vehicles • Cutting-edge business spaces to meet evidenced demand including a Technology Centre and Property Development Fund

Appendix 2 - The Portfolio requirement and Current situation

Note: following tables for Draft purposes and will be updated during the consultation period

Project	Description	Floorspace m2	Private Sector contribution £m	Engagement status
Yr Egin - UWTSO				
Phase 1	Hub co-location facility accommodating creative and digital companies.	3,912 m2 gross (2,080 m2 net)	1.50	Phase 1 has been completed with private sector tenants occupying the establishment. % occupancy? Currently Phase 2 is in advanced stages of planning with commitment for advance rentals from tenants.
Phase 2	tbc	tbc		

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
Supporting Innovation and Low Carbon – Neath Port Talbot CBC				
Technology Centre	hybrid technology centre building high-quality, flexible office space in a strategic employment site	circa 2,500 m2	5.5	NBTCBC has already entered into contract with Vortex IOT to provide air quality monitoring sensors to commence this project and is incurring costs. The programme Team will work to lever private sector investment in addition to the Property Development Fund private sector contribution and rental income.
SWITCH	Specialised open access facility created to enhance applied research for steel & metals industry	4,000 m2		
Advanced Production Manufacturing Facility	Specialist hybrid facility providing a range of industrial / production units with pilot line and office space.	6,000 m2		
Property Development Fund	Property Development Fund targeted on the creation of new business floorspace in Port Talbot Waterfront Enterprise Zone	6,000 m2		

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
Skills and Talent Initiative – Carmarthenshire CC				
	This programme will develop a sustainable pipeline of regional talent to benefit from the high-value jobs that the City Deal programmes and projects will generate in growth sectors for the region. This includes the potential to develop skills through courses and training and apprenticeship opportunities		4.00	Early discussions with providers are in the process of taking place. Student numbers and delivery models are being developed.

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
Pentre Awel- Carmarthenshire CC				
Business Development Centre	Business acceleration / innovation space, research lab, innovative wet lab, reception	3,575 m2 gross (2,635 m2 net)	108.19	Ongoing conversations with financial institutions as to the investment structure. It is anticipated that commitment will be obtained by 31st March 2021.
Life Science Business Centre	Future phase expansion capability	10,000 m2 (max)		

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
Life Science, Wellbeing and Sports Science Campuses - Swansea University / Health Boards				
Phase 1 Singleton Campus & Morriston refurbishment	Note: Subject to planning and design: ILS @ Singleton will create a multi-purpose, multi-user facility encompassing: Flexible learning spaces. Multi-disciplinary "Academy" inclusive of Medicine, Health, Wellbeing and Sports Healthcare Technology Centre focussed on the development, testing and evaluation of medical, health, wellbeing, digital and sport technologies. Morriston Innovation Centre including business incubation space, affiliate and hot-desking provision alongside integrated business and network support functions	circa 2,800m2	13.78	Advanced discussions with various private sector partners to define detail of the preferred option for delivery.

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
Swansea City & Waterfront Digital District, Swansea Council – total 39.97				
Indoor arena	3,500 seat Digital arena and the surrounding public realm.		1.00	Investment in fit out of Digital Arena by ATG, arena operator (committed as outlined in ATG legal agreement Appendix 7 of the project business case).
71-72 Kingsway	The project comprises of business and associated commercial uses over five storeys, plus two below ground, including a roof garden, and the surrounding public realm.	circa 10,000 m2	5.00	Private sector investment for fit out of Digital Village floorspace, from the larger businesses located in the Digital Village.

Innovation Matrix UWTSD	Note: Subject to planning and design. A highly configurable, smart building, transformable in response to changing demand with scalable rooms (retractable walls), temporary spaces (retractable seating) to accommodate new ways of working in a post-Covid world. The building will be a living lab and a test bed providing: <ul style="list-style-type: none"> • Space for a number of Multi-National Enterprises [MNEs]; • Space for Small-Medium Size Enterprises [SMEs] working in collaboration with the University and other MNE & SME partners; • A graduate innovation accelerator; • Space for UWTSD Research & Knowledge Exchange Centres, • Space for start-ups and spin-out businesses. 	proposed 2,600 m2	8.90	Private investment into Box Village & the Innovation Precinct.
Hotel Development	Development of hotel adjacent to Digital Arena: The Council does not have the legal powers to develop a hotel, therefore it will be developed by the private sector.		25.00	If a private sector developer is not appointed, and private sector funding is not secured, the hotel development will not proceed. The Council is in the final stage of procurement for developer, franchisee and operator for the hotel.

