

Swansea Bay City Deal

Progress/Reporting Dashboard

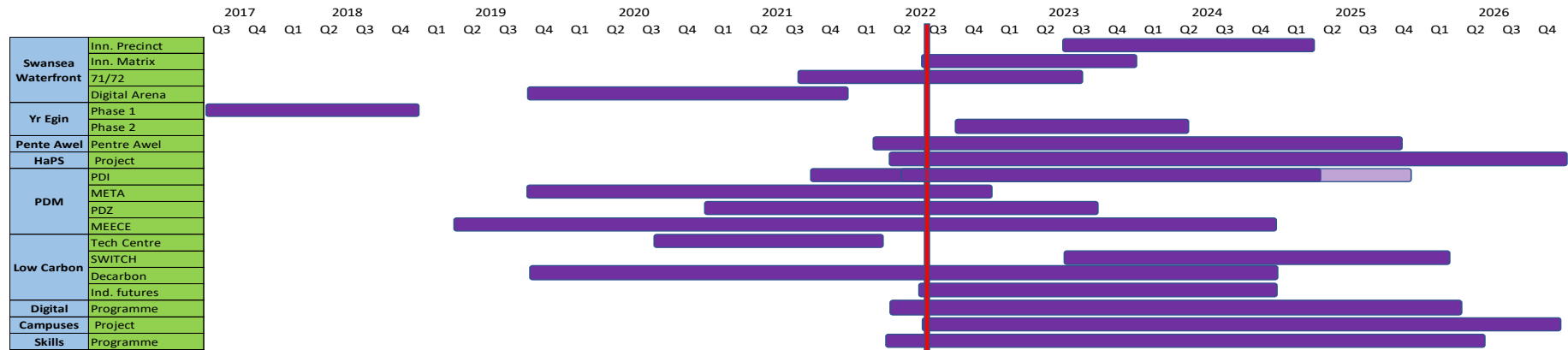
Drafted by:	Phil Ryder
Date:	13/01/2023



1. Project/Programme RAG status

Project/Programme	Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	RAG Status
Pentre Awel	Green	Green	Green	Yellow	Green	Green
Campuses	Yellow	Green	Green	Yellow	Green	Yellow
Waterfront & Digital District	Yellow	Green	Green	Red	Green	Yellow
Yr Egin	Green	Yellow	Green	Yellow	Green	Yellow
Digital Infrastructure	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Skills and Talent	Green	Green	Green	Yellow	Green	Green
Pembroke Dock Marine	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Supporting Innovation & Low Carbon Growth	Yellow	Green	Green	Green	Green	Green
Homes as Power Stations	Yellow	Green	Red	Yellow	Yellow	Yellow

2. Portfolio Delivery Timeline



Key

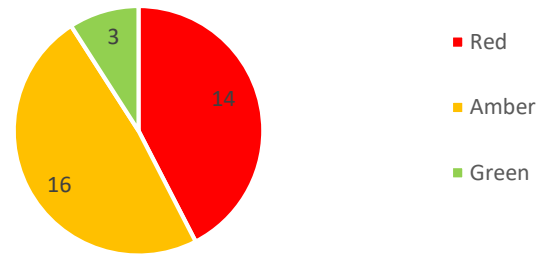
Delivery Period

Current date Line

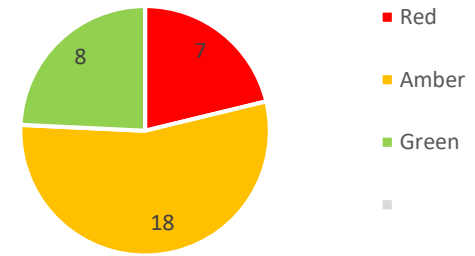
Please note these quarters are calendar quarters

