City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Swansea Bay City Region Joint Committee

At: **Remotely via Microsoft Teams**

On: **Thursday, 11 March 2021**

Time: **10.30 am**

Chair: Councillor Rob Stewart (Swansea Council)

Watch Online: http://bit.ly/3s1VYbY

Membership:

Councillors:

Emlyn Dole	Carmarthenshire Council
Rob Jones	Neath Port Talbot Council
David Simpson	Pembrokeshire County Council

Co-opted Non-Voting Representatives:

Maria Battle	Hywel Dda University Health Board
Chris Foxall	Interim Chair of Swansea Economic Strategy Board
Professor Medwin Hughes /	University of Wales Trinity St David
Ray Selby	University of Wales Trinity St David
Steve Wilks	Swansea University
Emma Woollett	Swansea Bay University Health Board

Agenda

Page No.

1 Apologies for Absence.

2 Disclosures of Personal and Prejudicial Interests.
www.swansea.gov.uk/disclosuresofinterests

3 Minutes. **1 - 3**
To approve & sign the Minutes of the previous meeting(s) as a correct record.

4 Announcement(s) of the Chair.

5	**Public Questions** Questions must be submitted in writing, no later than noon on the working day prior to the meeting. Questions must relate to items on the agenda. Questions will be dealt with in a 10 minute period.	
6	**Financial Monitoring Report - Swansea Bay City Deal Forecast Outturn Position.**	**4 - 8**
7	**Swansea Bay City Deal Highlight Report.**	**9 - 20**
8	**Recruitment at Risk.**	**21 - 26**
9	**Swansea Bay City Deal Annual Report. (Verbal)**	
10	**Swansea Bay City Deal Portfolio Business Case.**	**27 - 412**
11	**Exclusion of the Public.**	**413 - 417**
12	**Swansea Bay City Deal Portfolio Business Case.**	**418 - 647**

Next Meeting: Thursday, 15 April 2021 at 10.30 am

Huw Evans

Huw Evans
Head of Democratic Services
Friday, 5 March 2021

Contact: Democratic Services - 01792 636923

Agenda Item 3

City and County of Swansea

Minutes of the Swansea Bay City Region Joint Committee

Remotely via Microsoft Teams

Thursday, 11 February 2021 at 10.30 am

Present: Councillor Rob Stewart (Swansea Council) Presided

Councillors:

Emlyn Dole	Carmarthenshire Council
Rob Jones	Neath Port Talbot Council
David Simpson	Pembrokeshire Council

Co-opted Non-Voting Representatives:

Chris Foxall	Interim Chair of Swansea Economic Strategy Board
Ray Selby	University of Wales Trinity Saint David
Steve Wilks	Swansea University

Officers:

Richard Brown	Interim Chief Executive (Pembrokeshire Council)
Jonathan Burnes	Director (Swansea Bay City Region)
Huw Evans	Head of Democratic Services (Swansea Council)
Jo Hendy	Head of Internal Audit (Pembrokeshire Council)
Greg Jones	Communications & Marketing Officer - City Region (Carmarthenshire Council)
Karen Jones	Chief Executive (Neath Port Talbot Council)
Tracey Meredith	Joint Committee Monitoring Officer (Swansea Council)
Chris Moore	Joint S151 Officer (Carmarthenshire Council)
Phil Roberts	Chief Executive (Swansea Council)
Phil Ryder	Swansea Bay City Region
Wendy Walters	Chief Executive (Carmarthenshire Council)

Apologies for Absence:

Maria Battle (Hywel Dda University Health Board), Medwin Hughes (University of Wales Trinity Saint David) and Emma Woollett (Swansea Bay University Health Board)
Richard Arnold (Finance Manager (Swansea Bay City Region))

29 Disclosures of Personal and Prejudicial Interests.

In accordance with the Code of Conduct adopted by the City & County of Swansea, no interest(s) were declared.

30 Minutes.

Resolved that the following Minutes of the Swansea Bay City Region Joint Committee be signed and approved as a correct record:

1) 14 January 2021.

31 Announcement(s) of the Chair.

The Chair made no announcements.

32 Public Questions

There were no public questions.

33 Internal Audit Terms of Reference.

Jo Hendy (Internal Audit, Pembrokeshire Council) submitted a report, which sought consideration and approval of the Internal Audit Terms of Reference 2020-2021.

Resolved that the Internal Audit Terms of Reference 2020-2021 be approved.

34 Swansea Bay City Deal Quarterly Monitoring Report.

The Swansea Bay City Region Programme Director (Jonathan Burnes) submitted an information report, which outlined the Quarterly Monitoring Report for both the Swansea Bay City Region Portfolio and its constituent programmes / updates.

35 Swansea Bay City Deal Change Control Procedure.

The Swansea Bay City Region Programme Director (Jonathan Burnes) submitted a report, which proposed a fit for purpose Change Control Procedure for the reporting and approval of Change requirements of the associated programmes and projects within the Swansea Bay City Region.

Resolved that:

1) The Change Control procedure outlined in Appendix A of the report be approved in principle.

2) The Portfolio Office Director / Section 151 Officer be granted delegated authority to make any further amendments to the Procedure.

36 Swansea Bay City Deal Portfolio Governance Evaluation.

The Swansea Bay City Region Programme Director (Jonathan Burnes) submitted a report, which outlined the Governance Evaluation Work and put forward recommendations for consideration.

Resolved that:

1) The Governance Evaluation report attached at Appendix A of the report be approved in principle.

2) Further work be undertaken to implement the recommendations.

The meeting ended at 11.00 am

Chair

Swansea Bay City Region Joint Committee – 11 March 2021

Financial Monitoring Report 2020/21 – Swansea Bay City Deal Forecast Outturn Position

Purpose:	To inform the Joint Committee of the year end forecast outturn position in respect of the Joint Committee and the Portfolio Investment Fund.
Policy Framework:	Swansea Bay City Deal
Consultation:	Accountable Body
Recommendation(s):	It is recommended that the Joint Committee:

1) Receive and approve the annual accounts of the Joint Committee and the forecast outturn position of the Portfolio Investment Fund.

Report Author:	Chris Moore
Finance Officer:	Chris Moore, Section 151 Officer, SBCD
Legal Officer:	Tracey Meredith, Monitoring Officer, SBCD

1. Introduction

This report details the projected forecast outturn position of the Joint Committee and the Portfolio Investment Fund. The Financial Monitoring Report presents the City Deal Accounts in a detailed format, in line with Carmarthenshire County Council's financial management system. The outturn position demonstrates the forecasted current financial out turn position, as at December 2020.

2. JOINT COMMITTEE - Financial Monitoring Report

2.1. Supplementary Information

The outturn position includes 'Top Slice' of Government Grants in terms of income. On receipt of government grants, 1.5% (£723k) of this will be utilised to support the PMO and the direct administration functions of the Portfolio. Any contribution from Government grants utilised within the financial year will be transferred to a ring-fenced reserve at year end, for utilisation in future years.

A detailed breakdown of the Joint Committee financial outturn position is included in Appendix A.

2.2. Joint Committee and Accountable Body

The Joint Committee and Accountable Body expenditure forecast is estimated at £153k. This is in respect of democratic support, support of the portfolio monitoring officer and legal fees in respect of the funding agreements. Internal audit expenditure is also forecast, however, this service has not been provided as yet, with a review anticipated in January 2021. The Accountable Body expenditure is attributable to service provision by the Portfolio Section 151 Officer to the Swansea Bay City Deal and the annual external audit review by Audit Wales.

2.3. Joint Scrutiny Committee

The Joint Scrutiny Committee expenditure consists of democratic services and related costs, provided by Neath Port Talbot County Borough Council. This is estimated at £21k.

2.4. Portfolio Management Office

To the period ended 31st March 2021 the expenditure forecast position is £461k. the PoMO is fully staffed consisting of eight employees with no further recruitment planned. During the transition and recruitment period a small amount of service support by CCC has been included.

A minimal amount of expenditure has been incurred with anticipated training expenses £4.5k as a result of better business cases training, rental of office space of £20k, IT hardware and support of £10k and expected marketing costs being incurred towards the latter end of the financial year of £8k including costs in respect of an update to the City Deal website. Central Recharges of £23,713 has been included to contribute to Carmarthenshire County Council as the host Authority's costs for supporting the PoMO. These include payroll, Pensions, Creditors, Debtors, Human Resources support, Information Technology Support, financial systems support, Chief executive administration support and employee support.

As small amount of expenditure has been incurred in relation to evaluation and assurance, this is in respect of Gateway reviews, which has been funded through the provision of an extended grant by Welsh Government.

2.5. Provision for Unwinding

This is an annual provision for the unwinding of the PMO toward the end of its five-year operational requirement.

2.6. Income

Total income for the year demonstrates £1,337m. This consists of grant to support Gateway reviews £14k, partner contributions (£50k per partner) £400k and drawdown of 'Top Slice' of £723k.

2.7. Financial Monitoring - Statement of Balances

The prior year (2018/19) balance carried forward in reserve demonstrates £240k. Currently the estimated year end position of the City Deal accounts resides at a surplus of £473k. This results in an anticipated reserve of £713k at year end.

3. PORTFOLIO INVESTMENT FUND – Forecast Outturn Position

3.1. The overall estimated investment position is demonstrated at £1,147.42b over the fifteen year life of the portfolio. The original heads of terms that the region signed up too comprised of an investment of £1.274b, and as such currently the City Deal is presenting an underinvestment in the region of £127m (10%). A detailed breakdown of investment is outlined in Appendix B.

Investment Component	Sum of Original HoT Total (£m)	Sum of Total Forecast (£m)	Sum of Variance (£m)	Variance (%)
City Deal	241.00	235.70	- 5.30	-2.20%
Public	395.95	330.34	- 65.61	-16.57%
Private	637.44	581.38	- 56.06	-8.79%
Grand Total	**1,274.39**	**1,147.42**	**- 126.96**	**-9.96%**

3.2. There is currently an estimated revenue requirement of £73m (6%) to deliver the city deal projects. Which will be supported through the use of the Local Authorities flexible capital receipts directive, and alternative public and private sector commitment.

Investment Component	Capital Forecast (£m)	Revenue Forecast (£m)	Total Forecast (£m)	Revenue Proportion (%)
City Deal	222.70	13.00	235.70	5.52%
Public	291.93	38.41	330.34	11.63%
Private	559.30	22.08	581.38	3.80%
Grand Total	**1,073.93**	**73.49**	**1,147.42**	**6.40%**

3.3. All City Deal Projects and Programmes have fluctuated and are anticipated to vary over the life of the portfolio compared to the original heads of terms the region entered. At present three projects are demonstrating an estimated variance of over 10%, these are the Life Science and Well Being Campuses project (16%), Pembroke Dock Marine (21%) and Supporting Innovation and Low Carbon Growth Project (63%).

3.4. The current spend is demonstrated at £55m to end of March 2020, with anticipated spend for this current year of £46m. An annual breakdown of actual and forecasted spend is demonstrated below.

Portfolio Term	Financial Year	City Deal Investment	Public Sector Investment	Private Sector Investment	Total
		City Deal Total (£m)	Public Sector Total (£m)	Private Sector Total (£m)	
Year 0	2017/18	3.14	14.13	0.18	17.44
Year 1	2018/19	4.60	1.21	0.37	6.18
Year 2	2019/20	6.58	23.52	0.92	31.02
Year 3	2020/21	7.35	36.93	2.12	46.40
Year 4	2021/22	57.54	52.45	31.10	141.09
Year 5	2022/23	60.75	55.98	85.80	202.52
Year 6	2023/24	59.79	47.17	109.78	216.73
Year 7	2024/25	27.13	41.68	156.05	224.86
Year 8	2025/26	8.83	50.76	174.64	234.23
Year 9	2026/27	-	0.92	10.95	11.87
Year 10	2027/28	-	0.93	2.38	3.31
Year 11	2028/29	-	0.93	1.39	2.33
Year 12	2029/30	-	0.93	1.40	2.34
Year 13	2030/31	-	0.93	1.42	2.35
Year 14	2031/32	-	0.93	1.43	2.36
Year 15	2032/33	-	0.93	1.44	2.38
	Total	235.70	330.34	581.38	1,147.42

4. Financial Implications

The forecasted Joint Committee year end out-turn position (as at December 2020) demonstrates a surplus of £473k, which will be transferred to the Swansea Bay City Deal ring-fenced reserve at the year end. Expenditure is forecasted at £665k, which is offset by income through partner contributions of £400k, grant funding of £14k (for Gateway reviews) and the 'top slice' of Government grants.

The estimated portfolio forecasted investment position (as at December 2020) demonstrates a underinvestment of £ 127m (10%). Currently the portfolio is presenting a total investment over the fifteen-year life span of the Swansea Bay City Region Deal of £1.147b, which is less than the original investment the region committed of £1.274b. This is subject to fluctuation over the life span of the project and will be monitored quarterly through financial templates and through the Portfolio risk register.

5. Legal Implications

There are no legal implications associated with this report.

Appendices: (These will be included within the report).
Appendix A Joint Committee – Financial Monitoring Report

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Joint Committee - Financial Monitoring Report

Financial Year 2020/21

as at December 2020

Description	Actuals 2019/20 (£)	Revised Budget 2020/21 (£)	Forecast Outturn 2020/21 (£)	Variance (£)
Joint Committee and Accountable Body				
Room Hire	-	1,800	-	1,800
Subsistence & Meeting Expenses	150	3,360	-	3,360
Travel	-	-	-	-
Democratic, Scrutiny and Legal Support Costs	-	25,200	20,430	4,770
Democratic Services	-	-	-	-
Monitoring Officer	-	34,705	34,705	-
Legal Advisory Fees	3,173	25,000	1,700	23,300
Internal Audit Support	-	20,000	20,000	-
Staff Recruitment Expenses	147	-	-	-
External Audit Fees	8,809	25,000	22,091	2,909
Section 151 Officer	-	54,244	54,244	-
Joint Committee and Accountable Body Total	**12,278**	**189,309**	**153,170**	**36,139**
Joint Scrutiny Committee				
Room Hire	-	-	-	-
Subsistence & Meeting Expenses	-	6,740	1,227	5,513
Travel	-	1,200	-	1,200
Democratic, Scrutiny and Legal Support Costs	-	20,105	20,105	-
Joint Scrutiny Committee Total	**-**	**28,045**	**21,332**	**6,713**
Portfolio Management Office				
Salary (Inc. On-costs)	152,701	379,596	364,413	15,183
Recharges - Employee costs Grant (direct)	60,284	-	10,519	- 10,519
Staff Recruitment Expenses	3,105	-	-	-
Training of Staff	-	25,500	4,500	21,000
Response Maintenance	-	-	500	- 500
Rents (The Beacon)	14,889	15,336	14,889	447
Rates (The Beacon)	6,575	6,772	6,688	84
Public Transport - Staff	-	2,000	-	2,000
Staff Travelling Expenses	2,231	16,000	500	15,500
Admin, Office & Operational Consumables	-	2,500	-	2,500
Furniture	-	12,000	-	12,000
Fees	-	25,000	-	25,000
ICTs & Computer Hardware	-	10,000	10,000	-
Subsistence & Meetings Expenses	416	8,000	250	7,750
Conferences, Marketing & Advertising	7,143	50,000	7,810	42,190
Projects & Activities Expenditure	-	14,000	-	14,000
Translation/Interpret Services	-	10,000	1,500	8,500
Printing & Copying	-	4,500	500	4,000
Photocopying Recharge	46	-	-	-
Fees - Evaluation and Assurance	10,400	-	14,850	- 14,850
Central Recharge	-	-	23,713	- 23,713
Portfolio Management Office Total	**257,789**	**581,204**	**460,631**	**120,572**
Provision for Unwinding of PMO				
Redundancies	-	19,684	29,684	- 10,000
Provision for Unwinding Total	**-**	**19,684**	**29,684**	**- 10,000**
Total Expenditure	**270,067**	**818,242**	**664,817**	**153,425**
Funding Contributions				
Welsh Government - Revenue Grant	(10,400)	0	(14,850)	14,850
SBCD Grant Revenue Contribution	0	(723,000)	(723,000)	-
Partner Contributions	(400,000)	(400,000)	(400,000)	-
Total Income	**(410,400)**	**(1,123,000)**	**(1,137,850)**	**14,850**
Provision of Service - (Surplus) / Deficit	**(140,333)**	**(304,758)**	**(473,033)**	**168,275**

Movement to Reserves		
Description	**2019/20 (£)**	**2020/21 (£)**
Balance Brought Forward from previous year - (Surplus) / Deficit	(99,871)	(240,204)
Net Provision of Service - (Surplus) / Deficit	(140,333)	(473,033)
Balance Carry Forward - (Surplus) / Deficit	**(240,204)**	**(713,237)**

Swansea Bay City Region Joint Committee - 11 March 2021

Swansea Bay City Deal Highlight Report

Purpose:	To update Joint Committee on programmes / projects progress that form part of the Swansea Bay City Deal Portfolio
Policy Framework:	Swansea Bay City Deal
Report Author:	Amanda Burns, Senior Portfolio Support Officer
Finance Officer:	Chris Moore, Section 151 Officer, SBCD
Legal Officer:	Tracey Meredith, Monitoring Officer, SBCD
FOR INFORMATION	

1. Introduction

1.1 The SBCD Highlight Report details the monthly progress made and activities planned for the SBCD Portfolio's constituent programmes and projects.

2. Financial Implications

2.1 Financial implications are outlined within the Business Cases of each programme / project. Financial risks are recorded and managed through the portfolio risk register.

3. Legal implications

3.1 There are no legal implications.

4. Alignment to the Well-being of Future Generations (Wales) Act 2015

4.1 The SBCD Portfolio and its constituent programmes / projects are closely aligned to the Well-being of Future Generations (Wales) Act 2015 and the seven well-being goals for Wales. These alignments are outlined in a Portfolio Business Case for the SBCD, as well as in individual programme / project business cases

Background Papers: None

Appendices:

Appendix A: Swansea Bay City Deal Highlight Report (March 2021)

Appendix A

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BAE ABERTAWE
SWANSEA BAY
City Deal

SBCD Highlight Report

March 2021

UK Government
Llywodraeth y DU

Llywodraeth Cymru
Welsh Government

Cyngor Abertawe
Swansea Council

Cyngor Sir Gâr
Carmarthenshire
County Council

Swansea University
Prifysgol Abertawe

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Digital Infrastructure

Programme Partner Lead: Carmarthenshire County Council

Gareth Jones
Programme Manager

Activities Completed

Recommendations implemented from external stage gate peer review.

Business Case submitted to both Governments and feedback addressed.

Preparation for Project Manager resource recruitment.

Regional funding bid submitted to Welsh Government Local Broadband fund to supplement existing plans and resources.

Ongoing engagement with partners at local, regional and national level.

Activities Planned

Project Manager resource recruitment.

Professional services resource recruitment.

Detailed scoping of specific individual Projects within the Digital Programme.

Further develop procurement and state aid strategy.

Financial budget set up.

Further engagement with partners at a local, regional and national level.

Risks

Ongoing policy alignment of Regional Digital Infrastructure strategy and Welsh Government (PSBA).

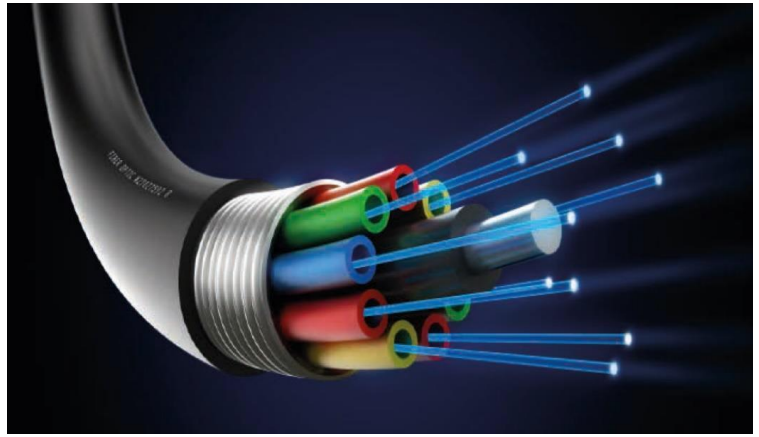
A lack of Telecoms suppliers with the necessary appetite and / or ability to deploy, particularly rurally.

Government timescales for authorising the Business Case.

Issues

Lack of human resource allocated to the Programme.

Insufficient financial resources allocated to address all the regions Digital Infrastructure aspirations.



Pembroke Dock Marine

Project Partner Lead: Pembroke Dock Marine Board

Tim James
Project Manager

Activities Completed

PCF's Marine Energy Wales conference promoted PDM and the Partners who all presented to an international audience of over 300 delegates. MEECE also hosted a side event. (OP11/12/16).

PCC paper to committee confirming evolution to PDZ and confirmation of funding agreements (IP4)

Partners all submitted evidence to BEIS consultation for CFD amendments supporting FLOW and Marine Energy revenue support (OP15)

Shell and Pembroke Dock Based Simply Blue Energy announce the Emerald Portfolio development more floating wind in the Celtic Sea (IP3, OP1, OP3, OP6,OP8).

South Wales Industrial Cluster Roadmap and Deployment project have both been approved leveraging £2.3m & £37m respectively of added value work across South Wales (IP3/OP5/6/8)

MHPA exchange contracts with High Speed Transfers Ltd for office and warehouse space in Pembroke Dock (OP1,OP2)

Pembroke Dock based Mainstay Marine win 5th prototype build with QED Naval. PD based Williams Shipping launch new renewables section of their website. (OP11,OP13)

Activities Planned

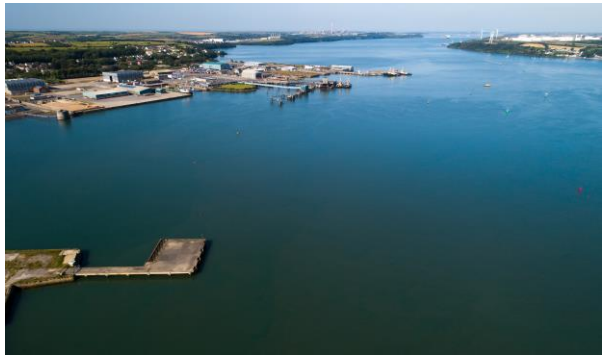
MEW's State of the Sector Update is going to be live April 21. (IP3,OP1, OP2, OP6)

META discharging planning conditions and head lease with Crown Estate. (IP5)

Recruitment and commencement of PDZ phase 1 post signature. (IP6d)

MEECE's collaboration agreement with Universities. (IP6b)

Consent management PDI (IP1)



Risks

Capital cost increase against PDI project budget set in 2017. (IP1)

MEECE now required to formally request to extend project to WEFO due to delay in SBCD approval. (IP6b)

PDZ Phase 1 completion finds project is not feasible (industry requirements / budgets / timescales) (IP4)

Issues

Consideration of the changes in UK procurement policy on the SBCD procurement principles & how it applied to the PDM partners as non contracting authorities.

Ensuring appropriate level of project governance and reporting is established to maintain the projects value to the SBCD whilst ensuring the project remains delivery and impact focused.

Homes as Power Stations

Project Partner Lead: Neath Port Talbot Council

Lisa Willis
Project Manager

Activities Completed

Gateway review completed June 2020

Economic Case revised

Pathfinder development at Neath complete

HAPS regional Project Board established and meets monthly

Business case submitted to PMO in January 2021

First lessons learned meeting took place.

Activities Planned

Third party funding agreements to be developed / agreed for the two HAPS funds

Workshop with key stakeholders to develop brand

Lessons learned group to meet bi monthly.

Technical advisory group to be established

Project team to be recruited

Risks

Project Manager not yet in place. Recruitment process to commence.

Issues

Ensure alignment to other energy efficiency in housing programmes. This is in progress

Supporting Innovation & Low Carbon Growth

Lisa Willis
Project Manager

Project Partner Lead: Neath Port Talbot Council

Activities Completed

Swansea Bay Technology Centre - RIBA Stage 5 construction commenced 12/10/2020

Steel and metals project refocused to align to the industrial decarbonisation agenda

Critical Friend Review completed October 2020

Supporting Innovation and Low Carbon Growth Programme Board established and meets monthly.

Welsh Government / UK Government workshop November 2020

Industry Wales workshop November 2020

Activities Planned

Business Case due for formal submission to PoMO and Governments February 2021. Aligned to HMT Green book amendments.

Air Quality Sensors planned to be installed in March / April 2021

Critical Friend Review action plan in delivery phase

Establishing Technical Advisory Group

Ongoing regular dialogue with UK and Welsh Government and Industry Wales.

Risks

Delay in approval of City Deal Business Case impact on already secured European Regional Development Fund match funding

Air quality monitoring sensors purchased at risk prior to business case approval

Covid-19 impact on jobs created outputs

Issues

Need to ensure Low Emission Vehicle Charging Infrastructure sub-project aligns to current and pipeline regional activity

Life Science & Well-being Campuses

Keith Lloyd
Project Lead

Project Partner Lead: Swansea University

Activities Completed

Collaborative research and innovation activities continue

Development of new skills provision under development

Informal submission of the Business Case in Q4 2020 to the PoMO

Finalised feasibility studies with architects and cost consultants

Activities Planned

Address Business Case feedback in Q1 2021 from both PoMO and Grant Thornton Consultants

Continue to obtain letters of support to evidence partner commitment to support outline business case

Progress structured private sector engagement activities/plan

Confirm and finalise commercial arrangements between City & Council and the Health Board

Secure additional resource to help progress the project to time.

Formal submission of the Business Case in Q2

Risks

Impact of current pandemic and economic downturn on securing co-investment from the private sector

Impact on timescales as a result of the pandemic, impact on private sector and competing priorities particularly in health

Impact on delivery due to lack of resource.

Issues

Communication of the project's evolution

Pentre Awel

Project Partner Lead: Carmarthenshire County Council

Dr Sharon Burford
Project Manager

Activities Completed

- RIBA Stage 3 designs and recommendation finalised and approved by Executive Board and Full Council.
- Business Case complete and submitted to Governments. A feedback meeting has been held and questions received from both WG and UK Gov answered and returned.
- External Gateway Review recommendations actioned.
- MoU signed with Academic and Research Partners
- Ecology work completed.
- Memorandum of Understanding prepared and issued to Financial Markets
- Initial Stage 1 proposal submitted to Department for International Trade (DIT)
- Procurement documents prepared for Zone 1 and ready for issue to SWWCF. Significant work to emphasise the quality aspects of the procurement including the Community Benefits.

Activities Planned

- Design development for Zone 3
- Secure the main contractor for Zone 1 through procurement
- Complete procurement for client side services for Zone 1
- Development of Heads of Terms progressing
- Continue DIT submission
- Secure best finance option for CCC from Institutional bids. Institutional investment not required for zone 1.

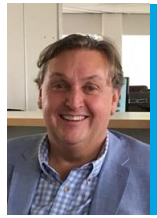
Risks

Potential for loss of engagement by academic and health partners due to delay.

Issues

Delay in procurement due to approval of City Deal Business Case

Swansea City & Waterfront Digital District



Huw Mowbray
Project Manager

Project Partner Lead: City & County of Swansea

Cyngor Abertawe
Swansea Council

Activities Completed

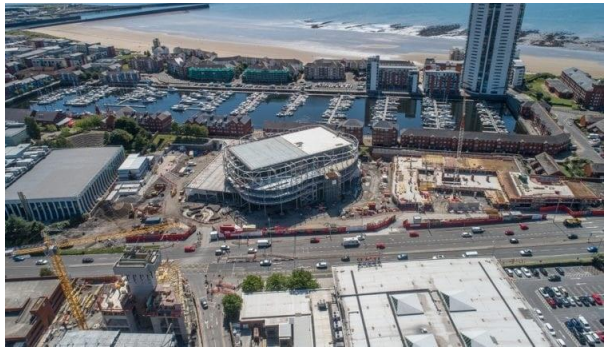
Arena
Arena external cladding commenced.

Work is advancing on iconic bridge linking the arena site with Swansea city centre to be put in place early 21.

71/72 kingsway
Construction tender clarifications of responses awaited.
Cabinet report targeted for March 2021.

Letting discussions continue.

Box Village
Planning permission for Box Village progressing.



Activities Planned

Arena
Letting discussions on ancillary commercial space at arena.

Bridge fabrication to be completed.

71/72 kingsway
Construction tender for 71/72 The Kingsway analysed.

Cabinet decision on 71/72 The Kingsway Q1 2021

Further detailed lettings discussions continue for 71/72 The Kingsway

Box Village
Pre application discussions on planning.

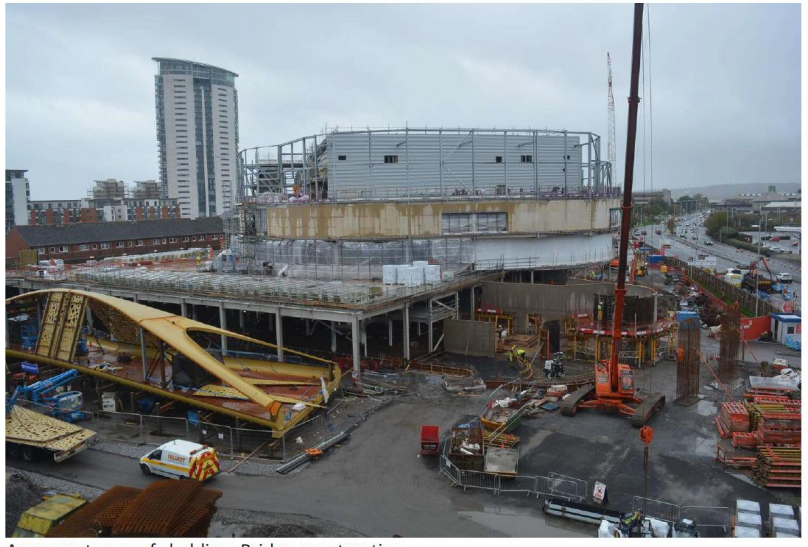
Risks

Effect of Covid-19 on construction, including programme slowdown and impact on costs

Effect of Covid-19 upon level and type of commercial demand for Box Village and Innovation Precinct

Issues

Delivery of outputs likely to be affected by Covid-19



Arena waterproof cladding. Bridge construction

Skills and Talent

Project Partner Lead: Carmarthenshire County Council

Jane Lewis
Project Manager

Activities Completed

Economic Case for the Business plan in development, working with Joe Flanagan, Advisor toe Welsh Government on the 5 case Business model.

Strategic, Financial and Management case complete,

Liaison with Belfast and Edinburgh City Deal to examine areas of best practice

Pilot initiative for Engineering and Digital in schools developed

Activities Planned

Establishment of a Programme Board for Skills and Talent by March 2021.

Present and update to Programme Board in March.

Complete Business Case and present to ESB, Programme Board, Joint Committee and the Local Authorities by end April.

Gateway review by end of March.

Risks

Delay in implementing the Skills and Talent programme could impact on the delivery of the skills required by the approved projects

Issues

Impact of Covid-19 on the training landscape and the changing needs of businesses as a result of the pandemic

Yr Egin

Project Partner Lead: UWTSD

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Geraint Flowers
Project Manager

Activities Completed

The Phase 1 Lessons Learned Activity successfully completed , which brings the University's evaluation process to a close in advance of formal Gateway 5 Monitoring and Evaluation approval

Creative Sector Demand Study formally commissioned and underway (BOP)

Activities Planned

Following completion of the Egin Phase 1 project and Joint Committee approval of the Full Business Case, the University is now proceeding with the next stages of the Integrated Assurance Action Plan in accordance with the agreed timetable to deliver Egin Phase 2

Formal Welsh/UK Government business case approval still outstanding as of 11th November

Discussions between Carmarthenshire County Council and the University are proceeding at pace to complete the Phase 1 Funding Agreement

Creative Sector Demand Study to complete in May 2021 to inform the development of Egin Phase 2

Risks

Effect of Covid-19 on the Welsh/UK/global economies and the creative sector, and the implications for future level and nature of demand for Yr Egin

Issues

Implications of the recently announced Welsh Government strategy to achieve much increased levels of permanent remote working post Covid-19 and to develop a network of local, community-based working hubs

Swansea Bay City Region Joint Committee – 11 March 2021

Recruitment at Risk

Purpose:	To update Joint Committee in respect of recruiting for reginal programmes at risk, prior to the approval of business cases.
Policy Framework:	Swansea Bay City Deal Joint Committee Agreement.
Recommendation(s):	It is recommended that Joint Committee: Review and agree the proposed officer recommendations of option 2 and option B (set out below) in respect of the recruitment of regional programme management teams at risk prior to the approval of business cases.
Report Author:	Chris Moore
Finance Officer:	Chris Moore
Legal Officer:	Tracey Meredith

1. Introduction

This report outlines proposed recommendations in respect of the recruiting for regional programme management teams at risk (prior to the formal approval of business cases).

2. Background

To support the delivery of the regional programmes (Homes as Power Stations, Digital infrastructure, and Skills and Talent), it is proposed that regional project management teams are recruited into prior to the formal approval by Welsh Government and UK Government.

Swansea Bay City Deal funding is released on the successful approval of programme business cases by both Welsh and UK government. Programme expenditure incurred prior to successful approval is done so at risk to the project lead authorities and programme partners. Financial risk is exposed should recruitment occur prior to the formal approval of programme business cases, as fail of approval would require Project Lead Authorities to support the funding gap created.

Details of the options in respect of regional programme management team structures, with estimated costs for consideration, are detailed below:

Option 1 – Do minimum

This option outlines no further recruitment on regional projects until formal approval of Programme business cases by both Welsh and UK Governments.

Option 1 - Do Minimum		
Project	**£**	**Notes**
HAPS	0	NPT funding form core staff.
Digital Infrastructure		
Project Manager	79,000	
Skills and Talent		
Regional Partnership Manager (0.5 FTE)	34,000	
Total	**113,000**	

Option 2 – Partial Recruitment

This option outlines partial recruitment on regional projects to support the delivery of the programmes, with further recruitment to full management teams instigated on formal approval of Programme business cases by both Welsh and UK Governments.

Option 2 - Partial Recruitment		
Project	**£**	**Notes**
HAPS		
Project Manager	**52,000**	
Digital Infrastructure		
Project Manager	79,000	
Regional - Digital Officer	62,000	
Regional - Digital Officer	62,000	
Total	**202,000**	
Skills and Talent		
Regional Partnership Manager (0.5 FTE)	34,000	
Programme Manager	46,000	
Total	**80,000**	
Total	**334,000**	

Option 3 – Full Recruitment

This option outlines full programme management team recruitment on regional projects to support the delivery of the programmes prior to formal approval of Programme business cases by both Welsh and UK Governments.

Option 3 - Full Recruitment		
Project	**£**	**Notes**
HAPS		
Project Manager	52,000	
Business Engagement Officer	46,000	
HAPS Coordinator	42,000	
Total	**140,000**	
Digital Infrastructure		
Project Manager	79,000	
Regional - Digital Officer	62,000	
Regional - Digital Officer	62,000	
Local - Digital Delivery Officer	51,000	
Local - Digital Delivery Officer	51,000	
Local - Digital Delivery Officer	51,000	
Local - Digital Delivery Officer	51,000	
Total	**407,000**	
Skills and Talent		
Regional Partnership Manager (0.5 FTE)	34,000	
Programme Manager	46,000	
Skill Programme Developmnet Officer	42,000	
Career Pathway Project Officer	42,000	
Project Monitoring Assistant	38,000	
Total	**202,000**	
Total	**750,000**	

The above figures are based on annual indicative estimates. At present the anticipated risk associated with recruitment is expected to be 4 months, in respect of the Skills and Talent project.

Projects	**Anticipated Approval (Est.)**	**Anticipated Employee Commencement Date**	**Months at Risk**
HAPS	Mar-21	01/04/2021	-
Digital Infrastructure	Mar-21	01/04/2021	-
Skills and Talent	Jul-21	01/04/2021	4.00

Apportionment of risks

The regional projects have acknowledged and included a programme management team within business cases to support the delivery of programmes. No regional programme business case has been approved to date and as such any recruitment will be undertaken at risk

There are two options of apportionment to the regional programme management teams recruitment equal split and apportionment based on population size;

Project	City and County of	Carmarthenshire County Council	Neath Port Talbot CBC	Pembrokeshire County Council	Total
Option A - Local Authority Breakdown - Equal Split	25.00%	25.00%	25.00%	25.00%	100.00%
Option B - Local Authority Breakdown - Per population size*	35.04%	26.78%	20.33%	17.85%	100.00%

*Based on 2019 Mid-Year population size as per www.statswales.gov.wales

Option A - Local Authority Breakdown – Equal Split
This methodology apportions the associated charge equally across the four local authorities.

Option B - Local Authority Breakdown – Population Size
Using stats wales 2019 mid-year population size per local authority constituent area this methodology apportions the associated charge by percentage of population size.

It is recommended:

Recruitment Recommendations:

To manage the financial risk to the Joint Committee project leads have provided a partial recruitment plan moving to full recruitment on formal approval of business cases (Option 2 – Partial Recruitment). The four regional section 151 officers advise that a partial recruitment option is more appropriate and sustainable moving to full recement on the formal approval of programme business cases.

Apportionment Recommendations

To ensure fairness and equity across the region the regional section 151 officers recommend apportioning all associated costs with recruiting at risk using an apportionment method based on Option B population size. This will ensure authorities are only exposed to risk relevant to their population proportion.

5. Financial Implications

The impact of any recruitment would support the projects with delivery and ensure that local authorities are liable for a fair and equitable proportion of cost, should approval of business cases not be achieved.

Both recommendations redistribute risks in respect of programme recruitment prior to the approval of business cases to Authorities in a fair, equitable and objective manner, in line with the core principles of the Joint Committee.

6. Legal Implications

No legal implications

7. Alignment to the Well-being of Future Generations (Wales) Act 2015

The SBCD Portfolio and its constituent projects are closely aligned to the Well-being of Future Generations (Wales) Act 2015 and the seven well-being goals for Wales. These alignments are outlined in a Portfolio Business Case for the SBCD, as well as in individual project business cases.

Background papers: None

Appendices: None

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BAE ABERTAWE
SWANSEA BAY
City Deal

Portfolio Business Case Update

v. 2.0 March 2021

11th March 2021

Purpose

- **Demonstrate the case for change, policy alignment, value for money, affordability and deliverability of the Portfolio**
- **5 Case Model – Basis for the investment decision from WG/UKG**
- Incorporate Accounting Officers Review (AOR) Recommendations
- Progression with the programmes and projects
- Progression with management arrangements for the Portfolio
- Good practice in Portfolio management
- Release next tranche of City Deal funding

Main Changes

Strategic Case

- Detail on policy alignment at portfolio, programme and project level
- Defined and SMARTened Investment Objectives – baseline set to 2017
- Detail on benefits that will accrue at a programme and project level

Economic Case

- Updated economic appraisal information for portfolio, programmes and projects
- Updated portfolio, programmes and projects GVA / Jobs impacts

Commercial Case

- Updated procurement principles and procurement pipeline template
- Updated requirements on community benefit realisation.

Financial Case

- Updated funding and investment information
- Detail on the financial monitoring templates for annual / quarterly monitoring to WG

Management Case

- Updated governance arrangements, plans and templates for the monitoring and management of the Portfolio
- Updated programme / project status and delivery timelines

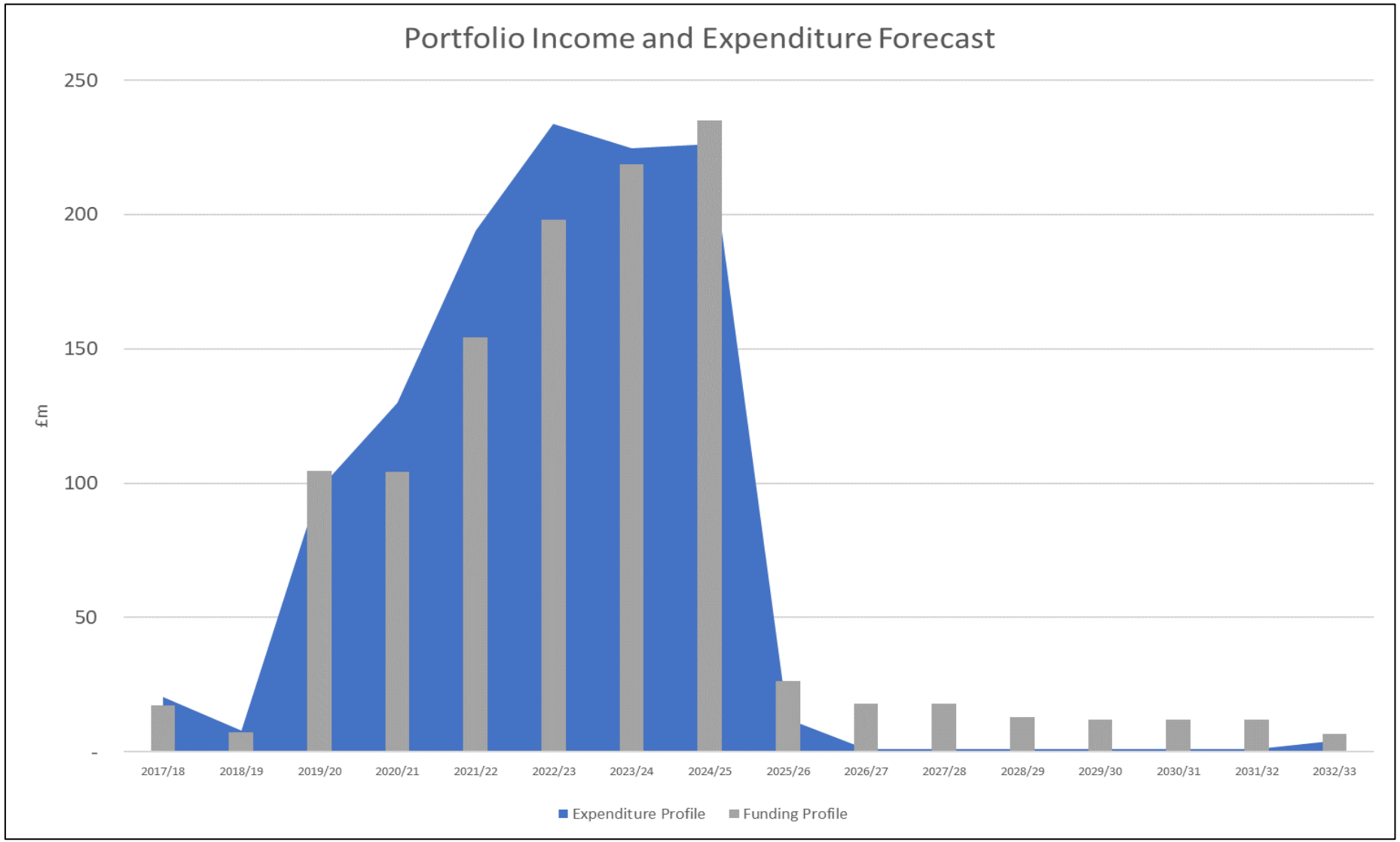
Economic Viability

	SBCD Portfolio	Yr Egin	Swansea Waterfront	PDM	HAPS	SI&LCG	Pentre Awel (UK values)	Campuses	Digital	Skills
Net Present Social Value (£m)	**1,117.8**	150.02	407.51	87.2	11.11	48.7	63.86	30.2	319.2	TBC
Public sector cost (£m)	**439.59**	21.8	138.37	42.7	14.66	130.3	39.11	14.151	38.5	TBC
Benefits Cost Ratio	-	3.7	3.95	2.63	0.76	1.3	2.63	3.14	1.5-11	TBC
Preferred option	-	Option 4	Option 2	Option 2	Option 4	Blended	Option E	Option D	Blended	TBC
Date of appraisal	-	July 2018	Sept 2019 Rev.	Sept 2019	August 2020	Jan 2021	March 2020	Sept 2020	Aug 2020	Q1 2021/22
Appraised by	-	Amion	Amion	Amion	Value People	Value People	Swansea University	Swansea University	Cube	DS Consulting

Investment & Impact Summary

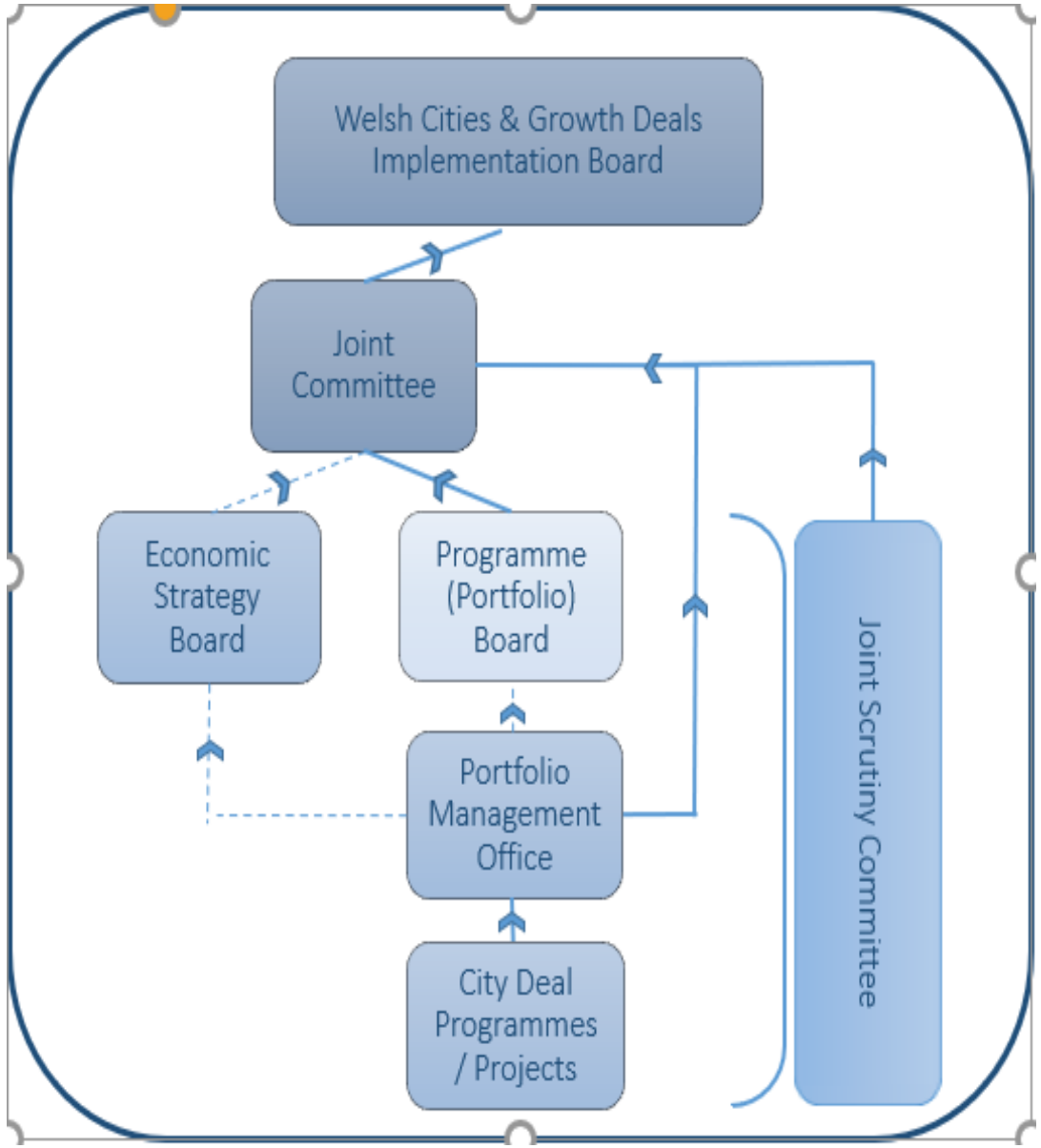
Project	Investment (£m)				Impact (15 years)	
	City Deal	Public	Private	Total	GVA (£m)	Jobs
Swansea City & Waterfront Digital District	50.00	85.38	39.97	175.35	669.8	1,281
Yr Egin	5.00	19.17	1.5	25.67	89.5	427
Digital infrastructure	25.00	13.5	16.5	55.00	318.8	-
Skills and talent	10.00	16	4	30.00	-	-
Life Science & Well-being Campuses	15.00	9.03	13.78	37.81	150	1,120
Pentre Awel (Life Science & Well-being Village)	40.00	51	108.19	199.19	467	1,853
Homes as Power Stations	15.00	114.6	375.9	505.50	251	1,804
Pembroke Dock Marine	28.00	16.35	16.12	60.47	343.3	1,881
Supporting Innovation and Low Carbon Growth	47.70	5.5	5.5	58.7	93	1,320
TOTALS	**235.70**	**330.34**	**581.38**	**1,147.42**	**2,382.40**	**9,686**

Affordable


Portfolio Income and Expenditure Forecast
250
200
150
100
50
-
£m
2017/18
2018/19
2019/20
2020/21
2021/22
2022/23
2023/24
2024/25
2025/26
2026/27
2027/28
2028/29
2029/30
2030/31
2031/32
2032/33
Expenditure Profile
Funding Profile

Deliverable

- **Governance, assurance and reporting**
- P3M principles and practices
- Governance structures and roles
- Monitoring and evaluation
- Risk / Issues management
- Change Control
- Communications and Engagement



2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Swansea Waterfront
Innovation Precinct
Innovation Matrix
71/72
Digital Arena
Yr Egin
Phase 1
Phase 2
Pente Awel
Pentre Awel
HaPS
Project
PDM
PDI
META
PDZ
MEECE
Low Carbon
Tech Centre
Steel Centre
Decarbon
Ind. futures
Digital
Programme
Campuses
Project
Skills
Programme
Key
Final BC development Regional approval BC
Govt. approval decision to invest received
Pre-delivery period inc. BC development
Procurement period
Delivery Period
Operational Period
Current date line
Please note these quarters are calender quarters

Priorities moving forward

- SBCD programme / project delivery
- Approval of all outstanding business cases
- Finalise and submit Skills and Talent and Campuses business cases
- Engagement with private industry to secure inward investment
- Evolve governance, assurance and monitoring arrangements – including implementation of governance recommendations
- Updating of the JCA
- Gateway 0 Portfolio review
- Opportunities to complement and synergise SBCD portfolio

Questions and Answers

Swansea Bay City Deal Joint Committee - 11 March 2021

Swansea Bay City Deal Portfolio Business Case

Purpose:	To provide Joint Committee with an updated City Deal Portfolio Business Case required for submission to Welsh and UK Governments
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Recommendation(s):	It is recommended that:
1)	Joint Committee approves the latest iteration of the SBCD Portfolio Business Case for submission to Welsh and UK Governments.
Report Author:	Jonathan Burnes (City Deal Portfolio Director)
Finance Officer:	Chris Moore (SBCD SEC151 Officer)
Legal Officer:	Tracey Meredith (SBCD Monitoring Officer)

1. Introduction

1.1. The first iteration of the SBCD Portfolio Business Case was approved for submission to Welsh and UK Governments in August 2020. The Business Case was subject to an Accounting Officers Review (AOR) by the Welsh and UK Governments which resulted in 15 recommendations of which 10 were to be actioned by the City Deal Portfolio Management Office. One of the AOR recommendations required an annual submission of an updated Portfolio Business Case in order to release City Deal funding from Welsh and UK Governments.

1.2. A draft version of the updated Portfolio Business Case has now been produced for consultation and feedback from stakeholders.

2. Background

2.1. The enclosed Portfolio Business Case follows the structure of the Treasury Green Book and Better Business Case guidance and has been developed with advice and guidance from the WG Project Office.

2.2. This Portfolio Business Case includes an executive summary, along with a strategic case, an economic case, a commercial case, a financial case and a management case. Relevant appendices are also included.

2.3. The Business Case incorporates the requirements of the AOR review and has also been updated to reflect the current status of the Portfolio and its constituent programmes and projects. All SBCD actions in respect of the AOR recommendations have now been completed. The main changes in this version are highlighted in the Executive Summary and at the beginning of each of the individual Cases. Significant changes Case include:

- Updated and defined Investment Objectives and baseline information.
- Details on benefits appraisal at a Portfolio, Programme Project level
- Updated economic impact information
- Updated procurement principles and community benefits requirements
- Additional portfolio management and monitoring plans and templates for risk and issues, benefits, change control, financial monitoring and stakeholder engagement
- Current programme and project timelines

2.4. The Portfolio Business Case, along with supporting appendices were circulated to stakeholders for consultation on 23rd February with a deadline for return of feedback comments by 2nd March. The draft Business Case, appendices and a feedback template were circulated to members of Programme Board, Joint Committee, SROs, Project Leads and key officers in Welsh and UK Governments. Engagement sessions were also offered to stakeholders via Teams involving a presentation of the Business Case followed by a Q&A session.

2.5. This Business Case attached incorporates stakeholder feedback and, subject to approval by Joint Committee, will be the final version to be sent to the Welsh and UK Governments.

2.6. The Portfolio Business Case will remain a 'live' and evolving document. Future iterations will incorporate relevant emerging strategy and policy developments including:

- Regional Economic Framework
- Review of the Swansea Bay Economic Regeneration Strategy
- Welsh Government Economic Resilience and Reconstruction Mission
- Decarbonisation and the green growth agenda

2.7. Some of the appendices have been removed and appear in a separate agenda item to be dealt with in a closed session due to commercial sensitivities relating to the Portfolio, Programmes and Projects of the Swansea Bay City Deal.

3. Financial Implications

3.1. Approval of the updated Portfolio Business Case by the UK Government and Welsh Government will help facilitate the release of further funding to the City Deal portfolio.

3.2. Significant variances to the portfolio outputs, outcomes and financial profile could result in a reprofile of City Deal funding allocation.

3.3. Portfolio level financial risks are specifically outlined within the Economic Case component of the business case.

4. Legal Implications

4.1. There are no associated legal implications with this report.

5. Alignment to the Well-being of Future Generations (Wales) Act 2015

5.1 As a portfolio which provides an opportunity to address persistent challenges such as climate change, poverty, inequality, jobs and skills in a transformational and preventative way, the City Deal outlined in the Programme Business Case is in keeping with the approach and ambitions of the Well-being of Future Generations (Wales) Act 2015. Given the breadth of the Swansea Bay City Deal programme, it also has a significant impact across the seven well-being goals for Wales with headline benefits being an increase in Gross Value Added (GVA) and jobs created. The Portfolio Business Case includes an assessment of the contribution to the goals, wellbeing objectives and ways of working detailed in the Act.

Background Papers: None

Appendices:
Appendix A - SBCD Portfolio Business Case v2.0 and supplementary appendices

Appendix A

Swansea Bay City Deal

Portfolio Business Case

March 2021

Document Control Note: this document may not be valid anymore. Please check for the latest approved version of the document	
Date:	11/03/2021
Version:	V2.0
Author:	Jonathan Burnes/Ian Williams
Owner:	Wendy Walters/Rob Stewart

EXECUTIVE SUMMARY

The Swansea Bay City Deal (SBCD) Portfolio Business Case provides an overview of the rationale and collaborative approach taken by the Swansea Bay City Region (SBCR) key stakeholders to successfully deliver a portfolio of nine prioritised projects, identified in March 2017 and later reviewed in 2019. The purpose of the business case is to enable key stakeholders to understand, influence and shape the portfolio, while assisting decision-making through evidence and the identification of risks and issues, validating the portfolio's continuing viability and providing a basis to monitor and evaluate the portfolio.

This is the second iteration of the Portfolio Business Case which incorporates the recommendations of both the Gateway 0 Review and the Welsh City and Growth Deals Implementation Board (WCGIB) Accounting Officer Review (AOR) recommendations. The AOR recommendations are shown in Appendix i.i and are cross-referenced with the business case changes as appropriate. The business case also updates on the latest status, impacts, financing and management of the portfolio and its constituent programmes and projects. The purpose of each business case section and the following main changes are highlighted below and respond to the AOR recommendation to incorporate a history of change in this iteration of the Portfolio Business Case.

The Strategic Case

Demonstration of alignment to relevant strategies and policy. Case for change demonstrating the need and potential scope of the proposal.

- Updated information on the strategic alignment of the portfolio with UK, Wales and Regional policy / strategy and current public sector initiatives. Further detail provided on the strategic alignment of the constituent programmes and projects.
- Investment Objectives defined, baselined and made SMART. Additional Investment Objective added relating to total investment generated through the City Deal. Detail provided on the Investment Objectives link to the SBCR Strategy. Detail on programme and project level Investment Objectives added.
- Detail provided on the benefits that will accrue through the portfolio at a programme and project level. Baseline data provided for measuring impact over the timeframe of the portfolio.
- Information provided on headline assumptions at a programme and project level relating to time, cost, quality and impact.

The Economic Case

Identify the proposal that delivers best public value to society, including wider social and environmental effects.

- Inclusion of a timeline for the development of the SBCD portfolio (below)
- Updated business case development and approval status (Table 2.5) – Pentre Awel and Digital Infrastructure have received regional approval with Government approval pending. Homes as Power Stations submitted for Government approval.
- Updated economic appraisal information for portfolio, programmes and projects. Overall Portfolio NPV now £1,117.8m.
- Updated portfolio, programmes and projects GVA / Jobs impacts.

The Commercial Case

Demonstrate that the preferred option will result in a viable procurement and a well-structured Deal between the public sector and its service providers.

- Updated portfolio procurement principles
- Additional information on the realisation and monitoring of community benefits, including a register template of programme and project community benefits
- Development of a register of planned procurement activities at a programme and project level to assist the private sector in identifying potential tender opportunities at an early stage

The Financial Case

Demonstrate the affordability and funding of the preferred option, including the support of stakeholders and customers.

- Updated funding and investment information including breakdown of private and public sector investment. Clarification included on relationship between portfolio investment funding and capital financing
- Detail included of short-term investments and loan borrowing, and how these relate to the financing of programmes and projects
- Detail on the financial monitoring templates for annual / quarterly monitoring to WG

The Management Case

Demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the scheme.

- Updated governance and delivery structures and arrangements
- Updated arrangements for Monitoring and Evaluation of the portfolio including a governance reporting schedule and templates for quarterly monitoring of risks, issues, deliverables and financial monitoring
- Establishment of a portfolio Risk Management Strategy
- Establishment of a Change Management Strategy together with arrangements for contingency planning and management
- Communications and engagement schedule
- Updated Business Case status summary across all programmes and projects
- Updated portfolio delivery roadmap for all programmes and projects

The Strategic Case

Strategic Context

The SBCD has a current portfolio investment of £1.147bn, funded by the UK Government, the Welsh Government, public sector bodies and industry. This investment will improve regional infrastructure in high value sectors, attract inward investment from businesses and create good job opportunities.

The SBCD aligns closely with the priorities of the UK and Welsh Governments in relation to economic development. It is directly aligned to the UK Government's Industrial Strategy and the Welsh Government's Prosperity for All (2017) strategy and Well-being of Future Generations (Wales) Act

2015. This alignment is cascaded down to a regional level, where the SBCD is part of the Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030, which aims to advance regional socio-economic growth.

Case for Change

Although employment growth in the Swansea Bay City Region has increased considerably since the 1990s, the case for change is underpinned by the fact that employment is in lower value sectors and occupations. There were over 30,000 fewer manufacturing jobs in 2010 than in 1990, which has significantly contributed to the major productivity gap that has emerged between the SBCR and the UK. Productivity in the SBCR has also fallen below the Welsh average level for the past 15 years. The mix of sectors in the regional economy is geared towards lower value sectors compared to the rest of the UK and therefore underperforms in employing those in occupational groups aligned to higher wages. In addition, the nature of the jobs within these sectors is generally of a lower value than elsewhere.

The region relies too heavily on the GVA produced by public sector activities such as health, education and public administration, as well as lower paid jobs in sectors including agriculture, tourism and the foundational economy. The productivity gap between the City Region and the rest of the UK is forecast to remain below average if targeted and collective action is not taken through a City Deal portfolio.

The Investment Objectives for the SBCD Portfolio are:

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 billion in the South West Wales Regional economy by 2033

Potential Scope

Supporting high value sectors and addressing long-term barriers to growth is at the heart of the Swansea Bay City Deal. Key business needs have been identified across these high value sectors. Thematically, the SBCR will prioritise four broad strategic themes to help tackle its structural challenges and reduce the economic performance gap between the SBCR and the rest of the UK. These themes are:

- Economic Acceleration
- Life Science & Well-Being
- Energy
- Smart Manufacturing

These areas have productivity and GVA potential for growth and are aligned to creating high technology jobs through start-ups and the attraction of inward investment from larger businesses. They are also areas of focus whereby the region has begun to build foundations to advance through R&D, infrastructure, natural resources, skills and complementary investments.

Key Benefits, Risks, Dependencies, Constraints

Benefits	**Risks**
• Greater employment opportunities • Strengthened talent retention, attraction and entrepreneurialism • A healthier and more diverse economy through more productive, efficient and profitable companies More disposable income and spend within the region • Improvements to health and social well-being • Improved supply chains	• Displacement as a result of competing with other regions across Wales • Lack of funding from Welsh and UK Governments • Lack of inward investment from private sector • Lack of quality human capital within the region • Political change or conflict at Regional, UK and Welsh Government levels • External risks such as Covid-19 and Brexit
Constraints	**Dependencies**
• Total funding package: Portfolio budget based on the fixed funding agreement between the region and the Welsh and UK Governments • Capital Funding: Portfolio budget being largely capital investment • Term of the City Deal: The timeframe for the delivery of the Portfolio cannot exceed the term of the City Deal set at 15 years • Resources: Resources available to establish and implement the portfolio and associated programmes and projects • State Aid: Growth Deal projects must comply with relevant State Aid rules	• Drawdown of Funding: Annual drawdown of City Deal funding from tWG/UKG • Borrowing requirement for lead organisations • Private Sector Engagement: The City Deal cannot be successfully delivered without the engagement of and collaboration with the private sector • Public Sector Engagement: The SBCD requires the commitment of all primary stakeholders to deliver the Deal • Public Sector Delivery: The SBCD requires primary stakeholders to progress the wider economic regeneration plans relating to City Deal funding • Statutory Consents and Planning Approval

The Economic Case

Critical Success Factors

The original Critical Success Factors (CSFs) have been aligned with Green Book guidance:

No.	Critical Success Factor	Requirements	Chosen CSF's for Portfolio
1	Strategic Fit and business needs	• Meets the agreed spending objectives, related business needs and service requirements; and • Provides holistic fit and synergy with other strategies, programmes and projects	Regional Spread GVA impact Impact on UK plc Job Creation
2	Potential Value for money	• Optimises social value (social, economic and environmental) in terms of the potential costs, benefits and risks	Consideration that the overall benefits are greater than the individual parts

3	Potential achievability	• Is likely to be delivered, given the organisation's ability to respond to the changes required, and • Matches the level of available skills required for successful delivery	Skills readiness Readiness in 5-year context
4	Supply side capacity and capability	• Matches the ability of potential suppliers to deliver the required services • Is likely to be attractive to the supply side	Private sector engagement Readiness in 5-year context
5	Potential affordability	• Can be funded from available sources of finance • Aligns with sourcing constraints	Private sector investment Readiness including affordability within programme

Table i.i. Critical Success Factors

Option Selection

Following a process of development and review, a shortlist of nine programmes / projects were agreed to be taken forward under the SBCD portfolio. These are summarised below:

Economic Acceleration	Swansea City & Waterfront Digital District	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: • 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	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: • 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	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: • Connected places • Rural connectivity • Next generation wireless (5G and IOT networks)
	Skills and Talent	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	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	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	Homes as Power Stations	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. The project will: • 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
	Pembroke Dock Marine	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: • Pembroke Dock Infrastructure (PDI) improvements • A Marine Energy Engineering Centre of Excellence (MEECE) • Marine Energy Test Area (META) developments • The Pembrokeshire Demonstration Zone (PDZ)
	Supporting Innovation and Low Carbon Growth	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. Programme features include: • 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

Table i.ii Programme and Project Summary

Economic Appraisal

The SBCD will deliver a portfolio of projects and programmes that are most likely to offer best value for money and maximum social and economic value to the SBCR. The SBCD portfolio is estimated to generate a Net Present Social Value (NPSV) of £1,117.8 million from a public sector cost of £439.6 million. Eight of the nine programmes and projects have undertaken a robust options assessment and detailed economic appraisal of impact. An extract of the summary economic appraisal is shown below:

	Appraisal Category	SBCD Portfolio	Yr Egin	Swansea Waterfront	PDM	HAPS	SI&LCG	Pentre Awel	Campuses	Digital	Skills
A	Net Present Social Value (£m)	**1,117.8**	150.02	407.51	87.2	11.11	48.7	63.86	30.2	319.2	TBC
B	Public sector cost (£m)	**439.59**	21.8	138.37	42.7	14.66	130.3	39.11	14.151	38.5	TBC
C	Appropriate BCR	-	3.7	3.95	2.63	0.76	1.3	2.63	3.14	1.5-11	TBC

Table i.iii. Economic Appraisal Summary Extract

The overall impact of the portfolio in terms of GVA and net jobs over the timeframe of the City Deal is shown below:

Programme / Project	15-year Impact	
	GVA £m	Net Jobs
Economic Acceleration		
Swansea City & Waterfront Digital District	669.8	1,281
Yr Egin	89.5	427
Digital infrastructure	318.8	-
Skills and Talent Initiative	-	-
Life Science & Well-being		
Life Science, Well-being and Sport Campuses	150.0	1,120
Pentre Awel (Life Science & Well-being Village)	467.0	1,853
Energy and Smart Manufacturing		
Homes as Power Stations	251	1,804
Pembroke Dock Marine	343.4	1,881
Supporting Innovation and Low Carbon Growth	93	1,320
SBCD Portfolio total	**2,382.5**	**9,686**

Table i.ix Programme and Project Impact Deliverables

In addition to the above strategic benefits, each project/programme has identified further benefits within their business cases, and a range of benefits that cannot be quantified or monetised in a robust fashion, but which are still a significant consideration in the value for money case for the programmes.

The Commercial Case

Procurement Strategy and Principles

The SBCD will not undertake any procurements in relation to the delivery of the portfolio and will not own any assets as a result of the delivery activities. The procurement of SBCD programmes and projects are led by the lead delivery organisation, who may be a local authority, university, health board or private/third sector organisation. These lead delivery organisations are responsible for conducting their own procurement exercises in line with their own organisational policies and procedures. The SBCD will provide the principles, guidance and cohesion for the portfolio procurement as a whole.

The SBCD's Joint Committee approved a supplementary set of procurement principles in November 2020 that aim to encourage project/programme teams to consider wider benefits that can be achieved through procurement.

The 5 Procurement Principles have been addressed as follows:

1. Be Innovative
2. Have an open, fair and legally compliant procurement process
3. Maximise Community Benefits from each contract
4. Use Ethical Employment Practices
5. Promote the City Deal

The PoMO will work across the portfolio to apply these procurement principles and ensure maximum benefit to the region through procurement.

Community Benefits

The use of Community Benefit clauses as a core requirement will bring added value and ensure long-term benefits realisation. Clauses that may be used in community benefit contracts include:

- Supply chain opportunities
- Targeted recruitment and training clauses
- Contributions to education
- Community initiatives

The Financial Case

Financial Overview

The SBCD has an anticipated total capital expenditure of up to £1.147 billion, of which £241 million is derived from the City Deal with the remainder provided by public and private sector partners. The capital expenditure requirements are provided in the financial case, based on the latest available project/programme business cases and aggregated up to provide the portfolio estimates.

No revenue funding is provided through the City Deal for the delivery of the projects/programmes or the operational running costs of the projects, once completed.

Operational revenue requirements for the projects/programmes once the capital expenditure is completed is the responsibility of the Project Sponsor for every project.

Investment Breakdown

The current portfolio investment breakdown is presented below:

Programme/Project	Investment (£m)			
	City Deal	Public	Private	Total
Swansea City & Waterfront Digital District	50.00	85.38	39.97	175.35
Yr Egin	5.00	19.17	1.5	25.67
Digital Infrastructure	25.00	-	30	55.00
Skills and Talent	10.00	16	4	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	7.7	6.11	61.51
TOTALS	**235.70**	**330.34**	**581.38**	**1,147.42**

Table v. Portfolio Investment Breakdown

Flow of Funding

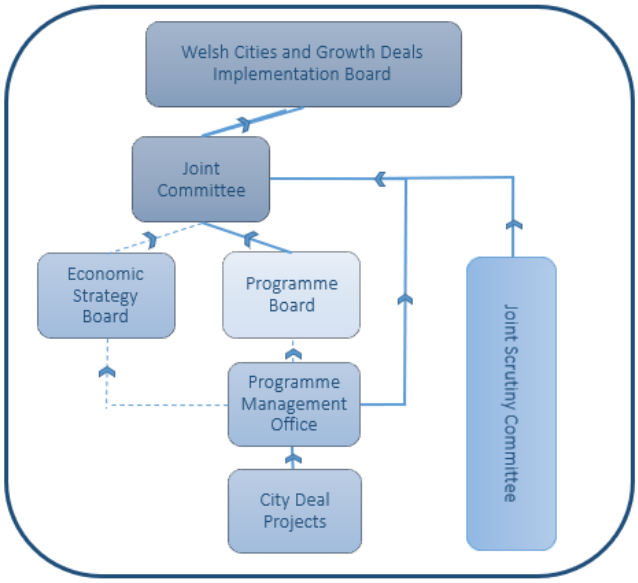
A formal process is in place for the monitoring, management and allocation of City Deal funding over the timeframe of the portfolio. Funding agreements are being finalised with the leads for the constituent programmes and projects to ensure that public funds are allocated appropriately and linked to the outputs, outcomes and impacts of each programme / project. Effective monitoring and financial control procedures are in place at each level of the portfolio to ensure accountable and transparent management of funds.

The Management Case

Governance Arrangements

The SBCD governance and assurance arrangements have advanced significantly with all governance committees established and fully operational. A SBCD Senior Responsible Owner (SRO) was appointed in June 2020 and the Portfolio Director having started in post in March 2020. The establishment of the Portfolio Management Office (PoMO) was completed by November 2020.

The SBCD governance structure is shown below:



P3M Principles

The SBCD will be managed as a portfolio, strategically owned by the Joint Committee and operationally managed by the Programme (Portfolio) Board. This approach will provide oversight and flexibility in the methodologies that the diverse set of programmes and projects will utilise to manage their development and delivery.

Robust governance and approvals of the SBCD will be through its people, structures, strategies and processes - all based on Portfolio, Programme and Project Management (P3M) practices and principles.

The following key procedures, plans and strategies are in place to effectively manage the portfolio:

- Monitoring and Evaluation Plan
- Integrated Assurance and Approval Plan
- Risk Management Strategy
- Communications and Marketing Plan
- Change Control Procedure
- Implementation Plan

Assurance

The SBCD underwent a Gateway 0 external review during July 2020, where it was given an Amber Delivery Confidence Assessment. The report was very positive overall, with three critical administrative issues needing urgent attention. All these recommendations have now been implemented through the PoMO. A further Gateway review is planned for the portfolio in the summer of 2021.

More specifically, the PoMO will oversee the SBCD portfolio delivery where all nine projects/programmes will provide monitoring and evaluation updates aligned to the planned timescales, budgets, resources and deliverables set out in their business cases.

Programme and Project Status

The current status of business case development and approval for each of the programmes and projects is shown below:

Project / Programme name	Component	Status	SOC	OBC	FBC	Gateway DCA
Swansea City & Waterfront Digital District	Arena & Digital Square	**Delivery**				Q1 (2021)
	Digital Village / Kingsway					
	Innovation Matrix					
Creative Digital Cluster - Yr Egin	Phase 1	**Delivery**				Q2 2020/21
	Phase 2					
Digital Infrastructure	Connected places	**Approval Process**				Amber/Green Oct (2020)
	Rural connectivity					
	Next generation wireless					
Skills and Talent Initiative		**Business Case Development**				Q1 2020/21
Life Science, Well-being and Sport Campuses	Singleton	**Business Case Development**				Q1 2020/21
	Morriston					
Pentre Awel (Life Science & Well-being Village)	Phase 1 - Community Health Hub	**Approval process**				Amber (Sept 2020)
Homes as Power Stations		**Approval process**				Amber (June 2020)
Pembroke Dock Marine	Pembroke Dock Infrastructure (PDI)	**Delivery**				Amber (Nov 2019)
	Marine Energy Engineering Centre of Excellence (MEECE)					
	Marine Energy Test Area (META)					
	Pembrokeshire Demonstration Zone (PDZ)					
Supporting Innovation and Low Carbon Growth	Swansea Bay Technology Centre	**Approval process**				Amber (June 20)
	National Steel Innovation Centre					
	Decarbonisation					
	Industrial Futures					
SBCD Portfolio	**All projects/programmes above**	**Delivery**				**Gate 0 Review Amber (July 20)**

Table v.i. Programme and Project Business Case Status

The PoMO will continue to facilitate and monitor the continued development of business cases and the delivery of each programme and project to the agreed timescales.

Document Change Record

Version	Date	Author	Summary of key changes	Approved
V1.0	12/08/20	Jon Burnes	This is the first iteration of the SBCD Portfolio Business Case. This document combines the content SBCD Programme Business Case and Implementation Plan and incorporates WG requirements and consultancy support and feedback from Joe Flanagan in June 2020.	Wendy Walters & Rob Stewart
V1.1	19/08/20	Jon Burnes	Informal feedback received from WG to update the portfolio business case and appendices with details on project level economic and financial appraisals, further detail on the financial expenditure profiles at portfolio and project level and project delivery roadmap.	Wendy Walters & Rob Stewart
V1.2	27/08/20	Jon Burnes	Submitted to the WCGIB for the AOR approval process	Wendy Walters & Rob Stewart
V1.3	23/02/21	Jon Burnes / Ian Williams	Updated PoBC submitted to the SBCD Governance board members as consultation prior to regional sign off	Wendy Walters & Rob Stewart
V2.0	11/03/21	Jon Burnes / Ian Williams	Final PoBC signed off by SBCD Governance board membres	Wendy Walters & Rob Stewart

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1. THE STRATEGIC CASE

Introduction

The Strategic Case demonstrates alignment of the Swansea Bay City Deal with national and regional strategies and policies, as well as other current or planned programmes, while making a compelling case for change via the programmes and projects within the portfolio. The Strategic Case is presented in two parts, as follows:

The Strategic Context: Explains the background to City and Growth Deals, setting out the Swansea Bay City Region and Deal, its membership, and a review of the relevant strategies and policies to demonstrate strategic fit at UK, Welsh and regional levels.

Case for Change: Demonstrates the rationale for the Swansea Bay City Deal and its constituent programmes and projects. This includes details on the relevant socio-economic issues and market failures, the consequent baselined spending objectives for the City Deal, and the main benefits, risks, assumptions, constraints and dependencies.

This updated version of the Portfolio Business Case includes the following changes:

- Updated information on the strategic alignment of the portfolio with UK, Wales and Regional policy / strategy and current public sector initiatives. Further detail is provided on the strategic alignment of the City Deal's constituent programmes and projects
- Investment Objectives defined, baselined and made SMART. Additional Investment Objective added relating to total investment generated through the City Deal. Detail is provided on the Investment Objectives linked to the Swansea Bay City Region Economic Regeneration Strategy (2013 to 2030). Details on programme and project level Investment Objectives have also been added
- Detail is provided on the benefits that will accrue through the portfolio at a programme and project level. Baseline data is provided for measuring impact over the timeframe of the portfolio
- Information is provided on headline assumptions at a programme and project level relating to time, cost, quality and impact

The Strategic Context

1.1. City and Growth Deals

The purpose of City and Growth Deals is to support cities and regions to deliver responsive and flexible local strategies. They are now commonplace in both the UK and devolved governments, with around 40 deals in place to promote decentralisation across the country. These deals give more power and flexibility to regions and cities in terms of employment and skills, infrastructure, business engagement and support, housing, transport and investments. Regions and cities have used these powers to achieve a number of investment objectives, such as providing support to the unemployed, providing training relevant to local need, and supporting a low carbon economy.

The UK Government (UKG) opened negotiations with the Welsh Government (WG) in 2016 over a City Deal for the Swansea Bay City Region (SBCR). The Swansea Bay City Deal (SBCD) was agreed between the UKG, the WG and the four Swansea Bay City Region local authorities in March 2017. The **original heads of terms** included funding commitments of £241m from UKG and WG, and £396m from the four regional local authorities (Carmarthenshire, Pembrokeshire, Swansea and Neath Port Talbot) and other public sector bodies, with an anticipated £637m from private sector investment. Combined, this would create over 9,000 jobs.

1.2. Organisational overview

The Swansea Bay City Region spans across four local authority areas with a combined population of approximately 698,000 people. The City Region published an economic regeneration strategy in 2013 with a common vision to enhance the long-term prospects of the region's economy, businesses and communities. The strategy will co-ordinate collective action and identify routes and initiatives to respond to the structural challenges that are holding back the SBCR economy. The creation of the SBCR in July 2013 was based on evidence that shows City Regions of more than 500,000 people are in a better combined position than individual local authority areas to stimulate economic growth through attracting investment and generating high-value job opportunities. The population has grown by just over 1.1% (7,651) over the last five years and is expected to grow by a further 1.1% (7,850) over the next five years from 2020.

The SBCD is part of the SBCR strategy and portfolio. It's a partnership of eight regional organisations made up of local authorities, universities and health boards that aims to accelerate economic and social advancement through regional infrastructure and investment funds. The SBCD partners are:

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

Carmarthenshire County Council is the SBCD Accountable Body. Representatives from each of the eight partner organisations are members of the SBCD Joint Committee and Programme (Portfolio) Board, which are the two formal governance groups that report to the regional stakeholders, UKG and WG. Regional advisers from the business community form the basis for the SBCD Economic Strategy Board, with each board and committee supported by the SBCD Portfolio Management Office (PoMO).

Each SBCD programme / project is led by one of the four regional local authorities, as summarised below in Table 1.1., with each flowing into and supported by the SBCD PoMO.

Lead Organisation	Programme / Project	Strategic theme
Carmarthenshire County Council	Yr Egin	Economic Acceleration
	Skills & Talent	Economic Acceleration
	Digital Infrastructure	Economic Acceleration
	Pentre Awel (LS &WB Village)	Life Science & Well-being
City and County of Swansea Council	Swansea Waterfront	Economic Acceleration
	Life Science, Well-being and Sport Campuses	Life Science & Well-being
Neath Port Talbot Council	Homes as Power Stations	Energy
	Supporting Innovation and Low Carbon Growth	Smart Manufacturing
Pembrokeshire County Council	Pembroke Dock Marine	Energy

Table 1.1. SBCD portfolio with lead organisation

Each local authority has a successful track record in the development, management and delivery of major programmes and projects related to economic development and regeneration.

1.3. Policy and strategy alignment

The City and Growth Deals fall out of the UKG Industrial Strategy and Welsh Government policy on regional development. From this, the SBCD portfolio strongly aligns to UK, Welsh and regional policies, strategies and targets relating to economic development. The primary aim of this is to create high quality jobs and increase the earning power of people through investment in skills, industries, and infrastructure. Appendices 1.1a and 1.1b present further detail of the policy alignment at thematic, programme and project level within the SBCD portfolio. Across the portfolio, the SBCD has demonstrated alignment with 26 UK, 39 Welsh and 6 key Regional level policies / strategies together with a range of local strategies and plans. The key alignments to the SBCD are summarised below:

Strategy	Core Principles	SBCD Alignment
UK Policy		
UK Industrial Strategy 2017	UK Government long-term strategy to boost productivity through the creation of jobs and by increasing the earning power of people throughout the UK with investment in skills, industries and infrastructure. The strategy is supported through 5 Foundations of: • Ideas: the world's most innovative economy • People: high quality jobs and greater earning power for all • Infrastructure: a major upgrade to the UK's infrastructure • Business Environment: the best place to start and grow a business • Places: prosperous communities across the UK. The Strategy also recognises the Grand Challenges of: • Artificial Intelligence and data • Ageing society • Clean growth • Future of mobility	The City Deal aligns to the pillars of the Industrial Strategy with ambitions to build on existing strengths and extend excellence into the future through closing gaps in productivity, while ensuring existing businesses evolve and grow in competitive modern markets. The SBCD investment will create an ecosystem that cultivates sectoral developments across the four strategic themes, where infrastructure, Research & Development (R&D) and skills are brought together to secure and maximise socio-economic growth and inward investment. These ambitions are reflected throughout the SBCD portfolio, with focus on the smart manufacturing and energy strategic themes. • Ideas: Delivering future proof digital infrastructure and technology, low carbon technology and energy, well-being, life sciences and space for new and relocating businesses to innovate and grow • People: Creation of new, high quality jobs and opportunities and the provision of skill pathways for people to take up new employment opportunities • Infrastructure: Delivering a major upgrade to the digital, housing, well-being, business and innovation infrastructure in the SBCD area • Business Environment: Support for businesses to innovate in priority sectors via the provision of digital connectivity, skills and space to grow • Places: Delivery of employment, income, well-being, low carbon technology and connectivity investments throughout the SBCD area
UKG Clean Growth Strategy 2020	The UK's approach to reducing emissions, developed in the context of the UK's legal requirements under the Climate Change Act, this strategy sets out a comprehensive set of policies and proposals that aim to accelerate the pace of 'clean growth', helping deliver increased economic growth and decreased emissions. The strategy recognises that clean growth can only be achieved through innovation – nurturing better products, processes and systems – that we will see the cost of clean technologies come down. Key proposals are:	The SBCD Portfolio will respond directly to many of the central proposals of the Green Growth Strategy through the development and delivery of a range of innovative actions that will lead to improvement of energy efficiency and the transition to a low carbon economy. Specific actions include: • Improve business and industry efficiency: Enhancing business energy efficiency through next generation and mobile broadband. Development of the SWITCH and Technology Centre to promote innovation and low carbon growth • Improving the energy efficiency of our homes – HAPS will deliver the rollout of innovative energy efficiency homes throughout the Region • Accelerate the shift to low carbon transport – directly through the Supporting Innovation and Low Carbon Growth Programme

	• Accelerate Clean Growth: Develop Green Finance capabilities • Improve business and industry efficiency: Supporting businesses to improve energy productivity by 20% by 2030 • Improving the energy efficiency of our homes • Rolling out low carbon heating • Accelerate the shift to low carbon transport • Deliver clean, smart, flexible power • Enhancing the benefits and value of our natural resources	
Wales Policy		
The Well-being of Future Generations (Wales) Act 2015	The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. There are 7 Well-being Goals: • A Prosperous Wales • A Resilient Wales • A More Equal Wales • A Healthier Wales • A Wales of Cohesive Communities • A Wales of Vibrant Culture and Thriving Welsh Language • A Globally Responsible Wales The Act also identifies 5 Ways of Working: • Long Term • Integration • Involvement • Collaboration • Prevention	The SBCD portfolio provides opportunities to address persistent challenges such as climate change, poverty, inequality, jobs and skills in a transformational and preventative way, and in doing so aligns to the ambitions and approach set out in the Well-being of Future Generations (Wales) Act 2015. The four strategic themes and nine associated programmes and projects have significant impact across the seven well-being goals for Wales, and will be monitored and assessed accordingly across these goals. • A Prosperous Wales: Delivering across each of these areas through investment in digital, low carbon and the development of productivity enhancing technologies/approaches • A Resilient Wales: Delivering balanced and clean economic growth through enhanced connectivity, low carbon growth and business efficiency. Diversifying and strengthening the regional economy • A More Equal Wales: Providing pathways to securing new job opportunities and the distribution of investment benefits throughout the region. • A Healthier Wales: Major investments in Well-being, Health and Life Sciences to benefit the region's residents. Major investment in housing infrastructure and the improvement of air quality • A Wales of Cohesive Communities: Ensuring sustainable economic development and enhanced connectivity throughout the communities of the region

		• A Wales of Vibrant Culture and Thriving Welsh Language: Realising the benefits to the use and growth of the Welsh language and culture through the portfolio investment • A Globally Responsible Wales: Contribution to the long-term global responsibilities to sustainable growth and the environment through innovative low carbon and energy efficient technologies The five ways of working (long-term; prevention; integration; collaboration and involvement) as outlined in the Act will also be used across the portfolio to ensure that sustainable development principles are applied to all that is undertaken. The SBCD PoMO is in discussions with the Office of the Future Generations Commissioner to explore how its programmes and projects can better align to the Act at the scoping and development stages of the programme/project lifecycle.
Prosperity for All: The National Strategy and Economic Action Plan (2017)	Wales Strategy for prosperity and well-being to take forward the 4 key themes of Taking Wales Forward Programme for Government: o Prosperous and Secure o Healthy and Active o Ambitious and Learning o United and Connected And based around the 5 Priority Areas: o Early Years o Housing o Social Care o Mental Health o Skills and Employability The Economic Action Plan sets out a vision for inclusive growth, built on strong foundations, supercharged industries of the future and productive regions. The Plan focusses on boosting productivity and addressing inequality. The Plan presents Calls to Action on several areas including: o Decarbonisation o Innovation	Prosperity for All (2017) is the strategy to deliver Taking Wales Forward (2016), while embracing the five ways of working in the Well-being of Future Generations (Wales) Act 2015. The headline commitments and strategy identify four priority areas that are aligned to the SBCD portfolio objectives. These, along with the Prosperity for All cross-cutting themes of early years, housing, social care, mental health, and skills and employment, are all part of the direct and indirect outcomes and benefits of the SBCD portfolio that can support long-term prosperity and well-being. Driving long-term regional economic growth and inward investment across a range of industry sectors and improving the lives of people who live in the region demonstrates the alignment within the SBCD focus areas including smart manufacturing, digital, skills, health and well-being, and energy. Specific direct contributions include: • Decarbonisation: Enabling more businesses to become carbon light or free. A major element of the Portfolio to be delivered through the Supporting Innovation and Low Carbon Growth and Homes as Power Stations Programmes resulting in innovation of new technologies and incorporation into manufacturing and supply chains • Innovation: Support throughout the Portfolio for businesses to innovate in digital, production and delivery

	○ High quality employment and skills development ○ Research and development	• High quality employment & skills: Development of a pathway to skills training to meet the needs of the SBCD programmes and projects, improving the skills base of the region • R&D, automation & digitalisation: Delivery of new R&D facilities particularly in relation to Health, Life Sciences, Well-being and Low Carbon, supported by the rollout of enhanced digital connectivity throughout the region The Economic Action Plan highlights the key role of regional partnerships in delivering on shared goals. There is a clear commitment by the Welsh Government to a regionally focused model of economic development, with the aim of developing the distinctive strengths of each region "in pursuit of growth". The SBCD will be a key driver of the regional agenda, strengthening the economy of the City Region and complementing other regional activities.
Regional Policy		
Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030	The Swansea Bay City Region Economic Regeneration Strategy 2013 to 2020 provides an evidence and stakeholder-based framework which aims to strengthen the economy and boost productivity for the City Region area. The Strategy sets out the Strategic Framework for intervention through 5 Strategic Aims: • Business Growth, Retention and Specialisation • Skilled and Ambition for long-term success • Maximum job creation for all • Knowledge Economy and Innovation • Distinctive Places and Competitive Infrastructure. Together with the 4 Cross Cutting themes: • Thinking and Delivering Together for Regional Success • Quality and Intelligence Driven Leadership Action • Being and Acting Connected • Understanding Sustainable Growth	The SBCD portfolio is a crucial part of the City Region Strategy and the individual programmes and projects will significantly contribute by supporting activity across the four strategic themes through: • Inward investment and growth of business • Creation of jobs and a skilled workforce • An R&D pipeline of research and innovation • Infrastructure and environment needed for economic activity to flourish and for our region to be an attractive place to work and live. A review of the strategy – which is ongoing - started in Quarter 3 2020. The SBCD will continue to be a cornerstone of the refreshed strategy. The effective operation and strengthening of the City Deal Governance structure will also facilitate progress on the cross-cutting themes of the strategy.

Towards a Regional Economic Framework 2020	Consultation document for the Regional delivery of the Economic Acton Plan for Mid and South West Wales. The approach for Regional economic growth is the four broad priority areas agreed by Welsh Government Cabinet for replacement EU funds, but will also reflect additional regional priorities: • Reducing income inequalities for people, analysing the factors that create income inequality and reduce disposable and discretional income • More productive and competitive businesses, including the vital role of innovation and research as well as alternative business models • The transition to a zero-carbon economy, taking advantage of the opportunities this creates as well as reducing negative effects • Healthier and more sustainable communities, recognising different challenges in different communities and the role of local areas in identifying priorities in their places	The approach to Regional economic growth is based on the four broad priority areas agreed by Welsh Government Cabinet for replacement EU funds, but will also reflect additional regional priorities. The SBCD is identified within the consultation document as a key driver for change in South West Wales Economy. The programmes and projects to be delivered through the Portfolio will respond directly to the priority areas identified: • Focusing on increasing productivity and GVA throughout the Portfolio, creating good quality jobs within the SBCD area and resulting in more productive and competitive businesses. Innovation and R&D are central elements to many of the constituent projects and programmes • The delivery of the Portfolio will facilitate the transition to a zero-carbon economy with a strong drive for green growth reflected in the emphasis on new digital technology, low carbon growth and energy efficiency programmes • A key concern for the Portfolio is the dissemination of benefits throughout the SBCD area to ensure that inequalities are addressed and local needs and distinctiveness are considered in delivery • The SBCD will ensure that it has an input into the development of the REF to ensure that priority areas are addressed and the Portfolio, its programmes/ projects, outputs and benefits continue to be aligned to the aims and objectives of the Framework
Local Policy		

Local plans /strategies relating to the SBCD	• LA Plans and Strategies relating to e.g.:
	  ○ Economic development
	  ○ Regeneration
	  ○ Skills and Employability
	  ○ Digital Transformation
	  ○ Well-being plans
	  ○ Local Development
	• Health Board Action Plans
	• University Strategic Plans
		The SBCD delivers key transformational programmes and projects across the region to realise growth, productivity, innovation and new jobs, and to upgrade skills and connectivity. This will thereby drive forward many of the aims and objectives of the organisational plans and strategies at a local level.
		
		The SBCD Portfolio provides a vehicle for the partnership and collaborative delivery of key strategic projects that will collectively impact the region and realise significant benefits over a 15-year timeframe.

Table 1.2. Policy alignment to the SBCD

1.4. Alignment to existing initiatives

The SBCD Portfolio has been developed within the landscape of a range of Public Sector initiatives, with the delivery of its constituent programmes and projects benefitting from and adding value to these actions. Some key initiatives include:

Regional Learning and Skills Partnership (RLSP)

The RLSP is a long-established, multi-sector partnership focusing on skills investment and the economic regeneration of the area through the development of a skilled workforce. The RLSP has a long-standing reputation of regional collaborative working with key partners in the region and working with Welsh Government to influence policy on the delivery of skills training in the region. The work of the partnership includes promoting and championing a strategic overview of skills provision to ensure that it meets regional needs and maximises economic opportunities. Central to the activity of the RLSP is the analysis of local labour market intelligence to identify and inform skills and curriculum provision, helping to bridge the gap between education and regeneration in the hope of creating a strong and vibrant economy underpinned by innovation, growth and a capable workforce.

A Regional Collaboration for Health (ARCH)

The ARCH partnership operates across the Swansea Bay City Region, encompassing the reach of two local health boards and covering a population size of approximately 1 million people. ARCH brings together expertise and experience from across the three partner organisations and wider stakeholders to tackle health and well-being challenges within the region through collaborative project-driven approaches to four themes of Skills & Workforce, Research, Enterprise & Innovation, Service Transformation and Well-being. Several projects exist within each of the themes and there is cross fertilisation and shared learning amongst them. Each theme is represented across all partner organisations and engages with wider stakeholders from across the Life Science and Well-being Sector and other sectors as appropriate, including strong clinical and allied health professional engagement.

Transforming Towns

A £90 million programme launched in 2020 by the Welsh Government, which is focused on measures to increase footfall by making sure the public sector locates services in town centre locations. This includes tackling empty buildings and land to help bring them back into use, and green town centres. The programme supports major city and town centre regeneration programmes across the region, generating investment, creating jobs, improving the environment and promoting healthy and vibrant town centres.

Regional Transportation Programmes

The City Deal Portfolio will both complement and add value to the regional and local transportation initiatives being developed and delivered in the area, including Local Transport Plans and Active Travel initiatives. The importance of developing a high quality, integrated, affordable and efficient transportation infrastructure is recognised as crucial to maximising the benefits and impacts of the Portfolio through enhanced accessibility both to and within the region. The Swansea Bay and West Wales Metro Programme will enhance rail and bus provision across the four local authority areas of South West Wales and will include

- Rail Services and infrastructure enhancement
- Strategic Bus services and infrastructure enhancement
- Strategic integration of bus and rail services
- Active travel measures & interfaces at stations

These major improvements will reduce journey times and frequency, improve customer experience, improve accessibility and accelerate urban regeneration and site development throughout the SBCR.

Superfast Cymru

A national broadband project that has been extending superfast connectivity across Wales for several years, with BT. This has been topped up with additional funding via change control and is in the process of reaching further premises, now focusing on gigabit capability.

UK F20 Programme

A flagship programme that has been announced by Westminster, tying into a £5 billion commitment to deliver gigabit connectivity across the UK. This is intended to be a nationally led procurement (instead of local) with a gap funded element complemented by a demand-led voucher scheme.

The Case for Change

1.5. Case for change

The SBCD members and partners spanning across the public, private and not-for-profit sectors have worked together to identify and scope the portfolio of nine programmes and projects. These programmes and projects were borne from key partners being part of a long-established approach to regional working across the SBCR. All programmes and projects align to the strategic investment objectives outlined below and were agreed by the SBCD consortium and UK and Welsh Governments in 2017, which have since been updated to provide further clarity. The governance arrangements and portfolio developments have helped to evolve and enhance a cultural change towards collaboration across the SBCR, which is set to continue to advance as the portfolio matures into delivery.