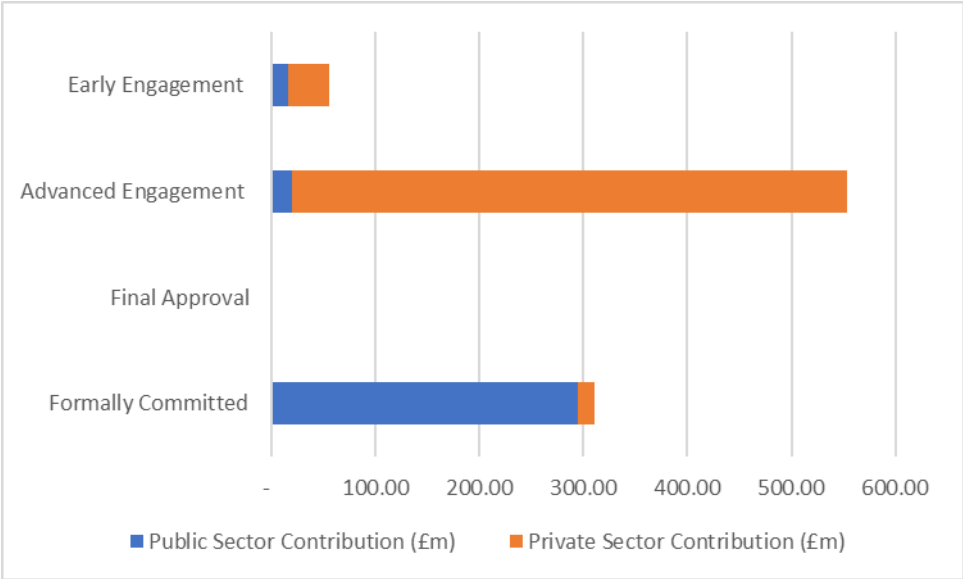
Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
Pembroke Dock Marine - MHPA				
Pembroke Dock Infrastructure (PDI) improvements MHPA	Renovated Grade 2 listed annexes to the Sunderland Hangars into mixed use commercial office accommodation - B1:	1,967m ² .	16.12	Formal commitment from the key partners within the PDM project has been obtained. To date the project has incurred spend of £1.015m borne by private sector partners at risk with firm commitment from all partners to deliver the project.
	Enhancement of Carriage Drive area to Port amenity/pocket park - .	7,317m ²		
	Slipway and large open transition area - B2:	13,051m ²		
	Light assembly and maintenance external laydown and storage - B8:	5,000m ² .		
	Open Laydown and Storage Area (Engineering Concrete) - B8:	15,584m ²		
	• External/Open multi use site for existing processing/laydown/storage and final assembly area/Essential manoeuvring space B2:	12,894m ²		
	• £2.5m of Port Investment in new / existing buildings / superstructure to be deployed in response to private	tbc		

	sector demands during the initial funding period			
MEECE				
META				
PDZ				

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
Homes As Power Stations- Neath Port Talbot CBC				
	The HAPS project will establish a regional supply chain development fund to support the renewable technology in housing industry in the region. The fund will support the private sector to diversify and add value to the economy. There is significant interest from Registered Social Landlords (RSLs) including Pobl and Coastal Housing. Detailed conversations are on-going. The HAPS project can reduce green home costs to deliver RSLs' ambitions quicker. The project will generate income for the region through investment in the regional supply chain, inward investment and links with universities. Reduced fuel bills will also give residents who benefit from the project more disposable income		375.90	Private sector leverage opportunities include private sector finance such as Registered Social Landlord (RSL) borrowing; private sector developer build costs; and private sector contributions to retrofits including homeowners, private rental sector and supply chain development. .

Project	Description	Floorspace m2	Private Sector funding £m	Engagement status
Digital Infrastructure- Carmarthenshire CC				
	This programme will significantly improve digital connectivity throughout the City Region for the benefit of businesses and residents, also helping to attract inward investment. <ul style="list-style-type: none"> • Rural connectivity • Connected places • Next generation wireless (5G and IOT networks) 		16.5	Ongoing discussions with telecom providers as to the opportunities and investment potential within the region.

The preceding tables show the status of private sector commitment to the SBCD which, when compared to public sector commitment can be illustrated thus:



These tables show that most projects identify themselves as falling into the advanced engagement category.

Appendix 3 - Engagement and Investment SWOT Analysis (For discussion during consultation)

SWOT Analysis

As described earlier, the SBCD is a complex portfolio with many individual elements. The strengths, weaknesses, opportunities, and threats that currently affect regional engagement and investment are shown below:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Shared risk across portfolio • Experienced stakeholders • Spread of stakeholders across sectors • Existing collaborations between stakeholders • Collective availability of resources • Attractive offer • City vision & investment • CD funding confirmed from Govts • ESB support • RLSP support • Widespread business interest • Investor interest • A will to succeed • Skills • Business environment • Infrastructure, digital connectivity, and natural capital • Quality of Life • Regions and Clusters of expertise 	<ul style="list-style-type: none"> • Perception of being overly public sector controlled • Potential project timelines not matching private sector expectations • Lack of effective private sector involvement in developing business cases from the outset • The requirement for individual business cases leads to a tendency for inward focus within projects • Projects not working together • Portfolio lacks forward vision for investment • Lack of a coherent regional approach to inward investment • Heavy demand on existing resources • Tendency for micro-management • Lack of sectoral analysis across region to inform progress • Tendency to aim high but miss the lower targets
Opportunities	Threats
<ul style="list-style-type: none"> • Share best practice & avoid duplication • Share the risk more – work on behalf of others • Harness the resources with a common vision • Develop more effective ways of working • Develop a regional prospectus to sell the region (within and without) • Work with existing business stock to encourage growth & retention across sectors • Think as a family of projects – look out for each other • Encourage and respond to Business advice • Consider a more arms-length, private sector led approach to regional activities • Contribute towards decarbonisation targets 	<ul style="list-style-type: none"> • Missed opportunities due to uncoordinated response to enquiries • Competition for business investment across City & Growth Deals in Wales • Silo / parochial approach • Stakeholders not working as a whole • Resources not collaborating • Resources not focused on regional priorities • Demand on finances post Covid • Economic growth stifled by Covid & Brexit • Other regions outperform SBCR with resulting loss of investment • Failure to secure business interest and investment • Investors lose interest • Loss of key attractor businesses • Potential threat of the levelling up agenda focusing investment into English regions