3. Portfolio Risk & Issue Management

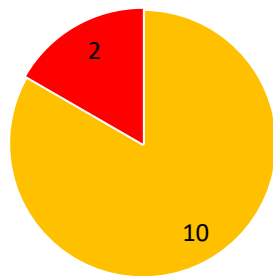
Original Risk Rating



Mitigated Risk Rating



Open Issues



4. Risk Management – Rising Amber Risks

REF.	Title	Description	Current Control Actions	Previous Score	Residual Probability	Residual Impact	Residual Rank
41	In Year Underspend	Early indications from financial reporting across Q1 and Q2 2022-2023 indicate a likely underspend for the current FY	15/12/22 PoMO met with all SRO's to highlight level of in year underspend with a request to confirm remaining forecasted spend for Q3 and Q4. SRO's also requested to better forecast future years spend aligned to updated Business Cases. PoMO have appraised UKG and WG officers of in year underspend.	12	5	4	16

5. Risk Management – Top Red Risks

REF.	Title	Description	Current Control Actions	Residual Probability	Residual Impact	Residual Rank
26	Private sector funding contribution/s not realised in line with business case projections.	Risk that private sector funding is not realised as per portfolio business case projections that will impact on the deliverability of outputs and outcomes of the SBCD.	15/12/22 A paper reviewing the sources and profiles of private sector contribution is being prepared for Programme Board Q3	4	4	16
31	Increase in cost of construction.	Risk that cost of construction may increase impacting on budgets set out in Programme / Project Businesses resulting in an overspend.	15/12/22 Construction Cost Assessment report v3.0 submitted to Programme Board. Lead delivery organisations to monitor and report on a monthly basis. Continue to work with PM's to ensure all change is documented through the change process. Construction & Community Benefits sub group in place which provides a forum for on going discussion.	5	3	15
33	Welsh Government 2021 update of Technical Advice Note (TAN) 15 development risk of flooding and coastal erosion and associated flood planning maps.	Proposed updates to the TAN and maps have recategorised the vulnerability of certain developments, increased the extent of the flood maps and the ability of land owners and local authorities to potentially achieve planning permission and ultimately develop land affected by the 2021 updates.	15/12/22 No further update. Update requested from the regional WLGA representative, awaiting response.	4	4	16
43	Slippage in delivery of programmes / projects against key milestones	As all City Deal Business Cases have now been approved the risk that City Deal doesn't achieve the outcomes intended within the timescales agree due to slippage in delivery of programme against key milestones resulting in borrowing and recuperation not accurately reflecting spend. Has been re-assessed following the closing of Risk ID SBCD013.	15/12/22 Slippage is aligned to spend as per Risk ID 041. PoMO met with SRO's to discuss and confirm current project plans and mitigations against slippage. Recommended action from a Gateway Assurance Review at a programme level has highlighted the need for programmes and projects to ensure they have complete and robust delivery plans.	4	4	16
47	Prog/Proj delivering all outputs and outcomes within the business case	Lack of alignment between Project/Programme Business Case deliverables and funding agreement outputs, outcomes and impact leads to potential confusion and non-delivery of anticipated benefits, resulting in the portfolio not achieving its objectives.	15/12/22 Benefits profiles for Portfolio level benefits have been agreed with all programmes / projects. On going engagement to ensure major project level benefits are agreed, forecasted and reported at appropriate times.	3	5	15