The case for change is based on the following aims:

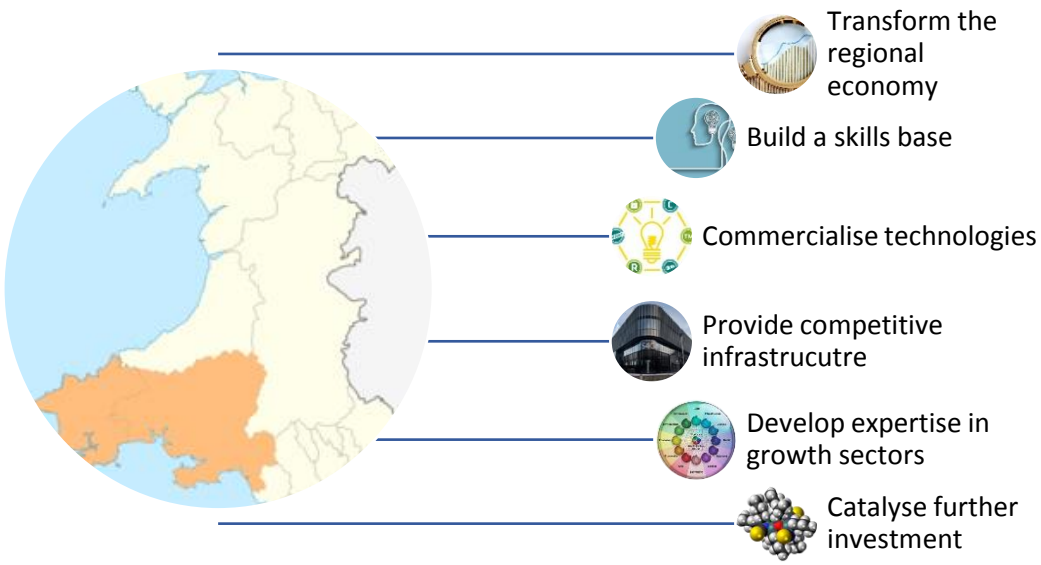


Figure 1.1 Regional aims

1.6. Investment Objectives

To achieve the ambitions of the region, regional stakeholders have pledged to work together to achieve the following three SBCD strategic investment objectives to significantly contribute to the Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030:

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 billion in the South West Wales Regional economy by 2033.

The three investment objectives are SMART (specific, measurable, achievable, realistic and time bound) and will be delivered with an anticipated £1.15 – 1.3bn investment, which currently stands at:

City Deal	*Public Sector*	*Private Sector*
£241m	*£330m*	*£592m*

These estimates are aligned to the evolution of the portfolio and will continue to be evaluated and updated throughout its lifespan.

These investment objectives also support the aspirations of the Swansea Bay City Region (SBCR) outlined within the SBCR Economic Regeneration Strategy 2013-2030 and its five complementary Strategic Aims:

Strategic aim 1 – maximisation of business growth, retention and industry specialisation resulting in:

- Retention of key local employers,
- Support employers and businesses to become rooted and committed to growth in the City Region,
- Use expertise, knowledge and opportunities to produce a wider business base,
- National level leadership achieved in key priority sectors,
- Capturing quality inward investment.

Strategic aim 2 – develop skills and ambition to deliver long-term regional success achieved through:

- A change in culture and level of ambition across Regional communities,
- Support skill enhancements across our workforce with clear commitment from employers to support professional development,
- Ensure a fully integrated and aligned skills supply across all realms of education and employment.

Strategic aim 3 – maximisation of job creation:

- Increased employment opportunities through enterprise start-ups,
- Focus on delivering major employment creation schemes,
- Comprehensive partnership-led approach to creating work experience placements and quality apprenticeships,
- Effective CVS networks and social enterprise opportunities, creating jobs.

Strategic aim 4 – knowledge economy and innovation:

- Establish the City Region as a recognised knowledge economy where all types of innovation thrive,
- Connect the economy to world class R & D assets,
- Actively support the dual university model,
- Compete effectively for knowledge economy inward investment projects.

Strategic aim 5 – provide distinctive places and competitive infrastructure:

- Establish a clear and distinctive 'place',
- Develop fully fit for purpose land and property infrastructure assets,
- Ensure the City Region has competitive next generation broadband and 4G networks to support business growth, service innovation and facilitate new models of employment.

A review of Investment Objectives across the portfolio at a programme and project level has been included in Appendix 1.2.

1.7. Existing arrangements

Economic development within the SBCR is headed up by the regional economic development/regeneration directors of the four local authorities, who in turn engage with many local, regional and national stakeholders and sponsors to identify, prioritise and engage with regional economic developments. This co-ordinated, evidence-based and consultative approach led to the creation of the Swansea Bay City Region Economic Regeneration Strategy 2013-2030.

The SBCR is a large and diverse City Region, containing both urban and rural places with distinctive though inter-connected economies, communities, natural resources and infrastructure. The SBCR is a major driver for the Welsh economy with a resident population of 698,000, supporting regional employment of 270,328 jobs and 22,000 businesses. These businesses and organisations include a mix of many small to medium sized enterprises and national and global organisations such as Tata Steel, Valero and the DVLA, along with high-quality universities with international reputations and links that deliver activities which support teaching, skills, education, research and innovation.

The region has benefited from significant investment in the past decade, including Swansea University's new £450m Science and Innovation Bay Campus, Llanelli and Carmarthen town centre regeneration, a portfolio of incubation centres across the region, major improvements to the A40 in Pembrokeshire, and the Harbour Way Project that links Port Talbot and the Docks to the M4.

Recent economic performance has been resilient but there remains a persistent productivity gap, and wide variations in productivity within South West Wales. The economy is diverse with key sectors being manufacturing, energy and tourism as well as public sector jobs. There are areas of strength and opportunity, particularly in Healthcare, Education, Innovation, Research and Development, Manufacturing, Energy production, Technology, Media and Leisure and Well-being.

The SBCR generated GVA of £10.5bn in 2015, which accounted for 20% of Wales' GVA. The GVA per employee in the Region was £34,300 in 2015 (at 2011 prices), which was 74% of the UK average. This level was attained between 1981 and 1995, but our GVA performance saw a considerable decline against the UK average in the 20 years that followed, with a move away from the strong manufacturing traditions of the region. This is shown in Figure 1.2. below:

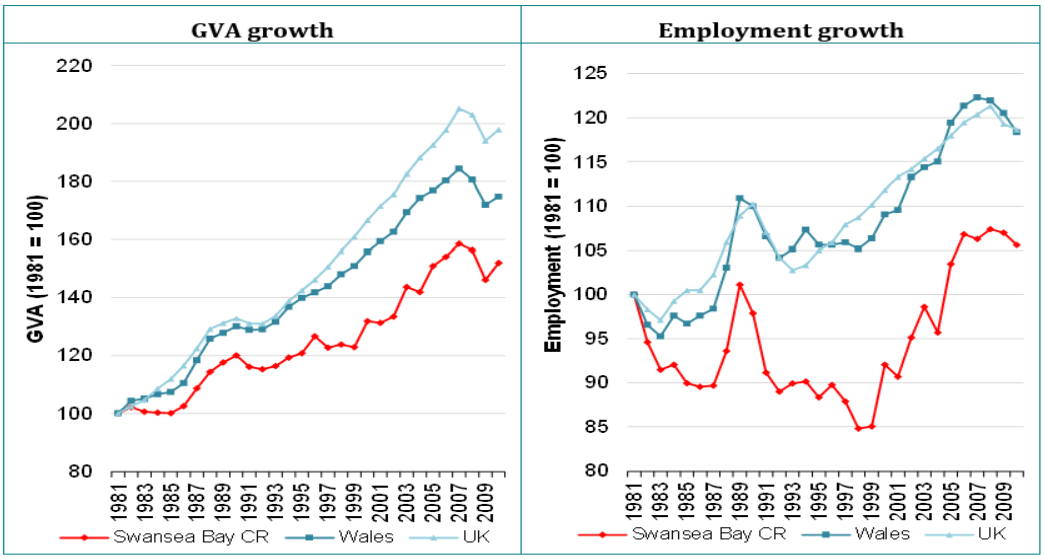


Figure 1.2. GVA and employment growth (1981-2010) for the SBCR, Wales and UK

Employment growth has increased considerably since the 1990s, although employment is largely in the lower value sectors and occupations - often in parts of education, health, and the wider public sector. For example, there were over 30,000 fewer manufacturing jobs in 2010 than in 1990, which significantly contributed to the major productivity gap that has emerged between the SBCR and the rest of the UK.

Productivity in the SBCR has also fallen below the all-Wales level for the past 15 years, as shown in Figure 1.3. below. The mix of sectors in the SBCR economy is geared towards lower value sectors compared to the rest of the UK and therefore underperforms in employing those in occupational groups aligned to higher wages. Also, the nature of the jobs within these sectors is generally of a lower value than elsewhere. The region relies too heavily on the GVA produced by public sector activities such as health, education and public administration. The productivity gap between the City Region and the rest of the UK is forecast to remain below average if targeted and collective action is not taken through a City Deal portfolio and other regional activity.

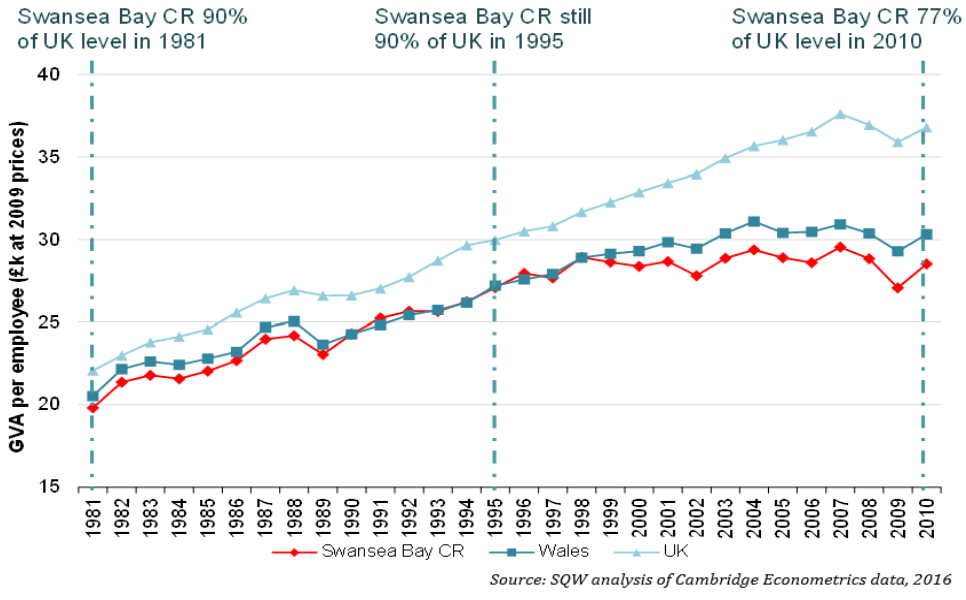


Figure 1.3. Productivity for the SBCR, Wales and UK (1981-2010)

The region is characterised by an ageing population, with retirement risk being classed as high. The average number of people aged over 55 for an area of the region's size is 241,117; whereas there are 276,439 in the SBCR. In some instances, this can adversely affect labour force growth, change patterns of savings and expenditure and increase pressure on public social expenditures.[1]

The SBCR's existing situation demonstrates through quantified economic evidence that the region is underperforming economically and failing to reach its full potential.

1.8. Business need

Based on the evidence presented in a report by SQW (2016) on economic context analysis, it follows that the SBCR:

- Has too few businesses and is not growing its business base quickly enough
- Does not have enough people with high level qualifications and too many people with none
- Needs to address the productivity gap as it is fundamental to raising the prosperity and quality of life for the SBCR
- Needs to create new and sustain existing employment
- Suffers from economic inactivity, which remains too high
- Has relied on imports to meet demand in the high value sectors, with little self-sufficiency in these areas and tradable activity
- Does not have physical infrastructure that's keeping pace with the needs of growing businesses or our communities. Broadband capacity and digital connectivity are improving, but not quickly enough. Much of our commercial and retail property is low quality and attracts low rents
- Has a regional capital (Swansea city centre) which is underperforming and needs to deliver a commercial, residential and leisure offer to match the ambitions of innovative proposals
- Needs to deliver a step change in the performance of its rural and visitor economies if the region as an integrated whole is to achieve its long-term aims

Further analysis on the SBCR can be found in Appendix 1.3: Swansea Bay City Region Economic Context, SQW (2016).

To overcome these identified issues and deliver high-quality jobs, increase GVA and achieve higher productivity levels, the SBCR will need to work regionally with all key stakeholders, particularly businesses, and with the UK and Welsh Governments to:

- Establish projects that provide key infrastructure to develop and connect technologies in high-value sectors aligned to the four strategic themes, in partnership with the private sector, to the benefit of the UK, Welsh and regional economies
- Leverage funding to invest in our skills base and workforce, building upon comprehensive existing partnerships between businesses and the higher and further education sector
- Establish an Investment Fund within projects to promote regional competitiveness, building upon the infrastructure expenditure (above) through fiscal and non-fiscal interventions
- Work with universities and the private sector to apply Research & Development (R&D) practices to start-up ventures, grow and attract inward investment and generate an ecosystem

[1] World Employment and Social Outlook – Trends 2018 (Kuhn)
https://onlinelibrary.wiley.com/doi/pdf/10.1002/wow3.127

of regional supply chains and export the IP, knowledge and skills base generated regionally on a global platform

- Further establish Swansea as a vibrant regional capital and integrate further with its economic hinterland and 'travel to work' catchment area to a much greater extent
- Use enhanced digital networks as a catalyst for driving improved performance and competitiveness in the rural and visitor economies
- Align other expenditure in key areas, such as transport connectivity, housing and education, to complement and reinforce the SBCD
- Establish the SBCR as a diverse and low carbon economy and international centre for renewable energy production and conservation.

1.9. Potential scope

To overcome this identified need and realise the regional potential, intervention is required to develop initiatives which create the required infrastructure, attract inward investment from businesses, create good job opportunities in growing and targeted high value sectors, and generate closer partnership working across the region.

In doing so we will respond to the economic performance gap through increased productivity and GVA. The productivity gap between the SBCR and the rest of the UK is forecast to remain unless action is taken. Unaltered, by 2030, GVA per worker in the SBCR is forecast to be £43,200 (2011 prices), compared with £59,100 in the UK. That's just 73% of the UK total. If the SBCR does not act to drive productivity improvements, it will continue to perform at about three-quarters of its true economic potential.

By 2030, employment is expected to build to 331,000 - an increase of 8% on 2015 figures as depicted in Figure 1.4. below:

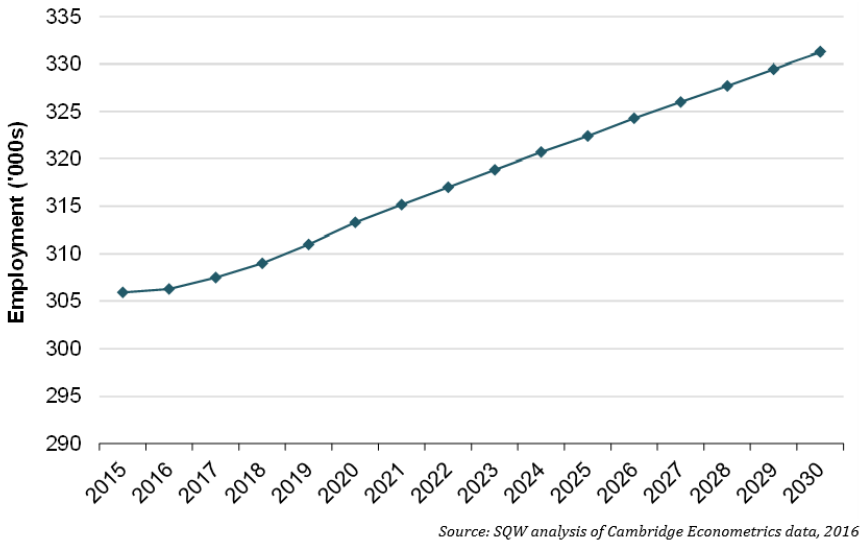


Figure 1.4. Employment forecast for the SBCR (2015-2030)

The SBCR and SBCD need to focus on the expanding and adjusting sectors to realise potential growth in GVA and employment to sustain and create new employment, whilst driving productivity growth. Even though complex, the scale of opportunity is significant and is needed for the region. If the SBCR achieves its growth predictions to 2030, and over that period returns to 90% of the UK's productivity level, then the region would be an £18bn economy as shown in Table 1.2. below:

	2020 (£bn)	2030 (£bn)
Current trajectory	11.6	14.3
At Wales level of productivity	12.5	15.5
At 90% of UK level of productivity	14.1	17.6
At UK level of productivity	15.7	19.6

Table 1.2. Indicative scale of the SBCR economy based on productivity forecasts
(Source: SQW analysis of Cambridge Econometrics forecasts, 2016)

Supporting high value sectors and addressing long-term barriers to growth is at the heart of the Swansea Bay City Deal. Key business needs have been identified across these high value sectors. Thematically, the SBCD will prioritise four broad strategic themes to help tackle its structural challenges and reduce the economic performance gap between the SBCR and the rest of the UK. These themes are:

- **Economic Acceleration** - To deliver a coherent and integrated economic development strategy for the region that incorporates the identification of demand for and potential delivery of next generation digital infrastructure, along with the creation of a digital district in Swansea and its hinterland. In addition, growth in the region's creative industry sector will be supported by optimising the benefits of Welsh language broadcaster S4C's relocation to Carmarthen. A world-leading supportive environment for technology businesses and start-ups will also be created, as well as the development of the skills required to support this economic growth. All activities will be underpinned by a regional skills development programme.

- **Life Science & Well-Being** - To build on existing regional assets through the expansion of research and innovation infrastructure and the piloting of a digitally integrated healthcare environment through a network of health science 'medi-parks', wellness centres and other assets. Building on a new digital architecture, we will transform the delivery of health and social care in the region and contribute to the advancement of genomic medicine in analytics and diagnostics in the UK via network-based solutions.

- **Energy** - To place the region at the forefront of energy innovation in the areas of sustainable house building to address fuel poverty, while creating a centre of excellence to develop and exploit aspects of marine and other sustainable energy. This will exploit the multi-billion pound asset base in renewable and conventional energy production and the testing and commercialisation of integrated Future Energy Systems for commercial and domestic use. The SBCD portfolio will also contribute directly to the drive towards decarbonisation of the economy and the green industrial revolution including skills for green jobs.

- **Smart Manufacturing** - To support the critically important regional manufacturing economy through aligning digital assets and research and development provision under Industry 4.0 principles to improve products, services and processes. In addition, developing a leading-edge innovation capability to support R&D within the steel industry across Wales and elsewhere in the UK.

These areas have productivity and GVA potential for growth and are aligned to creating high technology jobs through start-ups and the attraction of inward investment from larger businesses. They are also areas of focus whereby the region has begun to build foundations to advance through R&D, infrastructure, natural resources, skills and complementary investments.

The SBCD portfolio will address these and other priorities for the region as part of the wider implementation of the Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030, along with the combined aim of tackling regional challenges including economic inactivity, poor digital and transport connectivity, decarbonisation, poverty and the development of skills. To support this broader work, the directors of regeneration/economic development for the four regional local authorities meet regularly to ensure oversight of the strategy and the progression of change in the region.

This proposal will aim to establish integrated infrastructure and investment funds in excess of £500m over 15 years to invest in projects to accelerate economic growth for the SBCR.

1.10. Benefits

The intended beneficiaries are those people who experience better standards of living because of the portfolio of programmes and projects through higher real incomes or improved access to products, services and opportunities. These beneficiaries include a wide-ranging array of private business owners and companies, regional communities and residents, and public and third sector organisations whose value-added is expected to increase through the development and implementation of SBCD programmes and projects.

Working in parallel to the Wales Infrastructure Investment Plan and the Swansea Bay Economic Regeneration Strategy, the SBCD's approach is pan-region with the aim of stimulating growth and investment (both public and private sector) by providing a framework for the future development needs of the region. Providing a collaborative approach between partners to enhance the outlook and prospectus of the region, Governments have committed funding to support investment in infrastructure and service designed to support local demands under the four key themes. A full assessment of benefits at a programme and project level is contained in Appendix 1.4.

The direct benefits that will deliver the greatest proportion of the portfolio value are:

- Greater employment opportunities
- Strengthened talent retention, attraction and entrepreneurialism
- A healthier, greener and more diverse economy through more productive, efficient and profitable companies

Associated with these are the following indirect benefits:

- Better collaborative regional working
- More disposable income and spend within the region
- Improvements to health and social well-being
- Improved supply chains
- Increased property values

The table below sets out baseline indicators which can be used to help gauge the impact of the SBCD to the regional ambition and the regional benefits delivered through various growth initiatives throughout the Swansea Bay City Region. These indicators will be regularly assessed and updated during the delivery of the portfolio.

Baseline for Strategic Outcomes and Indicators	**2017**	**2018**
Growth in Regional prosperity		

GVA growth (GVA £m)	13,085	13,606
South West Wales GVA against UK Index = 100	67.3	68.0
GVA growth across South West Wales (From year prior)	+2.45%	+4.0%
Creation of Better-Quality Jobs		
Employment Levels	313,300	307,200
Employment Growth	+4.30%	-2.00%
Employment/Economic inactivity in South West Wales (age 16-64, excluding students)	20.8%	22.1%
A more Skilled Workforce in the region		
Increase in proportion of the population with qualifications (NQF 4)	34.25%	35.63%
Total apprenticeships (Level 2 – 4) as a proportion of total employment	14,025	13,625
Increase in apprenticeships 16- 24 as a proportion of total employment	5,560	5,245
Improvements in Standards of Living across the Region Reduce the proportion of workless households	19.35%	20.78%
Income deprivation (percentage of population)	16.5%	Not Available
Gross disposable household income (£)	+2.4%	+4.4%

Table 1.3. Baseline indicators *(Source: Various ONS source data, 2020)*

1.11. Risks

The identification and assessment of risks to the successful delivery of the Portfolio are aligned to the UK and Welsh Government Guidance, where risks fall into three main categories:

Business	Business-related risks remain with the public sector and can never be transferred
Service	Service-related risks occur in the design, build, funding and operational phases of a portfolio and may be shared between the public and private sectors
External	External systemic risks affect all society and are unpredictable and random in nature

Risks that can affect the scope, time, cost and quality of the Portfolio are:

Business-related risks:

- Displacement as a result of competing with other regions across Wales
- Lack of funding from Welsh and UK Governments
- Lack of inward investment from private sector
- Lack of quality human capital within the region
- Political change or conflict at Regional, UK and Welsh Government levels

Service-related risks will be managed by each of the City Deal programmes and projects, who will maintain, manage and monitor their own risk registers in line with guidance from the Green Book and the PoMO governance arrangements.

External Risks: Although not within the control of the portfolio the following external risks are significant to portfolio delivery and are therefore monitored accordingly.

- **Covid 19**: The COVID-19 pandemic still poses a risk to the delivery of the portfolio. The economic impact of lockdown restrictions has still yet to be fully realised which could impact

local businesses, local authorities and education providers alike. Future lockdown restrictions could also delay the delivery of the constituent programmes and projects. The long-term effects of Covid-19 are still largely unknown and this uncertainty needs to be managed throughout the portfolio. The portfolio will contribute to the Covid-19 recovery plans at a UK and Wales level and its consequences will continue to be monitored and mitigated for through the portfolio risk register and risk management arrangements.

- **Brexit:** The UK officially left the EU on 31st January 2020, with the terms of leaving to be agreed during a transition period ending on December 31st, 2020. On December 24, 2020, the UK and EU agreed a provisional free-trade agreement that ensures the two sides can trade goods without tariffs or quotas. However, key details of the future relationship remain uncertain and the impact on the economy at national, regional and local level is as yet unknown.

Key risks captured in a SBCD Portfolio Risk Register and Covid-19 impact assessments include SBCD partner withdrawal, delays to programme and project approval, funding draw-down and portfolio delivery delays, achievement of targets, reputational effect and change to scope and objectives.

Further details of the SBCD risk management arrangements and identified risks can be found in section 5.8 of the Management Case and Appendix 5.14, 5.15.

1.12. Assumptions

The main assumptions have been identified which have been used in the development of the headline indicators for the constituent programmes and projects as follows:

- Timescale – key milestones and overall timeframe for the project
- Cost / Funding – overall cost of the project / programme and the availability of individual funding sources
- Quality – in terms of infrastructure provided and its intended use
- Impact – the key economic and social impacts of the deliverables

The initial assessment is included in Appendix 1.5. The accuracy and currency of this information will be regularly reviewed throughout the timeframe of the portfolio.

1.13. Constraints

Portfolio constraints for the SBCD are:

- Total funding package: Portfolio budget based on the fixed funding agreement between the region and Welsh and UK Governments
- Capital Funding: Portfolio budget being largely capital investment
- Term of the City Deal: The timeframe for the delivery of the Portfolio cannot exceed the term of the City Deal set at 15 years
- Resources: Resources available to establish and implement the portfolio and associated programmes and projects
- State Aid: Growth Deal projects must comply with relevant State Aid rules

1.14. Dependencies

The portfolio dependencies for the SBCD are:

- Drawdown of Funding: The annual drawdown of City Deal funding from the Welsh and UK Governments
- Private Sector Engagement: The City Deal cannot be successfully delivered without the engagement of and collaboration with the private sector
- Public Sector Engagement: The SBCD requires the commitment of all primary stakeholders to deliver the Deal
- Public Sector Delivery: The SBCD requires primary stakeholders to progress the wider economic regeneration plans relating to City Deal funding
- Statutory Consents and Planning Approval: Several the City Deal projects will require statutory consents and planning approval

Even though the portfolio works towards common strategic Investment Objectives, there are no interdependencies at portfolio level. The interdependencies that do exist will be at project/programme level and dealt with accordingly by the project/programme teams.

Regional stakeholder interdependencies may also exist and these will be identified and managed through stakeholder management and the SBCD governance committees to identify risks and opportunities relating to synergistic regional projects outside of the remit of SBCD that may impact the SBCD portfolio. For example, Hywel Dda University Health Board leading the repurposing of Glangwili Hospital in Carmarthen and Prince Philip Hospital in Llanelli, and how this interrelates to the Pentre Awel and Campuses projects in the SBCD portfolio; Dragon Energy Island linkages with energy -related projects such as Pembroke Dock Marine and Homes as Power Stations; and the national broadband roll-out linking to the SBCD Digital infrastructure programme.

The SBCD project/programme synergies which have been highlighted are summarised in Appendix 1.6. These synergies between themes, programmes and projects will be developed further as the portfolio matures.

2. THE ECONOMIC CASE

2.1. Introduction

The Economic Case describes how the options for the potential scope of the Swansea Bay City Deal, set out in the Strategic Case, were developed and appraised. It details the overall social value that the Portfolio will deliver during its timeframe, taking into account economic, social and wider benefits that will accrue.

This updated version of the Portfolio Business Case includes the following changes:

- Inclusion of a timeline for the development of the SBCD portfolio (Figure 2.1)
- Updated business case development and approval status (Table 2.5) – Pentre Awel and Digital Infrastructure have received regional approval with Government approval pending. Homes as Power Stations and Supporting Innovation & Low Carbon Growth have been submitted to the UKG and WG and are awaiting approval
- Updated economic appraisal information for portfolio, programmes and projects (Table 2.6) – Digital Infrastructure economic appraisal has been included and revised Supporting Innovation and Low Carbon Growth NPSV and BCR added. Overall Portfolio NPSV now £1,117.8m
- Updated portfolio, programmes and projects GVA / Jobs impacts (Table 2.7). Digital GVA figure included

The SBCD will deliver a portfolio of programmes and projects that are most likely to offer best value for money and maximum social and economic value to the SBCR. The SBCD portfolio is estimated to generate a Net Present Social Value (NPSV) of £1,117.8 million from a public sector cost of £439.6 million. These figures are detailed below in the economic appraisal section and are derived from eight of the nine SBCD projects as of March 2021. These estimates for the portfolio are subject to change as business cases become more mature and develop into full business cases for the entire portfolio.

The region began the process to identify and prioritise projects in 2015/16, moving from a long to a short list of projects via an appraisal process. At this time, the region was not required to strictly follow and respond to the Green Book guidance. Since inception, all projects and the portfolio have become better aligned to ensure that the nine shortlisted projects/programmes meet the SBCD investment objectives set out in the Strategic Case.

A timeline of the development of the Portfolio and the key milestones is shown in Figure 2.1 below:

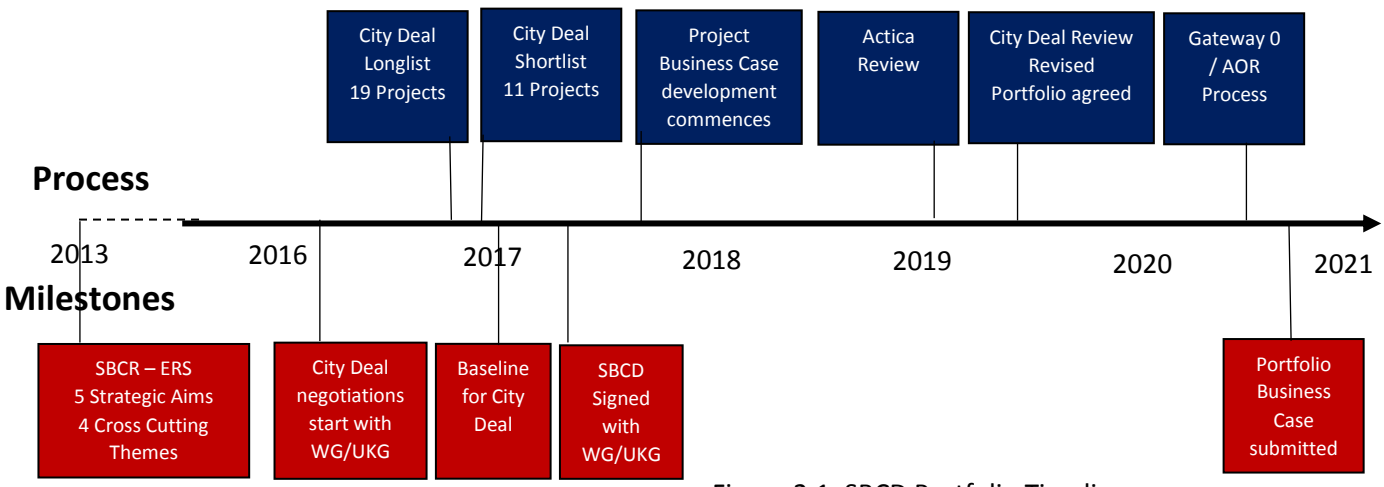


Figure 2.1. SBCD Portfolio Timeline

The nine shortlisted SBCD project/programmes are summarised in Table 2.1. below:

Economic Acceleration	Swansea City & Waterfront Digital District	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: • 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	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: • 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 • Facilitation of engagement between businesses and students
	Digital Infrastructure	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: • Connected places • Rural connectivity • Next generation wireless (5G and IOT networks)
	Skills and Talent	To develop a sustainable pipeline of regional talent to benefit from the high-value jobs City Deal projects/programmes 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.
Life Science & Well-being	Life Science, Well-being and Sport Campuses	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	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	Homes as Power Stations	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. The project will: • 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
	Pembroke Dock Marine	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: • Pembroke Dock Infrastructure (PDI) improvements • A Marine Energy Engineering Centre of Excellence (MEECE) • Marine Energy Test Area (META) developments • The Pembrokeshire Demonstration Zone (PDZ)
	Supporting Innovation and Low Carbon Growth	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. Programme features include: • 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, Advanced Manufacturing Production Unit and Property Development Fund

Table 2.1. SBCD Project Summaries

The preferred way forward and project selection

2.2. Preferred way forward

To realise the ambitions within the Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030, the four local authorities and other key stakeholders worked collaboratively as the SBCR Board. The Board was initially led by Sir Terry Matthews, supported by the four local authority Leaders and senior representatives from health boards, universities and the private sector. See Appendix 2.1 for the full Board membership.

During the development of the Swansea Bay City Region Economic Regeneration Strategy, the regional partners agreed to discount the business as usual and 'do minimum' options as they would fail to realise the economic ambition for the region. The preferred option was to proceed with establishing a Growth/City Deal programme to deliver a set of prioritised projects that would realise the potential scope set out in the strategic case by creating infrastructure, inward investment and job opportunities.

The SBCR Board agreed on the 10th October 2016 to establish an oversight working group with representation from the four local authorities, two universities and two health boards. The purpose was to review a long list of City Deal projects. Membership of the oversight working group can be found in Appendix 2.1.

2.3. Critical Success Factors (CSFs)

The SBCR oversight working group defined the following CSFs, which at the time were not directly aligned to the current Green Book:

No.	Critical Success Factor	Chosen CSF's for Portfolio
1	Strategic Fit And business needs	Regional Spread GVA impact Impact on UK plc Job Creation
2	Potential Value for money	Consideration that the overall benefits are greater than the individual parts
3	Potential achievability	Skills readiness Readiness in 5yr context
4	Supply side capacity and capability	Private sector engagement Readiness in 5yr context
5	Potential affordability	Private sector investment Readiness inc affordability within programme

Table 2.2. Critical Success Factors

These CSFs were retrospectively aligned to HM Treasury guidance, as shown in Appendix 2.2.

2.4. Long-listed Options and Preferred Way Forward

The submission of 19 project proposals were received by the SBCR Board at 6pm on Tuesday 11th October 2016. The oversight working group conducted a prioritisation process by reviewing the projects against the CSFs and categorised them as:

- Supported
- Supported for either second phase City Deal or alternative funding sources
- Not supported

	Project title	Lead Organisation	Brief description	Outcome
1	Buildings as Power Stations	Swansea University	A programme of regional low carbon homes development and retrofit with supply chain development. Combine as one project	Supported
2	Innovative Smart Low Carbon Homes	Local Authorities		

3	ARCH Campuses (Phase 1)	City & County of Swansea /Swansea University / Health Boards	The extension of Institute of Life Sciences facilities at the Morriston and Singleton campuses	Supported
4	(CENGS) revenue	City Region Team	Centre of Excellence in Next Generation Services. Combine as one project. CENGS revenue and SBCR CENGS Technology Centre capital	Supported
5	SBCR CENGS Technology Centre	City Region Team		
6	Digital Infrastructure & Test Beds	City Region Team	Digital Infrastructure upgrades & test beds following the themes of Rural, Transport Corridor and Connected City	Supported
7	Swansea City Digital District	City and County of Swansea	Combine as one project. Arena, new offices and public realm development as part of a wider City Centre regeneration programme including the development of a box village and innovation precinct in SA1	Supported
8	Swansea Waterfront	University of Wales Trinity Saint David		
9	Distributed Generation Cluster Hub - Dulais Valley	Neath Port Talbot CBC	Creation of a Dulais Valley Smart Energy Network and a Smart energy network in Milford Haven, Pembrokeshire. Combine as one project	Supported for alternative funding sources
10	Distributed Generation Cluster Hub - Milford Haven	Milford Haven Port Authority		
11	Energy Conversion and Storage Innovation Platform (ECSIP)	Swansea University	Future-proofing new energy generation and storage with carbon reduction	Not supported
12	Factory of the Future	Swansea University	State of the art prototyping facility for Industry 4.0 growth	Supported
13	Innovation System	City and County of Swansea	Creation of The Innovation System that will provide an integrated regional approach to supporting enterprise and innovation, with sector-specific efforts targeting each internet theme	Not supported
14	Pembroke Dock Marine	Milford Haven Port Authority	Expansion of off-shore renewable energy infrastructure and test areas	Supported
15	Skills and Talent	Regional Learning Partnership	Regional skills and talent growth focused facilities	Supported
16	Steel Science Centre for UK Primary Steelmaking	Excalibur Steel UK Ltd	Combine as one project. Establishment of a Steel Science Centre for UK Primary Steelmaking and Strip Steel Production	Supported
17	Sustain	Swansea University		
18	Health & Well Being Village Phase 1	Swansea University/ Health Boards Carmarthenshire CC	New build Community Well-being Hub as catalyst to wider development	Supported

19	Yr Egin	University of Wales Trinity Saint David	New build creative hub with national anchor tenant	Supported

Table 2.3. Long list project options

Below is a summary of the decisions made for the 19 long-listed projects, of which 11 were supported by the oversight working group:

- **Seven projects approved:** Projects subject to no change or revised budgets were 3, 6, 12, 14, 15, 18 and 19.
- **Four projects are the accumulation of 8 projects:** Several of the submitted proposals were deemed more impactful if combined as a result of their scope and synergies. The Board unanimously agreed to combine eight of the projects into the following four projects:
    - Projects 1 & 2 as they were similar in concept
    - Projects 4 & 5 were both focused on the Centre of Excellence for Next Generation Services (CENGS), with one being revenue based and the other capital based
    - Projects 7 & 8 formed part of a wider vision for the region with similar outcomes
    - Projects 16 & 17 both focussed on supporting the steel industry
- **Two projects** signposted to a **second phase or alternative funding**: The Board agreed that projects 9 and 10 were worthy projects to take forward, but they did not fully meet the City Deal requirements. It was agreed that they would be supported for either a second phase City Deal or for alternative funding sources.
- **Two projects not supported:** 11 and 13 were not supported as they were not aligned.

Further details on the oversight working group appraisal for the long-list options can be found in Appendix 2.2.

2.5. Short-listed options

The 11 shortlisted projects with project lead authorities are summarised in Table 2.4. below:

Economic Acceleration	Swansea City & Waterfront Digital District	C&C of Swansea/UWTSD
	Yr Egin	Carmarthenshire CC/UWTSD
	Digital infrastructure	Carmarthenshire County Council
	Skills and Talent Initiative	Carmarthenshire County Council
	Centre of Excellence Next Generation Digital Services (since withdrawn)	Neath Port Talbot CBC
Life Science & Well-being	Life Science & Well-being Campuses	C&C of Swansea/ Swansea University/ Health Boards
	Pentre Awel (LS&WB Village)	Carmarthenshire County Council
Energy	Homes as Power Stations	Neath Port Talbot CBC
	Pembroke Dock Marine	Pembrokeshire Council
Smart Manufacturing	**Factory of the Future** (since withdrawn)	Neath Port Talbot CBC/Swansea University
	Steel Science (merged with Supporting Innovation and Low Carbon Growth)	Neath Port Talbot CBC/Swansea University

Table 2.4. Long list project options

Changes were made to the shortlisted options following the SBCD review in late 2018 and early 2019. The external review undertaken by Actica recommended that the SBCD should be managed as a portfolio, rather than as a set of pre-determined and immutable projects.

As a response to the climate change emergency declared by the Welsh Government in April 2019, a revised programme of projects entitled Supporting Innovation and Low Carbon Growth was approved for inclusion in the City Deal portfolio by Neath Port Talbot County Borough Council's Cabinet in July 2019. This was subsequently approved by the City Deal Joint Committee.

The new project met the original CFSs and subsumed relevant parts of the Centre of Excellence in Next Generation Services (CENGS) and Steel Science projects. Factory of the Future was also no longer supported as one of the prioritised projects.

This led to the SBCD portfolio comprising of the nine shortlisted projects as detailed in Table 2.1. above.

2.6. Phased approach and desirability

Commencing in 2017, the SBCD portfolio has a 15-year funding and delivery profile, which was established when the Heads of Terms agreement was signed. The model is a focused period of construction funded by Local Authority borrowing and stakeholder contributions followed by implementation, benefits realisation and repayment by the UK Government and the Welsh Government.

Phase	Term	Delivery
1	Short-term (0-5 years)	Initial investment with focused spend on construction and project development
2	Medium-term (5-10 years)	Implementation, operational, benefits realisation and repayment
3	Long-term (10-15 years)	Operational, benefits realisation and repayment

The SBCD portfolio will be periodically assessed through internal and external reviews to ensure that the portfolio and project desirability is valid and viable. As of March 2021, the desirability categories for each project and its components are deemed core/essential by the SBCD. This is summarised in Table 2.5. below:

Project / Programme name	Years 0 - 5	Years 5 - 10	Years 10 - 15
Swansea City & Waterfront Digital District: • Arena & Digital Square • Digital Village • Innovation Matrix / Innovation Precinct	Core/essential	Core/essential	Core/essential
Yr Egin, Creative Digital Cluster: • Phase 1 • Phase 2	Core/essential	Core/essential	Core/essential
Digital Infrastructure: • Connected places • Rural connectivity • Next generation wireless	Core/essential	Core/essential	Core/essential
Skills and Talent Initiative	Core/essential	Core/essential	Core/essential
Life Science, Well-being and Sport Campuses: • Singleton • Morriston	Core/essential	Core/essential	Core/essential

Pentre Awel (Life Science & Well-being Village): • Phase 1 Community Health Hub	Core/essential	Core/essential	Core/essential
Homes as Power Stations	Core/essential	Core/essential	Core/essential
Pembroke Dock Marine: • Pembroke Dock Infrastructure (PDI) • Marine Energy Engineering Centre of Excellence (MEECE) • Marine Energy Test Area (META) • Pembrokeshire Demonstration Zone (PDZ)	Core/essential	Core/essential	Core/essential
Supporting Innovation and Low Carbon Growth • Swansea Bay Technology Centre • SWITCH building • Decarbonisation • Industrial Futures	Core/essential	Core/essential	Core/essential

Table 2.5. Portfolio Desirability Categories

2.7. Economic appraisal

Each SBCD project business case contains economic appraisals to determine the expected costs and benefits for the chosen options for each project. The economic appraisal status and summary for each SBCD project/programme is summarised in Table 2.6. and 2.7. below. Appendix 2.3 provides further details on the available economic and financial appraisals for each project.

Project/programme	Business Case Status	Economic appraisal Status
Yr Egin	Approved regionally and by WG and UKG	Current
Swansea Waterfront	Approved regionally and by WG and UKG	Current
Pembroke Dock Marine	Approved regionally and by WG and UKG	Current
Homes as Power Stations	Approved regionally. Submitted to WG / UKG	Current
Supporting Innovation and Low Carbon Growth	Approved regionally. Submission to WG / UKG imminent	Current
Pentre Awel	Approved regionally and submitted to WG/UKG	Current
Campuses	Business Case in development	Under review
Digital	Approved regionally and submitted to WG/UKG	Current
Skills and Talent	Business Case in development	Under development

Table 2.6. Business Case and Economic Appraisal Status

The status of each project/programme business case will result in the economic appraisal for the SBCD portfolio changing once the appraisals have been conducted or updated, and will form the approval process at a project/programme level and incorporated into the Portfolio Business Case.

		SBCD Portfolio	Yr Egin	Swansea Waterfront	PDM	HAPS	SI&LCG	Pentre Awel	Campuses	Digital	Skills
A	Net Present Social Value (£m)	**1,117.8**	150.02	407.51	87.2	11.11	48.7	63.86	30.2	319.2	TBC
B	Public sector cost (£m)	**439.59**	21.8	138.37	42.7	14.66	130.3	39.11	14.151	38.5	TBC
C	Appropriate BCR	-	3.7	3.95	2.63	0.76	1.3	2.63	3.14	1.5-11	TBC
	Significant unmonetizable costs/benefits	**See Appendix 1.4 for detail**	- skills and training opps - new business floorspace - new businesses	- skills and training opps - new business / leisure floorspace - new business start ups	- contribution to decarbon - new floorspace and infrastructure	- homes benefitting from renewable tech - Energy savings - CO2 reduction	- new infrastructure - new enterprises supported - innovation / new patents	- skills and training opps - life science programmes - new business floorspace - R&D	- skills and training opps - life science programmes - new business, R&D, floorspace	- rural community schemes - connectivity improvements - new infrastructure	- increase in higher skills - new apprenticeships - increase in STEM subjects
E	Significant unquantifiable factors	**See Appendix 1.4 for detail**	- improved start up opps - improved academic facilities - promotion of Welsh lang	- improved leisure facilities - improved profile - enhanced innovation ecosystem	- innovation in marine/energy - attraction of new investment - people / skills retention	- proof of concept / mainstreaming - reduction in fuel poverty - health and wellbeing - regional supply chain	- future reduction in carbon - job retention in steel industry and related enterprise - centre of excellence	- integrated approach to health care - health and wellbeing	- integrated approach to life science / wellbeing - health and wellbeing	- accelerate 5G - commercial investment - connectivity wellbeing -rural development	- new employment opportunities - people retention - benefits to wider regional initiatives
F	Risk costs by type and residual optimism bias	-	10%	10%	10%	£1.647m	10%	20%	20%	-	-
G	Switching values (for the preferred option only)	-	86%	-30.5%	-62%	167 jobs with salary uplift	TBC on a project basis	-	-66%	-	-
H	Time horizon and reason	15-year appraisal period for the portfolio. All infrastructure projects will have a residual value at the end of this term.									
I	Preferred option	-	Option 4	Option 2	Option 2	Option 4	Blended	Option E	Option D	Blended	TBC
J	Date of appraisal	-	July 2018	Nov 2018 Orig. Sept 2019 Rev.	Sept 2019	August 2020	Jan 2021	March 2020	Sept 2020	Aug 2020	Q1 2021/22
K	Appraised by	-	Amion	Amion	Amion	Value People	Value People	Swansea University	Swansea University	Cube	DS Consulting

Table 2.7. Portfolio Summary Appraisal

The initial analysis and assessment for the Gross Value Added (GVA) and jobs created targets were undertaken by a team of specialist economists at Swansea University, who assessed the short-listed projects. Since then, each project/programme has undertaken a more in-depth analysis of these two indicators as part of their economic appraisal of shortlisted options.

The original SBCD heads of terms estimated the creation of £1.8bn GVA and 9,000 skilled jobs. The current estimates show a 32% increase in GVA and 7% increase in jobs created across the SBCD portfolio and are summarised at project and portfolio levels in Table 2.8. below:

Project theme/name	15-year Impact	
	GVA £m	Net Jobs
Economic Acceleration		
Swansea City & Waterfront Digital District	669.8	1,281
Yr Egin	89.5	427
Digital infrastructure	318.8	-
Skills and Talent Initiative	-	-
Life Science & Well-being		
Life Science, Well-being and Sport Campuses	150.0	1,120
Pentre Awel (Life Science & Well-being Village)	467.0	1,853
Energy and Smart Manufacturing		
Homes as Power Stations	251	1,804
Pembroke Dock Marine	343.4	1,881
Supporting Innovation and Low Carbon Growth	93	1,320
SBCD Portfolio total	**2,382.5**	**9,686**

Table 2.8. SBCD Portfolio Impact Deliverables overarching

In addition to the above strategic benefits, each project has identified further benefits within their business cases, which are summarised in Appendix 1.4 and will be reviewed and revised on a regular basis. Bespoke to each project where construction is a component, additional community benefits will be achieved via the initial procurement process. This will include:

- Construction Jobs
- Supply chain opportunities
- Targeted recruitment and training clauses
- Contributions to education
- Community initiatives

Further details on the process to obtain the community benefits can be found in the Commercial Case Section 3.3.

2.8. Summary

The appraisal contained in the Economic Case has demonstrated the scale of the economic and social value that the delivery of the Portfolio will achieve. The chosen way forward represents a coherent, balanced and achievable portfolio that will meet the Critical Success Factors and will deliver real and lasting benefits to the region. The impacts of the Portfolio will contribute directly to the achievement of the Portfolio Investment Objectives and to the strategic aims of the economic strategy for the City Region, generating new jobs and investment and contributing to increased GVA and productivity within the regional economy. The appraisal information will continue to be updated and refined as programmes and projects are progressed.

3. THE COMMERCIAL CASE

The purpose of the Commercial Case is to provide the overarching principles, objectives and arrangements for the procurement of the programmes and projects within the portfolio. The SBCD will aim to continue to secure social value through the delivery of its constituent programmes and projects, maximising benefits to the region through procurement.

This updated version of the Portfolio Business Case includes the following changes:

- Updated portfolio procurement principles
- Additional information on the realisation and monitoring of community benefits, including a register template of programme and project community benefits
- Development of a register of planned procurement activities at a programme and project level to assist the private sector in identifying potential tender opportunities at an early stage.

3.1 Procurement strategy and route

SBCD programmes and projects are led by a lead delivery organisation, which may be a local authority, university, health board or private/third sector organisation. These lead delivery organisations are responsible for conducting their own procurement exercises in line with their own organisational policies and procedures.

Public sector led procurement requires the procuring bodies to comply with the:

- Public Contracts Regulations 2015
- Welsh Procurement Policy Statement 2015
- European Public Contracts Directive 2014/24/EU and the requirements placed on the Welsh public sector for all contracts over certain thresholds to be advertised in the Official Journal of the European Union (OJEU), noting that the European Public Procurement thresholds are revised every two years.
- The Welsh Government Welsh Procurement Policy Note WPPN 0320 provides the Welsh public sector contracting authorities an update on public procurement, and on the use of Sell2Wales and the new UK e-notification service Find a Tender after the end of the EU Transition Period.
  https://gov.wales/wppn-0320-post-eu-transition-public-procurement-including-find-tender-service-fts-html

In 2012, the Welsh Government issued the Wales Procurement Policy Statement which was subsequently reviewed and updated in 2015. The statement sets out the principles by which it expects public sector procurement to be delivered in Wales. Projects will be expected to meet the requirements of this policy statement which seeks to open procurement contracts up to more innovative solutions to ensure that the money that goes into procurement is spent in a way that stimulates development.

The rules aim to minimise bureaucracy for companies bidding and to make it easier for small and medium-sized firms to participate.

3.2 City Deal Procurement Principles

Aligned to the Wales Procurement Policy Statement, the SBCD's Joint Committee approved a supplementary set of procurement principles in November 2020 that aim to encourage project/programme teams to consider wider benefits that can be achieved through procurement. These principles link procurement activities with UK and Welsh Government policy and best practice, especially with meeting the objectives of the Well-Being of Future Generations (Wales) Act 2015. The principles also draw on the need for net zero carbon and carbon offset contributions to be considered as part of the procurement exercises.

The principles have been drafted in collaboration with industry, as well as legal and procurement specialists, with a view to ensuring that the regional supply chain and local businesses can have the opportunity to achieve the maximum benefit from the City Deal.

Project/programme teams will be required to think innovatively with their procurements, considering all options. This will include considering what best deals can be achieved via the procurement process and whether collaborative purchasing across projects can add value.

High value procurements should be broken down into smaller lots so that regional companies are not excluded from the process. Where this is not possible due to economies of scale or risk, for example, then Tier 1 contractors should be contractually obliged to undertake the lotting process where existing frameworks allow.

Procurements should be planned well in advance, allowing time for collaborative bidding to take place where appropriate. The Sell2Wales procurement platform provides this facility (see 3.6 – Key contractual arrangements below).

Projects/programmes will be encouraged to work across the portfolio where possible to consider economies of scale where collaborative bidding and purchasing will offer benefit.

3.3 Community Benefits

The use of Community Benefit clauses as a core requirement will bring added value and ensure long-term benefits realisation. Clauses that may be used in community benefit contracts include:

- Supply chain opportunities: Creating opportunities for Small to Medium Enterprises (SMEs) to bid for work through the supply chain. Tier 1 contractors will be contractually obliged to undertake effective 'Meet the Buyer' events as early market engagement
- Targeted recruitment and training clauses: Providing opportunities to specific groups such as the economically inactive or young people who are Not in Education, Employment or Training (NEETs). Work experience placements will be offered to pupils and students in local schools, colleges and universities, along with apprenticeship opportunities for local people during contract periods. Projects/programmes will work in collaboration with the Skills and Talent initiative to ensure maximum benefits are achieved and retained within the region
- Contributions to education: Particularly focused on engaging with schoolchildren, this may involve offering opportunities such as site visits or delivering related information sessions
- Community initiatives: Demonstrating active participation in the community through volunteering days in local communities, sponsoring community initiatives or engaging with local community groups to maintain SBCD communication

Project/programme teams will be required to:

- Provide the PoMO with details of community benefits clauses either included in procurement contracts or agreed with suppliers following appointment
- Provide quarterly updates to the PoMO on the progress made on the delivery of community benefits
- Continual engagement with the PoMO on planned community benefit activity to promote good news stories and identify opportunities for support
- Formally report their community benefit outputs via the Welsh Government Community Benefits Toolkit, or another agreed platform, and provide a copy of this to the SBCD PoMO on an annual basis

The PoMO will maintain a register of community benefits, attached as Appendix 3.1.

3.3 Service requirements, Outputs and Risk allocation

Portfolio business risk will be managed by the SBCD PoMO within the established governance structure, as detailed in the Management Case. The identification of service requirements, outputs and risk allocation will be managed by the individual project/programme sponsors according to their situation and standing orders. Each project lead authority will have its own internal structure and process for procurement and risk apportionment. The detail on how each sponsor manages its business, service and external risk will be provided in individual project/programme business cases. Projects/programmes will also be required to provide regular updates on procurement activities to the SBCD PoMO. This will include the assessment of risks, progress and deliverables. Project/programme teams will work with the SBCD PoMO to promote major procurement exercises and any 'Meet the Buyer' or local supply chain events.

3.4 Charging mechanisms

Each programme/project will undertake its own assessment of the appropriate charge mechanisms for pre-delivery, design and build phases and whether to apply a fixed price/cost mechanism or to use payment on delivery of agreed outputs/targets. To protect the supply chain and ensure fair and prompt payment, programmes/projects will be required to put in place Project Bank Accounts (PBAs) for all significant procurements. This requirement is in line with Welsh Government policy whereby all procurements with a value of £2m or more and lasting longer than 6 months must consider doing this. Note: Other criteria will also apply - see WG guidance for more details.

3.5 Key contractual arrangements

Each programme/project will undertake its own contract assessment processes aligned to its own organisational requirements. In addition to the standard form of contract chosen, several supplementary requirements will be placed on programme/project teams as outlined in the Portfolio Procurement Principles in Appendix 3.2. The template for evidencing the consideration and contribution of a programme/project to the Procurement Principles is attached in Appendix 3.3. The PoMO have developed a register of planned procurement showing the pipeline, timescale and route to procurement of the individual projects to assist potential contractors in identifying and accessing tender opportunities. The pipeline template is shown in Appendix 3.4 and will be updated on a regular basis in consultation with the programme/project leads.

Industry has told us that effective communication and early market engagement is critical. Contractors and the wider supply chain need to have advance notification of future tender opportunities. Early notification and supply chain engagement is a key part of this. Where SBCD funding is part of the

package, all contracts must be published on the Sell2Wales platform and linked to the City Deal programme/project page at the earliest opportunity.

The SBCD page on Sell2Wales will promote all SBCD procurement opportunities under one banner. This includes those where Procurement Frameworks are to be used and, in doing so, will help to provide consistent and clear communications to the wider supply chain. For opportunities to be promoted well in advance, projects will be required to provide the SBCD PoMO with a procurement plan and timeline at the earliest opportunity.

The use of Community Benefit clauses within SBCD developments as core requirements will ensure the long-term benefits realisation integral to this plan for economic change.

The Welsh Government 'Ethical Employment in Supply Chains' Code of Practice (2017) states that the Government expects all public sector bodies to sign up to the code and the wider public sector supply chain to adopt it. Tier 1 contractors should be made aware of this and encouraged to sign up to the code.

Programmes/projects will be required to work closely with the Skills and Talent initiative to ensure that targeted recruitment and training objectives are met. Each major procurement will be required to produce a plan of engagement with education establishments and delivery of community benefits.

3.6 Personnel implications

Portfolio level - The SBCD has administrative support roles shared between the four partner Local Authorities, with Carmarthenshire County Council as the Accountable body role for the portfolio. A SBCD PoMO has been established with the capacity to manage the governance, assurance and decision-making mechanisms of the portfolio, along with the day-to-day duties required to service the portfolio. This includes senior financial, legal and monitoring personnel and a Senior Responsible Owner (SRO) for the portfolio. See the Management Case for further details.

Programme/Project Level - Sponsors will be required to ensure that key personnel and resources are in place to deliver their programmes/projects accordingly. Programmes/Projects will establish internal lines of communications to include internal stakeholders. These include programme/project managers, procurement teams, community benefits teams, legal and financial assistance, and marketing. Other departments should be included as required. Matters of concern should be recorded and escalated to the SBCD PoMO at the earliest opportunity. Any significant business issues will be managed by the SBCD PoMO via its governance process. Significant service issues will be addressed by the client organisation supported by the PoMO where appropriate.

3.7 Accountancy treatment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment. Assets constructed or held as part of a programme/project delivered within the portfolio will be disclosed and held on the Balance Sheet within the Lead Authority responsible for the delivery of such programme/project. Assets constructed or held as part of a regional project or programme within the portfolio will be proportioned accordingly or reside within the balance sheet of the Lead Authority in which the asset resides. The Joint Committee will hold no such physical asset as categorised above within its legal remit.

4. THE FINANCIAL CASE

The purpose of the Financial Case is to demonstrate the affordability and funding of the portfolio, including the support of stakeholders. The Financial Case provides detail on the amount, timing and source of financial investments to ensure the fundability of the programmes and projects. The Case also details the impact upon the balance sheet, income and expenditure and accountancy arrangements of the SBCD.

This updated version of the Portfolio Business Case includes the following changes:

- Updated funding and investment information including breakdown of private and public sector investment. Clarification included on relationship between portfolio investment funding and capital financing
- Detail included of short-term investments and loan borrowing and how these relate to the financing of projects / programmes
- Detail on the financial monitoring templates for annual / quarterly monitoring to WG

4.1. Original Swansea Bay City Deal Investment Summary

The SBCD portfolio was originally made up of three funding components, which combine to generate an anticipated £1.3 billion investment for the Swansea Bay City Region. The components are £241 million from UK and Welsh Government, £396 million from other public sector investment, and £637 million from the private sector. The funding award Heads of Terms sets out the Welsh Government and UK Government contributions to support the City Deal. Funding will be released by the Welsh Government on behalf of both Governments to the SBCD Accountable Body, Carmarthenshire County Council, subject to the approval of business cases and portfolio delivery.

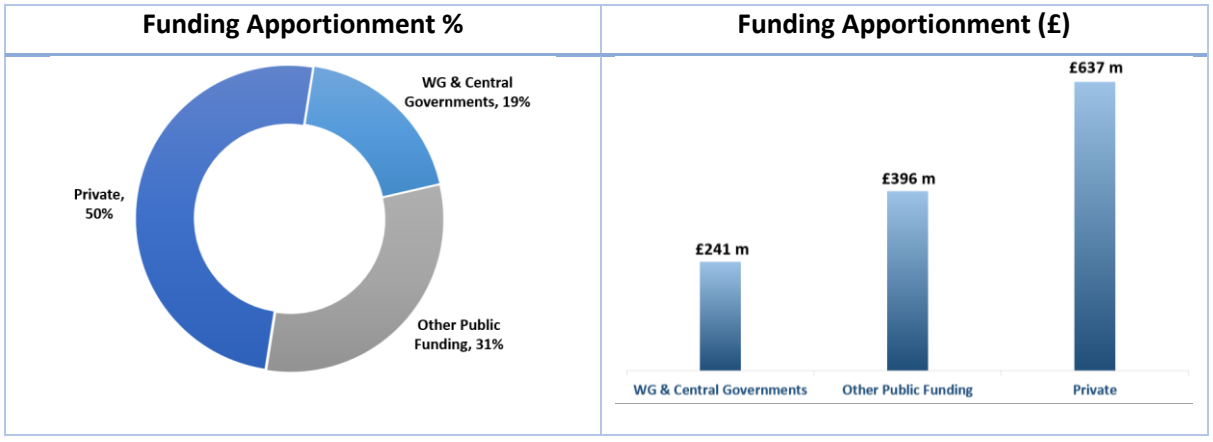


Figure 4.1. Funding Apportionment

Investment is categorised under four themes, with each designed to stimulate economic growth, increase GVA and increase the number of high-level skilled jobs in the region. Investment in these areas is summarised in Figure 4.2. below:

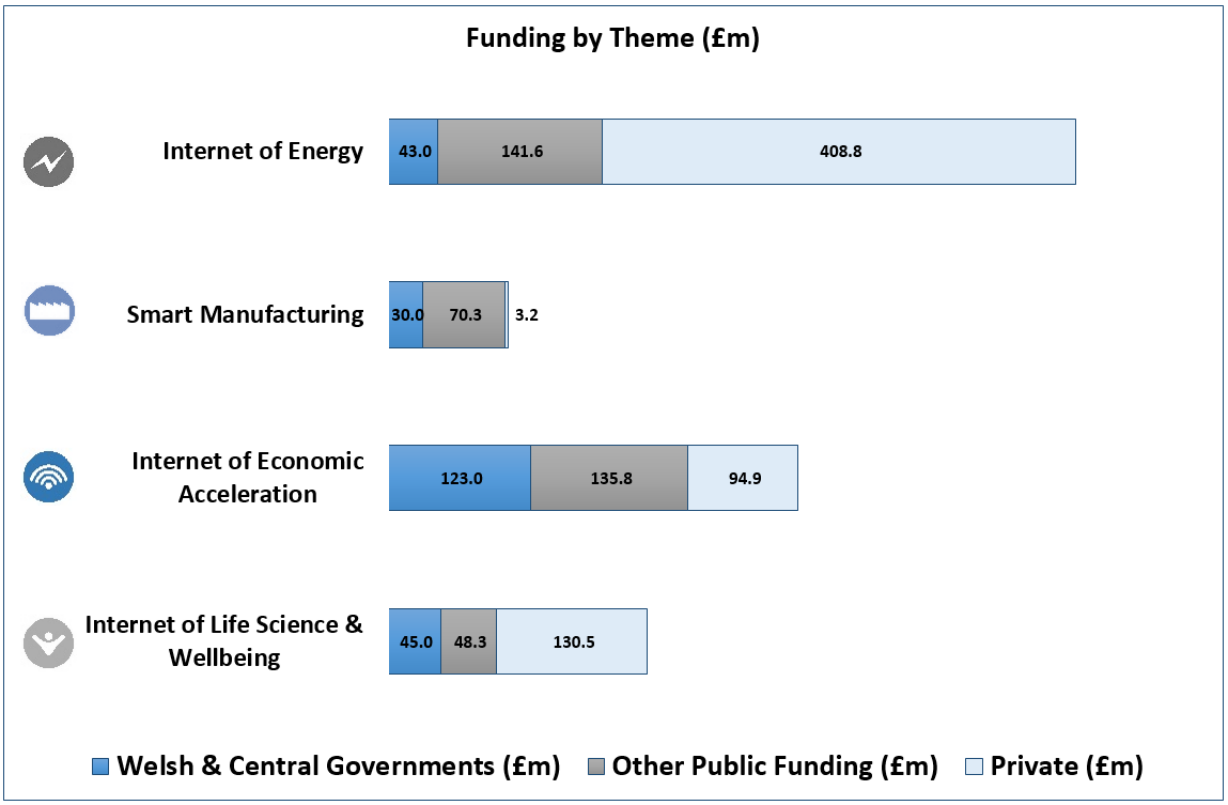


Figure 4.2. Funding by Theme

4.2. Updated Swansea Bay City Deal Investment Summary

The SBCD partnership, through the Internet Coast publication and subsequent discussions with the Welsh and UK Governments, has developed a clear strategy which has been underpinned by identified interventions to deliver widespread and sustainable economic growth across the region. These interventions, subject to the submission and approval of detailed business cases for the nine identified projects/programmes by the Welsh and UK Governments, along with the agreement of necessary governance arrangement and delivery models, make up the SBCD.

The current portfolio investment breakdown presented in Table 4.1. below is based on forecasted investment as of 31st December 2020:

Theme	City Deal (£m)	Public (£m)	Private (£m)	Total (£m)	Original HoT Budget (£m)	Variance (£m)
Internet of Economic Acceleration						
Swansea Waterfront	50.00	85.38	39.90	175.28	**168.20**	7.08
Yr Egin	5.00	18.67	1.50	25.17	**24.29**	0.88
Skills & Talent	10.00	16.00	4.00	30.00	**30.00**	0.00
Digital Infrastructure	25.00	13.80	16.50	55.30	**55.00**	0.30
Total	**90.00**	**133.85**	**61.90**	**285.75**	**277.49**	**8.26**
Internet of Life Science & Well-being						
Pentre Awel	40.00	51.00	108.19	199.19	**199.50**	-0.31
LS&WB Campuses	15.00	9.03	13.78	37.81	**45.00**	-7.19
Total	**55.00**	**60.03**	**121.96**	**237.00**	**244.50**	**-7.50**
Internet of Energy						
Homes as Power Stations	15.00	114.60	375.90	505.50	**517.05**	-11.55
Pembroke Dock Marine	28.00	16.35	16.12	60.47	**76.32**	-15.85
Total	**43.00**	**130.95**	**392.02**	**565.97**	**593.37**	**-27.40**
Smart Manufacturing						
Supporting Innovation and Low Carbon	47.70	5.50	5.50	58.70	**159.02**	-100.32
Total	**47.70**	**5.50**	**5.50**	**58.70**	**159.02**	**-100.32**
Portfolio Total	**235.70**	**330.34**	**581.38**	**1,147.42**	**1,274.39**	**-126.96**

Table 4.1. Portfolio Investment Breakdown

These figures are the current financial investment forecast which the SBCD is currently projecting over its 15-year term and are within a 9.96% tolerance of the original SBCD Heads of Terms. Funding elements are subject to change as the portfolio evolves. On the successful approval of business cases the Accountable Body will release Government funding to projects up to the value of the agreed project allocation.

It is the aim of the SBCD that all projects/programmes will be delivered in a seven-year period in order to maximise the full benefits realisation of the operational schemes during the lifetime of SBCD funding, which is to be released to the SBCR from both the UK and Welsh Governments over a 15-year period.

The overall investment composition comprises of the three following investment components:

- The **City Deal investment** component consists of the government grants awarded by the UK and Welsh Governments, totalling £241m (UKG £115.6m and WG £125.4). Currently only £236m is forecast, with the balance of £5m being further considered for investment. City Deal Grant is awarded to projects over the 15-year term up to a maximum of the allocated value.
- **Public sector** investment consists of investment from local authorities and other public funded and public service organisations. Public sector investment will also consist of match-funded WEFO grant funding. The public sector investment package will differ from project to project as to its composition. The majority of public sector investment will be provided through Local Authority borrowing. Each Local Authority shall be responsible for borrowing to provide funding or otherwise securing funding for projects located in its own area.
  Local Authorities may agree that borrowing for a Regional Project should be made by all the Authorities equally or in proportions agreed, or that borrowing should be carried out by one Local Authority on behalf of others if they so agree. Decisions on whether borrowing for any project shall be carried out by one regional Local Authority on behalf of the others – as well as the proportions - shall be determined by the Local Authorities as a matter reserved to them.
- **Private sector** investment includes regional investment from local and national private sector partners.

4.3. Swansea Bay City Deal Income and Expenditure Summary

The UK Government and Welsh Government capital grant contribution to the SBCD is awarded over a 15-year period. It is currently forecasted at £236m, with the remaining £5m balance being considered for further investment. The portfolio will disperse funding to the regional Project Lead Authorities to support the projects on which the grant funding was awarded. Funding will only be released from the portfolio on the successful approval of business cases by both the UK and Welsh Governments, up to a maximum of the agreed grant allocation.

An inherent temporary funding gap is recognised, with the funding being released to the portfolio over a 15-year period. Each Project Lead Authority is responsible for managing the cashflows in respect of the projects in which they hold responsibly for delivery. They are also therefore subsequently accountable for managing inherent risks and the funding gaps recognised. Each Local Authority shall be responsible for borrowing to provide funding or securing funding for projects in its own area.

The portfolio expenditure profile is presented in Table 4.2 below, with further financial appraisal on the expenditure forecasts at project/programme level detailed in Appendix 4.1.

Portfolio Income and Expenditure Forecast

Investment Component	Year 0 2017/18	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Year 6 2023/24	Year 7 2024/25	Year 8 2025/26
Capital/Revenue									
Capital Expenditure	13.92924674	5.43	30.44	45.46	133.30	193.11	203.86	213.44	224.30
Revenue Expenditure	3.5122825	0.75	0.58	0.94	7.79	9.41	12.87	11.42	9.93
Total	17.44152924	**6.18**	**31.02**	**46.40**	**141.09**	**202.52**	**216.73**	**224.86**	**234.23**
Componenet Expenditure									
City Deal Expenditure	3.13676213	4.60	6.58	7.35	57.54	60.75	59.79	27.13	8.83
Public Sector Expenditure	14.12666211	1.21	23.52	36.93	52.45	55.98	47.17	41.68	50.76
Private Sector Expenditure	0.178105	0.37	0.92	2.12	31.10	85.80	109.78	156.05	174.64
Total	17.44152924	**6.18**	**31.02**	**46.40**	**141.09**	**202.52**	**216.73**	**224.86**	**234.23**

Investment Component	Year 8 2025/26	Year 9 2026/27	Year 10 2027/28	Year 11 2028/29	Year 12 2029/30	Year 13 2030/31	Year 14 2031/32	Year 15 2032/33	Total
Capital/Revenue									
Capital Expenditure	224.30	9.59	1.00	-	-	-	-	-	1,073.86
Revenue Expenditure	9.93	2.29	2.31	2.33	2.34	2.35	2.36	2.38	73.56
Total	**234.23**	**11.87**	**3.31**	**2.33**	**2.34**	**2.35**	**2.36**	**2.38**	**1,147.42**
Componenet Expenditure									
City Deal Expenditure	8.83	-	-	-	-	-	-	-	235.70
Public Sector Expenditure	50.76	0.92	0.93	0.93	0.93	0.93	0.93	0.93	330.34
Private Sector Expenditure	174.64	10.95	2.38	1.39	1.40	1.42	1.43	1.44	581.38
Total	**234.23**	**11.87**	**3.31**	**2.33**	**2.34**	**2.35**	**2.36**	**2.38**	**1,147.42**

Table 4.2. Portfolio Income and Expenditure Forecast

Public and Private Investment Breakdown

Status	Public Sector Contribution (£m)	Private Sector Contribution (£m)	Total (£)
Formally Committed	294.20	16.12	310.32
Final Approval	-	1.50	1.50
Advanced Engagement	20.00	533.99	553.99
Early Engagement	16.00	40.11	56.11
Total	**330.20**	**591.72**	**921.92**

Table 4.3. Public and Private Investment Breakdown

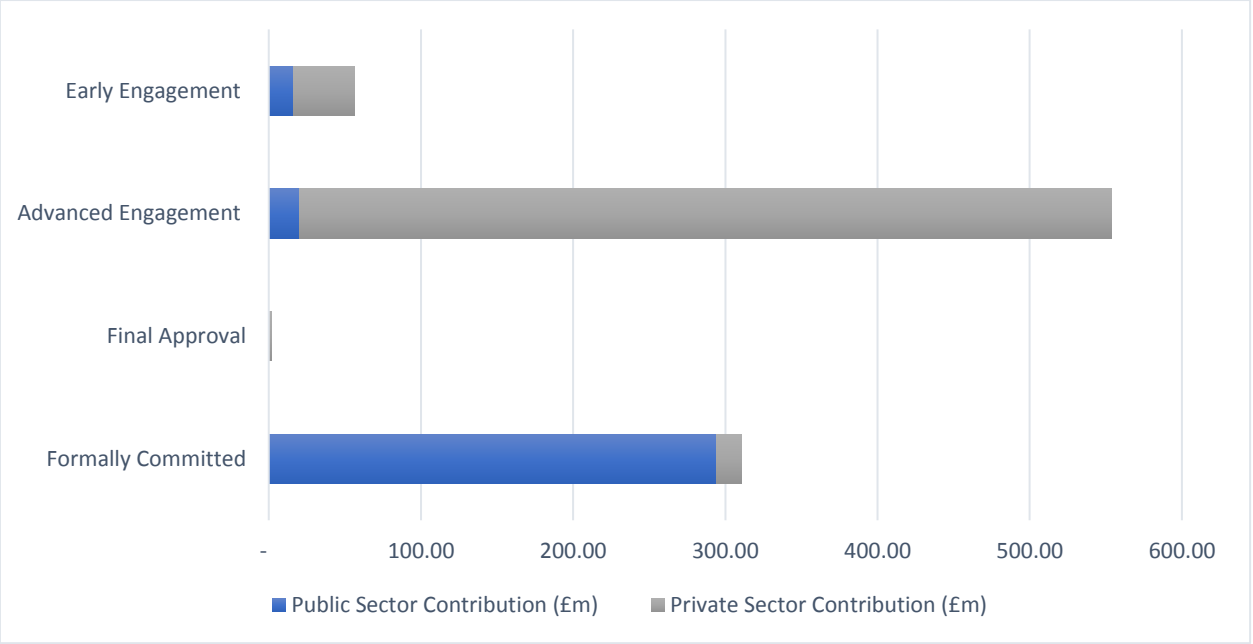


Figure 4.3 Public and Private Investment Breakdown

Further details on the public and private investment breakdown can be found in Appendix 4.2.

4.4. City Deal Flow of Funding

The release of funds from the Accountable Body will follow one of two funding routes. This is determined on a project-by-project basis, depending on whether funding is being released to a regional project or a Local Authority project. The flow of funding is shown in Figures 4.4. and 4.5. below:

Regional Projects

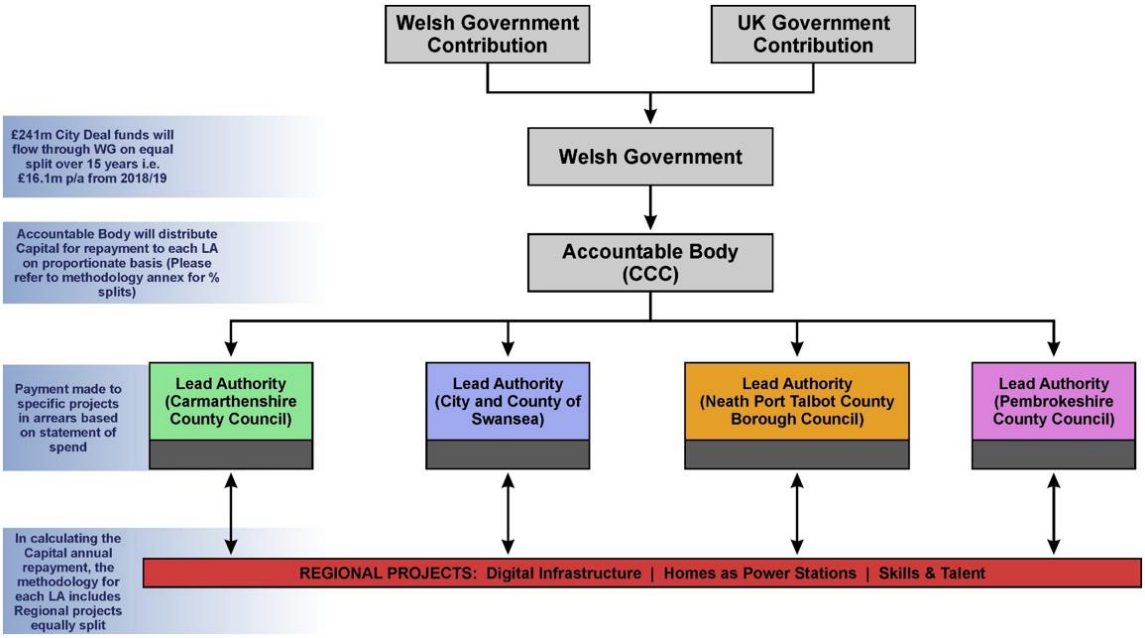


Figure 4.6. Funding Flow for Regional Projects

Local Authority Projects

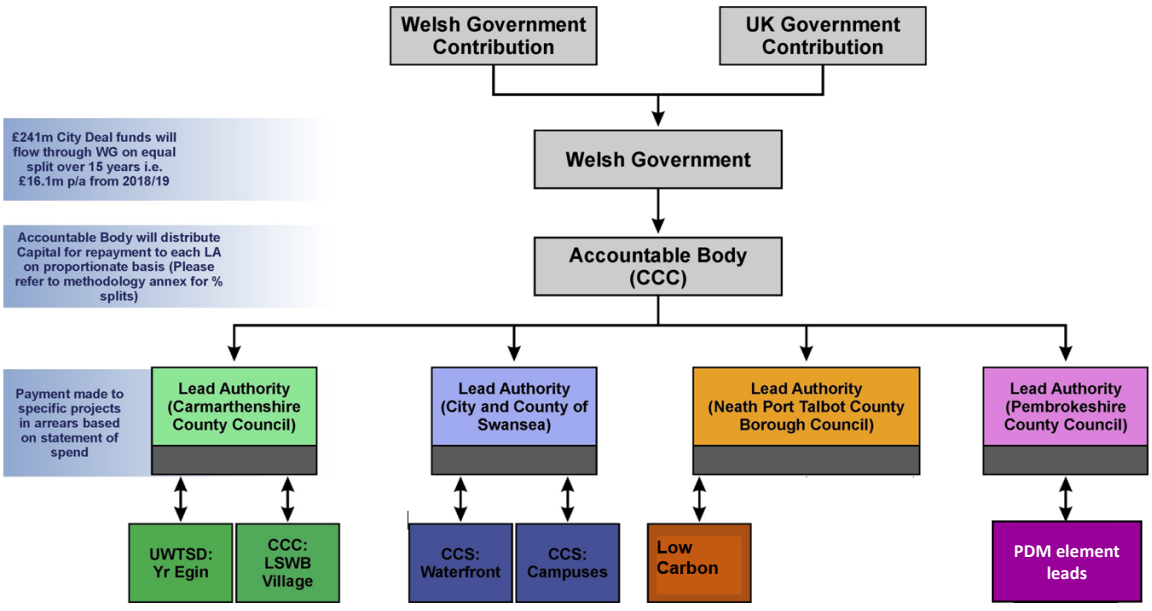


Figure 4.7. Funding Flow for Local Authority Projects

4.5. Portfolio Financial Overview

The Joint Committee has ultimate responsibility and accountability for decisions taken in relation to the SBCD. It is the role of Programme (Portfolio) Board to ensure that all schemes are developed in accordance with the agreed package, while analysing the financial viability, deliverability and risk of each City Deal project proposal to inform reports to the Economic Strategy Board and Joint Committee.

Private sector investment is fundamental to the overall success of the City Deal. There is a requirement for each City Deal project/programme to have in place from the outset a credible and robust financial profile. Letters confirming both private and public sector funding contributions are to be in place for the project prior to SBCD funding being approved where possible, confirming the amount and timing as set out in the project's approved financial profile. Existing projects where necessary will obtain and detail funding commitments when approved. The Project Authority Lead and Project Delivery Lead are to put in place effective financial and project monitoring processes, which will involve quarterly returns from Project Lead Authorities detailing funding and spend updates, with associated commentary on fluctuation. Financial risks are detailed at project/programme level and managed through the Portfolio Risk Register. Funding agreements will be signed at the outset between Project Authority Leads and Project Delivery Leads, setting out funding conditions.

For all projects, in addition to the five-case model assessment process, the Accountable Body will undertake an assessment of the Project's Financial Profile to check that the private and public sector contribution(s) are in line with that set out in the initial project business case from the Project Lead. All variances and changes, including the implications of these, will be reported to the Programme (Portfolio) Board, Economic Strategy Board and Joint Committee for consideration and decision on a course of action as deemed necessary before City Deal funding is approved for the project.

As set out in the Joint Committee Agreement, making decisions on borrowing and on securing other sources of funding other than Government funding for projects is a matter reserved for the Local Authorities associated with the SBCR. Each Local Authority (LA) shall be responsible for borrowing or providing other funding for projects located in its area. If a project is located in the areas of more than one Local Authority, each of the Local Authorities may agree that borrowing or providing other funding should be shared between all of the LAs equally, or in agreed proportions by all of the LAs in whose areas the project is located.

The Programme (Portfolio) Board will ensure that all schemes are developed in accordance with the agreed package and will prepare recommendations to Joint Committee on all schemes.

Regional Projects

The Joint Committee is responsible for overseeing the proportion of each Local Authority's responsibility for borrowing to provide funding for regional projects. The capital borrowing in respect of the Government funded elements of the City Deal projects will be re-paid by identified Government funds (UK & Welsh Government) over the 15-year period.

The exact level of borrowing and the structure and terms of the borrowing are yet to be confirmed at this point in time, although it will be calculated based on the amount required per relevant Local Authority and will be in line with the individual LA's internal requirements. This is being determined by the four Section 151 Officers of the four regional LAs. All borrowing will be agreed based on the principles of the Prudential Code and Treasury Management Policy and Strategy for each Local Authority. When further details of the investments required for each project are known, a full business case appraisal for each individual project will be completed and submitted to the relevant LA for

approval before submission to the Joint Committee. These full business cases will include the detailed funding proposals and requirements of the Local Authority.

Project Revisions

The SBCD projects originally due to be led by Neath Port Talbot County Borough Council (NPTCBC) included a Centre of Excellence in Next Generation Services (CENGS), Factory of the Future and Steel Science. NPTCBC subsequently decided, however, that alternative projects were needed to better meet the needs of its residents and businesses, and therefore approved them through the NPTCBC Cabinet in July 2019.

Part of this decision was to introduce the Supporting Innovation and Low Carbon Growth programme which aims to align to the strategic investment objectives to better deliver sustainable growth and job creation in the region, with a targeted focus on the Port Talbot Harbourside area. The programme aims to create the right environment for innovation and new technologies, while contributing to the decarbonisation agenda of the local and regional economies.

The Supporting Innovation and Low Carbon Growth programme has been developed around four interlinked themes:

1. Technology Centre
2. National Steel Innovation Centre
3. Decarbonisation
4. Industrial Futures

This refreshed programme of projects meets the recommendations arising from reviews into the SBCD, while also representing a first stage response to the climate change emergency declared by the Welsh Government in April 2019.

Supporting Innovation and Low Carbon Growth was approved by the SBCD Joint Committee in January 2020 for submission to the UK Government and Welsh Government for consideration. The effect of the project revision has reduced investment in the project by £98 million, with investment now residing at £1.147 billion. This is down from the original heads of terms investment of £1.274 billion.

The reprofiled investment is incorporated in the financial analysis section of this business case.

Supporting Innovation and Low Carbon Growth			
Investment Component	**Total Forecast (£m)**	**Original HoT Total (£m)**	**Variance (£m)**
City Deal	47.70	53.00	-5.30
Private	6.11	30.22	-24.11
Public	7.70	75.80	-68.10
TOTAL	**61.51**	**159.02**	**-97.51**

Table 4.8. Supporting Innovation and Low Carbon Growth investment breakdown

4.6. Joint Committee Financial Overview

The financial structure of the portfolio has been split into two distinct delivery areas:

- **Joint Committee -** The Joint Committee has ultimate responsibility and accountability for decisions taken and delivery of the Portfolio. As such, the need for revenue funding to support the Joint Committee and administration functions has been recognised. This was

acknowledged by all partners, which led to agreement for an amalgamation of funding consisting of partner contributions (£50k per partner) and applying a 'top slice' to Government grants of 1.5%. The above has subsequently resulted in an annual operating budget of £1.123 million over the five-year construction period. The 'Top Slice' agreement results in a small funding gap for projects which will be supported through Project Delivery Lead Organisations and partner commitments.

- **Portfolio Investment Fund -** The Portfolio Investment Fund is overseen and upheld by the Accountable Body, which administers the receipt and distribution of SBCD grants on behalf of the Portfolio. The Accountable Body is accountable to the Joint Committee and manages the investment pool in line with Carmarthenshire County Council's Treasury Strategy Policy.

  The SBCD provides grants on a project-by-project basis to responsible Lead Authorities. An annual grant award is received from the Welsh Government on behalf of both Governments and is then distributed on actuals in arrears, whilst ensuring clear financial governance is pursued. The agreement with both the UK Government and the Welsh Government totals £1.3 billion, with the grant totalling £241 million relating to the Portfolio Investment Fund (UK Government £115.6m and Welsh Government £125.4m). Any portfolio balances are invested to ensure effective optimisation of resources until approval is confirmed to initiate the release of funds to the Portfolio. Joint Committee has formally agreed it will afford Lead Authorities to borrow from any such balances that reside in the portfolio. This is done at a set rate on a 12-month term, as cash flow determines.

To support the two financial delivery areas, the following has been approved by the Joint Committee:

- **Government Grant 'Top Slice' -** Annually, up to 1.5% of the Portfolio Investment Fund, specifically the government grants awarded, will be earmarked to support the Joint Committee and central administration functions required to support the delivery of the Portfolio. This is referred to as 'Top Slice' of Government Grants.
- **Retention of Non-Domestic Rates -** The Welsh Government has agreed in principle (as per below) that 50% of the additional net yield generated through SBCD developments can be retained by the region to support revenue costs associated with the portfolio. This has been acknowledged by the Lead Authorities within the Joint Committee Agreement (JCA - 29th April 2018). On April 11th 2018, the Welsh Government stated that it intends to initiate arrangements to allow the region to retain 50% of the additional net yield in Non-Domestic rates generated by the nine projects/programmes which are to be delivered by the SBCD. Upon formal confirmation from the Welsh Government, the Joint Committee will formally agree a distribution basis to the region. See Appendix 4.3 for the estimated potential income generation of NDR.
- **Interest on Investments -** It is recognised that throughout the lifecycle of the City Deal portfolio, cash balances will arise through cashflow movements as and when projects become live and actual expenditure is incurred. Cash balances held by the Joint Committee will be invested through Carmarthenshire County Council as the Accountable Body. Income generated from cash investments will be ring-fenced and redistributed direct to projects based on the allocation outlined within the original Heads of Terms.
- **Borrowing -** The Joint Committee is responsible for overseeing the proportion of each Council's responsibility for borrowing to provide funding for regional Programmes. The capital borrowing (in respect of the Government funded element) for the City Deal Programmes will be re-paid by identified Government funds (UK & Welsh Government) over the 15-year period.

4.7. Monitoring and Evaluation

The total City Deal portfolio expenditure covering all projects/programmes has been reprofiled to an anticipated £1.147 billion funding package. The City Deal portfolio finances will be monitored through the Programme (Portfolio) Board and Joint Committee, with the Economic Strategy Board also making recommendations on possible additional funding opportunities or alternative portfolio expenditure. Regular reports will also be presented by the Accountable Body to the regional Local Authority Directors of Finance and Regional Section 151 Officers' working group.

The monitoring process will allow for the control of project cost variations and visibility of variations at a portfolio level. The financial monitoring template has been developed and will be reported quarterly to Welsh Government.

The monitoring requirements of the Portfolio will require the project authority lead to submit a claim for project funding to the Accountable Body at a frequency to be determined by the Accountable Body. The claim shall include a progress report on the project. The progress report shall include an assessment of risks associated with the project and details of progress against the agreed outputs. After the parties have agreed in accordance with clause 6.7 of the funding agreement that the project has achieved practical completion, the project authority lead shall not be required to submit claims for project funding. Thereafter, the project authority lead shall complete annual monitoring returns in a form to be specified by the Accountable Body prior to the Accountable Body releasing any project funding to which the project authority lead is entitled. The annual monitoring forms will include an obligation to report on the progress in achieving the agreed outputs. The Accountable Body reserves the right to impose additional monitoring requirements at a frequency and for such period as it considers reasonable in all the circumstances.

In addition to the above monitoring requirement the Accountable Body will require quarterly financial updates on project spend to support the cashflow management of the portfolio. These will detail the actual spend to the period, with forecast outturn over the 15-year duration of the portfolio.

Project lead authorities are also obligated to support the Accountable Body with any progress update reporting as required by the Welsh and UK Governments.

4.8. Accounting Treatment of Portfolio Transactions

Accounting for Income and Expenditure

All income and expenditure in relation to projects outlined within the heads of terms are accounted for within the financial statements of the Project Lead Authority or the host Project Lead Authority in respect of regional projects.

Only income and expenditure incurred directly by the Joint Committee's activities and the disbursement of City Deal grants is accounted for through the portfolio and the financial management systems of the Accountable Body (Carmarthenshire County Council).

The Joint Committee is required to prepare financial statements in accordance with proper accounting practices. Carmarthenshire County Council as the Accountable Body is required to prepare the Swansea Bay City Deal annual statement of accounts by the Accounts and Audit (Wales) Regulations. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 and the Service Reporting Code of Practice 2019/20, supported by International Financial Reporting Standards (IFRS).

Revenue Requirement

It has been recognised by the Joint Committee and by both Governments that an element of revenue funding is required to support the central services employed to deliver the City Deal Portfolio. Revenue income to support the portfolio has been agreed as an amalgamation of partner contributions (£50k per partner) and a 'Top Slice' of Government grants (1.5%), with any in-year surpluses transferred to a ring-fenced reserve and managed by Carmarthenshire County Council as the Accountable Body.

The Welsh Government has acknowledged that revenue funding will be required to support the delivery of projects/programmes within the City Deal portfolio. The revenue requirements by projects/programmes of the City Deal are to be managed locally by the Project Lead Authorities. The Welsh Government recognises that the four Local Authorities will need to manage their capital funding to enable revenue expenditure to be supported. To achieve this through the use of the Local Authorities' capital receipts, Local Authorities will reference to the latest direction from Welsh Government Ministers on the use of capital receipts. This was issued under section 15(1) (a) of the Local Government Act 2003, along with accompanying guidance. Specific revenue funding will be detailed within project business cases and funded through partner investment.

Balance Sheet Accounting

Current assets held by the Joint Committee will be accounted for accordingly under the relevant International Accounting Standard, in line with The Code of Practice on Local Authority Accounting in the UK. Currently only such assets classified as current assets are held by the Joint Committee. These consist of cash/cash equivalents and debtor balances. See section 3.7 in the Commercial Case for more information.

Financial Instruments

Financial instruments held by the Joint Committee consist of only cash and cash equivalents. It is recognised that throughout the lifecycle of the City Deal Portfolio, cash balances will arise through cashflow movements as and when projects become live and actual expenditure is incurred.

Portfolio balances are invested in line with Carmarthenshire County Council's Treasury Management Policy to optimise the return on cash surpluses. Interest is calculated on an average rate and is ring-fenced to the City Deal portfolio. Throughout the year balances have been invested through approved institutions in short-term financial instruments in adherence to the protocols set out within the applied Treasury Policy. Within the Treasury strategy, investments are only employed with counterparties whose risk appetite is very low.

Carmarthenshire County Council carries out its treasury management activities in accordance with the Prudential Code of Practice first developed for public services in 2002 by the Chartered Institute of Public Finance and Accountancy (CIPFA). This Code was last revised in 2017. The Council also carries out its treasury management activities in accordance with the CIPFA Treasury Management Code of Practice 2017.

The revised Code identifies three key principles:

1. The Council should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.

2. The Council's policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that

responsibility for these lies clearly within their Council. The Council's appetite for risk should form part of its annual strategy and should ensure that priority is given to security and liquidity when investing funds.

3. The Council should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible Councils to employ in support of their business and service objectives; and that within the context of effective risk management, the Council's treasury management policies and practices should reflect this.

The Council's Director of Corporate Services maintains a counterparty list in compliance with the criteria listed below and revises the criteria and submits them to Council for approval as necessary. This criteria is separate to that which approves Specified and Non-Specified investments as it selects which counterparties the Council will approve rather than defining what its investments are. The rating criteria use the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by all three agencies and two meet the Council's criteria, and the other does not, the institution will fall outside the lending criteria.

Investment Counterparty Selection Criteria

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. To meet this main principle the Council will ensure:

- It maintains a policy covering both the categories of investment types it will invest in, the criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the Specified and Non-Specified investment sections.
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

Furthermore, to support projects with cashflow pressures, the Joint Committee agreed to afford lending of any cash surpluses held within the Portfolio (JC - 29 Oct 2019) to Lead Authorities. This lending will attribute a charge of 0.25% above the Bank of England base rate and will be offered on a 12-month term as portfolio cashflows determine. This portfolio lending option is advantageous to Local Authorities as it allows for reduced borrowing at no detriment to the portfolio or its partners.

All cash and cash equivalents are demonstrated within the Joint Committee Statement of Accounts. These are representative of their fair value, which equates to their carrying value, in accordance with the requirements of IFRS 9 Financial Instruments.

Value Added Tax

Value Added Tax (VAT) is included where appropriate within the forecasts and estimates demonstrated. For projects delivered by local authorities, VAT is excluded from forecasts and estimates under the application of Section 33 of the VAT Act 1994. This Act refunds to (mainly) local government bodies the VAT attributable to their non-business activities and exempt business activities, providing it is considered an insignificant proportion of the total tax they have incurred.

Projects or components of projects that are delivered by parties, other than that of local authorities, are subjected to VAT in the manner as regulated by the industry or sector in which they operate, except where regulatory standards dictate a specific treatment or application. Project business cases will identify and detail the application of VAT and include within forecasts and estimates as appropriate.

4.9. Financial Risk Management and Assurance

Financial Risks

The portfolio financial risks are monitored and managed as part of the City Deal's overall risk management arrangements. The City Deal projects maintain, manage and monitor their own risks in line with guidance from the Green Book and the City Region's Accountable Body and SBCD Portfolio Management Office. The Joint Committees operates a portfolio risk register and issues log, specifically including any financial risks identified. These risks will be monitored and updated with mitigating control actions through the Section 151 Officers' group as a standing item and then regularly presented to the Programme (Portfolio) Board and Joint Committee.

Financial Issues, Dependencies and Interdependencies

The regional Section 151 Officer Working Group will develop and maintain a log of any financial issues, dependencies and interdependencies at both a portfolio and project level. This log will be considered alongside the financial risk register outlined above. The Accountable Body will work through the Section 151 Officer Working Group to determine any actions necessary to address identified issues and will present recommendations for required action to the Programme (Portfolio) Board, Economic Strategy Board and Joint Committee for approval. Regular updates on financial issues, dependencies and interdependencies will also be provided to the Programme (Portfolio) Board and Joint Committee via the PoMO/SRO as appropriate.

Assurance - Internal Audit

The review of the effectiveness of the system of Internal Control and Governance arrangements is informed by the work of the Internal Auditors, from which the Joint Committee gains assurance. Internal Audit is required to undertake their work in accordance with the standards as set out in the Public Sector Internal Audit Standards (PSIAS) established in 2013, which are the agreed professional standards for Internal Audit in Local Government.

As required by these Standards, the Head of Internal Audit (Pembrokeshire County Council) prepares an annual report for consideration by the Joint Committee. The format of the Annual Report complies with the requirements of the Code of Practice. The Strategic and Annual Audit Plans are approved annually by Joint Committee and regular reports are presented to the Joint Committee throughout the year on progress and any significant weaknesses identified. In addition, the Internal Audit Unit undertakes fraud investigation and pro-active fraud detection work.

Assurance - External Regulators

The Wales Audit Office as External Auditor to the Joint Committee reviews and comments on the financial aspects of Corporate Governance which include the legality of financial transactions, financial standing, systems of Internal Financial Control and standards of financial conduct and fraud and corruption.

5. THE MANAGEMENT CASE

The purpose of the Management Case is to demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the portfolio and that delivery is being managed in accordance with best practice, subjected to independent assurance and that the necessary arrangements are in place for change management, benefits realisation and risk management.

This updated version of the Portfolio Business Case includes the following changes:

- Updated governance and delivery structures and arrangements, including the establishment of the PoMO team
- Updated arrangements for Monitoring and Evaluation of the portfolio including a governance reporting schedule and templates for quarterly monitoring of risks, issues, deliverables and financial monitoring
- Establishment of a portfolio Risk Management Strategy
- Establishment of a Change Management Strategy
- Communications and Engagement Schedule
- Updated Business Case status summary across all programmes and projects
- Updated Portfolio delivery roadmap for all programmes and projects

5.1. Introduction

The SBCD management case provides the SBCD Joint Committee and other key stakeholders with confidence that the capability and capacity to govern and deliver the portfolio at pace is in place, and that they and other governance and delivery structures receive information in a timely and transparent manner to help them make informed decisions. This has been achieved by establishing and operating capacity and capability to implement and manage robust governance and approvals through people, structures, strategies and processes based around Portfolio, Programme and Project Management (P3M) practices and principles. Having these arrangements in place to consider how the SBCD manages business cases, organisation, quality, plans, risk, change and progress will overcome challenges by reducing complexity or increasing portfolio capability, and in doing so will require regular revisits to the strategic, economic, commercial and financial cases, and analysis of the SBCD.

The SBCD will be treated as a portfolio, strategically owned by the Joint Committee and operationally managed by the Programme (Portfolio) Board. This approach will provide oversight and flexibility in the methodologies that the diverse set of programmes and projects will utilise to manage their development and delivery. More specifically, the portfolio will oversee the SBCD delivery at a portfolio level whereby all nine programmes/projects will provide monitoring and evaluation updates aligned to the planned timescales, budgets, resources and deliverables set out in their business cases.

The SBCD governance and assurance arrangements have advanced significantly in 2020. This is reflected in the satisfaction of the external and regional audit review recommendations on the SBCD and successful draw down of further City Deal funds from the Welsh Government and UK Government.

All governance committees have been established and are fully operational. Robust governance and approvals of the SBCD are through its people, structures, strategies and processes as detailed in the following Management Case.

The SBCD portfolio underwent a Gateway 0 external review during July 2020. The review returned an Amber Delivery Confidence Assessment and was generally very positive with three critical administrative issues needing urgent attention. The Welsh Government and UK Government

conducted an Accounting Officer Review (AOR) process in July-September 2020 to assure and review the previous iteration of the SBCD Portfolio Business Case. The AOR process set out a series of 15 recommendations which the SBCD PoMO are implementing. These are also being monitored by the SBCD governance arrangements, including WG and UKG.

The portfolio will be periodically reviewed by the PoMO and external stage gate reviews to assess and improve its governance, assurance and communications arrangements. This will ensure that the ambition of the portfolio and its associated programmes / projects are aligned to delivery. These arrangements will also ensure that progress and deliverables are communicated effectively through transparency, while demonstrating value for money to the region and people of Wales. To this end a Gateway 0 review will take place in the summer of 2021.

The PoMO has conducted a review to evaluate the merit of the Joint Committee (JC) and Programme (Portfolio) Board, as recommended in the Gateway 0 review into the SBCD Portfolio. These recommendations have been endorsed by both Governance Boards and the PoMO are looking to implement as part of the SBCD Portfolio governance arrangements. The report can be seen in Appendix 5.1.

Governance Arrangements

5.2. Governance and Delivery Structures

The SBCD established a legal governance document - the Joint Committee Agreement (JCA) - in May 2018, which was updated in December 2019. Leading to the establishment of the SBCD Joint Committee, this document outlines the principles, rights and obligations of City Deal arrangements. Under the terms of the JCA, the four regional local authorities have pledged to work in partnership to discharge their obligations to one another, and to the Welsh Government and the UK Government, to promote and facilitate programmes / projects funded under the SBCD. The management processes and procedures outlined in the JCA include financial cash flow, programme / project approval, risk management and progress updates.

The SBCD governance and delivery structure, as outlined below in Figure 5.1., is operational with established Terms of Reference, membership/post holders, and plans and processes in place to govern and deliver the SBCD portfolio.

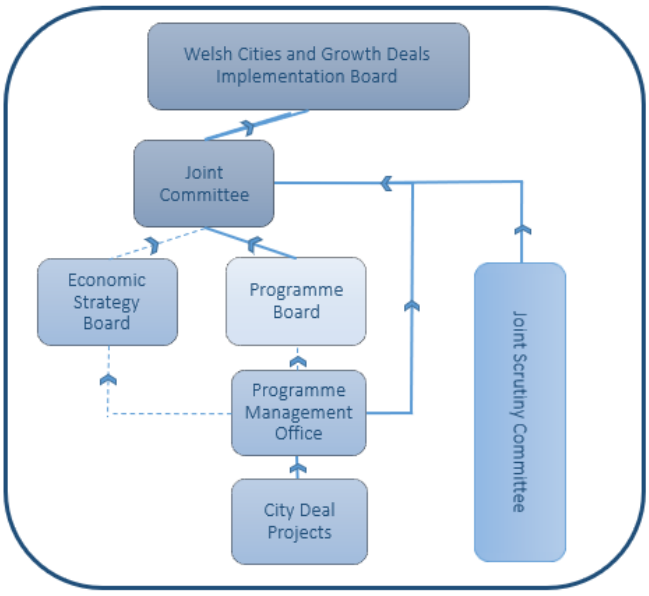


Figure 5.1 SBCD Governance Structure

Table 5.1. below summarises the key elements of the SBCD governance and delivery structure which includes committees, boards and key roles. Further details, such as Terms of Reference (ToRs) and membership, can be found in Appendix 5.2.

Governance entity	Purpose	Owner/ Lead	Meets	Reports to
Joint Committee	Executive board with overall responsibility for scrutiny and business case approvals. It holds the Programme (Portfolio) Board and PoMO to account. Comprises of the four Local Authority Leaders of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.	Cllr Rob Stewart	Monthly	WG/UKG
Programme (Portfolio) Board	Oversees the operations of the SBCD. Responsible for reviewing business case developments and portfolio progress. Consists of the head of paid service of each of the eight primary partners for the SBCD, and is chaired by the SBCD Senior Responsible Owner.	Wendy Walters	Monthly	Joint Committee
Senior Responsible Owner	Appointed by the Joint Committee, the SRO is also the chairperson of the Programme (Portfolio) Board to champion the SBCD and drive its successful implementation by overseeing portfolio delivery and ensuring that appropriate governance arrangements are in place. The SRO holds the Portfolio Director to account.	Wendy Walters	-	Joint Committee
Portfolio Director	Responsible for delivering the Portfolio Business Case and Project Development Roadmap.	Jonathan Burnes	-	Joint Committee and SRO
Programme / Project managers	Experienced individuals who manage the development of the programme / project Business Cases and implement the Assurance and Approval plan and project plan. Also works with the Portfolio Director and PoMO to apply the Portfolio Development Roadmap. Depending on the size and complexity of the programme / project the Programme / Project Manager will run the Programme / Project Team and manage external advisers.	PM for each City Deal project	Monthly	Project / Programme SRO and SBCD Portfolio Director
Portfolio Management Office	Responsible for the day-to-day management of matters relating to the Joint Committee and the SBCD.	SRO Wendy Walters	Weekly team meetings	Joint Committee /SRO
Economic Strategy Board	Private sector advisory body which acts as the voice of business. Provides strategic direction for the City Deal through advice to the Joint Committee on matters relating to the City Region.	Chris Foxall (whilst Ed Tomp is on	Monthly	Joint Committee

	The Chair is accountable to the Joint Committee.	sabbatical)		
Joint Scrutiny Committee	Provides advice, challenge and support to the Joint Committee for the SBCD Portfolio and associated cross-cutting regional projects/programmes. The full terms and reference for the Joint Scrutiny Committee are set out in the Joint Committee Agreement.	Cllr Rob James	Bi-monthly	Joint Committee
Accountable Body	Carmarthenshire County Council is the Accountable Body responsible for discharging City Deal obligations for the four Local Authorities including financial and staffing matters, for example. The Accountable body is the primary interface for the City Deal with the Welsh Government and the UK Government.	CEO Wendy Walters Leader Cllr Emlyn Dole	-	Joint Committee

Table 5.1. SBCD Governance and Delivery Structure Overview

5.3. Portfolio Management Office (PoMO) and Senior Responsible Owner (SRO)

The SBCD PoMO structure (illustrated below in Figure 5.2) is led by the Portfolio Director, who started in post in March 2020 and reports to the SRO. The SRO role is fulfilled by the Chair of the Programme (Portfolio) Board. See table 5.1 and Appendix 5.3.

The PoMO functions are based on P3M (Portfolio, Programme and Project) development and delivery, which includes aspects of assurance, risk and issue management, benefits and value, communications and stakeholder engagement, information management, finance, resource management, reporting and administration. Four new roles were recruited in August 2020, which were developed based on The UK Government Project Delivery Capability Framework (PDCF) best practice and the PoMO Director's previous experience.

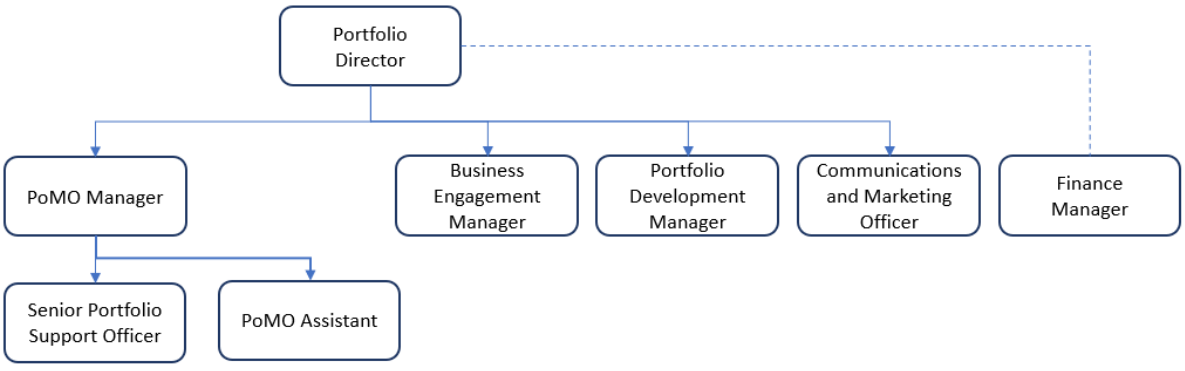


Figure 5.2 Portfolio Management Office (PoMO) Structure

In addition to these roles, all SBCD Programme / Project Leads report into the SBCD PoMO and will be consulted and required to help shape and engage the governance and assurance arrangements and reporting for the portfolio.

Local Authorities provide support services for the operation of the SBCD governance arrangements, as detailed in Table 5.2. below:

Support Service	Purpose	Provider
Financial	Financial leadership and advice from the SBCD host Authority	Section 151 Officer, Carmarthenshire County Council
Legal and Democratic	Legal service support for the JCA and support for the Joint Committee	Monitoring Officer and Head of Democratic Services, City and County of Swansea Council
Internal Audit	Periodic internal audit on the SBCD operations	Pembrokeshire County Council
Joint Scrutiny	Regional test and challenge from Elected Members of the four Local Authorities	Neath Port Talbot County Borough Council

Table 5.2 SBCD Support Services

5.4. Use of specialist advisors

The PoMO will utilise the services of specialist advisors where appropriate for the development of the Portfolio Business Case such as the economic, financial appraisals and management approaches. Table 5.3. below summarises the use of specialist advisers to date that have helped inform and shape the SBCD Portfolio Business Case:

Focus area	Purpose	Timeframe	Provider
Assurance	Integrated Assurance and Approval Plan (IAAP)	On-going	Facilitated by the Welsh Government Office of Project Delivery
Assurance	Gateway 0 review	July 2020	External review team led by David Wilkin
Business case	Better Business Case awareness training	2017	Joe Flanagan and Joseph Lowe, Consultants
Business case	Portfolio business case workshops	July 2020	Joe Flanagan, Consultant
Economic Analysis	Swansea Bay City Region Economic Context which fed into the Strategic case, case for change	2013 2016	SQW for Regional Economic Strategy 2013-30
Economic Analysis	To determine the investment objective indicators for the SBCD portfolio (GVA, Jobs created and inward investment)	2015	Swansea University, School of Management, Gareth Davies

Table 5.3 SBCD Specialist Advisers

In addition, the SBCR Economic Strategy Board (ESB) is made up of business sector representatives from sectors including energy, finance, life sciences, manufacturing, housing and economic acceleration. While also applying private sector rigour to the assessment of City Deal programme / project business cases, the ESB makes recommendations to the Joint Committee for consideration. New members were appointed as specialist advisers in 2020 to broaden the representation of further sectors including skills and micro businesses. All ESB member appointments used an open recruitment exercise process and all members are unpaid for their SBCD contributions.

5.5. P3M Methods & Tooling

The SBCD portfolio utilises several methodologies to deliver the nine associated programmes and projects. The SBCD will apply project, programme and portfolio management (P3M) methods, procedures, techniques and competence to achieve its objectives. This will ensure the co-ordinated delivery of required objectives to stakeholders in a planned and controlled manner, while governing and managing the processes that deliver the objectives effectively and efficiently. This will be done by the PoMO establishing consistent systems, procedures and processes, whilst optimising the co-ordination and allocation of limited resources.

The two primary methodologies adopted by the SBCD are Managing Successful Programmes (MSP) and PRINCE2 (Projects in Controlled Environments). The latter is a project management standard widely used for infrastructure projects, such as many of those within the SBCD portfolio. The Programme/Project Management teams will be responsible for the day-to-day running of their programmes/projects and will be competent in seven aspects of delivery:

- Scope management
- Schedule management
- Finance management
- Risk management
- Stakeholder management
- Resource management
- Change management

There are many similarities between managing projects and programmes. The latter is used in order to accommodate different degrees of complexity of scope and can differ in terms of co-ordination, managing interdependencies, transformational change, and benefits management.

The PoMO is working to further support P3M methodology and best practice by implementing programme and project management software to provide a standardised approach to day-to-day management for the portfolio office, along with the wider portfolio team including the respective programme and project teams.

The SBCD PoMO team has undertaken a recent skills audit (Appendix 5.4) of its team in order to help inform the selection of potential software. Accompanying this there has been regular discussions with other Welsh city and growth deals around what technologies and software they utilise which will be followed by an initial assessment and trial of several suitable packages. Upon completion of this assessment a technology will look to be adopted in support of the whole portfolio within the first two quarters of the financial year 21/22.

Further details on the principles, themes and processes for PRINCE2 and MSP are in Appendix 5.5.

5.6. Monitoring and Evaluation arrangements for performance and benefits

The SBCD Monitoring and Evaluation (M&E) Plan, as detailed in Appendix 5.6, has been established to provide structure and sets out the expectations for the SBCD programme / project teams when undertaking and reporting programme / project monitoring and evaluation. The plan is targeted at Programme / Project SROs, the PoMO and SBCD Programme / Project teams. The Programme / Project SRO will ensure that the Programme / Project team makes appropriate arrangements to collate, monitor and communicate project milestones, deliverables and benefits realisation. The M&E Plan

aligns to the revised HM Treasury Green and Magenta books and the UK Government's Project Delivery Guidance.

The M&E plan will be applied at portfolio and programme / project level where a two-way cascade of outputs and outcomes will be required to understand performance and impact of the SBCD portfolio. The tools and templates used to monitor and evaluate activity are summarised in the table below, along with their frequency:

Document	Frequency
1. Highlight report	Monthly
2. Monitoring report	Quarterly
3. Annual report	Annually
4. Benefits realisation plan	Continually updated and reported annually
5. Milestone evaluations (mid-term and final evaluations)	Years 3, 5, 10 and at the end of the portfolio

Table 5.4 M&E Tools and Templates

The M&E Plan framework summarised in the diagram below was approved by the SBCD Joint Committee in July 2020.

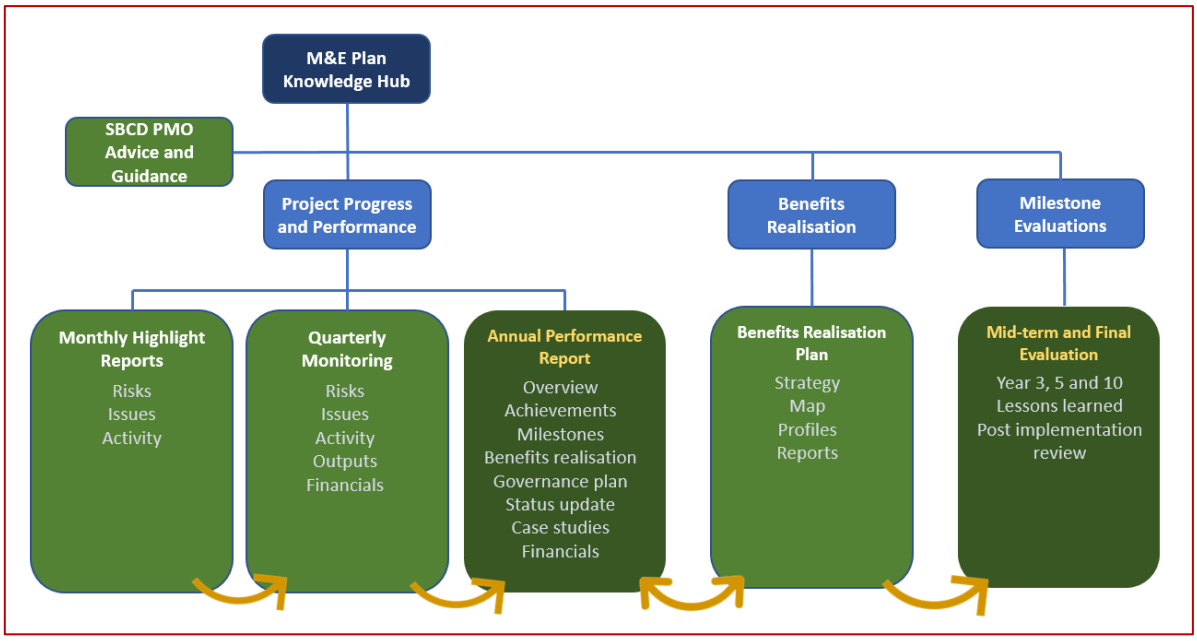


Figure 5.3 M&E Plan Framework

The M&E Plan considers two primary components. Firstly, Progress and Performance, which is a periodic assessment of programme / project implementation and performance activities; and secondly, Programme Benefits Realisation/Evaluation, which is the evaluation of their results in terms of relevance, effectiveness, and impact. The M&E Plan will provide the SBCD governance structures, namely the Joint Committee, Programme (Portfolio) Board, Economic Strategy Board and Joint Scrutiny Committee, with information on the progress and impact made towards achieving the portfolio's milestones, outputs and outcomes. This information will be shared with the Welsh and UK Governments through periodic updates and reviews, while also being made available to the public on an annual basis.

The PoMO have established a governance reporting schedule, as detailed in Appendix 5.7. The quarterly monitoring (Appendix 5.8) includes portfolio communications, RAG rating and summary

status, key achievements, key planned activities, key risks and issues, output deliverables, IAAP, Covid-19 Impact Assessment, AOR action plan and financial monitoring.

The benefits management will assess and review the outcomes that result in change that were achieved as part of the activities undertaken by the SBCD. The milestones to review benefits will be agreed at programme / project level to ensure that benefits are realistically and meaningfully measured. These will be aligned to the IAAP and external stage gate review process. As part of the Benefits Realisation Plan (Appendix 1.4) provides the nine programme / project benefit appraisals. Further work will take place in Q1 2021/22 to further develop the plan and associated strategy, map, profile, and reports. They will also be required to use the Welsh Government Community Benefits Toolkit to capture the full range of Community Benefits outcomes achieved through procurement and will form part of the annual performance review and reported on a quarterly basis for projects / programmes in delivery, as templated in Appendix 5.9.

5.7. Assurance process and approvals

Working closely with the Welsh Government's Office for Project Development, the SBCD PoMO has established a Portfolio Integrated Assurance and Approval Plan (IAAP), as detailed in Appendix 5.10, to ensure that the planning, coordination and provision of assurance activities and approval points throughout the City Deal portfolio are proportionate to levels of cost and risk. All SBCD Programmes / Projects have also established an IAAP, which are live documents and are regularly updated and shared with the appropriate governance structures at programme / project and portfolio levels. Portfolio and programme / project level IAAPs will be updated monthly by programme / project teams and reported through the SBCD governance on a quarterly basis.

Once the Programme / Project SRO and Manager have satisfactorily completed the Strategic, Outline or Full Business Case, it is then passed through a 14-point assessment and approval process as outlined in the table below. Once approved regionally by the Joint Committee, the Business Case undergoes an external Stage Gate review before progressing to the UK Government and Welsh Government for Ministerial approval.

	Process	**Owner**
1.	PM submits Business Case to PoMO	PM
2.	SBCD PoMO reviews business case	SBCD PoMO
3.	SBCD PoMO feedback session	SBCD PoMO/PM/SRO
4.	Business case amendments incorporated	PM
5.	Business case and associated documents shared with ESB members	SBCD PoMO
6.	ESB test and challenge meeting	ESB, SBCD PoMO, PM, SRO
7.	Business case amended with ESB feedback	PM
8.	Business case shared with Programme (Portfolio) Board	SBCD PoMO
9.	Lead organisation(s) Executive Board approval	PM/SRO
10.	Programme (Portfolio) Board presentation to decide whether to take forward to Joint Committee	SBCD P0MO/PM/SRO
11.	Programme / Project presented for Joint Committee regional approval	SBCD PoMO/JC/PM/SRO
12.	External stage gate review (Risk Potential Assessment, 3-day review and recommendation report)	SBCD PoMO/WG/PM/SRO

13.	Business case and recommendation report sent to WG/UKG for approval	SBCD P0MO/WG
14.	WG/UKG review and approval process	WG/UKG

Table 5.5 Business Case Approvals Process

It should be acknowledged that even though this process is largely sequential, timings of the assessment points can be flexible in the process depending on circumstances, but this must be agreed with the PoMO.

Appendix 5.11 provides further details on the SBCD business case assessment criteria and approval process diagram.

For completeness Appendix 5.12 and 5.13 provide details of the WCGIB assurance processes for the project business case development phase and the portfolio / programme / project delivery phase.

As detailed in the IAAP, the SBCD Portfolio and programmes / projects will be subject to OGC (Office of Government Commerce) Gateway Reviews. The SBCD will use the relevant Gateway Assurance Product that is appropriate and proportionate. This will assure successful progression and overall delivery, while supporting the Portfolio and Programme / Project SROs in the successful discharge of their duties. Stage Gate reviews are instigated and led by the Portfolio or Programme / Project SRO and progressed through the Risk Potential Assessment (RPA) process. All Welsh Government sponsored Programmes and Projects are mandated by Welsh Government Permanent Secretary to complete an RPA form for review/appraisal by the Office of Project Delivery.

All Gateway Assurance reviews are completed on behalf of the SRO. The SRO is the main recipient of a Gateway Assurance report, although the PoMO should agree and include a distribution list for the Gateway report for wider circulation if using in conjunction with an approval process.

Internal and independent external reviews were commissioned in December 2018 for the SBCD. The findings of both the external review, carried out by Actica consulting, and the internal review, carried out by Pembrokeshire Council, were published in March 2019. The City Deal's Joint Committee has agreed to implement all recommendations arising from the reviews, which the Welsh Government documented in an Award of Funding letter with specific terms and conditions in October 2019. These include:

- The appointment of a new City Deal Portfolio Director
- The establishment of a new City Deal Portfolio Management Office, led by the new Portfolio Director
- The management of the City Deal as a portfolio, as opposed to as a set of pre-determined and immutable projects
- A redistribution of roles and functions to ensure an equitable balance across the City Deal partnership, with each acting as a check and balance for the other
- Governance and assurance arrangements such as the production of an Integrated Assurance and Approval Plan, a Monitoring and Evaluation Plan and an updated Portfolio Business Case

The Welsh Government and UK Government conducted an Accounting Officer Review (AOR) process in July-September 2020 to assure and review the SBCD Portfolio Business Case. The AOR process set out a series of 15 recommendations which the SBCD PoMO are implementing. An AOR was undertaken as the initial approval process of the Business Case and subsequent drawdowns will be aligned to updating the Business Case. The SBCD drew down £36m in the last 12 months, taking to total draw down to date of £54m of the £240m.

5.8. Risk and issue management arrangements

Risk is defined as the uncertainty of outcome, whether positive **opportunity** or negative **threat**, of actions and events. The risk must be assessed in respect of the combination of the likelihood of something happening, and the impact which arises if it does actually happen. Risks that have occurred, or will do so imminently, are no longer risks, but are known as **issues**. They are no longer risks because the uncertainty about whether they will occur has been removed.

A SBCD Portfolio Risk Management Strategy has been developed in Quarter 3, 2020. Found in Appendix 5.14 and aligned to HMT Green Book supplementary guidance: The Orange Book, the strategy defines the risk appetite and tolerance of the SBCD, as well as principles of the strategy, along with a documented process for identifying, assessing, addressing and measuring risk and issues. The risk management strategy is led from the top of the SBCD and is embedded in standard practices and processes of the SBCD governance arrangements.

The purpose of the Risk Management Strategy is to provide a systematic and effective method by which risks can be consistently managed throughout the SBCD Portfolio. This will:

- Inform stakeholders how risks will be identified, assessed, addressed and managed
- Provide a common strategy and understanding of portfolio management that will enhance the capability, willingness and understanding of appropriate governance and assurance, thereby increasing the likelihood of successful delivery of the SBCD aligned to the regional ambitions
- Detail the key roles and responsibilities of groups and individuals associated with the SBCD with respect to programme management
- Signpost to additional resource, support and training
- Provide standard definitions and language to underpin the risk management process
- Implement an approach that follows best practice

The PoMO risk management approach is based on P3M (Portfolio, Programme and Project) and HM Treasury Orange Book best practices.

Figure 5.4 SBCD Risk Management Approach

The SBCD currently has a portfolio risk register (Appendix 5.15) and regularly reports on prioritised risks through its governance structures. The risk register is sub-divided into the themes of development, implementation, operational and financial. Each risk provides details of the description, owner, consequence and a review update, accompanied by a scoring based on probability and impact for each risk. The identification and assessment of risks in the risk register are aligned to the UK and Welsh Government Guidance, where risks fall into three main categories:

Business	Business related risks remain with the public sector and can never be transferred
Service	Service-related risks occur in the design, build, funding and operational phases of a portfolio and may be shared between the public and private sectors
External	External systemic risks affect all society and are unpredictable and random in nature

Business-related risks that can affect the scope, time and cost at portfolio level are summarised as follows:

- Displacement as a result of competing with other regions across Wales
- Lack of funding from Welsh and UK Governments
- Lack of inward investment from private sector
- Lack of quality human capital within the region
- Political conflict at Regional, UK and Welsh Government levels

Service-related risks will be managed by each of the City Deal programmes and projects, who will maintain, manage and monitor their own risk registers in line with guidance from the Green Book and the PoMO governance arrangements. Any significant risks that may affect portfolio deliverables will be escalated to the PoMO and reported and managed via the regional governance structure.

External Risks: Although not within the control of the portfolio, external risks are significant to portfolio delivery and are therefore monitored accordingly. Key business risks captured in a SBCD Portfolio Risk Register and SBCD Covid-19 Impact Assessment (Appendix 5.16) include SBCD partner withdrawal, delays to programme and project approval, funding draw down and portfolio delivery delays, achievement of targets, reputational effect and change to scope and objectives.

The Portfolio Risk Register is considered by Programme (Portfolio) Board and Joint Committee on a quarterly basis. This document is also considered by Joint Scrutiny Committee.

The Portfolio Risk Register is an important tool that forms an integral part of the SBCD Portfolio Risk Management Strategy and helps the PoMO document risks, track risks and address them through preventative controls and corrective measures.

The Swansea By City Deal Portfolio Issues Log (Appendix 5.17) captures and monitors key portfolio issues that could impact delivery of SBCD aims and objectives. The urgency with which an issue must be addressed is potentially higher than that for a risk - a threat or an opportunity, for example - because its occurrence is no longer subject to uncertainty. However, the information that needs to be recorded for the issue remains the same as that for a risk, as does the way it is managed through identification and implementation of control actions, and monitoring and review to determine if further control actions are required.

The SBCD Issues Log is updated quarterly and reported on by exception through the Governance structure via the Quarterly Monitoring Report.

5.9. Stakeholder Management and Engagement

SBCD stakeholders broadly fall into two categories:

Primary stakeholders: Organisations involved in portfolio/programme/project development, delivery, monitoring and evaluation. This includes the UK Government and Welsh Government, the four SBCR local authorities, the two regional health boards and both Swansea University and the University of Wales Trinity Saint David. The primary stakeholders are managed and engaged with via the governance and reporting structures outlined in this Management Case. Internal communications has also been strengthened in Q4 2020/2021 to better engage with primary stakeholders.

Secondary stakeholders: This category includes, among others, communities of interest in business, construction, education, local politics, residents and the media. The secondary stakeholder group may interact with the SBCD in different capacities at different times.

As such, a stakeholder Communications & Marketing Plan has been established (Appendix 5.18) which will be used as the tool to co-ordinate engagement with all stakeholders and to disseminate information to these communities of interest. The plan will be supported by a forthcoming Business Engagement Framework that outlines the City Deal's approach to business focused activities and inward investment.

The Communications & Marketing Plan is a live, evolving document, which forms the basis for content for the SBCD's social media platforms and website. The plan and framework include key SBCD messaging, helping inform content that is regularly distributed to the local, regional, national and specialist media, and to regional businesses, regional business networks, primary stakeholders and other groups.

This approach continues to ensure that positive media coverage is generated, with both the business engagement manager and communications officer acting as an interface between the media and businesses with senior SBCD officers and Joint Committee members. The SBCD Business Engagement manager and communications and marketing officer provide updates through the SBCD governance boards.

In an independent Stage Gate Review of the SBCD portfolio carried out in July 2020, the Communications & Marketing Plan was described as comprehensive, while soundly underpinning the SBCD philosophy as a regional portfolio aiming to deliver for people living in the region. The review team also commented on the SBCD's strong virtual presence, concluding that communications and engagement have been well thought-out.

Further detail on the plan, which includes a Stakeholder Power and Influence Matrix, can be found in Appendix 5.19 and a stakeholder management and engagement schedule in Appendix 5.20.

5.10. Change Management Strategy

The SBCD Change Control Procedure was approved through the SBCD governance process in February 2021. Recognising that all projects, programmes and portfolio are subject to change, the SBCD Change Control process is vital to raise awareness of key changes and report them through the appropriate SBCD and host organisations' governance arrangements. This is aligned to good practice including the Association of Project Management, which defines Change Control as "*the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated and then approved, rejected or deferred."* The approved change control procedure can be found in Appendix 5.21 and Change Control Flow Chart in Appendix 5.22. It is owned and updated by the

Programme (Portfolio) Board and will be used to highlight relevant changes at project, programme and portfolio level.

The process considers several aspects of change that impact on scope, delivery and benefits which are detailed in the business cases of the associated portfolio, programmes or projects, where a change is likely to affect at least one of the following categories:

- Impact the total cost / financials
- Impact the completion of delivery of output(s) / key milestones
- Impact the quality outlined within the business case for the specified Programme / Project
- Impact the benefits outlined within the business case for the specified Programme / Project
- Impact the GVA, jobs created or inward investment

Any change, positive or negative, resulting in a variance in these considerations must follow the agreed change control process. The change categorisation is currently set as a minor or major change with the latter encompassing any of the above criteria, with the view to established evidenced based threshold limits later in the 2021/22 financial year.

The Change Control process was approved by the SBCD's Joint Committee in February 2021. The PoMO will work with Programme / Project leads to implement Change Control across the Portfolio for the aspects outlined in the Business Cases in order to ensure that any change does not have a detrimental impact to the successful delivery of the programmes / projects.

5.11. Contingency arrangements and plans

The City Deal's Joint Committee Agreement outlines contingency arrangements for several scenarios. The scenarios identified include the withdrawal of a programme / project from the City Deal portfolio, the change of a project local authority lead, and the withdrawal of a partner from the City Deal portfolio. All these scenarios and contingency arrangements will be managed via the portfolio and programme / project risk registers and issue logs and reported accordingly. Risk management is not the same as contingency planning. Risk management is about identifying, assessing, avoiding, mitigating, transferring, sharing and accepting risk; while a contingency plan is about developing steps to take when an actual issue occurs.

The PoMO will establish contingency plans at a programme / project level to develop steps to take when an issue occurs.

When a Risk has undergone all mitigation and the situation becomes certain, the occurrence becomes an issue. The PoMO adopts the following process to ensure the issue is managed appropriately.

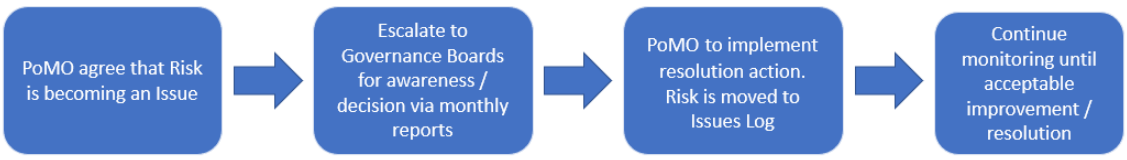


Figure 5.5 Moving a Risk to an Issue

All four local authorities are subject to the JCA, which will be kept under review.

The PoMO will ensure that contingency arrangements are considered and in place at a programme and project level to manage potential scenarios in the development, delivery and operational phases of the individual schemes.

5.12. Portfolio status and key milestones

Table 5.6 provides the status of the nine programme / project business cases for the SBCD portfolio with the current Gateway Review Delivery Confidence Assessment rating, Lead Authority, Programme / Project Lead and Senior Responsible Owner.

Table 5.7 details a high-level summary of programme / project activity and milestones including the project lifecycle phases of business case development, approvals, procurement, delivery and operational phases. Further details on the programme / project delivery plans can be found in Appendix 5.23.

The PoMO have established a Joint Committee forward work programme, as detailed in Appendix 5.24, covering specific SBCD Portfolio activity that Joint Committee are planning to consider in 2021/22. This also provides an overview of items that have been achieved over the last 12 months.

Project Ownership and Business Case Status Summary

Project / Programme name	Component	Lead Authority	SRO	Project Lead	Business Case Status				Gateway DCA
					Status	SOC	OBC	FBC	
Swansea City & Waterfront Digital District	Arena & Digital Square	Swansea	Phil Holmes	Huw Mowbray	**Delivery**				Q1 2020/21
	Digital Village / Kingsway								
	Innovation Matrix								
Creative Digital Cluster - Yr Egin	Phase 1	Carmarthen	Ray Selby	Geraint Flowers	**Delivery**				Q2 2020/21
	Phase 2								
Digital Infrastructure	Connected places	Carmarthen	Jason Jones	Gareth Jones	**Approval process**				Amber/Green Oct 20
	Rural connectivity								
	Next generation wireless								
Skills and Talent Initiative		Carmarthen	Barry Liles	Jane Lewis	**Business Case Development**				Q1 2020/21
Life Science, Well-being and Sport Campuses	Singleton	Swansea	Keith Lloyd	Naomi Joyce	**Business Case Development**				Q1 2020/21
	Morriston								
Pentre Awel (Life Science & Well-being Village)	Phase 1 - Community Health Hub	Carmarthen	Chris Moore	Sharon Burford	**Approval process**				Amber (Sept 20)
Homes as Power Stations		Neath Port Talbot	Nicola Pearce	Lisa Willis	**Approval process**				Amber (June 20)
Pembroke Dock Marine	Pembroke Dock Infrastructure (PDI)	Pembrokeshire	Steven Jones	Tim James	**Delivery**				Amber (Nov 19)
	Marine Energy Engineering Centre of Excellence (MEECE)								
	Marine Energy Test Area (META)								
	Pembrokeshire Demonstration Zone (PDZ)								
Supporting Innovation and Low Carbon Growth	Swansea Bay Technology Centre	Neath Port Talbot	Nicola Pearce	Lisa Willis	**Approval process**				Amber (June 20)
	National Steel Innovation Centre								
	Decarbonisation								
	Industrial Futures								
SBCD Portfolio	**All projects above**	**Carmarthenshire**	**Wendy Walters**	**Jonathan Burnes**	**Delivery**				**Gate 0 Review Amber (July 20)**

Table 5.6 Portfolio Overview and Business Case Status

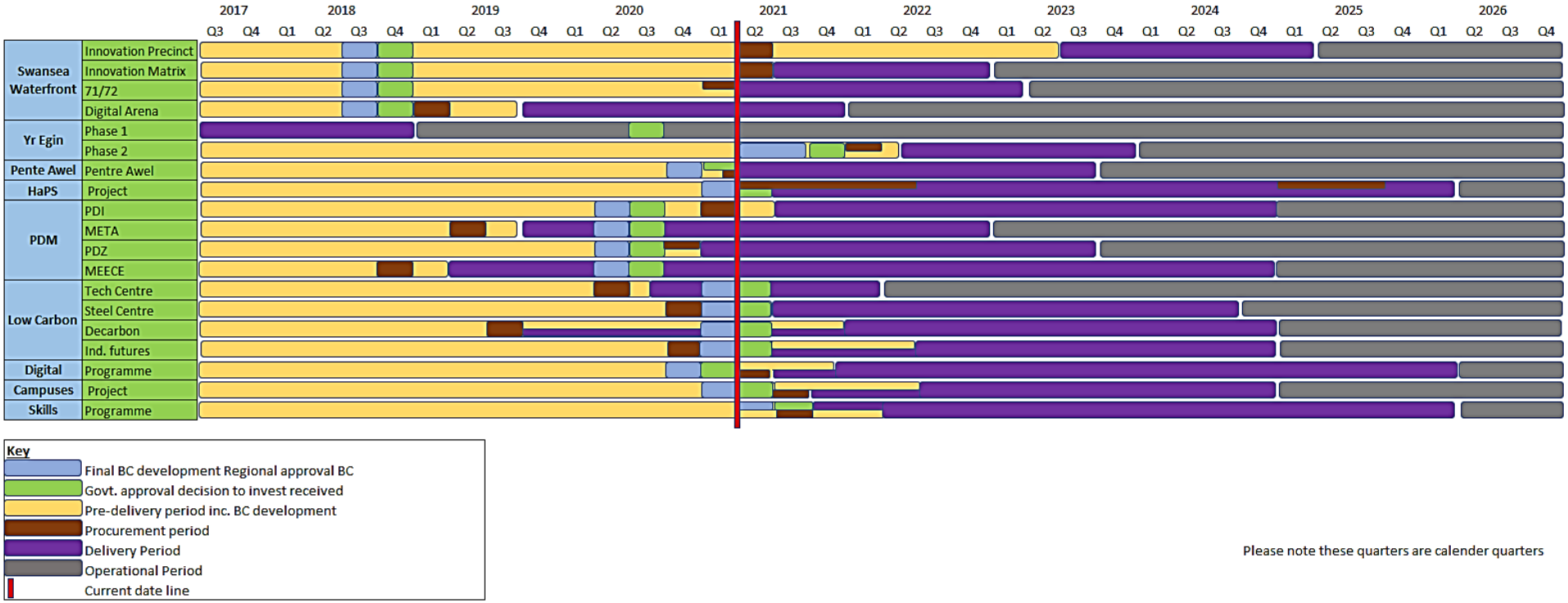


Table 5.7 Portfolio Delivery Roadmap

Business Case Appendices Register

1. The Strategic Case	1.1.	Policy and strategy alignment
	1.2.	Portfolio & Project Investment Objectives
	1.3.	SQW 17170 SBCR Economic Context
	1.4.	Benefits Appraisal programmes and projects
	1.5.	Assumptions
	1.6.	Synergies
2. The Economic case	2.1.	Membership of the SBCR Board and working group
	2.2.	CSF and Long list appraisal
	2.3.	Economic and Financial Appraisals Project Index
3. The Commercial Case	3.1.	Community Benefits register
	3.2.	SBCD Procurement Principles
	3.3.	Template procurement principles
	3.4.	Procurement pipeline
4. The Financial Case	4.1.	Portfolio Investment Appraisal
	4.2.	Public and Private Sector Funding Status - Project level
	4.3.	Estimated NDR potential income generation
5. The Management Case	5.1.	Governance Evaluation Report
	5.2.	Management and Governance Structure
	5.3.	SRO appointment
	5.4.	Skills Audit
	5.5.	Overview of PRINCE2 and Managing Successful Programmes
	5.6.	Monitoring and Evaluation Plan
	5.7.	SBCD Reporting Schedule
	5.8.	Community Benefits Register
	5.9.	SBCD Quarterly Monitoring Report
	5.10.	Integrated Assurance & Approval Plan
	5.11.	Project Business Case Assessment Criteria and Process
	5.12.	WCGIB Portfolio, Programme & Project delivery phase
	5.13.	WCGIB Project Business Case development phase
	5.14.	SBCD Portfolio Risk Management Strategy
	5.15.	SBCD Portfolio Risk Register
	5.16.	SBCD Covid-19 Impact Assessment
	5.17.	SBCD Issues Log
	5.18.	SBCD Communications & Marketing Plan

5.19. Stakeholder Power & Influence Matrix

5.20. Communications & Engagement Schedule

5.21. SBCD Change Control Procedure

5.22. SBCD Change Control Flowchart

5.23. Project Delivery Gantt

5.24. Joint Committee Work Programme

Appendix 1.1 Policy and Strategy Alignment

The Swansea Bay City Deal Portfolio is aligned to UK, Welsh Government and Regional policy, contributing directly to their strategic aims and objectives. Detail of the specific alignment and contribution to the main overarching strategies is detailed below:

UK Level – UK Industrial Strategy – Building a Britain Fit for the Future (2017)

UK Government long term strategy to boost productivity through the creation of jobs and by increasing the earning power of people throughout the UK with investment in skills, industries and infrastructure.

The strategy is supported through 5 Foundations of:

- Ideas: the world's most innovative economy
- People: good jobs and greater earning power for all
- Infrastructure: a major upgrade to the UK's infrastructure
- Business Environment: the best place to start and grow a business
- Places: prosperous communities across the UK.

The Strategy also recognises the Grand Challenges of:

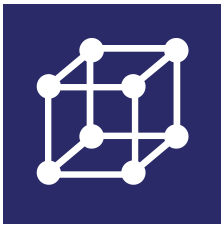
- Artificial Intelligence and data
- Ageing society
- Clean growth
- Future of mobility

The overarching aim of the Industrial Strategy is to deliver a stronger economy and a fairer society – where wealth and opportunity are spread across every community in the United Kingdom. This sets the context for Swansea Bay City Deal and its portfolio of programmes and projects. Closing the gap between the SBCD area and the rest of the UK are key to the City Deal investment objectives and its anticipated impacts.

The SBCD Portfolio contribution to the 10 Pillars of the Industrial Strategy is shown below:

Industrial Strategy – 10 Pillars	SBCR Plan
1. Investing in science, research and innovation – we must become a more innovative economy and do more to commercialise our world leading science base to drive growth across the UK.	All City Deal projects are based upon peer-reviewed evidence of excellence in science, research, and innovation - many of which have RCUK funding and work within the Innovate UK Catapult Network.
2. Developing skills – we must help people and businesses to thrive by: ensuring everyone has the basic skills needed in a modern economy; building a new system of technical education to benefit the half of young people who do not go to university; boosting STEM (science, technology, engineering and	Led by the South West Regional Learning and Skills Partnership (RLSP), the City Deal's Skills and Talent initiative reflects the public and private partnership designed to address all of these points.

maths) skills, digital skills and numeracy; and by raising skill levels in lagging areas.		
	3. Upgrading infrastructure – we must upgrade our standards of performance on digital, energy, transport, water and flood defence infrastructure, and better align central government infrastructure investment with local growth priorities.	The Digital Infrastructure and Homes as Power Stations City Deal projects align with this objective. The Joint Committee will also have responsibility for ensuring that the regional transport strategy both aligns with and supports the plan.
	4. Supporting businesses to start and grow – we must ensure that businesses across the UK can access the finance and management skills they need to grow; and we must create the right conditions for companies to invest for the long term.	The region has a strong track record of establishing new enterprises, while recognising that more work needs to be done to help grow these businesses. City Deal themes including greatly enhanced digital connectivity are intended to address this issue.
	5. Improving procurement – we must use strategic government procurement to drive innovation and enable the development of UK supply chains	The City Deal portfolio and its constituent projects have identified public sector procurement as an opportunity for fueling indigenous business growth and supporting the related supply chains. A series of City Deal procurement principles are also being developed.
	6. Encouraging trade and inward investment – government policy can help boost productivity and growth across our economy, including by increasing competition and helping to bring new ways of doing things to the UK.	The City Deal has generated a flow of opportunity to the region not seen previously, including conversations with major companies regarding location of regional innovation hubs, research centres, test beds and manufacturing. The City Deal has also given the City Region opportunities to be showcased at international events for the business and investment community.
	7. Delivering affordable energy and clean growth – we need to keep costs down for businesses, and secure the economic benefits of the transition to a low-carbon economy.	A number of City Deal projects focus on decarbonisation and energy efficiency. This will drive development of low carbon energy solutions for users, ranging from residential through to major industry.
	8. Cultivating world-leading sectors – we must build on our areas of competitive advantage, and help new sectors to flourish, in many cases challenging existing institutions and incumbents.	From the outset, the City Deal plan has been built upon four guiding principles: excellence, differentiation, national impact and sustainability. For example, the locally based SPECIFIC project has been identified by UK Government as the potential catalyst for a billion pound industry based on recognised research excellence and UK industrial strengths.

	9. Driving growth across the whole country – we will create a framework to build on the particular strengths of different places and address factors that hold places back – whether it is investing in key infrastructure projects to encourage growth, increasing skill levels, or backing local innovation strengths.	The City Deal programme asks Government to back demonstrable evidence-based regional excellence in science and innovation that will have UK national impact. The life science and energy themed projects are among many that have potential for rollout across the UK. Also embedded within the City Deal is the development of skills to enable higher productivity.
	**10. Creating the right institutions to bring together sectors and places – we will consider the best structures to support people, industries and places. In some places and sectors there may be missing institutions which we could create, or existing ones we could strengthen, be they local civic or educational institutions, trade associations or financial networks.**	The region has already established its hugely successful Institute of Life Science at the heart of a regional innovation ecosystem, with the life science & well-being strands of the City Deal set to build on this strength.

The Pillars (p.11)

Wales Level - The Well-being of Future Generations Act (2015)

The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. As a 15-year programme which provides an opportunity to address persistent challenges such as climate change, poverty, inequality, jobs and skills in a transformational and preventative way, the City Deal is in keeping with the approach and ambitions of the Well-being of Future Generations Act (WBFG).

The Act identifies 5 Ways of Working for public bodies in the delivery of their services:

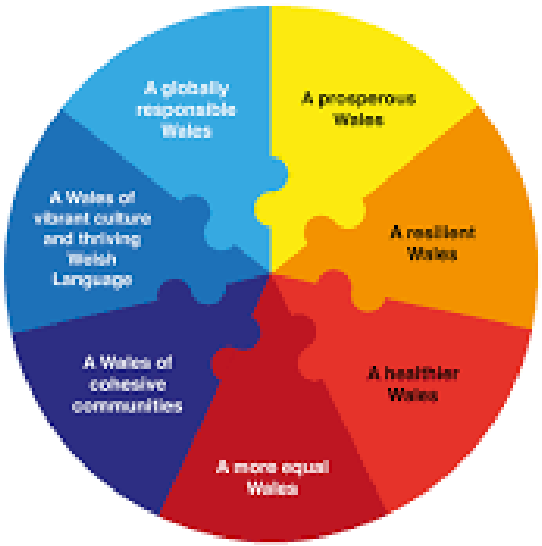
In being underpinned by a collaborative and forward focused approach, the WBFG Act's five ways of working are inherent to developing and delivering the City Deal. The City Deal is an opportunity for the four local authorities, two local health boards, two universities and the private sector to demonstrate how the seven wellbeing goals and five ways of working can be used effectively to ensure major public investment programmes are delivered with long-term, sustainable impacts for current and future generations.

The SBCD provides both opportunity and responsibility to deliver the Portfolio in alignment with the 5 Ways of Working:

Long Term	The Swansea Bay City Deal Portfolio will address both present day needs and issues whilst also providing for the long term sustainable growth of the Region. The aims of the portfolio focus on increasing jobs, GVA and investment which will have long term benefits for the prosperity and wellbeing of the Region. The portfolio also places green growth at the forefront with an emphasis on low carbon and energy efficient developments. The long term digital and training needs will also be provided for through the actions of the City Deal.
Prevention	The SBCD will directly address present day needs such as low GVA and productivity relative to the Uk and structural imbalances in the regional economy. The response of the SBCD portfolio in accelerating new growth and job creation will ensure that the region doesn't continue to fall behind and will prevent problems becoming exacerbated. The portfolio will also areas of wellbeing, health, digital infrastructure, out

	migration, energy efficiency, ensuring that the region is at the forefront in maximising future benefits for its residents.
Integration	The SBCD will take an integrated approach to the development and delivery of its portfolio and will ensure that its actions are fully considered and aligned to the Wellbeing Goals. An appraisal of this contribution is show in the table below. The contribution to the wellbeing goals will continue to be assessed and applied in an integrated way through the term of the City Deal.
Collaboration	Collaborative action is central to the development and delivery of the City Deal. At a portfolio level, formal collaborative arrangements have been established between the four local authorities, health boards and universities. Further effective collaborations have been established at programme and project level. These collaborative actions will maximise the beneficial impact of public and private bodies in the delivery of the portfolio.
Involvement	The governance arrangements for the SBCD ensure that decisions and actions are undertaken in an accountable and transparent way. The portfolio, together with each of its constituent programmes and projects, have undertaken extensive stakeholder mapping and planned or are actively undertaking appropriate engagement for each of these stakeholders.

The Act puts in place seven well-being goals. The Act makes it clear that public bodies must work to achieve all of the goals in their actions.



Given the breadth of the Swansea Bay City Deal portfolio, it has a significant impact across the seven well-being goals for Wales as follows:

A Prosperous Wales	The Swansea Bay City Deal will improve the GVA of the region, helping close the economic gap with other parts of the UK. It will create thousands of direct jobs, with the skills and talent initiative ensuring current and future workforces have the necessary skills to fulfil opportunities offered. The City Deal will provide an attractive, innovative and sustainable base for existing and new businesses to prosper, while generating further job opportunities for local people. In addition, a focus on well-being will improve prosperity for all at an individual and community level.

A Resilient Wales	In focusing on next generation technologies to diversify and grow existing regional industry assets, the City Deal will future proof these sectors. Through the use of digital technologies, the City Deal will create a responsive industry ecosystem that will be flexible to the demands of businesses and the labour market. Given the on-going impact of Covid-19 and the economic uncertainty posed by Brexit, the City Deal's digital focus will create more resilient communities. City Deal projects will also address issues such as fuel poverty and climate change via focus on zero carbon solutions.
A Healthier Wales	A focus on life science and well-being will generate new technologies, applications and service delivery models which will maximise the physical and mental well-being of residents and communities. This will increase knowledge and understanding of key life science and well-being challenges affecting the region's population and beyond, while developing effective next generation solutions that can be tested in real time. The impact of Covid-19 has heightened the importance of accelerating the development of this key sector, building on the outstanding life science research and clinical work already being carried out in the region.
A More Equal Wales	The Swansea Bay City Deal will put the region back on an equal footing with the rest of the UK in terms of GVA output, while ensuring it's globally competitive in the growth sectors identified. In focusing on economic growth, job generation, skills development, infrastructure and well-being, the City Deal provides equal opportunities for the businesses, residents and communities of the region to flourish.
A Wales of Cohesive Communities	Through enhanced digital infrastructure, the Swansea Bay City Deal will ensure communities and businesses are better connected than ever before. Establishing next generation, sustainable industry with high-value jobs and considerable economic impact will create viable and vibrant communities which attract inward investment. Digital connectivity has been at the heart of business and community resilience throughout Covid-19. Enhanced digital infrastructure provides the opportunity to further boost this resilience, while developing even more cohesive communities.
A Wales of Vibrant Culture & Thriving Welsh Language	The Swansea Bay City Deal will use digital technologies to accelerate and diversify creative industries which promote Welsh culture, language and heritage, making these assets more widely accessible to citizens within and beyond the region. The Yr Egin City Deal project highlighted in the economic case of this Programme Business Case is already delivering against this objective.
A Globally Responsible Wales	The Swansea Bay City Deal will put the identified regional growth industries at the forefront of next generation production and services. Through the City Deal, these industries will develop knowledge and commercial products which provide solutions to some of the most pressing issues of our time, including fuel poverty, climate change and energy production, storage and supply. These issues not only affect our region but are globally significant as well, so innovative solutions of this kind will be transferrable across the UK and the world.

Wales Level - The Taking Wales Forward programme for Government (2016 - 2021)

The City Deal's objective to drive long-term economic improvement and growth across a range of industry sectors is aligned to all the Taking Wales Forward strategic priorities, with specific City Deal projects having greater alignment to individual aspects of the programme. The skills and talent aspect of the City Deal, for example, is fundamentally aligned to the Taking Wales Forward priority of creating an ambitious and learning Wales.

Taking Wales Forward Priority	Swansea Bay City Deal Alignment
Prosperous and Secure	The Swansea Bay City Deal is focused on developing a prosperous and resilient economy for the region which creates sustainable industry, investment and opportunities which improve economic performance through creating more high-value jobs and increased GVA output. The City Deal programme will support indigenous businesses to prosper and attract inward investment to secure prosperity for all, while also addressing social prosperity through improving housing and addressing environmental issues relating to energy production and efficiency.
Healthy and Active	The City Deal strand of life science and well-being is focused on linking research, innovation and application to accelerate the productivity and impact of the sector. It will also provide opportunities and services which will directly improve well-being for citizens and communities through the provision of dedicated, inter-connected life science and well-being facilities. In addition, the creation of jobs, opportunities and economic prosperity through the City Deal as a whole will have positive impacts on the mental and physical well-being of the region's residents and communities.
Ambitious and Learning	Pivotal to the City Deal is ensuring that current and future generations of local people benefit from the opportunities resulting from the City Deal programme. The City Deal is underpinned by a skills and talent initiative which will ensure appropriate learning, training and skills is delivered from regional education providers to enable high-value employment in key identified sectors.
United and Connected	In focusing on improving digital connectivity and infrastructure, the City Deal will help connect and unite the region's communities and industries to maximise opportunities and economic growth. This focus also provides opportunities to better connect the region through innovative transport, planning and housing solutions.

Regional Level - Swansea Bay City Region Economic Regeneration Strategy 2013-2030

Led by the former Swansea Bay City Region Partnership Board, the region developed the Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030, which identifies key priorities for economic growth. This strategy underpins the broader regeneration strategies of the partner authorities.

The Swansea Bay City Deal is therefore fundamentally aligned to the region's broader ambitions for economic regeneration. The strategy contains five Strategic Aims (SAs) outlined below with the City Deal fit shown in the following table:

Strategic Aims of the Swansea Bay City Region Economic Regeneration Strategy	
SA1 Business Growth, Retention & Specialisation	The City Deal is based on industry-led propositions for each sector. It supports indigenous and external businesses to establish and grow in the region through providing innovative, next generation infrastructure and opportunities to develop, test and commercialise products.
SA2 Skilled & Ambitious	Working with all levels of skills providers from schools through to employers, the City Deal will ensure current and future generations are equipped with the skills to fulfil the high value opportunities for training and employment across City Deal sectors.
SA3 Maximising Job Creation for all	The City Deal will create thousands of high-value jobs in highly specialised, progressive industries with modern techniques and infrastructure.
SA4 Knowledge Economy & Innovation	Building on existing research and development successes within the region, the City Deal will further enhance the region's knowledge economy through utilising digitalisation and next generation technologies to enable progression of research and development to commercial application and delivery.

SA5 **Distinctive Places and Competitive Infrastructure**	The City Deal will create a globally competitive region across the sectors of economic acceleration, smart manufacturing, energy, and life science and well-being. It will deliver a sustainable, next generation infrastructure of inter-related innovative industry and digital networks. This will establish the region as an attractive proposition for inward investment, while developing indigenous and external businesses in the identified sectors. A skilled workforce will be trained in sectors pertinent to the investment programme.

By 2030, South West Wales will be a confident, ambitious & connected City Region, recognised internationally for its emerging Knowledge and Innovation economy

The Productivity Imperative

Rationale

- GVA in the City Region has been consistently below that of the UK & Wales over the past two decades.
- In 2010, GVA per employee in the City Region was 77% of the UK level. In 1990, it was 90% of the UK level.

Objectives

- Change the sectoral mix of the City Region economy, with a clear shift towards higher value sectors
- Change the occupational mix of the City Region economy, through a shift towards higher level occupations
- Reduce the GVA per employee deficit to 90% of the UK by 2030

Strategic Aim 1	Strategic Aim 2	Strategic Aim 3	Strategic Aim 4	Strategic Aim 5
Business Growth, Retention & Specialisation	***Skilled & Ambitious for long-term success***	***Maximising job creation for all***	***Knowledge Economy & Innovation***	***Distinctive Places & Competitive Infrastructures***
Rationale	**Rationale**	**Rationale**	**Rationale**	**Rationale**
• Large & medium-sized employers are key to the City Region economy. • We must create a supporting environment (hard & soft) so they are resilient, longstanding & exemplary • Exploit sector specialisms to improve our competitive advantage • Strive to move-up the value chain in all that we do to generate higher wages	• Educational qualifications & skills play key roles in driving performance, competitiveness & salary levels • We need to produce talent & skills that existing/potential investors need • The skills of our workforce must be aligned with strategic sectoral opportunities • Our students & workers must be more ambitious for the future	• Current rate of job creation is insufficient to tackle entrenched pockets of worklessness & deprivation • We need to raise our activity rate & improve access to sustainable job opportunities for vulnerable communities • More effective response to potential 'shocks' through increased self-employment & business formation levels • Fully leverage emerging social enterprise opportunities	• The City Region has strong & embedded HE, FE & business innovation assets – these must be harnessed & used to attract internationally mobile investors • We must increasingly complete on content & knowledge rather than price • Talent drain is a key threat going forwards, unless high quality jobs can be created locally • Innovation can drive growth & competitive advantage	• The variety of our local environment & quality of life offer needs to be recognised & fully exploited • Parts of our City Region are seen as being highly attractive – we need to champion & market this widely to enhance our overall image • A competitive infrastructure helps to attract investment & talent • Strategic transport links & effective broadband networks improve productivity
Objectives	**Objectives**	**Objectives**	**Objectives**	**Objectives**
• Retain key employers locally • Support key employers to become rooted & committed to growth in the City Region • Expertise, knowledge, & opportunities are leveraged for the wider business base • National level leadership achieved in key priority sectors • Capture quality inward investment	• Change in culture & level of ambition is evident amongst the City Region communities • Support enhanced skills across our workers, with a clear commitment from employers to support professional development • Fully integrated & aligned skills supply-side landscape (schools/FE/HE/employers)	• Increased job opportunities for residents through enterprise starts • Strong focus on delivering major employment-creating schemes • Comprehensive partnership-led approach to creating work experience placements & quality apprenticeships • Effective CVS networks & social enterprises creating jobs	• Establish the City Region as a recognised knowledge economy where all types of innovation thrive • Connect the economy to world class R&D assets within/outwith • Actively support the dual university model • Compete effectively for knowledge economy inward investment projects	• Establish a clear & distinctive 'place' offer/branding • Develop fully fit for purpose I&P infrastructure assets • Ensure the City Region has competitive Next Generation Broadband & 4G networks to support business growth, service innovation & to facilitate new models of employment

Cross-Cutting Theme 1: Thinking & Delivering Together for Regional Success

Cross-Cutting Theme 2: Quality & Intelligence-driven Leadership & Action

Cross-Cutting Theme 3: Being, & Acting, Connected

Cross-Cutting Theme 4: Understanding Sustainable Growth

Other Policy and Strategy Alignments

The attached spreadsheet demonstrates the policy and strategy alignment across the whole portfolio of the constituent programmes and projects. This appraisal will be updated to reflect current alignment of the individual business cases to relevant policy at a UK, Wales and Regional Level.

Policy Alignment - Programmes and Projects

Strategy / Policy Alignment	Economic Acceleration				Life Sciences and Wellbeing		Energy and Smart Manufacturing		
	Swansea City and Waterfront	Yr Egin	Digital Infrastructure	Skills and Talent	Life Science and Wellbeing Campuses	Pentre Awel	Homes as Power Stations	Pembroke Dock Marine	Supporting Innovation and Low Carbon Growth
UK									
Industrial Strategy 2017									
UK Digital Strategy 2017									
Create Together, the UK Creative Industries Council 2016									
Future Telecoms Infrastructure									
5G Strategy for the UK									
Digital Strategy and Leadership									
5G Briefing Paper - UK Parliament									
SRN Ofcom notice of 5G Coverage Compliance									
Innovate UK Industrial Challenge Fund DBEIS									
Catapults									
Climate Change Act									
Construction Sector Deal									
Transforming Infrastructure Performance Plan									
Consultation - Future Homes Standard									
Climate Emergency									

UK Government Marine Policy Statement									
Marine Strategy Framework Directive									
Clean Air Strategy									
Clean Growth Strategy									
Commercial Property: Market Analysis and Potential Interventions									
UK Government Strategy for UK Life Sciences									
UK Government Innovate UK - Digital Economy Strategy									
Equality Act 2010									
Ten Point Plan for a Green Industrial Revolution									
Powering our Net Zero Future (Energy White Paper Dec 2020)									
The Road to Zero									
Wales									
Wellbeing of Future Generations Action 2015									
Prosperity for All 2017 / Taking Wales Forward									
Economic Action Plan 2017									
Tackling Poverty Action Plan									
A Living Language 2012-17									
Wales Infrastructure Investment Plan									
Digital First - Welsh Government									
Delivering Digital Inclusion - Welsh Government									
Mobile Action Plan - Welsh Government									

Digital Wales - Welsh Government									
Informed Health and Care Wales									
Transforming Health and Care in Wales									
Skills Implementation Plan									
Schools Improvement Plan									
Youth Engagement and Progression Framework									
Welsh Government Innovation Wales									
Visit Wales Partnership for Growth									
Social Services and Wellbeing Act 2014									
Parliamentary Review of Health and Social Care in Wales									
A Healthier Wales: Long Term Plan for Health & Social Care									
Innovation Strategy for Wales									
The Environment (Wales) Act									
Energy Wales: A Low Carbon Transitoin									
Green Growth Wales: Local Energy									
Smart Living Wales									
Independent Review of Affordable Housing									
Smarter Energy Future for Wales									
Securing Wales Future									
Energy Policy Statement: A Low Carbon Revolution									
Economic Prioritisation Framework									

Wales National Marine Plan									
Prosperity for All - A Low Carbon Wales									
A Manufacturing Future for Wales: a framework for action									
Commercial Property: Market Analysis and Potential Interventions									
National Development Framework									
Welsh Government emerging fuel poverty plan consultation									
Clean Air Plan for Wales Consultation									
Regional Investment for Wales (RIFW)									
Electric Vehicle (EV) charging strategy for Wales (consultation)									
Regional									
Swansea Bay City Region Economic Regeneration Strategy									
Regional Employment and Skills Plan									
A Regional Collaboration for Health (ARCH)									
West Wales and the Valleys ERDF Operational Programme									
Natural Resources Policy									
Regional Economic Framework									

Strategic Alignment

Strategy / Policy	Core Principles	How the Project Aligns
UK		
Industrial Strategy 2017	UK Government long term strategy to boost productivity through the creation of jobs and by increasing the earning power of people throughout the UK with investment in skills, industries and infrastructure. The strategy is supported through 5 Foundations of: • Ideas: the world's most innovative economy • People: good jobs and greater earning power for all • Infrastructure: a major upgrade to the UK's infrastructure • Business Environment: the best place to start and grow a business • Places: prosperous communities across the UK. The Strategy also recognises the Grand Challenges of • Artificial Intelligence and data • Ageing society • Clean growth • Future of mobility	• Ideas – directly addresses the second and third challenges, by creating the supportive environment needed (in Box Village & Innovation Precinct) for graduates to turn idea into successful products and services and creating a local ecosystem that will support innovation and sustained growth in the technology sector. • People – The project is working closely with the City Deal Skills & Talent Initiative and local employability projects to ensure local individuals have the skills needed to tak advantage of the job opportunities that will be created through the project. • Infrastructure – The project will enable the right infrastructure to be put in place in Swansea to support graduate start-ups (through UWTSD's Box Village & Innovation Precinc and the growth of the technology sector. • Business Environment – as outlined in the Strategy, more opportunities to operate in an environment with advice and challenge, especially from other entrepreneurial busine people, can help businesses succeed initially and through their stages of development. The project will provide this environment for start-up and growing businesses in Swansea, combining flexible space, co-located with other similar businesses, with access to extensive support and curation through UWTSD and its wide partner network. • Places –Investment in the project through the Swansea Bay City Deal will strengthen the local economy, and facilitate the growth of highly productive technology base businesses in the region.
UK Digital Strategy 2017	This strategy sets out how the UK will develop a world-leading digital economy that works for everyone. It has seven strands: • Connectivity - building world-class digital infrastructure for the UK • Skills and inclusion - giving everyone access to the digital skills they need • The digital sectors - making the UK the best place to start and grow a digital business • The wider economy - helping every British business become a digital business • Cyberspace - making the UK the safest place in the world to live and work online • Digital government - maintaining the UK government as a world leader in serving its citizens online • The data economy - unlocking the power of data in the UK economy and improving public confidence in its use	One of the seven strands within the UK Digital Strategy focuses on "Making the UK the best place to start and grow a digital business". This includes an emphasis on supporting and growing new businesses, and growing digital clusters across the UK. The project directly responds to this, by facilitating the creation and expansion of innovative technology based businesses in Swansea Bay.
Wales		
Wellbeing of Future Generations Action 2015	The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. There are 7 Wellbeing Goals: • A Prosperous Wales • A Resilient Wales • A More Equal Wales • A Healthier Wales • A Wales of Cohesive Communities • A Wales of Vibrant Culture and Thriving Welsh Language • A Globally Responsible Wales The Act also identifies 5 Ways of Working: • Long Term • Integration • Involvement • Collaboration • Prevention	The project delivers the goals and ways of working of the Wellbeing of Future Generations (Wales) Act 2015, particularly: • A Prosperous Wales – supporting innovative, productive and low carbon activities, and generating wealth and employment opportunities for Swansea Bay City Regio residents; • A More Equal Wales – reducing regional differences, and utilising social benefit clauses to create employment and training opportunities for workless individuals; • A Wales of Cohesive Communities – revitalisation of a run-down part of the City Centre to create a new connected living and working environment, and supporting th technology based business community; • A Healthier Wales – New green spaces and high quality public realm will contribute to a healthy urban environment that supports health, recreation and wellbeing.

Prosperity for All 2017	Wales Strategy for prosperity and wellbeing to take forward the 4 key themes of Taking Wales Forward Programme for Government: • Prosperous and Secure • Healthy and Active • Ambitious and Learning • United and Connected And based around the 5 Priority Areas of: • Early Years • Housing • Social Care • Mental Health • Skills and Employability	The project aligns with the Welsh Government's Prosperity for All strategy, and in particular the Prosperous and Secure theme by generating new secure and sustainable employment opportunities and creating the right environment in Swansea for technology based businesses to grow and thrive.
Economic Action Plan 2017	The purpose of the Economic Action Plan is to support delivery of Prosperity for All – the national strategy for Wales. The Plan sets out a vision for inclusive growth, built on strong foundations, supercharged industries of the future and productive regions. The Plan focusses on boosting productivity and addressing inequality. The Plan presents Calls to Action on a number of areas including: • Decarbonisation • Innovation • High quality employment and skills development • Research and development	The project supports the aspirations and objectives of the Economic Action Plan, particularly by growing higher added value activities, to drive regional growth and tackle regional inequalities, and by delivering modern and connected infrastructure to allow business to grow.
Regional		
Swansea Bay City Region Economic Regeneration Strategy 2013-30	The Economic Regeneration Strategy for Swansea Bay aims to strengthen the economy and boost productivity for the City Region area and sets out the Strategic Framework for intervention through 5 Strategic Aims Strategic Aims: • Business Growth, Retention and Specialisation • Skilled and Ambition for long term success • Maximum job creation for all • Knowledge Economy and Innovation • Distinctive Places and Competitive Infrastructure.	The Project supports the vision of the Swansea Bay City Region Economic Regeneration Strategy to raise productivity to 90% of the UK average, by facilitating the growth of higher value activities. Under Strategic Aim 4: Knowledge Economy & Innovation , the Economic Regeneration Strategy highlights the need to support growth sectors and provide pro-actively managed grow on space for high growth firms through business incubation and innovation centres. The Digital Village, Box Village & Innovation Precinct directly respond to this need.

Strategic Alignment

Strategy / Policy	Core Principles	How the Project Aligns
UK		
Create Together, the UK Creative Industries Council 2016	UK Creative Industries Council 5 Year Strategy for Cross Industry Collaboration (2016) identifies 8 key drivers for growth; • Digital Infrastructure, • Finance for Growth, • Diversity, • Education and Skills, • Intellectual Property, • International, • Regions and Clusters • Regulation. Regarding Regions and Clusters, it states that with rising demand for creative services globally, it will be vital to strengthen creative economies in every region to enhance the UK's creativity, productivity and competitiveness and identifies 3 Big Wins: 1. Local infrastructure plans to incentivise growth in the creative economy, 2. Local Enterprise Partnerships (LEPs) to work with local Universities, other education providers and employers to ensure a sustainable skills pipeline for their region 3. The distinctive contribution of the creative industries to the wider economy of each region should be recognised, with improved investment flows	The project contributes directly to these Big Wins through: 1. The City Deal proposals prioritise investment in digital infrastructure. 2. The University's objective to develop a sustainable skills pipeline, working with Carmarthenshire County Council and other providers is at the heart of the project. 3. The University's strategy is both to engage in commercial partnerships with Yr Egin occupiers and co-invest with private sector investors in the small and start-up businesses which will develop at the Yr Egin cluster. The strategy also recognises the creative industries have already proven to be powerful drivers in regenerating individual cities and neighbourhoods, raising their profile, making them more distinctive and more attractive and stimulating places for people to work and live. Yr Egin will meet these objectives creating a locally sustainable cluster delivering high value jobs and skills retention but also providing the means by which much greater commercial interaction and growth can take place with other UK creative clusters to the benefit of each.
Wales		
Wellbeing of Future Generations Action 2015	The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. There are 7 Wellbeing Goals: • A Prosperous Wales • A Resilient Wales • A More Equal Wales • A Healthier Wales • A Wales of Cohesive Communities • A Wales of Vibrant Culture and Thriving Welsh Language • A Globally Responsible Wales The Act also identifies 5 Ways of Working: • Long Term • Integration • Involvement • Collaboration • Prevention	Yr Egin project will help to deliver on the seven strategic goals of the Wellbeing of Future Generations Act (2015) in part by its inclusion of a major public body as the anchor occupier. The University is committed to the goals of the Act, and considers sustainable, strong performance to be one of the critical measures by which the success of the project will be judged. By relocating such a major public body to Carmarthen, the University will be helping to build a stronger, fairer economy for West Wales and will be enabling people from the region to attain better paid, more highly skilled jobs in their local area. Key to this will be the provision of courses structured around the working environment, leading to the upskilling of the local community that results in a better, fairer job market and economy. The Business Case contains a detailed appraisal of the direct contribution of the project to the Wellbeing Goals and Ways of Working.

Prosperity for All / Taking Wales Forward 2017	Wales Strategy for prosperity and wellbeing to take forward the 4 key themes of Taking Wales Forward Programme for Government: • Prosperous and Secure • Healthy and Active • Ambitious and Learning • United and Connected And based around the 5 Priority Areas of: • Early Years • Housing • Social Care • Mental Health • Skills and Employability	Yr Egin proposal is fully aligned to Taking Wales Forward, and will support the overall Welsh Government strategy to provide more and better jobs in the creative industries. Yr Egin will assist in the practical delivery of all four strands of Taking Wales Forwards, and will ensure sustainable growth and development in both the region and Wales as a whole. • Prosperous and Secure - An important aspect of Yr Egin is providing highly skilled, creative jobs for the local population, removing the need for these individuals to relocate out of West Wales. This will also build on the University's strategy of delivering enhanced skills and jobs to the region with the goal of reducing poverty and reducing the current levels of economic deprivation • Healthy and Active - The opportunities provided by the Yr Egin creative cluster will enrich jobs in the local economy and provide a dynamic environment for talent to flourish. By securing • Intellectual and creative capital the 'halo' effect of Yr Egin will extend to positive impact on the health and well-being of the local population. • Ambitious and Learning - Yr Egin will support this by bringing together education and industry, enabling innovation and entrepreneurship between the University and both public and private sectors. Yr Egin will also provide the capability to enhance both academic and vocational routes for learners into education, as well as providing the opportunity for significant, industry based upskilling of the local community. • United and Connected - Yr Egin will deliver extensively on the strategic theme of United and Connected and will transform the way that public service delivery is undertaken by becoming wholly digital. It will also actively assist in delivering the target of achieving 95% of citizens having digital skills by 2021. Another key aspect of Yr Egin (assisted by the inclusion of S4C) will be to provide a creative and digital environment where business can be conducted in Welsh.
Tackling Poverty Action Plan	The key objectives of our Tackling Poverty actions are: • to prevent poverty, especially through investment in giving children the best possible start in life. From conception through to early adulthood, our aim will be to reduce inequality at the earliest possible stage and break the link between socio-economic disadvantage, educational under achievement and the impaired life chances that flow from these; • recognising that the best route out of poverty is through employment, we will continue to help people to improve their skills and enhance the relevance of their qualifications. We will also remove other barriers to employment – from practical barriers such as the accessibility of transport and buildings to less tangible barriers such as poverty of aspiration - helping people to move on to and up the employment ladder; • at the same time, we will increase action to mitigate the impact of poverty here and now. We recognise that for more and more people, even being in work will not guarantee that they can escape poverty. We can act to improve the quality of life of these communities, families and individuals.	The University is committed to positively influencing the regions and areas in which it operates through its position as a major institution. Part of this influence is the positive actions and steps that the University can take towards making Wales a fairer society and tackling poverty in areas such as Carmarthen that have historically underperformed economically when compared to the metropolitan areas of Cardiff and Swansea (Source: ONS 2014). The University believes that this influence is best targeted by working to upskill the local population as well as by directly and indirectly providing employment. By situating a large public organisation within Carmarthen which will in turn attract many other businesses and by providing more opportunities for employment and growth, the Yr Egin project will inject a substantial economic stimulus into the Carmarthen area and will help to reduce poverty in the surrounding region.
A Living Language 2012-17	Welsh Government's vision is to see a thriving, living Welsh language. The strategy provides the framework to achieve the WG desire to see: • an increase in the number of people who both speak and use the language • more opportunities to use Welsh • an increase in people's confidence and fluency in the language • an increase in people's awareness of the value of Welsh, both as part of our national heritage and as a useful skill in modern life • the strengthening of the position of the Welsh language in our communities • strong representation of the Welsh language throughout digital media.	Yr Egin will be the catalyst for promoting and strengthening bilingualism throughout the South West Wales region and will address the priorities set out in Welsh Government strategy for the recovery of the national language. Historically it has been recognised that there are not enough opportunities for business to be conducted in Welsh and the development of both Welsh speaking and bilingual workplaces is a central element of the strategy. Yr Egin will address this by providing employment opportunities within the cluster to Welsh speakers and will develop an ethos of bilingual capability, enabling Welsh speakers to conduct business in their native language. This will be coupled with Yr Egin working with its tenants to ensure that a clear commitment to bilingualism is achieved, developing brand new entrepreneurial opportunities that take advantage of both languages. The inclusion of S4C will be critical to Yr Egin achieving this goal. By relocating the Welsh national broadcaster to Carmarthen (an area of Wales with a higher percentage of Welsh speakers), it is the vision of Yr Egin that Welsh will be seen as a comparable language to English within the cluster, driving and developing an increase in Welsh language skills within the business community and the surrounding area.

Wales Infrastructure Investment Plan	The Wales Infrastructure Investment Plan for Growth and Jobs sets out the Welsh Government's strategic investment priorities, provides a detailed account of sectoral investment plans and sets out the key elements of a new approach to infrastructure investment. The Plan identifies the following investment priorities: • Improving transport networks, in particular east-west links in North and South Wales. • Improving telecommunications networks. • Supporting the development of the energy industry in Wales. • Investing in housing. • Delivering more efficient and economical public services. • Improving the quality of the educational estate. • Developing our Enterprise Zones.	The Yr Egin project aligns with the intentions and aims of the Wales Infrastructure Investment Plan and supports its overall delivery in a variety of ways. The creative industry is highlighted as one of nine major industries, in terms of economic development, focused on through the plan. Key to this is the substantial growth in creative industries in recent years (23% between 2005 and 2009), making it one of the fastest growing industries in the UK. The Plan highlights that the support of the industry is key for improvements to GVA and to growth in Wales as a whole. Yr Egin will create precisely the environment required for the creative and digital industries to flourish. The WIIP also highlights the opportunity that clusters can provide in securing additional economic growth through increases in economic activity.
Regional		
Swansea Bay City Region Economic Regeneration Strategy	The Economic Regeneration Strategy for Swansea Bay aims to strengthen the economy and boost productivity for the City Region area and sets out the Strategic Framework for intervention through 5 Strategic Aims Strategic Aims: • Business Growth, Retention and Specialisation • Skilled and Ambition for long term success • Maximum job creation for all • Knowledge Economy and Innovation • Distinctive Places and Competitive Infrastructure.	The Region suffers from a series of overarching economic issues including low GVA, lack of well-paid job opportunities, skills shortages and outward youth migration. This has been recognised within the South West Wales Economic Regeneration Strategy. Yr Egin will directly assist in resolving these issues by the creation of a creative and digital cluster taking advantage of the new infrastructure proposals of the Internet Coast. The economic stimulus that Yr Egin will deliver through the creation of high value, highly skilled jobs and the regional impact of positioning major tenants the Region will provide the springboard for the regeneration of both the local the wider area. Yr Egin will also deliver on the key objective of the City Region's strategy to substantially increase the capacity and capability of the City Region to create and distribute digital content. The clustering effect of Yr Egin will provide opportunities for local businesses, SMEs and startups to take advantage of their proximity to major broadcasters, creating the perfect environment for creative content, leading to increased and more efficient productivity, an increase in opportunity and a rise in GVA for the area as a whole.

Strategic Alignment

Strategy / Policy	Core Principles	How the Project Aligns
UK		
Industrial Strategy 2017	UK Government long term strategy to boost productivity through the creation of jobs and by increasing the earning power of people throughout the UK with investment in skills, industries and infrastructure. The strategy is supported through 5 Foundations of: •Ideas: the world's most innovative economy •People: good jobs and greater earning power for all •Infrastructure: a major upgrade to the UK's infrastructure •Business Environment: the best place to start and grow a business •Places: prosperous communities across the UK. The Strategy also recognises the Grand Challenges of •Artificial Intelligence and data •Ageing society •Clean growth •Future of mobility	Put the UK at the forefront of the AI and data revolution - AI and Data require widespread and high capacity digital connectivity Harness the power of innovation to help meet the needs of an ageing society - Key enabler is technology that has fixed and mobile connectivity widely available and high capacity Maximise the advantages for UK industry from the global shift to clean growth - Reduction in the need to travel and the 'Smart' control of energy systems We will become a world leader in shaping the future of mobility- Mobility demands high capacity and widespread mobile communications
UK Digital Strategy 2017	This strategy sets out how the UK will develop a world-leading digital economy that works for everyone. It has seven strands: •Connectivity - building world-class digital infrastructure for the UK •Skills and inclusion - giving everyone access to the digital skills they need •The digital sectors - making the UK the best place to start and grow a digital business •The wider economy - helping every British business become a digital business •Cyberspace - making the UK the safest place in the world to live and work online •Digital government - maintaining the UK government as a world leader in serving its citizens online •The data economy - unlocking the power of data in the UK economy and improving public confidence in its use	Building World Class Digital Infrastructure, including full fibre and 5G - A central part of what Digital Infrastructure project will deliver Give everyone access to the digital skills they need - Widespread deployment and hot-spots of 5G will drive the development of skills Making the UK the best place to start and grow a digital business - Digital Infrastructure is a pre-requisite, alongside the other central SBCD projects in digital media Helping every British business become a digital business - Making high quality digital connectivity widely available is a critical enabler Maintaining the UK government as a world leader in serving its citizens online - Digital transformation requires digital infrastructure to deliver the services Unlocking the power of data in the UK economy - Data analytics is core to new digital services Fixed and mobile networks will be the enabling infrastructure that drives economic growth - The Digital Infrastructure project is based upon this Nationwide Full Fibre connectivity, there must be a sharp increase in the pace of full fibre roll out - Full Fibre is a one of the key objectives under the connected Cities element of Digital Infrastructure project Making the cost of deploying fibre networks as low as possible by addressing barriers to deployment - Part of Digital Infrastructure is the deployment of publicly owned infrastructure assets to reduce roll out costs Supporting market entry and expansion by alternative network operators - Open procurements are planned for all Digital Infrastructure

Future Telecoms Infrastructure DCMS	1.Fixed and mobile networks will be the enabling infrastructure that drives economic growth 2.Nationwide Full Fibre connectivity, there must be a sharp increase in the pace of full fibre roll out 3.Making the cost of deploying fibre networks as low as possible by addressing barriers to deployment 4.Supporting market entry and expansion by alternative network operators 5.An 'outside in' approach to deployment that means gigabit capable connectivity across all areas of the UK is achieved at the same time 6.A switchover process to increase demand for full fibre services 7.We want the UK to have high quality mobile connectivity where people live, work and travel 8.Alongside finishing the roll out of 4G networks to meet existing mobile demand, we want the UK to be a world leader in 5G	1.The Digital Infrastructure project is based upon this 2.Full Fibre is a one of the key objectives under the connected Cities element of Digital Infrastructure project 3.Part of Digital Infrastructure is the deployment of publicly owned infrastructure assets to reduce roll out costs 4.Open procurements are planned for all Digital Infrastructure 5.Rural connectivity is a key objective of Digital Infrastructure project 6.Demand and Supply simulation are both planned within Digital Infrastructure 7.Support for supply side actions and lowering build costs for 4G are included 8.Construction of 5G hot-spots is a key objective
5G Strategy for the UK	Government has a clear ambition for the UK to be a global leader in the next generation of mobile technology – 5G Digital infrastructure is a building block of the Government's modern Industrial Strategy Deliver three main outcomes: ・accelerating the deployment of 5G networks ・maximising the productivity and efficiency benefits to the UK from 5G ・creating new opportunities for UK businesses at home and abroad, and encouraging inward investment	5G in support of specific and key projects is included Several aspects of the SBCD deal and specifically Digital Infrastructure addresses this directly Accelerating deployment through direct intervention and supporting infrastructure roll-out Projects will demonstrate productivity and efficiency gains across several sectors Availability of leading edge connectivity through Digital Infrastructure project will encourage inward investment
Digital Strategy and Leadership DCMS	Developing a local digital infrastructure strategy: ・A senior digital champion to lead the process ・Bringing together local teams involved in deployment of digital infrastructure ・Putting in place the required skills and resources ・ Collaborating with network providers	A central SBCD team under a single leadership is proposed Coordination of the 4 Local Authorities is proposed Development and recruitment of key skills and resources is proposed Working closely with communications Service Providers is proposed
5G Briefing Paper - UK Parliament	Gives a date of 2027 for most of the UK POPULATION to have 5G coverage Acknowledges the need for wider fibre deployments to support 5G Acknowledges the costs and commercial risks for MNOs to roll out 5G	The papers are more aspirational than concrete requirements on CSPs to roll out 5G. However, the commitments are there and engagement by the SBCD team with the intent and how these evolve into full policy and perhaps intervention funding should be kept under constant review
SRN Ofcom notice of 5G Coverage Compliance	SRN is a joint agreement with MNOs to cover the UK with 4G services, Match funded £1bn 90% of the UK Landmass must be covered 87% of Wales landmass must be covered Baselined in 2020, additional coverage must be in NotSpots	The timescales for SRN are unclear, 14 years is identified as the period this will apply, but no end date is given for the 88% or 90%+ The SBCD team would have the opportunity to examine the proposals of the MNOs for coverage in Q3/4 of 2020 and thereby lobby for changes or to be early in additional deployments
Innovate UK Industrial Challenge Fund	Next Generation services are predicated on leading edge digital infrastructure Transforming construction envisages digital design and IoT Robotics across a wide number of sectors Next Generation services for AI and embeded digital technology Leading edge healthcare, including digital technologies Driverless Cars Creative Industries clusters	Includes digital technologies as a key component which will require leading edge connectivity in fibre and 4G/5G Distributed design and IoT are all included in the project Robotics require leading edge fixed and mobile connectivity AI and analytics require leading edge fixed and mobile connectivity Healthcare requires leading edge fixed and mobile connectivity, particularly the new wave of wearable devices Autonomous vehicles need widespread 5G Creative industries are primarily digitally based and need leading edge fixed and mobile connectivity
Catapults	Various Streams, including: Digital, Energy, Future Cities, High Value Manufacturing, Offshore renewable energy and transport systems	Although these are not government entities, they are closely linked with Innovate UK and act as a delivery partner in many cases. A large number of their interest areas align directly with the Digital Infrastructure project

Wales		
Wellbeing of Future Generations Action 2015	The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. There are 7 Wellbeing Goals: •A Prosperous Wales •A Resilient Wales •A More Equal Wales •A Healthier Wales •A Wales of Cohesive Communities •A Wales of Vibrant Culture and Thriving Welsh Language •A Globally Responsible Wales The Act also identifies 5 Ways of Working: •Long Term •Integration •Involvement •Collaboration •Prevention	Prosperous - Directly supports the goal through delivering innovation, low carbon, expands skills and employment to new highvalue roles Resilient - Supports economic change through digital transformation Healthier - Supports technology's part in delivering health of the nation More Equal - Supports the removal of the digital divide across all sectors Cohesive - Supports well connected communities and governments
Digital First - Welsh Government	Helping the public sector provide excellent online digital services to the people and business of Wales Seek to develop the infrastructure required to support digital service delivery Digital Transformation forms a central part of the Welsh Governments plans to make public services more meaningful to users	Delivering online services requires digital connectivity to those services, through fixed of mobile networks being supported by the project A key element of the infrastructure is the digital connectivity with the right coverage and quality, both delivered by the project Digital Transformation is enabled and driven by the availability of digital infrastructure
Delivering Digital Inclusion - Welsh Government	To ensure that everyone who wants to be online can get online, protect themselves and their friends and families online and do more online to fully benefit from the opportunities the internet and other digital technologies offer	The Digital Infrastructure project is directly focused on this vision and expands upon it to ensure everyone has network access, but also that access meets the demand of the user, including ultrafast and full fibre links and 4G/5G links
Mobile Action Plan - Welsh Government	The planning system has a key part to play in maximising mobile phone coverage across Wales The public sector in Wales has thousands of assets that could be used to site mobile telecommunications infrastructure on public land, public highway and buildings The topography and population density in Wales throws up specific challenges for mobile coverage. Extending coverage as far as possible is likely to require innovative solutions particularly in rural areas. The investment being made by the mobile industry towards regulatory targets will significantly improve mobile connectivity in Wales both in terms of voice and data. However, it is likely that there will still be areas of Wales without a usable and reliable mobile signal The Digital Infrastructure project is directly focused on this vision and expands upon it to ensure everyone has network access, but also that access meets the demand of the user, including ultrafast and full fibre links and 4G/5G links	Specific proposals are made related to a central SBCD function to support efficient planning processes Specific proposals are made related to a central SBCD function to support efficient asset management processes The use of new ways to achieve rural connectivity is included for both fixed and wireless technologies A central team is proposed for SBCD to act as a voice for the region in both investment and regulatory compliance and to work with the Emergency Service coverage requirements

Digital Wales - Welsh Government	1.Inclusivity: Making sure everyone can enjoy the benefits of technology is a key part 2.Skills: We will use technology to improve teaching methods and learning. Beyond schools, we will ensure that everyone in Wales can acquire the basic skills and confidence to get online and use digital technologies. 3.Economy: We want to drive economic growth. We will support Welsh companies to network with research departments to create and commercialise new digital technologies. We will help more Welsh companies to exploit these developments to innovate, grow and access new markets, especially in our priority sectors 4.Public services: We will make more public and government services digital so they are easier to access 5.Infrastructure: To deliver all the benefits of digital technology, we aim to ensure that all residential premises and businesses in Wales will have access to high speed broadband. We will continue to work to eliminate 'not spots' and to ensure that there is fair and equal access to higher speed broadband and to improve mobile coverage	1.Digital Infrastructure project has a key objective of the widest possible connectivity services 2.Utilising technology for skills and education requires underpinning digital infrastructure of the highest quality as delivery moves into video and augmented reality, both considerations for the project 3.Leading edge digital infrastructure will support inward investment and innovation directly 4.Digital Transformation in services requires access via digital networks 5.A fundamental aspect of the project is to ensure the widest possible coverage of both fixed and mobile communications
Informed Health and Care Wales	This strategy outlines how we will use technology and greater access to information to help improve the health and well-being of the people of Wales. It describes a Wales where citizens have more control of their health and social care, can access their information and interact with services online as easily as they do with other public sectors or other aspects of their lives, promoting equity between those that provide and those that use our services in line with prudent healthcare and sustainable social services. 1.Information for You 2.Supporting Professionals 3. Improvement & Innovation 4.A Planned Future	Digital Infrastructure is a direct enabler of all the strategic objectives within this Digital Health and Social Care Strategy for Wales. Specifically, some of the proposed projects under the 5G and IoT actions are directly involved with health projects such as the Well Being village. Generally, an supporting the widest deployment of digital infrastructure, many of the strategic aims become easier to deliver and maintain. 1.Wider digital access directly promotes this aim 2.System integration directly is supported 3.Service change and data availability directly supported 4.Digital working directly supported
Transforming Health and Care in Wales	The current situation is of great concern for service users, health and care organisations, health and social care workers, and society more broadly. Health and social care services experience workforce shortages; Wales' outcomes for health and care are not improving as fast as desired; and service delivery is not consistently good. In this final report we recommend to the Welsh Government some key actions that need to be taken to do that, including: clarifying what a set of new models of care might look like; strengthening the power of citizens and users to make change; improving the local leadership and governance needed to implement change; harnessing digital, scientific, technological and infrastructure developments to underpin modernised models of care as well as unlock efficiencies; and at a national level designing the system to expedite and incentivise progress through increased transparency	Recommendations 7 – Harnessing innovation and accelerate technology and infrastructure developments is directly supported. Digital Infrastructure is a critical enabler to achieve this recommendation. Recommendation 8 - Align system design to achieve results. Transformative change happens at several levels, but digital transformation of services is a key driving force that is supported directly by the actions in this business case.
Regional		

Swansea Bay City Region Economic Regeneration Strategy	By 2030, South West Wales will be a confident, ambitious & connected City Region, recognised internationally for its emerging Knowledge and Innovation economy Strategic Aim 1: Business Growth, Retention & Specialisation Strategic Aim 2: Skilled & Ambitious for long-term success Strategic Aim 3: Maximising job creation for all Strategic Aim 4: Knowledge Economy and Innovation Strategic Aim 5: Distinctive Places and Competitive Infrastructures	Knowledge and innovation are strongly supported by digital infrastructure and digital services. The delivery of both are primary objectives for the Digital Infrastructure project Aim 1: Inward investment can be made more attractive by the availability of high quality digital infrastructure. Digital sector businesses tend to drive higher value jobs Aim 2: Digital Transformation affects many sectors and will drive skills and resources to meet the demand. Digital infrastructure is a key enabler for the transformation process Aim 3:High quality digital infrastructure stimulates innovation and digital/media clusters, creating new opportunities Aim 4: First class digital infrastructure is a prerequisite for any knowledge and innovation based approach Aim 5: The project directly supports the widest access to next generation fixed and mobile broadband, including

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Strategic Alignment

Strategy / Policy	Core Principles	How the Project Aligns
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Industrial Strategy 2017	UK Government long term strategy to boost productivity through the creation of jobs and by increasing the earning power of people throughout the UK with investment in skills, industries and infrastructure. The strategy is supported through 5 Foundations of: •Ideas: the world's most innovative economy •People: good jobs and greater earning power for all •Infrastructure: a major upgrade to the UK's infrastructure •Business Environment: the best place to start and grow a business •Places: prosperous communities across the UK. The Strategy also recognises the Grand Challenges of •Artificial Intelligence and data •Ageing society •Clean growth •Future of mobility	The Skills and Talent Programme will develop a sustainable pipeline of individuals to support growth of the four themes and support the future competitiveness of the region. It will nurture indigenous talent through initial education and ongoing career development, while also attracting globally-competitive skills to the region through the private sector investment which ensues from the proposal as a collective. The programme will seek to utilise and maximise the potential of city region partner organisations through the existing RLSP structure and will look to develop and support strategic skills interventions around the key themes of ICT infrastructure and digital skills, Health, Energy and Smart Manufacturing.
Wales		
Wellbeing of Future Generations Action 2015	The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. There are 7 Wellbeing Goals: •A Prosperous Wales •A Resilient Wales •A More Equal Wales •A Healthier Wales •A Wales of Cohesive Communities •A Wales of Vibrant Culture and Thriving Welsh Language •A Globally Responsible Wales The Act also identifies 5 Ways of Working: •Long Term •Integration •Involvement •Collaboration •Prevention	Prosperous - It will directly support an innovative and skilled Wales through developing new skills activity to support the development of the City Deal projects. It will allow for activity to become mainstream enhancing the current skills provision and allowing a greater number of talented individuals to enter the Welsh digital economy. It will support the development of local supply chains and new and innovative business activity through supporting skills development within the digital economy. Resilient - The programme will support the economy of the regional and Wales through the global transition that will arise from technological changes such as automation and artificial intelligence by ensuring residents are equipped with the skills required. Healthier - Skills and Talent will support individuals to participate within the digital economy and access sustainable employment which benefits mental and physical well-being. There will be direct support for the life science and well-being theme which includes Pentre Awel the 'Life Science and Well-being Village' as well as the 'Life Science Campuses' projects. Increased connectivity and the skills to utilise digital technologies will help to address issues related to isolation, loneliness and well-being. Equal - Skills and Talent will support the City Deal in its ambitions to drive through economic transformation within the region and reduce the deficit in GVA performance compared to other parts of the UK.The programme will support a reduction in poverty through providing individuals with the opportunity to access well paid sustainable employment locally. Vibrant Culture - Skills and Talent will support skills activity bilingually where possible and support the progression of bilingual learners into the digital economy. Globally rRsponsible - The skills developed via the programme will support the development of a low carbon economy within the region and improving sustainability, through supporting projects under the Internet of Energy and Smart Manufacturing. Cohesive Communities - Through the Economic Acceleration and the development of skills within the digital economy ecosystem there will be growth opportunities for both local indigenous companies and local supply chains. Improved digital infrastructure and skills to utilise technologies will improve the resilience and cohesion of communities, particularly within rural areas.