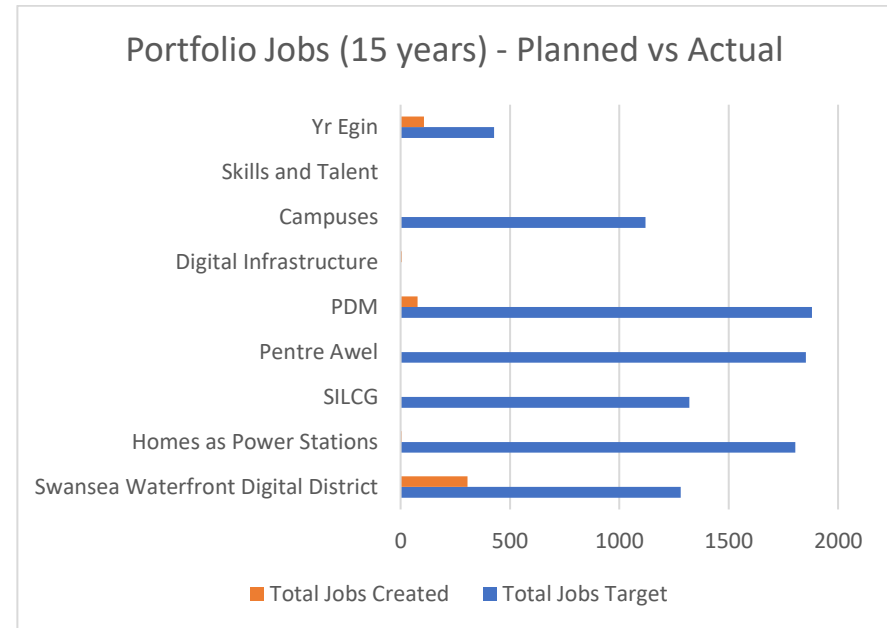
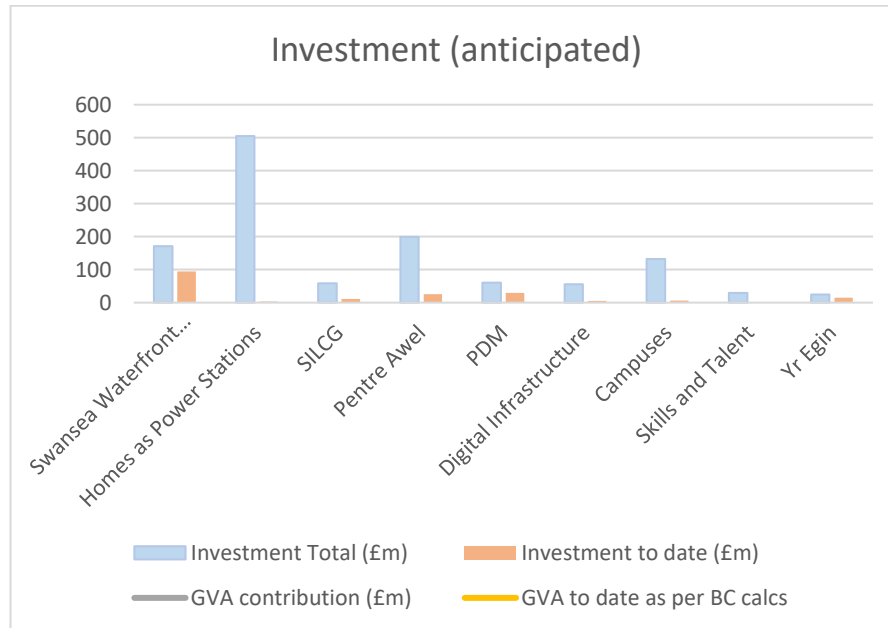
50	Pressure on construction industry to meet demand of City Deal and other public sector procurements	Construction Industry reporting issues across supply chains especially recruitment and response to tender calls due to inflationary pressures and market volatility. Particularly regarding the amount of contracts likely to be issued over the next year.	15/12/22 Construction & Community Benefits sub group formed. Construction Impact Assessment being monitored on a monthly basis . Programmes and Projects being encouraged to use change notification process to advise of any slippage or other issues.	3	5	15
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6. Issues Management – Red Issues