Prosperity for All	Wales Strategy for prosperity and wellbeing to take forward the 4 key themes of Taking Wales Forward Programme for Government: •Prosperous and Secure •Healthy and Active •Ambitious and Learning •United and Connected And based around the 5 Priority Areas of: •Early Years •Housing •Social Care •Mental Health •Skills and Employability	The Skills and Talent programme supports the key objectives of the Welsh Government's Prosperity for All strategy specifically the Ambitious and Learning theme by creating opportunities for all to achieve skills at all levels and from all ages enabling individuals to achieve a better chance of getting a rewarding job and the ability for the region to attract inward investment to the area because of a strong skills base.
Economic Action Plan	The purpose of the Economic Action Plan is to support delivery of Prosperity for All – the national strategy for Wales. The Plan sets out a vision for inclusive growth, built on strong foundations, supercharged industries of the future and productive regions. The Plan focusses on boosting productivity and addressing inequality. The Plan presents Calls to Action on a number of areas including: •Decarbonisation •Innovation •High quality employment and skills development •Research and development	The Skills and Talent programme supports the key objectives of the Welsh Government's Prosperity for All strategy specifically the Ambitious and Learning theme by creating opportunities for all to achieve skills at all levels and from all ages enabling individuals to achieve a better chance of getting a rewarding job and the ability for the region to attract inward investment to the area because of a strong skills base.
Tackling Poverty Action Plan	The key objectives of our Tackling Poverty actions are: • to prevent poverty, especially through investment in giving children the best possible start in life. From conception through to early adulthood, our aim will be to reduce inequality at the earliest possible stage and break the link between socio-economic disadvantage, educational under achievement and the impaired life chances that flow from these; • recognising that the best route out of poverty is through employment, we will continue to help people to improve their skills and enhance the relevance of their qualifications. We will also remove other barriers to employment – from practical barriers such as the accessibility of transport and buildings to less tangible barriers such as poverty of aspiration - helping people to move on to and up the employment ladder; • at the same time, we will increase action to mitigate the impact of poverty here and now. We recognise that for more and more people, even being in work will not guarantee that they can escape poverty. We can act to improve the quality of life of these communities, families and individuals.	The aim of the Skills and Talent programme is to develop the opportunities for all to achieve higher qualifications and opportunities to work in ground breaking technology through the City Deal projects and other investment opportunities that will be generated in the region. The International opportunities through the Erasmus programme and the development of opportunities for companies and students from overseas to invest, study and work in the region

Skills Implementation Plan	The skills implementation plan was developed to inform future action in relation to post-19 skills and employment policy. The aim of the plan is to provide details of the actions to be undertaken by the Welsh Government working with employers, individuals, trade unions and delivery partners. The four key themes of the Policy Statement are: • Skills for jobs and growth: how Wales can stimulate demand for a more highly-skilled society that can drive forward our economy in pursuit of jobs and growth • Skills that respond to local needs: a skills system which reflects the needs of local communities, including a streamlined and accessible employment and skills offer • Skills that employers value: the importance of engaging employers to participate in the skills system and the level of co-investment needed alongside government if Wales is to remain competitive • Skills for employment: the role of the skills system in providing employment support necessary to assist individuals into employment and to progress in work	The Skills and Talent programme will support the key opbjectives to improve literacy, numeracy and ICT skills of working adults to at least level 2 and higher.
Schools Improvement Plan	The strategy covers post 16 education and skills via further and higher education, adult and community learning and apprenticeship and aims to deliver. The aspiration of the strategy is to have aspirational young people with opportunities across all levels of education achieve the highest levels of qualifications	The Skills and Talent programme aims to increase the number of people in the region attaining a qualification and to generate opportunities for all to attain higher qualifications to meet the needs of the City deal projects.
Youth Engagement and Progression Framework	Youth Engagement Framework The Youth Engagement and Progression Framework (YEPF) sets out a new approach to developing support for young people who are at risk of or who have become NEET. The Framework has 6 key elements: Identifying young people most at risk of disengagement; Better brokerage and co-ordination of support	The Skills and Talent programme will work with all people in society with the aspiration of raising the skills levels for all across the region. There are a high percentage of individuals who fall within the NEET category and the Skills and Talent programme will work with all employability projects, stakeholders and educational establishments to ensure that the opportunities that will be generated through the whole City Deal portfolio.
Regional		
Swansea Bay City Region Economic Regeneration Strategy	The Economic Regeneration Strategy for Swansea Bay aims to strengthen the economy and boost productivity for the City Region area and sets out the Strategic Framework for intervention through 5 Strategic Aims Strategic Aims: • Business Growth, Retention and Specialisation • Skilled and Ambition for long term success • Maximum job creation for all • Knowledge Economy and Innovation • Distinctive Places and Competitive Infrastructure.	The Skills and Talent programme will be instrumental in the success of all 5 key aims of the strategy and will deliver on the key skills requirements to meet the needs of the employers in the region.
Regional Employment and Skills Plan	The plan informs and support the Welsh Government's strategic approach to the delivery of employment and skills provision in conjunction with the other two Regional Skills Partnerships in Wales.	The Skills and Talent programme will utilise the work undertaken by the RLSP team includingdata being generated on the impact of Covid 19 pandemic for future skills needs.

Life Science and Wellbeing Campuses Business Case - Draft OBC Dec 20

Strategic Alignment

Strategy / Policy	Core Principles	How the Project Aligns
UK		
Industrial Strategy 2017	UK Government long term strategy to boost productivity through the creation of jobs and by increasing the earning power of people throughout the UK with investment in skills, industries and infrastructure. The strategy is supported through 5 Foundations of: • Ideas: the world's most innovative economy • People: good jobs and greater earning power for all • Infrastructure: a major upgrade to the UK's infrastructure • Business Environment: the best place to start and grow a business • Places: prosperous communities across the UK. The Strategy also recognises the Grand Challenges of • Artificial Intelligence and data • Ageing society • Clean growth • Future of mobility	The ILS Campuses Strategy builds upon excellent industrial, life science and clinical research strengths. The Life Science, Wellbeing & Sport Campuses also underpin wider regional efforts to support regeneration in some of the UK's most deprived areas.
UK Government Strategy for UK Life Sciences	Building an integrated system of industry, academia and health service. The IL Life Science, Wellbeing & Sport Campuses are underpinned by UK/local sector strengths in industrial capacity and academic research. The alignment with HE/FE and wider skills development and global investors supports delivery of skills and talent.	Embedding innovation activity within an integrated healthcare and life sciences environment will place citizens at the centre of innovation. The focus created by the ILS Campuses will provide sustainable critical mass,and underpin services to support digital inclusion.
The Department for Culture Media and Sport's UK Digital Strategy	This strategy sets out how the UK will develop a world-leading digital economy that works for everyone. It has seven strands: • Connectivity - building world-class digital infrastructure for the UK • Skills and inclusion - giving everyone access to the digital skills they need • The digital sectors - making the UK the best place to start and grow a digital business • The wider economy - helping every British business become a digital business • Cyberspace - making the UK the safest place in the world to live and work online • Digital government - maintaining the UK government as a world leader in serving its citizens online • The data economy - unlocking the power of data in the UK economy and improving public confidence in its use	Information to be provided
The UK Governments 5G Strategy	Government has a clear ambition for the UK to be a global leader in the next generation of mobile technology – 5G Digital infrastructure is a building block of the Government's modern Industrial Strategy Deliver three main outcomes: ・accelerating the deployment of 5G networks ・maximising the productivity and efficiency benefits to the UK from 5G ・creating new opportunities for UK businesses at home and abroad, and encouraging inward investment	Aligned to the SBCR Digital infrastructure project, the project will harness the emerging digital capabilities inclusive of ultra-fast broadband and 5G mobile connectivity to drive technology development and innovation.

The UK Government Building Digital UK (BDUK)	Building Digital UK (BDUK), part of the Department for Digital, Culture, Media & Sport (DCMS) is delivering broadband networks to the UK. Current activity includes: •Investment to provide superfast broadband coverage to as many premises as possible beyond the 95% level achieved in December 2017 •Piloting a way to provide gigabit-capable broadband to the hard-to-reach places in the UK through its Rural Gigabit Connectivity programme that is currently funded through to March 2021 •Stimulating private investment in gigabit-capable connections through its UK Fibre programme, currently funded through to March 2021	Embedding innovation activity within an integrated healthcare and life sciences environment will place citizens at the centre of innovation. The focus created by the ILS Campuses will provide sustainable critical mass,and underpin services to support digital inclusion.
Wales		
Wellbeing of Future Generations Action 2015	The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. There are 7 Wellbeing Goals: •A Prosperous Wales •A Resilient Wales •A More Equal Wales •A Healthier Wales •A Wales of Cohesive Communities •A Wales of Vibrant Culture and Thriving Welsh Language •A Globally Responsible Wales The Act also identifies 5 Ways of Working: •Long Term •Integration •Involvement •Collaboration •Prevention	The Life Science,Well-being & Sport Campuses project will be inclusive of all, creating diverse opportunities apprenticeships, jobs and continued skills development. Public and private sectors will jointly address the linked determinants of health & well-being between education, health and employment.
Prosperity for All / Tjaking Wales Forward	Wales Strategy for prosperity and wellbeing to take forward the 4 key themes of Taking Wales Forward Programme for Government: •Prosperous and Secure •Healthy and Active •Ambitious and Learning •United and Connected And based around the 5 Priority Areas of: •Early Years •Housing •Social Care •Mental Health •Skills and Employability	Aiming to build a Wales that is prosperous and secure, healthy and active, ambitious and learning, and united and connected. This will be delivered by securing and creating sustainable employment, shifting the approach from treatment to prevention, inspiring people to be the best they can be and building the vital links that make it easier for people to come together and for the economy to grow.
Economic Action Plan	The purpose of the Economic Action Plan is to support delivery of Prosperity for All – the national strategy for Wales. The Plan sets out a vision for inclusive growth, built on strong foundations, supercharged industries of the future and productive regions. The Plan focusses on boosting productivity and addressing inequality. The Plan presents Calls to Action on a number of areas including: •Decarbonisation •Innovation •High quality employment and skills development •Research and development	The plan sets out the principles to support an economy that increases both wealth and well-being through inclusive growth and fair distribution of benefits across Wales, delivering better jobs closer to home. The Life Science,Well-being & Sport Campuses project responds to for four of the seven “Calls to Action”. The Project will expand the capacity and capability to allow investment into training provision through expansion of apprenticeships, foundation, undergraduate, postgraduate training and continued professional development. The project will also enable the enhancement of vocational and innovative learning programmes and engage with employers from across the public and private sectors to ensure a true and sustainable pipeline of talent is commanded. Digital capacity and capabilities will be incorporated into all aspects of the project inclusive of skills development activities.

Parliamentary Review of Health and Social Care in Wales	• Harness innovation, and accelerate technology and infrastructure developments • A Health & Care System that's always learning • Bold new models of seamless care	This initiative will support the delivery of the quadruple aim advocated within the report. In particular, whilst supporting the delivery of all 10 of the recommendations this project will significantly contribute to harnessing innovation and accelerating technology and infrastructure developments outlined in recommendation seven. The review concludes that while Wales is in prime position to further develop technology and innovation as a key strength in pursuit of the quadruple aim current capacity and capability hinder the ability to deliver at pace. This project will provide both the capacity and capability for technology development and innovation within the region.
A Healthier Wales - Our Plan for Health and Social Care in Wales	Information to be provided	Information to be provided
Regional		
Swansea Bay City Region Economic Regeneration Strategy	The Economic Regeneration Strategy for Swansea Bay aims to strengthen the economy and boost productivity for the City Region area and sets out the Strategic Framework for intervention through 5 Strategic Aims Strategic Aims: •Business Growth, Retention and Specialisation •Skilled and Ambition for long term success •Maximum job creation for all •Knowledge Economy and Innovation •Distinctive Places and Competitive Infrastructure.	The Institute of Life Science, Wellbeing & Sport is an expansion for growth in GVA and employment and will main ILS-supported levels of growth throughout the SBCR programme period, delivering 1,120 jobs (directly and indirectly) based upon Life Sciences & Well-being innovation across the regional cluster by 2031 (across both R&D and wider industry). The region will engage with Welsh Government and wider stakeholders to create the SBCR living lab/testbed environment. This will be achieved through ILS and Joint Clinical Research Facility (J-CRF) engagement and activity across SBCR. During the period, the region will utilise its RD&I assets to attract 4 significant inward investments to support balanced cluster growth and opportunity for wider UK sector. This would also involve realising a network of 300 cluster firms within the project period. Expanding technology and knowledge transfer activities between industry, academia and health service. This will involve development in excess of 100 new commercialisation opportunities during the project period, with £48m co-investment and numerous enterprise partnerships. In response to the Case for Change and broader Strategic Case, the Campuses Project has been developed appraising options against the following Critical Success Factors in pursuit of achieving the Spending Objectives; •To support the growth of high value employment in the sector •To expand the pipeline of new enterprises in the sector •To enhance the effectiveness of regional RD&I assets for local and UK-wider innovation •To enhance the region and UK sector profile by capturing major international opportunities •To expand the pipeline of innovation opportunities engaged and realised with SBCR RD&I assets

Regional Employment and Skills Plan	Information to be provided	Life Science, Wellbeing & Sport Campuses will provide a pipeline of healthcare innovations benefitting communities during the development phase (locally) and from commercialisation (UK and further afield). This will provide both local economic uplift through improved health and wellbeing and subsequent productivity along with wider societal benefit and skills uplift improving education and skills is both important to our efforts to reduce poverty and to improve the city and economy, which means transforming our education system to ensure children and young people have the necessary skills for the new economy. The Life Sciences,Wellbeing & Sport project will work alongside RLSP to identify skills solutions, including bespoke training where required. An agreement will be developed with the Training Solutions group, resulting in: •a better understanding of the needs of the sector within the region; •engagement with Schools to influence curriculum development and promotion of key skills required in the future by the life science sector and projects; •the creation of a skills system that will support the competitiveness of current and future life science companies; •an increase in the number of higher skilled individuals able to take up opportunities in the life science sectors, including those choosing to locate or expand within the region because of the City Deal; •an increased number and quality of apprenticeships will be supported and new opportunities developed through the projects, thereby creating a more skilled workforce in the region; and •encouraging people to learn and go on to work in life science industries in the region. Expanding ILS capacity and capability will allow investment to equip existing and prospective workforces across the Region with the relevant skills for future employment, addressing skill gaps. The project will also enable the enhancement of vocational and innovative learning programmes, engaging with employers from across public and private sectors, remain sustainable and boosting a rapidly changing economy. In line with SBCR digital infrastructure and ARCH ambitions, digital capacity and capabilities will be incorporated into all aspects of the project inclusive of skills development activities. This aligned will also help support the growth of high value employment across the Region by 2031. Creating jobs based upon Life Sciences & Wellbeing innovation (across R&D and wider industry).
A Regional Collaboration for Health (ARCH)	Information to be provided	The Life Sciences,Wellbeing & Sport Campuses will support the health and wellbeing challenges within the region through collaborative approaches. Specifically around Skills & Workforce, Research, Enterprise & Innovation, Service Transformation and Wellbeing.

Strategic Alignment

Strategy / Policy	Core Principles	How the Project Aligns
UK		
Industrial Strategy 2017	UK Government long term strategy to boost productivity through the creation of jobs and by increasing the earning power of people throughout the UK with investment in skills, industries and infrastructure. The strategy is supported through 5 Foundations of: •Ideas: the world's most innovative economy •People: good jobs and greater earning power for all •Infrastructure: a major upgrade to the UK's infrastructure •Business Environment: the best place to start and grow a business •Places: prosperous communities across the UK. The Strategy also recognises the Grand Challenges of •Artificial Intelligence and data •Ageing society •Clean growth •Future of mobility	The Wellbeing Village is an embodiment of the 'five foundations of productivity' outlined in the UK's Industrial Strategy: 1. Ideas – the world's most innovative economy Following strategic impetus from the UK and Welsh Governments, the field of life science, with associated R&D, has taken firm footing in the region, and additional investment will increase long-term vibrancy and resiliency. The creation of dedicated life sciences business acceleration, incubation and associated R&D within the Village would be a demonstrable investment in science, research and innovation. This would ensure new ideas are developed and deployed to translate new, credible intellectual properties into industry and commercial practices that will bring improvements in health and personal wellbeing. 2. People – good jobs and greater earning power for all Employment and education / skills development are cornerstones of the Wellbeing Village, with an ambition to provide training at all levels from entry to postgraduate, in response to acute local conditions, to nurture the next generation of professionals. All services provided on site will have a training role including supported employment to improve workplace access opportunities regardless of their stage in life. 3. Infrastructure – a major upgrade to the UK's infrastructure Driven by a green infrastructure network design philosophy, where form will follow function, improvements to local transport, water and energy supply are expected. This is likely to include provision of electric vehicle charging points, green roof, rain-water harvesting for toilet flushing, air source heat pumps and photovoltaics (roof and car park) in order to harness renewable energy to the fullest extent possible. There will be greater availability of high quality business/office space to promote the growth of small and medium-sized enterprises. Moreover, there is a commitment amongst Stakeholder Partners to develop telehealth and telemedicine, and for this networked infrastructure to be readily transferrable to all parts of the region. Finally, the provision of modern assisted living accommodation with state of the art assistive technology– care home and extra care facility – will increase stock and ensure that the county is better placed to deal with the demands of an ageing population by promoting independence. 39 4. Business environment – the best place to start and grow a business The Business Development Centre will function to provide business incubator/accelerator space offering technical, support and advice services to business start-ups in order to help them realise their growth potential. Growth and retention will help increase life science sector productivity – one of the underlying ambitions of the 'Sector Deals'. In addition, with the potential for a 'living laboratory' linked to assisted living, the CRC, provides an attractive proposition to those developing particular types of innovation 5. Places – prosperous communities across the UK One discernible strength of the Village is its rootedness is place, with the sociodemographic and economic backdrop of Delta Lakes driving a long-term vision for sustainable growth. The Village, as a cluster led by the triumvirate of academia, industry and the public sector, incorporates the other four foundations of the UK industrial strategy. It creates an ecosystem based on the concept of work-learn-play-live bringing together the foundations of productivity in a multi-disciplinary environment to create a prosperous community and a cluster of expertise which will redress economic imbalance by leveraging its R&D capabilities, developing its competitive strengths and maximising high quality innovation. This addresses some of the most pressing challenges to regional growth whilst reducing health and socio-economic inequalities, particularly within the adjacent Communities First area. Grand Challenges:- Healthy Ageing The Village aligns to the UK's Industrial Strategy's Ageing Society Grand Challenge as the activity of the Village, particularly research-based businesses development, will harness the power of innovation to help meet the needs of an ageing society and introduce new, more effective and efficient life science and care products to the market. Utilising digital technology and innovative application of R&D to industry the Village will bring together business, academia and civil society to work together to develop new technologies and care products in the field of life-science and well-being. In bringing together public sector services, businesses and research and development in one multi-disciplinary environment the Village will support care providers from all sectors to adapt to meet the needs of changing care demands and introduce new products and services which meet important social and well-being needs of the ageing population. In addition, other activities in the Village such as a state-of-the-art care facility, assisted living technologies and accessible leisure facilities will promote independent living, well-being and good quality of life for all.
Life Sciences Industrial Strategy	The building blocks of the Life Sciences Industrial Strategy are: a) Reinforcing the UK Science Offer b) Growth & Infrastructure c) NHS Collaboration d) Skills e) Regulation	The co-location of life science research and business development with NHS and industry is a principal strength and, through novel technologies and unique collaborations, will foster advancements in digital health for the benefit of UK patients. 40 The Business Development Centre will offer incubation and growth space and will add significant value to start-ups through strategic partnering, entrepreneurial experience, mentoring, market analysis and technology/product/service validation. The principal focus of research and business development activity will be life science and medical based. The Village will offer facilities to link to areas of specific interest to Hywel Dda UHB to promote local needs-based research and facilitate recruitment and retention of professional staff in the region. The Clinical Research Centre will offer a greater breadth of research activity/applications, including clinical research, patient engagement/impact studies and behavioural science (for example in relation to healthy eating). Taken together, the investment in regional R&D and business incubation through City Deal will create high quality companies in the life science sector that can: deliver products, technologies and services which evidence significant social impact; operate staff development and retention programmes; network and collaborate within the ecosystem, and further afield; engage with the community and be scalable globally. In doing so, it is also proposed to develop the local supply chain. The longer-term ambition of the Business Development Centre will be to allow successful companies to grow out of the Village to be replaced by new start-up and spin-in ventures. This will ensure that South Wales, Wales and the UK is at the forefront of life science R&D and, through maximisation of opportunities, the region sustains itself as an 'excellent medtech cluster' (a designation given to the region within the Life Sciences Industrial Strategy). The Project Management Office (PMO) fulfils a co-ordinating function and will pursue direct links with public and private organisations to mitigate against 'missed opportunities' and share information / best practice, which has the secondary benefit of promoting the strategy across the UK as a whole
Innovate UK Industrial Challenge Fund DBEIS	Next Generation services are predicated on leading edge digital infrastructure Transforming construction envisages digital design and IoT Robotics across a wide number of sectors Next Generation services for AI and embeded digital technology Leading edge healthcare, including digital technologies Driverless Cars Creative Industries clusters	Embedding innovation activity within an integrated healthcare and life sciences environment will place users at the centre of innovation. The focus created by the Village will provide sustainable critical mass, and underpin services to support digital inclusion. Bringing R&D together with industry and service providers the Village will support digital innovators to develop their ideas and provide an environment in which they can be tested in applications such as in assisted living.
Equality Act 2010	• Due consideration of the nine protected characteristics and promotion of the Welsh language, rooted in business / service planning	Equality of opportunity will be promoted across all Village domains, including employment, education and training and service access. In rudimentary form this will encompass unfettered access to buildings, 'changing places' facilities, dementia friendly practices, a bilingual and diverse workforce, entry-level training, work placements accessible through the medium
Wales		
Wellbeing of Future Generations Action 2015	The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. There are 7 Wellbeing Goals: •A Prosperous Wales •A Resilient Wales •A More Equal Wales •A Healthier Wales •A Wales of Cohesive Communities •A Wales of Vibrant Culture and Thriving Welsh Language •A Globally Responsible Wales The Act also identifies 5 Ways of Working: •Long Term •Integration •Involvement •Collaboration •Prevention	A More Prosperous Wales • The project will establish a new infrastructure, which will catalyse economic regeneration through business start-up and growth, attraction of inward investment and the consequent creation of jobs at all levels. • The whole development is projected to create 1,853 jobs across an area in great need of employment opportunities. • Provision of an education and skills development capability integrated across the on-site services. • A network of training opportunities will be developed aimed at making a significant and sustainable contribution to meeting the skills shortage in the area, through integrated working with the on-site businesses and services provided by the private, public and third sectors. A Healthier Wales • Facilities provided for clinical research • Improved wellbeing of working populations • The services identified for delivery within the Village are in alignment with the University Health Board Strategic Objectives, providing preventative measures to tackle issues such as obesity, diabetes, respiratory health, mental health and dementia. • Enabling modernisation of services in line with the best practice outcomes and healthier lifestyles linked to the life cycle approach to care. A More Equal Wales • A major project in an area of significant economic and social need • Integration with the existing community is recognised as a key consideration; the facilities developed on site will be transgenerational, designed to improve quality of life and provide opportunities for people of all backgrounds..

Taking Wales Forward / Prosperity for All	Wales Strategy for prosperity and wellbeing to take forward the 4 key themes of Taking Wales Forward Programme for Government: •Prosperous and Secure •Healthy and Active •Ambitious and Learning •United and Connected And based around the 5 Priority Areas of: •Early Years •Housing •Social Care •Mental Health •Skills and Employability	It is the collaborative nature of the Village that offers the opportunity to create joint and meaningful social and economic impact from bold and ambitious plans and investment, including the creation of high value jobs and training and increased GVA output. The Village targets some of the most deprived localities of the region where economic regeneration has most value, whilst using telecare/telehealth to connect to wider communities, including rural and isolated. The development area is adjacent to a Lower Super Output Area ranked within the top 10% most deprived in Wales. Embedding an Open Innovation and collaborative ecosystem in an area of acute need will provide dual benefits: making the region an important UK attractant for home-grown and inward-investing business and providing socioeconomic uplift. The full project scope will provide increased opportunities and services aimed at improving health and prosperity.
Economic Action Plan	The purpose of the Economic Action Plan is to support delivery of Prosperity for All – the national strategy for Wales. The Plan sets out a vision for inclusive growth, built on strong foundations, supercharged industries of the future and productive regions. The Plan focusses on boosting productivity and addressing inequality. The Plan presents Calls to Action on a number of areas including: •Decarbonisation •Innovation •High quality employment and skills development •Research and development	The Wellbeing Village is responsive to four of the five 'Calls to Action' and all seven 'Economic Contract' principles of the Prosperity for All Economic Action Plan. The co-location of services and R&D / business acceleration infrastructure will bring to pass uniform socio-economic growth across the region, facilitated by digital connectivity (such as telecare/ telehealth), revised training and wellness pathways and business incubation capabilities. In addition, the skills and talent pipeline will be inclusive of people of all ages and abilities through entry level and specialist training. Adjacent Communities First areas will be targeted to provide aspirational opportunities that will help break the cycle of deprivation. We would make an indirect contribution to the fifth call to active as links with international companies will foster the exporting of IPs and products developed in the Village.
Wales Infrastructure Investment Plan	The Wales Infrastructure Investment Plan for Growth and Jobs sets out the Welsh Government's strategic investment priorities, provides a detailed account of sectoral investment plans and sets out the key elements of a new approach to infrastructure investment. The Plan identifies the following investment priorities: • Improving transport networks, in particular east-west links in North and South Wales. • Improving telecommunications networks. • Supporting the development of the energy industry in Wales. • Investing in housing. • Delivering more efficient and economical public services. • Improving the quality of the educational estate. • Developing our Enterprise Zones.	The Village aligns with the strategic priorities of the Wales Infrastructure Investment Plan through creating a step change in business, research and development excellence / capacity underpinned by strong public, private and third sector partnerships. Through interconnectivity the Village will deliver prosperity, improve service delivery and create a sustainable, modern and multidisciplinary life science and health workforce. This will be underpinned by the creation of modern infrastructure meeting gaps in the local market for business incubation and research space, including larger premises for growing businesses. It will also provide necessary expansion space for education, skills and training in line with demand and growth projection in the health and care sectors.
Visit Wales Partnership for Growth	Increasing visitor spend by: • more well-being facilities • more all year round attractions, activities and innovative / distinctive experiences	Tourism generates over £434m of revenue to Carmarthenshire's economy annually. Under current proposals, a Wellness Hotel (with associated R&D and training utilities) and National Diving Centre would further increase the 'tourism offer' of South Llanelli, enriching existing provision (adjacent Millennium Coastal Path) and supporting a more prosperous economy. Delta Lakes would become a centre for wellness tourism in the Swansea Bay City Region, a rapidly expanding sector: 14% growth rate between 2013-2015, compared to 6.9% growth in overall tourism. $563 billion global revenue.
Social Services and Wellbeing Act 2014	• Partnership working for the best possible standards of care • Suitability of infrastructure and services • Safeguarding of citizens • Involving people in decisions about their car	The Village will serve as a vehicle for delivering the radical change to working practices which have been called for by the Act. Integrating the communities of Llanelli in the collaborative activities will ensure that people have greater control over their care, promote independence, move care closer to people's homes and provide fit-for-purpose facilities to safeguard peoples' wellbeing across the life course. This will also include telemedicine via 'skype' consultation
Parliamentary Review of Health and Social Care in Wales	• Harness innovation, and accelerate technology and infrastructure developments • A Health & Care System that's always learning • Bold new models of seamless care	The Village meets all the recommendations of the review, particularly 3, 5, 6,7 and 8 by maximising the benefits of technology and innovation to pursue the Quadruple Aim and deliver more effective and efficient care. The business incubation/acceleration units will improve system design and provide access to infrastructure for holistic product development (e.g. 3d printing for prototyping) in order to rapidly accelerate development, implementation, and evaluation of seamless care and support whilst allowing a shared space for R&D and Industry to continually learn and improve
Regional		
Swansea Bay City Region Economic Regeneration Strategy	The Economic Regeneration Strategy for Swansea Bay aims to strengthen the economy and boost productivity for the City Region area and sets out the Strategic Framework for intervention through 5 Strategic Aims Strategic Aims: •Business Growth, Retention and Specialisation •Skilled and Ambition for long term success •Maximum job creation for all •Knowledge Economy and Innovation •Distinctive Places and Competitive Infrastructure.	Business Growth, Retention and Specialisation •Provision of resources to retain growing Life Science and Health companies in the City Region •Expand and strengthen the Life Sciences and Health ecosystem in the City Region •Lever excellence in Life Sciences and Health knowledge and expertise for companies in the ecosystem •Continue to take national and international leaders on our journey for Life Sciences and Health in South West Wales Skilled and Ambition for long term success •Deliver the vision that ARCH is praised with and continue to dare to be brave •Deliver Skills/workforce transformation planned by ARCH including multi and inter disciplinary people •Integrate and co-locate all stages of learning and development pipeline and offer attractive, career long employment opportunities for the through flow of talented people •Address poverty through employment as a key determinant of wellbeing Maximum job creation for all •Create new and grow existing enterprises in Life Science and Health •Continued focus on economic development projects for Life Science and Health in the region •Expanded Open Innovation in Life Science and Health offering collaborative opportunities for learners and workers at all levels •Partnerships between public private and third sector organisations in Life Science and Health on regional national and international scales Knowledge Economy and Innovation •An innovation framework to support Life Science and Health organisations •Life Science and Health investment initiatives and funds to deliver innovative products processes and services •World class Rand D collaborations in Life Science and Health relying on regional assets •Attract and win inward investment opportunities in Life Science and Health •Build on proven research excellence in Life Science and Health Distinctive Places and Competitive Infrastructure. •Developments based around place and settings, celebrating and selling our natural environment •State of the art infrastructure and facilities for Life Science and Health •Excellence in connectivity and digital assets •Create Wellness Tourism destinations •Continual reinvestment in Life Science and Health Infrastructure to remain relevant and sustainable •Whole systems approach for integrated solutions

Homes as Power Stations - OBC v2 Nov 19

Strategic Alignment

Strategy / Policy	Core Principles	How the Project Aligns
UK		
Industrial Strategy 2017	UK Government long term strategy to boost productivity through the creation of jobs and by increasing the earning power of people throughout the UK with investment in skills, industries and infrastructure. The strategy is supported through 5 Foundations of: • Ideas: the world's most innovative economy • People: good jobs and greater earning power for all • Infrastructure: a major upgrade to the UK's infrastructure • Business Environment: the best place to start and grow a business • Places: prosperous communities across the UK. The Strategy also recognises the Grand Challenges of • Artificial Intelligence and data • Ageing society • Clean growth • Future of mobility	The HAPS project aligns well with each of these foundations, particularly 'ideas' – where the goal is to create 'the world's most innovative economy'. The HAPS project has greatest strategic fit with the 'clean growth' grand challenge, where the strategy states: • 'The move to cleaner economic growth – through low carbon technologies and the efficient use of resources – is one of the greatest industrial opportunities of our time.' • 'We will transform construction techniques to dramatically improve efficiency' • 'For the majority of [the UK's] energy to be clean and affordable, we need much more intelligent systems. Smart systems can link energy supply, storage and use, and join up power, heating and transport to increase efficiency dramatically. By developing these world-leading systems in the UK, we can cut bills while creating high-value jobs for the future.'
Climate Change Act	The Climate Change Act established a target for the UK to reduce its emissions by a minimum of 80% from 1990 levels by 2050 with five-yearly interim targets. To note, the Welsh Government has set a more ambitious target of reducing emissions in Wales by at least 40% by 2020 from 1990 levels with a target to reduce emissions by 3% per annum, measured against a baseline of average emissions between 2006 and 2010. This includes all 'direct' greenhouse gas emissions in Wales except those from heavy industry and power generation that are covered by the EU Emissions Trading Scheme.	The HAPS project aims to reduce emissions through decreasing energy demand and increasing the use of renewable technologies in housing – this decarbonisation of homes will align to this policy and support delivery of emission reduction targets
Construction Sector Deal	The Construction Sector Deal sets out an ambitious partnership between the industry and the government that aims to transform the sector's productivity through innovative technologies and a more highly skilled workforce. One of the benefits outlined in the Construction Sector Deal states 'better homes that are cheaper to run'	Direct alignment with HAPS
Transforming Infrastructure Performance Plan	Transforming Infrastructure Performance (TIP) plan, which is the UK Government's plan to increase the effectiveness of investment in infrastructure – both economic infrastructure such as transport and energy networks, by improving productivity in the way we design, build and operate assets.	The HAPS project is a demonstration project and aligns with the Transforming Infrastructure Performance (TIP) plan, which is the UK Government's plan to increase the effectiveness of investment in infrastructure – both economic infrastructure such as transport and energy networks, by improving productivity in the way we design, build and operate assets.

Consultation - Future Homes Standard	This consultation sets out government plans for the Future Homes Standard, including proposed options to increase the energy efficiency requirements for new homes in 2020. The Future Homes Standard will require new build homes to be future-proofed with low carbon heating and world-leading levels of energy efficiency; it will be introduced by 2025. This document is the first stage of a two-part consultation about proposed changes to the Building Regulations. It also covers the wider impacts of Part L for new homes, including changes to Part F (ventilation), its associated Approved Document guidance, airtightness and improving as-built performance of the constructed home.	The HAPS project is aligned to these proposed energy efficiency requirements.
Clean Growth Strategy	The strategy sets out proposals for decarbonising all sectors of the UK economy through the 2020s. It explains how the whole country can benefit from low carbon opportunities, while meeting national and international commitments to tackle climate change. The strategy sets out a comprehensive set of policies and proposals that aim to accelerate the pace of 'clean growth', i.e. deliver increased economic growth and decreased emissions. •Accelerating clean growth •Improving business and industry efficiency •Improving the energy efficiency of our homes •Rolling out low carbon heating •Accelerating the shift to low carbon transport •Delivering Clean, Smart, Flexible Power •Enhancing the benefits and value of our natural resources The Strategy recognises that it is only through innovation that new technologies will be developed and the cost of clean technologies come down.	Information to be provided
Ten Point Plan for a Green Industrial Revolution	The Government's Ten Point Plan lays the foundations for a Green Industrial Revolution. The Plan supports the creation of jobs and economic growth around the green economy through the following sectors and activities: •Advancing Offshore Wind •Driving the Growth of Low Carbon Hydrogen •Delivering New and Advanced Nuclear Power •Accelerating the Shift to Zero Emission Vehicles •Green Public Transport, Cycling and Walking •Jet Zero and Green Ships •Greener Buildings •Investing in Carbon Capture, Usage and Storage •Protecting Our Natural Environment •Green Finance and Innovation	Point 7: Greener Buildings The HAPS project aligns with and delivers the action detailed in point 7 to improve energy efficiency of homes and replace fossil fuel heating with lower carbon, more efficient alternatives.
Powering our Net Zero Future (Energy White Paper Dec 2020)	This white paper builds on the Government's Ten Point Plan to set the energy-related measures the Plan announced in a long-term strategic vision for the energy system, consistent with net zero emissions by 2050. It establishes the goal of a shift from fossil fuels to clean energy, in power, buildings and industry, while creating jobs and growing the economy and keeping energy bills affordable. It addresses how and why our energy system needs to evolve to deliver this goal. And it provides a foundation for the detailed actions the Government will take to realise the vision.	HAPS aligns to this energy white paper as the paper presents a vision to make the transition to energy efficient homes and shifting away from gas to electricity to heat our homes.
Wales		

Wellbeing of Future Generations Action 2015	The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. There are 7 Wellbeing Goals: • A Prosperous Wales • A Resilient Wales • A More Equal Wales • A Healthier Wales • A Wales of Cohesive Communities • A Wales of Vibrant Culture and Thriving Welsh Language • A Globally Responsible Wales The Act also identifies 5 Ways of Working: • Long Term • Integration • Involvement • Collaboration • Prevention	The Well-being of Future Generations Act aims to improve the social, economic, environmental and cultural well-being of Wales through seven well-being goals: ? Prosperous Wales – HAPS will directly tackle fuel poverty and play a key role in driving economic growth, supporting the growth of green jobs and skills throughout Wales and increasing the competitiveness of businesses ? Resilient Wales – HAPS will tackle poverty and the global threat of climate change by addressing the energy trilemma of affordability, sustainability and security of the energy supply and the need for decarbonisation and contributing to meeting the demand for new houses ? Healthier Wales – provision of low carbon, energy efficient homes will have a positive effect on health and well-being and address the health inequalities caused by poor energy efficiency ? More Equal Wales – HAPS will work with partners and networks to ensure that the opportunities created by the project will be available and accessible to all; help reduce inequalities within society and address health inequalities caused by poor energy efficiency ? Cohesive Community – the project will contribute to meeting societal needs for efficient and healthy housing with lower energy costs ? Vibrant Culture and thriving Welsh Language – Opportunities will be taken to promote the Welsh language in the delivery of the project ? Globally Responsible Wales – the project will be developed and delivered in line with the sustainable development principles highlighted by the Act. The project will also contribute to the efficient use of resources through new build and retrofit activities
Taking Wales Forward / Prosperity for All	Wales Strategy for prosperity and wellbeing to take forward the 4 key themes of Taking Wales Forward Programme for Government: • Prosperous and Secure • Healthy and Active • Ambitious and Learning • United and Connected And based around the 5 Priority Areas of: • Early Years • Housing • Social Care • Mental Health • Skills and Employability	HAPS will contribute to the following priority areas of this strategy: Housing – the HAPS project will contribute to meeting new-build targets in Wales. There is a current shortage of energy efficient new housing in the region. HAPS will facilitate the adoption of a programme of new-build energy efficient housing, with integrated renewable energy, combined with an energy efficiency retrofit of existing stock to improve their energy efficiency will support meeting this target. Skills and employability – through links with the Skills and Talent project, the HAPS project will ensure that people have appropriate skills to take advantage of available employment opportunities linked to renewable technologies in housing. The HAPS project will work with employment initiatives to ensure unemployed (long and short-term) and economically inactive individuals can access appropriate skills training to increase their employment chances. This Plan sets the foundations for Wales to transition to a low carbon nation. Cutting emissions and the moving towards a low carbon economy bring opportunities around clean growth for business, as well as wider benefits for people and our environment. The HAPS project links directly into the following policy areas of the plan: Policy 32 – Developing Routes to Market for Renewable Technologies - The UK also needs newer and emerging technologies to continue to be developed, to provide a diverse mix of generation, which can also provide economic opportunities in exporting technology and expertise. Policy 33 – Increasing local ownership of energy generation. In 2018 Welsh Government held a call for evidence on the benefits of, and challenges in, increasing locally-owned generation48. This demonstrated that increasing ownership of energy generation within Wales is likely to increase prosperity and we are now taking forward the actions indicated by the evidence. This includes developing a policy position on ownership of energy generation. Policy 36 - Market Regulation and Investment. In 2017 UK Government published the 'Upgrading our Energy System: Smart Systems and Flexibility' plan. This set out actions government, Ofgem and industry will take to: ?remove barriers to smart technologies (such as storage and demand-side response); ?enable smart homes and businesses; and improve access to energy markets for new technologies and business models.
Innovation Strategy for Wales	This Strategy seeks to promote, encourage and enable innovation across the whole economy, with clear priorities identified and built on the acknowledged strengths of Wales. The Strategy is based around action across 5 main themes: • improving collaboration • promoting a culture of innovation • providing flexible support and finance for innovation (in partnership with Welsh Government) • innovation in Government • prioritising and creating critical mass	HAPS will deliver against the 5 themes of the Innovation Strategy.

The Environment (Wales) Act	The Environment (Wales) Act puts in place legislation needed to plan and manage Wales' natural resources in a more proactive, sustainable and joined-up way. It seeks to position Wales as a low carbon, green economy, ready to adapt to the impact of climate change. Relevant sections of the Act are: Part 1: Sustainable management of natural resources in a more proactive, sustainable and joined-up way Part 2: Climate change – provides Welsh Ministers with powers to put in place statutory emission reduction targets, including at least an 80% reduction in emissions by 2050 and carbon budgeting to support their delivery. This is vital within the context of existing UK and EU obligations, sets a clear pathway for decarbonisation and provides certainty and clarity for business and investment	The HAPS project will deliver against the targets of this act and will encourage smart, energy efficient homes to become standard, which in turn deliver reduction in emissions target and decrease energy demand.
Energy Wales: A Low Carbon Transition	The Welsh Government set out its proposals for transitioning to a sustainable, low carbon economy in Energy Wales: A Low Carbon Transition, in 2012. This aims to maximise the long-term economic benefits of the transition, ensuring communities benefit from energy infrastructure developments and careful planning and management of the relationship between energy development and the natural environment. The Welsh Government committed to prioritise efforts on: • Leadership providing a clear, consistent framework for investors, regulators and decision-makers and infrastructure, coordination and stability to make Wales a great place to do business • Maximising jobs and wider economic benefits ensuring communities derive long-term benefits • Acting now for Wales' long-term energy future supporting innovation, research, development and commercialisation in the areas that offer the greatest potential for long-term benefit Delivery proposals include: priorities for action, high level milestones and a summary of deliverables for low carbon energy, energy efficiency, energy intensive industries, marine energy, regulatory regimes, infrastructure and other areas. As of April 2017, public services in Wales should use 100% renewable electricity, 50% of which will be generated in Wales. The Programme for Government, Taking Wales Forward 2016-2021, reconfirms the commitment to emissions reductions and support for renewable energy. In a statement in December 2016, the Cabinet Secretary for Climate Change, Environment and Rural Affairs, Lesley Griffiths, outlined energy priorities for the Fifth Assembly, including: • Reducing energy consumption • Reduced reliance on energy generated from fossil fuels • An actively managed transition to a low-carbon economy	The HAPS project delivers the targets of 'A Low Carbon Transition' by providing the evidence base for smart, energy efficient homes. It will also embed the industry in the region maximising jobs and long term economic development.
Green Growth Wales: Local Energy	Sets out the approach to local energy in support of the strategic energy policy. The energy system is in a period of transition – an opportunity for Wales to take control of its own energy needs. The vision is for communities and businesses to use locally generated electricity and heat, from a range of renewable installations, to supply local demand and minimise dependence on central generation: Creating local energy systems Tackling poverty for the long term Positioning Wales at the forefront of carbon reduction	The HAPS project will identify those developments which can be powered by local energy systems. The aim of HAPS is to demonstrate the reduction in energy demand through fabric first approach and energy efficient technologies.

Smart Living Wales	A range of emerging drivers in Wales and the UK have increased interest in how to intelligently balance, interconnect and integrate smarter solutions to assist the balancing of the energy trilemma - security, affordability and low carbon developments. The vision adopted in the Smart Living Demonstrator Framework is: "Wales has the opportunity to influence how we live with energy and resources in the future through demonstrators that will innovatively transform homes, businesses and communities providing multiple benefits for all." 'Smart Living' is a concept covering a range of policy and practical interventions that drive low carbon solutions that can deliver a range of societal benefits.	It is within this context that the HAPS project will be developed and delivered
Independent Review of Affordable Housing	The Independent Review Panel were established in May 2018 by the then Minister for Housing and Regeneration, and includes the following recommendations: 1. Introduction of a requirement for all new affordable homes to be near zero carbon / EPC 'A' using a fabric first approach from 2021, supplemented by technology (renewables) if required 2. Continue to support the trialling of Modern Methods of Construction (MMC) to help establish which methods can contribute to the objective of increasing the scale and pace of affordable housing provision with the existing resources available. Develop a strategy to map out how Wales could further use off-site manufacturing (OSM) and MMC to deliver near zero carbon homes along with an appropriate timetable for achieving this.	Information to be provided
Smarter Energy Future for Wales	The National Assembly for Wales Environment and Sustainability Committee recommends moving to 'near-zero' carbon emissions as the new Welsh Housing Quality standard. It also strongly advocates for local energy systems, with grid level local prioritisation for Welsh customers, based on net positive buildings and homes. The report emphasises the importance of local, sustainable, supply chains for technology development, supply and fitting, increasing Welsh resilience and delivering carbon cuts through the framework laid out in the Wellbeing of Future Generations Act. Finally, the report recommends setting up a not-for-profit, publicly owned energy company, a suggestion that has been endorsed by Ofgem.	HAPS aims to develop a regional skilled and sustainable supply chain which is aligned to the aim of this report.
Prosperity for All - A Low Carbon Wales	• Key areas of environmental improvement including industry, transport and waste • Driving sustainable growth and modern infrastructure	Information to be provided
National Development Framework	The National Development Framework for Wales addresses national priorities through the planning system, including: • Sustaining and developing a vibrant economy, • Decarbonisation, • Developing resilient ecosystems, • Improving the health and well-being of our communities.	The local authority partners will identify development areas across all sectors where the HAPS approach can be adopted.

Welsh Government emerging fuel poverty plan consultation	The Welsh Government has set out new plans to improve the energy efficiency of homes and help reduce fuel poverty further by 2035. Proposals include 10 immediate actions that are expected to have the biggest impact between now and 2023. One of the key proposals will see continuous investment to deliver home energy efficiency improvements through the Warm Homes Programme, through which £336 million of investment has been delivered since 2011. The Welsh Government also outlines it's wider goal of housing decarbonisation to fulfil its net zero obligations by 2050. The government's proposals also include domestic energy advice and support services to help people save money and reduce energy use, a plan to improve winter resilience for people struggling to meet the cost of their domestic fuel needs and to publish Welsh domestic energy data annually to help focus on communities at greatest risk of living in fuel poverty.	The HAPS project will respond to the proposed fuel poverty plan consultation and will incorporate actions and recommendations into the project during the delivery phase.
Regional		
Swansea Bay City Region Economic Regeneration Strategy	The Economic Regeneration Strategy for Swansea Bay aims to strengthen the economy and boost productivity for the City Region area and sets out the Strategic Framework for intervention through 5 Strategic Aims Strategic Aims: • Business Growth, Retention and Specialisation • Skilled and Ambition for long term success • Maximum job creation for all • Knowledge Economy and Innovation • Distinctive Places and Competitive Infrastructure.	HAPS is one of nine projects and programmes prioritised to deliver the Swansea Bay City Deal 'Internet Coast' strategy, based on the Swansea Bay City Region Economic Regeneration Strategy 2013 – 2030. The Swansea Bay City Deal is supported by the evidence-based Swansea Bay City Region Economic Regeneration Strategy 2013 – 2030. This strategy comprises five strategic aims to deliver the ambitious vision: 'By 2030, South West Wales will be a confident, ambitious and connected City Region, recognised internationally for its emerging knowledge and innovation economy'. HAPS is aligned to each of the five strategic aims of this strategy: Business growth, retention and specialisation – supporting the creation of new industry in the region, supporting locally-based business growth and creating a sustainable supply chain Skilled and ambitious for long-term success – working closely with the Skills and Talent City Deal project to ensure the region's workforce has the appropriate skills to maximise the opportunity of HAPS Maximising job creation for all – supporting diversification of the economy, through the creation of employment opportunities linked to the green growth economy and a sustainable indigenous supply chain Knowledge economy and innovation – establishing the Swansea Bay City Region as a test bed for smart, low carbon, energy efficient homes and associated product development and commercialisation of innovation Distinctive places and competitive infrastructure – providing an attractive infrastructure asset for the region

Strategic Alignment

Strategy / Policy	Core Principles	How the Project Aligns
UK		
Industrial Strategy 2017	UK Government long term strategy to boost productivity through the creation of jobs and by increasing the earning power of people throughout the UK with investment in skills, industries and infrastructure. The strategy is supported through 5 Foundations of: •Ideas: the world's most innovative economy •People: good jobs and greater earning power for all •Infrastructure: a major upgrade to the UK's infrastructure •Business Environment: the best place to start and grow a business •Places: prosperous communities across the UK. The Strategy also recognises the Grand Challenges of •Artificial Intelligence and data •Ageing society •Clean growth •Future of mobility	PDM addresses the three Challenges laid out in the UK Industrial Strategy: 1. Build on our strengths and extend excellence into the future; Pembroke Dock Marine builds upon existing infrastructure and skill base. Not only will this revitalise and increase resilience to the existing supply chain, but it will mean that decades of marine engineering experience will survive and disseminate learning into the nascent marine energy industry and other new and established industries in the wider maritime economy. Wales is already progressing the marine energy opportunity. In April 2019, the total investment in marine energy projects in Wales stands at £96.2 million. Marine energy development in Wales (including technology and site development alongside academic research) have directly created over 566 person years of employment and there are currently 133 Full Time Equivalent (FTE) jobs in Wales in the marine energy sector.23 Pembroke Dock Marine FBC: Strategic Case 21 2. Close the gap between the UK's most productive companies, industries, places and people and the rest; Pembroke Dock Marine is focused on increasing productivity, directly working to manage the current disbalance in productivity between the UK and Europe by 20% as highlighted in the Industrial Strategy. Having infrastructure, testing facilities, supply chain availability, commercial deployment areas and the ORE Catapult-led Centre of Excellence, all in Pembroke Dock, will deliver cost effective technology development and enhance productivity. PDM also includes a Rochdale envelop consent process. Combined, these elements mean that developers can dedicate their focus on the technical design and implementation – rather having to develop their own test facilities and having to solve industry-wide problems in isolation. Much of this productivity loss can be mitigated by PDM, providing shared, managed facilities and convening consortia to address common problems in a geographic location where they can prosper, thus enabling technology developers to concentrate on their core function. The marine energy sector will leverage the expertise of, and provide a major diversification opportunity for, the existing world leading UK marine and maritime industries. These industries are already worth £17bn a year to the UK economy24 but need new applications and markets if current levels of employment and contribution to the economy are to be maintained and expanded. The Green Paper25 highlights disparities in economic performance across the UK. The marine energy industry, by the very nature of where the key wave and tidal resource are located (often remote, coastal communities) is bringing new opportunities to peripheral economies and communities where jobs are needed most. It is actively supporting the supply chain cluster around Pembroke Dock, allowing for diversification away from traditional marine engineering and the oil & gas sectors, and enhancing economic/supply chain resilience in Pembrokeshire. It should be noted that wave and tidal resources in the UK are concentrated along the western coast. Developing these resources would bring the west coast into a better balance with the east coast, where offshore wind is providing real economic benefits. A key activity for MEECE will be to explore the potential for transferring knowledge, skills and processes from other sectors, such as automotive and aerospace, into marine energy. Knowledge sharing from these highly productive sectors can help increase productivity in the supply chain around Pembroke Dock. 3. Make the UK one of the most competitive places in the world to start or grow a business. Pembroke Dock Marine is about creating the right conditions for the new and growing blue economy to thrive. Its unique offering of transmission infrastructure, supply chain capability, natural resource and facilities (albeit in need of modernisation) provides the best value for money opportunity for UK and Welsh Governments to support the sector to commercialise whilst lowering its cost of energy, improving its competitiveness in the UK and Global Markets. There is significant global interest in Wales, as demonstrated by the presence of Swedish company Minesto in Anglesey, and by the commitments from several other non-UK developers to take berths at the Morlais Tidal Demonstration Zone, off Anglesey – Aquantis (US), Instream (Canada), OpenHydro (France), TidalStream (Germany), Tocardo (Netherlands) and Verdant Isles (Ireland). The Australian wave energy developer, Bombora Wave Power, relocated its European operations to Pembroke Dock, bringing its CEO, CTO and Global Development Manager from Perth, Western Australia to commercialise their technology in Pembrokeshire. British companies such as Wave-tricity and Marine Power Systems are already based in Pembroke Dock, and Scottish tidal power company Nova Innovation has recently opened an office in Caernarvon, to support a planned development off Bardsey Island. This demonstrates that due to both Wales' excellent natural resource advantages and appropriately timed strategic interventions, Wales is already a competitive place to start or grow a marine energy business. PDM will enhance this. META, PDZ and MEECE will offer the ability to innovate, demonstrate and validate technologies, and Pembroke Dock Infrastructure upgrades will offer developers unrivalled deployment capabilities, and an optimal base for operations and maintenance. On a UK level, there are four marine energy test facilities already established. These are EMEC on Orkney, FabTest in Falmouth, Wave Hub in Cornwall, and the National Renewable Energy Centre in Northumberland. The marine infrastructure of META and PDZ align with and add value to this current offering. The addition of META fills an early stage gap in this network of test sites – it allows device 24 UK Marine Industries Alliance, (2011) A Strategy for Growth for the UK Marine Industries manufacturers to work with their local supply chain and test early stages of devices (subassemblies and components) and to trial deployment techniques, before moving to the other, larger and more remote test sites for longer term testing. This is a level of de-risking that is not readily available to device developers currently. PDZ bridges the gap in the current offering of the test facilities between testing and commercialisation with the provision of a facility to take a developed device and demonstrate operation in multiples within an array for large scale generation. Array layouts and connection arrangements can be tested and optimised under real deployment conditions, opportunities for cost reduction can be identified and tested and array scale technology deployment can be demonstrated to commercial investors. With META in place, the UK test site network enables developers to cover the full range of testing service through the Technology Readiness Levels (TRL) levels, from laboratory-scale to grid connected testing in an offshore environment. With PDZ, technologies are taken from the highest TRL to demonstration of operation and generation at array scale significantly reducing investment risk for future project developments and identifying cost reduction opportunities for future developments. This network is unique and no other country in the world provides this range of established facilities, making the UK a truly competitive place to start and grow a business. The three Challenges that the Industrial Strategy identifies are to be supported by Ten Pillars, and PDM will directly support eight of these as detailed in the Project Business Case (refer to the FBC for a comprehensive breakdown of these): 1. Investing in science, research and innovation
Climate Change Act	The UK's emissions targets were revised in 2019 to be net zero greenhouse gases by 2050. The Committee on Climate Change's 2018 progress report to Parliament, Reducing UK Emissions, outlined four messages to Government to get emissions reductions on track. It identified the need to 'Act now to keep long-term actions open' and specifically referenced floating wind a type of emerging technology that could offer cost reduced low carbon energy generation. This will be a critical step in ensuring the need is met for a diverse portfolio of low carbon technology that will meet the increasing electricity demands towards 2050 as stated in the report.	Floating wind energy is one of the decarbonised energy technologies that will be supported by Pembroke Dock Marine, the public funding will help ensure the technology reaches full maturity well in advance of the 2050 targets. The UK's emissions targets were revised in 2019 to be net zero greenhouse gases by 2050. The Committee on Climate Change's 2018 progress report to Parliament, Reducing UK Emissions, outlined four messages to Government to get emissions reductions on track. It identified the need to 'Act now to keep long-term actions open' and specifically referenced floating wind a type of emerging technology that could offer cost reduced low carbon energy generation. This will be a critical step in ensuring the need is met for a diverse portfolio of low carbon technology that will meet the increasing electricity demands towards 2050 as stated in the report. Floating wind energy is one of the decarbonised energy technologies that will be supported by Pembroke Dock Marine, the public funding will help ensure the technology reaches full maturity well in advance of the 2050 targets.
Climate Emergency	Climate emergency declarations have been made internationally. This includes UK and Welsh Governments, and all but one of the regions covered by the Swansea Bay City Deal (Neath Port Talbot has instead announced a Decarbonisation and Renewable Energy Strategy). The focus is to increase ambition to adopt more ambitious targets for reaching net zero emissions.	Pembroke Dock Marine project provides the support structure for the growth of an industry that targets the generation of decarbonised energy and therefore aligns with climate emergency goals. Since the early drafts of the FBC, climate emergency declarations have been made internationally. This includes UK and Welsh Governments, and all but one of the regions covered by the Swansea Bay City Deal (Neath Port Talbot has instead announced a Decarbonisation and Renewable Energy Strategy). The focus is to increase ambition to adopt more ambitious targets for reaching net zero emissions. Pembroke Dock Marine provide the support structure for the growth of an industry that targets the generation of decarbonised energy and therefore aligns with climate emergency goals.
UK Government Marine Policy Statement	Marine renewable energy can provide employment thus creating wide and long-term benefits for both national and local economies. (2.5.3) A secure, sustainable and affordable supply of energy is of central importance to the economic and social wellbeing of the UK. (3.3.1) Marine renewable energy, particularly wave and tidal stream technologies have significant potential in the medium to long-term, (3.3.3) up to 20% of the UK's current energy demand (3.3.21) "It is important for marine planning to take account of appropriate locations for such developments".	The potential impact of inward investment in offshore wind, wave, tidal stream and tidal range energy related manufacturing and deployment activity is significant; as well as the impact of associated employment opportunities on the regeneration of local and national economies.
Marine Strategy Framework Directive	The aim of the European Union's Marine Strategy Framework Directive (MSFD) is to protect the marine environment across Europe, where fundamental to the MSFD is the aim to achieve Good Environmental Status (GES) of the EU's waters by 2020. Of relevance to the marine energy industry, the MSFD seeks to address the impact of impulse underwater (anthropogenic) noise into the marine environment, which can provide adverse environmental affects to marine wildlife and habitats. Due to the high level of uncertainty about the effects of noise, the UK consultation on the MSFD has highlighted that it has not been possible to recommend a specific target for impulse noise which is believed to be equivalent to GES.	PDM will allow industry/catapult/academic led research to overcome some of these challenges by providing a test area for R&D.
Catapults	Various Streams, including: Digital, Energy, Future Cities, High Value Manufacturing, Offshore renewable energy and transport systems	The Offshore Renewable Energy Catapult is one of the four partners in PDM. It will establish a Catapult within the region providing a strong link into the UK's Industrial Strategy, particularly the Strength in Place theme, and would aim to be a key Pembrokeshire asset, attracting further funding into the county, ensuring MEECE's sustainability.

Clean Air Strategy	The Clean Air Strategy details the Government's approach to tackle all sources of air pollution, making air healthier to breathe, protecting nature and boosting the economy. The Strategy is to deliver it's objectives through the following priority actions: •Securing clean growth and innovation •Action to reduce emissions from transport •Action to reduce emissions at home •Action to reduce emissions from farming •Action to reduce emissions from industry •Leadership at all levels	PDM will make a significant contribution to the UK Government's Clean Air Strategy. The proposed development specifically seeks to encourage renewable energy industries across a range of low carbon technologies, in order to reduce greenhouse gas emissions. Furthermore, it is recognised that marine energy technologies have the potential to displace coal and natural gas generation on the grid and to reduce CO2 emissions permanently
Clean Growth Strategy	The strategy sets out proposals for decarbonising all sectors of the UK economy through the 2020s. It explains how the whole country can benefit from low carbon opportunities, while meeting national and international commitments to tackle climate change. The strategy sets out a comprehensive set of policies and proposals that aim to accelerate the pace of 'clean growth', i.e. deliver increased economic growth and decreased emissions. •Accelerating clean growth •Improving business and industry efficiency •Improving the energy efficiency of our homes •Rolling out low carbon heating •Accelerating the shift to low carbon transport •Delivering Clean, Smart, Flexible Power •Enhancing the benefits and value of our natural resources The Strategy recognises that it is only through innovation that new technologies will be developed and the cost of clean technologies come down.	PDM will make a substantial contribution to achieving Clean Growth Strategy objectives, particularly in relation to wave and tidal stream, where the strategy recognises that "More nascent technologies such as wave, tidal stream and tidal range, could also have a role in the long-term decarbonisation of the UK, but they will need to demonstrate how they can compete with other forms of generation."
Wales		
Wellbeing of Future Generations Action 2015	The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. There are 7 Wellbeing Goals: •A Prosperous Wales •A Resilient Wales •A More Equal Wales •A Healthier Wales •A Wales of Cohesive Communities •A Wales of Vibrant Culture and Thriving Welsh Language •A Globally Responsible Wales The Act also identifies 5 Ways of Working: •Long Term •Integration •Involvement •Collaboration •Prevention	Refer to comprehensive assessment in Business Case
Prosperity for All	Wales Strategy for prosperity and wellbeing to take forward the 4 key themes of Taking Wales Forward Programme for Government: •Prosperous and Secure •Healthy and Active •Ambitious and Learning •United and Connected And based around the 5 Priority Areas of: •Early Years •Housing •Social Care •Mental Health •Skills and Employability	PDM is aligned to a range of priorities articulated within this national strategy. PDM will: • realise the economic opportunities of Wales' natural resources and deliver towards Wales' decarbonisation targets; • capture opportunities in a new global industry forecast to be worth £76bn by 2050 with a sustainable floating offshore wind sector adding an additional £10bn per year; • build national resilience to support future generations; • contribute to growth and prosperity by creating additional jobs and GVA; • build on the acknowledgement that "modern infrastructure is a key enabler of competitiveness and productivity" to deliver a site that minimises productivity losses through the provision of shared, managed facilities and by fostering knowledge sharing in highly productive sectors; • increase regional industrial resilience by creating more opportunities for the extensive engineering-focused supply chain that is currently over-reliant on the oil and gas sector; and offer opportunities beyond marine energy and have application in multiple maritime sectors. It is mindful to avoid displacement but sees room for growth in boat building to support the marine energy sector, and the nascent aquaculture sector. Pembroke Dock Marine is aligned with all three issues identified as having National Thematic Relevance – Tradable Services: PDM will establish a potential export market for goods and knowledge, High Value Manufacturing – PDM will be an advanced fabrication site with extensive engineering application (from marine energy to ship building); Enables – PDM will deliver the technologies that will benefit Welsh businesses and communities. Beyond Thematic Relevance, Pembroke Dock Marine aligns with multiple focus points. Decarbonisation - PDM will make a significant contribution to achieving the Welsh Government's target of 70% of electricity consumed in Wales from Welsh renewable sources by 2030, together with locally owned renewable energy capacity in Wales reaching 1 GW by 2030.
Wales Infrastructure Investment Plan	The Wales Infrastructure Investment Plan for Growth and Jobs sets out the Welsh Government's strategic investment priorities, provides a detailed account of sectoral investment plans and sets out the key elements of a new approach to infrastructure investment. The Plan identifies the following investment priorities: • Improving transport networks, in particular east-west links in North and South Wales. • Improving telecommunications networks. • Supporting the development of the energy industry in Wales. • Investing in housing. • Delivering more efficient and economical public services. • Improving the quality of the educational estate. • Developing our Enterprise Zones.	PDM will directly support a central aim of the WIIP which is to support the development of the energy industry in Wales (the industry's importance to Wales is reflected in the WIIP Mid-point Review 2018 (May 2018), which identified that €100m of ERDF has recently been allocated for tidal stream and marine energy projects in Wales) and will use existing resources to create this enhanced infrastructure that has cross-industry application and minimal impact on surrounding civic infrastructure.

Innovation Strategy for Wales	This Strategy seeks to promote, encourage and enable innovation across the whole economy, with clear priorities identified and built on the acknowledged strengths of Wales. The Strategy is based around action across 5 main themes: • improving collaboration • promoting a culture of innovation • providing flexible support and finance for innovation (in partnership with Welsh Government) • innovation in Government • prioritising and creating critical mass	Innovation Wales identifies some key themes where Wales needs to improve its innovation performance, and PDM will help to deliver these themes as follows: • Improving collaboration PDM is itself a collaboration, and MEECE's whole business model embraces the ethos of collaboration, and indeed must embrace collaboration as a main innovation delivery mechanism. • Promoting a culture of innovation ORE Catapult is the UK's flagship technology innovation and research centre for advancing wind, wave and tidal energy. Through MEECE, Catapult will bring its experience in promoting and capturing innovation to Pembrokeshire and Wales, leveraging that experience by using META's and, if built, PDZ's unique facilities to trial, demonstrate and validate those innovations. • Providing flexible support and finance for innovation While MEECE will not be able to offer grants to companies, it can provide innovation support through a number of mechanisms, ranging from de minimus aid (free to the company) to fully collaborative projects where all consortium members share costs and benefits. • Prioritising and creating critical mass Under this theme, Innovation Wales recommends that Welsh Government investment should be prioritised around existing or emerging capabilities. PDM meets this criterion, as it builds on proven capabilities in Pembroke Dock, proven capabilities in the development and operation of a world leading test facility by Wave Hub Ltd. and the previous academic expertise developed through the Low Carbon Research Institute (LCRI) Innovation Wales identifies some key themes where Wales needs to improve its innovation performance, and PDM will help to deliver these themes as follows: • Improving collaboration PDM is itself a collaboration, and MEECE's whole business model embraces the ethos of collaboration, and indeed must embrace collaboration as a main innovation delivery mechanism. • Promoting a culture of innovation ORE Catapult is the UK's flagship technology innovation and research centre for advancing wind, wave and tidal energy. Through MEECE, Catapult will bring its experience in promoting and capturing innovation to Pembrokeshire and Wales, leveraging that experience by using META's and, if built, PDZ's unique facilities to trial, demonstrate and validate those innovations. • Providing flexible support and finance for innovation While MEECE will not be able to offer grants to companies, it can provide innovation support through a number of mechanisms, ranging from de minimus aid (free to the company) to fully collaborative projects where all consortium members share costs and benefits. • Prioritising and creating critical mass Under this theme, Innovation Wales recommends that Welsh Government investment should be prioritised around existing or emerging capabilities. PDM meets this criterion, as it builds on proven capabilities in Pembroke Dock, proven capabilities in the development and operation of a world leading test facility by Wave Hub Ltd. and the previous academic expertise developed through the Low Carbon Research Institute (LCRI)
Energy Wales: A Low Carbon Transition	The statement outlines the Welsh Government's ambition to transition to a low carbon economy and ensure that economic benefits and jobs and real community benefits continue to be delivered. The commitment will ensure: • Engage and support businesses that help us to achieve our low carbon ambition – ensuring that Wales is the best possible place to do business by being responsive to the needs of businesses and industry as a cornerstone of our approach. • Strive to ensure that our regulatory processes are as simplified and efficient as they can be and provide businesses with clarity and stability. • Engage the UK Government to ensure that there is a credible framework for capital investment to support the transition to a low carbon economy, that the market mechanisms proposed by the Electricity Market Reform are implemented with greater clarity and speed and that they address current inequalities. • Support our vital energy intensive industries in the transition to a low carbon economy, engaging the UK Government to ensure that during transition there is clarity on and mitigation for the exposure of energy intensive industries to policy costs that could	PDM will contribute strongly to the ambition to create a sustainable, low carbon economy for Wales, by supporting the development of a thriving marine energy sector in Wales. The policy document states that the Welsh Government will: • Lead the drive to develop a competitive marine energy sector in Wales. PDM will support this drive by providing essential port infrastructure, test and demonstration facilities and innovation support. • Identify strategic sites for wave and tidal stream developments and the wider actions that will be needed to support them. Morlais and PDZ have been identified as Demonstration Zones for tidal and wave respectively. PDM will be part of the 'wider actions' that support them. • Work with The Crown Estate and industry to bring forward a marine energy leasing round for Welsh waters as soon as possible. This has been achieved through The Crown Estate leases for Morlais and PDZ. PDM will support both Demonstration Zones. • Provide robust and timely information and guidance to the emerging marine renewable energy sector on the nature of the opportunities in Welsh waters. PDM will support the sector in realising these opportunities. • Work with partners to promote Wales as a centre for marine renewables. MEW and PoMH are already key partners in such promotion, and the addition of META, PDZ and MEECE will strengthen this message. • Investigate mechanisms for advancing the deployment of marine energy arrays. The PDZ is a strategic site that has been identified for wave energy array demonstrations and leased as such by the Crown Estate. PDM will support the sector in developing their device technologies to a level where array deployments in PDZ become feasible. PDZ itself could enable deployment of marine energy arrays to the order of tens of megawatts.
Securing Wales Future	This White paper sets out the main issues, which Welsh Government and Plaid Cymru have identified as vital for Wales as the UK transitions away from being a member of the European Union. The document underpins the negotiating position Wales needs to have in place to ensure the country maintains its economic performance in the wake of BREXIT. The project demonstrates good alignment with the rationale behind Wales' position as set out in this document, which is summarised below. Wales is a world-facing nation with the majority of its border comprising of coastline. Marine based transport offers the most cost effective and environmentally friendly method of moving goods from Wales to global markets both within the EU and outside. Investments in Port areas such as those proposed by PDM to support green growth initiatives will improve the economic attractiveness of businesses locating themselves in Wales and support them to grow to meet the needs of a global marine energy prize worth an estimated £76bn by 2050 with a sustainable floating offshore wind sector adding and additional £10bn per year	PDM will be globally significant, offering an opportunity to promote not only marine energy in Wales but wider commercial interests abroad. The project will continue to attract inward investment from around the world, creating or safeguarding jobs as well as increasing inward migration of innovators and business leaders. The links between the sector and academia should also contribute attracting students to Wales' Higher Education facilities. As business' targeting global markets anchor themselves in Wales, the £248m contribution to the Welsh Economy (2013-15) from export of power generating machinery and equipment would be increased.
Energy Policy Statement: A Low Carbon Revolution	The Policy Statement outlines the Welsh Governments Main Actions in the drive towards energy efficiency and low carbon energy. These Actions are: •Action on energy efficiency and small scale renewables •Action to produce low carbon electricity on a large scale •Low carbon renewables - Marine: offshore wind, tidal range, tidal stream and wave energy - Onshore wind - Hydropower and geothermal schemes - Bioenergy/Waste •Low carbon nuclear power •Low carbon large scale fossil fuel power generation with carbon capture and storage (CCS)	Pembroke Dock Marine directly encourages the establishment of new renewable energy industries that will reduce greenhouse gas emissions and promote sustainable economic growth.
Economic Prioritisation Framework	The EPF recognises that EU funds are only one piece of the overall investment jigsaw across Wales and it points the way to joining up the pieces. In doing so, it assists both WEFO and potential beneficiaries in determining how to target the activities set out within the Welsh Operational Programmes/ programming documents. The EPF will help identify the opportunities and investments in a geographical or specific thematic area. Operations seeking EU funding support will be expected to describe how they can contribute to, interact with or complement relevant opportunities or investments in ways which can add value and provide wider benefits. It details the programmes and initiatives being developed and delivered in the South West Wales area.	Pembroke Dock Marine is focused on creating the right conditions for industrial growth. While the infrastructure will create value across a wide section of the maritime sector, it will be ideal fo maximising market opportunity from the nascent and diverse marine energy sector in the immediate instance. This is not a development built around displacement – these are new facilities that will ad to the current UK marine energy proposition and allow the industry to benefit for gains in innovation and operational efficiencies. The new industrial growth will be supported by Pembrokeshire's extensive engineering supply chain. Originally grown around the oil and gas industry, the supply chain has been increasingly pressured with refinery closures. PDM will support supply chain resilience and, in doing so, will ensure a robust and reliable supply chain continues to be available for Valero. It will create high skill, year-round jobs for both the current and future employment markets. Marine energy specifically has significant focus on the STEM skill base. Beyond the dedicated marine energy jobs, a wider cross-section of skills will be created in the supporting supply chain. Pembroke Dock Marine has two key aims – to enhance operational efficiency (driving industrial costs down) and enhanced innovation. The creation of MEECE will focus on increasing collaboration to support innovation and ultimately creating Pembrokeshire based intellectual property.

Wales National Marine Plan	The Plan has an overarching aim to support the sustainable development of the Welsh marine area by contributing across Wales' well-being goals, supporting the Sustainable Management of Natural Resources (SMNR) through decision making and by taking account of the cumulative effects of all uses of the marine environment. Objectives: •Contribute to a thriving Welsh economy by encouraging economically productive activities and profitable and sustainable businesses that create long term employment at all skill levels. •Support the opportunity to sustainably develop marine renewable energy resources with the right development in the right place, helping to achieve the UK's energy security and carbon reduction objectives, whilst fully considering other's interests, and ecosystem resilience. •Provide space to support existing and future economic activity through managing multiple uses, encouraging the coexistence of compatible activities, the mitigation of conflicts between users and, where possible, by reducing the displacement of existing activities. •Recognise the significant value of coastal tourism and recreation to the Welsh economy and well-being and ensure such activity and potential for future growth are appropriately safeguarded. Ensuring a strong, healthy and just society •Contribute to supporting the development of vibrant, more equitable, culturally and linguistically distinct, cohesive and resilient coastal communities. •Support enjoyment and stewardship of our coasts and seas and their resources by encouraging equitable and safe access to a resilient marine environment, whilst protecting and promoting valuable landscapes, seascapes and historic assets. •Improve understanding and enable action supporting climate change adaptation and mitigation. Living within environmental limits •Support the achievement and maintenance of Good Environmental Status (GES) and Good Ecological Status (GeS). •Protect, conserve, restore and enhance marine biodiversity to halt and reverse its decline	PDM will assist in achieving the objectives of the Marine Plan by providing pre-consented test areas for marine energy device testing in close proximity to the Strategic Resource Areas.
Innovation Wales	Innovation Wales identifies some key themes where Wales needs to improve its innovation performance	Improving collaboration: PDM is itself a collaboration, and MEECE's whole business model embraces the ethos of collaboration, and indeed must embrace collaboration as a main innovation delivery mechanism. Promoting a culture of innovation: ORE Catapult is the UK's flagship technology innovation and research centre for advancing wind, wave and tidal energy. Through MEECE, Catapult will bring its experience in promoting and capturing innovation to Pembrokeshire and Wales, leveraging that experience by using META's and, if built, PDZ's unique facilities to trial, demonstrate and validate those innovations. Providing flexible support and finance for innovation: While MEECE will not be able to offer grants to companies, it can provide innovation support through a number of mechanisms, ranging from de minimus aid (free to the company) to fully collaborative projects where all consortium members share costs and benefits. Prioritising and creating critical mass: Under this theme, Innovation Wales recommends that Welsh Government investment should be prioritised around existing or emerging capabilities. PDM meets this criterion, as it builds on proven capabilities in Pembroke Dock, proven capabilities in the development and operation of a world leading test facility by Wave Hub Ltd. and the previous academic expertise developed through the Low Carbon Research Institute (LCRI).
Regional		
Swansea Bay City Region Economic Regeneration Strategy	The Economic Regeneration Strategy for Swansea Bay aims to strengthen the economy and boost productivity for the City Region area and sets out the Strategic Framework for intervention through 5 Strategic Aims Strategic Aims: •Business Growth, Retention and Specialisation •Skilled and Ambition for long term success •Maximum job creation for all •Knowledge Economy and Innovation •Distinctive Places and Competitive Infrastructure.	The SBCR Economic Regeneration Strategy comprises 5 Strategic Aims, and PDM directly supports 3 of these: 1. Business Growth, Retention & Specialisation PDM will directly support the transition to a Low Carbon Economy as identified as one of the three Grand Challenge Areas in the Welsh Smart Specialisation Strategy. In addition, by providing diversification opportunities for those supply chain companies that support the pre-existing, onsite Oil & Gas and Offshore Engineering sectors, PDM will help retain existing jobs in and around Pembroke Dock, and the wider region. A successful marine energy industry would also generate very significant Pembroke Dock Marine Business Growth, since the sector is currently in its infancy. The potential for the region to capture these high growth companies will be enhanced by the innovation support and relationship-building that MEECE and META will offer, and the enhanced facilities that the infrastructure upgrades at Pembroke Dock will provide – and their ability to attract multi maritime sector opportunities. 2. Skilled & Ambitious for long-term success An Operational Aim requires higher education provision 'that is fully aligned to and shaped by the needs of employers and the key knowledge-based growth sectors'. Through ORE Catapult, MEECE will be able to bring insights concerning future industry needs, in marine energy and offshore wind, and promote these to colleges and training organisations. A key activity for MEECE will be to explore device developer's future technology needs, and these can be translated back to the supply chain to inform them of their future training needs. Early determination of future training needs will enable the supply chain to upskill in parallel with the commercial development of the marine energy sector. Having the right workforce in place at the right time, in the right place will maximise the region's ability to capture and hold market share. 3. Knowledge Economy and Innovation As part of their WEFO-funding application processes, MEECE, META and PDZ all underwent 'regional proofing' by the Swansea Bay City Region, which has subsequently written letters of support for all three operations. 4.Business Growth, Retention & Specialisation PDM will directly support the transition to a Low Carbon Economy as identified as one of the three Grand Challenge Areas in the Welsh Smart Specialisation Strategy. In addition, by providing diversification opportunities for those supply chain companies that support the pre-existing, onsite Oil & Gas and Offshore Engineering sectors, PDM will help retain existing jobs in and around Pembroke Dock, and the wider region. A successful marine energy industry would also generate very significant Business Growth, since the sector is currently in its infancy. The potential for the region to capture these high growth companies will be enhanced by the innovation support and relationship-building that MEECE and META will offer, and the enhanced facilities that the infrastructure upgrades at Pembroke Dock will provide – and their ability to attract multi maritime sector opportunities. 5.Skilled & Ambitious for long-term success An Operational Aim requires higher education provision 'that is fully aligned to and shaped by the needs of employers and the key knowledge-based growth sectors'. Through ORE Catapult, MEECE will be able to bring insights concerning future industry needs, in marine energy and offshore wind, and promote these to colleges and training organisations. A key activity for MEECE will be to explore device developer's future technology needs, and these can be translated back to the supply chain to inform them of their future training needs. Early determination of future training needs will enable the supply chain to upskill in parallel with the commercial development of the marine energy sector. Having the right workforce in place at the right time, in the right place will maximise the region's ability to capture and hold market share. 6.Knowledge Economy and Innovation This Strategic Aim recognises the 'strong engineering heritage' of Swansea University and the University of Wales Trinity Saint David. It also highlights the 'need to boost the economic impact of our research, technology transfer and commercialisation efforts'. Swansea University is a joint beneficiary of the WEFO funding that MEECE is seeking, and a key activity for MEECE will be working with Swansea, and other Welsh and UK universities, to ensure that past and current research outputs are effectively transferred into the private sector. The value of META as a resource for demonstrating and validating products and services created from academic research will be significant.
West Wales and the Valleys ERDF Operational Programme	The Programme details the plan to invest EU ERDF funds to help social and economic growth in West Wales and the Valleys.	Specific Objective 1.2 increase the successful translation of research and innovation processes into new and improved commercial products, processes and services, in particular through improved technology transfer from HEIs MEECE has secured its WEFO funding through this SO. Specific Objective 3.1 is: Increase the number of wave and tidal energy devices being tested in Welsh Waters and off the Welsh coast, including multi-device array deployments, thereby establishing Wales as a centre for marine energy production. Objective 3.1 has targets of deploying an additional 20MW of wave and tidal energy, 2 energy support site preparation schemes and 8 renewable energy prototypes by 2023. By investing in the detailed design and consenting of PDZ, it will make investment in the demonstration of wave energy technology in Welsh waters more attractive and prepare the ground for long term private investment to deliver up to 90MW of wave energy generation. META has secured its WEFO funding and Targeted Match funding through this SO. PDZ and PDI is in advanced stages and is expecting to secure its WEFO funding Match funding through this SO. Objective 4.4 has targets to increase employment through investments in prioritised local or regional infrastructure supporting a regional or urban economic strategy. The Port is preparing a business plan to WEFO under this priority whose operation would be the renovation of heritage buildings within the curtilage of the former Royal Dockyard. This would create 2000m² of commercial office and light workshop space as well as interpretation measures.
Natural Resources Policy	The Policy recognises that Wales' natural resources underpin well-being including prosperity, health, culture and identity. The Policy identifies the following headline opportunities: • Supporting successful, sustainable communities; • Promoting green growth and innovation to create sustainable jobs; • Supporting a more resource efficient economy; and, • Maintaining healthy, active and connected communities. The following National Priorities are also identified: • Delivering nature-based solutions; • Increasing renewable energy and resource efficiency; and, • Taking a place-based approach.	PDM will directly assist in the "Increasing renewable energy and resource efficiency" priority, particularly with new jobs, market opportunities and reduced operating costs and exposure to market volatility.

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Strategic Alignment

Strategy / Policy	Core Principles	How the Project Aligns
UK		
Industrial Strategy 2017	UK Government long term strategy to boost productivity through the creation of jobs and by increasing the earning power of people throughout the UK with investment in skills, industries and infrastructure. The strategy is supported through 5 Foundations of: •Ideas: the world's most innovative economy •People: good jobs and greater earning power for all •Infrastructure: a major upgrade to the UK's infrastructure •Business Environment: the best place to start and grow a business •Places: prosperous communities across the UK. The Strategy also recognises the Grand Challenges of •Artificial Intelligence and data •Ageing society •Clean growth •Future of mobility	• Enhance competitiveness of regional economy by creating a knowledge ecosystem with suitable infrastructure to drive growth • Innovation in decarbonisation, energy generation and use, construction techniques and air quality improvement • Strengthen regional economic base through supporting critical industries, while diversifying and developing supplementary industries to reduce reliance on existing manufacturing base • Use of hydrogen as a clean fuel will accelerate the growth of the green economy • Increasing productivity and helping to close the GVA gap between the region and the rest of Wales and between Wales and the rest of the UK • Providing capacity for innovation to support regional and UK industrial base • Encouraging creation of new businesses to capitalize on the research and development in the region • Improving the retention and attraction of University graduates and academics within the area • Working with partners across the UK, developing a knowledge economy in the region • Highly complementary to projects already funded such as the Cardiff University Flexis project, further enhancing innovation and industrial collaboration across the region
Climate Change Act	The UK's emissions targets were revised in 2019 to be net zero greenhouse gases by 2050. The Committee on Climate Change's 2018 progress report to Parliament, Reducing UK Emissions, outlined four messages to Government to get emissions reductions on track. It identified the need to 'Act now to keep long-term actions open' and specifically referenced floating wind a type of emerging technology that could offer cost reduced low carbon energy generation. This will be a critical step in ensuring the need is met for a diverse portfolio of low carbon technology that will meet the increasing electricity demands towards 2050 as stated in the report.	The Climate Change Act is the basis for the UK's approach to committing the Government to reduce emissions by at least 80% of 1990 levels by 2050, with 5 yearly interim targets. The SILCG is aligned to this Act by transitioning to a low carbon economy.
Clean Air Strategy	The Clean Air Strategy details the Government's approach to tackle all sources of air pollution, making air healthier to breathe, protecting nature and boosting the economy. The Strategy is to deliver it's objectives through the following priority actions: •Securing clean growth and innovation •Action to reduce emissions from transport •Action to reduce emissions at home •Action to reduce emissions from farming •Action to reduce emissions from industry •Leadership at all levels	The DEFRA Clean Air Strategy sets out the comprehensive actions required across all parts of government and society to improve air quality. The SILCG programme is aligned to this strategy as it will support reduction in emissions from industry and transport and monitor air quality.

Clean Growth Strategy	The strategy sets out proposals for decarbonising all sectors of the UK economy through the 2020s. It explains how the whole country can benefit from low carbon opportunities, while meeting national and international commitments to tackle climate change. The strategy sets out a comprehensive set of policies and proposals that aim to accelerate the pace of 'clean growth', i.e. deliver increased economic growth and decreased emissions. •Accelerating clean growth •Improving business and industry efficiency •Improving the energy efficiency of our homes •Rolling out low carbon heating •Accelerating the shift to low carbon transport •Delivering Clean, Smart, Flexible Power •Enhancing the benefits and value of our natural resources The Strategy recognises that it is only through innovation that new technologies will be developed and the cost of clean technologies come down.	SILCG is aligned to the aim of clean growth i.e. economic growth while reducing greenhouse gases. •Decarbonising all sectors of the UK economy through the 2020s •The SILCG will support low carbon industries •The SILCG will support the BEIS ambition to accelerate the commercialisation of clean energy technologies and investment in smart energy systems.
Clean Air Plan for Wales Consultation	The aim of the Clean Air Plan for Wales is to improve air quality and reduce the impacts of air pollution on human health, biodiversity, the natural environment and the economy. This Plan supports delivery of commitments under Prosperity for All: our national strategy. In particular, 'reducing emissions and delivering vital improvements in air quality' to support 'healthier communities and better environments'. This Plan sets out a 10-year pathway to achieving cleaner air. The Plan is structured around four core themes, with actions to enable collaborative approaches to reducing air pollution. • People: Protecting the health and well-being of current and future generations • Environment: Taking action to support our natural environment, ecosystems and biodiversity • Prosperity: Working with industry to reduce emissions, supporting a cleaner and more prosperous Wales • Place: Creating sustainable places through better planning, infrastructure and transport.	• Clean air is essential for good health – this programme will enhance monitoring to better understand how and where impacts on air quality are made • Focus on identifying sources of PM10s and hence identify corrective actions
Commercial Property: Market Analysis and Potential Interventions	To inform the new Property Delivery Plan, the report sets out an analysis of the Welsh commercial property market, including current and likely demand, property market responses and the extent to which there is a gap in supply. It also considers potential priorities for, and approaches to, intervention. In line with the Welsh Government's regional approach to economic development, it outlines the priorities for intervention within South East Wales, South West and Mid Wales and North Wales. The report contains an analysis of the property market for South West and Mid Wales.	• Supports intervention through creation of 900,000 sq ft of new space over a rolling three-year period, providing premises in a new way • Creation of this space will support indigenous business and encourage inward investment through delivering a modern, attractive and suitable infrastructure for innovative development

Ten Point Plan for a Green Industrial Revolution	The Government's Ten Point Plan lays the foundations for a Green Industrial Revolution. The Plan supports the creation of jobs and economic growth around the green economy through the following sectors and activities: •Advancing Offshore Wind •Driving the Growth of Low Carbon Hydrogen •Delivering New and Advanced Nuclear Power •Accelerating the Shift to Zero Emission Vehicles •Green Public Transport, Cycling and Walking •Jet Zero and Green Ships •Greener Buildings •Investing in Carbon Capture, Usage and Storage •Protecting Our Natural Environment •Green Finance and Innovation	SILCG programme is aligned to the aim to 'build back better: to invest in making the UK a global leader in green technologies. •SILCG will stimulate the growth of low carbon hydrogen •SILCG will support the ambition to the shift to zero emission vehicles •SILCG will construct greener buildings •SILCG will support green innovation •Port Talbot is identified in the plan as one of the places in the UK pioneering the decarbonisation of transport industry and power
Road to Zero	•Transition to zero emission road transport. •Reduction in emissions from conventional vehicles	The Road to Zero Strategy outlines the mission to put the UK at the forefront of the design and manufacture of zero emission vehicles. •The target is for all new cars and vans to be zero emission by 2040. •It also aims to reduce emissions from conventional vehicles during the transition. •The SILCG programme aligns to this as it will develop a regional LEV strategy and coordinate funding opportunities / charging points activity to increase the number of charge points in the region. •The strategy states that the UK is well placed to be a global leader in hydrogen and fuel cell powered transportation which aligns to the SILCG programme
Wales		
Wellbeing of Future Generations Action 2015	The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. There are 7 Wellbeing Goals: •A Prosperous Wales •A Resilient Wales •A More Equal Wales •A Healthier Wales •A Wales of Cohesive Communities •A Wales of Vibrant Culture and Thriving Welsh Language •A Globally Responsible Wales The Act also identifies 5 Ways of Working: •Long Term •Integration •Involvement •Collaboration •Prevention	• Providing high quality jobs and training opportunities, which will lead to improved health, stronger community cohesion and a more vibrant culture • Creating a culture of innovation in the SBCR and diversifying the economic base of the area, through sustainable development aligned to global needs • Anticipated spin-out companies will stimulate further private and public investment in the region • Safeguarding of existing, highly-skilled and well-paid jobs • Creating an attractive region to live and do business in, with opportunities available to all

Prosperity for All	Wales Strategy for prosperity and wellbeing to take forward the 4 key themes of Taking Wales Forward Programme for Government: •Prosperous and Secure •Healthy and Active •Ambitious and Learning •United and Connected And based around the 5 Priority Areas of: •Early Years •Housing •Social Care •Mental Health •Skills and Employability	• Creating high-value jobs leading to national prosperity •Encourage a robust talent pipeline, benefitting the region through higher wages and lower levels of underemployment • Provides a focus for inward investment together with indigenous innovation • Providing the right environment for businesses to thrive • The project will house state of the art research equipment and will attract top-class talent to the area levering collaboration across the globe • Delivering wider benefits to the regional community
Economic Action Plan	The purpose of the Economic Action Plan is to support delivery of Prosperity for All – the national strategy for Wales. The Plan sets out a vision for inclusive growth, built on strong foundations, supercharged industries of the future and productive regions. The Plan focusses on boosting productivity and addressing inequality. The Plan presents Calls to Action on a number of areas including: •Decarbonisation •Innovation •High quality employment and skills development •Research and development	• Focus on decarbonisation clearly aligns with key aims • Accelerating low-cost energy generation • Investment in human capital, infrastructure and innovation to address productivity gap • A locus of innovation and research in the Neath Port Talbot region will strengthen the existing local economy and create new sustainable opportunities • Creating quality jobs and delivering industrially relevant training in future-focused technologies andapplications will support people-driven economic growth • Enabling public investment with social purpose, delivering increased value • Supporting public sector to become exemplar and drive green growth
Welsh Government Innovation Wales	This Strategy seeks to promote, encourage and enable innovation across the whole economy, with clear priorities identified and built on the acknowledged strengths of Wales. The Strategy is based around action across 5 main themes: • improving collaboration • promoting a culture of innovation • providing flexible support and finance for innovation (in partnership with Welsh Government) • innovation in Government • prioritising and creating critical mass	• Leading the way through public sector exemplar investment in a cohesive low carbon strategy for the region • Improved opportunities for supply chain productivity • Innovation in decarbonisation will lead to growth of new company clusters in recycling technology, the circular economy, component manufacture and modular construction • It will also increase the research capacity and capability for the region, paving the way for future growth in other sectors
The Environment (Wales) Act	The Environment (Wales) Act puts in place legislation needed to plan and manage Wales' natural resources in a more proactive, sustainable and joined-up way. It seeks to position Wales as a low carbon, green economy, ready to adapt to the impact of climate change. Relevant sections of the Act are: Part 1: Sustainable management of natural resources in a more proactive, sustainable and joined-up way Part 2: Climate change – provides Welsh Ministers with powers to put in place statutory emission reduction targets, including at least an 80% reduction in emissions by 2050 and carbon budgeting to support their delivery. This is vital within the context of existing UK and EU obligations, sets a clear pathway for decarbonisation and provides certainty and clarity for business and investment	• Contribute to emissions reduction by creating solutions for commercialisation that will allow a range of manufacturing sectors to decarbonise • Promote use of renewable energy sources • Develop energy positive construction technologies to reduce emissions from buildings, providing demonstrators to a wider audience
Prosperity for All - A Low Carbon Wales	• Key areas of environmental improvement including industry, transport and waste • Driving sustainable growth and modern infrastructure	• Creating high value jobs and innovation in clean growth will support the vision of establishing Wales as one of the best places in the world to live, work and do business • Deliver research, infrastructure and solutions that are essential to delivering the rapid change needed to hit ambitious targets • Opportunities to use active building (i.e. energy generating) technologies to pilot a modern construction sector • Efficient use of resources and reuse of brownfield sites

A Manufacturing Future for Wales: a framework for action	Consultation document on the Welsh Government's proposals for the future of the manufacturing industry in Wales. The document outlines the proposed approach which: •Encourages greater innovation and headquarter location across Wales •Grows our export potential •Increases quality employment and skills across Wales •Expands the research and development base across Wales	• Directly support the plans for clean, green growth with focus on decarbonisation and waste utilisation – setting the foundations for a circular economy in a regional eco-system that synergizes benefits and growth • The cluster expertise in the area will create an ideal location to deliver green innovation through innovators, supply chain, infrastructure and manufacturers across a range of sectors • Academic and industrial partnership will offer opportunities to develop specialist learning and training to ensure a long-term talent pipeline aimed at attractive, high-quality career opportunities with longevity and resilience
Clean Air Plan for Wales Consultation	Improve air quality for health, nature & prosperity	The plan aims to improve air quality through air quality modelling and real time monitoring to ensure there is a targeted approach. The SILCG is aligned in the following way: •The programme will enhance monitoring to better understand how and where impacts on air quality are made; •Focus on identifying sources of PM10s and hence identify corrective actions
Electric Vehicle (EV) charging strategy for Wales (consultation)	Draft strategy for EV charging in Wales •Current charging provision in Wales for cars & vans •Future charging needs	The SILCG is aligned in the following way: •Coordinated approach for the region •Mapping current situation, behaviour and future demand in relation to low emission vehicles •Aligned to the Wales strategy
Regional Investment for Wales (RIFW)	4 investment priority areas: •Business productivity & competitiveness •Healthier, fairer and more sustainable communities •Zero carbon economy •Reducing economic inequalities	The SILCG is aligned in the following way: •Creating the right environment for sustainable and inclusive jobs and growth •Opportunities to grow and strengthen productivity and competitiveness of SMEs in green industrial revolution •Opportunities for research and innovation in collaboration with government, industry and academia. •Economic growth and decarbonisation
Regional		
Swansea Bay City Region Economic Regeneration Strategy	The Economic Regeneration Strategy for Swansea Bay aims to strengthen the economy and boost productivity for the City Region area and sets out the Strategic Framework for intervention through 5 Strategic Aims Strategic Aims: •Business Growth, Retention and Specialisation •Skilled and Ambition for long term success •Maximum job creation for all •Knowledge Economy and Innovation •Distinctive Places and Competitive Infrastructure.	• Supporting indigenous industries which are economically critical in terms of GVA and employment • Creating the physical and knowledge-based infrastructure to foster and encourage innovative start-ups, providing support to ensure retention and growth of new businesses • In particular, support early-stage knowledge-intensive firms through incubation and innovation stages • Creating highly skilled and well-paid jobs, developing skills to maximise employment in growth sectors • Removing barriers to employment • Supporting business as a regional gateway, increasing entrepreneurial culture • Through specialised training solutions, deliver a talent pipeline for high-growth sectors • Support the 'internet coast' through next-generation digital infrastructure, creating future energy systems, integrating renewable energy with existing asset base and delivering leading-edge research • Contribute to the key themes: -Embeddedness - existing base of trained labour -Relatedness - diversifying existing strengths in the area via the metals industry -Connectedness - already established network of steel and metals companies in the area

Regional Economic Framework	Consultation document for the Regional delivery of the Economic Acton Plan for Mid and South West Wales. The approach the Regional economic growth is the four broad priority areas agreed by Welsh Government Cabinet for replacement EU funds, but will also reflect additional regional priorities: • Reducing income inequalities for people, analysing the factors that create income inequality and reduce disposable and discretional income • More productive and competitive businesses, including the vital role of innovation and research as well as alternative business models • The transition to a zero carbon economy, taking advantage of the opportunities this creates as well as reducing negative effects • Healthier and more sustainable communities, recognising different challenges in different communities and the role of local areas in identifying priorities in their places.	The SILCG programme is aligned in the following way: •Addressing the areas of weaknesses / threats – will increase productivity, create employment opportunities, provision of low carbon high quality business infrastructure •Build on the strengths of sectoral strengths in energy, advanced manufacturing and innovation centres. •The SILCG programme is aligned to the SBCR Regional Delivery Plan as this action plan will focus on diversification, energy and renewables sectors.

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	
Programme / Project Investment Objectives	
Swansea City & Waterfront Digital District	1. To create incubation and co-working areas for start-ups and micro businesses, with high levels of curation and access to University expertise to maximise survival rates. 2. To create 100,000 sq ft of flexible and affordable accommodation in the city centre to support the growth of technology based businesses (and other higher added value activities) by 2021. 3. To create the vibrant environment, leisure and lifestyle offer (including events space) in the city centre by 2021 that attracts and retains technology based businesses and skilled workers for the benefit of the wider region.
Yr Egin	1. To establish an internationally renowned creative hub with S4C, the national broadcaster, as the key anchor tenant by 2018 (phase 1). 2. Creation of a 3,912 sqm, BREEAM excellent cluster driven creative and digital media centre with a net lettable area of 2,080 sq. m (Phase 2 omitted as not in scope of this benefits summary) 3. To establish a creative cluster of some 25+ creative and digital companies and organisations, colocated within the creative hub, to facilitate knowledge exchange between the University and related industry sectors across Wales and beyond 4. Initiate investment and economic benefit in Carmarthenshire and beyond, and to ensure that the S4C 'halo' effect is maximised across the region. 5. Raise the status of the Welsh language and its culture in Carmarthen and the surrounding area in a public, contemporary and exciting way.
Digital infrastructure	1. Connected Places; Ensures towns, cities and development zones have access to world class full fibre infrastructure 2. Rural: Facilitate equality of access to broadband services across the region. 3. Next Generation Wireless: Ensure that the region is at the forefront of 5G and Internet of Things (IoT) investment and subsequent innovation.
Skills and Talent Initiative	To be confirmed – Programme Business Case in development
Life Science & Well-being Campuses	1. Employment: To support the growth of high value employment in the sector - Maintaining ILS-supported levels of growth throughout the SBCR programme period, delivering 1,000 jobs based upon Life Sciences,&Well-being innovation across the regional cluster by 2031 (across both R&D and wider industry). 2. High Growth Facilities: To expand the pipeline of new enterprises in the sector - Responding to existing unmet needs of 2,800s.m. infrastructure and projected 850s.m. p.a. growth over the next 7 years. This requires 12,000s.m. of mixed office, laboratory and testbed (50:20:30) to be realised during the period. 3. Regionalisation: To enhance the effectiveness of regional RD&I assets for local and UK-wider innovation - During the project period, the region will engage with WG and wider stakeholders to create the SBCR living lab/testbed environment. This will be

	achieved through ILS and Joint Clinical Research Facility (J-CRF) engagement and activity across SBCR, expanding the reach of ILS/J-CRF to 2 further sites by 2025. 4. Ecosystem: To enhance the region and UK sector profile by capturing major international opportunities - During the period, the region will utilise its RD&I assets to attract 4 significant inward investments to support balanced cluster growth and opportunity for wider UK sector. This would also involve realising a network of 300 cluster firms within the project period. 5. Commercialisation: To expand the pipeline of innovation opportunities engaged and realised with SBCR RD&I assets - Expanding technology and knowledge transfer activities between industry, academia and health service. This will involve development in excess of 100 new commercialisation opportunities during the project period, with £48m co-investment and numerous enterprise partnerships.
Pentre Awel	1. Create economic regeneration and impact on GVA in an area of deprivation, catalysed by investment in new infrastructure 2. Step change in business, research & development excellence/capacity 3. Unprecedented strength of partnership between the public, private and third sectors for joint delivery of project ambitions 4. Creation of a sustainable, modern and multidisciplinary Life Science & Health workforce. This includes a wide range of clinical disciplines linked to skills shortages and regional priorities for both health services and further and higher education 5. Lever the economic impact and improved skills within the region to reduce health and social inequalities and improve the overarching wellbeing indices for the region 6. To provide clinical services which deliver improved outcomes for patients and efficiency improvements for the health sector 7. To deliver healthcare in the most cost effective way for both patients and local and regional health sector utilising best infrastructure configuration, including use of digital and technology enablement
Homes as Power Stations	1. Future proof at least 10,300 properties (7,000 retrofit, 3,300 new build) within five years to increase 'affordable warmth' and reduce fuel poverty 2. Improve health and wellbeing and reduce the burden on health and social services 3. Deliver a sustainable (commercially viable), cost effective and holistic housing programme (facilitation role) by: a) Taking a 'whole house' approach and developing proven, flexible designs b) Demonstrating the viability of the HAPS approach to the rest of Wale / UK c) Creating skilled jobs, a legacy and mainstreaming the HAPS approach d) Creating a sustainable regional supply chain that retains the creation of design, construction and maintenance jobs 4. Invest in the professional evaluation of the quality and experience of solutions and understanding of the application of new technologies 5. Promote awareness of how key stakeholders (particularly energy users) optimise their interface with the technology 6. Support measures to mitigate climate change by reducing CO_2 emissions and energy demand 7. Create an energy system that is compatible with future smart developments, maximising benefits to the occupant/owner and reducing pressure on the grid by providing local energy generation and security
Pembroke Dock Marine	1. Successfully create the assets and direct deliverables as a result of the City Deal Finance within the given 5 year window commencing July 2019. 2. Successfully attracts £60m of additional inward investment from technology developers within the SBCR area within the by 2024 years. 3. Direct job creation of 35-40 FTEs with PDM partners from year 1-5 4. MEECE / META successfully attain legacy through further project collaboration and Funding applications (targeting at least 2 per year in year 2, 3,4 and 5 (total 8)

	5. Promote PDM as part of the Welsh and UK offer to global energy industry through dedicated social media updates a year and at least 5 national / and international events targeting energy sector. 6. Ensure resilience through diversity, contract use of space in the newly created areas from at least 3 different industries covering, marine energy, precision engineering for other sectors (e.g. Oil and Gas), decommissioning, aquaculture, ship building & nuclear within 3 years of development completion. 7. Use PDM inward investment and economic output data to support UK Government on marine energy industry revenue support strategy. 8. Subject to successful sector deal for Marine Energy / Floating Wind, successfully attract £300m of additional private investment into the region from technology developers targeting deployment in the UK between 2021 and 2031. 9. Subject to successful sector deal for Marine Energy / Floating Wind, successfully attract £110m of additional investment to build Phase 3 of the Pembrokeshire Demonstration Zone by the end of year 7. 10. Increase supply chain awareness and utilisation of PDM as an asset and engage with the end users to enable reporting on supply chain employment retention and creation of staff. 11. Increase the level of local employment / skill development opportunities in the blue economic in collaboration with the Skills and Talent Lead.
Supporting Innovation and Low Carbon Growth	1. To build resilience, diversify and grow the regional economy 2. To support innovation and new product development in science, technology and manufacturing sectors - strengthening industry, academia and government collaboration 3. To demonstrate the shift in use of high CO2 energy usage to low CO2 energy usage in economic activities and improve air quality in the region (industry, commercial buildings and transport 4. To demonstrate reductions in greenhouse gases and improvements to air quality in the SBCR

Appendix 1.2 - Update to the Swansea Bay City Region Economic Strategy Economic Context Chapter

Swansea Bay City Region Economic Context

Update to the Swansea Bay City Region Economic Strategy Economic Context Chapter

08 January 2016

Introduction

1. This paper provides an *updated* summary analysis of the economy of the Swansea Bay City Region (SBCR). It is based on the Economic Context chapter of the City Region's Economic Regeneration Strategy, produced in 2013 by SQW Ltd. The paper re-investigates headline economic performance and prospects, reprises the challenges facing the City Region, and looks forward to consider how the economy might develop over the next 15 years.

Headline economic performance and prospects

The City Region is underperforming economically. . .

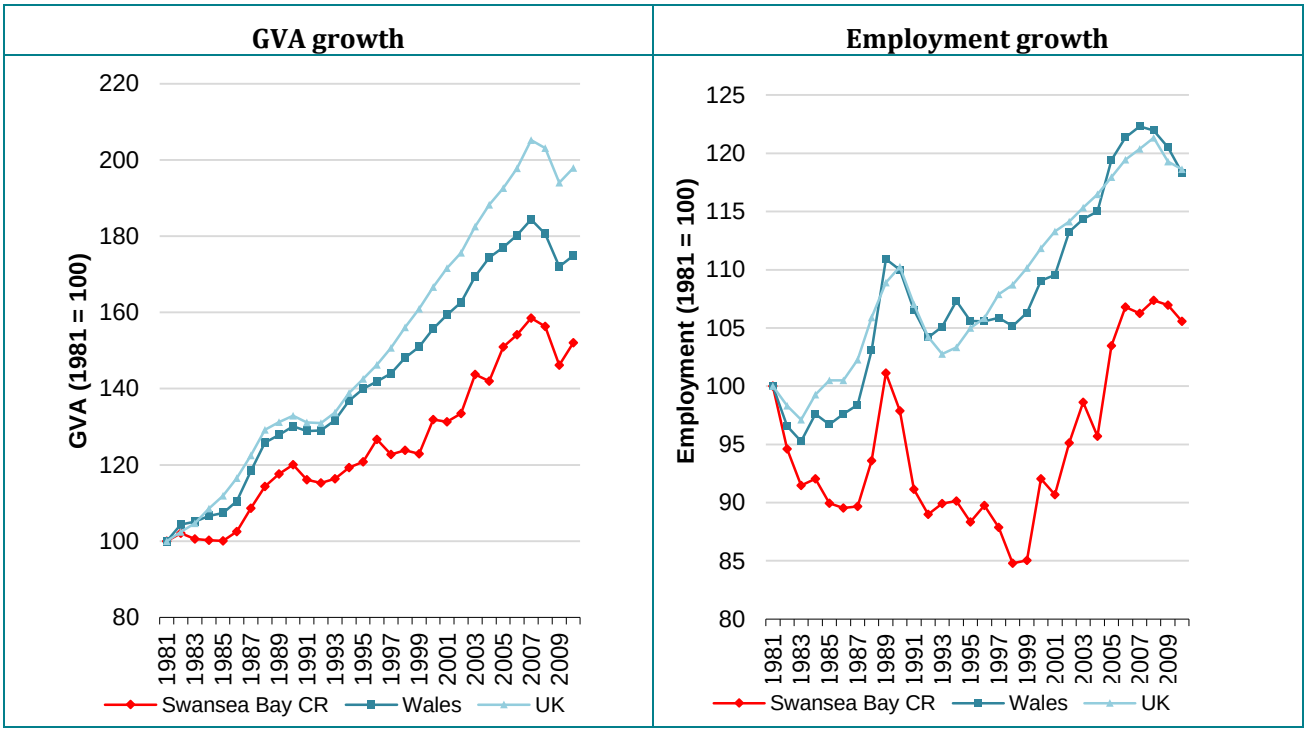
2. **With a resident population of 688,000, and supporting some 302,000 jobs in about 22,000 businesses, the SBCR is a major driver of the Welsh economy.** Beyond the headline numbers, it contains globally significant firms - e.g. Tata Steel in Neath Port Talbot and Valero in Pembrokeshire – and private sector centres of expertise such as the DVLA. The City Region benefits from its leading universities, providing a vital mix of research, development and teaching capabilities. The area also benefits from an excellent quality of life offer, with mature and well regard tourism and leisure assets.

3. **SBCR has benefited from significant investments in its infrastructure over the past decade.** These range from the regeneration of Llanelli town centre in Carmarthenshire, to the portfolio of incubation centres created across the City Region, and on to the 'Harbour Way Project', linking Port Talbot and the Docks to the M4 is creating a vital link east to Cardiff, the wider UK motorway network and mainland Europe (the largest transport project in Wales since the construction of the M4). Major improvements have been made to the A40 in Pembrokeshire, and the development of Swansea University's new Bay Campus (SA1), an applied R&D campus led by Swansea University, offers the prospect of a radical uplift in the City Region's innovation, technology, and engineering capacity.

4. **This recognised, SWCR is underperforming economically, and failing to reach its full potential**. The primary indicator used to measure an economy's overall performance is Gross Value Added (GVA). The City Region generated GVA of £10.5bn in 2015, which accounted for 20% of the Welsh total. The city of Swansea accounted for £4.1bn, Carmarthenshire £2.6bn, Neath Port Talbot £1.9bn, and Pembrokeshire £2.0bn. Therefore, while Swansea is clearly vital to the City Region's overall economic prospects, all four of the area's Unitary Authority Areas matter economically, notwithstanding their different economic roles.

5. Long-run both GVA and employment growth rates in the City Region were below consistently those of the UK and Wales between 1981 and 2010, as shown in Figure 1.

Figure 1: GVA and employment growth 1981-2010 in the Swansea Bay City Region, Wales and the UK



Source: SQW analysis of Cambridge Econometrics data, 2016

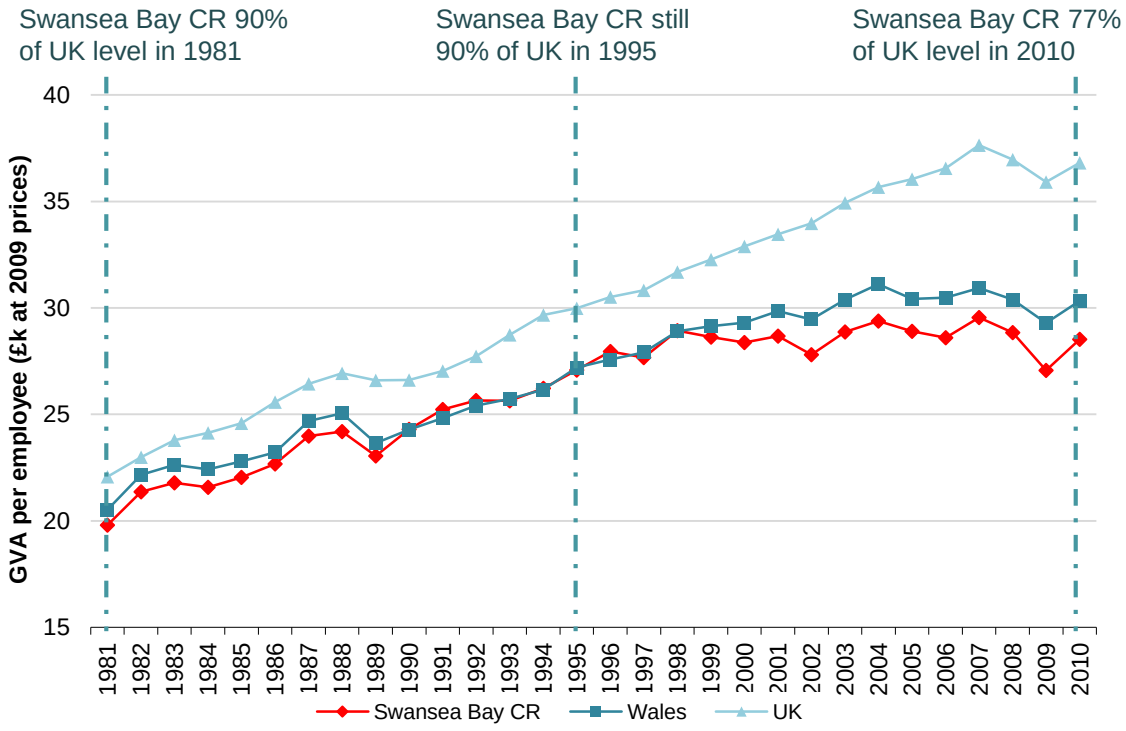
6. The City Region's underperformance in GVA growth became most pronounced in the aftermath of, and longer-term recovery from, the 1990/91 recession. Over the following decade, as firms closed down or left the area and were not replaced, employment volumes also fell. This trend was the polar opposite to what was happening nationally, where employment levels increased.

. . . and must respond quickly to the productivity imperative

7. Employment growth in the City Region returned by the end of the 1990s, and continued to rise until the downturn/recession hit, nationally, in 2008. However, too much of the employment created across the City Region over this period was in lower value sectors and occupations, often in parts of Education, Health and the wider Public Sector. And as traditional employment in the City Region was lost, with, for example, over 30,000 fewer jobs in manufacturing in 2010 than was the case in 1990, **a major productivity gap emerged between SBCR and the UK. The productivity gap is now the key factor underpinning the City Region's sub-optimal economic performance** and is the unambiguous priority of the City Region's *Economic Regeneration Strategy*.

8. GVA per employee in the City Region was £34,300 in 2015 (at 2011 prices), against a comparable figure of £46,200 in the UK, or 74% of the UK average. By contrast, in 1990, GVA per worker in the City Region was 90% of the UK level, as had been the case in 1981. Clearly, external factors are at play here, with UK growth driven by the performance of London as a leading global city and the wider South East of England in particular. However, **productivity in the City Region has also fallen below the Welsh level for the past 15 years**. In 2015, productivity in the City Region was equivalent to only 93% of the Welsh level. The decline in our productivity relative to the rest of Wales and the wider UK can be seen in Figure 2, looking at the 1981 to 2010 period.

Figure 2: Productivity in the Swansea Bay City Region, Wales and the UK, 1981-2010



Source: SQW analysis of Cambridge Econometrics data, 2016

9. This productivity deficit is *not* because workers in the City Region work less hard than those elsewhere. Indeed, the average hours worked in our City Region are essentially the same as in the rest of the UK. Rather, two key factors drive this under-performance. First, the sectoral mix of the economy as a whole is geared towards lower value sectors compared to the UK. Second is the nature of occupations on offer within these sectors, which are generally of a lower value than elsewhere. Only in 'Electricity, Gas and Water' and 'Accommodation and Food Services' is productivity higher in the City Region than the UK. Table 1 refers.

10. This productivity deficit matters: if GVA per employee in the City Region in 2015 was at the UK level, the economy would generate an extra £3.6bn pa. SBCR is significantly less wealthy than it could be.

Table 1: Sectoral employment and productivity (2011 prices) in the Swansea Bay City Region and the UK (2015)

	Swansea Bay City Region		UK	
	% employees	GVA per worker	% employees	GVA per worker
Manufacturing	9%	£52,554	8%	£58,653
Electricity, gas & water	1%	£102,341	1%	£98,469
Construction	8%	£30,629	6%	£44,363
Distribution	15%	£27,315	14%	£37,579
Transport & storage	3%	£29,321	5%	£41,371
Accommodation & food services	6%	£21,065	7%	£19,770
Information & communication	2%	£44,813	4%	£72,160
Financial & business services	14%	£36,669	22%	£50,614
Government services	32%	£29,407	26%	£33,113
Other services	6%	£22,425	6%	£32,413

Source: SQW analysis of Cambridge Econometrics data Note: excludes Agriculture and Mining, 2016

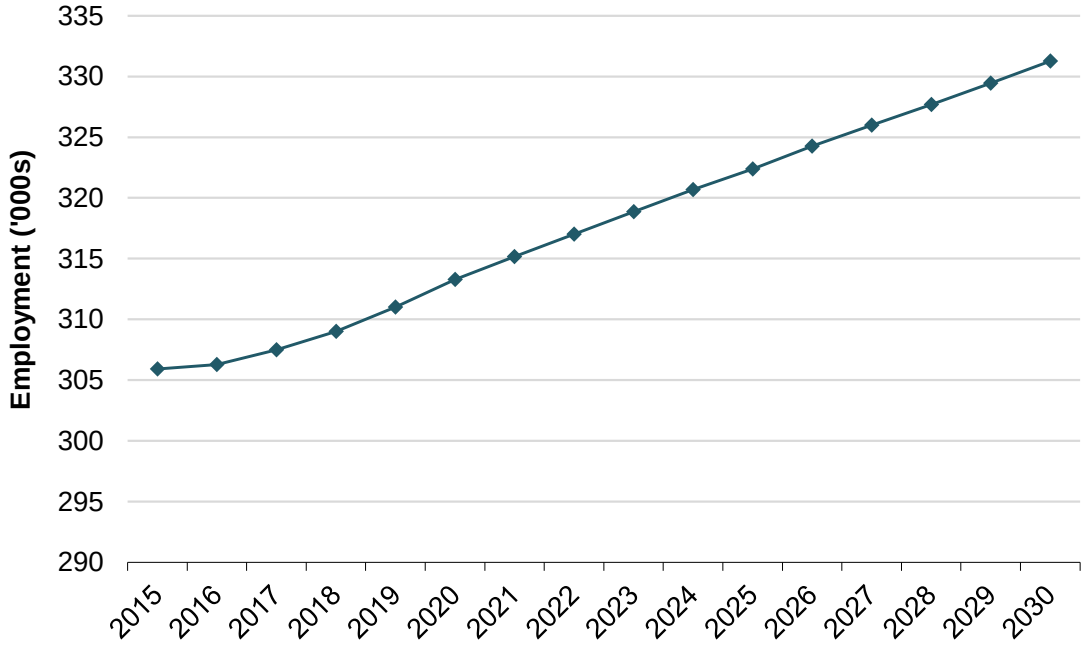
11. Looking forward, **the productivity gap between the Swansea Bay City Region and the rest of the UK is forecast to remain in place unless action is not taken**. Unaltered, by 2030, GVA per worker in the City Region is forecast to be £43,200 (2011 prices), compared with £59,100 in the UK, i.e. just 73% of the UK total. I**f the area does not act to drive productivity improvements, it will continue to perform at about three-quarters of its true economic potential**.

. . . and ensure that the area's positive employment prospects are realised

12. There is no doubt that tackling the productivity imperative is fundamental to raising the prosperity (and thereby quality of life) of the City Region. But there is a second, related challenge, namely that of creating new, and sustaining existing, employment for the City Region and its workers. As the data show, following the 1990/91 recession it took the Swansea Bay City Region over a decade to recover in employment terms.

13. However, forecast data suggest that the City Region has been much more resilient in the face of the 2008/09 recession, and will grow strongly in the coming years. Although employment in the SBCR had slipped to 288,000 in 2012, by 2015 it had risen to 306,000, well-above the pre-recession peak of 297,000 (2008). By 2030, employment is expected to build to 331,000, an increase of 8% on 2015, as depicted in Figure 3. These projections suggest stronger growth in the City Region than across both Wales and the UK, and represent a marked improvement in expected fortunes from the projections available in 2013.

Figure 3: Employment forecast for the Swansea Bay City Region, 2015 to 2030



Source: SQW analysis of Cambridge Econometrics data, 2016

Other economic challenges and opportunities . . .

14. Other issues facing the City Region are as follows:

- ***On Enterprise*, the area has too few businesses and is not growing its business base quickly enough**. The latest data indicate that the City Region had fewer businesses per head of the population than the UK as a whole (518 per 10k of the Working Age population, compared to 602 across the UK) meaning that there are fewer businesses to generate the wealth and employment opportunities for local people than elsewhere. That said, the *rate* of new business formation in the City Region (53 per

10k of the Working Age population in 2015) is higher than in Wales (44), although lower than the UK as a whole (58), so there is prospect of the gap with the UK closing.

- ***On Skills*, there are major deficits across the City Region. The area has insufficient people with higher level qualifications, and too many people with no qualifications at all**. Increasingly, as the UK competes on the basis of quality, and as economies globally develop their own capacity, the skills of the labour market will be a key determinant of economic success. Currently, the Swansea Bay City Region underperforms against the UK, with only 31% of residents having NVQ4+ qualifications (degree level or equivalent), compared to 36% across the UK. Further, 12% of Working Age residents have no qualifications, compared with 9% in the UK.

- ***On Employment*, unemployment and economic inactivity remains too high across the City Region**. All places across the UK suffered as a result of the late 2008/09 recession in terms of rising unemployment and economic inactivity. However, over the long-term, engagement in the labour market has been lower in the City Region than elsewhere, and economic activity in particular is now well below national levels – at 74% in the Swansea Bay City Region compared to 77% in the UK (and 75% in Wales). Further, jobs are all too often in those occupations which tend to pay relatively low wages; the average weekly salary in the City Region was around £369, compared to £426 in the UK.

- ***On Land, Property & Infrastructure*, despite the significant investment that has gone into the physical fabric of the Swansea Bay City Region over the past decade, major challenges still remain.** In terms of the physical offer, much of its commercial and retail property is of a low quality, and there is limited speculative commercial development activity as demand is low and potential rents and take-up rates are poor; gap funding is often necessary to bring schemes forward. Further, the connecting infrastructure requires investment; rural communities across the City Region face limited broadband availability, and strategic transport links to the West of the City Region in particular are under-developed, limiting the potential for internal City Region commuting and business-to-business linkages. Air connectivity to major international business centres from South Wales also needs to be improved.

- ***On Inclusion and Communities*, although many of the area's places are prosperous, too many of its communities continue to suffer from high levels of multiple deprivation and poverty**. There are pockets of very severe deprivation in all of the area's Unitary Authority Areas, and across both urban and rural places. In many of these areas, inter-generational worklessness remains a stubborn issue to address, often exacerbated by physical isolation, through poor local transport links.

15. These are important challenges to be sighted on. But there are also major opportunities to build on:

- **SBCR has many important innovation and knowledge economy assets**. Its Universities provide both pure and applied R&D offers, as well as expertise in Cultural/Creative industries. The new £200m Bay Campus of Swansea University is one of the UK's major transformational innovation projects, with the potential for creating thousands of new high quality jobs - directly and indirectly – now starting to be realised. It will deliver a step change in the City Region's innovation offer and will put Swansea on an international platform; much of the site opened in 2015, with completion expected by 2020. It is essential that the economic and wider impacts of this strategic development are maximised.

- **The area has existing strengths in key sectors with potential to drive productivity gains and boost economic competitiveness**, both through existing firms and through new in-movers and

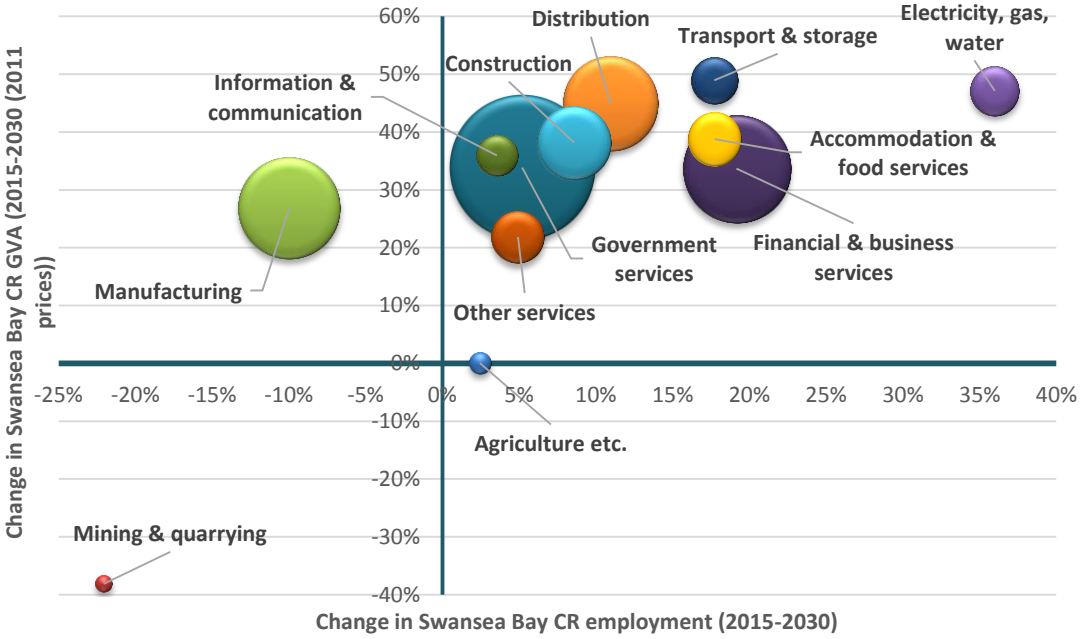
further enterprise development. These sectors include: Energy, Advanced Engineering/High Value Manufacturing, Financial and Business Services, ICT, and Tourism.

- **SBCR's natural environment, and its local places, offer residents, visitors and investors a very attractive quality of life.** The area's jewels include the Pembrokeshire Coast National Park, the Gower Peninsula, rural Carmarthenshire, and the Brecon Beacons National Park. Swansea Bay City Region 'the place' is a strong brand on which to build and market, not least as an affordable choice for families, with an average housing cost of under £128k, compared to more than £217k across England and Wales.

Insights in to the changing economy of the future

16. SBCR's economy will experience significant change over the next two decades. Although the area has experienced large-scale industrial re-structuring already, the economic projections from Cambridge Econometrics suggest that changes in the sectoral mix of the economy will continue to impact on SBCR's future economic performance and wider prospects. The overall sectoral shape of the economy over the next 15 years is summarised below:

Figure 4: Sectoral shapes over the next two decades (size of the bubble = GVA in 2015)



Source: SQW analysis of Cambridge Econometrics data, 2016

17. From the Figure above, three types of broad sector are evident:

- *Expanding Sectors,* which will witness growth in GVA *and* employment
- *Adjusting Sectors*, where GVA will increase, but employment is likely to decrease[1]
- *Shrinking Sectors,* which will see both GVA and employment decrease over the next decade.

18. Drawing on this typology, and the more fine-grained data in Table 2 below, the following points are made:

[1] Note that one sector (Air Transport) is expected to see a decrease in GVA and an increase in employment, but these are both from an exceptionally low base

- ***Expanding sectors*** include a broad range of knowledge orientated services, Transport and Logistics activities, the Public Sector, as well as several smaller sectors. Key expanding sectors include: **Retail**; **Business Support Services; Financial and Insurance; Health; Construction; Public Administration and Defence; and Accommodation**. The highest absolute growth in both GVA and employment is forecast in **Retail**. The highest growth rate for GVA is expected in **Water Transport**, while the highest growth rate for employment is expected in **Water, Sewerage and Waste**, although both sectors are small absolutely.

- ***Adjusting sectors*** are those that are becoming more productive as a result of continued improvements in ICT, productive processes and other economic developments, often at the expense of employment. Sectors involved are **Coke and Petroleum**; **Motor Vehicles Trade**; and **'Other' Manufacturing & Repair**. The most divergent sector, i.e. that with the biggest disparity between jobs growth and GVA growth, is forecast to be **Food, Drink and Tobacco**, which will more than double in GVA contribution terms, but will largely stand-still in employment terms, though in both respects the sector is small to begin with.

- ***Shrinking sectors*** are, encouragingly, very few in number and represent only about 2% of the City Region's current GVA and 1% of current employment. The sectors are **Mining and Quarrying**, **Wood and Paper** and **Electronics**. Of these three, **Electronics** is expected to see the largest loss in employees (58%), but **Wood and Paper** is expected to see the largest loss in GVA (41%). Despite their modest scales, the decline of these sectors still needs to be managed carefully, with effort made to ensure that those leaving employment in these traditional industries are able to re-engage fully with the labour market, by re-skilling so that they can make the transition to higher-value sectors with sustainable growth potential.

19. Sectors such as Health, Education and Public Administration are forecast to grow over the long-term in relation to employment levels. However, over the short-term and largely as a result of austerity, significant employment loss is forecast in the public sector at large, with around 4,000 fewer employees projected in by 2017 than 2014. Given the dependence of the City Region on public sector employment – accounting for currently around 28% of workers - this represents a considerable risk to the economy. It is essential that the SBCR develops a more balanced and economic base, capable of mitigating this potential over- exposure.

Table 2: Growth in employment and GVA (2011 prices) by sector, from 2015 to 2030

	Employment			GVA		
Sector	**2015 (000s)**	**2030 (000s)**	**% change**	**2015 (£m)**	**2030 (£m)**	**% change**
1 Agriculture	9.4	9.6	2	63.4	63.4	0.1
2 Mining & Quarrying	0.7	0.6	-22	37.6	23.3	-38.1
3 Food, Drink & Tobacco	2.8	2.8	0	122.3	229.5	87.7
4 Textiles	0.7	0.5	-23	16.3	20.3	24.2
5 Wood & Paper	1.4	1.3	-7	71.7	42.3	-41.0
6 Printing & Recording	0.8	0.8	3	5.1	5.6	11.6
7 Coke & Petroleum	0.8	0.7	-21	189.6	278.3	46.8
8 Chemicals	0.6	0.5	-21	49.9	62.8	25.9
9 Pharmaceuticals	0.2	0.2	-2	28.0	36.7	31.2
10 Non-Metallic Mineral Production	2.7	2.4	-12	116.7	187.0	60.2

			Employment			GVA
Sector	**2015 (000s)**	**2030 (000s)**	**% change**	**2015 (£m)**	**2030 (£m)**	**% change**
11 Metals & Metal Production	9.4	9.5	**1**	401.6	454.6	**13.2**
12 Electronics	0.7	0.3	**-58**	66.4	65.4	**-1.6**
13 Electrical Equipment	1.0	0.9	**-13**	44.1	57.1	**29.5**
14 Machinery	1.2	0.8	**-32**	53.3	62.6	**17.6**
15 Motor Vehicles	2.6	2.1	**-18**	109.0	123.4	**13.2**
16 Other Transport Equipment	0.6	0.6	**-3**	40.6	56.8	**39.7**
17 Other Manufacturing & Repair	2.0	1.4	**-30**	129.3	149.6	**15.7**
18 Electricity & Gas	0.8	0.8	**-3**	96.7	105.1	**8.7**
19 Water, Sewerage & Waste	2.4	3.6	**49**	234.6	382.2	**62.9**
20 Construction	24.7	26.9	**9**	757.5	1,046.5	**38.2**
21 Motor Vehicles Trade	5.9	5.8	**-1**	250.6	297.7	**18.8**
22 Wholesale Trade	7.9	8.4	**6**	116.8	159.4	**36.5**
23 Retail Trade	31.3	35.8	**15**	863.6	1,326.9	**53.6**
24 Land Transport	5.8	7.3	**28**	138.7	210.5	**51.8**
25 Water Transport	0.4	0.6	**45**	60.4	107.9	**78.8**
26 Air Transport	0.02	0.03	**22**	1.5	1.5	**-3.7**
27 Warehousing & Postal	4.2	4.3	**2**	104.6	134.6	**28.7**
28 Accommodation	5.3	7.3	**38**	169.8	267.5	**57.5**
29 Food & Beverage Services	13.4	14.7	**10**	222.9	277.6	**24.5**
30 Media	1.5	1.4	**-3**	89.9	100.9	**12.3**
31 IT Services	3.8	4.1	**6**	147.5	221.9	**50.4**
32 Financial & Insurance	7.0	9.4	**34**	457.0	613.0	**34.1**
33 Real Estate	4.7	5.9	**25**	382.2	552.8	**44.7**
34 Legal & Accounting	4.1	4.3	**5**	60.3	63.6	**5.5**
35 Head offices & management consultancy	2.4	2.5	**5**	31.9	36.8	**15.7**
36 Architecture & Engineering Services	3.2	3.0	**-4**	123.9	140.8	**13.7**
37 Other Professional Services	3.6	5.1	**43**	133.5	185.1	**38.7**
38 Business Support Services	19.3	22.5	**17**	435.5	579.0	**32.9**
39 Public Administration & Defence	22.1	24.2	**9**	935.9	1,241.5	**32.7**
40 Education	29.9	29.9	**0**	871.8	1,072.5	**23.0**
41 Health	26.7	28.9	**9**	890.2	1,210.7	**36.0**

			Employment			GVA
Sector	**2015 (000s)**	**2030 (000s)**	**% change**	**2015 (£m)**	**2030 (£m)**	**% change**
42 Residential & Social	20.7	21.5	**4**	225.2	387.6	**72.1**
43 Arts	2.2	2.7	**22**	37.9	47.7	**25.6**
44 Recreational Services	6.2	6.2	**0**	113.4	121.2	**6.9**
45 Other Services	8.8	9.2	**4**	234.4	301.2	**28.5**

Source: SQW analysis of Cambridge Econometrics data, 2016

Understanding the scale of the opportunity

20. The Swansea Bay City Region needs to sustain and create new employment, while at the same time, driving productivity growth. This is neither simple nor easy, but the scale of the opportunity is significant. Indicatively, if the area can grow its employment base as forecast to 2030, and over that time return to 90% of the UK's productivity level, where the economy has sat traditionally, then the area would be an £18bn economy. And if the productivity could match the UK level, it would be a £20bn economy, almost 40% larger than as at present.

Table 3: The indicative scale of the Swansea Bay City Region economy based on productivity forecasts

	2020 (£bn)	2030 (£bn)
Current trajectory	**11.6**	**14.3**
At Wales level of productivity	**12.5**	**15.5**
At 90% UK level of productivity	**14.1**	**17.6**
At UK level of productivity	**15.7**	**19.6**

Source: SQW analysis of Cambridge Econometrics forecasts, 2016

Homes as Power Stations			
Measure	Definition	Unit	15-year target
NPV	Return on investment	GBP	£106 million
New homes	New homes featuring renewable technology		3,300 within 5 years
Retrofit	Retrofit of existing properties with renewable technology		7,000 within 5 years
Energy Savings	Energy saving per kWh for New Homes due to HaPS project	KWh	11479
	Energy saving per kWh for Retrofit homes due to HaPS project	KWh	10417
Cost Saving per home	Combined expected saving/income per home - New build	per home	£770 per annum
	Combined expected saving/income per home - retro fit	per home	£835 per annum
Difference to fuel poverty	The value each house type exceeds the avg fuel poverty amount of £431 per annum per household - New Build	GBP	£339
	The value each house type exceeds the avg fuel poverty amount of £431 per annum per household - Retrofit	GBP	£404
Carbon reduction	Predicted annual CO2 reduction, assuming 100% rollout for new build	Tons	5,545
	Predicted annual CO2 reduction, assuming 100% rollout for retrofit	Tons	4,569
Regional supply chain development	Development of regional supply chain		
Jobs	Jobs created as a Result of HaPS	Nr	1,804
GVA	Contribution to regional GVA	GBP	£251 million
City Deal, public sector and private sector contribution	Breakdown per contribution to the project	GBP	SBCD - £15 million Public sector - £114.6 million Private sector – £375.9 million

Swansea City and Waterfront Digital District			
Measure	Definition	Unit	15-year target
NPV	Return on investment		£407.51 million
Skills	Number of skills and training opportunities created		Over 8,000 training weeks
Box village and innovation precinct	Development at UWTSD SA1 to provide incubation and co-working spaces for start-ups and small businesses	Sq.ft	Box village – 28,000 Innovation Precinct – 64,600
Digital village	Facility to support tech and digitally focussed businesses	Sq.ft	100,000
Digital indoor arena	3,500 capacity indoor arena and space to accommodate digital square and other attractions		438,091
Start up opportunities	Additional opportunities and space for graduate start ups	Nr	Upwards of 50 expected
Future private investment	Potential future private investment in future phases of the City Centre regeneration, catapylted by SBCD	GBP	Upwards of £50million
Jobs	Jobs created as a Result of Waterfront	Nr	1,323
GVA	Contribution to regional GVA	GBP	£669.8
City Deal, public sector and private sector contribution	Breakdown per contribution to the project	GBP	SBCD - £50 million Public sector - £85.38 million Private sector – £39.97 million

Skills and Talent			
Measure	Definition	Unit	15-year target
Upskilling	Better skilled workforce through the delivery of higher-level skills (level 4 and above)		500 people
Pathways	New skills pathways developed across all sectors in the region		25 new courses
Apprenticeships	Increased opportunities for apprenticeships and specifically in specialist sectors		500 placements
Unemployment	Reduced unemployment and supported work opportunities for NEETs (People who are not in employment, education or training)		15% reduction in regional unemployment and NEETs
City Deal, public sector and private sector contribution	Breakdown per contribution to the project	GBP	SBCD - £10 million Public sector - £16 million Private sector – £4 million

Pembroke Dock Marine			
Measure	Definition	Unit	15-year target
Environmental	Environmental benefit in terms of CO2 saving	GBP	£8.2 million
Decarbonisation	Contribution to Welsh and UK decarbonisation targets	MW	1,000
Inward investment	Inward investment between years 5 and 15 of full project operation	GBP	£300 million
City Deal, public sector and private sector contribution	Breakdown per contribution to the project	GBP	SBCD - £28 million Public sector - £19.02 million
			Private sector – £13.45 million
	Land based infrastructure and premises (PDI)	SQ M	60,629
Funding	Private sector funding leveraged for the SBCD project	GBP	£ 13.446m
	Private sector funding leveraged as a result of additional economic activity	GBP	£60m
Jobs	Gross jobs indirectly created by the SBCD project		1881
GVA	Gross Value Added (GVA) - net additional	GBP	£74m pa (£343.4m cumulative)
	Land value uplift	GBP	£0.177m
	Wage premium	GBP	£78.8m (£6000 per job against welsh average)
	Environmental benefit (CO2 saving)	GBP	£8.2m
	Contribute to UK and Welsh decarbonisation targets	MW	1000
	Fabrication buildings	M3	16,800
	PDZ Phase 3	GBP	£110m

Digital infrastructure			
Measure	Definition	Unit	15-year target
City Deal, public sector and private sector contribution	Breakdown per contribution to the project	GBP	SBCD - £25 million Private sector – £30 million
Demand Stimulation Programme	Additional 5% uptake in NGA services over 5-year period i.e. approx. 17,000 premises in the region	GBP	>£15 - 20m
SBCD Procurement	100% premises connected 4,500 outlying premises	GBP	- >£70m
Community Programmes	10 Rural community schemes	GBP	<£3m
SBCD Asset Investment	Build and upgrade 140-200km of duct infrastructure	GBP	£60m
Funded intervention to deliver 5G and IoT connectivity in selected locations	Accelerated deployment by operators of 5G and IoT services over the first 5 years	GBP	£13.5m
Connected Places	Increased commercial investment leveraged by SBCD project		
Jobs	Direct employment in digital infrastructure deployment.		
GVA	Apply national benchmarks and multipliers to derive GVA	GBP	>£350m (£200m connected places, £150m rural)

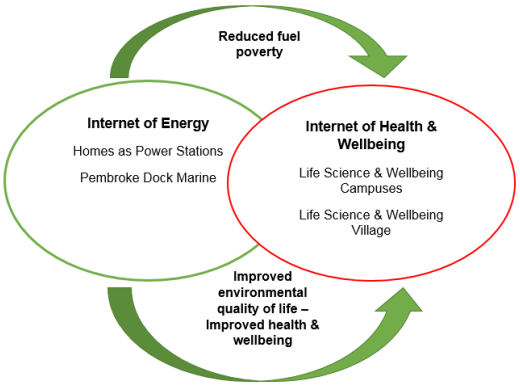
Life Science and Well-being Campuses			
Measure	Definition	Unit	15-year target
NPV	Return on investment	GBP	£32.35 million
Increase Capacity/Capability	Development of new facilities across 2 sites	Sq M	~4,500
	A pipeline of healthcare innovations benefitting communities during the development phase (locally) and from commercialisation (UK and further afield).		
	Greater access to existing and new markets for existing SBCR organisations		
	Enhanced opportunities for existing organisations to work across other sectors		
	New products, services and market opportunities for SBCR		
	Proof of concept		
	Scale up and out of next generation services		
	Better access to specialist knowledge and skills		
	Skills development opportunity for existing SBCR employees		
	Access to enhanced associated services		
	Health innovation and associated outcomes		
	Improved digital inclusion		
Jobs created	Net additional FTE Jobs created within the City Region	Nr	1120
City Deal, public sector and private sector contribution	Breakdown per contribution to the project	GBP	SBCD - £15 million Public sector - £20 million Private sector – £10 million
GVA uplift	underpinning additional funds to the regional GVA	GBP	£153million

Yr Egin			
Measure	Definition	Unit	15-year target
NPV	Return on investment		£150.02 million
Skills	Number of skills and training opportunities created		150
Yr Egin phase one	Phase one of the development at UWTSD in Carmarthen	Sq.m	3,912
Yr Egin phase two	Phase two of the development at UWTSD in Carmarthen	Sq.m	4,250
Creative cluster	The number of businesses forming of both Yr Egin phases		25
City Deal, public sector and private sector contribution	Breakdown per contribution to the project	GBP	SBCD - £5 million Public sector - £15.23 million Private sector – £4.85 million
Construction employment	additional workplace based employment		167
Jobs	Net additional FTE Jobs created within the City Region		427
GVA	Net additional GVA (cumalative) by the end of the appraisal period (based on current range of demand)	GBP	£89.5million

Low Carbon			
Measure	Definition	Unit	15-year target
NPV	Return on Investment	GBP	£144.7million
Technology Centre Floor Space	Construction of the Technology Building	Sq.m	2,500
National Steel Innovation Centre floor space	Construction of the National Steel Innovation Centre	Sq.m	6,000
R&D Innovation and Growth Facility floor space	Construction of the R&D innovation and growth facility as part of the Indusrial Futures element	Sq.m	2,000
Production Facility floor space	Construction of the Production Facility as part of the Indusrial Futures element	Sq.m	2,230
Property Development Fund		GBP	£10million fund (£5m grant/ £5m private sector investment)
		Sq.m	3 schemes of 2,000 m2 each
Technology Jobs	Technology centre, national steel innovation centre, decarbonisation, Production facility, R&D innovation and Growth facility, and Property development fund.		1,101
Construction Jobs	Technology centre, national steel innovation centre, Production facility, and R&D innovation and Growth facility		39
Other Jobs created	Safeguard jobs in the Welsh Steel Industry		3,000
City Deal, public sector and private sector contribution	Breakdown per contribution to the project	GBP	SBCD - £5 million Public sector - £15.23 million Private sector – £4.85 million
Decarbonisation	Enterprises cooperating with supported research institutions		45
	Enterprises receiving non-financial support		40
	New enterprises supported		2
	Private investment matching public supoprt in innovation or R&D projects	GBP	£1.5 million
	Enterprises supported to introduce new to the market products		15
	Enterprises supported to introduce new to the firm products		25
	Patents registered for products		4

Appendix 1.3 - Synergies

Synergy 1 - Energy and Life Science & Wellbeing



The economic well-being of Wales has been historically reliant on the strength of heavy industry and traditional manufacturing. But with the gradual decline of these industries in recent decades, far greater emphasis is now placed on fostering economic growth, development and social inclusion, while ensuring natural assets continue to provide resources on which our well-being relies.

This further emphasises the importance of the green economy as a key component within the City Deal portfolio, with the investment programme's four themes closely aligning to well-being, the environment, manufacturing and economic growth.

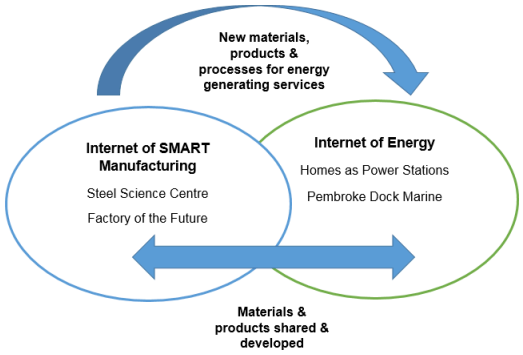
The environmental and resource productivity of the economy is strongly linked to Homes as Power Stations, Pembroke Dock Marine and the decarbonisation elements of the Supporting Innovation and Low Carbon Growth programme, with all aiming to produce and promote sustainable energy.

The production of green energy has a positive impact on the environment as it generates little if any of the water and air pollution associated with traditional fossil fuels which costs public health services an estimated $74.6 billion a year, according to a Harvard University study.

This shows how green energy can directly affect the health and well-being of individuals living and working in the region by reducing the risk of cardiovascular and respiratory diseases associated with traditional energy production. This direct link creates synergy with the Life Science and Well-being Campus and Life Science and Pentre Awel Well-being Village projects.

The Homes as Power Stations project will also help tackle fuel poverty, which has an impact on health and well-being. Research forming part of the project will create an evidence base in support of disruptive innovation to meet this objective.

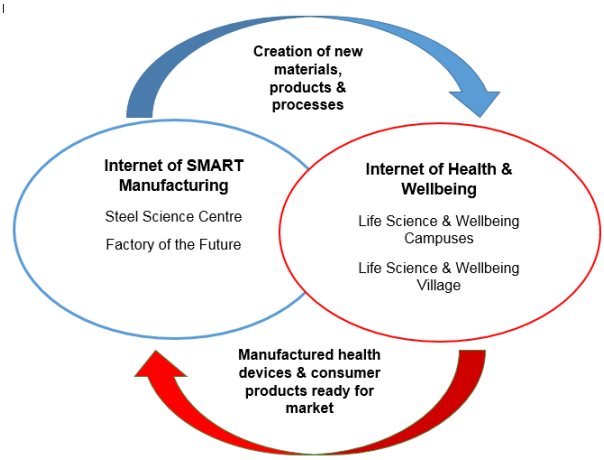
Synergy 2 - Energy and Smart Manufacturing



The Steel Science project will be in a prime position to have a significant impact on the Green Growth agenda. As well as developing and implementing ultra-low carbon steel making technologies, the new materials, products and processes created at the Centre will provide the opportunity to radically rethink the built environment for energy generating services. This will improve the regional natural asset base, helping promote the implementation of good environmental management in primary industries. This substantiates its synergy to Homes as Power Stations and Pembroke Dock Marine where materials and products may be shared and developed.

Furthermore, the Pembroke Dock Marine programme builds on momentum already under way regionally, in developing innovative marine energy solutions. This technology will require a local manufacturing base which builds upon the heavy engineering and steel generating capability of the region. Additionally, Homes as Power Stations provides the opportunity to expand existing pilot activities across the UK steel sector. This extends from smart coatings on steel substrates through to innovative storage and control.

Synergy 3 - SMART Manufacturing and Life Science & Well-Being



The connections between manufacturing and life science and well-being are long-established but the introduction of smart life science and smart manufacturing have placed more importance on this relationship in recent years. The Life Science and Well-being Campus, the Life Science and Pentre Awel Well-being Village and the SWITCH projects are those which illustrate the greatest alignment.

The region already has examples of Life Science and Well-being innovation created locally, manufactured locally and exported from the region to global markets. Examples include therapeutic devices, diagnostic devices and consumer products.

The Steel Science Centre will create new materials, products and processes, many of which will have applications in life science & well-being. This will provide the opportunity to shape the development of intelligent sterile environments, supporting disruptive technologies for telehealth like smart wearables and intelligent dressings.

The demand for next generation healthcare and smarter ways of manufacturing highlights the parallels between the two. They are both areas in transformation where new opportunities in IT to meet demands are creating more opportunities for closer working.

Revised Interdependencies and synergies

The introduction of the Supporting Innovation and Low Carbon Growth project has amended some of the above interdependencies and synergies as explained below.

Advanced, innovative digital infrastructure will also accelerate the delivery and evaluation of marine energy solutions forming part of the Pembroke Dock Marine project, while also assisting the decarbonisation elements of Neath Port Talbot's Supporting Innovation and Low Carbon Growth programme, which includes real-time air quality modelling and monitoring as well as enhanced charging infrastructure for electric vehicles.

Manufacturing elements of the Supporting Innovation and Low Carbon Growth programme, including the SWITCH project, are reliant on the use of next generation technologies.

These technologies – which will further advance and emerge in coming years - include cyber-physical systems, the internet of things, cloud computing and cognitive computing. These are all elements that require a strong digital infrastructure to capitalise on continual advancements in digital manufacturing

Synergies between energy and life science & well-being can also be evidenced by the Supporting Innovation and Low Carbon Growth programme in Neath Port Talbot.

The programme's focus on decarbonisation and improving air quality will lead to environmental benefits in Neath Port Talbot and beyond that will boost the health and well-being of contemporary residents and generations to come. Also forming part of the programme is a drive to encourage greater uptake of electric vehicles, which will lead to environmental benefits throughout the region and elsewhere. This will place South West Wales at the heart of global innovation as an example of best practice for embracing this kind of technology as a conduit to environmental improvements.

As part of Neath Port Talbot's Supporting Innovation and Low Carbon Growth programme, excess energy from solar and other renewable technologies at the Swansea Bay Technology Centre will be converted into hydrogen at the nearby Hydrogen Centre to fuel hydrogen vehicles.

Appendix 2.1

Membership of the Swansea Bay City Region Board

Sir Terry Matthews KBE OBE, - Chair	Wesley Clover
Cllr Meryl Gravell - Vice Chair	Carmarthenshire County Council
Cllr Jamie Adams	Leader, Pembrokeshire County Council
Cllr Rob Stewart	Leader, City and County of Swansea
Cllr Ali Thomas OBE	Leader, Neath Port Talbot County Borough Council
Cllr Emlyn Dole	Leader, Carmarthenshire County Council
Keith Baker	Chief Operating Officer, Pure Wafer
Mark Bowen	Managing Director, Andrew Scott Ltd
Professor Andrew Davies	Chairman, Abertawe Bro Morgannwg UHB
Professor Richard Davies	Vice-Chancellor, Swansea University
Andrew Evans	Owner/Managing Director, St Brides Hotel, Saundersfoot
Professor Simon Gibson OBE,	Chief Executive, Wesley Clover
Dave Gilbert	Advisor to Swansea Bay City Region Board
Paul Greenwood	Director, Teddington Engineered Solutions
Professor Medwin Hughes	Vice-Chancellor, University of Wales Trinity St David
Barry Liles	Chair of Regional Learning Partnership, Coleg Sir Gˆar
Juliet Luporini,	Chair Swansea BID
Rosemary Morgan	Director, Morgan La Roche
Steve Penny,	Director SCFC/Consultant JCP (until February 2016
Nick Revell	Managing Director, Ledwood Mechanical Engineering Ltd
Andy Richards	Wales Secretary, Unite

The oversight working group comprised of the following people:

Steven Phillips	Neath Port Talbot CBC
Phil Roberts	CC Swansea
Mark James	Carmarthenshire CC
Ian Westley	Pembrokeshire CC
Marc Clement	Swansea University
Jane Davidson	UWTSD
Hamish Laing	ABMU
Arthur Emyr	Swansea Bay City Region
Lisa Willis	Neath Port Talbot CBC / SBCR
Sylvia Griffiths	Neath Port Talbot CBC / SBCR

Swansea Bay City Deal Procurement Principles

FINAL VERSION approved 12/11/20

Amended 02-03-21

OWNER: Jonathan Burnes

Author: Peter Austin

Foreword

The 15-year Swansea Bay City Region City Deal is a once in a lifetime portfolio of projects and programmes which collectively will achieve:

- Investment of nearly £1.3 billion to support economic growth
- Over £600 million of direct private sector investment attracted
- An overall increase of more than 9,000 gross direct jobs
- A contribution to regional GVA of £1.8 billion

We are in changing times, with UK and Welsh Governments declaring a climate emergency, the uncertainty resulting from Brexit and the unknown long-lasting effects of the COVID-19 pandemic.

Our approach to procurement must be sustainable to build a better future for our future generations.

The Wales Procurement Policy Statement (2015) adopts the Sustainable Procurement Task Force definition of procurement as:
"..the process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment".

We want to ensure that our citizens and the regional supply chain can benefit from the portfolio, thus improving the overall economy across the Swansea Bay City Region for future generations.

Our portfolio stakeholders recognise that the adoption of City Deal procurement principles by all project stakeholders, lead officers and suppliers is key to achieving this.

Procurement of suppliers for the construction stage is only the first part of the process, the Principles look beyond the initial construction phase and where appropriate also apply to the operational service of the assets when built.

Cllr Rob Stewart

Chair,

Joint Committee

Ed Tomp

Chair,

Economic Strategy Board

Introduction

These Principles have been developed for project teams that are developing and delivering projects as part of the Swansea Bay City Deal. The Principles encourage project teams to take a fresh look at the way works, goods and services are specified and procured, so that the maximum economic, social, and environmental benefit to the region can be achieved from the process.

These Principles should be considered when planning procurement for any City Deal funded project and be incorporated, as far as is appropriate, to the specification, design and tender. The Principles look beyond the initial construction phase and apply to the operational service of the assets when built.

We acknowledge that some projects will be at a more advanced stage than others and that the principles cannot be retrospectively applied to previous procurements.

In general, the procurement process for Swansea Bay City Deal projects will be led by one of the Local Authorities, however, in some circumstances, procurement may be undertaken by one of the project sponsors. In this case those organisations should consider and apply these principles, where appropriate, within their own procurement policies and requirements.

In 2012, the Welsh Government issued the Wales Procurement Policy Statement which was subsequently reviewed and updated in 2015. The statement sets out the principles by which it expects public sector procurement to be delivered in Wales.

Projects will be expected to meet the requirements of this policy statement which seeks to open procurement contracts up to more innovative solutions to ensure that the money that goes into procurement is spent in a way that stimulates development.

The local authorities are responsible for conducting their own procurement exercises in line with their own organisational policies and procedures. Public sector led procurement requires the procuring bodies to comply with, for example:

- The UK Public Contracts Regulations 2015
- Wales Procurement Policy Statement 2015
- European Public Contracts Directive 2014/24/EU and the requirements placed on the Welsh public sector for all contracts over certain thresholds to be advertised in the Official Journal of the European Union (OJEU),
- Post Brexit, WPPN 03/20 Post EU Transition Public Procurement including Find a Tender Service (FTS).

These principles have been developed in line with the above and also with the five ways of working of the Wellbeing of Future Generations (Wales) Act 2015. The process has involved consultation with the Swansea Bay City Deal Economic Strategy Board, industry representatives, local authority officers, legal and procurement specialists, third sector representatives and Welsh Government officials.

The 5 Procurement Principles:

1. **Be Innovative**
2. **Have an open, fair and legally compliant procurement process**
3. **Maximise Community Benefits from each contract**
4. **Use Ethical Employment Practices**
5. **Promote the City Deal**

The Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act 2015 ("the Act") places a requirement on Public bodies to carry out sustainable development - the process of improving the economic, social environmental and cultural well-being of Wales. The Act promotes 5 ways of working:

Long Term, Prevention, Integration, Collaboration, Involvement

Towards seven well-being goals

A prosperous Wales
A resilient Wales
A healthier Wales
A more equal Wales
A Wales of cohesive communities
A Wales of vibrant culture and thriving Welsh language
A globally responsible Wales

> ***"Public bodies spend £6 billion per year delivering services and this is an area where changes can be made that contribute to generating apprenticeships, lower carbon emissions, buying from local business and building in health considerations. We must procure goods and services that contribute to global well-being, reduces carbon emissions and supports a circular economy."***
>
> *Sophie Howe, Future Generations Commissioner for Wales*
> *Bolder steps towards A Prosperous Wales*

Compliance with the Act will be embedded in all SBCD projects. This will extend to procurement activities and the Act encourages us to explore innovative approaches to achieving procurement outcomes.

Climate Change

UK and Welsh Governments have declared a state of Climate Emergency and have set ambitious Net Zero Carbon targets.

In Wales, The Environment (Wales) Act 2016 requires Welsh Government to reduce emissions of greenhouse gases (GHGs) in Wales by at least 80% for the year 2050.

In recognition of this, projects that are financially supported by the UK and Welsh Governments will be expected to address their carbon footprint by:

- applying sustainable procurement practices,
- sourcing materials sustainably
- by minimising emissions and other environmental impacts.
- encouraging suppliers to adopt a sustainable approach to site management.
- considering how to maximise the use of recycled or leased products through procurement – buying new is not always the most sustainable avenue.
- adopting and applying the concepts of a circular economy should be a primary consideration where appropriate.

The Principles

Principle 1 – To Be innovative

Addressing the social and economic needs of the Swansea Bay City Region, including declarations of climate emergency, will require new ways of working and this includes procurement.

Adopting an innovative approach to how things are specified and procured, will maximise the long-term benefits that can be achieved through the procurement process.

a) Procurement approach

Project teams will be expected to:

- explore how specifications and procurement approaches can help to achieve the long-term benefits of the WBFG Act and meet the requirements of Net Zero Carbon balance.
- consider the benefits of making the reduction of carbon footprint a high priority when specifying goods and services and when appointing suppliers.
- share examples of good practice and alternative ways of collaborative working with others.

More sustainable solutions in line with the Future Generations and Net Zero carbon agendas will be reached if this is done consistently across the portfolio.

b) Procured goods and services

Project teams should have a good knowledge of the regional supply chain to assist Tier 1 suppliers.
For sustainable local delivery, teams should:

- consider if there are alternatives to buying new that could offer improved outcomes.
- consider how to achieve the maximum of community benefits via procurement.
- seek Carbon Offset solutions from Tier 1 suppliers.

c) Collaborative purchasing

Project teams are encouraged to consider if the objectives of these principles can be achieved by collaborative purchasing with other projects across the portfolio.

This may also allow the regional supply chain to upscale manufacture of certain items if warned early enough of demand. This could apply to any goods ranging from office furniture to steel or construction materials for example.

Principle 2 – To have an open, fair and legally compliant procurement process

a) Advance contract notification

Industry has told us that effective communication and early market engagement is imperative so that suppliers and the wider supply chain have advanced notification of future tender opportunities. Early notification and supply chain engagement is a key part of this.

City Deal funded Projects are required to use the City Deal project page on Sell2Wales to promote all City Deal procurement opportunities and events.

A Prior Information Notice (PIN) can be used to notify suppliers of the intention to utilise existing Frameworks; providing this information will help clear communication of forthcoming opportunities to the wider supply chain.

Project teams are required to inform the Portfolio Management Office of their procurement timetable and, at the earliest opportunity, when contracts are due to be released.

See also Principle 5

b) Wherever possible and appropriate, high-value contracts should be broken down into smaller deliverable components.

To provide regional suppliers the opportunity to tender, project teams should consider breaking down large, high value contracts into smaller deliverable components and to use lotting strategies where existing frameworks (if being used) allow.

Advance consideration must be given to how the main contractor will be required to work with the local supply chain to deliver smaller lots/packages within the larger contract.
See Principle 3.

Principle 3 – To Maximise Community Benefits from each contract

Where appropriate, pursuing Community Benefits as **Core** requirements in major procurement exercises, will contribute to the social, economic, and environmental well-being of the wider communities in the region.

Allowing that criteria must be relevant and proportionate to the contract being let, project teams should work with their own County Councils' community benefits, procurement, or economic development teams to develop an appropriate community benefits package.

Project teams should consider how they intend to engage with a main suppliers' Corporate Social Responsibility staff to achieve these benefits as part of the procurement planning exercise.

Community Benefits typically incorporate the following initiatives:

a) Targeted Recruitment and Training

Targeted recruitment and training (TR&T) puts focus on the employment of new entrants, new entrant trainees, apprentices or other trainees recruited from employability and work programmes, training organisations, colleges and shared apprentice schemes across the region.

Tender documents should include a target for construction projects – typically 52 person weeks per £1m, which is the standard norm.

Project teams are required to actively engage with the Skills and Training Initiative, led by the Regional Learning and Skills Partnership. The Skills and Talent Initiative is an overarching City Deal funded project that aims to deliver a regional solution for the identification and delivery of the skills and training requirements for all City Deal projects.

Project teams shall collaborate with shared apprentice schemes such as Cyfle, regional colleges and regionally based training organisations to ensure that the skills are developed and retained locally.

Project teams should consider working with initiatives such as Workways + and Communities for Work.

For major non-construction-based procurement, alternative social benefit approaches should be used, where appropriate for the procurement being undertaken.

b) Commit to supporting the wider regional supply chain

The Portfolio is keen to maximise (so far as consistent with procurement and competition rules) the use of local materials (in particular, steel). See "Procurement Advice Note, use of steel in contracts" link in resources.

Project teams need to ensure (within procurement and competition rules) that first tier suppliers make a contractual commitment to involving the regional supply chain where possible.

Projects should consider the conditions for sub-contracting in a way that supports regionally based suppliers, consortia tendering, the local supply chain and how these procurement principles will be delivered. This may be by holding effective regional meet the buyer awareness events and training in relevant procurement processes.

c) Education, Community and Environmental Initiatives

Procurements should achieve increased educational contributions, environmental benefits and/or community initiatives. This is usually delivered under Corporate Social Responsibility

Suppliers should be required to work closely with local education establishments to provide added value benefits, especially in curriculum and STEM initiatives.

Project teams are encouraged to assess local needs and, where practical, use procurement to support initiatives that address those issues.

Suppliers should be encouraged to work with groups or organisations that are supported by the local authorities e.g. armed forces charter, over 50's forum, equalities groups etc.

As per Principle 1, additional benefits that address the Climate Emergency and that work toward Net Carbon Zero targets are to be encouraged.

d) Reporting

Project teams will be required to provide annual reports to the Portfolio office using the WG Community Benefits Measurement tool – see resources

Principle 4 – To Use Ethical Employment practices

The Welsh Government 'Ethical Employment in Supply Chains' Code of Practice was published in 2017. The Government expects all public sector bodies to sign up to the code and the wider public sector supply chain to adopt it.

a) All projects to adopt the code

The Welsh Government expects all public sector organisations, businesses and third sector organisations in receipt of public sector funding to sign up to the Code of Practice.

Project teams should encourage all Tier 1 suppliers to sign up to the code if they have not already done so.

b) Fair and prompt payment through the supply chain

It is important to ensure a reliable cash flow through supply chains to reduce the risk of supply chain failure. This will enable more rapid circulation of money through the economy and the local community.

Suppliers have the right to expect fair payment terms. Project procurement should recommend the use of Project Bank Accounts (PBA's) on high value contracts where possible. PBAs represent best practice in ensuring fair and prompt payment in the supply-chain.

All project procurements with a value of £2m or more and lasting longer than 6 months must consider putting in place a Project Bank Account*.

This must be stated as a requirement in procurement briefs, ITT documentation etc. and be a condition of contract award.
Project Procurements under £2m should be assessed for suitability of PBA and a PBA set up if appropriate.
*Other criteria also apply, see guidance section.

Principle 5 – To Promote the Swansea Bay City Deal

As the City Deal Portfolio gains momentum, the need to generate interest and positive awareness of the City Deal projects increases.

It is important that the Portfolio is promoted at every opportunity. This begins with procurement notices which should explicitly refer to the City Deal at the earliest opportunity.

The Swansea Bay City Deal logos (as supplied by the Portfolio Office) must be included on all promotional material and site hoardings

Reference to the City Deal funding must be included in any press releases or publicity issued by the project team or suppliers working on the project giving equal status to both the Welsh and English languages.

Suppliers must be informed that the work they are undertaking is being funded via the City Deal Portfolio and the need for them to create awareness of it.

Following the approval of project business cases, project teams will be required by contract to promote the City Deal bi-lingually in English and Welsh on any signs, hoardings or literature and publicity produced in relation to the project.

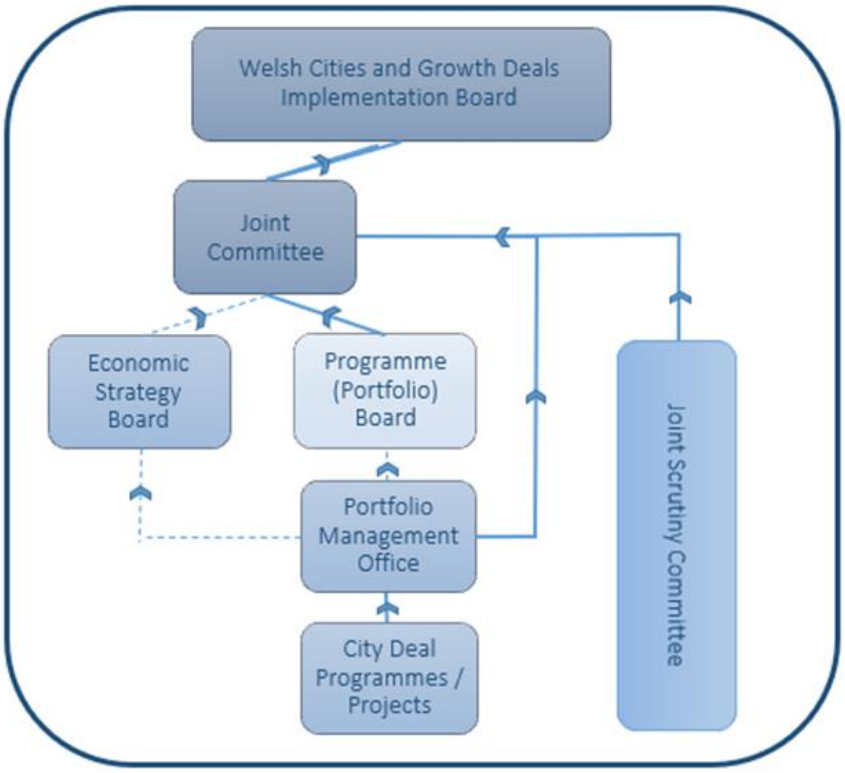
Press releases, interviews or other promotional activity must reference the City Deal and should be drafted bilingually in collaboration with the City Deal Communication and Marketing Officer.

Monitoring and Evaluation

The initial procurement process for City Deal projects will make an early pathway for achieving the City Deal Portfolio outcomes and contributions towards the aspirations of the Well-being of Future Generations Act.

As such it is important that procurement is continuously monitored, and its outputs regularly reported and evaluated. Project teams are required to provide the Joint Committee with regular progress reports. These reports should include procurement activities and outputs.

The operational and reporting structure of the City Deal Portfolio is as follows:



As part of its monitoring role, the Economic Strategy Board will review and make recommendations on individual project business cases including procurement exercises. City Deal Portfolio Office will monitor procurement activities and where appropriate, will use Sell2Wales as a recording medium for contract and sub-contractor notices and subsequent awards.

The Community Benefits Measurement Tool will be monitored for achievement of community benefits.

The Joint Scrutiny Committee will review the procurement activities of individual projects as part of its ongoing scrutiny role.

Resources

The Welsh Government Public Sector Procurement resource http://prp.gov.wales/?lang=en:

Public Sector Procurement after Brexit information can be found here: http://bit.ly/2SSUjpc

WPPN 03/20 Post EU Transition Public Procurement including Find a Tender Service (FTS):

https://gov.wales/wppn-0320-post-eu-transition-public-procurement-including-find-tender-service-fts-html

Project Bank Accounts: http://bit.ly/38E7C3h

Community benefits: A useful e-learning module can be found here: http://bit.ly/2SDCRpR

The Community Benefits Measurement tool along with other useful information can be found here: http://prp.gov.wales/toolkit/?lang=en

Information about Cyfle Building Skills programme: http://bit.ly/2P25kTK

Procurement advice note, use of steel in contracts: http://bit.ly/2SYa91C

Cutting embodied carbon in Construction Projects: http://bit.ly/2HyskWn

Bargen Ddinesig
BAE ABERTAWE
SWANSEA BAY
City Deal

Commercial Case section

sample text

x.x Swansea Bay City Deal Procurement Principles

The Swansea Bay City Deal (SBCD) Procurement Principles have been put in place for project teams that are developing and delivering projects as part of the Swansea Bay City Deal.

The Principles set out how the SBCD expects project teams to take a fresh look at the way works, goods and services are specified and procured so that the maximum economic, social and environmental benefit to the region can be achieved from the process. The Principles look beyond the initial construction phase and also apply to the operational service of the assets when built.

How this project has considered and will apply these Principles is summarised below and explained further in APPENDIX XX .

The 5 Procurement Principles have been addressed as follows:

1. Be Innovative

2. Have an open, fair and legally compliant procurement process

3. Maximise Community Benefits from each contract

4. Use Ethical Employment Practices

5. Promote the City Deal

DRAFT

APPENDIX XX Application of the SBCD Procurement Principles

The XXX Project has considered and applied the SBCD Procurement Principles as follows:

Principle 1 – To Be innovative

Addressing the social and economic needs of the Swansea Bay City Region, including declarations of Climate Emergency, will require new ways of working and this includes procurement. Adopting an innovative approach to how things are specified and procured, will maximise the long-term benefits that can be achieved through the procurement process.

a - Procurement approach

Explain how the project has:

Explored how specifications and procurement approaches can help to achieve the long-term benefits of the WBFG Act and meet the requirements of Net Zero Carbon balance.
Considered the benefits of making the reduction of carbon footprint a high priority when specifying goods and services and when appointing suppliers.
Shared examples of good practice and alternative ways of collaborative working with others.

b - Procured goods and services

Explain how the project:

Has considered if there are alternatives to buying new that could offer improved outcomes.
Will seek Carbon Offset solutions from Tier 1 suppliers.

c – Collaborative purchasing

Explain how the project has:

Considered collaborative purchasing with other projects across the portfolio.

DRAFT

Principle 2 – To have an open, fair and legally compliant procurement process

a) Advance contract notification

Industry has told us that effective communication and early market engagement is imperative so that suppliers and the wider supply chain have advanced notification of future tender opportunities. Early notification and supply chain engagement is a key part of this.

Explain how the project will:

Publicise procurements and use the City Deal project page on Sell 2 Wales to promote City Deal procurement opportunities and events.

Please give details of your procurement timetable, anticipated dates, value of lots, approach taken and framework (if to be used).

b) Wherever possible and appropriate, high-value contracts should be broken down into smaller deliverable components.

Explain how the project has:

Considered breaking down large, high value contracts into smaller deliverable components and will use lotting strategies where existing frameworks allow (if being used).

Principle 3 – To Maximise Community Benefits from each contract

Where appropriate, pursuing Community Benefits as **Core** requirements in major procurement exercises, will contribute to the social, economic and environmental well-being of the wider communities in the region.

Explain how the project:

Has assessed local needs and how it will use procurement to support initiatives that address those issues.
Has developed and will deliver an appropriate community benefits package.

a) Targeted Recruitment and Training

Explain how the project:

Has set targeted recruitment and training (TR&T) objectives
Will actively engage with the Skills and Training Initiative
Will collaborate with shared apprentice schemes such as Cyfle, regional colleges and regionally based training organisations to ensure that the skills are developed and retained locally.
Will work with initiatives such as Workways + and Communities for Work.

b) Commit to supporting the wider regional supply chain

Explain how the project:

Will ensure that first tier suppliers make a contractual commitment to involving the regional supply chain where possible.
Has considered the conditions for sub-contracting in a way that supports regionally based suppliers, consortia tendering, the local supply chain
Has considered how to maximise the use of local materials (in particular, steel).

c) Education, Community and Environmental Initiatives

Procurements should achieve increased educational contributions, environmental benefits and/or community initiatives. This is usually delivered under Corporate Social Responsibility

Explain how the project:

Will encourage suppliers to work closely with local education establishments to provide added value benefits, especially in curriculum and STEM initiatives.
Will encourage suppliers to work with groups or organisations that are supported by the local authorities e.g. armed forces charter, over 50's forum, equalities groups etc..
Will achieve additional benefits that address the Climate Emergency and that work toward Net Carbon Zero targets.

Principle 4 – To Use Ethical Employment practices

The Welsh Government 'Ethical Employment in Supply Chains' Code of Practice was published in 2017. The Government expects all public sector bodies to sign up to the code and the wider public sector supply chain to adopt it.

a) All projects to adopt the code

Explain how

Tier 1 suppliers will be encouraged to sign up to the Ethical Employment in Supply Chains code of conduct if they have not already done so.

b) Fair and prompt payment through the supply chain

It is important to ensure a reliable cash flow through supply chains to reduce the risk of supply chain failure. This will enable more rapid circulation of money through the economy and the local community.

Explain how

The project will ensure a reliable cash flow through the supply chain and apply the use of Project Bank Accounts (PBA's).

Principle 5 – To Promote the Swansea Bay City Deal

As the City Deal Portfolio gains momentum, the need to generate interest and positive awareness of the City Deal projects increases. It is important that the SBCD is promoted at every opportunity.

Explain how

The project will promote the City Deal through its procurement activities

DRAFT

SBCD Portfolio Governance Evaluation

1. Introduction

1.1 To evaluate the merit of differentiating the accountabilities for strategic oversight and delivery control, thus empowering the Joint Committee (JC) and Programme Board (PB) to exercise its function with agility and in line with the delivery tempo of the programme, as recommended in the Gateway 0 review into the SBCD Portfolio.

1.2 To strengthen the understanding of stakeholders' role and enhance the current reporting, governance and assurance arrangements.

1.3 A total of 14 conversations were held between the Portfolio Management Office (PoMO) and a cross profile of representatives from each of the organisations that make up JC and PB to seek their views on how the Governance Boards currently operate and how they could run more efficiently.

1.4 The report will be split into 4 sections, namely:

1. Frequency of meetings
2. Role of the Joint Committee / Programme Board
3. Documentation
4. Representation

1.5 The report notes 16 recommendations that will be discussed at the next JC / PB. Annex A lists all recommendations.

2. Frequency of Meetings

2.1 The PB meet monthly before each JC and Economic Strategy Board (ESB).

Evaluation Summary

2.2 All JC and PB members are in 100% agreement that the current frequency of meetings is appropriate whilst programmes / projects transition from initiation into delivery. Potential to review this at the end of financial year as majority in agreement these could move to bi-monthly meetings.

2.3 Joint Scrutiny Committee (JSC) should be the main gatekeeper for decision making at JC, with this in mind meetings need to be more regular. Also noted that meetings have been cancelled lately.

2.4 Opportunity for JC / JSC / PB to get together bi-annually to cover delivery status of programmes / projects and do a horizon scan / forward look for the next 6 months.

Recommendation

(1) Agenda item to be added to March Joint Committee / Programme Board to consider bi-monthly meetings going forward.
(2) JC to review the frequency of JSC meetings.
(3) Hold a bi-annual seminar for JC / JSC / PB to look at programme / project delivery and 6-month projection.

3. Role of the Joint Committee / Programme Board

As stated in the Terms of Reference:

3.1 The Joint Committee has ultimate responsibility and accountability for decisions taken in relation to the Swansea Bay City Deal's Heads of Terms, in line with the visions and interests of all participating parties and the City Deal document signed on 20th March 2017.

3.2 The PB have 4 distinct roles:

- Preparing recommendations on the overall City Deal programme
- Supporting programme / project development
- Monitoring programme / project development
- To work on a regional basis to improve public services

Evaluation Summary

3.3 The majority of JC / PB members had a positive reaction to how the meetings have evolved over the last 6/8 months and trust has been re-established between partner organisations resulting in meetings becoming more organised and focused, however there is room for improvement regarding functionality of meetings.

3.4 All JC / PB members understood their role, however there was a difference in opinion over a few matters. Some members questioned how robust the process is when it comes to challenge from the PB and felt there was a lack of challenge in documentation being presented prior to submission to JC and could benefit from having more feedback than what is currently received.

3.5 When asked whether the PB would benefit from having some responsibility in matters requiring decision there were mixed reviews. Whilst all members saw the ownership of strategic decisions sitting with the JC, some members felt there was appetite for operational decisions to be delegated down to Programme Board.

3.6 Several members expressed an interest in creating more opportunities for ESB to be more involved in programme / project development in order to add maximum value. Several members also felt the link between JC / PB and ESB could be improved.

3.7 Several members mentioned that PB should consider how programmes / projects are networking as there is potential for collaborative working. There is also a benefit of holding Workshops outside of PB where programmes / projects can share experiences such as Lessons Learned at critical delivery phases.

3.8 Confusion that meetings are still referred to as Programme Boards rather than Portfolio Boards.

Recommendations

(4) For the PB to provide a clear steer on direction of programmes / projects, governance and documentation presented, to guide the SBCD Portfolio through deliberation, support and action. Meetings to be more succinct to allow time for discussion and feedback.
(5) Deliberation required on whether a level of decision making becomes part of PB responsibilities. Report required on how this may look.
(6) JC / PB Agenda and minutes to be shared with ESB.
(7) ESB members / Chair to be invited to PB for discussion on feedback at an appropriate frequency.
(8) PB members and Programme / Project Teams to have the opportunity to submit Agenda items for consideration.
(9) Future meetings to be re-named Portfolio Board and all documentation to align.

4. Documentation

4.1 All reports prepared by the Board pertaining to City Deal and regional or sub-regional matters, once approved by the Board will be submitted 'as draft' to the Joint Committee for approval via the Regional Office.

Evaluation Summary

4.2 Majority of members mentioned there has been a vast improvement in the quality and consistency of reports submitted the past 6 months and noted there is a very clear and consistent process in terms of best practice.

4.3 Monitoring and reporting of performance metrics for the SBCD ensures the effective management and delivery of the portfolio and its constituent programmes / projects. The majority of members stated they found the SBCD Monitoring report extremely useful, which is presented on a quarterly basis at both JC and PB and focuses on whether the delivery of the portfolio is proceeding as planned and in a timely manner focuses on programme / project inputs and output. A few members found the amount of detail provided in the Monitoring report to be slightly overwhelming but confirmed they would prefer to see more detail than less so can pick out the key information relevant to them and cascade within their organisations. Most JC members stated the information presented needs to be focused and direct so clear decisions can be made where required.

4.4 Most members also found the SBCD Portfolio Highlight report to be very useful, which is presented to both JC and PB on a monthly basis and focuses on key achievements and risks. Members also found the use of graphics to be a nice addition.

4.5 When members were asked in terms of reporting what would benefit them going forward, 100% found simpler and more concise executive summaries would be an extremely useful mechanism of pulling out the key information from reports.

4.6 Process for signing off reports need to be documented. If there are no or minor changes in papers that are sent for financial / legal approval between PB and JC, they shouldn't need to be subject to a second approval.

4.7 Some members noted that previous JC / PB meetings have seen non SBCD related items presented. Future consideration needs to be given on when / where to present, to not deviate from the main focus of the governance arrangements which is to deal with SBCD Portfolio related items.

4.8 When asked what you feel is missing from current Boards, a few members suggested adding a standard agenda item to focus on a particular programme / project. This would rotate between each of the 9 programmes / projects and provide the Board with more visibility of progress and allow them to provide In-depth support.

4.9 Guidance from the Welsh Language Commissioner advises that all presentations at Board meetings should be bilingual to operate in a context where the Welsh language has official status in Wales.

Recommendations

(10) Executive summaries to be provided at the meetings for all reports submitted either verbally / via presentation, ensuring programme management terminology is clear and concise.
(11) Reports presented at PB that have no or minor changes do not require further sign off prior to submission to JC.
(12) Discussion and decision required on whether non SBCD related items should be brought to JC and PB.
(13) Invite alternate programme / project leads to future meetings to give a more in-depth update on current status, which also gives them regular access to PB members.
(14) Decision required on how to comply with the Welsh language standards at JC / PB.

5. Representation

Joint Committee

5.1 Each of the Councils shall appoint its leader or equivalent as its representative as a member of the Joint Committee and all such members shall have full voting rights.

Each Council may appoint a deputy for its member on the Joint Committee who may attend meetings of the Joint Committee as a substitute for the Council's appointed member on the Joint Committee. However, such deputy shall only be entitled to attend meetings of the Joint Committee in the absence of the Council's appointed member.

The Accountable Officer or their representative shall be entitled to attend meetings of the Joint Committee but shall not have a vote.

The head of paid service of each of the Councils shall be entitled to attend meetings of the Joint Committee but shall not have a vote.

The Joint Committee may co-opt the following Members: Swansea University, Trinity Saint David, Abertawe Bro Morgannwg Health Board and Hywel Dda Health Board as appropriate however these bodies shall not have a vote.

Programme Board

5.2 The Swansea Bay City Region Programme Board consists of the Chief Executives from each of the Councils or another officer nominated by the Chief Executive.

The Programme Board co-opt additional representatives to the Board. Members include the following:

Swansea University
University of Wales Trinity St David
Hywel Dda University Health Board
Swansea Bay University Health Board

Evaluation Summary

5.3 Having optimal representation at Programme Board is critical to the success of the SBCD Portfolio.

5.4 Programme Board benefits from having a mix of executive leadership and practitioners. This creates a balance of hands on experience and people who are agents of change. Some members felt due to being more involved / hands on with the programmes / projects the meetings could benefit from having SRO's in attendance or there could be an opportunity to set up a subgroup.

5.5 All members agreed that the current membership for JC is fit for purpose.

5.6 Some members felt frustration on occasions in maintaining quoracy throughout JC / PB meetings where attendance at PB of some organisations have been quite sporadic. Need to ensure the right level of representative attends if the meeting is delegated.

Recommendations

(15) Discussion to be held on whether SRO's need a more active role in PB.
(16) Create a delegate list for JC / PB to document who can represent in members absence (Action raised at PB 26th November).

Recommendations

(1) Agenda item to be added to March Joint Committee / Programme Board to consider bi-monthly meetings going forward.

(2) JC to review the frequency of JSC meetings.

(3) Hold a bi-annual seminar for JC / JSC / PB to look at programme / project delivery and 6-month projection.

(4) For the PB to provide a clear steer on direction of programmes / projects, governance and documentation presented, to guide the SBCD Portfolio through deliberation, support and action. Meetings to be more succinct to allow time for discussion and feedback.

(5) Deliberation required on whether a level of decision making becomes part of PB responsibilities. Report required on how this may look.

(6) JC / PB Agenda and minutes to be shared with ESB.

(7) ESB members / Chair to be invited to PB for discussion on feedback at an appropriate frequency.

(8) PB members and Programme / Project Teams to have the opportunity to submit Agenda items for consideration.

(9) Future meetings to be re-named Portfolio Board and all documentation to align.

(10) Executive summaries to be provided at the meetings for all reports submitted either verbally / via presentation, ensuring programme management terminology is clear and concise.

(11) Reports presented at PB that have no or minor changes do not require further sign off prior to submission to JC.

(12) Discussion and decision required on whether non SBCD related items should be brought to JC and PB.

(13) Invite alternate programme / project leads to future meetings to give a more in-depth update on current status, which also gives them regular access to PB members.

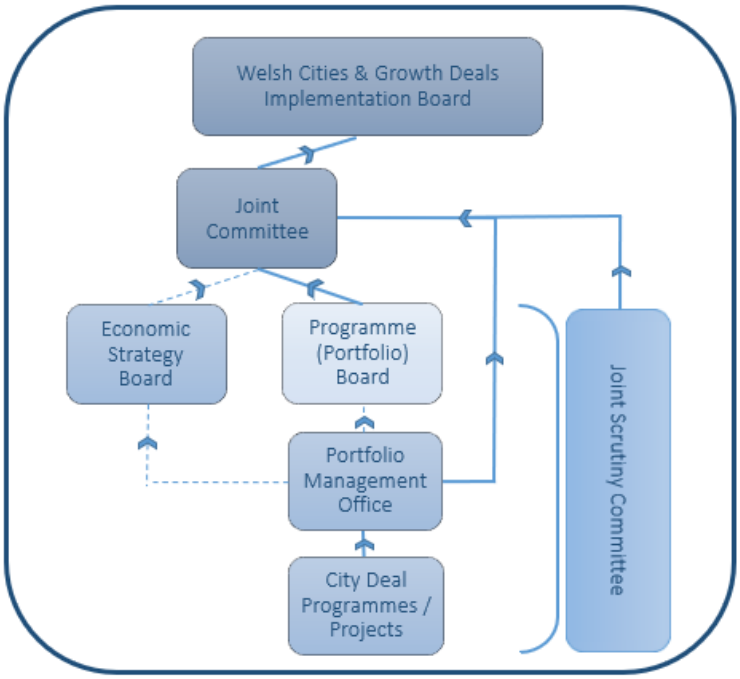
(14) Decision required on how to comply with the Welsh language standards at JC / PB.

(15) Discussion to be held on whether SRO's need a more active role in PB.

(16) Create a delegate list for JC / PB to document who can represent in members absence (Action raised at PB 26th November).

Appendix 5.1 Governance and Management Structure

The diagram below illustrates the relationship between the governance and delivery groups within the City Deal.



5.1.1 Joint Committee

The Joint Committee comprises of the four Local Authority Leaders of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea. The Joint Committee will be chaired by a Local Authority Leader and is currently chaired by the Leader of Swansea Council.

The Chair of the Joint Committee will be elected for a two-year term in the first instance, reviewed annually thereafter.

The Joint Committee has ultimate responsibility and accountability for decisions taken in relation to the Swansea Bay City Deal, in line with the visions and interests of all participating parties.

The first formal meeting of Joint Committee took place on August 31, 2018, when each of the four local authorities signed the Joint Committee Agreement (JCA) – a legal document that sets out how the councils will work together.

The head of paid service, monitoring officer and section 151 officer of each of the local authorities shall be entitled to attend meetings of the Joint Committee as an advisor, but they shall not have a vote.

The Leaders have agreed to co-opt to the Joint Committee the Chair of the Economic Strategy Board, and one representative each from the University of Wales Trinity Saint David, Swansea

University, Hywel Dda University Health Board and Swansea Bay University Health Board. Voting rights will be reserved for the four local authority Leaders.

The Joint Committee meets on a monthly basis and, as set out in the Joint Committee Agreement, its functions include:

- Identifying and introducing appropriate governance structures for the implementation of any programmes / projects within the Swansea Bay City Deal portfolio. This shall include the formation of corporate bodies and any other structures which the Councils can lawfully establish or participate in
- Agreeing and planning the overall strategy for and delivery of the Swansea Bay City Deal portfolio
- Performance management of the Swansea Bay City Deal portfolio
- Strategic communications
- Monitoring the City Deal portfolio's impact
- Reporting of impact to regional local authorities
- Authorising the Accountable Body to commission external support and to oversee the delivery and management of project expenditure
- Progressing a regional approach for the discharge of strategic functions. These functions may include land use, planning, transport and economic development
- Approval and adoption of the Implementation Plan
- Approval of any Implementation Plan deadline extension agreed by the Councils
- Agreeing the terms and conditions of Government funding
- Overseeing the proportion of each Council's responsibility for borrowing to provide funding for regional programmes / projects
- Reviewing performance of the Chair of the Economic Strategy Board on an annual basis
- Agreeing the annual costs budget
- Consideration of project business cases, based on recommendations from Programme (Portfolio) Board and the Economic Strategy Board
- Determining whether to approve the submission of projects to the UK and Welsh Governments for approval/the release of government funds

A detailed Joint Committee work programme has been developed in Gantt format. This will be continually monitored and updated to ensure progress is being made.

5.1.2 Joint Committee Agreement

All four Swansea Bay City Region local authorities have signed the Joint Committee Agreement (JCA) in 2018, which is a legal document that outlines the principles of City Deal arrangements. An amended JCA was drawn up and signed off in December 2019.

Under the terms of the JCA, the four regional local authorities will work in partnership to discharge their obligations to one another, the Welsh Government and the UK Government to

promote and facilitate projects funded under the Swansea Bay City Deal. This, in turn, will help boost economic well-being throughout the City Region as a whole.

By documenting the respective rights and obligations of City Deal local authority partners, the JCA has enabled the establishment of the Joint Committee.

5.1.3 Programme (Portfolio) Board

Accountable to the Joint Committee, the Programme (Portfolio) Board consists of the head of paid service of each of the four Councils, or another officer nominated by the head of paid service. The Programme (Portfolio) Board Chair shall be reviewed annually.

The Programme (Portfolio) Board may co-opt additional representatives to the Board. Co-opted members may include representatives of Swansea University, the University of Wales Trinity Saint David, Hywel Dda University Health Board and Swansea Bay University Health Board.

The Board was formally established by the Joint Committee at its first meeting.

The Programme (Portfolio) Board has four distinct roles:

- Preparing recommendations on the Swansea Bay City Deal portfolio:
  - Ensuring that all schemes are developed in accordance with the agreed package
  - Analysing each City Deal programme's / project's financial viability, deliverability and risk
  - Overseeing the production of business cases.
  - Advising on the strategic direction of the Economic Strategy Board
- Overseeing performance and delivery of programmes / projects by reviewing progress against agreed milestones, focusing on delivery and financial risks, and identifying any necessary remedial action
- Working on a regional basis to improve public services, especially in the areas of economic development, transport, planning, strategic land use, housing, energy and regeneration

Meetings of the Programme (Portfolio) Board take place on a monthly basis before meetings of Joint Committee and the Economic Strategy Board.

5.1.4 Economic Strategy Board

Reporting to the Joint Committee, the Economic Strategy Board (ESB) is made up of representatives from the private sector in key City Deal themes including energy, life sciences, manufacturing and housing.

The Economic Strategy Board acts as the voice of business, providing strategic direction for the City Deal through advice to the Joint Committee on matters relating to the City Region. It also has a role in advising the Joint Committee on opportunities to strengthen the City Deal's impact.

The Chair is accountable to the Joint Committee. Reaching agreement by consensus, the Economic Strategy Board does not have formal decision-making powers.

The Economic Strategy Board meets monthly in advance of Joint Committee, or when necessary to deal with business as agreed by the Chair of the Economic Strategy Board.