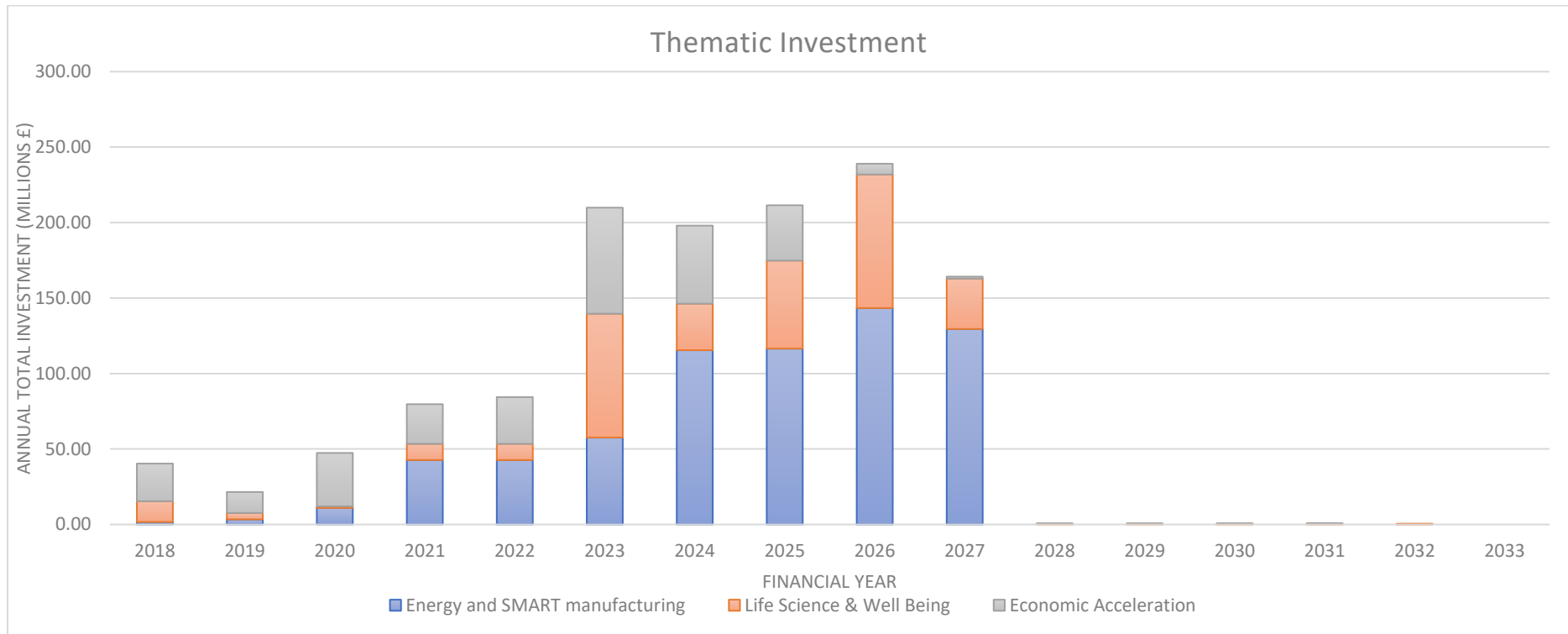
REF.	Title	Potential Impact	Current Update	Priority
22	Measuring of GVA at a programme and Project level.	One if the HoT requirements is GVA contribution, whilst the Portfolio will deliver uplifts in GVA it's quantification method is still unknown and as a result the PoMO are unable to report GVA as a holistic Portfolio Metric.	30/09/22 Paper submitted to the WCGIB on 13th June and accepted in principle. Further consultation required and currently with DLUC for decision. In the interim, UK / WG City Deal contacts have accepted that we will not report quarterly on GVA. 19/12/22 On going. Awaiting formal response.	Red
25	Delay in funding agreements being approved and signed	Impacts on disbursement of grant. Delay to delivery of projects. Knock on effect with ability to recruit. Potentially impacting on benefits realisation.	30/09/22 8 out of 9 programmes / projects have now committed to the primary funding agreements Campuses currently being worked on with legal officers / partners with a view of being entered imminently. Secondary agreements currently being developed for Campuses, HAPS, Skills & Talent and Digital Infrastructure between Lead Authority and Lead Deliverer. 19/12/22 Digital Infrastructure current status of secondary funding agreement is that it's been to legal colleagues and is now being finalised ready for signatory	Red

7. Benefits Realisation

Project/Programme	Total Investment Target (£m)	Total Investment to date (£m)	Total Jobs Target	Total Jobs Created
Swansea Waterfront Digital District	171.54	94.12	1281	306
Homes as Power Stations	505.50	3.73	1804	5
SILCG	58.70	10.88	1320	1
Pentre Awel	199.19	25.18	1853	2
PDM	60.47	29.56	1881	77
Digital Infrastructure	55.30	5.32	0	6
Campuses	131.98	5.88	1120	2
Skills and Talent	30.00	0.60	0	2
Yr Egin	25.17	14.87	427	107
	1237.85	190.13	9686	524
% of target		15.36%		5.41%