Key activities of the Economic Strategy Board include:

- Submitting strategic objectives for the Swansea Bay City Region
- Assessing the individual project business cases against the strategic aims and objectives of the City Deal
- Making recommendations to the Joint Committee on whether the programme / project business cases should proceed
- Considering implications of a proposed withdrawal or change of programme / project local authority lead
- Considering any proposal for a new programme / project
- Providing recommendations to the Joint Committee on whether the new programme / project proposed should replace the project to be withdrawn
- Determining the process for selecting new programmes / projects or reallocating funding
- Monitoring progress of the City Deal's delivery

The Chair of the Economic Strategy Board has been appointed following an open competition exercise. The process of appointing other members of the Economic Strategy Board has taken place through an open recruitment and nomination process, with membership being drawn from across private sector. The Economic Strategy Board membership was agreed through a vote at the first formal meeting of the Joint Committee on August 31, 2018.

5.1.5 Joint Scrutiny Committee

As set out in the Joint Committee Agreement, the Joint Scrutiny Committee will provide a scrutiny function to ensure greater public accountability over decisions made by the Joint Committee and any of its sub-committees/related entities. It has been agreed by the four Councils that Neath Port Talbot County Borough Council will be the lead authority to take responsibility for the scrutiny function responsibility and its administration.

The membership of the Joint Scrutiny Committee will consist of 12 members. Each of the Councils shall nominate three members for appointment to the Joint Scrutiny Committee. The member nominated by each Council shall be an elected member of that Council but shall not be a member of that Council's executive and shall not be a member of the Joint Committee. The Chair of the Joint Scrutiny Committee shall not be a member of the Council which is providing the Chair of the Joint Committee.

The role of the Joint Scrutiny Committee is to provide advice, challenge and support to the Joint Committee. The full terms and reference for the Joint Scrutiny Committee are set out in the Joint Committee Agreement.

The Joint Scrutiny Committee shall be required to:

- Review and scrutinise the Joint Committee's financial affairs
- Review and assess the Joint Committee's risk management, internal control and corporate governance arrangements
- Review and assess the economy, efficiency and effectiveness with which resources have been used

- Make reports and recommendations to the Joint Committee

5.1.6 Accountable Body

In accordance with the Joint Committee Agreement, it was agreed that Carmarthenshire County Council would act as the Accountable Body responsible for discharging City Deal obligations for all regional councils.

The role of the Accountable Body is to:

- Act as the primary interface with the Welsh Government, the UK Government and any other funding bodies
- Hold and release any Government funding in relation to the Swansea Bay City Deal
- Only to use and release these funds in accordance with the terms of the Joint Committee Agreement
- Comply with the funding conditions set out in the Joint Committee Agreement
- Undertake the accounting and auditing responsibilities set out in the Joint Committee Agreement
- Employ Regional Programme Management Office staff

5.1.7 Portfolio Management Office (PoMO)

Reporting directly to the Joint Committee and Swansea Bay City Deal Senior Responsible Owner (SRO), the Portfolio Management Office plays a co-ordinating and supporting role. It is responsible for the day to day management of matters relating to the Joint Committee and the Swansea Bay City Deal.

Key activities of the Portfolio Management Office include:

- Strategic liaison with the UK Government, the Welsh Government and policy advisors
- Governance support for all aspects of the City Deal governance structure
- Portfolio implementation, co-ordination, monitoring and evaluation
- Undertaking research, analysis and reporting as and when requested by groups within the governance structure
- Strategic programme / project co-ordination including advising on and coordinating the development and submission of five-case business models for City Deal programmes / projects
- Liaison and engagement with government funding bodies and programmes, Universities and Health Boards
- Responsibility for managing the identification, assessment, approval, monitoring and evaluation processes for regional interventions and programmes / projects
- Communications and business engagement management for the Swansea Bay City Deal
- Private sector involvement, business development and inward investment
- The consideration and development of opportunities for additional funding sources to assist in the delivery of regional activities which are complimentary to the City Deal

Appendix 5.2 – Appointment of SRO – Joint Committee Report

Swansea Bay City Region Joint Committee – 11 June, 2020

Appointment of Senior Responsible Owner (SRO)

Purpose:	To appoint a Senior Responsible Owner (SRO) who is accountable to the Swansea Bay City Region Joint Committee for ensuring the Swansea Bay City Deal (SBCD) programme has appropriate governance in place
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Consultation:	Programme Board
Recommendation(s):	It is recommended that Joint Committee:

1) Approves that the Chair of the SBCD Programme Board is appointed as the Senior Responsible Owner (SRO) for the SBCD Programme

Report Author:	Jonathan Burnes, SBCD Programme Director
Finance Officer:	Chris Moore, Section 151 Officer, SBCD
Legal Officer:	Tracey Meredith, Monitoring Officer, SBCD

1. Introduction

1.1 The Joint Committee is ultimately accountable for the delivery of the Swansea Bay City Deal objectives, delivering the projected outcomes and realising the required benefits. The Senior Responsible Owner (SRO) will work with the Joint Committee to ensure that the governance and assurance arrangements are in a place to meet these accountabilities.

1.2 Appointing a Swansea Bay City Deal SRO is a requirement of both the UK Government and Welsh Government. Although the City Deal's Programme Director is responsible for the day-to-day management of the City Deal's Programme Management Office, the SRO will provide the PMO with leadership and direction.

1.3 The SRO will ensure solutions are delivered to meet the needs of the City Deal programme, while engaging key stakeholders and assuring on-going viability and escalations to the Joint Committee. The SRO will also be the owner of the City Deal's Programme Business Case.

1.4 More detail on the need for, the role and the responsibilities of the SRO is included in appendix one of this report.

2. Financial Implications

2.1. There is no financial cost to the programme in respect of the appointment of the SRO.

3. Legal Implications

3.1. The SRO is accountable for ensuring that the programme has in place a governance and assurance regime that is effective, proportionate and appropriate. This will enable the programme to deliver successfully.

4. Alignment with the Well-being of Future Generations (Wales) Act 2015

As a programme which provides an opportunity to address persistent challenges such as climate change, poverty, inequality, jobs and skills in a transformational and preventative way, the City Deal is in keeping with the approach and ambitions of the Well-being of Future Generations (Wales) Act 2015. Given the breadth of the Swansea Bay City Deal programme, it also has a significant impact across the seven well-being goals for Wales.

Background Papers: None

Appendices: Appendix 1 - SRO Letter of appointment, roles and responsibilities

Appendix 1 - SRO Letter of appointment, roles and responsibilities

Swansea Bay City Deal Senior Responsible Owner (SRO) Letter of Appointment

The Swansea Bay City Deal is seeking to appoint a regional SRO to be directly accountable for the independent assurance and to mediate initial opportunities and challenges proposed by key stakeholders. This position will be in addition to the post holder's substantive role and responsibilities and therefore requires dedicated time to fulfil the responsibilities set out below.

The tenure of position is ongoing from appointment with a periodic review by Joint Committee taking place regarding the post holder and associated roles and responsibilities.

The SRO will have accountability for ensuring that the Swansea Bay City Deal programme is governed appropriately with transparent progress updates in an environment that enables stakeholders to constructively challenge and escalate issues to achieve regional ambitions and City Deal targets.

The Joint Committee is ultimately accountable for the delivery of the Swansea Bay City Deal objectives, delivering the projected outcomes and realising the required benefits. The Senior Responsible Owner (SRO) will work with the Joint Committee to ensure that arrangements, governance and assurances are in a place to meet these accountabilities. In doing so the SRO will ensure that key decisions and communications are appropriate and timely with all regional stakeholders and Welsh and UK government officials and Ministers.

The necessity to escalate risks and issues will be through the Joint Committee Chair.

There is a mandatory requirement for the post holder to attend an SRO training course irrespective of whether this is their first SRO role. Opportunities will be identified and supported by the Regional Programme Management Office (PMO).

The Swansea Bay City Deal and its associated projects are required to complete a Risk Potential Assessment (RPA) form and submit it to the WG Integrated Assurance Hub via the Regional PMO. The SRO is required to adhere to this requirement and provide the necessary information.

The SRO is also responsible for change control of the Swansea Bay City Deal. Proposed changes to the scope that could impact on the vision, objectives or benefits realisation of the programme must be authorised by the Swansea Bay City Deal Joint Committee and may be subject to further levels of approval at Welsh and UK Government. This responsibility would also include the potential for recommending, in a timely manner, to the Joint Committee, the need to either pause or terminate the Programme or specific projects where necessary.

SRO Role and Responsibilities

The Role of the Senior Responsible Owner (SRO)

The SRO is responsible for securing the resources necessary for the success of the Programme. In doing so, the SRO must ensure that individuals are appointed with both suitable skills and experience for undertaking the roles identified – particularly when recruiting the Programme Management Office (PMO) staff, as this office could become a single point of programme failure.

The SRO is responsible for ensuring that the related implementation and transition activities realise the agreed objectives and benefits.

The SRO will be expected to account for and explain the decisions and actions they have taken. This could include where a Minister has intervened to change the Programme during the implementation phase in a way which has implications for the cost or timescales – in which case disclosure of any advice regarding such changes may be required.

The SRO must ensure the effectiveness of the governance, assurance and programme management arrangements and maintain them throughout the life of the programme.

The SRO should adopt best practice approaches and be prepared to justify any deviation from the same.

An SRO will:

- Be a visible, engaged and active project leader, not a figurehead;
- Deliver the agreed outcomes and benefits;
- Create an open, honest and positive culture committed to delivering at pace;
- Challenge senior officials and Ministers when appropriate and escalate quickly;
- Provide appropriate support, steer and strategic focus to the Programme Director and ensure that they have a clear and current letter of appointment; and
- Have sufficient time, experience and the right skills to carry the full responsibilities of the role.

Specific SRO accountabilities

The SRO is accountable for setting the Programme up for success. In particular, the SRO is expected to:

- Ensure that the project is set-up to make an unambiguous and demonstrable link to strategic policy;
- Translate policy intent into clear deliverables which are established and agreed with senior stakeholders;
- Carry out a robust and commercially viable options appraisal, which balances risk with opportunity, as part of the Programme Business Case feasibility;
- Establish a firm Programme Business Case during the initiation phase and ensure that any planned change continues to be aligned with the Programme;
- Identify and secure the necessary investment for the Programme Business Case, including budget and operational resource;
- Design and implement robust, appropriate and transparent governance;
- Build strong and effective relationships with key stakeholders, justifying their trust and retaining their confidence, and obtain their commitment to benefits realisation.

The Joint Committee is ultimately accountable for the delivery of the Swansea Bay City Deal objectives, delivering the projected outcomes and realising the required benefits. The Senior Responsible Owner (SRO) will work with the Joint Committee to ensure that arrangements, governance and assurances are in a place to meet these accountabilities. In doing so, the SRO must:

- Gain agreement to the Programme objectives and benefits amongst stakeholders, including Ministers where appropriate;
- Understand the broader government perspective and its impact on the Programme;
- Ensure the strategic fit of the Programme objectives and benefits;
- Agree a clear and simple approach to performance management and monitor delivery of the objectives and benefits, taking appropriate action where necessary to ensure their successful delivery.

The SRO must oversee the development of the Programme Management Office and Implementation Plan with the Programme Director. As part of this activity, the SRO must:

- Ensure that there is a coherent organisation structure and appropriately detailed Programme Implementation Plan;
- Build the right team, securing necessary resources and skills and providing clear lines of accountability;
- Provide appropriate support, steer and strategic focus to the Programme Director;
- Provide appropriate authority to the Programme Director to allow them to undertake the duties of their role, including decision-making within defined tolerances.

In conjunction with the Programme Director, the SRO must monitor and take control of progress. In so doing, the SRO must:

- Monitor and control the progress of the Programme at a strategic level, being honest and frank about Programme progress, decisions, actions, risks and issues;
- Ensure that any changes to agreed Programme benefits are flagged appropriately within Programme governance and that the Programme Business Case is updated accordingly throughout project lifecycle;
- Ensure that the integrity of the Programme is maintained, especially when asked to account for decisions;
- Communicate effectively with senior stakeholders regarding Programme progress;
- Provide clear, appropriate and delivery-focused decisions and advice to the Programme Director.
- Ensure that the Programme Director has the appropriate authority to manage the Programme on a day-to-day basis;
- Monitor the progress of the business change at a strategic level. The Programme Director and the PMO is responsible for this at an operational level, who are responsible for providing regular reports to the SRO, Programme Board and Joint Committee on progress.

The SRO must ensure problem resolution and referral processes are appropriate and effective. In particular, the SRO must:

- Identify, understand and drive the successful mitigation of Programme risks;
- Escalate serious issues quickly and with confidence to Programme Board and Joint Committee and/or Welsh/UK Government officers and Ministers;
- Develop strong and effective engagement between the Programme team and its stakeholders and sponsors;
- Ensure that communication processes are effective;
- Ensure that the Programme objectives and deliverables continue to be consistent with the regional strategic direction.

The SRO must ensure that the Programme is subject to assurance at appropriate stages. In particular, the SRO must:

- Work with the PMO to complete the Risk Potential Assessment (RPA) form and return it to the Integrated Assurance Hub via the Regional PMO at the earliest opportunity (N.B. completion of this form is mandatory on all WG programmes and projects);
- Recognise the value of robust Programme assurance and ensure it occurs at key points in the Programme lifecycle, particularly at the start-up (feasibility) and initiation stages;
- Ensure that an Integrated Assurance and Approval Plan (IAAP) is produced as part of the overall planning for the Programme and Project level;
- Ensure that where assurance is identified in the Programme Implementation Plan, appropriate finance is available to pay for the same;
- Undertake assurance that is proportionate to the needs of the Programme;
- Ensure that administrative requirements for assurance reviews are properly resourced;
- Ensure their availability during assurance reviews;
- Make certain that any recommendations or concerns from reviews are met or addressed in a timely manner;
- In the event of a “red” or “amber-red” gateway review outcome, ensure that key stakeholders are made aware of the situation and briefed accordingly.

The SRO must manage formal Programme closure. In so doing, the SRO must:

- Ensure that the Programme Director oversees the day-to-day management of formal closure activities;
- Hold a ‘lessons learned’ workshop with key stakeholders;
- Formally close the Programme and ensure that the lessons learned are documented within the final evaluation report and disseminated to key stakeholders;
- Ensure that the post implementation review takes place and that the output is communicated to the appropriate stakeholders;
- Ensure a plan for both long-term benefits realisation and on-going sustainability is agreed, and properly handed over to the appropriate benefits owners within the business.

SBCD Portfolio Skills Audit

Name	
Area of Work	
Position	

INTRODUCTION

The aim of this skills audit is to identify the existing set of skills within the SBCD Portfolio and the skills and knowledge that will be needed in the future. Often, what employees may have to offer can lay hidden as the information isn't accessible to others.

By regularly assessing the knowledge that already rests within the SBCD Portfolio, we can help develop the careers of existing employees and improve their retention rates, whilst also identifying the skills required of new hires

Skills Audits can enable managers to:

- Gain a clear understanding of employees' skills and abilities
- Take advantage of previously unidentified skills
- Create a SBCD team approach with flexibility and a blended workforce
- Redeploy employees to roles where they are better placed to use their full range of skills
- Assign the right people to the right roles
- Identify any skills gaps or areas of strength and weakness and career development of employees
- Plan for more effective recruitment and development activities
- Ensure best practice is rolled out on teams

APPROACH

1. Obtain Management backing

Ensuring that we have the commitment of senior management is important to ensure the process is followed and the results are valuable and useable. Employees need to understand the reason for the audit and importance behind gathering this information. The Audit will be managed by SBCD PoMO

2. Define Scope

The skills being assessed will align to Programme/Project Delivery and be split into 2 categories: Technical and Leadership/Behavioural. fall into 3 categories; The SBCD PoMO, programmes and projects will take part in the audit.

3. Framework

To ensure consistency throughout the Audit and any future follow on activity, guidance will be taken from the Government Project Delivery Capability Framework and will be used to define measurements of success.

4. Assign responsibility

Programme / Project Leads to decide who within their teams will be responsible for the collation of skills data. This information will then be collectively sent to the SBCD PoMO.

5. Data Collection method

A questionnaire will be used to capture level of skills and experience This will involve employees self-reporting, so the answers you provide must be open and honest in order to have an accurate record of information. PoMO will provide descriptors for each of the 4 identified skill levels to ensure consistency across the portfolio.

6. Privacy and Data Protection

PoMO will be responsible for managing responses and will protect against misuse. Any resulting reports will be anonymous and will be produced in such a way that no individual can be identified. Information will only be used for reasons stated in this document.

7. Evaluating Data

Data received will provide an overview of existing skills and knowledge across SBCD Portfolio and identify any gaps. It will also highlight if there are any skills gaps that need to be filled through recruitment. Programme / Project Leads will have access to this information.

The skills Audit data will be updated annually. The PoMO will be responsible for removing the details of individuals who have left SBCD Portfolio and adding any newly identified skills of new roles.

8. Guidance for completion

Levels for Skill evaluation

Skill level	**None (1)**	**Awareness (2)**	**Working (3)**	**Practitioner (4)**	**Expert (5)**
Descriptor	No knowledge and no experience	Basic knowledge and limited or no experience	Working knowledge and practical experience	Detailed knowledge and significant experience	Expert knowledge and experience
Detailed Indicators		You understand how it can be applied You can describe the benefits and importance You may have applied it in a low complexity project under supervision or assisted others in delivering it	You have good understanding You have applied this independently in low complexity projects and / or under supervision in more complex projects	You Have deep understanding You have applied this independently in medium and / or high complexity projects You advise and / or supervise others in this skill / competency You can adapt your approach to meet requirements of a project	You are considered an expert You have applied this in several complex projects You champion capability development in this area

Skills / Competence	Description	Level of Expertise 1 2 3 4 5	Comments / Points to Note
Behavioural / Leadership			
Leadership	Engage, motivate and coach others		
Working with ambiguity	The ability to work in an environment of uncertainty and continual change		
Collaboration	establish and develop relationships with internal and external stakeholders, bringing people together		
Influencing	influence, change and impact decisions with internal and external stakeholders		
Conflict resolution	recognise, anticipate and effectively deal with existing or potential conflicts		
Resilience	adapt to changing circumstances and adverse situations		
Innovation	think of, research and apply new ideas and ways of doing things		
Culture Change	plan, lead and effect positive cultural change		
General			
Administration	Administrative support, co-ordinating meetings, organising, data validation, minute taking		
Communication	Develop an approach and plan for communications, plan, manage and monitor Internal / external information communications		
PR& Marketing	Maintenance of company's public image, promoting products / services / platforms		
Facilitating	Guide and direct meetings / planning sessions		

Presentation	Transmit verbal messages, engage with audience, interpret mindset of listeners						
HR / Training	Recruitment, performance management, sick absence management, onboarding, employee relations						
Technical / Job specific							
Commercial / Procurement	gain financial approval for project costs and work with commercial colleagues to monitor spend						
Requirements Management	Gain financial approval for project costs and work with commercial colleagues to monitor spend						
Planning	Define the fundamental components of a project in terms of its scope, deliverables, time scales, resource requirements and budget						
Scheduling	Develop, produce and maintain schedules						
Resource Management	Identify, profile and secure the resources required						
Budgeting & Cost Management	Estimate costs, produce a budget and control forecasts and actual spend						
Risk & Issue Management	Identify and monitor risks & issues, planning how to mitigate / respond						
Quality Management	Plan, develop, maintain and apply quality management processes						
Business Change & Implementation	Integrate the project outputs into 'business as usual'						
Governance	Define roles, responsibilities and accountabilities and establish controls and approval routes						
Programme / Project Management	Co-ordinated management of programmes / projects						*Please specify which software you are familiar with (Asana, JIRA, Notion, Trello, Microsoft Project, Smartsheet etc)*

Frameworks & Methodologies	Identify and amend appropriate project frameworks and methodologies						*Please specify which methodologies / frameworks you are familiar with (Agile, Scrum, XP, PRINCE2, P3M etc)*
Stakeholder Engagement	Identify, analyse and communicate with stakeholders						
Assurance	Establish, plan & manage reviews at appropriate points during all stages of project life cycle						
Change Control	Establish protocols to manage and document all requests that alter the scope of a project						
Business Case development	Prepare, develop, commission and update business cases						
Benefits Management	Identify, quantify, map and track project benefits to justify investment in the project						
Knowledge Management	identify, share and promote best practices and lessons learned						
Other **(Specialist experience or qualifications)**							
Are there any areas within the organisation you have a particular interest in?							
Are there any development needs or training you feel you would benefit from?							

Appendix 5.4 - Overview PRINCE2 and Managing Successful Programmes (MSP®)

Methodology

PRINCE2 (PRojects IN Controlled Environments) is a project management method widely adopted around the world, used by people and organizations from wide-ranging industries and sectors.

It is a flexible method that guides you through the essentials for managing successful projects, regardless of type or scale. Built upon seven principles, themes and processes, PRINCE2 can be tailored to meet your specific requirements.

The seven principles

1. Continued business justification: there must be a justifiable reason to be running and managing the project. If not, the project should be closed.
2. Learn from experience: PRINCE2 project teams should continually seek and draw on lessons learned from previous work.
3. Defined roles and responsibilities: the PRINCE2 project team should have a clear organizational structure and involve the right people in the right tasks.
4. Manage by stages: PRINCE2 projects should be planned, monitored and controlled on a stage-by-stage basis.
5. Manage by exception: people working within the project should be given the right amount of authority to effectively work within the environment.
6. Focus on products: PRINCE2 projects focus on the product definition, delivery and quality requirements.
7. Tailor to suit the project environment: PRINCE2 must be tailored to suit the project's environment, size, complexity, importance, capability and risk.

The seven themes

1. Business case: create and maintain a record of the business justification for the project.
2. Organization: define the individual roles and responsibilities of the whole project team.
3. Quality: what the quality requirements and measures are and how the project will deliver them.
4. Plans: the steps required to develop the plans and the PRINCE2 techniques that should be used.
5. Risk: effectively identify risks and opportunities that could impact the project.
6. Change: how the project manager will assess and act on changes to the project.
7. Progress: the ongoing viability and performance of the plans and how and whether the project should proceed.

The seven PRINCE2 processes

1. Starting up a project
2. Directing a project
3. Initiating a project
4. Controlling a stage
5. Managing product delivery
6. Managing stage boundaries
7. Closing a project

What is PRINCE2 –

PRINCE2 Project Management Explained - Introduction - YouTube

PRINCE2 Project Management Explained - Principles - YouTube

PRINCE2 Project Management Explained - Themes - YouTube

PRINCE2 Project Management Explained - Processes - YouTube

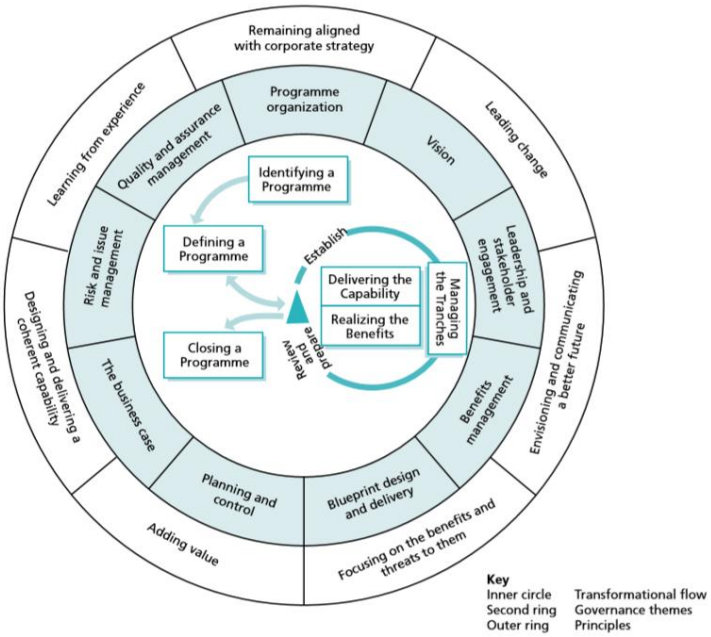
Managing Successful Programmes (MSP®)

MSP (Managing Successful Programmes), is an established best practice programme management framework, designed to align programmes and projects to organizational strategy and enable enterprise agility. MSP focuses on the delivery of outcomes of benefit, while mitigating risk and actively engaging stakeholders.

MSP consists of a set of principles, themes, and processes that provide a clear roadmap for the programme lifecycle, including larger, more strategic, complex, or multiple projects.

The principles represent the characteristics of a successful programme.
The governance themes allow organizations to put the right leadership, organizational structures, and controls in place.

The processes provide a route through the lifecycle of a programme to deliver the new capability and desired outcomes.


Remaining aligned with corporate strategy
Leading change
Envisioning and communicating a better future
Focusing on the benefits and threats to them
Adding value
Designing and delivering a coherent capability
Learning from experience
Programme organization
Vision
Leadership and stakeholder engagement
Benefits management
Blueprint design and delivery
Planning and control
The business case
Risk and issue management
Quality and assurance management
Identifying a Programme
Defining a Programme
Closing a Programme
Establish
Delivering the Capability
Realizing the Benefits
Managing the Tranches
Review and prepare
Key
Inner circle Transformational flow
Second ring Governance themes
Outer ring Principles

Appendix 5.4

Swansea Bay City Deal

Monitoring and Evaluation Plan

Swansea Bay City Deal Monitoring and Evaluation Plan

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4. **M&E Plan Knowledge Hub……. 10**
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6. **Regional and external scrutiny…… 16**
7. **Roles, responsibilities and communication…… 17**

Appendices…….. 19

*(*To be completed following M&E Plan and updated Portfolio Business Case regional approval)*

1. **Templates (to be completed once M&E plan is approved)**
2. **Baseline targets and benefits realisation plans (to be included once Portfolio Business Case is finalised)**
3. **Financial reporting (quarterly and annual)**
4. **Impact Equality Assessment (to be completed once M&E plan is approved)**

1. Introduction

1.1. The Swansea Bay City Deal (SBCD) portfolio comprises of nine regional projects estimated to deliver £1.8bn GVA and over 9,000 highly skilled jobs. It is therefore vital to monitor and evaluate the portfolio and associated projects so that they are delivered successfully in order to realise the intended benefits.

1.2. The importance of measuring performance, the expected benefits and the impact of the portfolio is reflected in the region's approach to learn from experience and make continuous improvements to the process over time.

1.3. A vital component of this is ensuring that projects are initiated in the right way. The establishment of projects through strategic, outline and full business case developments will heighten the chances of successful delivery. The most common causes of project failure include unclear objectives, insufficient resources, over ambitious timescales and scope, among others. All these factors can affect the deliverability and impact associated with a project and therefore must be considered from the outset of the project or programme.

1.4. Dedicated time allocated to determining the appropriate monitoring and evaluation of projects early on in their lifecycle helps to ensure that clear objectives are shaped and that there is an agreed understanding of needs and wants of all primary stakeholders. This will support issues that are critical to the success of projects, such as accounting for optimum bias during the strategic and outline business case developments. These can then be amended to reflect more realistic objectives aligned to outcomes, focussing on rigorous benefits management from the start.

1.5. This Monitoring & Evaluation Plan has been written by the Regional PMO to communicate the intent and mechanisms of monitoring and evaluation for stakeholders and to support the Project Teams to develop their performance and benefits realisation plans through the programme and project lifecycles.

1.6. As a result, effective monitoring and evaluation will lead to:

- Coordinated measurement of programme and project performance
- Alignment to SBCD objectives
- Determining if the programme or project worked
- Quality information that leads to informed decision making
- Visible and improved planning, risk and issue management
- Collaborative and supportive mechanisms for project and programme success
- Delivery of the widest possible benefits to the region
- Demonstrable value for money to the public and key stakeholders
- Creating a culture of learning and sharing across the region and beyond

2. Monitoring and Evaluation Plan Overview

2.1. The M&E Plan aims to provide structure and set expectations for the SBCD project teams when undertaking project monitoring and evaluation.

2.2. The M&E Plan will form part of the Regional PMO Knowledge Hub that contains project related support, training, guidance and templates for the M&E Plan and other PMO related assurance, governance and good practice.

2.3. This Plan is targeted at Senior Responsible Owners (SROs), the Regional PMO and SBCD Project Managers and their teams, in conjunction with providing assurances to Welsh and UK government that progress, performance and impact of the £1.3bn SBCD is considered and implemented in a robust manner.

2.4. The Portfolio Senior Responsible Owner will ensure that the Regional PMO have an appropriate Monitoring and Evaluation Plan in place. Led by the Regional Director, the Regional PMO will establish and update the M&E Plan to ensure that it functions appropriately. The Regional PMO will provide support, training and regular updates to inform key stakeholders of progress, opportunities, issues and risks at a portfolio level.

2.5. The *Project* Senior Responsible Owner, the Project Manager and their teams are responsible for the implementation of the Monitoring and Evaluation Plan at a project level. This includes the collation, monitoring and communication of the project milestones, deliverables and benefits realisation. Relevant and timely information will be presented in user-friendly temples and feed into the regional portfolio updates.

2.6. The M&E Plan forms part of the Regional PMO Knowledge Hub and covers:

- The approach to monitoring and evaluation at portfolio, programme and project level
- Principles and good practice to ensure the performance and impact is managed and maximised
- How monitoring and evaluation fits within the SBCD assurance framework and the guidance set out in the HM Treasury's Green and Magenta Books
- A suggested RACI (Responsible, Accountable, Consulted and Informed) matrix for the key roles involved in the monitoring and evaluation of the portfolio

2.7. The plan utilises key principles and approaches to promote a proactive monitoring and evaluation culture at key stages of the portfolio, programme and project lifecycles. Changes to existing approaches and processes can be amended accordingly under the leadership of the Regional PMO.

2.8. The M&E Plan aligns with the revised HM Treasury Green and Magenta books, UK Government's Project Delivery guidance and recognised Project Management bodies such as the Association of Project Managers. The Green Book sets out the economic

principles that should be applied to both programme and project appraisal and evaluation.

2.9. The plan will also be shared with the WG's Office for Project Delivery for awareness and input to evolve the guidance and practices. As such, the plan itself can be applied to any local or regional project, programme or portfolio, regardless of the project methodology, such as agile or waterfall.

2.10. The M&E Plan will be applied at portfolio, programme and project level, where a cascade of outputs and outcomes will be required to understand performance and impact of the SBCD programme. Figure 1 below visualises the alignment of the monitoring and evaluation processes at programme and project levels. This approach will support a cooperative approach to monitoring and evaluating the projects and programme by building on the baselines collaboratively.

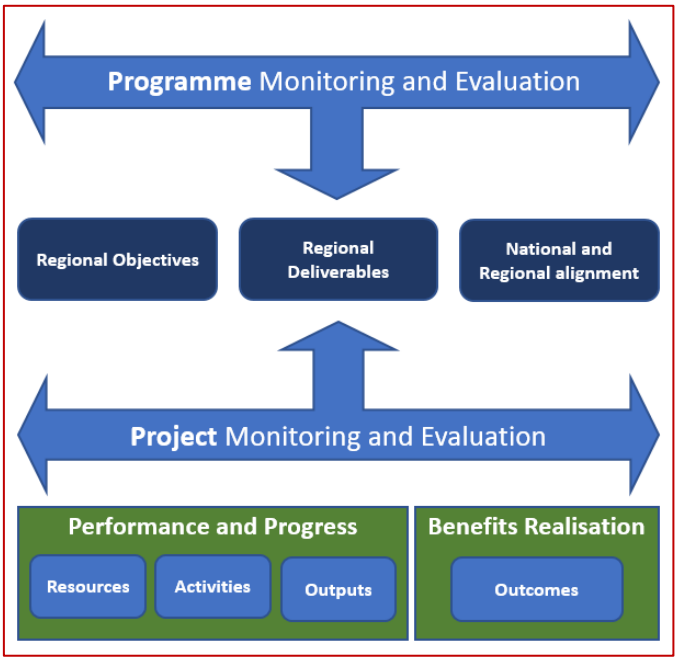


Fig 1. Logic model for Programme and Project M&E

2.11. Guidance and advice, as detailed in Fig 2 below will support the embedding of a M&E culture, principles and mechanisms. The recipients include Project and Programme SROs and Project teams. Progress updates will be shared with all SBCD governance groups, including Joint Committee, Programme Board, Economic Strategy Board and Joint Scrutiny Committee.

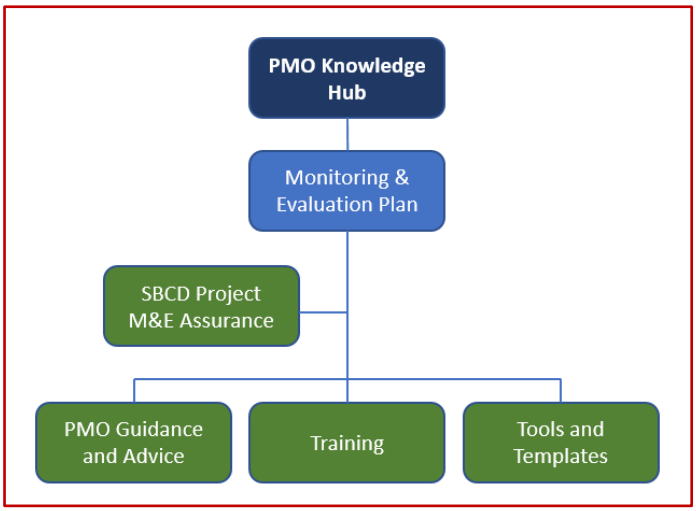


Figure 2. M&E support

2.12. The tools and templates will form part of the SBCD Portfolio Knowledge Hub and will produce the following monitoring and evaluation activity with the associated frequency below:

Document	**Frequency**
1. Highlight report	Monthly
2. Monitoring report	Quarterly
3. Performance report	Annually
4. Benefits realisation plan	Continually updated and reported annually
5. Milestone evaluations (mid-term and final evaluations)	Year 3, 5, 10 and at the end of the portfolio

3. Monitoring and Evaluating Portfolio Performance and Benefits

3.1. The Monitoring and Evaluation (M&E) Plan is made up of two components addressing the target indicators in the portfolio as depicted in Figure 3. Firstly, Portfolio progress and performance, which is the periodic assessment of project implementation and performance activities; and secondly, Portfolio Benefits Realisation, which is the evaluation of their results in terms of relevance, effectiveness, and impact. The M&E Plan will provide the SBCD governance structures, namely the Joint Committee, Programme Board, Economic Strategy Board and Joint Scrutiny Committee information on the progress and impact made towards achieving the portfolio's milestones, outputs and outcomes. This information will also be shared with the Welsh and UK Governments through periodic updates and reviews and made available to the public on an annual basis.

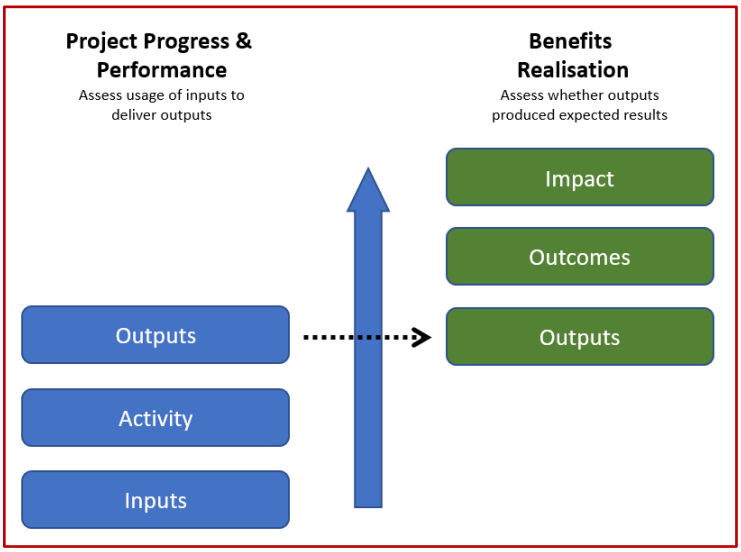


Figure 3. Logical Framework to monitor and Evaluate programme performance and impact

3.2. **Portfolio progress and performance** – Performance monitoring will check and assess whether the portfolio, programme and projects are successful in achieving their objectives by monitoring project activities in order to improve efficiency and overall effectiveness of the portfolio implementation. Performance monitoring is continuous and will gather information on programme and project implementation against the scheduled plan, including the delivery of quality outputs in a timely manner. Continuous monitoring of project performance will ensure that any issues or constraints, such as technical, resource and financial issues, are identified and managed in an appropriate and timely manner. This will also support the development of clear recommendations for corrective action, and identify lessons learned and best practices for other regional or cross-regional opportunities. All projects will be monitored closely by the Regional PMO and will be required to present monthly highlight reports and quarterly monitoring data to Programme Board and Joint Committee. These reports will be incorporated into a SBCD Annual Performance Report.

3.3. **Portfolio benefits realisation** - Evaluation of the portfolio's success in achieving its outcomes will be monitored periodically throughout the programme lifecycle. The indicators have been further reviewed/refined during the development of this M&E Plan, and tools, methods and indicators for measuring the impact of projects and the overarching portfolio have been be determined and agreed to ensure that a standardised framework is approved and put into practice by all primary SBCD stakeholders, including the Regional PMO and SBCD Project Managers.

3.4. The monitoring and evaluation of portfolio performance and benefits realisation will improve decision-making of the SBCD governance committees and Regional PMO by ensuring that the portfolio and associated projects are on track in terms of planned delivery and achieving the intended outcomes by integrating lessons learnt into its planning processes.

3.5. The main criterion for monitoring and evaluation activity includes portfolio progress, benefits realisation evaluation, value for money, direct and indirect impact, capacity and capability developments, total impact measures and contextual economic forecasting.

3.6. Portfolio achievements will be robustly monitored from Summer 2020, with the first formal annual evaluation taking place in 2021 and aligned to financial year end. Mid-term assessments will be undertaken regionally and with external organisations, where they will align to the recommended process of the OGC Stage Gate review process, particularly at Investment Decision, Readiness for Service and Benefits Realisation stages of all projects. In addition, each project will undergo a retrospective look at what was achieved in a final evaluation and lessons learned stage review. The incorporation of these reviews and frequent monitoring of activity will ensure that all aspects of the portfolio and projects continuously plan, act, monitor and evaluate throughout their lifecycles, as depicted in Figure 4 below.

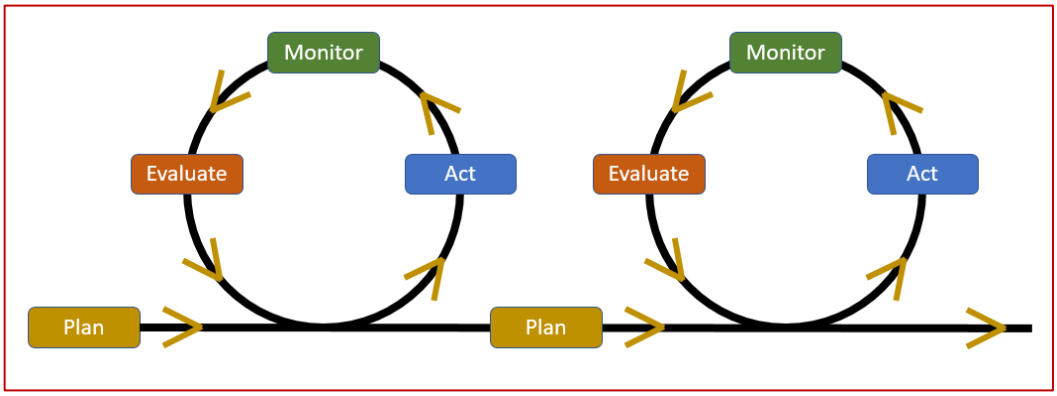


Figure 4. M&E as part of project and programme management and planning

3.7. The Mid-Term Evaluation will take place in years 3, 5 and 10 of the 15-year portfolio to determine the positive progress being made towards achievement of outcomes and will provide constructive recommendations to address any issues and risks identified. It will:

- Review the effectiveness, efficiency and timeliness of the portfolio and project process model
- Determine the scale of change and how they are attributable to the SBCD portfolio and projects
- Compare the benefits and costs of the portfolio and projects to determine value for money and social value, whilst considering total impact measures
- Analyse effectiveness of implementation and partnership arrangements
- Identify issues requiring decisions and remedial actions
- Highlight lessons learned about project design, technical achievement, implementation and management
- Link across the portfolio and projects with nested logic models to test whether different approaches were successful. For example, the testbed approach of HaPS vs regeneration of Llanelli Well-being village or Swansea City Centre
- Analyse whether the project is on track with respect to achieving the expected results
- Propose any mid-course corrections and/or adjustments to the work plan as necessary.

3.8. Final Evaluation will take place three months prior to completion of each project and overall portfolio and will focus on the same focus areas identified for the Mid-Term Evaluation. In addition, the final evaluation will review project impact, analyse sustainability of results and whether the project has achieved the outcomes and the development and environmental objectives.

4. M&E Plan Knowledge Hub

4.1. The SBCD Portfolio Knowledge Hub will house the approved processes, mechanisms and templates to monitor and evaluate the portfolio and projects which will be further supported with advice and guidance from the Regional PMO. The diagram below illustrates the key components of what will be used to govern and assure the SBCD portfolio and projects by monitoring progress and performance and evaluating the portfolio's success.

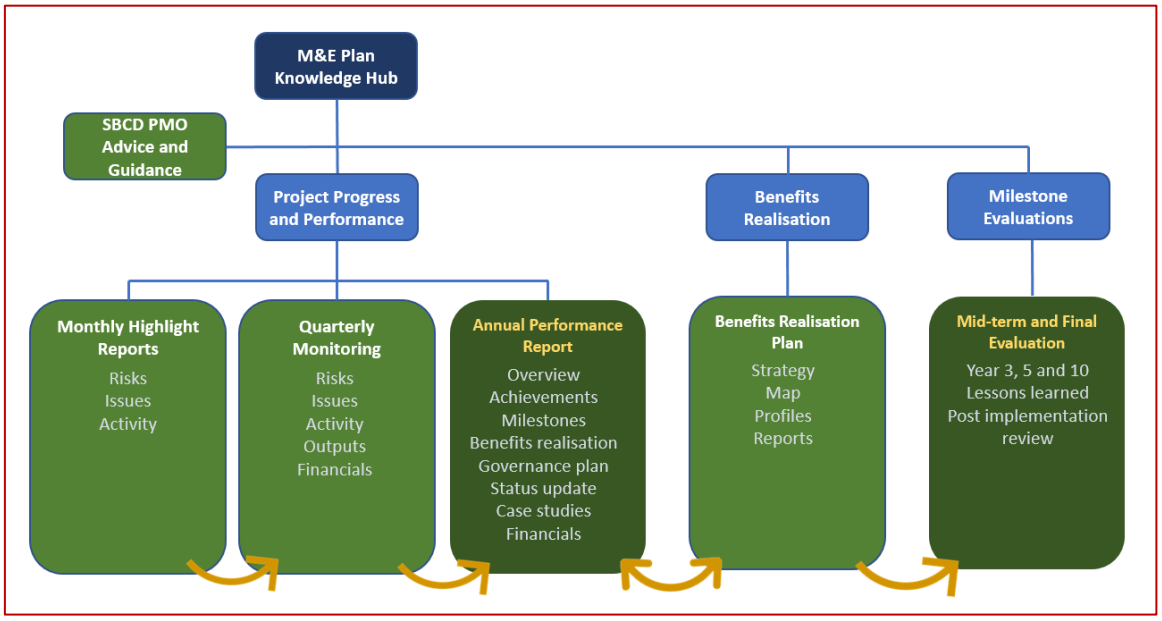


Figure 5. M&E Plan Knowledge Hub

4.2. Project Progress and Performance

4.2.1. Highlight report

Highlight reports will be produced on a monthly basis at a portfolio, programme and project level. The purpose is to provide governance structures such as Programme Board and key stakeholders with a collated portfolio summary of the project stage status and progress at regular intervals. The Regional PMO will also use these reports to advise and assure the Programme Board, Project Managers and Governance Boards of any issues or risks, along with achieved and planned activity.

4.2.2. Quarterly monitoring

The quarterly project monitoring report provides an update on the portfolio and projects and reviews its progress every three months. The Programme level report is collated by the Regional PMO and is based on Project level quarterly monitoring reports. The purpose is to provide a summary of the direct outputs from the SBCD projects. Each report is included as an appendix to the quarterly Portfolio Status Report that is provided to the Programme Board and Joint Committee and will form the basis of the Portfolio implementation plan.

4.2.3. Annual Performance Report

The Annual Performance Report will look back on the previous twelve months of the portfolio and projects to detail the portfolio and project overview in terms of objectives and deliverables, key achievements to date for outputs and outcomes, community benefits, milestones, governance arrangements, portfolio and project status updates, case studies, financial reporting and equality impact assessments. Future priorities and activity for the next period will also be detailed in the report.

4.3. Benefits management

The SBCD benefits management will assess and review the strategically aligned benefits through optimising the portfolio's associated projects to deliver the defined scope in a timely manner and at the anticipated level. Outcomes that result in a change will be part of the benefits management that were achieved as a result of the activities undertaken by the City Deal portfolio.

The benefits associated with the SBCD portfolio have been identified and appraised during the development of the portfolio and Project Business Case stages. The process identifies the benefits with key stakeholders, identifying owners of each benefit, prioritising and categorising the benefits and establishing baselines. The business case contains the benefits, outcomes, timescales, costs and risks against which continuing viability is tested based on the strategic, economic, financial, commercial and management cases of the HM Treasury five business case model. The Business Case is developed in three iterations: The Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC) which mature in detail as the project matures.

The milestones to review benefits will be a suitable and agreed time at project level which allows time for the embedding of associated outputs and capabilities when benefits can be realistically and meaningfully measured. These can be aligned to the external stage gate review process or at suitable milestones set by the project and detailed in the Integrated Assurance and Approval Plan (IAAP).

The portfolio and each associated project will have a defined and up-to-date Benefits Realisation Plan (BRP). The BRP is a document that profiles all the benefits and how they are forecast to be realised from baseline to target, including baseline and measurement information, identified benefit risks and benefit realisation milestones. The key element found within the BRP include:

4.3.1. Benefits Profile

A benefits profile is used to define the benefits and potential dis-benefits of the project or portfolio. The profile is developed early on in the scoping and development phases of a portfolio lifecycle where benefits or dis-benefits are defined, and detail will be provided on how they will be realised and measured.

4.3.2. Benefits Map

A benefits map, referred to as a success map, is a method to visually represent the links between the project deliverables and the overall business case objectives. The map is used to show where the value and benefits of the project really lie. This will demonstrate the change or impact of the portfolio and project through delivery of outcomes and meeting of regional need.

4.3.3. Benefits Report

A report produced at an agreed frequency demonstrating the realisation of benefits to date, usually comparing the baseline, target and actuals.

4.3.4. Community Benefits

SBCD projects will be required to use the Value Wales Community Benefits Toolkit to capture the full range of Community Benefits outcomes, including jobs and educational support initiatives and training, in order to provide a consistent and thorough way of measuring such benefits. These will be part of the annual performance review process.

4.4. Milestone Evaluations

4.4.1. Mid-term evaluations

Mid-term evaluations are planned to be undertaken in year 3, 5 and 10 of the portfolio and project lifecycle or at a suitable timescale which aligns to key milestones as the lifecycle evolves. The terms of reference will be established at the time of each mid-term evaluation. This will provide the flexibility to focus on the salient areas that need to be investigated. Evaluations will be conducted by an independent organisation or consultant and follow the following methodology:

- A review of the 'fitness of purpose' of the objectives and deliverables
- Interviews with project or programme team members
- Interviews with key stakeholders relating to the project or programme
- Analysis of performance monitoring data and reports
- Comparator data to further assess performance and benefits realisation externally from which learning can be gathered

Mid-term evaluations will follow those of the OGC Stage Gateway process and will include an inception meeting, desk-based review of documents, data and reports, conversations with project stakeholders and analysis of outputs and benefits. As a result, the evaluation will produce a review report with commendations and recommendations for future project and programme stages. The output from the mid-term evaluation will be presented to all SBCD governance groups and made public for awareness and transparency.

4.4.2. Final evaluation

Final portfolio, programme and project evaluations will take place following the same methodology of the mid-term evaluations and will include a post implementation review.

4.5. Risk and Issue Management

A Portfolio Risk Management Strategy covers the portfolio and individual Local Authority led projects, with quarterly reviews at project and programme level. The Risk Register will be reported on a quarterly basis to Programme Board and Joint Committee and shared with Joint Scrutiny Committee and Welsh and UK Governments on the same basis. Risks will be identified, evaluated and prioritised to minimise, monitor and control the probability and impact of such events or to maximise the realisation of opportunities.

4.6. Alignment with the Well-being of Future Generations (Wales) Act 2015

As a portfolio which provides an opportunity to address persistent challenges such as climate change, poverty, inequality, jobs and skills in a transformational and preventative way, the SBCD is in keeping with the approach and ambitions of the Well-being of Future Generations (Wales) Act 2015. Given the breadth of the Swansea Bay City Deal portfolio, it also has a significant impact across the seven well-being goals for Wales and will be monitored and assessed accordingly across these goals. The five ways of working (long-term; prevention; integration; collaboration; and involvement) as outlined in the Act, will also be used across the portfolio to ensure that the sustainable development principle is applied to all that is undertaken.

4.7. Equality Impact Assessments

The Equality Act 2010 introduced the Public Sector Equality Duty (PSED). This requires public bodies in Wales to assess the likely impact of proposed and reviewed policies and practices on our ability to comply with the PSED and publish reports of assessments where a substantial impact is detected.

Equality Impact Assessments (EIA) are a tool to help the SBCD portfolio ensure that the policies, practices and decisions are fair, meeting the needs to the public and businesses to ensure that they are not inadvertently discriminating against any protected group as identified in the Equality Act 2010.

The process to conduct EIAs will be to work through several questions. Firstly, one set will screen proposals to determine whether a full impact assessment is required, and the second set of questions forms the basis of a full Equality Impact Assessment. The full assessment will identify the affected group and enable data analysis of those affected groups, which leads on to analysis of the impact based on that data analysis. A final section requires any negative impacts and mitigating actions to be noted.

4.8. Welsh Language Act

The Welsh Language (Wales) Measure was passed by the National Assembly for Wales and was given royal assent on 9 February 2011. The Welsh language's official status has a legal effect, which means that Welsh should be treated no less favourably than the English language in Wales. The Welsh Language Standards were created as a regulatory framework in order to set standards on specific organisations. The purpose of Welsh Language Standards is to:

- Ensure clarity to organisations in relation to the Welsh language
- Ensure clarity to Welsh speakers on what services they can expect to receive in Welsh
- Ensure greater consistency in Welsh language services and improve quality to users

As part of our work, we commit to complying with the highest set of Standards, placed on organisations across the region.

5. Financial monitoring and evaluation

5.1. Financial performance

The total City Deal portfolio expenditure covering all projects is within the £1.3 billion funding package. The City Deal portfolio and project finances will be monitored through quarterly monitoring and annual performance reports. The Programme Board and Joint Committee will receive financial monitoring updates through these reports, along with the Economic Strategy Board and Joint Scrutiny Committee where appropriate, to monitor and assure the project and portfolio financials. In doing so, they will also make recommendations on possible additional funding opportunities or alternative portfolio expenditure. These reports will also be presented by the Accountable Body to Regional Section 151 Officer working group. The Accountable Body will, in collaboration with the Welsh Government and Regional PMO, agree the financial monitoring process which is aligned to the overall reporting processes for the City Deal and based on best practice principles and guidance on project monitoring contained within the HM Treasury's Green and Magenta Books.

The monitoring process will allow for the control of project cost variations and visibility of variations at a portfolio level.

5.2. Monitoring Requirements

Progress monitoring updates will be required by Welsh and UK Government on a monthly basis, moving to a quarterly basis on completion of the initial recommendations of the Actica review and terms and conditions. These include progress updated against the set targets within the grant terms and conditions and financial update in respect of project spend and funding.

The Project Authority Lead shall submit a claim for Project Funding to the Accountable Body at a frequency to be determined by the Accountable Body. The claim shall include a progress report on the Project against the agreed outputs. After the parties have agreed in accordance with clause 6.7 of the funding agreement that the project has achieved practical completion, the Project Authority Lead shall not be required to submit claims for project funding. Thereafter the Project Authority Lead shall complete annual monitoring returns in a form to be specified by the Accountable Body prior to the Accountable Body releasing any project funding to which the Project Authority Lead is entitled. The annual monitoring forms will include an obligation to report on the progress in achieving the agreed outputs. The Accountable Body reserves the right to impose additional monitoring requirements at a frequency and for such period as it considers reasonable in all the circumstances.

In addition to the above monitoring requirement the Accountable Body will require quarterly financial updates on project spend, to support the cashflow management of the portfolio. These will detail the actual spend to the period, with forecast outturn over the duration of the portfolio (15 years).

The SBCD operating budget will also be monitored and reported on a quarterly basis to Programme Board and Joint Committee.

Project Lead Authorities are also obligated to support the Accountable body with any progress update reporting as required by the Welsh and UK Governments.

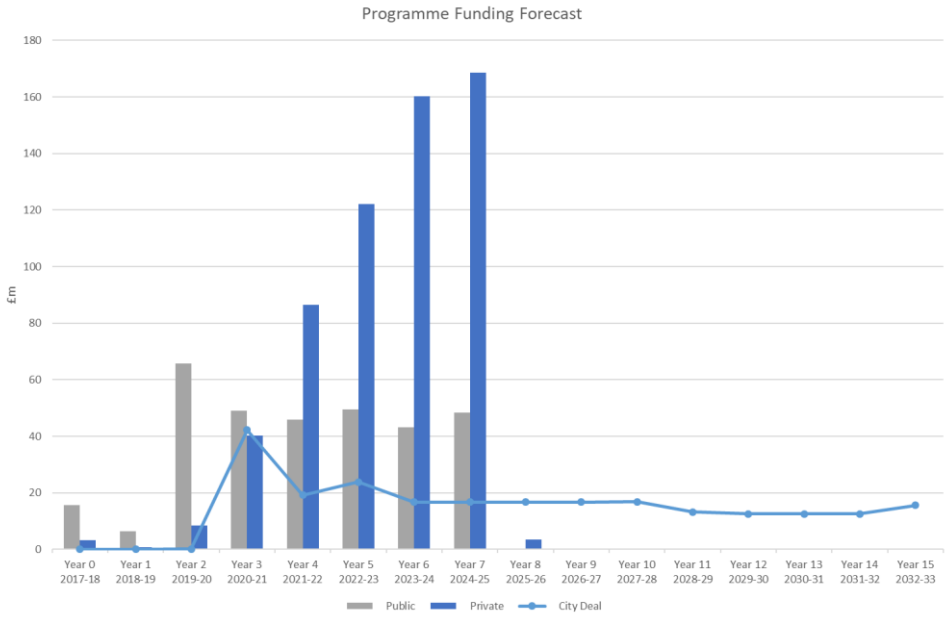
5.3. Portfolio Expenditure Forecast

The table below demonstrates the forecast spend of the City Deal portfolio cumulatively over the 15-year grant period, as at 31st March 2020. This forecast position excludes all transactions in respect of the Joint Committee's operational activities.

Expenditure Allocation	Cashflow	HoT (Original)	Variance
City Deal Expenditure	235.70	241.00	- 5.30
Public Sector Expenditure	323.63	396.00	- 72.37
Private Sector Expenditure	593.72	637.40	- 43.68
Total	**1,153.04**	**1,274.40**	**- 121.36**

Cumulative portfolio Expenditure Forecast (Estimated)

5.4. Portfolio Funding Forecast



With the funding being released to the portfolio over a fifteen-year period an inherent temporary funding gap is recognised. Each Project Lead Authority is responsible for managing the cashflows in respect of the projects in which they hold responsibly for delivery, and subsequently are accountable for managing inherent risks and the funding gaps recognised. Each Authority shall be responsible for borrowing to provide funding or securing funding for projects in its own area.

6. Regional and external scrutiny

There will be a level of independent monitoring and scrutiny both regionally and by external bodies such as Welsh hand UK Government. These will be in accordance with the processes and governance arrangements put in place or facilitated by the Regional PMO.

6.1. Regional PMO

The Regional PMO will provide guidance, support and assurance to all projects in the SBCD portfolio. The Regional PMO will work on a risk-based approach to support and intervene when projects are deviating from the agreed timescales, budgets or deliverables. Escalation of risks and issues will be accessed and communicated through the project SRO, Programme Director and Portfolio SRO prior to being presented to the formal governance groups.

6.2. Joint Scrutiny Committee

The Joint Scrutiny Committee will provide a scrutiny function to ensure greater public accountability over decisions made by the Joint Committee and any of its sub-committees/related entities. It has been agreed by the four Councils that Neath Port Talbot County Borough Council will be the lead authority to take responsibility for the scrutiny function responsibility and its administration. The details of the committee are set out in the Portfolio Business Case and Implementation Plan, where the role of the Joint Scrutiny Committee is to provide advice, challenge and support to the Joint Committee, based around financial affairs, risk management, governance and resource utilisation. Joint Scrutiny committee also has direct responsibility to scrutinise the regional projects including Digital, Skills and Homes as Power Stations. To support scrutiny, reports will be regularly shared and can be requested throughout the portfolio lifecycle.

6.3. Internal Audit

Pembrokeshire County Council lead on the internal audit function for the SBCD and will work closely with the Regional PMO and key stakeholders to gather information and provide recommendations and follow up actions on a frequent basis.

6.4. Government sponsoring bodies

The Welsh Government and UK Government can commission an independent review of the SBCD if the arrangements and progress are not in accordance with the timeframes and deliverables outside of an agreed tolerance. These assessments will provide both the Welsh and UK Government Ministers with an assessment of the deliverability of the SBCD. A review commissioned by Welsh and UK Governments was undertaken in January 2019 by Actica Consulting Ltd, where the recommendations are being implemented into the SBCD operations.

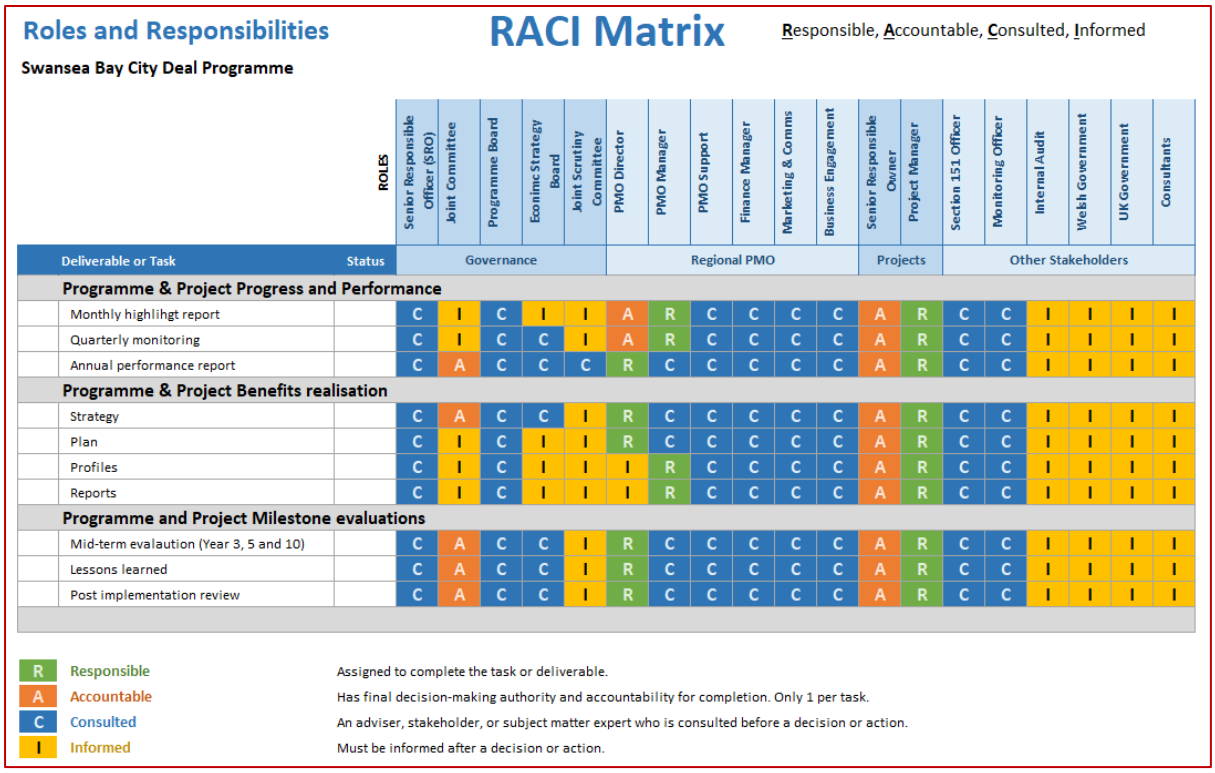
6.5. External Regulators

The Wales Audit Office as External Auditor to the Joint Committee reviews and comments on the financial aspects of Corporate Governance which includes the legality of financial transactions, financial standing, systems of Internal Financial Control and standards of financial conduct and fraud and corruption.

7. Roles, responsibilities and communication

Key roles and responsibilities for each task or deliverables set out in the SBCD M&E Plan are outlined in the RACI (Responsible, Accountable, Consulted, Informed) matrix below. The RACI matrix considers all stakeholders for the M&E plan activity who will be:

- Responsible: person who performs the activity
- Accountable: person who is ultimately accountable and has the Yes/No/Veto
- Consulted: person that needs to feedback and contribute to the activity
- Informed: person that needs to know of the decision or action



Roles and Responsibilities

RACI Matrix

Responsible, Accountable, Consulted, Informed

Swansea Bay City Deal Programme

ROLES	Senior Responsible Officer (SRO)	Joint Committee	Programme Board	Econimc Strategy Board	Joint Scrutiny Committee	PMO Director	PMO Manager	PMO Support	Finance Manager	Marketing & Comms	Business Engagement	Senior Responsible Owner	Project Manager	Section 151 Officer	Monitoring Officer	Internal Audit	Welsh Government	UK Government	Consultants
Deliverable or Task / Status	Governance					Regional PMO						Projects		Other Stakeholders					
Programme & Project Progress and Performance																			
Monthly highlihgt report	C	I	C	I	I	A	R	C	C	C	C	A	R	C	C	I	I	I	I
Quarterly monitoring	C	I	C	C	I	A	R	C	C	C	C	A	R	C	C	I	I	I	I
Annual performance report	C	A	C	C	C	R	C	C	C	C	C	A	R	C	C	I	I	I	I
Programme & Project Benefits realisation																			
Strategy	C	A	C	C	I	R	C	C	C	C	C	A	R	C	C	I	I	I	I
Plan	C	I	C	I	I	R	C	C	C	C	C	A	R	C	C	I	I	I	I
Profiles	C	I	C	I	I	I	R	C	C	C	C	A	R	C	C	I	I	I	I
Reports	C	I	C	I	I	I	R	C	C	C	C	A	R	C	C	I	I	I	I
Programme and Project Milestone evaluations																			
Mid-term evalaution (Year 3, 5 and 10)	C	A	C	C	I	R	C	C	C	C	C	A	R	C	C	I	I	I	I
Lessons learned	C	A	C	C	I	R	C	C	C	C	C	A	R	C	C	I	I	I	I
Post implementation review	C	A	C	C	I	R	C	C	C	C	C	A	R	C	C	I	I	I	I

R	Responsible	Assigned to complete the task or deliverable.
A	Accountable	Has final decision-making authority and accountability for completion. Only 1 per task.
C	Consulted	An adviser, stakeholder, or subject matter expert who is consulted before a decision or action.
I	Informed	Must be informed after a decision or action.

Figure 6. Roles and Responsibilities

Further to the RACI matrix, the table below summarises specific responsibilities of the Senior Responsible Owners at portfolio, programme and project level along with the Regional PMO and local Project Teams. These roles are the ones that are broadly responsible and accountable for the successful establishment and delivery of the M&E plan.

Position	Key responsibilities
Portfolio Senior Responsible Owner	• Accountable to the Joint Committee for ensuring the SBCD portfolio has appropriate Monitoring & Evaluation plan in place.
Regional PMO (Director, Manager and support staff)	• Ensure an appropriate M&E plan and systems are established and functioning. • Collate project milestones, deliverables and benefits realisation at a portfolio level. • Monitor, manage and communicate change control of the portfolio M&E.

	• Periodically review and revise to changing portfolio needs. • Ensure relevant and timely M&E information is provided in user-friendly formats to key stakeholders and senior management. • Provide training and mentoring for key stakeholders. • Act as a focal point to organise and manage monitoring reviews, evaluations.
Project Senior Responsible Owner	• Accountable to their host organisation and Regional PMO for ensuring the SBCD project has appropriate Monitoring & Evaluation practices in place.
Project Manager	• Establish project milestones, deliverables and benefits realisation. • Monitor, manage and communicate change control of project M&E. • Ensure that the Regional PMO M&E plan and systems are embedded locally within the project and is functioning appropriately. • Work with PMO to periodically review and revise the M&E plan to changing portfolio and project needs. • Ensure relevant and timely M&E information is gathered, summarised and presented in user-friendly formats to key stakeholders and senior management. • Act as a focal point to organise and manage monitoring reviews and evaluations.

APPENDICIES

***To be completed following approval of the plan and Portfolio Business Case.**

Appendix 1 – M&E Templates

- Highlight report
- Quarterly monitoring

Swansea Bay City Deal Project Outputs **Reporting Period Qx YYYY**	**Unit of measure**	**Estimated overall portfolio output**	**Cumulative outputs achieved to date**
Business tenants	number	x	x
Business (new) created	number	x	x
Blue Green infrastructure	Square meters	x	x
Commercial space developed	Square metres	x	x
Land valuation	£	£x	£x
Etc…			

- Annual performance report
- Benefits realisation plan (strategy, profiles, report)
- Mid-term and Final evaluations

Appendix 2 - Baseline position for monitoring indicators

This appendix presents the baseline position against the full set of indicators recommended for evaluation. The baseline year is the year in which the project received formal approval from the Joint Committee and Welsh and UK Governments.

Portfolio and project levels

Objectives and outcomes	Key Indicators	Baseline	Assessment method

Appendix 3 – Financial reporting (quarterly and annual)

Appendix 4 - Equality Impact Assessment (Example of template)

The Governance Boards Reporting Schedule is a document that is managed by the SBCD PoMO. The Reporting schedule specifies what reports are due, frequency of reporting and timeline for submission to PoMO. It will be implemented into programme / project plans and communicated to all team members to let them know how the programme / project progress should be reported

A typical reporting schedule addresses such questions:

- What reports need to be produced?
- When do the reports need to be produced?
- Who on the programme / project is responsible for producing the reports?
- Who will receive the reports?

SBCD Portfolio Reporting Schedule

v2.0

Documentation	Programme Board			Joint Committee			Programme Board			Joint Committee			Programme Board			Joint Committee			Programme Board			Joint Committee			Programme Board			Joint Committee			Programme Board			Joint Committee		
	Request	Deadline	Meeting	Request	Deadline	Meeting	Request	Deadline	Meeting	Request	Deadline	Meeting	Request	Deadline	Meeting	Request	Deadline	Meeting	Request	Deadline	Meeting	Request	Deadline	Meeting	Request	Deadline	Meeting	Request	Deadline	Meeting
	09-Feb	16-Feb	02-Mar	16-Feb	24-Feb	11-Mar	08-Mar	15-Mar	30-Mar	23-Mar	31-Mar	15-Apr	29-Mar	06-Apr	20-Apr	22-Apr	29-Apr	13-May	04-May	11-May	25-May	20-May	27-May	10-Jun	08-Jun	15-Jun	29-Jun	17-Jun	24-Jun	08-Jul	06-Jul	13-Jul	27-Jul	22-Jul	29-Jul	12-Aug
Highlight Report																																				
Quarterly Report progress updates																																				
IAAP																																				
Prog / Proj Risk Register																																				
Covid-19 Impact Assessment																																				
Financial Updates																																				
Procurement Updates																																				
PB - Ad hoc presentations (BC, Gate Reviews)																																				
JC - Ad hoc presentations (BC, Gate Reviews)																																				

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SBCD Portfolio Governance Boards Reporting Schedule

	Meeting Date
	PoMO Task
	PL Task

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	18th	19th	20th	21st	22nd	23rd	24th	25th	26th	27th	28th
Programme Board																												
Highlight Report																												
PoMO Request Report Updates from PL's									PoMO																			
PL's Deadline for updates to PoMO																PL												
PoMO Send for financial / legal approval																	PoMO											
PoMO Submit to Programme Board																							PoMO					
Ad Hoc presentations / documentation																												
PoMO to agree Agenda				PoMO																								
PoMO Request documentation from PL's (eg BC, Gate review)					PoMO																							
PL's Deadline for updates to PoMO															PL													
PoMO Send for financial / legal approval																	PoMO											
PoMO Submit to Programme Board																							PL					
Joint Committee											JC																	
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PoMO Send for financial / legal approval																										PoMO		
PoMO Submit to JC				PoMO																								
Economic Strategy Board											ESB																	
Joint Scrutiny Committee		JSC																										
PoMO & Project Leads								PL														PL						

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SBCD Portfolio Governance Boards Reporting Schedule

	Meeting Date
	PoMO Task
	PL Task

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	18th	19th	20th	21st	22nd	23rd	24th	25th	26th	27th	28th	29th	30th	31st
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PoMO & Project Leads																															

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SBCD Portfolio Governance Boards Reporting Schedule

	Meeting Date
	PoMO Task
	PL Task

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	18th	19th	20th	21st	22nd	23rd	24th	25th	26th	27th	28th	29th	30th
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v2.0

SBCD Portfolio Governance Boards Reporting Schedule

	Meeting Date
	PoMO Task
	PL Task

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	18th	19th	20th	21st	22nd	23rd	24th	25th	26th	27th	28th	29th	30th	31st
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SBCD Portfolio Governance Boards Reporting Schedule

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SBCD Portfolio Governance Boards Reporting Schedule

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	Meeting Date
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SBCD Portfolio Governance Boards Reporting Schedule

	Meeting Date
	PoMO Task
	PL Task

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	18th	19th	20th	21st	22nd	23rd	24th	25th	26th	27th	28th	29th	30th
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Community Benefits Register - Programmes and Projects

Version	**FINAL V2**
Date	**Updated 16/02/2021**
Owner	**Jonathan Burnes**

The Community Benefits register is owned and maintained by the SBCD Portfolio Management Office. It is a working document that will be updated on a quarterly basis with information provided by Project Leads as programmes / projects progress through procurement , construction and delivery. As defined in Welsh Government's "**Community Benefits - Delivering Maximum Value for the Welsh Pound – 2014**", the primary focuses of Community Benefits policy are:

Requirement	Example Actions
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)	Apprenticeships & Pathways to Apprenticeships traineeships. work experience / internships. graduate placements. work trials. voluntary work opportunities. National Vocational Qualifications. training of retained staff.
2. Supply chain initiatives, covering:	maximising the opportunities for smaller and more local suppliers and contractors to compete for tenders. sub-contract or supply chain opportunities. measures to ensure prompt and fair payment terms.
2a. the following should be considered where these can add value:	retention of existing workforce. training for the existing workforce. the promotion of the Third Sector including Supported Businesses.
3. Community initiatives	donations of equipment; donation of in-kind labour; landscaping, building services support to regenerate communal areas community consultation; sponsorships and cash donations to organisations/charities based in Wales
4. Contributions to education	work placements – secondary school and college students; visits to primary schools to engage younger children, H&S, the 'world of work'; landscaping & building services in school grounds – playgrounds, wild life areas; links to the Welsh Government's Numeracy Employer Engagement Programme; curriculum support – donations of equipment, classroom resources/lesson plans; development of bespoke qualifications with colleges.
5. Environmental initiatives	micro-energy generation; reduced waste to landfill; recycling of eligible materials; reduced water consumption; managing business mileage
6. Equality and Diversity objectives*	Supports and encourages social cohesion Supports minority groups in achieving potential activities encouraging women into STEM subjects / Engineering

* SBCD examples

Community Benefits Register - Programmes and Projects

Benefits Summary	Economic Acceleration				Life Sciences and Wellbeing		Energy and Smart Manufacturing		
	Swansea City and Waterfront	Yr Egin	Digital Infrastructure	Skills and Talent	Life Science and Wellbeing Campuses	Pentre Awel	Homes as Power Stations	Pembroke Dock Marine	Supporting Innovation and Low Carbon Growth
Requirement									
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)									
2. Supply chain initiatives									
2a. the following should be considered where these can add value: retention of existing workforce,									
training for the existing workforce,									
promotion of the Third Sector including									
3. Community initiatives									
4. Contributions to education									

5. Environmental initiatives									
6. Equality and Diversity objectives									

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Swansea City and Waterfront Digital District

Project	Digital Arena		71 - 72 Kingsway		Innovation Matrix	
Project Duration						
Category	**Contracted / Agreed Activity Target**	**Activity Delivered**	**Contracted / Agreed Activity Target**	**Activity Delivered**	**Contracted / Agreed Activity Target**	**Activity Delivered**
other:	Completion of the Welsh Government's Community Benefits Tool					
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)	4325 person weeks	2539 person weeks	52 weeks Targeted Recruitment and Training per £1million pound spend			
	3028 (70%) New Trainees, Apprentices and other trainees	2079 New Trainees, Apprentices and other trainees				
	1297 (30%) Existing Apprentices	460 Existing Apprentices				
2. Supply chain initiatives	17% - Local (SA Postcode)	33% - Local (SA Postcode)	tenders are asked how they will create opportunities and provide support for SME's to bid for work through your supply chain for this project.			
	38% - Wales	30% - Wales	Also there is a reference to PBA and fair payments.			
	45% - UK & EU	36% - UK & EU				
	MTB events 3	3				
2a. considered where adding value:						
retention of existing workforce,						
training for the existing workforce,						
the promotion of the Third Sector including Supported Businesses.						
3. Community initiatives	social benefits can be delivered directly to the community in which the successful contractor will operate		The successful Contractor will also be encouraged to secure other value-added, positive outcomes that would benefit the community they operate within. (including school engagement activities)			
4. Contributions to education	The contractor is expected to engage positively with school age children					
5. Environmental initiatives						
6. Equality and Diversity objectives						

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Yr Egin Phases 1 & 2

Project	Phase 1		Phase 2	
Project Duration				
Category	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)				
2. Supply chain initiatives				
2a. considered where adding value: retention of existing workforce, training for the existing workforce, the promotion of the Third Sector including Supported Businesses.				
3. Community initiatives				
4. Contributions to education				
5. Environmental initiatives				
6. Equality and Diversity objectives				

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Digital Infrastructure

Project	Connected Places		Rural connectivity		Next generation wireless	
Project Duration						
Category	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)						
2. Supply chain initiatives						
2a. considered where adding value:						
retention of existing workforce,						
training for the existing workforce,						
the promotion of the Third Sector including Supported Businesses.						
3. Community initiatives						
4. Contributions to education						
5. Environmental initiatives						
6. Equality and Diversity objectives						

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Skills and Talent Initiative

Community Benefit Register

Project	Skills & Talent	
Project Duration		
Category	**Contracted / Agreed Activity Target**	**Activity Delivered**
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)		
2. Supply chain initiatives		
2a. considered where adding value: retention of existing workforce, training for the existing workforce, the promotion of the Third Sector including Supported Businesses.		
3. Community initiatives		
4. Contributions to education		
5. Environmental initiatives		
6. Equality and Diversity objectives		

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Life Science and Wellbeing Campuses

Project	Phase 1 - Singleton		Phase 2 - Morriston	
Project Duration				
Category	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)				
2. Supply chain initiatives				
2a. considered where adding value:				
retention of existing workforce,				
training for the existing workforce,				
the promotion of the Third Sector including Supported Businesses.				
3. Community initiatives				
4. Contributions to education				
5. Environmental initiatives				
6. Equality and Diversity objectives				

Pentre Awel
Community Benefit Register

Project	Community Health Hub	
Project Duration		
Category	**Contracted / Agreed Activity Target**	**Activity Delivered**
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)		
2. Supply chain initiatives		
2a. considered where adding value: retention of existing workforce, training for the existing workforce, the promotion of the Third Sector including Supported Businesses.		
3. Community initiatives		
4. Contributions to education		
5. Environmental initiatives		
6. Equality and Diversity objectives		

Bargen Ddinesig
City Deal

Homes as Power Stations

Project						
Project Duration						
Category	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)						
2. Supply chain initiatives						
2a. considered where adding value: retention of existing workforce, training for the existing workforce, the promotion of the Third Sector including Supported Businesses.						
3. Community initiatives						
4. Contributions to education						
5. Environmental initiatives						
6. Equality and Diversity objectives						

Pembroke Dock Marine

Project	Pembroke Dock Infrastructure		MEECE		META		PDZ	
Project Duration								
Category	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)								
2. Supply chain initiatives								
2a. considered where adding value: retention of existing workforce, training for the existing workforce, Businesses.								
3. Community initiatives								
4. Contributions to education								
5. Environmental initiatives								
6. Equality and Diversity objectives								

Supporting Innovation and Low Carbon Growth

Project	Technology Centre		National Steel Innovation Centre		Decarbonisation		Industrial Futures	
Project Duration								
Category	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)	KPI 1 - Work Experience Placements (In Education)	**13 students**						
	KPI 2 - Work Experience Placements (Not in education)	**7 Students**						
	KPI 3 - Jobs Created (New Entrants)	**11 employees**						
	KPI 4 - Construction Careers Information, Advice and Guidance Events	**6 events**						
	KPI 5 - Waged Training Weeks On Site	**300 weeks**						
	KPI 6 - Qualifying the Workforce	**17 certs**						
	KPI 7 - Training Plans	**5 plans**						
	KPI 8 - Case Studies Approved	**3 case studies**						
2. Supply chain initiatives								
2a. considered where adding value:								
retention of existing workforce,								
training for the existing workforce,								
the promotion of the Third Sector including Supported Businesses.								
3. Community initiatives								
4. Contributions to education								
5. Environmental initiatives								
6. Equality and Diversity objectives								

Swansea Bay City Deal Portfolio Quarterly Monitoring Report January 2021

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	Delivery - 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. Staffing - resources are drawn in from CCC departments/partner organisations as appropriate Finance - 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 & UWTSD 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

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 of up of three themes:

- Connected Places
- Rural connectivity
- Next generation wireless (5G and IOT networks)

Key achievements

- 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

- 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.

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

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:

- 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)

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

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.

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.

Pentre Awel will include state-of-the-art leisure centre funded by Carmarthenshire County Council.

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

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
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. The project will: • 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

Key achievements
Business Case Development • OBC submitted to PoMO December 2020 **Project Development** • Established formal governance incl. HAPS project board • Formalised stakeholder engagement plan • Formalised project delivery / implementation plan • Progress PAR action plan
Key Activities planned
Business Case Development • Formal submission to UKG/WG January 2021 **Project Development** • 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

Outputs
• 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

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.

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.

Project features include:

- 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

Business Case Development

- Revised OBC development
- Progressed PAR action plan
- Progressed CFR Action Plan

Project Development

- Programme Board formalised
- Formalise stakeholder engagement plan – in development
- Project delivery / implementation plan – live document

Swansea Bay Technology Centre

- Construction commenced

National Steel Innovation Centre

- Working group to develop building specification – February 2021

Decarbonisation

- Low emission vehicle regional public sector group established

Industrial Futures

- Working group established to develop Advanced Manufacturing Production Facility – including Industry Wales

Key Activities planned
Business Case Development • UKG/WG approval of the release of Government funding to the project • Progress actions plans for PAR and Critical Review recommendations **Project Development** • Appoint project manager / formalise team – April 2021 **Swansea Bay Technology Centre** • Construction ongoing **SWITCH** • Commence D&B Process **Decarbonisation** • Air Quality Monitoring devices to be installed – April 2021 **Industrial Futures** • Finalise Advanced Manufacturing Production Facility scope

Outputs
• 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..

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 UWTSD SA1 Waterfront – February 2021

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 UWTSD 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

Business Case Development

- Workshop on long-list options appraisal with stakeholders - September 2020
- Structural changes to the Team
- Strategic Case reviewed by PoMO

Key Activities planned

- 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 achievements
• Outline Business Case defined and submitted to PMO for review in advance of submission - Q4 2020 • Feasibility study revised to align with the monies available and original scope agreed – Q4 2020 • 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 • Positive initial meeting with Welsh & UK Government to introduce the project – Q4 2020
Key Activities planned
• 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

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	

Key achievements
• Outline Business Case defined and submitted to PMO for review in advance of submission - Q4 2020 • Feasibility study revised to align with the monies available and original scope agreed – Q4 2020 • 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 • Positive initial meeting with Welsh & UK Government to introduce the project – Q4 2020
Key Activities planned
• 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

ANNEX 1

RAG Status	
R	*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.* *Remedial plans are not proving effective.* ***Escalate to programme / project sponsor for support to resolve.***
A	*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.* ***Highlight to programme / project sponsor for visibility and awareness.***
G	*Programme / Project is proceeding according to plan. Risks/issues are being managed within the programme / project.* ***No need to escalate to next level.***

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Swansea Bay City Deal Portfolio Level
Integrated Assurance and Approval Plan v11.0

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2019/2020	2020/2021												2021/2022												Comments
				Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Governance																													
Portfolio Level																													
Meetings																													
Joint Committee	Meetings	SRO, JC, PoMO	**Jan-21**	x			x	x		x		x	x	x	x	x	x	x	x	x		x	x	x	x	x	x	x	Monthly meeting. August recess.
Programme Board	Meetings	SRO, PB, PoMO	**Jan-21**	x		x	x	x		x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting.
Economic Strategy Board	Meetings	SRO, ESB, PoMO	**Jan-21**	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO	**Jan-21**	x				x			x		x		x		x		x		x		x		x		x		Meetings every two months. Decmber 2020 meeting cancelled.
Regional S151 officers	Meetings	AB, PoMO	**Jan-21**				x			x		x	x		x	x			x			x			x			x	Quarterly meeting
WG/UKG/PMO briefing	Meetings	SRO, PoMO, WG, UKG	**Jan-21**		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meetings
SBCD/WG PMO briefing	Meetings	SRO, PoMO, WG	**Jan-21**		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Weekly meeting
PoMO Team	Meetings	SRO, PoMO	**Jan-21**		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Weekly meeting
PoMO/Project Leads	Meetings	PoMO, Project Leads	**Jan-21**				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Fortnightly meetings
Procurement Workshops with Prog / Proj Leads	Meetings	PoMO, Prog / Proj Leads	**Jan-21**										x	x															Meetings with all Prog / Proj Leads to be held by end of January
WLGA Regional City Deal Directors	Meetings	SRO, WLGA, WG	**Jan-21**		x		x		x		x		x		x		x		x		x		x		x			x	Meetings every two months
Key Documentation Review																													
Intregrated Assurance & Approval Plan	Live document. Part of Quarterly Report	SRO, PB, PoMO, JC	**Jan-21**				x				x			x			x			x			x			x			June 2020 approval at JC / Approval every 6 months. Submitted as part of the Quarterly BY32:BY37Monitoring Report to PB January 21 and JC February 21
Portfolio Business Case	Live document	SRO, PB, PoMO, JC	**Oct-20**				x	x		x	x			x		x													AORrecommendations progressing Dec 2020. Next iteration due March 2021. Approval needed from both WCGIB & JC
AOR Report	Live document. Part of Quarterly Report	SRO, PB, PoMO, JC, WCGIB	**Jan-21**									x	x	x	x	x													PoMO progressing recommendations. Weekly meetings held to provide updates within PoMO. Meetings with W/UK Government by exception to progress.
Implementation Plan	Live document	SRO, PoMO, PB, JC, JSC	**Jul-20**				x	x																					July 2020 approval at JC. Qoarterly Monitoring Report replaces the Implementation Plan
Portfolio Issues Log	Live document	SRO, PoMO, PB, JC, JSC	**Jan-21**	x			x	x			x			x			x			x			x			x			Updated on a quarterly basis in line with Portfolio Risk Register and Covid Impact Assessment
Portfolio Risk Register	Live document. Part of Quarterly Report	SRO, PoMO, PB, JC, JSC	**Jan-21**	x			x	x			x			x			x			x			x			x			Quarterly to JC / PB JSC in line with Issues Log. Risk management strategy presented at PB November 2020 and signed off at JC November 2020.
M & E plan	Live document	SRO, PoMO	**Oct-20**	####			x	x												x	x								Monthly highlight reports in place from Oct 2020. Quarterly monitoring reports in place from Nov 2020. Annual performance report also planned. ..
Highlight Report	Live document	PoMO, JC, PB	**Dec-20**							x		x	x		x	x		x	x		x	x		x	x		x	x	Key prog / proj activity and risks presented monthly to JC and PB
Quarterly Monitoring Report	Live document. Part of Quarterly Report	PoMO, JC, PB	**Jan-21**								x			x			x			x			x			x			Key achievements last 3 months, activity planned next 3 months, also includes appendicies: IAAP, Portfolio Risk Register, Covid Impact Assessment, AOR progress, Financial Analysis, Community Benefits,
Covid-19 Impact Assessment	Live document. Part of Quarterly Report	SRO, PoMO	**Jan-21**	####			x	x			x			x			x			x			x			x			Updated assessments submitted to PB Jan 21 and JC in Feb 21. Will form part of next quarterley report April
Key Documentation Approvals																													

Intregrated Assurance & Approval Plan	Live document	SRO, PB, PoMO, JC	**Jan-21**					**x**							**x**			**x**				**x**				**x**			June 2020 approval at JC.. Submitted as part of the Quarterly Monitoring Report to PB January 21 and JC February 21
Portfolio Business Case	Live document	SRO, PB, PoMO, JC, WCGIB	**Oct-20**					**x**	**x**		**x**	**x**			**x**		**x**										**x**	**x**			AOR recommendations progressing Dec 2020. Next iteration due March 2021. Approval needed from both WCGIB & JC
Implementation Plan	Live document	SRO, PoMO, PB, JC, JSC	**Jul-20**						**x**																					July 2020 approval at JC. Quarterly Monitoring Report has replaced the Implementation Plan
Portfolio Issues Log	Live document	SRO, PoMO, PB, JC, JSC	**Jan-21**	**x**				**x**	**x**				**x**		**x**				**x**				**x**				**x**				Updated on a quarterly basis in line with Portfolio Risk Register and Covid Impact Assessment
Portfolio Risk Register	Live document	SRO, PoMO, PB, JC, JSC	**Jan-21**	**x**				**x**	**x**				**x**					**x**				**x**				**x**				Quarterly to JC / PB JSC in line with Issues Log. Risk management strategy presented at PB November 2020 and signed off at JC November 2020.
M & E plan	Live document	SRO, PoMO	**Oct-20**	####				**x**	**x**														**x**	**x**							Monthly highlight reports in place from Oct 2020. Quarterly monitoring reports in place from Nov 2020. Annual performance report also planned. ..
Highlight Report	Live document	PoMO, JC, PB	**Feb-21**							**x**		**x**	**x**		**x**	**x**		**x**	**x**			**x**	**x**		**x**	**x**		**x**	**x**		Key prog / proj activity and risks presented monthly to JC and PB
Quarterly Monitoring Report	Live document. Part of Quarterly Report	PoMO, JC, PB	**Jan-21**								**x**			**x**				**x**				**x**				**x**					Key achievements last 3 months, activity planned next 3 months, also includes appendicies: IAAP, Portfolio Risk Register, Covid Impact Assessment, AOR progress, Financial Analysis, Community Benefits,
Covid-19 Impact Assessment	Live document	SRO, PoMO	**Jan-21**					**x**				**x**		**x**				**x**				**x**				**x**					Updated assessments submitted to PB Jan 21 and JC in Feb 21. Will form part of next quarterley report April
Assurance																														
Portfolio Level																														
Level 1 - Functional Assurance (Internal)																														
Technical, due diligence, data security and financial	Internal procedures	PoMO, AB	**Oct-20**								**x**												**x**							Annual review to ensure fit for purpose
Level 2 - Independent																														
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO	**Oct-20**					**x**																						SRO appointment in June 2020. RPA submitted
OGC Gateway Process	Stage Gate 0 Portfolio Strategic Assessment	SRO, PB, PoMO, JC	**Jul-20**						**x**												**x**									Review from July 15 to July 17 2020. Report to JC / PB quarterly. Further review to take place July 2021
Accounting Officer Review (AOR)	AOR	SRO, PB, PoMO, JC, WCGIB	**Jul-20**							**x**	**x**																			Portfolio Business Case (PBC) subject to AOR. AOR is an annual review in line with PBC update. PBC is part of core documentation for annual assessment prior to funding approval
Approvals																														
Approval point for AOR review	AOR	SRO, PB, PoMO, JC, WCGIB	**Dec-20**										**x**			**x**														December 2020 target for progression with all recommendations being implemented by March
Consequential Assurance																														
OGC Gateway Process	Stage Gate 0 Portfolio Strategic Assessment	PoMO, SRO, PB, JC	**Oct-20**						**x**		**x**										**x**									Review report to JC / PB quarterly. PoMO implementing recommendations
Critical Friend Review	Meetings	PoMO	**Oct-20**	**x**												**x**														Pre meet expected March with review to follow
Level 3 - Audit																														
External Audit	Audit	AB, PoMO	**Oct-20**	**IA**					**x**	**x**	**x**								**x**	**x**	**x**									Audit Wales annual audit approved at JC Sep 2020

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Digital Infrastructure

Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2020/2021												2021/2022												Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Governance																												
Digital Programme Board	Live document / Meetings	CCC, PCC, CCS, NPT	**Feb-21**		x	x		x		x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly Programme Board meetings
Carmarthenshire County Council	Council Meetings	CCC	**Feb-21**		x				x	x	x			x														Reports and/or presentations taken to CMT/PEB/EB as appropriate for decisions and updates
Regional Local Authorities	Council Meetings	CCC, SCC, PCC, NPTC	**Feb-21**						x	x																		Reports/Business Case taken as appropriate for decision and discussion
Joint Committee	Meetings	SRO, JC, PMO	**Feb-21**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting - Highlight reports/Project updates provided as requested
SBCD Programme Board	Meetings	SRO, PB,PMO	**Feb-21**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting - Highlight reports/Project updates provided as requested
Economic Strategy Board	Meetings	SRO,ESB.PMO	**Feb-21**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting - Highlight reports/Project updates provided as requested
Joint Scrutiny Committee	Meetings	SRO, JSC, PMO	**Feb-21**		x		x		x		x		x		x		x		x		x		x		x		x	Meeting every two months - Documentation provided as requested
Assurance																												
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO	**Feb-21**			x			x																			Provided to regional office in June and to Welsh Government in September
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	**Feb-21**							x																		Arranged for October 19th, 20th, 21st
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	**TBC**																									
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC	**TBC**																									
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC	**TBC**																									
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PMO, JC	**TBC**																									
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	**TBC**																									
Programme Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	**TBC**																									
Programme business case	Live document	SRO, PMO, PB, JC, JSC	**Feb-21**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Business Case produced, incremental strengthening and amendments ongoing.
Programme risk reg	Live document	SRO, PMO, PB, JC, JSC	**Feb-21**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Risk register produced and live. Monthly review and amendments ongoing.
Programme M & E plan	Live document	SRO, PMO, PB, JC, JSC	**TBC**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	M & E Plan produced and live. Monthly review and amendments ongoing.
UK and Welsh Gov Policy Workshops	Meetings	SRO, PMO	**Feb-21**		x		x		x	x		x			x			x			x			x			x	Several policy meetings have taken place to inform Business Case. Policy discussions ongoing quarterly.
Audit and risk																												
Audit	Audit	SRO, PB, PMO, JC		**WAO /NAO**	**WAO/NAO**	**WAO /NAO**																						annual audit

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Swansea Bay City Deal HAPS
Integrated Assurance and Approval Plan

| Assurance / approval / Reporting | Activity/Product | Primary client | Last review date | 2019/2020 Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | 2020/2021 Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | 2021/2022 Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | 2022/2023 Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | 2023/2024 Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | 2021/2022 Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Comment s |
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Supporting Innovation and Low Carbon Growth

| Assurance / approval / Reporting | Activity/Product | Primary client | Last review date | 2019/2020 | | | | | | | | | | | | 2020/2021 | | | | | | | | | | | | 2021/2022 | | | | | | | | | | | | 2022/2023 | | | | | | | | | | | | 2023/2024 | | | | | | | | | | | | 2021/2022 | | | | | | | | | | | | Comments |
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Yr Egin - Phase 1

Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2019/2020												2020/2021												2021/2022												Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Governance																																							
Project board	Live document	CCC	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Carmarthenshire County Council	Council Meetings	CCC	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
UWTSD	Meetings	UWTSD	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Joint Committee	Meetings	SRO, JC, PMO	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Programme Board	Meetings	SRO, PB,PMO	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Ec Strategy Board	Meetings	SRO,ESB,PMO	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
JSC	Meetings	SRO, JSC, PMO	**Jan-20**												x		x		x		x		x		x		x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Assurance																																							
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO	**N/A - Completed**																																				
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	**N/A - Completed**																																				Project Approval, Build and Sign Off Completed prior to 2019
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	**N/A - Completed**																																				Project Approval, Build and Sign Off Completed prior to 2019
OGC Gateway Process	Gate 2 Delivery Strategy	SRO,PB,PMO, JC	**N/A - Completed**																																				Project Approval, Build and Sign Off Completed prior to 2019
OGC Gateway Process	Gate 3 Investment Decision	SRO,PB,PMO, JC	**N/A - Completed**																																				Project Approval, Build and Sign Off Completed prior to 2019
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC	**N/A - Completed**																																				Project Approval, Build and Sign Off Completed prior to 2019
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	**Oct-20**																	x																			PER completed August 2020 Formal Gateway 5 review TBC in discussion with SBCD
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	**N/A - Completed**																																				Completed and approved prior to operational phase
Project business case	Live document	SRO, PMO, PB, JC, JSC																		x																			Business case completed but will be updated in line with requirements from IAAP going forward