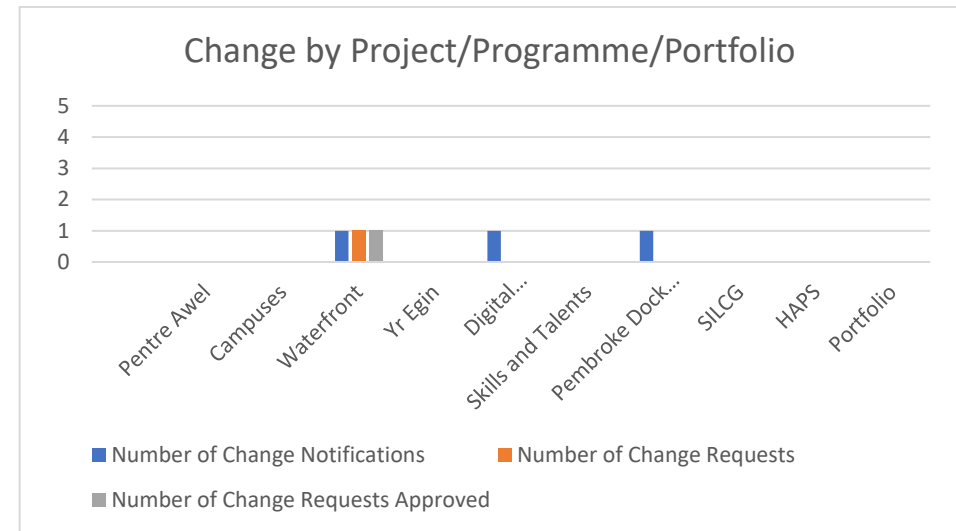
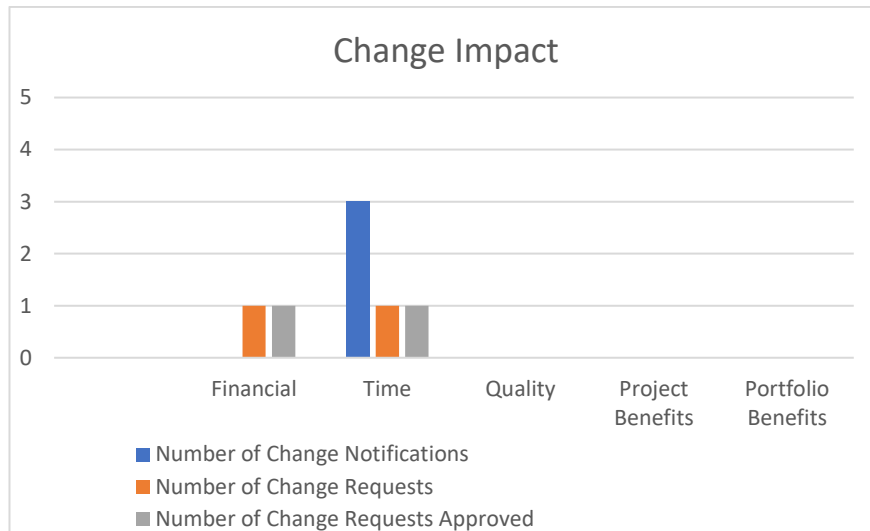