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Yr Egin - Phase 2

Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2019/2020												2020/2021												2021/2022												Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Governance																																								
Project board	Live document	CCC	**Feb-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Carmarthenshire County Council	Council Meetings	CCC	**Feb-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
UWTSD	Meetings	UWTSD	**Feb-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Joint Committee	Meetings	SRO, JC, PMO	**Feb-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Programme Board	Meetings	SRO, PB,PMO	**Feb-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Ec Strategy Board	Meetings	SRO,ESB.PMO	**Feb-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
JSC	Meetings	SRO, JSC, PMO	**Feb-20**												x		x		x		x		x		x		x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Assurance																																							
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO	**Feb-20**															x																						
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	**Feb-20**																	x																				To follow on from Lessons Learned Workshop in Phase 1
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	**Feb-20**																										x										Awaiting result of Demand Study (May 2021)
OGC Gateway Process	Gate 2 Delivery Strategy	SRO,PB,PMO, JC	**Feb-20**																													x							Awaiting result of Demand Study (May 2021)
OGC Gateway Process	Gate 3 Investment Decision	SRO,PB,PMO, JC	**Feb-20**																														x						Knock on effect from above
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC	**Feb-20**																																			x	Indicative date subject to construction etc.
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	**Feb-20**																																				TBC in discussion with SBCD
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	**Feb-20**																									x		x		x		x					Drafted/updated prior to each business case development stage
Project business case	Live document	SRO, PMO, PB, JC, JSC	**Feb-20**																										x			x		x					Developed in line with Gateway process
Project issues log	Live document	SRO, PMO, PB, JC, JSC	**Feb-20**															x	x	x	x	x	x	x		x		x		x		x		x		x			
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	**Feb-20**															x	x	x	x	x	x	x		x		x		x		x		x		x			
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC	**Feb-20**																					x		x		x		x		x		x					
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	**Feb-20**																	x	x	x	x							x									
Audit and risk																																							
Audit	Audit	SRO, PB, PMO, JC											IA	IA	IA	WAO /NAO	WAO /NAO	WAO /NAO						IA																annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk																	x		x	x	x	x		x			x		x								
Lessons learned workshop	Meetings	Partners																						x					x			x							
Comms group	Meetings	Partners																x		x	x			x			x		x		x								

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Swansea Life Sciences, Sport & Wellbeing Campuses Project Level
Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2019/2020 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2020/2021 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2021/2022 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2022/2023 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Governance																																																			
Project Level																																																			
Meetings																																																			
Delivery Team	Meetings	Project Leads	**Feb-21**													x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Bi weekly meetings, review frequency on submission of OBC
Steering Group	Meetings	Project Leads, Internal Partners	**Feb-21**													x	x	x	x	x	x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Bi weekly meetings, review frequency on submission of OBC - Dec-20 & Jan-21 Cancelled due to delivery team focus on finalising business case
External Reference Group	Meetings	Project Leads, Internal and External Partners	**Feb-21**													x	x	x	x	x	x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Bi weekly meetings, review frequency on submission of OBC- Dec-20 & Jan-21 cancelled due to delivery team focus on finalising business case
City Deal Strategic Oversight Group	Meetings	PLA	**Feb-21**																x	x	x	x			x	x	x	x																							Monthly meetings. Two meetings in October and Novmeber.
CSS Governance	Meetings																																																	
Health Board Governance	Meetings																																																	
Joint Committee	Meetings	SRO, JC, PMO	**Oct-20**										x	x	x			x	x		x		x	x	x	x	x	x	x	x	x	x		x	x	x	x	x	x											Monthly meeting. August recess. Informal meeting October 2020
Programme Board	Meetings	SRO, PB, PMO	**Oct-20**										x	x	x	x	x	x		x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x											Monthly meeting. Two meetings in June 2020. August 2020 meeting cancelled
Economic Strategy Board	Meetings	SRO, ESB, PMO	**Oct-20**										x	x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x											Monthly meeting
Joint Scrutiny Committee	Meetings	SRO, JSC, PMO	**Oct-20**												x			x			x		x		x		x		x		x		x		x		x												Meetings every two months. September 2020 meeting pushed back to October 2020
PMO/Project Leads	Meetings	PMO, Project Leads	**Oct-20**															x	x	x	x	x	x	x	x	x																							Bi-weekly meetings
Key Documentation Review																																																		
Intregrated Assurance & Approval Plan	Live document	SRO, PB, PMO, JC	**Oct-20**															x					x																												June 2020 approval at JC. IAAP review every 6 months
Portfolio Business Case	Live document	SRO, PB, PMO, JC	**Oct-20**															x	x		x	x																												June/July 2020 review at PB and JC. AOR in Sep/Oct 2020. Annual review of PBC.
Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	**Oct-20**										x					x	x																														June/July 2020 approval at PB & JC. Annual review of Implementation Plan
Portfolio Issues Log	Live document	SRO, PMO, PB, JC, JSC	**Oct-20**								x		x		x			x	x		x		x	x	x		x																						Quarterly to PB & JC for review. Every two months to JSC
Portfolio Risk Register	Live document	SRO, PMO, PB, JC, JSC	**Oct-20**								x		x		x			x	x		x	x		x		x	x																						Quarterly to PB for review / Bi-monthly to JSC. Risk management workshops Oct 2020. Risk management policy/strategy to PB Nov 2020 and JC Nov 2020.
M & E plan	Live document	SRO, PMO	**Oct-20**															x	x				x																												June/July 2020 approval at PB and JC. Monthly highlight reports in place from Oct 2020. Quarterly monitoring reports planned from Nov 2020. Annual performance reports also planned.
Covid-19 Impact Assessment	Live document	SRO, PMO	**Oct-20**															x	x			x	x																												June/July 2020 review at PB & JC. Updated assessments due for JSC in Oct 2020 and PB/JC in Nov 2020. Further assessments will also be carried out, if needed
Assurance																																																			
Project Level																																																			
Level 1 - Functional Assurance (Internal)																																																		
Technical, due diligence, data security and financial	Internal procedures	PLA, Project Leads	**Oct-20**																			x													x												x				Annual review to ensure fit for purpose
Level 2 - Independent																																																		
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO	**Oct-20**										x	x				x						x																											SRO appointment in June 2020. RPA submitted
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	**Oct-20**																x		x																													Report to JC Jan 2021. PMO implementing recommendations
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	**TBC**																																														
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC	**TBC**																																														
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC	**TBC**																																														
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC	**TBC**																																														

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Pembroke Dock Marine

Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2019/2020												2020/2021												2021/2022												Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Governance																																							
Project board	Live document	PCC, MHPA	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Pembrokeshire County Council	Council Meetings	PCC, MHPA	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Milford Haven Port Authority	Trust meetings	PCC, MHPA	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Joint Committee	Meetings	SRO, JC, PMO	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Programme Board	Meetings	SRO, PB,PMO	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Ec Strategy Board	Meetings	SRO,ESB,PMO	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
JSC	Meetings	SRO, JSC, PMO	**Jan-20**												x		x		x		x		x		x		x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Assurance																																							
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO											x	x																										
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	**TBC**																																				
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	**TBC**																																				
OGC Gateway Process	Gate 2 Delivery Strategy	SRO,PB,PMO, JC	**TBC**																																				
OGC Gateway Process	Gate 3 Investment Decision	SRO,PB,PMO, JC	**TBC**																																				
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC	**TBC**																																				
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	**TBC**																																				
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	**Jan-20**										x			x			x			x			x														
Project business case	Live document	SRO, PMO, PB, JC, JSC													x																								
Project issues log	Live document	SRO, PMO, PB, JC, JSC	**Jan-20**								x		x		x		x		x		x		x		x		x												
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	**Jan-20**								x		x		x		x		x		x		x		x		x												
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																																					
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	**Jan-20**																																				
Audit and risk																																							
Audit	Audit	SRO, PB, PMO, JC											IA	IA	IA	WAO/NAO	WAO/NAO	WAO/NAO																						annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk											x	x	x							x	x	x															
Lessons learned workshop	Meetings	Partners																																					
Comms group	Meetings	Partners													x						x			x			x												

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Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2019/2020												2020/2021												2021/2022												Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Governance																																								
Project Board	Live document	CCC & Partners	**Feb-21**											x							x		x			x	x														bi-monthly meeting / when a key decision is required
Steering Group	Meetings	CCC	**Feb-21**								x	x	x	x	x	x	x	x	x	x	x						x													
Carmarthenshire County Council	Council Meetings (Exec Board / PEB)	CCC	**Feb-21**			x				x		x							x	x	x				x															Ratify procurement of contractor
	Full Council	CCC	**Feb-21**																			x																		
	Council Meetings (Scrutiny)	CCC	**Feb-21**	x						x		x	x					x								x														Reports taken to Scrutiny as appropriate
	Members Briefing (Political Parties)	CCC	**Feb-21**		x		xx													x																			
Other	Llanelli Rural Council	LRC	**Feb-21**																				x																	
	David Davis MP Briefing	CCC, DD	**Feb-21**																					x																
	Lee Waters MS	CCC, LW	**Feb-21**																						x															
Hywel Dda UHB	CMT/BPPAC/PPPAC - Business/People Planning Performance and Assurance Committee	HDUHB	**Feb-21**			x			x					x				x				x		x			x													At least 3 times per annum
Academic partners	Cardiff, Swansea and Trinity Universities, Coleg Sir Gar, Pembrokeshire and Gower Colleges: Respective Management Teams & Council	Partners	**Feb-21**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
ARCH - A Regional Collaboration for Health	Meetings - HDUHB/SBUHB/SU/CCC	SRO, PB, PMO, JC	**Feb-21**			x	x				x											x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	Discussions on research
Audit	Audit	SRO, PB, PMO, JC	**Feb-21**	**WAO**												x			**IA**							x													Wales Audit Office Internal Audit
Risk Register / Critical Friends*	Meetings	PMO, IA, Proc, Risk	**Feb-21**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
Lessons learned workshop**	Meetings	Partners	**Feb-21**																		x							x												
Communications Group	Meetings	Partners	**Feb-21**				x		x		x			x		x		x		x						x		x			x		x		x			x	
Wellness Hub Workstream	Meetings	CCC, HDUHB, Scarlets, Sport Wales British Diving , Third Sector	**Feb-21**	x			x		x		x		x		x		x			x			x			x		x			x		x			x		x	Bi-monthly
Wellness Hub sub-groups:	Therapies sub-group	CCC, Health Board & Scarlets	**Feb-21**		x		x		x		x		x																										Task & Finish group
	Catering sub-group	CCC & Health Board	**Feb-21**	x			x		x		x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x													
	Facilities Management sub-group	CCC	**Feb-21**										x	x	x	x	x	x	x	x	x	x	x	x	x	x													
	Hydrotherapy Task and Finish group	CCC & Health Board	**Feb-21**																				x	x	x	x	x	x	x										
Assisted Living Workstream	Meetings	CCC and HDUHB	**Feb-21**					x	x	x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
Digital Infrastructure	Meeting	CCC and partners inc Open reach and City Deal Digital lead	**Feb-21**						x				x				x		x		x		x			x			x		x		x			x		x	
Design and Build	Meetings	CCC ARUP and partners	**Feb-21**			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							x	x	x	x	x	x	x	x		
Health and Wellbeing Implementation Group***	Meetings	CCC and partners	**Feb-21**																x		x			x			x		x		x			x			x		See footnote below
Education, Skills and Training Implementation Group***	Meetings	CCC, academic partners, health board	**Feb-21**																x		x		x			x	x		x		x			x			x		See footnote below
Procurement Working Group	Meetings to take forward tender exercise for Phase 1	CCC	**Feb-21**																	x	x	x	x	x	x	x	x	x	x	x	x	x							
Swansea University Technical Advisory Scoping Group	Design and scoping of services for Zone 1 education space	CCC, SU	**Feb-21**																	x	x	x	x	x	x	x	x	x	x	x	x								Meetings held every fortnight
Whole Site Delivery	To finalise the whole site operational management and sustainability	CCC/financial advisors/specialist input	**Feb-21**																		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
Department for International Trade	Opportunity to advertise to international investors	CCC, DIT	**Feb-21**																							x	x													Stage 1 template submitted 16/02/21
Assurance																																								
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO																																						
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	**TBC**																																					
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	**TBC**																																					
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC	**TBC**																		x																			
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC	**TBC**																																					
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PMO, JC	**TBC**																																					
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	**TBC**																																					
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	**Jan-20**																																					
Project business case	Live document	SRO, PMO, PB, JC, JSC	**Nov-20**																x	x	x	x	x																	
Project issues log	Live document	SRO, PMO, PB, JC, JSC	**Feb-21**																x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x					
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	**Feb-21**																x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x					
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																																						
UK and Welsh Government feedback sessions	Business Case feedback session	SRO, CCC	**Feb-21**																					x	x															
UK/WG Challenge Sessions	Review of first iteration of Full Business Case CSFs, rationale, achievability and strategic alignment in 2018.		**March & June 2018**																																					

| | | |

Bargen Ddinesig
BAE ABERTAWE
SWANSEA BAY
City Deal

Skills and Talent

Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2020/2021												2021/2022												Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Governance																												
Project board	Live document	CCC, PCC, CCS, NPT	**Jan-20**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Carmarthenshire County Council	Council Meetings	CCC	**Jan-20**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
RLSP	Meetings	RLSP	**Jan-20**	x	x	x	x		x																			
Regional LAs	Council Meetings	CCC, SCC, NPTC, PCC	**Jan-20**			x				x																		
Project Partners	Meetings	Partners	**Jan-20**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Joint Committee	Meetings	SRO, JC, PMO	**Jan-20**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Programme Board	Meetings	SRO, PB,PMO	**Jan-20**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Ec Strategy Board	Meetings	SRO,ESB.PMO	**Jan-20**	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
JSC	Meetings	SRO, JSC, PMO	**Jan-20**		x		x		x		x		x		x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Assurance																												
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO																										
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	**TBC**												x	x												
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	**TBC**																									
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC	**TBC**																									
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OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	**TBC**																									
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	**Jan-20**	x			x			x			x			x			x			x			x			
Project business case	Live document	SRO, PMO, PB, JC, JSC																										
Project issues log	Live document	SRO, PMO, PB, JC, JSC	**Jan-20**		x		x		x		x		x		x		x		x		x		x					
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	**Jan-20**		x		x		x		x		x		x		x		x		x		x		x		x	
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																										
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	**Jan-20**																									
Audit and risk																												
Audit	Audit	SRO, PB, PMO, JC		WAO/NAO	WAO/NAO	WAO/NAO																						annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk								x	x	x																
Lessons learned workshop	Meetings	Partners												x														
Comms group	Meetings	Partners				x			x			x			x													

Bargen Ddinesig BAE ABERTAWE SWANSEA BAY City Deal

Swansea District & Waterfront Digital District

Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2019/2020												2020/2021												2021/2022												Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Governance																																							
Project board	Live document	CCS	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
City and County of Swansea	Council Meetings	CCS	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
UWTSD	UWTSD meetings	UWTSD	**Jan-20**																																				
Project Partners	Meetings	Partners	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Joint Committee	Meetings	SRO, JC, PMO	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Programme Board	Meetings	SRO, PB,PMO	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Ec Strategy Board	Meetings	SRO,ESB,PMO	**Jan-20**										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
JSC	Meetings	SRO, JSC, PMO	**Jan-20**												x		x		x		x			x		x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Assurance																																							
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO											x	x																										
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	**TBC**																																				
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Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	**Jan-20**										x			x			x			x			x														
Project business case	Live document	SRO, PMO, PB, JC, JSC													x																								
Project issues log	Live document	SRO, PMO, PB, JC, JSC	**Jan-20**								x		x		x		x		x		x		x		x		x												
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	**Jan-20**								x		x		x		x		x		x		x		x		x												
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																																					
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	**Jan-20**																																				
Audit and risk																																							
Audit	Audit	SRO, PB, PMO, JC											IA	IA	IA	WAO/NAO	WAO/NAO	WAO/NAO																						annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk											x	x	x							x	x	x															
Lessons learned workshop	Meetings	Partners																																					
Comms group	Meetings	Partners													x			x			x			x			x												

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Gate 0 Programme Strategic Assessment
Gate 1 Business Justification — Page 79
Gate 2 Delivery Strategy
Gate 3 Investment Decision — Page 99
Gate 4 Readiness for Service
Gate 5 Operations Review & Benefits

Appendix 5.6 - Project Business Case Assessment Process

Project Business Case Assessment Process

1 The 5-Case model

The need to get the best possible value from spending public money will always remain a constant for those entrusted with spending decisions.
To this end, all City Deal business cases must be developed using the HM Treasury and Welsh Government's Five Case Model - an approach which is both scalable and proportionate. It is recognised as best practice and is the Treasury's standard methodology.

The business case, both as a product and a process, provides decision-makers, stakeholders and the public with a management tool for evidence-based, transparent decision-making and a framework for the delivery, management and performance monitoring of the resultant scheme.

> A well-prepared Project Business Case:
>
> 1. enables the organisation and its key stakeholders to understand, influence and shape the project's scope and direction early on in the planning process
> 2. assists decision makers to understand the key issues, the available evidence base and to avoid committing resources to schemes that should not proceed
> 3. demonstrates to senior management, stakeholders, customers and decision makers the continuing viability of the project, and
> 4. provides the basis for management, monitoring and evaluation during and after implementation.
>
> HMT - Guide to developing the Project Business Case

The five cases are::

- **Strategic Case** - The purpose of the strategic dimension of the business case is to make the case for change and to demonstrate how it provides strategic fit.

- **Economic Case** - The purpose of the economic dimension of the business case is to identify the proposal that delivers best public value to society, including wider social and environmental effects.

- **Commercial Case** - The purpose of the commercial dimension of the business case is to demonstrate that the preferred option will result in a viable procurement and a well-structured Deal between the public sector and its service providers.

- **Financial Case** - The purpose of the financial dimension of the business case is to demonstrate the affordability and funding of the preferred option, including the support of stakeholders and customers, as required.

- **Management Case** - The purpose of the management dimension of the business case is to demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the scheme, including feedback into the organisation's strategic planning cycle.

The business case for significant spending proposals is developed in three key stages as follows:

Stage 0 – Determining the strategic context for the project

Stage 1 – Scoping the scheme and preparing the Strategic Outline Case (SOC)

Stage 2 – Planning the scheme and preparing the Outline Business Case (OBC)

Stage 3 – Procuring the solution and preparing the Full Business Case (FBC)

Stage 4 – Implementation and monitoring throughout the project

Stage 5 – Evaluation and feedback

2 Regional Office Project Assessment Criteria

As set out in the Joint Committee Agreement, the Project Business Case shall include a Resolution of the Project Authority Lead and all Councils in whose area the project shall take place that they approve the submission of the Project Business case.

The Programme Management Office (PMO) has day to day responsibility for managing the assessment process for projects.

To assist a speedier assessment process, the UK Government and Welsh Government have agreed an informal iterative review process for assessing draft versions of business cases in order to assist Project Leads in the production of complete full business cases which are appropriate for 5 case formal review process.

Following the City Deal reviews, the relationship between individual local authorities, project leads, the Regional Office, the UK Government and Welsh Government has been improved to create enhanced communication.

On completion of the final draft business case, and following approval from the respective Regional/Project Authority Lead(s), business cases for each of the City Deal projects will undergo assessment by the Regional Office before being considered by the respective City Deal governance structures. After approval by the Joint Committee the project business case will be forwarded to the UK Government and Welsh Government for approval to release City Deal government project funding to the Accountable Body.

2.1 Fit with the WG Future Well-being Act

- Clear evidence of the 5 Ways of Working;
- Clear evidence of contributing to Well-being goals
- Clear evidence of alignment with local well-being plans

2.2 Strategic Fit

- Alignment with the strategic aims and objectives of the Swansea Bay City Deal and wider regeneration regional strategy, while demonstrating the City Region's ambitions
- Demonstrable synergies with other Swansea Bay City Deal projects

2.3 Financial

- Credible and robust financial profile with cost breakdown is in place for each City Deal project before funding approval
- Private sector contribution/s are as set out in the initial business case financial projections for the project and in the Heads of Terms document

- Letters confirming project match funding from all sources must be in place before City Deal funding is approved. These letters should confirm amount/s and timing – and any dependencies - as set out in the project's Financial Profile for both the public and private sectors
- Evidence of ongoing project sustainability for a period of at least the 15-year SBCD Programme period to include a credible operational/commercial case that sets out full details on proposed income sources, income flows and any dependencies.

2.4 Deliverability

- Robust governance & partnership approach
- Project management - team and experience
- Clear project plan

2.5 Outputs and Outcomes

- SMART (specific, measurable, achievable, results-based, time-bound) project outcomes with associated baseline data is in place in line with overall City Deal plan
- Projects should clearly establish intended outputs with a clear definition of what success would look like

2.6 Risk **Management**

- Project Risk Register and risk management process in place - identification, management and mitigation of all risks

2.7 Procurement

- Projects must set out how they will procure all project activity to benefit regional businesses and residents
- Wider community benefits demonstrated in the business case - local supply chain support and apprenticeships, for example

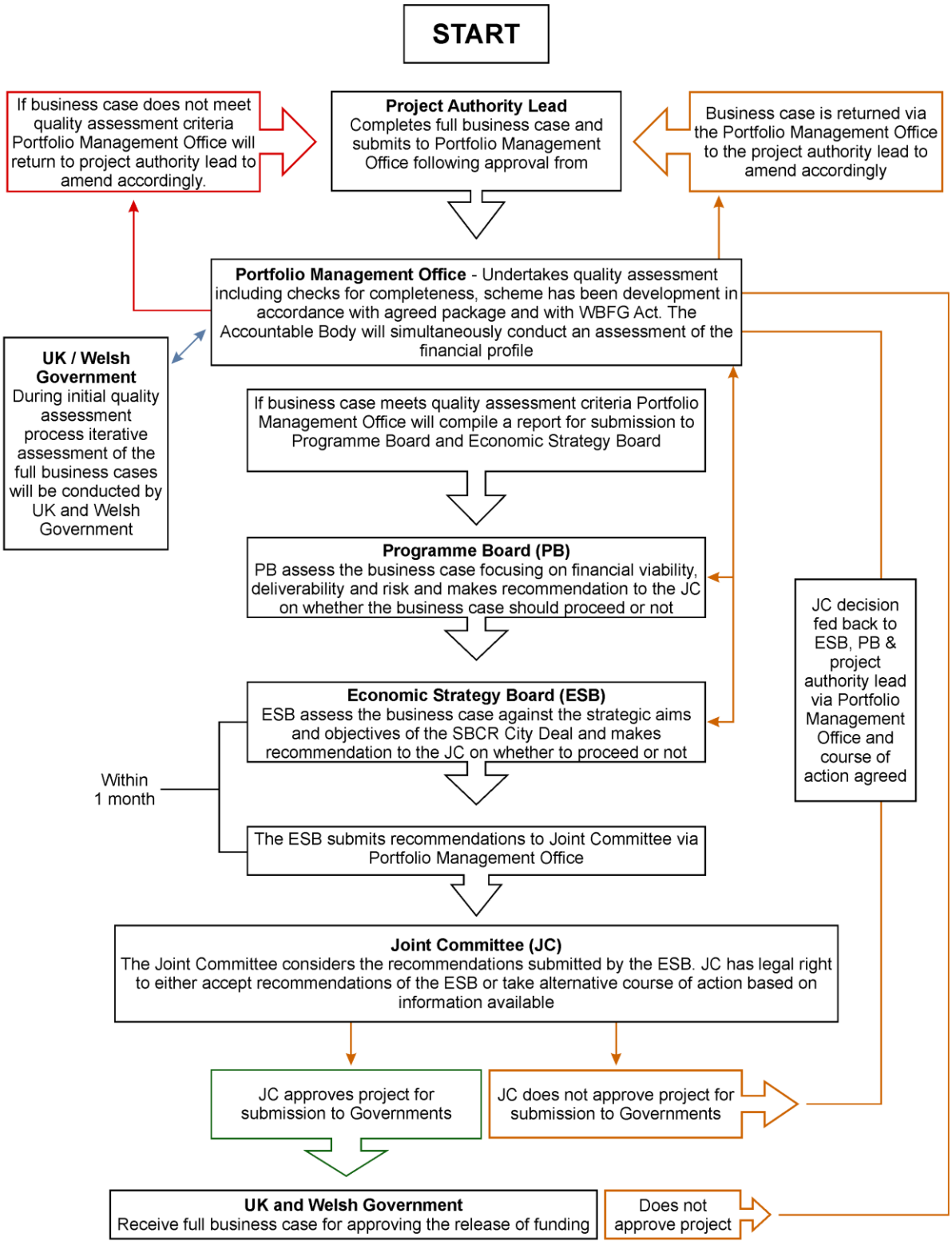
2.8 Project **Monitoring & Evaluation**

All Project Leads to have clear and effective Monitoring and Evaluation Plans

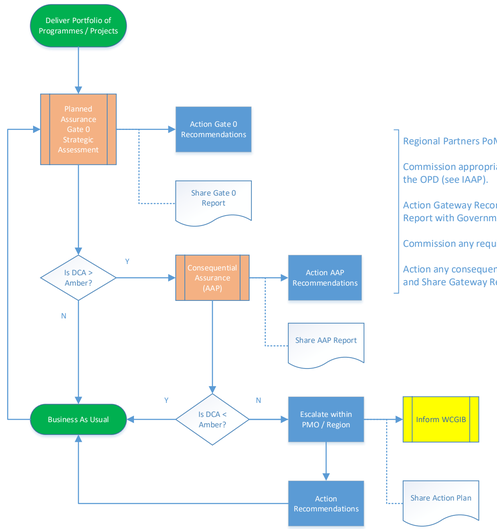
- Key delivery steps and associated milestones demonstrated
- Detailed proposal for how and when all outputs and outcomes will be measured and reported to the Project Lead Authority and the Regional Office
- Evaluation proposal
- Exit Strategy in place

The four local authorities have agreed the following process for the formal assessment of final SBCD business cases:

FULL BUSINESS CASE APPROVAL PROCESS FOR AGREED SBCR CITY DEAL PROJECTS



Portfolio / Programme - Delivery Phase



Regional Partners PoMO / PMO to:

Commission appropriate Gateway Assurance product via the OPD (see IAAP).

Action Gateway Recommendations and Share Gateway Report with Government

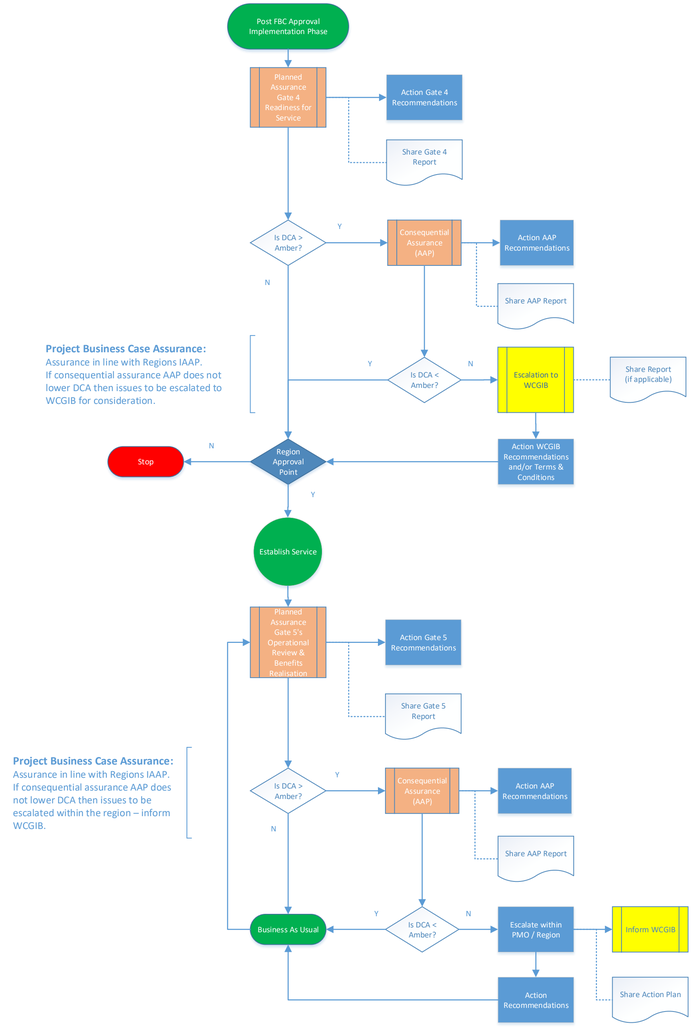
Commission any required consequential Assurance

Action any consequential Assurance Recommendations and Share Gateway Report with Government

Regional Partners PoMO / PMO to:

Advise Government of any further consequential actions required / undertaken

Project – Delivery Phase



Project Business Case Assurance:
Assurance in line with Regions IAAP.
If consequential assurance AAP does not lower DCA then issues to be escalated to WCGIB for consideration.

Project Business Case Assurance:
Assurance in line with Regions IAAP.
If consequential assurance AAP does not lower DCA then issues to be escalated within the region – inform WCGIB.

Regional Partners PoMO / PMO to:

Advise Government of any further consequential actions required / undertaken

Flowchart Glossary / Key

Start — Phase Start

Stop — Phase End

Region Process — Process – Conducted by City/Growth Deal

Assurance Process (POD) — Assurance – Commissioned by City/Growth Deal

Document / Report — Document / Report Shared between City/Growth Deal & Governments

Question — Process – Question for City/Growth Deal

C/GD Approval Point — Approval Point – City/Growth Deal

Gov. Approval Point — Approval Point - Governments

Inform WCGIB — City/Growth Deal to Inform Governments

Move to Next Phase

Move to Next Process

Glossary

OPD – WG Office for Project Delivery (Formerly Integrated Assurance Hub)

RPA – Risk Potential Assessment

IAAP – Integrated Assurance and Approval Plan

BC – Business Case

PVR – Programme/Project Validation Review

PAR – Programme/Project Assessment Review

SOC – Strategic Outline Case

OBC – Outline Business Case

FBC – Full Business Case

Gate – Gateway Review

AAP – Assurance of Action Plan (Consequential Assurance)

DCA – Delivery Confidence Assessment

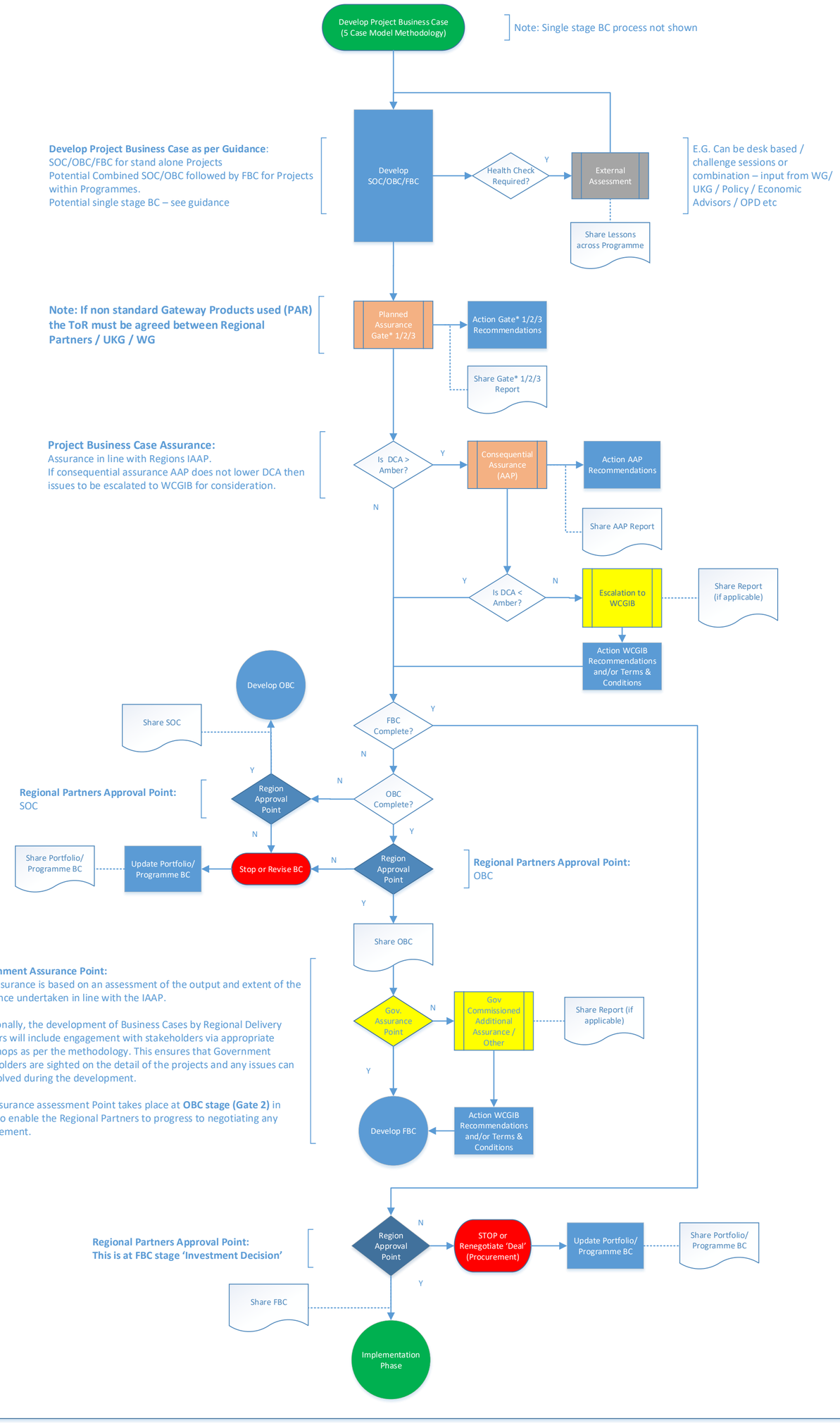
AO – Accounting Officer

AOR – Accounting Officer Review

PMO – Programme/Project Management Office (Portfolio PoMO)

WCGIB – Welsh Cities & Growth Implementation Board

Project Business Case Development Phase: SOC, OBC, FBC



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Glossary

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OBC – Outline Business Case

FBC – Full Business Case

Gate – Gateway Review

AAP – Assurance of Action Plan (Consequential Assurance)

DCA – Delivery Confidence Assessment

AO – Accounting Officer

AOR – Accounting Officer Review

PMO – Programme/Project Management Office (Portfolio PoMO)

WCGIB – Welsh Cities & Growth Implementation Board

Swansea Bay City Deal Portfolio Risk Management Strategy

Document Control	
Date:	23rd October 2020
Version:	0.2
Author:	Amanda Burns
Owner:	Wendy Walters/Rob Stewart

Contents

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1.1 Overview 1

1.2 Purpose 1

1.3 Definitions 2

1.4 Principles 3

2. Risk Management 3

2.1 Risk Management Policy Statement 3

2.2 Benefits of Risk Management 4

2.3 Risk Categorisation 4

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1. Introduction

1.1 Overview

1.1.1 The Swansea Bay City Deal (SBCD) will deliver an estimated portfolio investment of £1.13bn across nine project and programmes in partnership with four local authority areas within the Swansea Bay City Region.

1.1.2 The SBCD Portfolio Business Case provides details on the management of the portfolio of programmes and projects that respond to the regional needs to increase regional GVA, opportunities for high level skilled jobs and inward investment. These programmes and projects will be delivered against a set of constraints affecting cost, benefits and risk, whereby each will be assessed against the Green Book five business case model.

1.1.3 The SBCD Risk Management Strategy is aligned to the HMT Green Book supplementary guidance: The Orange Book.

1.1.4 Risk is defined as this uncertainty of outcome, whether positive opportunity or negative threat, of actions and events. The risk must be assessed in respect of the combination of the likelihood of something happening, and the impact which arises if it does happen. Risk management includes identifying and assessing risks and then responding to them.

1.1.5 Risk is unavoidable, and every organisation needs to take action to manage risk in a way which it can justify to a level which is tolerable. The amount of risk which is judged to be tolerable and justifiable is the risk appetite.

1.1.6 The level of risk after these internal controls are known as the residual risk and is the exposure the SBCD has in respect of the identified risk and therefore should be deemed acceptable or justifiable and within the SBCD risk appetite.

1.1.7 SBCD risk management considers the environment in which it operates and provides full consideration to the risk priorities of SBCD partners organisations, as these will influence the risks and provide context on how they should be managed.

1.1.8 The PoMO functions are based on P3M (Portfolio, Programme and Project) development and delivery.

1.1.9 The risk management strategy will be led from the top of the SBCD and embedded in standard practices and processes of the SBCD governance arrangements. All stakeholders will be made aware of the importance of risk management and how it supports the achievement of the SBCD objectives, where training and support will be made available via the SBCD PoMO.

1.2 Purpose

1.2.1 The Swansea Bay City Deal Portfolio purposefully seeks to promote an environment that is risk 'aware' and strives to place risk management information at the heart of key decisions. This means that the SBCD PoMO, primary stakeholders, governance structures and third parties can take an effective approach to managing risk in a way that both address significant challenges and enable positive outcomes for the SBCD Portfolio.

1.2.2 The purpose of this Risk Management Strategy is to provide a systematic and effective method by which risks can be consistently managed throughout the SBCD Portfolio and thus will:

- Inform stakeholders how risks will be identified, assessed, addressed and managed
- Provide a common strategy and understanding of portfolio management that will enhance the capability, willingness and understanding of appropriate governance and assurance and thereby increasing the likelihood of successful delivery of the SBCD aligned to the regional ambitions
- Detail the key roles and responsibilities of groups and individuals associated with the SBCD with respect to programme management
- Signpost to additional resource, support and training
- Provide standard definitions and language to underpin the risk management process
- Implement an approach that follows best practice

1.3 Definitions

The City Deal means the Swansea Bay City Deal agreed between the Member Authorities and UK and Welsh Governments.

SBCR is a partnership between the local authorities of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.

P3M means Portfolio, Programme and Project management functions, best practices, principles and practices.

The PoMO means the Portfolio Management Office which oversees the SBCD development and delivery and in particular, P3M functions such as assurance, risk and issue management, benefits and value, communications and stakeholder engagement, information management, finance, resource management, reporting and administration.

Risk can be defined as the uncertainty of outcome, whether positive opportunity or negative threat, of actions and events. It is the combination of likelihood and impact, including perceived importance.

Risk Management is the systematic application of all the processes involved in identifying, assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them, and monitoring and reviewing progress.

Risk Owner is a person with accountability and authority to effectively manage the risk.

Risk Strategy is the overall organisational approach to risk management as defined by the Accounting Officer and/or governance board. This should be documented and easily available throughout the organisation.

Risk Appetite the amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time.

Inherent Risk is the exposure arising from a specific risk before any action has been taken to manage it.

Residual Risk is the exposure arising from a specific risk after action has been taken to manage it and making the assumption that the action is effective.

1.4 Principles

1.4.1 The SBCD portfolio risk management Strategy is based on five principles. These principles aim to assist with increasing confidence in achieving the programme outcomes and making better decisions by utilising forward-looking and proactive tools that enable the SBCD to build a better chance for successful socio-economic outputs and outcomes for the region. They are:

- **Dialogue** - with and amongst key stakeholders to identify risks
- **Debate and challenge** - collective debate and constructive feedback to challenge organisational and traditional thinking to ensure the decisions are the right ones to make
- **Culture** - that cultivates creativity, diversity and open ways of thinking from staff engagement and empowerment to contribute and be listened to
- **Risk appetite** - clear on conduct, behaviour and the level of risk that the SBCD is willing to accept or tolerate in order to operate safely
- **Independent thinking** - obtaining views from someone who can independently challenge the risk management strategy, practices and ways of thinking to overcome the issues associated with "groupthink"

1.4.2 By adhering to these principles, the SBCD will remain relevant, move forward and assure a sustainable future for our region.

1.4.3 The SBCD risk management strategy is targeted to all the projects and programmes associated with the portfolio and the key stakeholder members on the governance boards of the SBCD and the UK and Welsh government as sponsoring bodies.

2.Risk Management

2.1 Risk Management Policy Statement

2.1.1 The SBCD faces numerous risks (opportunities and threats), which have the potential to disrupt achievement of the investment objectives of the SBCD, for better or worse. The SBCD will use risk management to take better-informed decisions and improve its ability to achieve or exceed its strategic and operational objectives.

2.1.2 The SBCD considers risk management to be fundamental to good P3M practice and a significant aspect of governance. Accordingly, risk management must be an integral part of the SBCD routine decision-making and must be incorporated within strategic and operational planning processes at all levels.

2.1.3 The SBCD's **Risk Management Strategy (RMS)** supports this policy statement and contains details of the processes by which risk management will be carried out, reported and managed, including the tools and systems to be used.

2.1.4 The RMS will be led from the top of the SBCD and embedded in standard practices and processes of the SBCD governance arrangements. All stakeholders will be made aware of the importance of risk management and how it supports the achievement of the SBCD objectives.

2.1.5 The SBCD PoMO will regularly review and monitor the risk management process and the development of an appropriate risk management culture across the SBCD.

2.2 Benefits of Risk Management

2.2.1 There are several benefits that result from adhering to structured and standardised Risk Management. Most importantly:

- Identifies threats and opportunities to SBCD Portfolio and raises awareness
- Reduces the level of risk which threatens the delivery of SBCD Portfolio
- Elevates communication between stakeholders and the SBCD Portfolio
- Improves decision making at all levels
- Provides confidence from primary stakeholders and governing committees that risks are effectively identified, monitored and evaluated
- Results in fewer surprises

2.3 Risk Categorisation

2.3.1 The SBCD portfolio risk register captures and monitors key portfolio level risks to the delivery of the City Deal and achievement of its aims and objectives. It will be monitored by Joint Committee, Programme Board, Economic Strategy Board and Joint Scrutiny Committee via circulation prior to each meeting and issues tabled for discussion as necessary. This identifies what aspect of the SBCD portfolio could be impacted. See Appendix 1 for more detail on the Impact Criteria.

Category	Ref. No	Description
Contractual	C1	Ineffective use or management of contacts leads to increased costs
Environmental	C2	Environmental incidents
Financial	C3	Financial risks facing the Councils
Health & Safety	C4	Harm to employees / public
IT	C5	Failure of systems / cyber attack
Objectives	C6	Threat to achieving portfolio objectives
People / Social	C7	Threat to / from society / groups / public
Physical / Assets	C8	Damage to organisational property
Political	C9	Adverse actions caused by changes in local/ regional/national governments
Professional	C10	Lack or loss of qualified employees
Projects	C11	Threat to / from individual projects
Regulatory / Legal	C12	Changes to regulations / law
Reputation	C13	Negative publicity
Schedule/Timescales	C14	Threats to timelines / critical path(s)

2.4 Risk Classification

2.4.1 The identification and assessment of risks in the risk register are aligned to the UK and Welsh Government Guidance, where risks fall into three main categories:

Business	Business related risks remain with the public sector and can never be transferred
Service	Service-related risks occur in the design, build, funding and operational phases of a programme / project and may be shared between the public and private sectors
External	External systemic risks affect all society and are unpredictable and random in nature

2.4.2 **Business-related risks** that can affect the scope, time and cost at portfolio level are summarised as follows:

- Displacement as a result of competing with other regions across Wales
- Lack of funding from Welsh and UK Governments
- Lack of inward investment from private sector
- Lack of quality human capital within the region
- Political conflict at Regional, UK and Welsh Government levels

2.4.3 **Service-related** risks will be managed by each of the City Deal programmes / projects, who will maintain, manage and monitor their own risk registers in line with guidance from the Green Book and the PoMO governance arrangements. Any significant risks that may affect portfolio deliverables will be escalated to the PoMO and reported and managed via the regional governance structure.

2.4.4 **External Risks**: Although not within the control of the portfolio the following external risks are significant to portfolio delivery and are therefore monitored accordingly.

2.4.5 **Brexit:** In 2016 a referendum was held to decide whether the UK should remain in the European Union or not. No dedicated process is in place to monitor the effects of Brexit (at July 2020) due to delays in implementation by UK Government. High-level monitoring is being undertaken at Welsh Government and Local Authority level.

2.4.6 **Covid-19:** At the time of the Business Case update in July 2020, the long-term effects of Covid- 19 and the Brexit situation are largely unknown. This situation will be closely monitored over the coming months, where risks and mitigating actions will be continually under review. To support this process, the SBCD PoMO coordinated all projects to populate a Covid-19 Impact Assessment template, which is reported through governance structures to actively manage the identified Covid-19 risks. This is a live document that is regularly reviewed by the PoMO.

2.4.7 Key business risks captured in a SBCD risk register and Covid-19 impact assessments include SBCD partner withdrawal, delays to project approval, funding draw down and portfolio delivery delays, achievement of targets, reputational effect and change to scope and objectives.

3. The Risk Management Model

3.1 Introduction

3.1.1 SBCD portfolio works towards a comprehensive and integrated approach to risk management where:

- Staff are clear about what risk management is intended to achieve
- Significant risks are being identified and managed effectively
- Guidance on risk management is easily accessible
- A consistent approach is followed across the portfolio, programmes and projects using a common language for risk management and it is seen as an integral part of good corporate governance

3.1.2 The PoMO risk management approach is based on P3M (Portfolio, Programme and Project) and HM Treasury Orange Book best practice principles and practices.

3.1.3 This section details the agreed arrangements that are needed to ensure the effective management of risk across the portfolio. The SBCD approach to risk management is based on best practice and involves four key steps as outlined in Section 3.1.4 below.

3.1.4 The risk management model is non-linear, whereby the elements of risk management need to be balanced with each other for it to be effective. Risks are also treated together as the management of one risk may be more effective by controlling several simultaneously. The process to manage risks is represented by four main elements for illustrative purposes, but in practice they blend together.

The SBCD Risk Management Model:

3.1.5 Effective communication and consultation between SBCD portfolio is critical to the successful management of risk. These are not one-off standalone events but important factors at every point of the process and it is vital that staff at all levels across the organisation are involved if risk management is to be truly embedded and a useful management tool.

3.2 Identify Risks

3.2.1 Risks should be related to objectives and should encompass the cause of the impact and impact of the objective (the cause and impact) which might arise. Once identified risks will be assigned to an appropriate owner who has the authority and responsibility to manage and monitor the risk. The risk owner may not be the person who addresses the risk. Risks can be identified by either commissioning a risk review and/or by self-assessment.

3.2.2 **Continuous risk identification** is then necessary to identify new risks that were not initially seen and to monitor any changes in already reported risks.

3.2.3 Risks are identified by a variety of means, (e.g. brainstorming, SWOT analysis, workshops, previous experiences, etc). SWOT Analysis through a workshop environment is the technique the SBCD PoMO adopt to determine the Strengths, Weaknesses, Opportunities and Threats to deliver the portfolio both internally and externally. This technique enhances the ability to identify risk within the wider government context.

Strengths	Weaknesses
What do you do well? What unique resources can you draw on? What do others see as your strengths?	What could you improve? Where do you have resource limitations? What are you lacking?
Opportunities	**Threats**
What opportunities are open to you? Media / press coverage How can you turn strengths into opportunities?	What threats could harm you? What threats do your weaknesses expose? Regulatory changes

3.2.4 Describing the risk is equally important to ensure that risks are fully understood, and to assist with the identification of actions, the cause and impact of each risk must also be considered. A good risk description avoids ambiguity and confusion. Typical phrases used to do this include:

Cause	Risk	Impact
Lack of clarity in programme / project specification leads to …	Failure to deliver outcomes as expected resulting in …	Customer dissatisfaction and damage to reputation

3.2.5 Once the risk, the cause and the impact to the SBCD portfolio has been identified the risks are recorded in the Risk Register.

3.3 Assess risks

3.3.1 Once a risk is clearly defined, the SBCD's approach to risk management is to assess the risk in terms of probability of occurrence and the plausible impact that its potential consequences using the Risk Assessment Matrix detailed below.

Risk Assessment Matrix		Impact				
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Fundamental (5)
Probability	Almost Certain (5)	Low	Medium	High	High	High
	Likely (4)	Low	Medium	Medium	High	High
	Possible (3)	Low	Low	Medium	Medium	High
	Unlikely 2)	Low	Low	Low	Medium	Medium
	Extremely Unlikely (1)	Low	Low	Low	Medium	Medium

3.3.2 **Probability** is scored as follows:

5 = Probability is **certain** will occur in most circumstances >80%
4 = Probability is **likely** to occur 51% - 80%
3 = Probability is **possible** of occurring 26% - 50%
2 = Probability is **unlikely** to occur but potentially exists 10% - 25%
1 = Probability is **extremely** unlikely to occur <10%

3.3.3 Impact is scored using a 1 to 5 scale **(See Appendix 1 for Impact Criteria)**:

5 = Incidence would be **fundamental** to the ability to deliver the portfolio at all
4 = Incidence would be **major** on the ability to deliver the portfolio
3 = Incidence would be m**oderate** on the ability to deliver the portfolio
2 = Incidence would be **minor** on the ability to deliver the portfolio
1 = Incidence would be **insignificant** on the ability to deliver the portfolio

3.3.4 The outcome of the risk assessment is determined by multiplying probability by impact and will produce a score that translates into an evaluation of the risk as being high, medium or low.

3.3.5 The assessment needs to be compared to the risk appetite to determine the level of action required. Focus needs to be given to residual risk i.e. the risk after control has been applied and therefore is the actual exposure that SBCD portfolio faces. Information about the inherent risk is also considered to determine if there is over-control in place. The risk assessment will provide the SBCD portfolio with a risk profile that enables the SBCD PoMO to prioritise risk, capture the reasons for decisions, records how risk is being addressed and facilitates the sharing, facilitation and monitoring of risks for all those concerned with risk management.

3.3.6 In order to maintain consistency across the SBCD portfolio, the '5 x 5' scoring matrix **(3.3.2)** should be used for managing and reporting risks for the City Deal portfolio, programmes and projects. Risk magnitude is determined by categorising as High, Medium or Low.

3.3.7 Risks are given two scores; Firstly, at the point the risk is identified, with any existing controls in place (i.e. before anything new has been done to manage it). This is the "inherent risk" score and is calculated only once, at the time the risk is identified. The score remains unchanged thereafter, to act as a baseline for future risk management activity.

Risk Appetite

3.3.8 The amount of risk, the SBCD portfolio is willing to take on, accept, tolerate or be exposed to, in the pursuit of its objectives, is known as its risk appetite. It is essential to consider risk appetite prior to considering how to address risks. Application of risk appetite requires a standardised escalation process across the portfolio, programmes and projects.

Risk Appetite Status

Status	Management action required
Comfortable	The Joint Committee and Programme Board accepts the level of risk presented as within its' comfort zone
Manageable	The Joint Committee and Programme Board accepts the level of risk presented, subject to suitable and effective risk controls being in place, working and evidenced
Unacceptable	Risks at this level may be accepted, subject to approval of Joint Committee and Programme Board, based on rigorous control measures and regular evidenced reporting of control effectiveness by SBCD PoMo

3.3.9 Within the parameters set by its Risk Tolerance, the SBCD portfolio will be open to risk taking in activities which support the fulfilment of its objectives. Objectives may carry numerous inherent risks and within this context, risk appetite may vary on a case-by-case basis. Risks will therefore be assessed as they arise, in proportion with the opportunities that they present and the controls that will be introduced to protect the SBCD portfolio from financial/reputational loss or non-compliance with legislation.

3.3.10 The SBCD portfolio maintains an effective management process to manage risks. Any risks that are an unacceptable exposure to the SBCD, stakeholders or third parties are mitigated as far as possible. Where a proposed activity or venture has a residual risk that is considered unacceptable and there is no means of reducing the risk to an acceptable level the activity may be rejected.

3.3.11 The SBCD will seek to enhance sustainability and improve the region. The SBCD will be open to risk taking to achieve these goals.

3.3.12 In deciding the risk appetite and delegated risk appetite (risk tolerance levels), consideration needs to be given to:

- Environmental and wider economic factors, including current government

required reductions in budgetary spending
- Funding levels and its overall capacity to bear risk
- The amount of risk that is acceptable (what risk could be justified if it happened)

3.3.13 The SBCD will seek to enhance knowledge and understanding of national and globally important issues through its commitment to excellence in economic development. SBCD portfolio is open to an appropriate level of risk taking which is beneficial to advancing the region and supports the achievements of its objectives.

3.3.14 The SBCD's reputation will directly influence its ability to attract interest and inward investment, which in turn will influence the opportunities on offer. To this extent, the SBCD will ensure that appropriate measures are in place when exposed to risks which promote and enhance its ambition to become more productive.

3.3.15 The SBCR recognises that it must build infrastructure to fulfil its potential and achieve its strategic objectives. The SBCR consists of a portfolio of programmes and projects to transform its economic landscape and infrastructure, whereby risks will be controlled through robust project management, oversight and governance.

3.3.16 The SBCD operates in a challenging environment with economic recovery from Covid-19 and Brexit, increasing competition and political differences. The SBCD aims to be competitive by attracting industry, creating highly skilled jobs and creating an ecosystem of innovation, enterprise and engagement. The SBCD will be open to risk taking in order to achieve these goals.

3.3.17 The SBCD must be responsive to increasing demands within the various sectors in which it operates and will reflect upon its efficiency and effectiveness with the aim of delivering strategic change within the region for these sectors. Regional change will expose the SBCD to risk and this will be mitigated through strong leadership and meaningful engagement with all stakeholders in order to promote a culture of innovation, development and resilience.

3.4 Address Risks

3.4.1 The SBCD will address risks through internal controls and by defining its level of tolerance to achieve its objectives by setting the parameters which determine the acceptance of risk (risk tolerance).

3.4.2 Risks rated as Red will be deemed to have exceeded tolerance levels and will be subject to escalation to Programme Board (PB) and Joint Committee (JC) for review and action. The target residual rating for a risk is expected to be 'medium' or lower. In the event that this is not deemed realistic in the short to medium term, this shall be discussed as part of the Governance Boards, and this position regularly reviewed with the ultimate aim of bringing the level of risk to a tolerable level.

3.4.3 Not all risks will be required to be managed continually, so having assessed and prioritised the identified risks, cost effective action needs to be taken to manage those that pose the most significant threat.

3.4.4 Some risks are unavoidable, and it is not within the ability of the SBCD portfolio to completely manage it to a tolerable level - for example many organisations have to

accept that there is a risk arising from COVID-19 as referred to in 2.4.1 which they cannot control. In these cases, contingency planning is required.

3.4.5 The SBCD will accept a degree of financial risk in order to develop and improve; whilst overall, it will adopt a cautious approach to promote financial stability.

3.4.6 The SBCD operates in a highly political and legislative environment and will operate within the relevant value for money, legal and regulatory frameworks. The portfolio will not seek to take risks to systemic compliance in these areas.

3.4.7 The SBCD portfolio will accept risks that could result in short term adverse but will seek to avoid any longer-term exposure to adverse publicity.

3.4.8 There are five key aspects to addressing risk.

Tolerate	Agree that any further action to treat a risk is not cost effective or proportionate in relation to the current risk and decide to tolerate it as it is.
Treat	Implement cost effective measures to reduce or further control a risk to an acceptable level.
Transfer	Move the responsibility for risk or a specific component of risk to another party. This might be achieved through legislation, contract, insurance or other means.
Terminate	Choose an alternative solution or not to be involved in, or to withdraw from, an activity or opportunity because of the risk involved.
Take the opportunity	Actively take advantage of risk through realisation, enhancement and exploitation, where it is seen as an opportunity to gain benefit.
Monitor, review and report risks	Risk management should be thought of as an ongoing process and as such risks need to be reviewed regularly to ensure that prompt and appropriate action is taken to reduce their likelihood and/or impact. The Risk Register is used to monitor, track and review risks to become more proactive to provide solutions to problems that could have been anticipated.

3.5 Monitor, Review and Report Risks

3.5.1 Risk management should be thought of as an ongoing process and as such risks need to be reviewed regularly to ensure:

- Prompt and appropriate action is taken to reduce their probability and/or impact
- New risks are identified and evaluated
- Mitigating actions are in place to control the risk
- Risk management is effective
- The current risks still exist

3.5.2 The Risk Register is an important tool that forms an integral part of the SBCD Portfolio Risk Management Strategy and helps the PoMO document risks, track risks and address them through preventative controls and corrective measures.

3.5.3 Risk Register Template

Risk Theme	Ref	Title	Date Raised	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Original Control Actions	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Reported Change	Review Date
	SBCD001			C6 C14			4	3	12			3	3	9	↑ (2,3)	Jan-21

3.5.4 The Risk Register includes the following elements:

Risk Theme	SBCD Portfolio Risk Register defines risks associated to 1. Development 2. Implementation 3. Operational 4. Financial
Reference	A numerical identifier for each risk
Title	Summary of Risk
Date Raised	Date the risk was first identified
Category	The category to which the risk could impact (See 2.3)
Owner	Accountable point of contact for the risk
Risk Description	Description of the Risk, cause and Impact on the Portfolio
Inherent Probability	Assessed at the point of risk identification, how likely is it that the risk will occur prior to any mitigating action.
Inherent Impact	Assessed at the point of risk identification, how significant would the impact be if the risk were to occur prior to any mitigating action
Inherent Risk	The exposure arising from a specific risk before any action has been taken to manage it
Original control action	First steps to control the risk after being identified
Update/Control	Regular progress update / steps that are planned to mitigate the risk
Revised Probability	The probability of the risk occurring after mitigating action has taken place. This can deviate from the inherent probability depending on whether controls in place are taking effect. This can change month on month
Revised Impact	The impact if the risk occurs after mitigating action has taken place. This can deviate from the inherent impact depending on whether controls in place are taking effect. This can change month on month
Revised Risk	The exposure arising from a specific risk after action has been taken to manage it and making the assumption that the action is effective

3.5.5 The SBCD PoMO are responsible for creating, maintaining, reviewing and reporting on the Portfolio Risk Register. Frequency of review will be dependent on the circumstances and environment around the risks but will be a minimum of every three months. Risks rated Red will be subject to more detailed and frequent monitoring. Programme / project risks will be the responsibility of the allocated lead. These risks will be reported to the PoMO on a quarterly basis.

3.5.6 Portfolio risks will be reported on a quarterly basis to the SBCD governance structures and shared with Welsh and UK Governments on the same basis enabling senior managers and primary stakeholders to be more fully aware of the extent of the risks and progression being made to manage them.

4. Issues

4.1 Risks are events which can be anticipated, but when or how often they may happen is uncertain.

4.2 Issues are events which have happened or are known to be about to happen and thus their occurrence is certain.

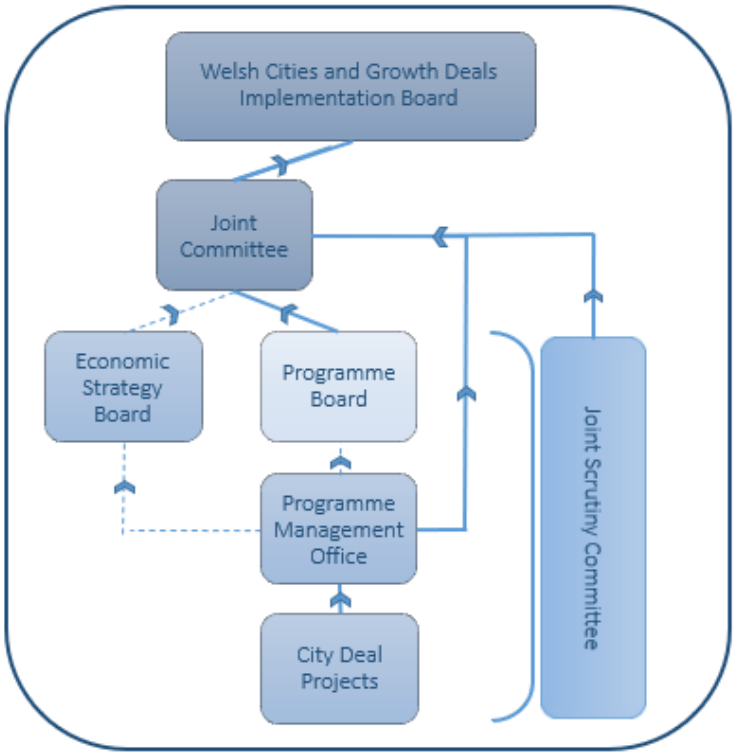
4.3 The urgency with which an issue must be addressed is potentially higher than that for a risk, (i.e. a threat or opportunity), because its occurrence is no longer subject to uncertainty. However, the information that needs to be recorded for the issue remains the same as for a risk, as does the way it is managed; identify and implement control actions, monitor and review to determine if further control actions are required, reporting, etc.

4.4 Issues will be captured, assessed and monitored via an Issues Log.

5. Governance

5.1 Governance Structure

5.1.1 To ensure risk management is effectively implemented, the PoMO are responsible for ensuring that an agreed approach is in place for adequate and effective risk management and control. All primary stakeholders should have a level of understanding of the SBCD risk management approach and regard risk management as part of their responsibilities. Staff and managers that are accountable for achieving an objective are accountable for managing risks to achieve the objective.



5.1.2 The SBCD governance and delivery structure, as outlined above is operational with established Terms of Reference, membership/post holders, and plans and processes in place to govern and deliver the SBCD portfolio.

5.2 Escalation of Risk

5.2.1 A key element to effective risk management is on-going vigilance and the communication and escalation of risk information to the appropriate management level. The reporting and escalation of risk within the SBCD portfolio is based on the Governance structure.

5.2.2 Risk escalation is based on the following key principles:

- Escalation process needs to be managed and have ownership. It is not sufficient to simply escalate a risk to the next management level. It is important that when a risk is escalated, it is reassessed as to its impact on the achievement of objectives at that next level.
- All SBCD staff are empowered to escalate. Importantly, escalation should not be seen as a failure. Escalation is a tool to ensure that risks that cannot be resolved at one level are relayed to the next level to ensure that every effort is made to mitigate the risk.
- Escalation needs to be timely. It is important that risks are escalated early and in good time to affect a resolution.
- Escalation should be documented. It is important that all risks are recorded, where appropriate, in risk registers. Any verbal escalation should be followed up with written or email documentation detailing the risk and retained.

5.2.3 Reasons for Risk escalation:

- The Probability and / or Impact scores of a risk when periodically assessed may increase significantly
- The probability and / or Impact scores of a risk when first identified is significant enough to warrant escalation immediately
- The scope of the risk may increase, (additional stakeholders included, range of causes and / or consequences increases)
- Existing controls not taking a positive effect
- Uncertainty as to what additional / amended controls to apply
- Budget / resources / staffing no longer sufficient to operate existing controls

5.2.4 Escalating risk does not always delegate the management of risk upwards. Risks can sometimes be de-escalated if risk owners feel there are appropriate resources to mitigate the risk at the lower level.

5.2.5 Once escalated, the next management level becomes alerted to the risk, reassesses the risk as to its impact on the achievement of objectives at that next level and takes appropriate action. This may mean:

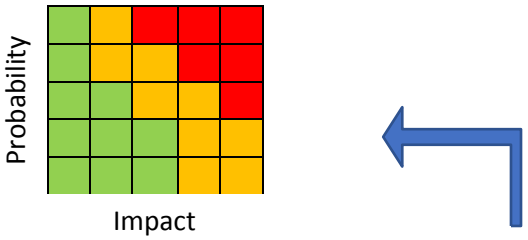
- Accepting risk at the higher level
- Changing the activity, or
- Adjusting the level of risk, they judge suitable for the level below to manage

5.2.6 In order to ensure that only those risks which truly require consideration for additional support are escalated, the following guidelines should apply:

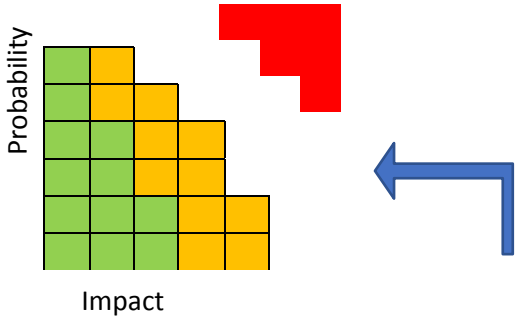
	Automatically		**Exceptionally**
Risk Score	Residual risk score of 20 or 25 And Score not expected to reduce without additional control actions being implemented	**OR**	Residual risk score of 15 or 16 And The risk owner does not have sufficient knowledge / resources to effectively manage the risk and do not expect the residual risk score to reduce without additional action

5.2.7 Risk escalation process

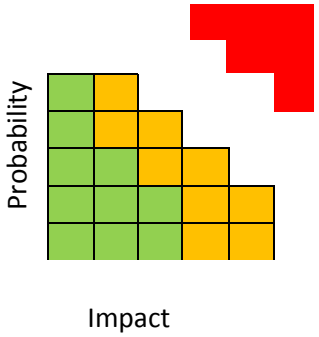
Level 0
Joint Committee
Welsh Cities & Growth Deals Implementation Board



Level 1
Joint Scrutiny Committee
Programme Board
Economic Strategy Board
SBCD Portfolio



Level 2
Programme
Project



5.3 Responsibilities

The following section details the key staff and groups involved in the SBCD Risk Management Strategy and their associated roles and responsibilities.

All SBCD related employees

- Manage day to day risks and opportunities effectively and report risk management concerns to their line managers
- Participate fully in risk workshops and action planning as appropriate
- Attend training and awareness sessions as appropriate

Risk Owners

- Ensure risks are clearly defined to make explicit the risk the cause and the impact that may arise
- Provide assurance that the risks for which they are the risk owner are being effectively managed.
- Ensure the controls that are in place to manage the risk are proportionate to the context and level of risk
- Confirm the existence and effectiveness of existing actions and ensuring that any further actions are implemented

Portfolio Director

- Ensure that effective risk management arrangements are in place to ensure the SBCD exposure is at an acceptable level
- Promote and demonstrate the behaviours and values that support well-informed and considered risk taking, while maintaining accountability
- Establish and monitor that clear, effective and proportionate governance is in place for all programmes and projects, including risk management
- Evaluate the adequacy of the risk management strategy and supporting documentation to achieve SBCD objectives
- evidence provided or in the depth or scope of the reviews undertaken
- Encourage open and frank conversations about risks, ensuring appropriate reporting and escalation as required
- Report to Joint Committee on a quarterly basis
- Report to Programme Board on key risks via PoMO Highlight report on a monthly basis and Quarterly Monitoring reports
- Report to Joint Scrutiny Committee on a two-monthly basis

Portfolio Management Office

- Provide a full toolkit of guidance and documentation to the SBCD portfolio including a reporting template risk register template, risk assessment matrix, guidance on categorisation of risks, reporting schedule and frequency of reporting
- Has overall accountability for the SBCD risk management process
- Constructively review the risks held on the portfolio risk register and holds regular risk workshops to identify new risks
- Provide adequate information in a timely manner to primary stakeholders and third parties on the status of risks and controls
- Identify gaps in control and/or over control, and provide the opportunity for continuous improvement
- Provide direction and guidance to programme and project leads to ensure consistency of reporting and recording risks and ensure appropriate action is being taken to mitigate risks

Programme / Project Leads

- Identify, assess and monitor risk appropriately document significant project or programme risks
- Where risks remain intolerable, these will be formally reported to the Portfolio Director for resolution
- Clearly identify risk ownership
- Ensure timely reporting of risks to the PoMO on a quarterly basis
- Record risk via the standardised risk template
- Report risks via programme / project board and host organisation

SBCD & Programme / Project Senior Responsible Owner (SRO)

- This applies to both portfolio and programme / project SRO
- To understand how the objectives of the SBCD and project / programme SRO may be affected by risks to the portfolio
- To escalate risks and issues to the Joint Committee chair
- Oversee portfolio director / project lead to monitor and control risks and issues
- To identify, understand and drive the successful mitigations of portfolio risks

Section 151 Officer (Chief Finance Officer) & Monitoring Officer

- Active involvement in all business decisions to ensure immediate and longer-term implications, opportunities and risks are fully considered

Accountable Body

- Carmarthenshire County Council is the Accountable Body responsible for discharging City Deal obligations for the four Local Authorities
- The Accountable body is the primary interface for the City Deal with the Welsh Government and the UK Government

Joint Committee

- The Joint Committee comprises the four local authority Leaders of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.
- The Joint Committee has ultimate responsibility and accountability for decisions taken in relation to the SBCD
- Have strategic responsibility for risk management as part of their responsibility for governing delivery of the SBCD
- To ensure that portfolio, programme and project risks are effectively identified and managed and that any impacts on SBCD portfolio that may follow implementation are reported and managed
- Report any risk impact to Joint Committee host organisations
- Continual review of portfolio risk register via quarterly updates by PoMO
- Understand that good risk management is a key part of the Member Authorities culture

Joint Scrutiny Committee

- The Joint Scrutiny Committee shall comprise of 12 members in total, 3 each from the 4 Constituent Authorities
- Provide a scrutiny function to ensure greater public accountability over decisions made by the Joint Committee and any of its sub-committees/related entities
- Provide advice, challenge and support to the Joint Committee on risk management
- Consider the implications of risks and provide relevant advice

Programme Board

- Programme Board will consist of the Chief Executives from each of the Councils or another officer nominated by the Chief Executive and accountable to the Joint Committee, the Programme Board prepare recommendations on the SBCD portfolio
- Support programme and project development
- To ensure that portfolio, programme and project risks are effectively identified and managed and that any impacts on SBCD portfolio that may follow implementation are reported and managed.
- consider the implications of risks and provide relevant advice
- Continual review of portfolio risk register via quarterly updates by PoMO
- Provide advice and guidance on key programme and project risks on a monthly basis via Highlight Report provided by the PoMO

Economic Strategy Board

- Reporting to the Joint Committee, the Economic Strategy Board is made up of representatives from the private sector in key City Deal themes including energy, life sciences, manufacturing and housing
- The Economic Strategy Board acts as the voice of business, providing strategic direction for the City Deal through advice including but not limited to risk management
- Monitor progress of SBCD portfolio risk register
- Provide independent assurance to the on the overall adequacy of the risk

Appendix 1 – Impact Criteria

Category	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Fundamental
Contractual	Barely noticeable reduction in scope/ quality / schedule	Minor reduction in scope / quality / schedule	Reduction in scope or quality, project objectives or schedule.	Significant reduction in ability to meet project objectives or schedule	Poor contractor management results in inability to meet project objectives.
Environmental	Activities with hardly any environmental risk or impact that are site specific	Activities with little environmental risk or impact that are site specific	Activities with moderate environmental risk or impact that are site specific	Activities with high environmental risk or impact that are site specific	Major incident
Financial	Damage, loss, (£< 1k)	Damage, loss, (£1- 10k)	Damage, loss, (£10- 100k).	Damage, loss, (£100k- 1m).	Damage, loss, (£>1m).
Health & Safety	Trivial injury(ies)	Minor injury(ies)	Major injury	Major injuries	Death(s)
IT	Interruption not impacting service delivery	Short-term interruption to service delivery	Interruption with unacceptable impact on service delivery	Sustained interruption to service delivery	Permanent loss of service delivery leading to knock on effects
Objectives	Barely noticeable reduction in scope / quality / schedule	Minor reduction in scope / quality / schedule	Reduction in scope or quality, project objectives or schedule	Significant reduction in ability to meet project objectives or schedule.	Inability to meet project objectives.
People/Soc ial	Complaints results in barely noticeable effect on scope / quality / schedule	Local media coverage with minor effect on scope / quality / schedule	Local media coverage with medium effect on scope / quality / schedule	National media coverage with significant reduction in scope / quality / schedule	International media coverage with inability to meet project objectives.
Physical / Assets	Damage, loss, theft (£< 1k)	Damage, loss, theft (£1-10k).	Damage, loss, theft (£10-100k)	Damage, loss, theft (£100k-1m).	Damage, loss, theft (£>1m).
Professional	Staffing / competence results in barely noticeable reduction in scope /quality / schedule	Staffing / competence results in minor reduction in scope / quality / schedule	Staffing / competence results in reduction in scope or quality, project objectives or schedule.	Staffing / competence results in significant reduction in ability to meet project objectives or schedule.	Staffing / competence results in inability to meet project objectives.
Projects	Minor internal threat to / from individual projects	Major internal threat to / from individual projects	Minor external threat to / from individual projects	Major external threat to / from individual projects	Stops work
Regulatory / Legal	Minor internal breach	Major internal breach	Minor external breach	Major external breach	Stops work
Reputation	Complaints	Local media	Regional media	National media	International media
Schedule / Timescales	<10% overrun	10% - 15% overrun	15% - 25% overrun	25% - 50% overrun	>50% overrun

Swansea Bay City Deal Portfolio Risk Register

Latest Assessment: January 2021

Risk Theme	Ref	Title	Date Raised	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Original Control Actions	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Reported Change	Next Review Date
Development	SBCD001	Competing priorities of partners	Mar-18	C6 C14	JC	There is a risk of competing priorities of partners causing City Deal issues not to be considered a priority and therefore sufficient resources are not dedicated resulting in potential otherwise unnecessary delays in delivery or achievement of outcomes.	4	3	12	Ensure partners are engaged fully from the outset and that the benefits and potential opportunities of the City Deal partnership, and their involvement are clearly articulated. Ensure opportunities for open and honest dialogue regarding competing pressures. Establish support mechanisms to assist partners with competing priorities to allow them to be as involved as possible. Set up annual meeting schedule to enable effective time management for all partners. Provide regular electronic updates and briefings inbetween meetings on progress / key issues	**14/05/20** Programme Business Case is under development with a June target. PMO also being established. Covid-19 risk assessment being undertaken with report for Programme Board and JC in June **01/10/20** Portfolio Business Case underwent WG Accounting Officer Review Sept 20 PMO staff recruited. Covid-19 risk assessment undertaken and reported to for Programme Board and JC in June. **04/01/21** Next iteration of the Portfolio Business Case due March 2021, good progress being made on review recommendations. Governance Boards receive a monthly Highlight Report covering programme / project progress and key risk, and a quarterly monitoring report that looks at key achievements the last 3 months, key activity the next 3 months, main rsks and in addition is supplemented with the Portfolio Risk Register, Covid Impact Assessment, Integration, Assurance and Approval Plan, AOR Action Plan progress and financial analysis report.	2	3	6	↓ (3,3)	Apr-21
Implementation	SBCD004	Delay in development of Programme / Project business cases	Mar-18	C11 C14	PoMO / Delivery Lead	Risk of delay in development of business cases causing delay inprogramme / project start dates. Depending on critical timescale could impactprogramme / projects ability to deliver proposed outcomes resulting in a potential knock on affect for other projects ability to deliver and achieve outcome	5	3	15	Itterative review of draft business cases. Open and frequent dialogue between delivery lead and regional project lead authority (RPAL).	**14/05/20** Development of business plans on-going. HAPS due for consideration at JC in June. New digital infrastructure project mangager in place.. **01/10/20** All BC's being actively worked on to be completed by end Dec 2020. See below. External consultants being used to align BC's to BBC guidance and Green Book PMO supporting PL's to develop Cases within the BBC structure. Projects using external consultants to develop BCs and strengthen economic and financial appraisals. HAPS regionally approved at June JC. PDM approved by Govts in June. Digital infrastructure and Pentre Awel BC's undergoing regional approval process **04/01/21** Changes to the HAPS Business Case implemented and being presented to JC / PB January.Changes to Low Carbon Business Case due to be presented to PB March2nd. Skills and Talent Economic Case has been reviewed by the PoMO,with all sections of the Business Case due to be in draft by end of February. All other BC's progressing with the support of the PoMO.	2	2	4	↔	Apr-21
Implementation	SBCD005	Delay in approval of Programme / Project business cases	Mar-18	C11	PoMO / JC / Govs	Risk of delay in approval of Business cases which depending on critical timescale could impact projects ability to deliver proposed outcomes, resulting in potential knock on affect for other projects ability to deliver and achieve outcomes.	3	4	12	Ensure JCA is completed and agreed. Identify robust regional review process / structure. Ensure project authority leads have early sight of relevant business cases. Iterative process with governments to enable them to review early drafts to mimimise the amount of review required for final version. Develop and agreed process and timescale for final business case review with Governments.	**14/05/20** Liaison with WG Integrated Assurance Hub (IAH) on-going. IAAP being developed. PAR reviews for all projects to be undertaken. Programme Business Case being developed for June target. **01/10/20** Liaison with WG Integrated Assurance Hub (IAH) on-going. IAAP being developed. HAPS / SICG/ Pentre Awel and Portfolio Business Cases have undergone Gateway reviews SBCD have submitted updates to the funding award conditions. The updates will considered as part of the Portfolio AOR process 7th October 2020. **04/01/21** Pentre Awel and Digital Infrastructure Business Case presented and approved at SBCD Governance Boards. Submitted for Ministerial approval and awaiting feedback.	3	3	9	↔	Apr-21
Implementation	SBCD006	Portfolio / Programme / Project Business cases not approved	Mar-18	C3 C11	PoMO / Delivery Lead / W/UK Governm ent	Risk of Business Cases not being approved due to lack of engagementt / direction from authorities resulting in project failure	3	5	15	Ensure regional project authority lead is fully involved in the development of the business case and has early sight of relevant business cases. Provide Councils with project briefings where appropriate.	. **14/05/20** HAPS being considered by JC in June. PMO making significant progress on realising terms and conditions that will enable further projects to be considered by both governments. IAAP under development to provide further assurance **01/10/20.** SBCD governance and assurance processes are maturing to better support the development of robust BC's. Project Leads engage with Govt officials and stakeholders to ensure BC alignment to policy, strategy and priorities. **04/01/21** Change over of Government officials in the Welsh Office for UK Government. PoMO engaging with them. Workshops held with PoMO and Programme / Project Leads to run though BC when ministerial approval is sought and provide assurance on recommendations resulting from PAR reviews. Portfolio Business Case being revised, PoMO engaging with Welsh Government on the AOR process providing regular progress updates to recommendations.	3	3	9	↔	Apr-21
Implementation	SBCD008	Change in project scope pre-business case approval	Mar-18	C11 C6	Delivery lead	Risk of change in project scope due to no longer requiing same amount of funding causing the project to no longer achieve the necessary outcomes required for City Deal funding resulting in Project not being approved and therefore unable to proceed as planned..	4	4	16	Continuous dialogue with delivery leads and RO during business case development to ensure consistency with origional scope in terms of alignment to overarching aims and objectives of the deal. Itterative process of business case review by governments enabling early identification of concerns to be raised and rectified. Where changes in scope are identified close working with RO, regional project authority lead and delivery lead to ensure that changes do not compromise the proposed outcomes / outputs of the original project and that revised project scope still achieves overall programme aims and objectiives	**14/05/20** Programme Business Case under development for June target. Projects being assessed to gauge impact of Covid-19.. **01/10/20** Portfolio Business Case under development following AOR. Projects being assessed to gauge impact of Covid-19. HAPS & SILC BC's being updated following PARs **04/01/21** Portflio review recommendations progressing, next iteration of the Business Case due 31st March 2021. DigitalInfrastructure and Pentre Awel Business Cases awaiting Ministerial approval. Changes to HAPS BC due to be presented at January PB.	3	3	9	↔	Apr-21
Implementation	SBCD010	Cancellation of meetings (added April 2019)	Apr-19	C14 C11 C6	JC / PB / ESB / PoMO	Risk of Board meetings being cancelled causing implications in signing off documentation including business cases, implementation of review recommendations and key underpinning tasks resulting in delays in delivery.	3	3	9		**31/01/20** Monthly meetings of ESB and Joint Committee now taking place at the same venue and on the same day. Programme Board meetings precede these meetings by a fortnight. Meetings of Joint Scrutiny Committee take place throughout the City Region every two month **14/05/20** City Deal governance meetings currently being arranged digitally. **01/10/20** COVID-19 affecting personnel availability. City Deal governance meetings currently being arranged digitally **04/01/21** Meetings continue to go ahead digitally. Delegate list established to ensure members have a suitable representative to attend in their absence.	3	3	9	↔	Apr-21

Operational	SBCD011	Withdrawal of Local Authority Partner	Mar-18	C3 C6 C11	JC	Risk of withdrawal of Local Authority partner. Potential for projects to fall as lack of funding / borrowing available from the project lead authority. Loss of funding for regional projects and regional support structures. Potential need to reduce scale of regional projects and / or withdraw scheme from local authority area. Resulting in not achieving outcomes of City Deal.	3	5	15	Ensure JCA is agreed by all local authority partners and includes provisions for such a scenario.	**31/01/20** NPTC revised programme of projects approved by Joint Committee and will be imminently submittted to both governmenrs for final approval. NPTC anticipating JC consideration of HAPS project by the end of February, 2020. 14/05/20 HAPS being considered by JC in June. PMO making significant progress on realising terms and conditions that willl enable governments to consider all project submissions.. PAR reviews planned for projects. **01/10/20** Subject to approval of business cases by Govts, Local Authorities support the SBCD **04/01/21** Funding agreements are in the process of being developed with partners including Local Authorities and Lead deliverers and all form part of the JCA	2	3	6	↓ (2,4)	Apr-21
Operational	SBCD012	Withdrawal of other partner	Mar-18	C3 C6 C11	JC	Risk of withdrawal of other partner due to reduction in funding for regional support structures, potential impact on ability to achieve broader outcomes of City Deal re: improving public service delivery and other strategic regional functions	3	4	12	Develop arrangements with other partners who are not subject to the JCA to reflect provisions for withdrawal	**14/05/20** Campuses project meetings continuing digitally. Representation of all City Deal partners anticipated at digital governance meetings. **01/10/20** All Partners currently supportive of SBCD. Funding agreements should be signed with partners who have not signed up as part of the Joint Collaborative Agreement (i.e. universities and health boards).PoMO to review role of co-opt partners **04/01/21** Funding agreements are in the process of being developed with partners including Local Authorities and Lead deliverers and all form part of the JCA.	2	3	6	↑ (2,2)	Apr-21
Delivery	SBCD013	Slippage in delivery of programmes / projects against key milestones	Mar-18		JC	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 recouperation not accurately reflecting spend	3	4	12	Establish robust monitoring and evaluation framework to ensure programme and project delivery remains within agreed timescales and to ensure that all targeted project outputs and outcomes will be achieved. Regional Team in place to undertake monitoring role. Accountable Body/Section 151 officers will undertake programme level financial profiling to ensure borrowing and distribution of City Deal funding is reflective of programme delivery.	. **14/05/20** Assessment of COVID-19 impact currently underway. Programme Director in dialogue with Governments and stakeholders. **01/10/20** Assessment of COVID-19 impact currently underway to assess potential impact on development and delivery of projects. Programme Director in dialogue with Governments and stakeholders. HAPS approved by JC in June. Other BC's going through regional approval process. PMO making significant progress on realising terms and conditions that willl enable governments to consider all project submissions.. Gateway reviews planned for all projects. HAPS / SILCG / Pentre Awel and Portfolio BCs have completed Reviews **04/01/21** Covid-19 Impact Assessment is now a live document and updated quarterly to monitor programme / project development. Quarterly monitoring reports and monthly highlight reports in place and presented at JC / PB that looks at whether programmes / projects remain on target, and whether outcomes / outputs are achieved.	3	3	9	↓ (5,3)	Apr-21
Operational	SBCD014	Engagement and buy in of critical stakeholders	Mar-18	C13 C6	PoMO / Delivery Leads	Failure to engage relevant stakeholders including industry and private sector causing lack of support / engagement with City Deal and related projects resulting in City deal not achieving the anticipated long term change / outcomes. .	3	4	12	Employed dedicated communication and marketing officer. Establish dedicated communication group of key partners and project leads. Utilise different mediums and methods of communication to reach a range of audiences / stakeholders. Hold a variety of events appealing to a range of audiences. Work with project leads to identify targeted stakeholders and develop specific marketing tools for engagement with identified groups. Targeting of specific stakeholders on social media. Promotion and regular update of a cutting-edge City Deal website. Number of key partners already engaged. Ensure early and ongoing involvement through public events, procurement and supply events for example.	**14/05/20** COVID-19 restrictions have caused many planned engagement events including MIPIM to be postponed. On-ging digital engagement with business representative groups being maintained. Programme Director establishing contact with key stakeholders. **01/10/20** COVID-19 restrictions have caused many planned engagement events including MIPIM to be postponed. PoMO now prioritising financial affordability which includes the level of commitment from industry and private sector. Business Eng Mgr to actively work with PLs and ESB Chair and mebers to engage industry and private sector. On-going digital engagement with business representative groups being maintained. Programme Director has established contact with key stakeholders. Engegement with Interested parties being maintained digitally **04/01/21** Communications, Marketing and Engagement Plan presented at Programme Board and now a live document. Focus for next 3 months will be to extend SBCD engagement to further raise awareness of SBCD among immediate stakeholders for cascade within their organisations, as well as among regional businesses and residents. A website update is also imminent, along with continued communications to continue to raise the profile of the SBCD in the regional media and beyond, as well as in the specialist media. The SBCD social media presence will be strengthened and expanded, and bi-monthly newsletters will be circulated to key stakeholders and the regional business community.	3	3	9	↔	Apr-21
Operational	SBCD015	Initial Procurement exercises fail to benefit the local supply chain. Projects fail to implement Programme Procurement Principles.	Mar-18	C6 C7 C13	All	Risk of programmes/projects failing to implement programme management principles causing initial procurement exercises failing to benefit the local supply chain resulting in City Deal not achieving the anticipated long term change / outcomes. Lack of support / engagement with City Deal and related projects. Potential for negative publicity and loss of credibility.	3	5	15	Procurement Action Plan developed. Programme Procurement Principles drafted. Procurement Principles aligned to the WbFG Act. Industry engagement has identified key concerns/issues to be addressed in the Principles. Project Lead meetings planned with speakers on key topics of concern. Industry B2B events to be held. ESB/JC to endorse principles.	**14/05/20** City Deal procurement principles reconsidered by ESB and due for submission to Programme Board for approval in May 2020. Effectiveness of SCC meet the buyer events and appointment of regionally based sub-contractors being monitored. **01/10/20** City Deal procurement principles reconsidered by ESB and approved at September Programme Board. Principles. To be approved by JC In November 2020. PP's have been shared with Project Leads. Business Case text and checklist template being developed. Effectiveness of Swansea Digital District procurements being monitored. **04/01/21** Procurement principles approved by JC in November 2020. Procurement and community benefits reporting template has been developed and due to be submitted to PB / JC January / February 21 along with procurement procedure document.	3	4	12	↔	Apr-21
Operational	SBCD016	Negative media coverage	Mar-18	C13	PoMO	Risk of City Deal image being portrayed negatively to all stakeholders and consequently the opportunities afforded by the City Deal are not realised at all levels. Resulting in disengagement of industry, business and social stakeholders alike. Potential for further negative coverage from other media, given damage to City Deal reputation and the opportunity for follow-up questions / diary markers to scrutinise City Deal progress / previous statements.	3	4	12	Dedicatied communications officer in place to manage media enquiries, monitor all press releases, posts etc relatng to City Deal and develop appropriate response where necessary. Ensure regular press releases on positive news and progress. Further develop relationships with key journalists across the region Develop contacts with specialist publications and websites Regular, pro-active comms (press releases and social media) on City Deal milestones/updates/facts and good news stories. Inclusion of video and audio content to accompany press releases and social media posts, when appropriate Regular proactive comms updates to key identified stakeholders across the region Approved statements to be sent in response to media queries on deadline, accompanied by discussions with the reporter asking the question(s) Discussions with news editors/editors to try to influence the tone of coverage Approved press releases and statements to be sent to identified stakeholders in advance of online or offline publication City Deal news/updates to be regularly added to the City Deal website	**01/10/20** Continued positive City Deal media coverage on projects including the Swansea City & Waterfront Digital District. External review into the City Deal programme positively commented on communications planning, key messaging and the City Deal's strong virtual presence. The City Deal website is due for an imminent refresh to ensure continued accuracy and the comms & marketing officer is working closely with all SBCD projects to support communications in coming months. Direct communications with the regional business community will be enhanced when further projects are approved, further government funding draw-down is secured and procurement opportunities become available. Comms continues to partly focus on the City Deal being recognised as a key accelerator of economic recovery throughout the City Region, post Covid-19. **04/01//20** Considerable, widespread media coverage from Oct 1 to Dec 31, 2020. This comprised of 58 positive media articles in publications including Wales Online, the South Wales Evening Post, Business News Wales, Wales Business Insider, Wales 247 and regional media including the Llanelli Star, the Western Telegraph and the South Wales Guardian. Coverage was also secured in specialist energy and digital publications. Topics covered included the digital infrastructure programme, Pentre Awel, the indoor arena, the Swansea Bay Technology Centre, the expanded PoMO, the City Deal's procurement principles and a scheme in Swansea that could inform the detail of the Homes as Power Stations project. A City Deal/programmes and projects status interview took place in December 2020 between the Portfolio Director and Wales Online, leading to positive online and offline coverage. A City Deal newsletter was also circulated to hundreds of regional businesses and regional business representative organisations in December 2020. Social media reach throughout the three-month period included over 160 link clicks, 100 retweets, 250 likes and an average of 700 impressions a day on Twitter. On Facebook, there were over 2,000 video views, 551 post engagements and a reach of close to 7,000 users. The City Deal website will be updated in January 2020, along with the introduction of an Instagram account and the strengthening of a LinkedIn account. A downloadable e-brochure of portfolio projects and programmes is also planned	1	2	2	↓ (2,2)	Apr-21

Operational	SBCD017	Silo mentality / working	Mar-18	C13 C6	All	Risk of silo working due toprogrammes/ projects not making the cross connections and the whole system opportunity for change is not realised. Ambitions of the City Deal are not embedded into organisational aims and the transformational potentia of the deal is therefore not realised. Resulting in City Deal being viewed and delivered via status quo rather than challenging and positively transforming the delivery of industry and public services in the region	4	3	12	Regular project leads meetings to identify opportunities for cross project working. Digital Infrastructure and Skills and Talent projects to meet with other project leads on a 121 basis to ensure the cross cutting themes of skills and digital are incorporated into all project plans.	**31/01/20** As per previous update. Digital Infrastructure project manager also now in place, who will be closely liaising with all project leads. Key City Deal updates/press releases circulated to all members of Joint Committee for cascading down to project leads. Key partners included in all City Deal communications, includiing social media. **14/05/20** Programme Business Case under development, with June target. Enhanced collaboration and communication between PMO and project managers **01/10/20** Portfolio Business Case continues to be developed following AOR. Enhanced collaboration and communication between PoMO and project managers. Synergies across projects are being identified and activity to support joined-working eg Skills workshop with PL's, Digital Infrastructure with regional stakeholders and links between Pentre Awel & Campuses. **04/01/21** PoMO supporting Prog / proj leads in developing Business Cases. Regular Team meeting held fortnightly to share progress and latest developments. Meetings between PoMO and prog / proj leads to provide guidance and assurance on progress of PAR recommendations. Meetings held with prog / proj leads and PoMO to support implementation of standardised risk registers and issues logs.Procurement Workshops in process between PoMO and prog / proj leads to support in development and reporting.	2	2	4	↓ (3,3)	Apr-21
Operational	SBCD018	Lack of alignment of communications between partners	Mar-18	C13 C6	PoMO	Risk of confused / inconsistent / unclear messages given out due to lack of alignment of communication between partners resulting potential negative media and social media coverage, undermining the City Deal brand and objectives	4	5	20	Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key comms officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issues promptly. Develop and maintain a protocol which requires partners to send press releases and statements to the City Deal Communications officer for consistency and awareness. Develop online portal for partners to access shared logos, statements, quotations etc for us in all City Deal comms.	**14/05/20** Regular engagement betweeen digital project and all other projects. Discussions between campuses project and life science & well-being development project on-going to establish synergy. Internal comms plan to be developed to enable better communication of key messaging between SBCD partners **01/10/20** Regular (fortnightly) PoMO and Project Leads meetings have been established. A new template for project highlight reports has been developed, which is shared with all Project Leads and SBCD governance groups. SBCD comms & marketing officer exploring innovative ways to further improve internal communications between partners and other stakeholders. **04/01/21** Monthly Highlight Reports are now circulated to prog / proj leads. Minutes of Programme Boards circulated to prog / proj leads. PoMO representative now sits on the prog / proj boards.	1	3	3	↔	Apr-21
Operational	SBCD019	Change in project scope post-business case approval	Mar-18	C11 C6	Delivery lead	Risk that project no longer requires same amount of fundin due to change in project scope post business case approval. Project no longer achieves the necessary outcomes required for City Deal funding resulting in project not being approved and therefore unable to proceed / proceed as planned.	4	4	16	Establish robust project monitoring and evaluation to ensure project remains on track to deliver scope outlined in appropved business case and overarching aims of the City Deal in terms of growth and jobs.	**31/01/20** High-level monitoring and evaluation plan being developed, along with a Programme Plan and an Integrated Assurance and Approval Plan. Terms and conditions atttached to the release of the first £18 million of City Deal funding have been met. **14/05/20** Programme Business Case and Monitoring & Evaluation Plan under development for June target. Covid-19 impact assessment being completed **01/10/20** Programme Business Case and Monitoring & Evaluation Plan continue to be developed following AOR. Discussions with PDM being monitored Project level Covid-19 impact assessments being updated. PoMO will introduce change control between Projects and Portfolio and define risk appetite and tolerance within the risk management strategy **04/01/21** Portflio review recommendations progressing, next iteration of the Business Case due 31st March 2021. Digital Infrastructure and Pentre Awel Business Cases awaiting Ministerial approval. Changes to HAPS BC due to be presented at January PB. Risk Sttrategy signed off at JC and rolled out to all prog / proj leads. Change Control process due to be submitted to PB January 21.	4	3	12	↔	Apr-21
Operational	SBCD020	Failure to establish a robust baseline	Mar-18	C6	Delivery leads / PoMO	Risk of failing to establish a robust baseline resulting in Inaccurate measuring of impacts of city deal.	3	4	12	Initial impact assessment undertaken to identify headline impacts of the city deal. Need to further develop this to capture the full range baseline indicators that will demonstrate the impact of the city deal	**14/05/20** Programme Business Case being developed, along with monitoring and evaiuation plan. Gateway review for programme also planned. **01/10/20** AOR process has identified this as a priority. The PoMO work with WG to identify baseline targets and timescales and will cascade these to projects. Pomo will procure consultants to help with the identification of baselines and periodic valuations. Programme monitoring and evaluation plan being developed. **04/01/21** PoMO continue to work qith Welsh Government. Good progress being made on AOR recommendations. Risk to remain open until next iteration of Business Case is due 31st March 2021.	2	2	4	↑ (2,2)	Apr-21
Operational	SBCD021	Government policies and legislation	Sep-20	C6		Lack of robust measures to governance policies and legislation can lead to failure to protect the stakeholders, staff and public funds associated with the City Deal and result in legal challenge, reputational damage and threat to SBCD portfolio delivery	3	3	9	Governance arrangements need to be strengthened further in terms of documenting the risk management methodology and risk appetite, an information sharing protocol, counter fraud procedures, due diligence and anti-money laundering arrangements, and recording of declarations of interest/gifts and hospitality for all Senior Officers and Members	**30/09/20** Risk appitite and managemernt detailed within programme business case. Counter fraud and moneylaundering policy in development. Central database for declerations of interest implemented but requires updating **01/10/20** Risk appitite and managemernt detailed within portfolio business case. Counter fraud and moneylaundering policy in development. Central database for declerations of interest implemented but requires updating. **04/01/21** Portfolio Business Case currently being revised, next iteration due March 2021 which will align with policy and legislation.	2	2	4	↓ (3,2)	Apr-21
Operational	SBCD022	Political Changes	Oct-20	C9	All	Changes in Local, Regional or National Government may impact the approach, development and delivery of the SBCD resulting in new ways of working which may impair the current portfolio	3	3	9		**10/12/2020** Acknowledgement that the next Senedd election is due to be held 6th May 2021	3	3	9		Apr-21
Financial	SBCD023	Failure to achieve full funding package	Mar-18	C3	All	Risk of failing to achieve the full funding package resulting in project potentially unable to deliver or to deliver full scale of anticipated project outcomes	3	5	15	Early engagement with all funders to develop strong relationships. Robust financial planning and clear outline of interdependencies of funding in the business case, ensuring that fundamental aspects of the project are funded through most secure funding sources. Timely review and approval of five case business plan. Effective and timely procurement activity. Establishment of robust contracts. Ongoing dialogue to resolve issues relating to revenue funding.	**14/05/20** Programme Business Case being developed for June target. Discussions on-going with Welsh Government and other key stakeholders. **01/10/20** Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met. Progress will be monitored quarterly via the reporting, monitoring and evaluation process. Financial affordability plans detailing the funding streams and the level of commitment will be detailed at project level. Funding agreement being developed, ongoing discussions between Accountable Body and Project Authroity Leads to agree funding contitions. **11/01/2021** A standard quarterly monitoring has been developed further on discussion with WG. This will be updated quartelty with the Portfolio Business Case being updated annually. Funding aggrment has been formally updated and approved under the delegated authroity by MO and S151. Funding agreements will be engaged over the comming months as project develop	3	4	12	↔	Apr-21
Financial	SBCD024	Failure to identify / secure revenue funding	Mar-18	C3 C6 C11 C14	Accountable Body	Risk of failing to identify / secure revenue funding resulting in four projects, including one regional project, unable to proceed.	5	5	25	Ongoing dialogue with governments to identify potential solutions including discussions on Capitalisation Direction. Projects with revenue element encouraged to explore alternative funding streams to support revenue elements.	**14/05/20** WG confirmation that LAs can be flexible with capital receipts. Discussions with partners on-going **01/10/20** WG confirmation that LAs can be flexible with capital receipts. Discussions with partners on-going. Progress will be monitored quarterly via the finacial reporting, monitoring and evaluation process	3	5	15	↔	Apr-21