8. Financial Management

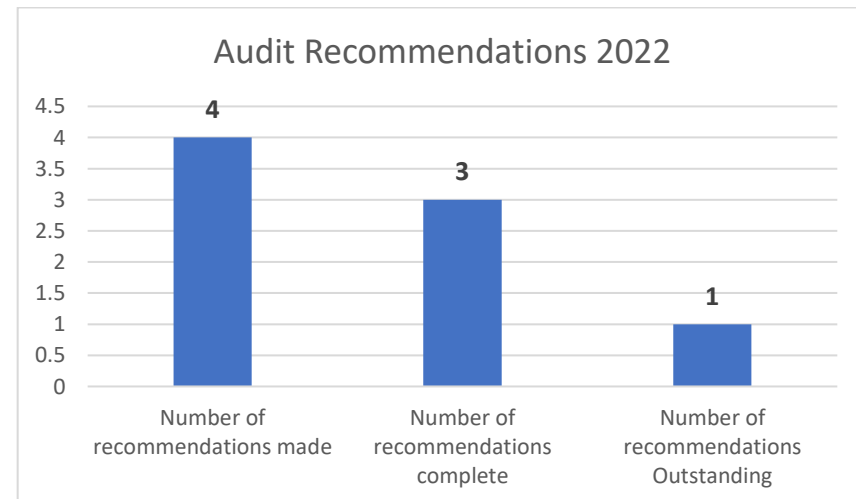
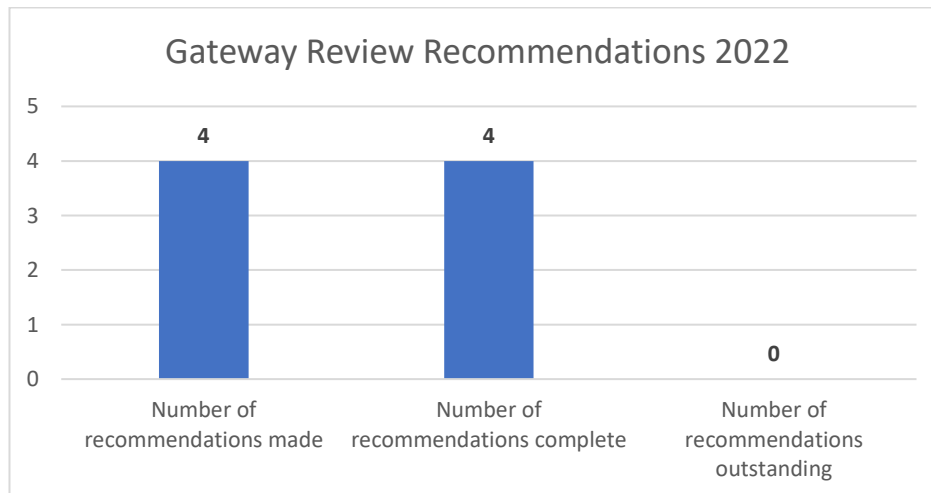


	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Difference since Q4 2021-22	0.00	0.00	0.00	0.00	-87.70	33.11	1.58	-5.80	40.53	17.24	0.54	0.55	0.56	0.67	0.48	0.00

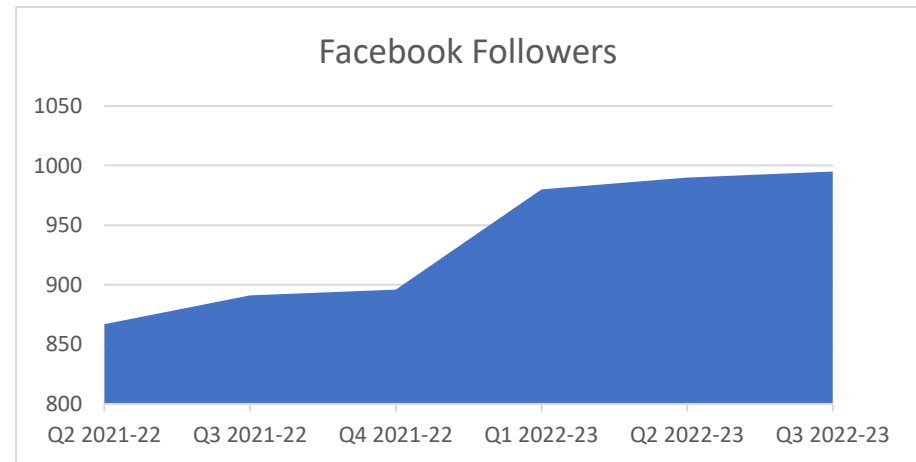
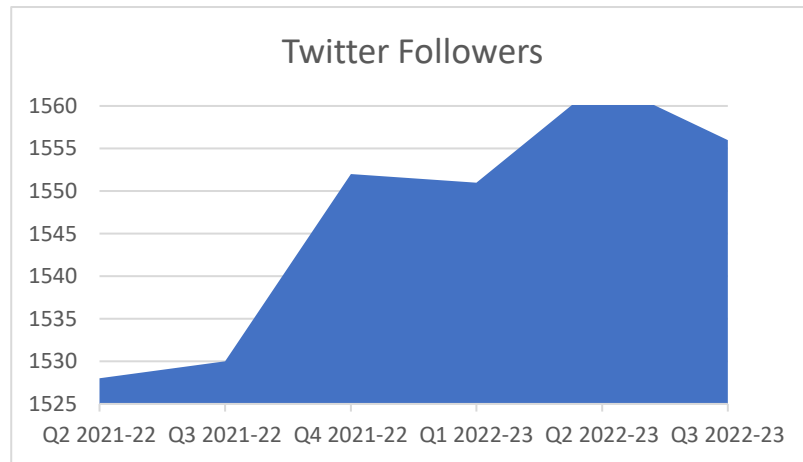
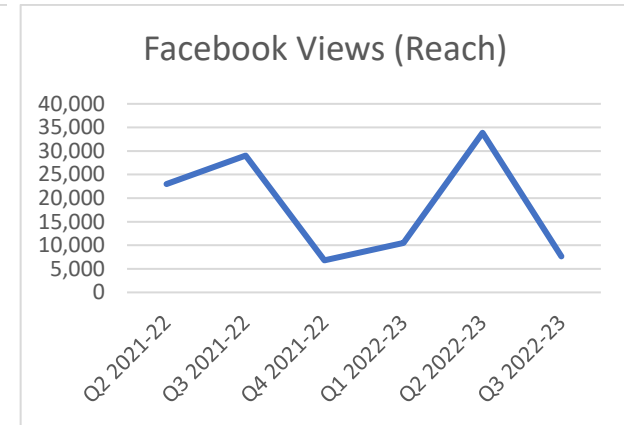
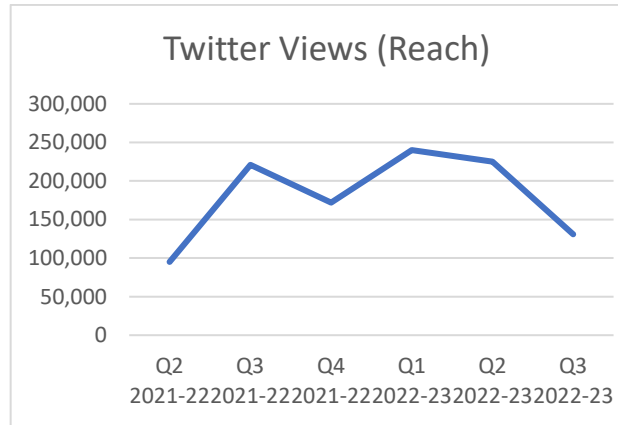
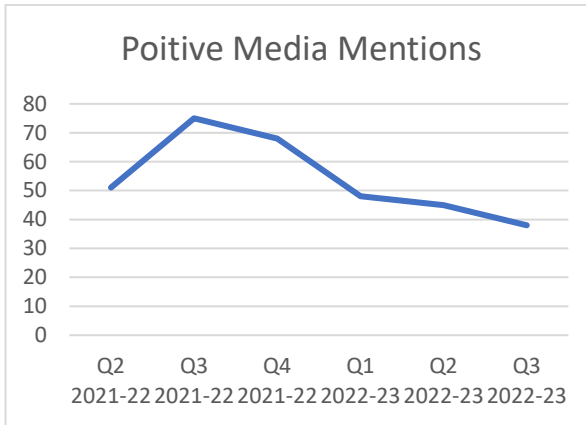
9. Change Management



10. Assurance & Audit Reviews



11. Communications and Engagement



13. Future inclusions

There are several additional aspects of reporting that the PoMO will look to include in coming iterations, initially, these will include:

- Resource (people) management – this is the resources required by each deliverer, identified within the respective business cases to deliver the SBCD schemes and the current levels of staffing against this commitment.
- Further breakdowns of financials as recently requested at JC.
- Quarterly updates on forecasted benefits, do the actual vs planed show progress being ahead, behind or as forecast.
- LinkedIn reach/stats
- Visits and Event info