Financial	SBCD025	Failure to agree NNDR (rates retention) flexibility	Mar-18	C3	Accountable Body	Risk of failing to agree NNDR (Rates Retention) flexibilityresulting in Local authorities unable to borrow required amount for projects	4	5	20	Ongoing dialogue with government to explore opportunities for rate retention	**31/01/20** Discussions on-going with WG **14/05/20** In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought. **01/10/20** In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body **11/01/2021** In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body.	3	3	9	↓ (2,5)	Apr-21
Financial	SBCD026	Private sector funding contribution/s not in line with initial business case projections	Mar-18	C3	Delivery Lead	Risk that Provate sector funding / contributions isnot in line with initil business case projects resulting in overall impact of the City Deal not being realised. Project cannot deliver full scheme. Project is unsustainable	5	5	25	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	**31/01/20** Private sector contributions need to be evidenced in all project business cases, which need approval from UKG and WG before release of funds **14/05/20** Quarterly financial monitoring now in place with report to Programme Board and JC in June. Private sector contributions evidenced in project business cases. Covid-19 impact assessment with project leads for completion. **01/10/20** Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met **11/01/2021** This is an inherant risk within the SBCD and will be monitored quarterly.	3	4	12	↔	Apr-21
Financial	SBCD027	EU match funding contributions not in line with initial business case projections	Mar-18	C3	Delivery Lead	Risk that EU match funding contributions not in line with initial business case projectionsresulting in overall impact of the City Deal not being realised. Project cannot deliver full scheme. Project is unsustainable	5	5	25	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	**31/01/20** Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also due for imminent submission. **14/05/20** PDM business case formally submitted to both Governments. NPT revised programme also submitted. Awaiting update from WEFO on EU funding timescales as a result of Covid -19 **01/10/20** Ongoing discussions between partners and WEFO to agree commitment of EU match funding due to imminent deadlines. Progress will be monitored quarterly via the reporting, monitoring and evaluation process. **11/01/2021** WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023 Pembroke Dock Marine - December 2023	3	4	12	↔	Apr-21
Financial	SBCD028	Timeframe for end of current EU funding programmes	Mar-18	C3	All	Risk of not being able to deliver full funding package at both project and programme level due to time constraints.	3	3	9	Early dialogue with all funders including Governments and WEFO. Project lead to accelerate business case development	**31/01/20** Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also due for imminent submission. **14/05/20** PDM business case formally submitted to both Governments. NPT revised programme (SILCG) also submitted **01/10/20** Ongoing discussions between partners and WEFO to agree commitment of EU match funding due to imminent deadlines. Progress will be monitored quarterly via the reporting, monitoring and evaluation process **11/01/2021** WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023	4	4	16	↔	Apr-21
Financial	SBCD029	Project authority lead unable to borrow amount required to frontload project	Mar-18	C3 C6	LA's	Risk that Project authority lead unable to borrow amount required to frontload project projects unable to go ahead	3	5	15	Project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and project lead authority to develop expediture forecast as accurately as possible. Delivery lead to inform project lead authority of any changes to financial profile. Section 151 officer group to look at schedule of repayment of City Deal funding for consideration and agreement by Joint Committee.	**14/05/20** Agreement in place, enabling LAs to borrow from the SBCD programme **01/10/20** Agreement in place, enabling LAs to borrow from the SBCD programme. Borrowing will be managed locally by Local Authorities **11/01/2021** Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement.	2	3	6	↔	Apr-21
Financial	SBCD030	Regional project authority lead unable to borrow amount required to frontload regional project funding	Mar-18	C3 C6	LA's	Risk that Regional project authority lead unable to borrow amount required to frontload regional project funding resulting in project potentially unable to delivery or unable to deliver across the whole region.	3	5	15	Regional project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and regional project lead authority to develop expediture forecast as accurately as possible. Delivery lead to inform regional project delivery lead of any changes in financial profile. Section 151 officer group to look at proportional borrowing, repayment and benefit / impact of regional projects for each local authority area.	**14/05/20** JCA signed by all four regiona LAs, outlining commitment to regional projects. Details of regional LA obligations outlined in regional full business cases **01/10/20** JCA signed by all four regional LAs, outlining commitment to regional projects. Details of regional LA obligations outlined in regional full business cases. Ongoing discussions with projects on how funding will raised **11/01/2021** Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement.	2	2	4	↔	Apr-21

Risk Group	Risk Ref	Date Closed	Risk Title	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review update
Development	SBCD030	31/01/20	Delay in establishment of ESB	C14	JC / UKG & WG	Formal governance structure incomplete. Unable to begin formal review of business cases. Lost opportunity of private sector direct involvement to inform and assist in the wider economic development of the SBCD Region.	4	5	9	Recruitment process agreed with UK & Welsh Government. Early and frequent communication re: regional decisions / recommendations	3	5		ESB Chair and membership approved at first formal Joint Committee meeting on 31st August 2018. Introductory session held on 19th September to assist members in their new role. Future meeting dates for the next 12 months set in advance, with scheduled frequency of ESB meetings increased to a monthly basis (or more frequently as required) to establish momentum in anticipation of a number of business cases coming forward.	1	1			
Development	SBCD031	14/05/20	Delay in approval of JCA	C6 C14	All	Unable to formally establish governance structures. Unable to draw down city deal funding. Unable to sign off project business cases. Risk of withdrawal of local authority / other partner from City Deal (see risks below)	3	5	8	Local authority legal and financial working group established and meeting regularly with contractors to ensure agreement reflects requirements of all parties. Regular updates to Joint Committee and drafts regularly submitted to Joint Committee and Governments for review.	2	5		JCA formally approved by each of the four local authorities at meetings of the full Councils in June and July. JCA endorsed by JC at first formal meeting on 31st August 2018	1	1			
Development	SBCD032	31/01/20	Delay in approval of Implementation Plan	C6 C14	RO	Delay in overall mobilisation and delivery of City Deal programme and agreement of formal Joint Committee work programme.	3	3	6	IP drafted by RO. Review of draft versions IP by both Govs and speedy iterative process have enabled final version. IP on agenda for sign-off at first formal JC meeting anticipated end of Summer 18.	2	3		IP signed off in principle at the first JC on 31st August 2018. Final IP to be reviewed and endorsed by JC at next meeting following approval by UK and Welsh Government	1	1			
Implementation	SBCD009	21/10/20	Swansea University withdraw from programme (added January 2019)	C6, C10, C11, C14	Project leads	Risk of Swansea University withdrawing from the programme. Projects unable to deliver at alll or to full scope as detailed in heads of terms resulting in not being able to achieve intended programme outputs and outcomes	3	5	15	31/01/20 Continued senior Swansea University representation at Joint Committee. Swansea University working on a business case for the Campuses project. Building on the Steel and Metals Science Institute at Swansea University, the National and Steel and Innovation Centre forms part of NPT's revised programme of projects (Supporting Innovation and Low Carbon Growth) 14/05/20 Campuses project meetings continuing remotely. 01/10/20 Swansea University is engaged with Pentre Awel and is leading the development of the Campuses project.	2	2	4						
Implementation	SBCD003	11/12/20	Slippage in delivery of portfolio	C6 C14	JC	Risk of City Deal not achieving the outcomes intended within the timescales agreed. Borrowing and recouperation does not accurately reflect spend resulting in slippage in delivery of the portfolio	4	4	16	Establish robust monitoring and evaluation framework to ensure programme and project delivery remains within agreed timescales and to ensure that all targeted project outputs and outcomes will be achieved. Regional Team in place to undertake monitoring role. Accountable Body/Section 151 officers will undertake programme level financial profiling to ensure borrowing and distribution of City Deal funding is reflective of programme delivery.	3	3	9	31/01/20 Implementation of all Actica and internal reviews making significant progress. New Programme Director appointed, who will start in post on March 2, 2020. Specialist advisers to ESB appointed 14/05/20 Implementation of all Actica and internal reviews making significant progress. This includes the development of an Integrated Assurance and Approval Plan (IAAP) and a planned Gateway review for the City Deal programme. Potential Covid-19 impact is being assessed with project leads and stakeholders. 01/10/20 Implementation of all Actica, internal and external reviews to be reviewed by UKG & WG 7th Oct 2020. Integrated Assurance and Approval Plan (IAAP) has been developed and approved by WG . Gateway review for the City Deal portfolio and HAPS/SILCG / Pentre Awel undertaken. Covid-19 impact is being assessed with project leads and stakeholders. 04/01/21 Monitoring & Evaluation Plan in place, quarterley monitoring report established and presented to JC / PB quarterley updating on key achievements, prog / proj risk and outputs / outcomes. IAAP developed and now a live document for Portfolio and Prog / Proj level. Risk moved to closed, further updates to be picked up in Risk ID 013 dor delivery phase.					
Development	SBCD002	18/12/20	Stakeholders misunderstand the objectives / benefits / purpose of the City Deal	C13 C6	PoMO	Risk that Stakeholders misunderstand the objectives / benefits / purpose of the City Deal showing lack of support and disengagement caused by inaccurate understanding from the offset .Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives	3	3	9	Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key comms officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issues promptly. Regular proactive comms and marketing of the City Deal keeping stakeholders up to date with activities, coverage and outcomes.	2	2	4	31/01/20 Significant media coverage on the release of the first £18 million of SBCD funding, the submission of the PDM project to both governments for approval, the submission of the revised NPT programme to both governments for approval, and the appointment of the new SBCD Programme Director. Regular, impactful social media activity on-going, and e-newsletter for the regional business comminity due for imminent distribution. Comms, marketing and business engagement on-going. 14/05/20 Programme Business Case and Monitoring & Evaluation Plan under development. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business comminuity 01/10/20 Funding Agreements now better reflect the three categories of deliverables: Project Ouputs, Outcomes and impact. Portfolio business case has been updated to reflect objectives and benefits of SBCD. Continued City Deal digital communications and enagagement with the media and other stakeholders, including the business community. 17/12/20 All primary stakeholders now fully engaged. Risk closed. Any risk associated with the wider stakeholder group to be picked up under Risk					
Implementation	SBCD007	04/01/21	Programme / Project infrastructure fails to meet its objectives	C13 C6	JC / Delivery Leads	Risk of programmes / projects infrastructure fails to meet itsobjectives causing City Deal to not achieve the anticipated long term change / outcomes andprogrammes / projects do not secure long term sustainability. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives	3	4	12	Employ dedicated business engagement officer to work with projects and industry. Host several industry targeted events / engagement opporutnities to ensure business community are clear of the opportunities to engage in the City Deal and its legacy. Esnure clear and consistent communications with industry / buesiness forums about City Deal opportunities and potential for industry. This should include phonecalls, e-marketing, face-to-face meetings, newsletters and social media. Engage with organisations that are representative of the business community and have extensive contact networks that can be used to raise awareness.Tailored communications targeted at specialist business/property media	2	2		**31/01/20** Regular City Deal attendance of businesss events throughout the City Region and beyond to raise awareness of the City Deal. Tailored e-newsletter, giving City Deal updates to the regional business community, City Deal articles in specialist media. Growing City Deal social media platforms, attracting the interest of the business community. City Deal attendance at MIPIM 2020 to raise the profile of City Deal projects and further investment opportunities in SW Wales. City Deal represented in online and offline MIPIM 2020 promotional materials. **14/05/20** E-newsletter distributed to the regional business community at the start of March. Communications and business engagement on-going remotely, despite Covid-19. This has included discussions with groups including Swansea Bay Business Club, CBI and the South Wales Chamber of Commerce. MIPIM 2020 and other business engagement events postponed due to Covid-19. **01/10/20** See previous **04/01/21** Mitigation is covered within other risks in the register.					

Risk Group	Risk Ref	Date Closed	Risk Title	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date
Development	SBCD030	31/01/20	Delay in establishment of ESB				01.Jan.19	As previous update	1	1		15.Apr.19	This risk is no longer live and will be removed from future updates.	-	-		01 Jul.19	This risk is no longer live and will be removed from future updates.	-	-		21 Oct 19	This risk is no longer live and will be removed from future updates.	-	-		31 Jan 20
Development	SBCD031	14/05/20	Delay in approval of JCA				01.Jan.19	As previous update	1	1		15.Apr.19	Further to the findings and recommendations of the two SBCD reviews changes to the JCA will be required. The full scale and requirements of the changes are currently being assessed but will require approval by the Joint Committe, UK and Welsh Government and could require re-submission to the four Councils. This may delay approvals of forthcoming projects.	3	2		01 Jul.19	Further to the findings and recommendations of the two SBCD reviews changes to the JCA will be required. A draft of the revised JCA will be considered by Proramme Board and recommendations made to the Joint Committee in July 2019. The approved revised JCA will then need to be approved by the UK and Welsh Government. This may delay approvals of forthcoming projects.	3	2		21 Oct 19	Revised JCA has been approved by Joint Committee and all four regional LAs. The revised JCA has also been sent to both Governments for information.	1	1		31 Jan 20
Development	SBCD032	31/01/20	Delay in approval of Implementation Plan				01.Jan.19	IP signed off in principle at the first JC on 31st August 2018. IP will need to be reviewed in light of / following programme review due to be completed in Jan 2019.	5	4		15.Apr.19	Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a "live" document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2		01 Jul.19	Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a "live" document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2		21 Oct 19	Regional Office is working on a revised Implementation Plan for submission to Joint Committee for decision.	2	2		31 Jan 20
Implementation	SBCD009	21/10/20	Swansea University withdraw from programme (added January 2019)																								
Implementation	SBCD003	11/12/20	Slippage in delivery of portfolio																								
Development	SBCD002	18/12/20	Stakeholders misunderstand the objectives / benefits / purpose of the City Deal																								
Implementation	SBCD007	04/01/21	Programme / Project infrastructure fails to meet its objectives																								

Risk Group	Risk Ref	Date Closed	Risk Title	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/ Control Actions	
Development	SBCD030	31/01/20	Delay in establishment of ESB	Two new specialist advisers have been appointed to assist the Economic Strategy Board , representing the sectors of micro business and skills & talent	1	1		14 May 20	ESB and specialist advisors in place. Risk can be removed.						
Development	SBCD031	14/05/20	Delay in approval of JCA	As per previous update +AS5:AX9	1	1		14 May 20	No longer a Risk can be removed, given the updated JCA's approval.	1	1			Risk eliminated. JC is in place and will continue to monitor fitness for purpose	
Development	SBCD032	31/01/20	Delay in approval of Implementation Plan	Implementation Plan approved at Joint Committee on January 28th, 2020. The Implementation Plan, however, is a live document that will continue to evolve with time.	1	1		14 May 20	This is a live document that will continue to be updated, with annual report to JC.	1	1			n Plan approved by JC in July 20 Now supercede d by	
Implementation	SBCD009	21/10/20	Swansea University withdraw from programme (added January 2019)												
Implementation	SBCD003	11/12/20	Slippage in delivery of portfolio												
Development	SBCD002	18/12/20	Stakeholders misunderstand the objectives / benefits / purpose of the City Deal												
Implementation	SBCD007	04/01/21	Programme / Project infrastructure fails to meet its objectives												

Swansea Bay City Deal Programme Risk Register - Categories

The Swansea Bay City Deal programme risk register captures and monitors key programme level risks to the delivery of the City Deal and achievement of its aims and objectives. It will be monitored by Joint Committee and Programme Board via circulation prior to each meeting and issues tabled for discussion as necessary.

Category	Ref. No	Description
Contractual	C1	Ineffective use or management of contacts leads to increased costs
Environmental	C2	Environmental incidents
Financial	C3	Financial risks facing the Councils
Health & Safety	C4	Harm to employees / public
IT	C5	Failure of systems / cyber attack
Objectives	C6	Threat to achieveing programme objectives
People / Social	C7	Threat to / from society / groups / public
Physical / Assets	C8	Damage to organisational property
Political	C9	Adverse actions caused by changes in local, regional or national governments
Professional	C10	Lack or loss of qualified employees
Projects	C11	Threat to / from individual projects
Regulatory / Legal	C12	Changes to regulations / law
Reputation	C13	Negative publicity
Schedule / Timescales	C14	Threats to timelines / critical path(s)

Swansea Bay City Deal Programme Risk Register - Scoring

Risk Assessment Matrix		Impact				
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Fundamental (5)
Probability	Almost Certain (5)					
	Likely (4)					
	Possible (3)					
	Unlikely (2)					
	Extremely Unlikely (1)					

Status	Management action required
Comfortable	The Joint Committee and Programme Board accepts the level of risk presented as within its' comfort zone
Manageable	The Joint Committee and Programme Board accepts the level of risk presented, subject to suitable and effective risk controls being in place, working and evidenced
Unacceptable	Risks at this level may be accepted, subject to approval of Joint Committee and Programme Board, based on rigorous control measures and regular evidenced reporting of control effectiveness by SBCD PoMo

		Percentage	Description
Probability	Almost Certain (5)	> 80%	Will occur in most circumstances
	Likely (4)	51 - 80%	Stong possibility
	Possible (3)	26 - 50%	Reasonable chance of occurring - has occurred before on occasion
	Unlikely (2)	10 - 25%	Unlikely to occur but potential definitely exists
	Extremely Unlikely (1)	<10%	Will only occur in exceptional circumstances

Impact	Insignificant (1)	No impact on programme success - minimal delay or interruption. No adverse interest from the media / stakeholder groups
	Minor (2)	Little impact on ability to deliver. Adverse comments confined to local media / stakeholder groups
	Moderate (3)	Moderate impact on the success of programme.
	Major (4)	Potential to damage success of programme and prevent achievement of key outputs / outcomes. Significant delays or changes to programme occur as a result of risk being realised. Adverse comments
	Fundamental (5)	Potential to prevent programme from delivering at all. Prevent outputs / outcomes from being achieved. Adverse comments from national press / stakeholder groups.

SBCD Portfolio Issues Log

Programme / Project Name	Portfolio Management Office
Director / Programme / Project Lead Name	Jonathan Burnes
Last Updated	Feb-21

ID	Risk ID (if apllicable)	Date Identified	Status	Priority	Issue Description	Owner	Escalation Needed (Y/N)?	Impact	Original Action	Follow-on actions & Final Resolution
SBCD001		19/11/20	Work in progress	Medium	PoMO requires thorough knowledge of the programme / project progression. Expectations and requirements could result in difficulties for the project leads to provide reports at the frequency and quality required.	PoMO	N	Potentially seen as micromanagement, which could negatively impact the work culture	19/11/20 - Reporting schedule has been developed and sent to SBCD Portfolio giving a 6 month preview on what information is required and by when Seeking clarity for Welsh / UK Government on reporting requirements	16/02/21 PoMO hold 1-1 meetings with programme / project leads to gather information that feeds into monthly reports / quarterly monitoring reports and review financials A status update will be provided by PoMO in future quarterly reports to provide assurance on information provided by the programme / project leads A representative from the PoMO will sit on the programme / project boards PoMO will review current documentation / templates in place to ensure fit for purpose
SBCD002		19/11/20	Work in progress	Medium	Resistance to adopt a common approach and standardisation of portfolio / programme management across SBCD portfolio	PoMO	N	Inconsistency of reporting, programme / project delivery and lack of co-ordination and joining up of opportunities and risks	19/11/20 - Risk Registers and Issues Logs have been standardised and rolled out across SBCD Portfolio. Programme Development Manager in post to aid with a consistent approch to Business Case submission and updates via Governance Boards TOR template standardised and shared with prog / proj leads	16/02/21 PoMO have good working relationships with the programme / project leads Further templates / procedures have been developed and rolled out across the portfolio such as IAAP, community benefits, change control. Status reduced from High to medium. Remains medium as here are further developments to be made PoMO will introduce a central ducument repository so access to templates / procedures is to hand

SBCD003		19/11/20	Work in progress	Medium	Attendance of Governance Board members and sending representations from their organisations that may not be as familiar wih the SBCD.	Governance Boards	Y	Contributions maybe limited from all key stakeholders and representatives from their organisations which may lead to less informed decisions and discussion. Ability to make a decision maybe impacted if the correct level of representation is not in place.	19/11/20 - PoMO will work with Board / Committee members to produce a delegate list where only authorised personnel can attend meetings and have the same level of authority PoMO will share an annual meeting schedule and work with key stakeholder organisations to identify clashes in advance.	16/02/21 PoMO have now developed a delegate list for Governance Board members PoMO to include a communication to all attendees in the Chair's note, to confirm all members have provided the name of a delegate in their absence, and the expectation is for either the member or the representative to ensure they attend the full duration of the meeting.
SBCD007		19/11/20	Open	Medium	Not utilising ESB to its full potential	PoMO	Y	Not maximising input and impact acoss the wider stakehoder network. Lack of visibility and engagement between ESB Board members and key regional stakeholders	19/11/20 - Governance Evaluation is currently underway looking at how all the Boards operate and how they could be improved	16/02/21 Governance Evaluation report presented at Programme Board and Joint Committee Business Engagement Manager supports the Chair of ESB who also sits on Joint Committee. Follow up engagement with ESB members on the test and challenge of Business Cases. PoMO to articulate to ESB members that the offer of support should be provided to / aimed at SRO level rather than PL ESB Chair has now been invited to future Programme (Portfolio) Boards and given the opportunity to add an agenda item to update members on ESB feedback
SBCD008		19/11/20	Work in progress	Critical	Meeting Actica & internal review recommendations - Not receiving a letter of Ministerial approval, outlining they're content and that: 1. Further funding will soon be released 2. Further project business cases can now be formally considered	Governance Boards	Y	Delay to delivery of SBCD Portfolio	26/11/20 - WCGIB confirmation that the Actica recommendations have been finalised awaiting Ministerial sign off.	16/02/21 Received Government sign off. Complete.

SBCD009		19/11/20	Open	Medium	Lack of awareness and understanding of SBCD in terms of its organisation, proj / prog, governance arrangements and prog / proj status and updates.	PoMO	N	Internal Stakeholders may not cascade or share accurate and timely information whichh may leads to misunderstandings.	24/11/20 - SBCD Communications Manager to take this forward. Updating and embedding the communication plan. Regularly engaging with and presenting to key stakeholder senior management teams.	16/02/21 Portfolio BC currently being revised and will be submitted for ministerial approval. Quarterly monitoring reports to Governance Boards in place. Annual Report currently being drafted. Comms & marketing plan presented to endorsed by Programme/Portfolio Board on 26.11.20 Internal comms being strengthened and rolled out Comms and engagement schedule developed for 2021/2022 as part of the PBC With regards to turnover of stakeholders, the PoMO will meet with new Governance Board members to provide an overview of what the City Deal is and progression made.
SBCD010	SBCD004	19/11/20	Open	Critical	Lack of resources to develop robust Business Cases at pace that are aligned to HM Treasury Greenbook and evidenced based Business Cases not aligned to HM Treasury Green book and Better Business Case guidance.	PoMO	N	Delays in approval could have the potential to delay implementation and inability to accrue the benefits within set timescales	Prog / Proj have been subjected to Gateway Reviews. Upskilling staff through Better Business Case course Project Leads / PoMO have a better understanding of what guidance exists.	16/02/21 The PoMO are looking at arranging a Better Business Case course for staff in April to further support development of Programme / Project Business cases. SBCD Pomo / Programme & Project Leads are now utilising the Business Case guidance and aligning narrative within their individual Business Cases. Programme / Project Leads are utiising consultants particularly around Economic and Finanical apprasals. WG have provided development and delivery flowcharts defining the process for programme / project approval.
SBCD011	SBCD005	19/11/20	Open	High	Uncertainties of process and time taken to receive Ministerial approval of Business Cases.	Governance Boards	N	Delays to programmes / projects moving into delivery and impact on Portfolio delivery as a whole	development phase and submission of Business Cases. Host Ministerial visits and respond to queries.	16/02/21 WG have provided development and delivery flowcharts defining the process for programme / project approval. WG / UKG have confirmed streamlined process for WCGIB approval and ministerial sign off. Regular dialogue over timescales and process being held with WG/UKG
SBCD012		19/11/20	Open	Medium	Challenging to obtain robust and timely financial information from programme / projects	Finance	N	Impacts reporting timescales and delays in submitting reports	26/11/20 - Finance Manager is working with key stakeholders for them to provide timely and quality information.	16/02/21 Financial information received from all Programme / Project Leads. SBCD Finance Manger now holds monthly 1-1's with Leads. Quarterly Financial Report to be provided to Programme (Portfolio) Board and Joint Committee in March 2021.

SBCD013		16/02/21	Open	Medium	External stakeholders perception of City Deal responsibilities and scope being misunderstood due to an understanding of how City Deal fits within the regional context.	PoMO	N	Could create confusion and uncertainty amogst regional stakeholders. External stakeholders may not be engaging with the appropriate regional lead resulting in confusion and delayed engagement.	16/02/21 SBCD Website currently being updated to show current status of the SBCD Portfolio. 79 positive media mentions for SBCD from Nov 1 2020 to Feb 16 2021, along with continued positive reach on SBCD social media platforms Newsletters in place shared by Communications Officer On going engagement with regional and exteral stakeholders. Enagemnt with regional directors group on non City Deal related matters.	

SBCD Portfolio Issues Log

The Swansea By City Deal Portfolio Issues Log captures and monitors key portfolio issues that could impact delivery of SBCD aims and objectives.

Issues are events that have happened or are known to about to happen and thus their occurrence is certain. They could be described as problems, gaps, inconsistencies, or conflicts that occur unexpectedly during the portfolio lifecycle.

Issues may have firstly been identified as a risk. After putting all mitigation in place, the risk is accepted as unresolvable and subsequently becomes an issue.

Issues will be reported quarterly in line with Risks

Issue severity	Description
Critical	Issue will stop portfolio / programme / project progress.
High	Issue will likely impact budget, schedule or scope.
Medium	Issue impacts the portfolio / programme / project, but could be mitigated to avoid an impact on budget, schedule or scope.
Low	Issue is low impact and/or low effort to resolve.

Swansea Bay City Deal

Communications and Marketing Plan

Greg Jones

Swansea Bay City Deal Communications and Marketing Officer

1.1 Overview

Signed by the Prime Minister in March 2017, the Swansea Bay City Deal is an unprecedented investment of up to £1.3 billion in the Swansea Bay City Region, which is made up of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.

The City Deal consists of a portfolio of transformational programmes and projects which, subject to business case approvals, will be funded by the UK Government, the Welsh Government, the public sector and the private sector.

A 15-year portfolio, the City Deal will transform the City Region into a centre of excellence for a number of sectors, including renewable/low carbon energy, life science and well-being, smart manufacturing and economic acceleration.

A regional economic boost of at least £1.8 billion is projected over the lifespan of the portfolio, with the creation of over 9,000 jobs.

City Deal projects include the Pentre Awel development in Llanelli; a life science, well-being and sport campuses scheme in Swansea; a city and waterfront digital district in Swansea; a low carbon programme in Neath Port Talbot featuring a specialist facility to support the steel and metals industry; and an off-shore testing area and associated facilities for marine energy technologies in Pembrokeshire.

A homes as power stations project is also planned across the region, along with major digital infrastructure improvements and a skills and talent initiative that will give local people a pathway to access the employment opportunities being created.

An example of close partnership work in action, the City Deal will help address persistent regional challenges including a lack of jobs and skills, poverty, inequality and rurality in a transformational and preventative way. It will also close the economic gap between the Swansea Bay City Region and other more affluent parts of the UK, helping act as a catalyst for further investment and jobs.

1.2 Media protocol

With multiple partners involved, a protocol is needed for the clear management of press releases, media responses/statements, interview opportunities, social media posts, PR campaigns and events.

As such:

- The City Deal's Communications and Marketing Officer will lead on all media activity for the City Deal at a portfolio level, including press releases and statements, website content, social media and other digital communications, press launches, and press conferences. This content requires approval from the SBCD Portfolio Director, project/programme lead organisations (where relevant) and both the chair of Joint Committee and the SBCD Senior Responsible Owner (where relevant). The importance of the announcement/statement will dictate the seniority of the approval needed, which will be determined by the Portfolio Director via the Communications and Marketing Officer.

- UK Government and Welsh Government approval of communications will also be needed in relation to business case approvals, major project/programme milestones, and the release of funds to the City Deal portfolio. Opportunities for Ministerial quotes will be made available for communications of this kind. A protocol for business case approvals is provided in section 2.0 of this plan.

- Partners may draft press releases/statements, as well as carry out other PR activities when they're specific to their projects, but:

    - They must use the paragraph below which explains the City Deal as a whole and references all partners.

    The Swansea Bay City Deal is an investment of up to £1.3 billion in a portfolio of major programmes and projects across the Swansea Bay City Region, which is being funded, subject to the approval of business cases, by the UK Government, the Welsh Government, the public sector and the private sector. Over the 15-year lifespan of the portfolio, the City Deal will boost the regional economy by at least £1.8 billion, while generating over 9,000 jobs. The Swansea Bay City Deal is being led by the four regional local authorities - Carmarthenshire Council, Swansea Council, Neath Port Talbot Council and Pembrokeshire Council - together with the Swansea Bay University and Hywel Dda University Health Boards, Swansea University, the University of Wales Trinity Saint David, and private sector partners.

    - They must seek approval through the City Deal's Portfolio Management Office before release, who will then send the press release/statement/details of the PR activity to the Joint Committee chairman and other relevant stakeholders for information or approval, if appropriate

- All photograph opportunities will include members of relevant City Deal partners
- Representatives of all City Deal project and programme partners will have equal opportunity to give interviews to the media. Where only one person is interviewed, all partners should be informed prior to the interview. All interviews should, wherever possible, reference other City Deal partners.
- Partners to include bilingual story content on their websites in relation to their projects/City Deal projects within their area
- Partners to retweet/like/share social media posts relating to the City Deal, whenever possible: Facebook - @SBCityDeal; Twitter - @SBCityDeal; @BargenDinesigBA

1.3 Official City Deal portfolio spokespeople

- English language interviews: Cllr Rob Stewart (Swansea Council Leader and Joint Committee Chairman)
- Welsh language interviews: Cllr Emlyn Dole (Carmarthenshire Council Leader and Joint Committee Member)

1.4 Bilingualism

All media releases and information, either printed or online, should be bilingual, with the Welsh language positioned so that it may be read first, as per Welsh Language Standards

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1.5 Branding

All media releases and information, either printed or online, should use approved branding and the logos of all project partners.

The UK Government and the Welsh Government must authorise the use of their logos on any content.

The City Deal logo should appear on all project site branding/hoardings. Branding on site hoardings should also comply with both Welsh Government and UK Government branding guidelines.

Branding contacts at the UK Government and Welsh Government:

- UK Government: comms@UKGovWales.gov.uk
- Welsh Government: brand@gov.wales

As a guide to all programmes and projects, the branding and positioning of logos as indicated below has been approved for the construction site hoardings on the arena element of the Swansea City and Waterfront Digital District.

1.6 Events

City Deal events will be planned by the City Deal's Portfolio Management Office, with the approval of the Portfolio Director, as well as the Portfolio's SRO and the Joint Committee Chairman, if appropriate. The Portfolio Management Office will organise details including bookings, programmes, invitation lists, proceedings, VIP participation and promotion, while keeping partners informed and updated.

1.7 Facts and figures

Total investment: Up to £1.3 billion

Funding breakdown: The total investment package currently estimated (as of late 2020) is made up of £235.7 million UK and Welsh Government funding, £330.2 million other public sector investment, and £591.79 million from the private sector.

Economic impact across the region: At least £1.8 billion over the 15-year lifespan of the portfolio

Jobs: More than 9,000 jobs over the 15-year lifespan of the portfolio

1.8 Key messages

SBCD key messages will be referenced in all communications, wherever possible.

The City Deal – an investment of up to £1.3 billion - will:

- Accelerate the City Region's post Covid-19 economic recovery
- Give the City Region an economic boost of at least £1.8 billion over the 15-year lifespan of the portfolio
- Deliver opportunities for regional businesses to benefit from major programme/project procurement
- Create over 9,000 jobs for local people
- Help retain regional talent
- Catalyse further investment
- Transform the City Region into a centre of excellence for sectors including life sciences, smart manufacturing and low carbon energy innovation
- Raise the City Region's profile throughout the UK and beyond

1.9 Key communications and marketing contacts

Greg Jones - Swansea Bay City Deal Communications and Marketing Officer
gregjones@carmarthenshire.gov.uk | 01267 224037

Deina Hockenhull - Carmarthenshire County Council Head of Marketing and Media
DMHockenhull@carmarthenshire.gov.uk | 01267 224654

Laura Morris – Carmarthenshire County Senior Communications Officer
LJMorris@carmarthenshire.gov.uk or pressoffice@carmarthenshire.gov.uk | 01267 224176

Lee Wenham - Swansea Council Head of Communications
Lee.wenham@swansea.gov.uk | 01792 637158

Patrick Fletcher – Swansea Council Head of News
Patrick.fletcher@swansea.gov.uk | 01792 636092

Andy Pearson – Swansea Council Communications Officer
Andy.pearson@swansea.gov.uk | 01792 636252

Sylvia Griffiths - Neath Port Talbot Council Strategic Communications and Marketing Adviser
s.griffiths@neath-porttalbot.gov.uk or media@npt.gov.uk | 01639 686585

Robin Turner – Neath Port Talbot Council Senior Communications Officer
r.turner@npt.gov.uk or media@npt.gov.uk | 01639 685847

Lee Day - Pembrokeshire Council Press and Public Relations Manager
Lee.Day@Pembrokshire.gov.uk or presspublicrelations@pembrokeshire.gov.uk | 01437 775387

Anna Wilson - Pembrokeshire Council Communications Officer
Anna.Wilson@Pembrokshire.gov.uk or presspublicrelations@pembrokeshire.gov.uk | 01437 775387

Jacqui Bowen - Swansea University Head of Public Relations
Jacqui.bowen@swansea.ac.uk | 01792 295050

Eleri Beynon - University of Wales Trinity Saint David Head of Corporate Communications and PR
e.beynon@uwtsd.ac.uk | 01267 676790

Yvonne Burson - Hywel Dda University Health Board Head of Communications
Yvonne.burson@wales.nhs.uk | 01267 239554

Susan Bailey - Abertawe Bro Morgannwg University Health Board/ARCH Head of Communications
susan.bailey@wales.nhs.uk | 01639 683330

Anna Malloy – Port of Milford Haven Stakeholder Engagement and Communications Manager
Anna.maloy@mhpa.co.uk | 01646 696156

Anna Mullarkey – Port of Milford Haven Marketing and Communications Executive
Anna.mullarkey@mhpa.co.uk | 01646 696156 or 07583 901278

Sara Aicken – Port of Milford Haven PR and Communications Executive
Sara.Aicken@mhpa.co.uk | 01646 696156 or 07500 578726

Holly Pretious – Marine Energy Wales Communications and Marketing Manager
Holly.pretious@marineenergywales.co.uk | 01646 405690 or 07748 735181

Chris Herdman – UK Government Wales Head of News and Digital
Chris.Herdman@ukgovwales.gov.uk or comms@ukgovwales.gov.uk | 029 2092 4212 or 07811 823327

Tara Cole - UK Government Wales Communications Officer
tara.cole@ukgovwales.gov.uk | 029 2092 4212

Andrew Mathias – Head of Communications Welsh Government Economy and Transport
Andrew.mathias@gov.wales | 03000 258014

2.0 Protocol for business case approvals

Press releases

Press release(s) to be prepared by the City Deal Portfolio Management Office's Communications and Marketing officer.

Prior to distribution to the media, press release(s) to be approved by:

- The City Deal's Portfolio Director
- The City Deal's Senior Responsible Owner (SRO)
- The Chairman of the SBCD Joint Committee
- The relevant senior Joint Committee members of the organisation(s) leading the project
- The Secretary of State for Wales' office
- The Cabinet Secretary for Economy and Transport's office
- Project partners, where appropriate

Quotes are to be included from:

- The Chairman of Joint Committee
- The relevant senior Joint Committee members of the organisation(s) leading the project
- The Secretary of State for Wales or the Parliamentary Under Secretary of State for Wales
- The Cabinet Secretary for Economy and Transport or

Before distribution to the media, all approved press releases of this nature are to be sent for information to Joint Committee and Economic Strategy Board members, the Secretary of

State for Wales' office, the Cabinet Secretary for Economy and Transport's office, and other key stakeholders relevant to the particular project.

Only bilingual, approved press releases are to be sent to the media

Photographs

Opportunities will be made available for the following to appear in photographs accompanying press releases about business case approvals:

- The Chairman of Joint Committee
- The relevant senior Joint Committee members of the organisation(s) leading the project
- The Secretary of State for Wales
- The Cabinet Secretary for Economy and Transport

Photos are to be located, wherever possible/appropriate, at project sites or, if that's not possible, a location appropriate to the project

Interview opportunities

Interviews should be provided bilingually, wherever possible. Opportunities for interviews will be made available to:

- The Chairman of Joint Committee (English) and Carmarthenshire Council's Leader (Welsh)
- The relevant senior Joint Committee members of the organisation(s) leading the project
- The Secretary of State for Wales
- The Cabinet Secretary for Economy and Transport

2.1 Stakeholders

Financial	UK Government, Welsh Government, Carmarthenshire Council, Swansea Council, Neath Port Talbot Council, Pembrokeshire Council, Swansea University, University of Wales Trinity Saint David, Hywel Dda University Health Board, Abertawe Bro Morgannwg University Health Board, private sector project backers, Wales European Funding Office
Legal	UK Government, Welsh Government, Carmarthenshire Council, Swansea Council, Neath Port Talbot Council, Pembrokeshire Council
Political	MPs across the City Region, AMs across the City Region, Secretary of State for Wales, Cabinet Secretary for Finance, Cabinet Secretary for Economy and Transport, City Deal Joint Committee, Carmarthenshire Council executive board, Swansea Council cabinet, Pembrokeshire Council cabinet, Neath Port Talbot Council cabinet, councillors across the City Region, regional council ward members where projects are located

Media	BBC Wales Today, BBC Radio Wales, BBC Radio Cymru, BBC Newyddion, BBC Online, BBC Wales newsgathering, ITV Wales, Western Mail, Business News Wales, Wales 247, South Wales Evening Post, Wales Online, Swansea Bay Business Life, The Wave, Swansea Bay Radio, Heart FM, Swansea Bay TV, Llanelli Star, Llanelli Herald, Carmarthenshire Herald, Carmarthen Journal, Llanelli Online, Radio Carmarthenshire, Pembrokeshire Herald, South Wales Guardian, Towy Side Advertiser, Tenby Observer, Western Telegraph, specialist media, UK national media, Municipal Journal, Local Government Chronicle, Carmarthenshire Times, The Llanelli Standard
Influential groups	Joint Committee, Economic Strategy Board, City Deal programme board, City Deal project leads, private sector regional project backers, regional bloggers, South Wales Chamber of Commerce, Swansea Civic Society, S4C, Canolfan S4C Yr Egin tenant, Federation of Small Businesses South Wales, FSB Wales, Business Wales, Swansea BID, Llanelli BID, Carmarthen BID (once established), Swansea Market traders, Swansea Bay Business Club, SA1 Waterfront Business Club, 4 The Region, Carmarthenshire Tourism Association, Carmarthenshire Council economic development division, Neath Port Talbot Council business development team, Swansea Council economic regeneration team. Pembrokeshire Council business development team, Antur Teifi, Discover Carmarthenshire, Pembrokeshire Tourism, Institute of Welsh Affairs, Cardiff Capital Region City Deal, Tourism Swansea Bay, Visit Swansea Bay, Visit Wales, Visit Neath Port Talbot, South Wales and Mid Wales Regional Learning and Skills Partnership, Ambassador Theatre Group, Milford Haven Port Authority, Marine Energy Wales, Pembrokeshire Coastal Forum, Lions and Rotary clubs across the region, National Trust, Tata Steel, Swansea University College of Engineering, Swansea University Institute of Metal Science, Swansea University Medical School, Swansea marina residents, SA1 businesses, Swansea city centre businesses, Llanelli town centre traders, regional hospital staff, regional supply chain businesses, regional tier one contractors, regional town and community councils, major regional employers, Be the Spark, Construction Futures Wales, CCP Business Network

2.2 Communications Stakeholder Power & Interest Matrix

	Keep Satisfied (High Power & Low Interest)	Manage Closely (High Power and High Interest)
High Power	Regional Local Authority Cabinet Members Regional Council Members (All) Regional AMs and MPs BBC Wales Today ITV Wales BBC Radio Wales BBC Radio Cymru BBC Newyddion BBC Wales newsgathering UK national media Tata Steel Other major regional employers Milford Haven Port Authority Wales European Funding Office Farmers Union for Wales National Farmers Union	Joint Committee Members Programme Board Members Economic Strategy Board Members & specialist advisors Welsh Government SBCD officials UK Government SBCD officials UKG Secretary of State for Wales UKG Parliamentary Under Secretary of State for Wales WG Minister for Economy and Transport WG Minister for Finance WG Deputy Minister for Economy and Transport Wales Online BBC Online South Wales Evening Post Western Mail Private sector project backers Regional business community Local Authority Ward Members in project locations

	Monitor (Low Interest and Low Power)	Keep Informed (High Interest and Low Power)
Low Power	Regional bloggers Yr Egin tenants South Wales Guardian Towyside Advertiser Tenby Observer Carmarthenshire Times Llanelli Standard Swansea Civic Society Business Wales Carmarthenshire Tourism Association, Carmarthenshire Council economic development team Neath Port Talbot Council business development team Swansea Council economic development team. Pembrokeshire Council business development team Antur Teifi Discover Carmarthenshire Pembrokeshire Tourism Institute of Welsh Affairs Tourism Swansea Bay Visit Swansea Bay Visit Wales Visit Neath Port Talbot Pembrokeshire Coastal Forum National Trust Regional MEPs Construction Futures Wales	Specialist media Business News Wales Wales 247 Swansea Bay Radio Wales Business Insider Carmarthen Journal Llanelli Star Swansea Bay Business Life Western Telegraph Milford Mercury The Wave & Swansea Sound Heart FM Radio Carmarthenshire Radio Pembrokeshire Herald newspapers 4 The Region Regional Business Improvement Districts SBCD project leads South Wales Chamber of Commerce Federation of Small Businesses Swansea Bay Business Club SA1 Waterfront Business Club South West and Mid Wales Regional Learning and Skills Partnership Lions and Rotary Clubs across the region Marine Energy Wales Regional supply chain businesses Regional Town and Community Councils Cardiff Capital Region City Deal North Wales Growth Deal Regional Local Authorities (Staff) Regional universities (Staff and students) Regional health boards (Staff) Regional school pupils Oriel Science SWIC (South Wales Industrial Cluster) Welsh Government Energy Service
	Low Interest	**High Interest**

2.3 Communications and marketing tactics

A wide variety of communications and marketing tactics will be used to raise awareness of the City Deal. These will include:

- Regular press releases and feature articles, which will focus on topics including the City Deal as an overall investment portfolio, individual City Deal projects, and backing for the City Deal from the private sector/residents across the region. These articles will target the local and Wales-based media, the national media and the specialist media, including the business focused media. Newsletters of major employers and organisations across the region will also be targeted to encourage inclusion of City Deal content. All press releases/feature articles will be bilingual, and will be featured on the City Deal website and the websites of relevant partner organisations. This content will be accompanied, wherever possible, by videos for use on websites, as well as MP3 audio files of interviews for use on radio broadcasts.
  News stories and trends will monitored on a daily basis to establish opportunities to maximise the City Deal's exposure. Articles previewing/covering Joint Committee meetings/decisions will also be written, as well as articles on the work of the Economic Strategy Board. Agendas for the work of the City Deal's Joint Scrutiny Committee will be monitored to prepare for media interest, and pro-active articles will be written, whenever appropriate, to raise the profile of their function/work.

- Social media. The City Deal's communications and marketing officer will continue to grow the City Deal's bilingual Twitter and Facebook accounts.
  Several Tweets a week will be posted, with several Facebook posts a week also to be uploaded. City Deal hashtags are accompanying each post - #SBCityDeal and #BargenDinesgigBA. These posts, wherever possible, will be accompanied by eye-catching video/image content.
  Businesses and other key organisations/influencers across the region are being followed, with geo-targeted, boosted Facebook posts being considered to maximise the impact of particular posts.
  A LinkedIn City Deal account has been set up, and the use of alternative social media platforms will be explored, including Instagram. City Deal infographics, memes and GIFs will be created for use on social media. Evolving social media trends will be monitored to keep pace with developments/emerging trends.

- Website: The City Deal's redesigned, bilingual website was launched in December, 2018. The new-look website includes a promotional City Deal video on its homepage, an interactive timeline of key City Deal milestones, a latest news section, a featured news section, a governance area, and links to City Deal social media accounts. A City Deal overview page is also included, as well as pages about each City Deal project. The City Deal's Communications and Marketing Officer will continue to develop this website, while regularly refining and adding content for maximum impact. The website is being updated in early 2021 to ensure continued accuracy that reflects changes in the City Deal portfolio's make-up.
  Although yet to go live, other sections of the website include an area where businesses can visit for updates on tender/contract opportunities. A password

secured branding area has also been added for partner organisations to access logos and other City Deal content.
Partner organisations also cross-reference the City Deal website from their websites.

- City Deal video: The first City Deal promotional video was completed in December, 2018. This will be shown on screens across the region, including Swansea city centre's big screen, the screen at the networking space at Canofan S4C Yr Egin in Carmarthen, and screens at colleges, universities, council buildings and other major employers throughout South West Wales. The video – which includes every City Deal project – features all key messages and details for the City Deal's website and social media accounts. The City Deal's Communications and Marketing Officer will also explore the potential for the video to be shown at locations with high footfall across the region.
  The overall video has been broken down into programme and project-specific videos. Touchscreen versions of the video and the interactive City Deal timeline are also now available for use at events.
  The overall City Deal video is being updated in early 2021 to reflect current accuracy of the City Deal portfolio's make-up. Several programme/project videos are also being updated, and a new video is being produced for the Supporting Innovation & Low Carbon growth project.

- Regional engagement: A City Deal stand, two City Deal roll-up banners and project banners have been produced. The City Deal's Portfolio Management Office will regularly use these materials, as well as the City Deal video and other promotional content, at events across the City Region, including conferences, exhibitions, tourism events, and business networking events. Schools, colleges and universities will also be visited, as well as areas of high footfall to further raise awareness of the City Deal. These will include shopping centres and tourist attractions. All promotional content includes details for the City Deal's website and social media accounts.
  Branded, informative City Deal booklets and accompanying sleeves have also been produced, along with City Deal pens and City Deal folders. The City Deal's Communications and Marketing officer will explore further promotional materials for potential use at events.
  An electronic version of the booklet that reflects continued City Deal accuracy is being produced in early 2021.

- Campaigns relevant to City Deal themes and target audiences – the region's rural communities, business communities and young people, for example. Campaign tactics could include City Deal visits to target audiences with promotional content, targeted City Deal branding, the City Deal video/other eye-catching content, and roll-up banners and stands.
  Campaigns will be supported by social media content with campaign-specific hashtags. The City Deal's Communications and Marketing Officer will also explore the potential for regional newspapers to carry campaign specific, branded content as part of a package of articles over a chosen timeframe.

- Fly-through videos of projects: Fly-through videos already exist for Swansea's digital indoor arena and Swansea's digital village, as well as a timelapse video/promotional video of Canolfan S4C Yr Egin. These are being extensively used in the media and on social media to raise awareness of the City Deal. Once visuals/designs are in place for other projects, the City Deal's Communications and Marketing Officer will

work with project leads to commission compelling visual content, which could include fly-through videos and virtual reality headsets, allowing people at events to 'walk' around the planned developments. Computer generated images from fly-through videos will also be used to accompany media content and social media posts.

- Drone footage of the region and project sites/timelapse photography. These will feature as part of videos helping bring the region and City Deal projects to life. Drone footage of project sites before, during and after construction will be sourced. Timelapse photography will be used from start to finish at project sites once construction is underway.

- Endorsement: Endorsement for the City Deal will be sought from prominent regional businesspeople and well-known regional figures, to help further raise awareness of the City Deal in the media/on social media.

- Branding of empty units. Vacant premises in town and city centre locations across the City Region could potentially be used to carry branded City Deal content, pointing people to the City Deal website and social media channels for more information.

- Project site branding: Once business cases have been approved, the City Deal logo, as well as all partner logos, will appear on project site branding and hoardings, alongside other content aimed at maximising visual impact. This has already happened at two sites in the Swansea – the digital indoor arena and the digital village.

- Presentations. Slick, visually compelling Powerpoint presentations have been produced for the City Deal as a whole, as well as for all programmes and projects. These will be used by senior Joint Committee members and the City Deal's Portfolio Management Office team for use at events.

- Large City Deal posters at strategic advertising locations across the region

2.4 Internal Communications

Internal communications with primary stakeholders is vital within the SBCD portfolio for a number of reasons. These include:

- Keeping people informed
- Encouraging 'buy-in' for the SBCD and its purpose
- Raising further awareness of the SBCD
- Giving a more holistic view of the SBCD
- Facilitation of engagement and feedback

The SBCD's primary stakeholders include:

- Joint Committee members
- Programme Board members
- Economic Strategy Board members

- Joint Scrutiny Committee members
- All eight partner organisations
- Regional LA economic development directors
- UK Government (Relevant officials and politicians)
- Welsh Government (Relevant officials and politicians)
- Private sector partners

The City Deal's Communications and Marketing Officer will lead on the SBCD's internal communications, using a number of communications tools and activities. These will include, but not be limited to:

- Face-to-face or digital meetings with senior representatives at all partner organisations. This includes UKG and WG Ministers and officials
- Presentations to key audiences
- PoMO highlight reports, outlining key PoMO and programme/project achievements and milestones
- Video content highlighting the above
- Internal e-newsletters to primary stakeholders
- Inclusion of content on the Intranets of partner organisations
- PoMO meetings with programme/project leads

Internal communications will take place on a monthly basis, or as and when required in the case of significant SBCD announcements.

2.5 Communications with regional businesses/the private sector

As well as a Communications and Marketing Officer, a Business Engagement Manager is in place at the Portfolio Management Office.

A variety of tactics are being used to update the regional business community on City Deal progress/next steps. These include:

- Attendance at business events across the region – both in person and virtually. Presentations have been given to many regional business organisations, including the South Wales Chamber of Commerce. SBCD representatives have attended the Carmarthenshire Rural Affairs Conference, Collaborate 2018 and 2019 at Swansea University, the Welsh Business Show, and meetings of the SA1 Waterfront Business Club and Swansea Bay Business Club. Meetings have also been held with business representatives at Swansea University, the University of Wales Trinity Saint David, Swansea BID (Business Improvement District), Ymlaen Llanelli and other organisations across the City Region, including 4 The Region, Yr Egin tenants and other regional businesses.
- A City Deal launch event for the regional business community at Parc y Scarlets in December, 2018, which attracted over 200 businesspeople.
- Regular City Deal progress updates appearing in newsletters distributed by organisations including 4 The Region and the Regional Learning and Skills

Partnership South West and Mid Wales. Articles also appear in Chamber Chat magazine – a quarterly publication put together by the South Wales Chamber of Commerce.
- Articles appearing in publications, websites and e-newsletters including Business News Wales and Wales Business Insider. These e-newsletters are distributed to thousands of businesses throughout the City Region and beyond.
- An SBCD e-newsletter distributed on a regular basis to SBCD business contacts and business representative groups

Further tactics are proposed to keep the regional business community informed about the City Deal and the opportunities it presents. These include:

- Regional business organisations and partner organisations linking to the City Deal website from their homepages
- The addition of a designated 'business' page on the City Deal website, which will highlight tendering/contract opportunities
- Further specific, direct communications with the regional business community in relation to relevant updates/news
- Continued regular attendance of business events, conferences and exhibitions across the region – both offline (where possible) and online
- Further business-focussed communications targeted at specialist business media
- The strengthening of a City Deal LinkedIn account, with regular posts
- Continued City Deal update inclusion in regional business newsletters
- Continuous updating of database for regional business contacts

2.6 Communications and marketing sub-groups

Communications and marketing sub-groups will be set up for each project. Dovetailing with the overall City Deal communications and marketing strategy, these communications and marketing plans will largely be dictated by project milestones.
Communications and marketing sub-groups are already in place for many City Deal projects including the Swansea City and Waterfront Digital District, Pentre Awel, the life science campuses scheme, and Pembroke Dock Marine.
The City Deal's Communications and Marketing Officer continues to work closely alongside lead communications officers for each partner organisation. The Communications and Marketing Officer attends fortnightly meetings with City Deal programme/project leads, and also sits on several programme/project boards.

2.7 Monitoring and evaluation

In order to gauge the effectiveness of our communications and marketing, we will use the following measurement methods:

- **Reach:** The number of people in the target audience who are exposed to the campaign's messages.

- **Penetration:** The percentage of the target audience that is reached by the campaign's messages.

- **Frequency:** The number of times the average person in the target audience will be exposed to the campaign.

- **Awareness:** Increases in awareness of the campaign and its messages.

- **Response:** The number of people who respond directly to the campaign - via surveys and social media, for example.

These methods can be broken down further into the following:

- Press coverage/equivalent advertising value
- Newspaper/online website/specialist media readership
- Radio and TV audience figures
- Social media interactions/analytics
- Booklets/e-marketing brochures distributed
- Website analytics
- Number of people engaged at events (both online and offline)
- Public exposure to marketing tactics
- Calls received

2.8 South Wales-based media outlets/reach

Organisation	**Circulation**	**Population covered**	**Impact**
South Wales Evening Post	22,572	Swansea, Neath Port Talbot and Carmarthenshire	63,762 average issue readership
Western Mail	17,146	Wales	58,908 average issue readership
Wales Online	7,000,000 unique monthly browsers	Wales and beyond	40,600,000 monthly page views
BBC Radio Wales	Wales-wide	2,618,000	317,000 listeners a week
BBC Radio Cymru	Wales-wide	2,618,000	119,000 listeners a week
Llanelli Star	9,172	Llanelli and surrounding area	25,811 weekly readers
Carmarthen Journal	11,225	Carmarthen and surrounding area	38,131 weekly readers
The Wave	Swansea Bay area, including Carmarthenshire	479,000	123,000

	and Neath Port Talbot		
Swansea Bay Radio	Swansea Bay area, including Carmarthenshire and Neath Port Talbot	479,000	42,000 listeners a week
Radio Carmarthenshire	Carmarthenshire	132,000	31,000 listeners a week
Radio Pembrokeshire	Pembrokeshire	102,000	37,000 listeners a week
Heart South Wales	South and West Wales	1,917,000	482,000 listeners a week
Western Telegraph	24,808	Pembrokeshire and West Wales	50,000 weekly readers

2.9 BBC Wales Today/ITV Wales Tonight

BBC Wales Today – 29.1% of the nightly TV audience in Wales
ITV Wales Tonight – 20.6% of the nightly TV audience in Wales

3.0 UK national newspapers ranked by circulation

1- The Sun
2- The Daily Mail
3- Sun on Sunday
4- Mail on Sunday
5- Sunday Times
6- Daily Mirror
7- Sunday Mirror
8- The Times
9- The Daily Telegraph
10- The Daily Star
11- The Daily Express
12- The Sunday Express
13- The Sunday Telegraph
14- The i
15- The Daily Star (Sunday)
16- The Sunday People
17- The Financial Times
18- The Observer
19- The Guardian

3.1 The UK's top digital publishers

The BBC – Close to 19 billion combined mobile and desktop page views a year
MSN – Over 5.5 billion views
DMG Media – Over 4.1 billion views (Daily Mail website and metro.co.uk)
Trinity Mirror – Over 2.3 billion views (Trinity Mirror runs over 30 news sites across the UK, including the Daily Mirror's online content)
Guardian Media Group – Over 2.1 billion views (This includes the Guardian and Observer website)
The Telegraph Media Group – Over 1.9 billion views (Daily Telegraph and Sunday Telegraph)
Sky News – Over 1.7 billion views

3.2 Regional/Wales-wide Media contacts

- Wales Online/South Wales Evening Post: Richard Youle (Local democracy reporter) - richard.youle@walesonline.co.uk; Robert Lloyd (News editor) - robert.lloyd01@walesonline.co.uk; Jonathan Roberts (SW Evening Post editor) - jonathan.roberts@reachplc.com; James Arnott (Content editor) - james.arnott@mediawales.co.uk
- Llanelli Star & Carmarthen Journal – as above. Also christie.bannon@walesonline.co.uk (Llanelli Star) and robert.harries@mediawales.co.uk (Carmarthen Journal) and ian.lewis@mediawales.co.uk (Carmarthen Journal)
- Western Mail: Chris Pyke (Business reporter) - chris.pyke@walesonline.co.uk; Sion Barry (Business editor) – sion.barry@walesonline.co.uk
- BBC Online (Wales): newsonline.wales@bbc.co.uk
- BBC Wales newsgathering: newsgathering.wales@bbc.co.uk
- ITV Wales: Dean Thomas (West Wales reporter) on dean.thomas@itv.com; Newsdesk - news@itvwales.com
- Western Telegraph & Milford Mercury: Bruce Sinclair (Chief reporter) on bsi@westerntelegraph.co.uk or editor Fiona Phillips on Fiona.phillips@newsquest.co.uk
- Tenby Observer: editor@thetenbyobserver.co.uk
- South Wales Guardian: dla@swguardian.co.uk (Reporter); clare.snowdon@newsquest.co.uk (Reporter); news@southwalesguardian.co.uk (Newsdesk)

- The Wave (Radio): news@thewave.co.uk (Newsdesk); emma.grant@thewave.co.uk (News editor)
- South Wales Radio: news@southwalesradio.com
- Business News Wales: Newsdesk - news@businessnewswales.com; Editor - mark@businessnewswales.com
- Wales Business Insider/Inside Media: Editor - Douglas.Friedli@newsco.com; Reporter - Laurence.Kilgannon@newsco.com
- West Wales Chronicle: newsdesk@westwaleschronicle.co.uk
- Wales 247: rhys@wales247.co.uk; requests@wales247.co.uk

SBCD Communications Stakeholder Power & Interest Matrix

	Keep Satisfied (High Power & Low Interest)	Manage Closely (High Power and High Interest)
High Power	Regional Local Authority Cabinet Members Regional Council Members (All) Regional AMs and MPs BBC Wales Today ITV Wales BBC Radio Wales BBC Radio Cymru BBC Newyddion BBC Wales newsgathering UK national media Tata Steel Other major regional employers Milford Haven Port Authority Wales European Funding Office Farmers Union for Wales National Farmers Union	Joint Committee Members Programme Board Members Economic Strategy Board Members & specialist advisors Welsh Government SBCD officials UK Government SBCD officials UKG Secretary of State for Wales UKG Parliamentary Under Secretary of State for Wales WG Minister for Economy and Transport WG Minister for Finance WG Deputy Minister for Economy and Transport Wales Online BBC Online South Wales Evening Post Western Mail Private sector project backers Regional business community Local Authority Ward Members in project locations

	Monitor (Low Interest and Low Power)	Keep Informed (High Interest and Low Power)
Low Power	Regional bloggers Yr Egin tenants South Wales Guardian Towyside Advertiser Tenby Observer Carmarthenshire Times Llanelli Standard Swansea Civic Society Business Wales Carmarthenshire Tourism Association, Carmarthenshire Council economic development team Neath Port Talbot Council business development team Swansea Council economic development team. Pembrokeshire Council business development team Antur Teifi Discover Carmarthenshire Pembrokeshire Tourism Institute of Welsh Affairs Tourism Swansea Bay Visit Swansea Bay Visit Wales Visit Neath Port Talbot Pembrokeshire Coastal Forum National Trust Regional MEPs Construction Futures Wales	Specialist media Business News Wales Wales 247 Swansea Bay Radio Wales Business Insider Carmarthen Journal Llanelli Star Swansea Bay Business Life Western Telegraph Milford Mercury The Wave & Swansea Sound Heart FM Radio Carmarthenshire Radio Pembrokeshire Herald newspapers 4 The Region Regional Business Improvement Districts SBCD project leads South Wales Chamber of Commerce Federation of Small Businesses Swansea Bay Business Club SA1 Waterfront Business Club South West and Mid Wales Regional Learning and Skills Partnership Lions and Rotary Clubs across the region Marine Energy Wales Regional supply chain businesses Regional Town and Community Councils Cardiff Capital Region City Deal North Wales Growth Deal

		Regional Local Authorities (Staff) Regional universities (Staff and students) Regional health boards (Staff) Regional school pupils Oriel Science SWIC (South Wales Industrial Cluster) Welsh Government Energy Service
	Low Interest	**High Interest**

Appendix 5.20 SBCD Communications and Engagement Schedule 2021/22

Introduction

The communications and engagement schedule set out below is based on estimated SBCD portfolio and programme/project key milestones in FY 2021/2022. This schedule is part of the:

- SBCD Communications, Marketing and Engagement Plan as endorsed by the SBCD Programme/Portfolio Board in November 2020 and will be updated periodically
- SBCD business engagement Framework and Plan (revision forthcoming in 2021/22)

Further plans are being developed to further strengthen engagement and communications, including:

- SBCD programme/project communications and engagement sub-groups
- Engagement with the SBCD Economic Strategy Board, Programme Board or Joint Committee
- PoMO proactively working with and responding to media, business or stakeholder enquiries
- Delivery phase pipeline for several SBCD projects

Key milestone announcements will be followed-up with endorsements from business and community leaders where appropriate to help generate further awareness through positive media coverage and bilingual social media reach for the SBCD portfolio.

Where appropriate, content for the media and social media will include video footage, further bringing the SBCD portfolio to life. This will include animated images, drone footage, flythroughs, interviews, and other visually compelling content.

All written content based on key milestones will be uploaded bilingually to the SBCD website, which was updated in Q4 2020/2021.

Business engagement will focus on:

- Supporting programmes/projects through the procurement phase i.e. meet the buyer, supply chain development and community benefits activities
- Providing projects with pre- and post- delivery support
- Supporting the ESB with regional initiatives
- Responding to business enquiries
- Promoting the SBCD at events and stakeholder meetings

The schedule is live and will updated regularly to reflect the dependencies required for engagement and communications. Some of the proposed engagement activities are dependent on the easing of restrictions related to Covid-19. Alternative, innovative digital events will be planned in their place if face-to-face engagement is not possible.

Quarter 1 04 – 06 (21)	Activity (not in chronological order)	Owner
Q1- 2021/2022	Finalised Business Engagement Framework and submit to SBCD ESB/PB/JC	SBCD Business Engagement Manager (BEM)
	Follow up actions from scheduled Procurement event in March 21	BEM/ Business Wales / Sell2Wales
	Release of further £18m to the SBCD portfolio – PR and supporting social media	SBCD Comms & Marketing Officer (CMO), working with UKG and WG
	UKG/WG approval for the Pentre Awel project - PR and supporting social media	CMO, working with UKG, WG and CCC
	UKG/WG approval for the Digital Infrastructure programme - PR and supporting social media	CMO, working with UKG, WG, CCC and other regional LAs
	Award of contract for 71/72 The Kingsway construction in Swansea - PR and supporting social media	CMO, working with SCC and successful contractor
	Supporting Tier 1 contractor and project team as appropriate	BEM
	Planning application submitted for Innovation Matrix in Swansea - PR and supporting social media	CMO, working with UWTSD and SCC
	Appointment of contractor for Pentre Awel - PR and supporting social media	CMO, working with CCC and successful contractor
	Supporting Tier 1 contractor and project team as appropriate	BEM
	Supporting PDM contractor and project team as appropriate	BEM
	Award of planning consent for PDI element of PDM - PR and supporting social media	CMO, working with MHPA and PCC
	Start of work on the PDZ element of PDM – PR and supporting social media	CMO, working with MHPA, PCC and project partners
	Regional approval of Campuses project - PR and supporting social media	CMO, working with Swansea University, Swansea Council and JC
	Establishment/re-establishment of sub-project/programme communications, engagement, and marketing workstreams for Pentre Awel, Digital, Waterfront and PDM	CMO, supported by programme and project partners and BEM
	UKG & WG approval for Supporting Innovation and Low Carbon Growth - PR and supporting social media	CMO, working with NPTC and UKG/WG
	Regional approval for Skills & Talent project - PR and supporting social media	CMO, working with CCC, RLSP, JC and all regional LAs
	E-newsletter to the regional business community, including business representative groups	CMO
	SBCD updated portfolio video to feature on Swansea city centre big screen	CMO, via Swansea Council
	Video and text to all primary partner organisations for use on internal intranets. This will highlight Q1 achievements and forthcoming milestone	CMO, working with primary partner organisations
	Plan SBCD annual conference for Q3	PoMO
	Ongoing engagement with Business representative and support groups	BEM
	Re-establishment of LA business engagement officers group	BEM / LA officers

Quarter 2 07 – 09 (21)	**Activity** (not in chronological order)	**Owner**
Q2 - 2021/2022	Complete arrangements and deliver Annual conference	PoMO
	Start of works on Pentre Awel site - PR and supporting social media	CMO, working with CCC and successful contractor
	Supporting Tier 1 contractor and project team as appropriate	BEM
	Start of work for specialist steel & metals industry facility forming part of the Low Carbon programme - PR and supporting social media	CMO, via NPTC
	Commencement of the Industrial Futures project as part of the Low Carbon programme - PR and supporting social media	CMO, via NPTC
	Supporting Tier 1 contractor and project team as appropriate	BEM
	UKG & WG approval for Campuses project - PR and supporting social media	CMO, working with Swansea University, Swansea Council, UKG & WG
	UKG & WG approval for HAPS project - PR and supporting social media	CMO, working with NPTC, UKG, WG and regional LAs
	Start of work for HAPS project, with project team in place - PR and supporting social media	CMO, working with NPTC and regional LAs
	Supporting Tier 1 contractors and project team as appropriate	BEM
	Start of Pembroke Dock Infrastructure works forming part of the PDM project - PR and supporting social media	CMO, working with PCC, MHPA and other relevant project partners
	Establishment/re-establishment of sub-project/programme communications, engagement and marketing workstreams for Campuses, Low Carbon and HAPS	CMO, BEM, supported by programme/project partners
	E-newsletter to the regional business community, as well as business representative groups	CMO
	SBCD updated portfolio video to feature on the big screen in Yr Egin reception	CMO via Yr Egin and UWTSD
	SBCD roadshow event in Pembrokeshire, supported by marketing assets	CMO / BEM
	Video and text to all primary partner organisations for use on internal intranets. This will highlight Q2 achievements and forthcoming milestones	CMO, working with partner organisations
	Ongoing engagement with Business representative and support groups	BEM

Quarter 3 10 – 12 (21)	**Activity** (not in chronological order)	**Owner**
Q3 - 2021/2022	Completion of the Swansea Arena forming part of the Swansea City & Waterfront Digital District - PR and supporting social media	CMO & BEM working with SCC, ATG, Buckingham Group and other project partners
	Start of work at the Innovation Matrix forming part of the Swansea City & Waterfront Digital District	CMO & BEM, working with UWTSD and SCC
	Start of delivery for the Digital Infrastructure programme	CMO, working with CCC and other regional LAs
	UKG & WG approval for the Skills and Talent project	CMO, working with CCC, RLSP, UKG and WG
	Establishment of comms, engagement and marketing workstream for the Skills & Talent project	CMO, supported by project partners
	E-newsletter to the regional business community, as well as business representative groups	CMO
	SBCD portfolio video on internal screens at all eight partner organisations	CMO, working with all primary partner organisations
	Video and text to all primary partner organisations for use on internal intranets. This will highlight Q3 achievements and forthcoming milestones	CMO, working with partner organisations
	SBCD roadshow events in NPT and Carmarthenshire, supported by marketing assets	CMO & BEM
	Ongoing engagement with Business representative and support groups	BEM
	Review 2021 Activities	CMO & BEM

Quarter 4 01-03 (22)	**Activity** (not in chronological order)	**Owner**
Q4 - 2021/2022	Assess review of achievements 2021– look ahead to Q4 and 2022 expected milestones & outcomes: PR and supporting social media content – update comms and engagement plans	CMO / BEM / PoMO
	Completion of the decarbonisation element of the Low Carbon programme	CMO, working with NPTC
	Official opening of Swansea Arena as part of Swansea City & Waterfront Digital District project	CMO & BEM, working with SCC, ATG, Buckingham Group and other partners
	Video and text to all primary partner organisations for use on internal intranets. This will highlight Q4 achievements and forthcoming milestones	CMO, working with partner organisations
	SBCD roadshow event in Swansea city centre, supported by marketing content	CMO & BEM
	E-newsletter to the regional business community, as well as business groups	CMO
	Ongoing engagement with Business representative and support groups	BEM

Swansea Bay City Deal

Change Control Procedure

January 2021

Document Control Note: this document may not be valid anymore. Please check for the latest approved version of the document	
Date:	14/01/2021
Version:	V1.0
Author:	Phil Ryder
Owner:	Portfolio Board

1 - Purpose

Purpose is to provide an acceptable procedure for the delivery of change requirements for the duration of the Swansea Bay City Deal Portfolio.

2 – Background

The Swansea Bay City Deal is a Portfolio made up of 9 programmes / projects with delivery across South West Wales by 8 Key Stakeholders, Delivery Partners and Lead Authorities with a projected investment of between £1.15bn and £1.3bn.

Due to the nature of Projects and Programmes there will inevitably be a need for change thus providing the requirement for a change control process.

The Association for Project Management defines change control as "*the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated and then approved, rejected or deferred.*"

The Change Control Process will detail the potential impacts and benefits for stakeholders, how stakeholders will be engaged to understand the impact (positive or negative) of the change and how the changes will be communicated, implemented and managed.

The change control strategy and plan will be owned by the Portfolio Board and will highlight the changes that result from projects and programmes at project, programme and portfolio level.

3 – Items to be considered

The process for change management is outlined below and covers all aspects of change that will have an impact to any deliverables, objectives and benefits agreed as part of the approval process undertaken for all aspects of the Projects, Programmes or the Portfolio.

The change is likely to affect at least one of the following categories:

- Impact the total cost or finance;
- Impact the completion of delivery of output(s)/ key milestones;
- Impact the quality outlined within the business case for the specified Project/Programme
- Impact the benefits outlined within the business case for the specified Project/Programme;
- Impact the GVA, jobs created or inward investment.

Any changes resulting in a variance in these areas must follow this change control process, it is important to note that changes can be both positive and negative.

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4 – Change log Management and collation

As part of the Portfolio Business Case and associated Monitoring and Evaluation Plan the Portfolio Management Office will keep a change log which will record all changes within the Portfolio. Change control reporting will take place for all SBCD Portfolio change and include full summarisation for significant change and notification only of minor change, reporting appropriately to the following levels of Governance at the prescribed frequency following the respective project, programme or portfolio board:

- Portfolio Board;
- Joint Committee;
- Welsh and UK Government;
- Economic Strategy Board
- Joint Scrutiny Committee

It is therefore a requirement of the individual project or programme to forward their respective change log following their reporting at their scheduled project or programme board. The Portfolio Management office will then collate this information into a Portfolio Change log for the purposes of reporting, monitoring, evaluating, and informing.

The minimum expected information will include:

- Change ref/ID
- Description of change
- Owner/originator/identifier
- Impact of change – cost, timeline, quality, benefits, portfolio objectives
- Approval status
- Approver/approval level required

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5 - Process

Ref #	Detail	Timeline	Owner
4.1a	Identification of a potential change within the respective project or programme		Project Leads (PLs)
4.1b	If the change identified is a Portfolio change not linked to a specific project or programme then the Portfolio Management Office (PoMO) will Identify the potential change		PoMO
4.2	As soon as a change is identified the owner must complete a change identification notification (example contained within appendix) and forward to the Senior Responsible Office (SRO) and PoMO – this notice will include details of the outline areas that will be affected and a brief description of the change. In the event the change does not need to follow this process and is agreed solely at a project/programme level the lead will notify the PoMO of the relevant aspects of the change to record and report this accordingly in line with the overall portfolio governance arrangements.	2 days	PoMO
4.3	Review and determine whether the change is: • Justifiable, acceptable and should proceed for approval. • Whether the change is significant enough to warrant scrutiny by a change advisory board or can this change be resolved at a project or programme level. • Agree a realistic timeline of when a decision is required.	3 days	PoMO/PLs/ SRO
4.4	Add the change to the relevant risk register or issue log and the respective change log, if not already included.	Immediately	PoMO/PLs
4.5	If the change is within the approval thresholds agreed for the project or programme and no change advisory board (CAB) is required this change can now be taken to the relevant Project / Programme board (PB) for approval.	Next PB	PLs
4.6	If the change does require scrutiny by a change advisory board then it is proposed a board should convene Monthly to review all change requirements or could be called on an ad hoc basis if the change request requires agreement sooner than the next scheduled board.	Max of 21 days from agreement to submit to CAB	PoMO
4.7	The CAB convenes and: • Ratifies the decision to proceed (if required) • Agrees an appropriate level of approval (if above PB) within the threshold levels agreed.		CAB
4.8	If the Approval level for the change is the project / programme board then the following steps must be	Within 7 days of CAB	PoMO/PLs

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	followed – if required an ad hoc PB can be called to agree change: • PB determine suitability of resolution presented and approve change. • Once approved the SRO/PL/PoMO to final review the change and complete an impact assessment for submission to Portfolio Board and Joint Committee for information. • The project or programme team can now implement the change into their programme. • Update issue log and risk register as required and continually review change and impacts until complete.		
4.9	Convene a resolution meeting before escalating to compile all evidence and complete a change request notification		
4.10	If the Approval level for the change is the portfolio board then the following steps must be followed – if required an ad hoc PB can be called to agree change: • Review and amend resolution as required • Approve • If the change is not approved then either rejection or amendment must be considered. If amendment is required then review and amend as required. • If rejection follow the general point at the end of this process. • Advise Joint Committee / WG / UKG of the change • The project or programme team can now implement the change into their programme. • Update issue log and risk register as required and continually review change and impacts until complete.	Within 7 days of CAB	Portfolio Board
4.11	If the Approval level for the change is the Joint Committee then the following steps must be followed: • Review and amend resolution as required • Approve • If the change is not approved then either rejection or amendment must be considered. If amendment is required then review and amend as required. • If rejection follow the general point at the end of this process. • Advise WG / UKG of the change • The project or programme team can now implement the change into their programme. • Update issue log and risk register as required and continually review change and impacts until complete.	Within 7 days of Portfolio Board	Joint Committee

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5.8	If the Approval level for the change is Welsh or UK Government then the following steps must be followed: • Review and amend resolution as required • Approve • If the change is not approved then either rejection or amendment must be considered. If amendment is required then review and amend as required. • If rejection follow the general point at the end of this process. • The project or programme team can now implement the change into their programme. • Update issue log and risk register as required and continually review change and impacts until complete.	Within 14 days of Joint Committee	WG / UKG
General	If at any point a decision to reject the change is agreed then a risk mitigation meeting is to be called immediately to determine the impact of rejection will have and formulate a strategy to reduce the potential impact.		All
General	It is envisaged that this process is suitable for the approval of the majority of change for the overall Portfolio projects and programmes, however in the event that approval of a change is time critical then amendments to this procedure and timelines associated can be agreed at the initial review meeting (4.3) with the agreement of all relevant parties.		

5 - Timeline

Item	Number of Days to action	Cumulative Total Days
Complete and submit Change Identification Template	2 Days	2 Days
Initial Review (SRO, PL, PoMO)	3 Days	5 Days
Change Advisory Board or Project / Programme Board if CAB not required	21 Days	26 Days
ADVISE WELSH/UK GOVERNMENT OF LIKELY CHANGE / REVIEW REQUIREMENTS		
Resolution Meeting to determine preferred solution post CAB	3 Days	29 Days
Portfolio/Programme/Project Board post CAB Review and/or approval	7 Days	36 Days
Joint Committee Review post relevant P3M board review and/or approval	7 Days	43 Days
Welsh/UK Government approval	14 Days	57 Days

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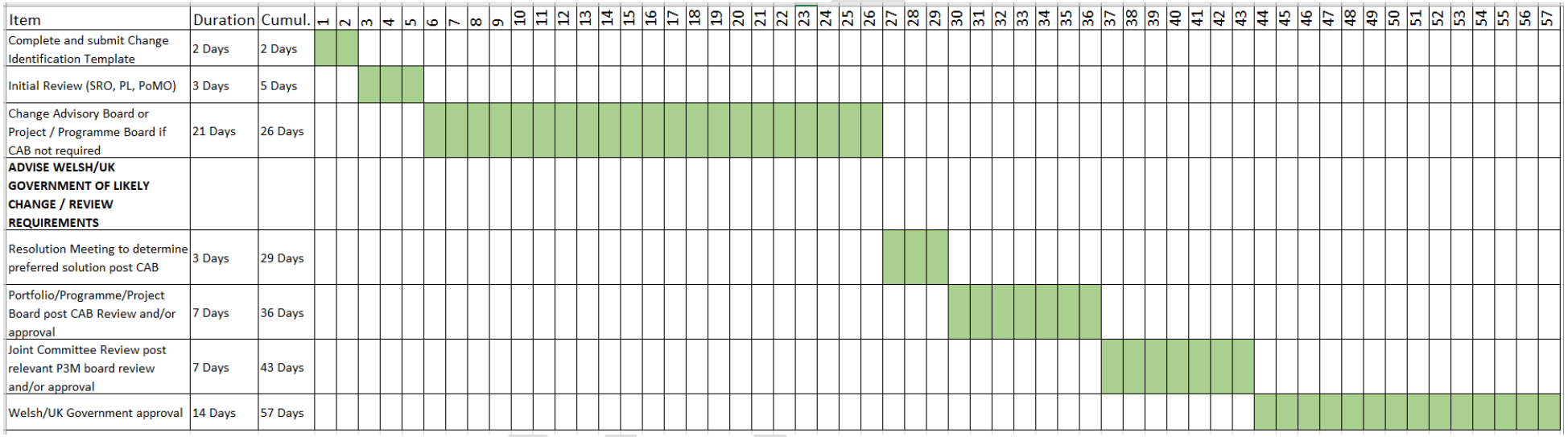
Below is a Gantt chart showing the potential timeline for approval of changes that require approval outside of the individual project / programme and potentially requiring Welsh/UK government approval if they impact the overall Portfolio objectives.



N.B – It is envisaged that the majority of changes will be approved at a project/programme level and that most will be approved in less than 30 days. The above timeline outlines an anticipated maximum duration for the approval of significant, complex change.

6 – Threshold limits

Threshold Limits for approval at the following levels require further consideration:

- Project/Programme
- Portfolio Board
- Joint Committee
- Welsh/ UK government

Until appropriate limits can be agreed it is anticipated that any significant change to the programme or project in the following areas

- Impact the total cost;
- Impact the completion of delivery of output(s)/ key milestones;
- Impact the quality outlined within the business case for the specified Project/Programme
- Impact the benefits outlined within the business case for the specified Project/Programme;

or any change to the Portfolio objectives will need to be reported accordingly.

- Impact the GVA, jobs created or inward investment.

All other minor changes that do not significantly affect the areas above continue to be approved by the Project/Programme until thresholds are agreed but the PoMO need to be informed of any changes.

All changes are subject to the terms and conditions set out in the respective funding awards and respective funding agreements.

Within the legal funding agreements there is potential for permissible change to the project scope or outputs providing the changes follow the approved change control procedure. This is detailed within clause **6.3 Project Agreed Outputs** of both primary and secondary funding agreements as outlined below:

"Any Party to this Agreement may propose a change to the Project Agreed Outputs by serving a Request for Change to the Project Agreed Outputs on the other Party. Such Request for Change to the Project Agreed Outputs on the other Party shall be in writing and shall identify the change proposed. The Project Authority Lead shall submit any Request for Change to the Project Agreed Outputs to the Accountable Body who may request the Joint Committee to seek approval from the Welsh Government. A Request for Change to the Project Agreed Outputs shall not come into effect until it is approved by either the Accountable Body or the Welsh Government"

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Appendix - Templates

Templates include:

- Change Identification Notice – This is to be completed in the event of a change requiring review and or approval by the PoMO/SRO/PL

Draft change notification.docx

- Change Request Notice – This is to be completed once a solution is proposed and all supporting documentation is available in order to allow approval of the proposed solution.

Draft change resolution - request fc

- Change confirmation Notice – This is to be completed and submitted to the PoMO for confirmation of any project changes not following this process for reporting and information purposes – a template to be provided from the respective lead authorities internal processes.

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Swansea Bay City Deal

Change Control Flow Diagram

January 2021

Document Control Note: this document may not be valid anymore. Please check for the latest approved version of the document	
Date:	14/01/2021
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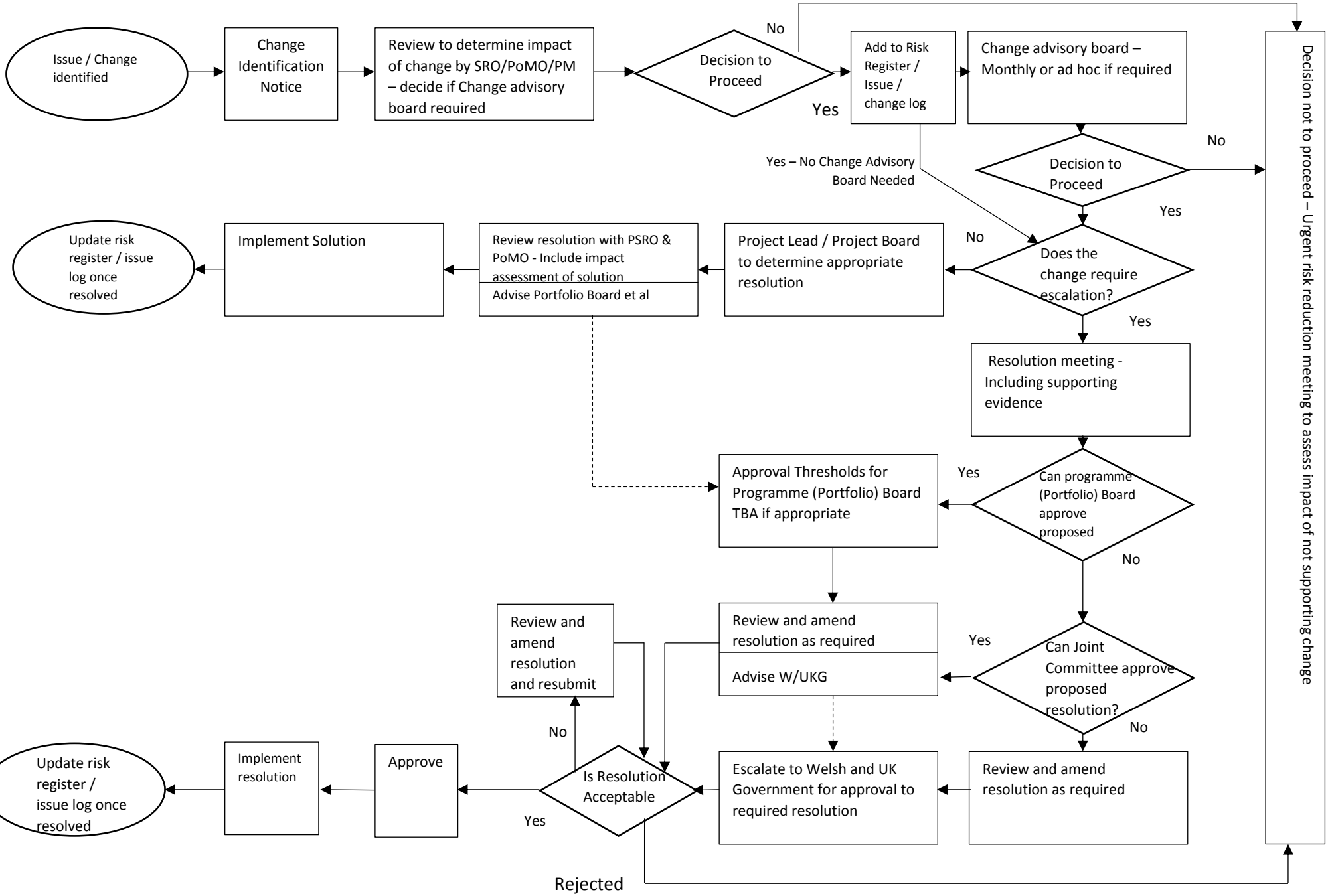
Author:	Phil Ryder
Owner:	Portfolio Board

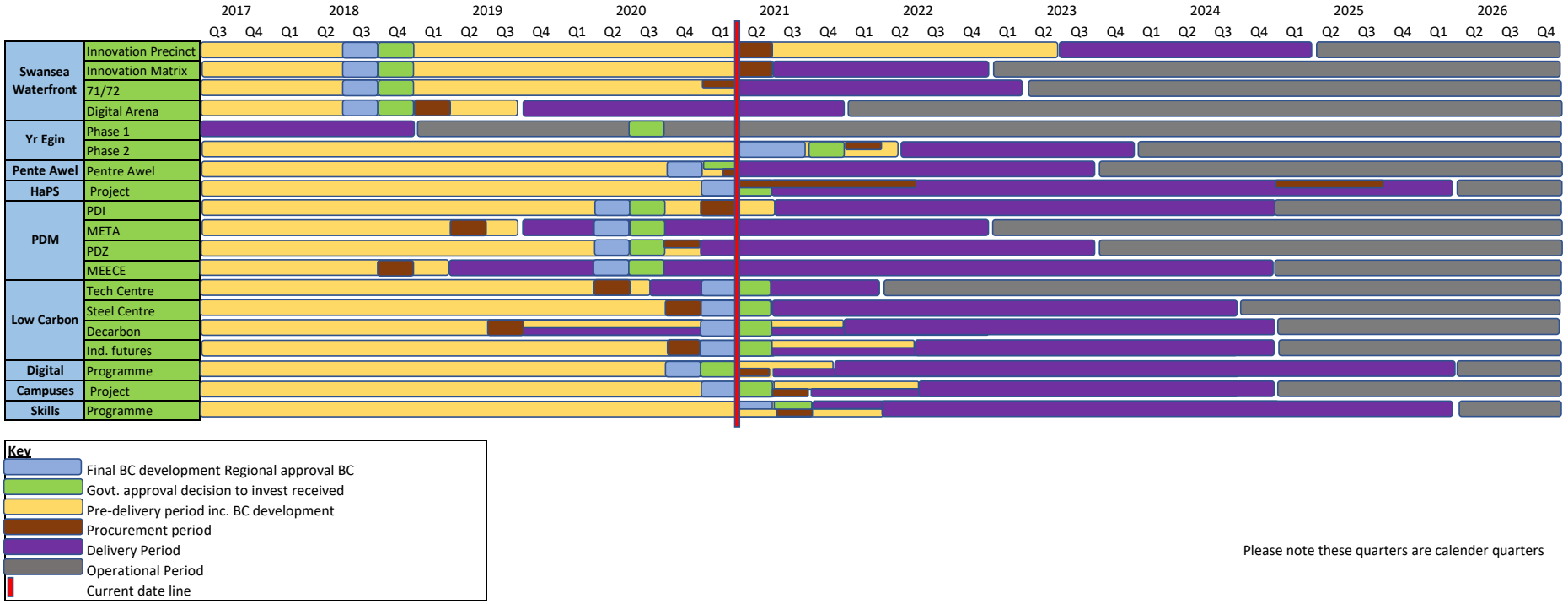

Issue / Change identified
Change Identification Notice
Review to determine impact of change by SRO/PoMO/PM – decide if Change advisory board required
Decision to Proceed
No
Yes
Add to Risk Register / Issue / change log
Change advisory board – Monthly or ad hoc if required
Yes – No Change Advisory Board Needed
Decision to Proceed
No
Yes
Decision not to proceed – Urgent risk reduction meeting to assess impact of not supporting change
Does the change require escalation?
No
Yes
Project Lead / Project Board to determine appropriate resolution
Review resolution with PSRO & PoMO - Include impact assessment of solution
Advise Portfolio Board et al
Implement Solution
Update risk register / issue log once resolved
Resolution meeting - Including supporting evidence
Can programme (Portfolio) Board approve proposed
Yes
No
Approval Thresholds for Programme (Portfolio) Board TBA if appropriate
Can Joint Committee approve proposed resolution?
Yes
No
Review and amend resolution as required
Advise W/UKG
Review and amend resolution and resubmit
Review and amend resolution as required
Escalate to Welsh and UK Government for approval to required resolution
Is Resolution Acceptable
No
Yes
Approve
Implement resolution
Update risk register / issue log once resolved
Rejected

The delivery of preferred options for each project is summarised in the following gantt charts. The status of projects at 23.02.21 is as follows:

·	Yr Egin:	FBC	Approved regionally and by WG and UKG and current
·	Swansea City & Waterfront:	FBC	Approved regionally and by WG and UKG and current
·	Pembroke Dock Marine:	FBC	Approved regionally and by WG and UKG and current
·	Homes as Power Stations:	OBC	Awaiting Government approval
·	Supporting Innovation and Low Carbon:	OBC	In review
·	Pentre Awel:	OBC	Awaiting Government approval
·	Campuses:	OBC	In final development
·	Digital:	OBC	Awaiting Government approval
·	Skills:	OBC	In development

Project Delivery Timeline (Calendar Quarters)		BC In Approval	BC approved	BC Regional Approval - actual	BC W/UKG Approved - actual	Pre-commencement activity Start	Pre-commencement activity End	Main procurement activity	Project Commencement	Project Completion
Swansea Waterfront	Innovation Precinct	Q3 2019	Q4 2019	Nov-18	Oct-19	Q1 2022	Q2 2023	Q2 2021	Q3 2023	Q1 2025
	Innovation Matrix	Q3 2019	Q4 2019	Nov-18	Oct-19	Q1 2021	Q2 2021	Q2 2021	Q3 2021	Q4 2022
	71/72	Q3 2019	Q4 2019	Nov-18	Oct-19	Q1 2021	Q2 2021	Q1 2021	Q2 2021	Q1 2023
	Digital Arena	Q3 2019	Q4 2019	Nov-18	Oct-19	Q2 2017	Q4 2019	Q3 2018	Q4 2019	Q4 2021
Yr Egin										
	Phase 1		Q3 2020	Nov-18	Jul-19	Q3 2016	Q2 2017	Complete	Q2 2017	Q4 2018
	Phase 2	Q2 2021	Q4 2021	Nov-18	Jul-19	Q1 2021	Q1 2022	Q1 2022	Q1 2022	Q4 2023
Pentre Awel										
	Business, education, research and clincal delviery	Q4 2020	Q1 2021**	Nov-20	Expected Q1 2021	Q1 2021	Q1 2021	Q1 2021	Q1 2021**	Q2/3 2023***
HAPS										
	Project	Q1 2021	Q2 2021	Jun-20	Expected Q1 2021	Q3 2017	Q2 2021	Q2 2021	Q2 2021	Q1 2026
PDM										
	PDI	Q2 2020	Q3 2020	Nov-19	Jun-20	Q3 2020	Q4 2021	Q1 2021	Q2 2021	Q4 2024
	META	Q2 2020	Q3 2020	Nov-19	Jun-20	Q1 2018	Q3 2019	Q2 2019	Q3 2019	Q4 2022
	PDZ	Q2 2020	Q3 2020	Nov-19	Jun-20	Q1 2020	Q4 2020	Q4 2020	Q1 2021	Q3 2023
	MEECE	Q2 2020	Q3 2020	Nov-19	Jun-20	Q3 2018	Q1 2019	Q4 2018	Q2 2019	Q4 2024
	SB Tech Centre	Q1 2021	Q2 2021	Jul-19	Expected Q2 2021	Q3 2019	Q3 2020	Q2 2020	Q3 2020	Q1 2022

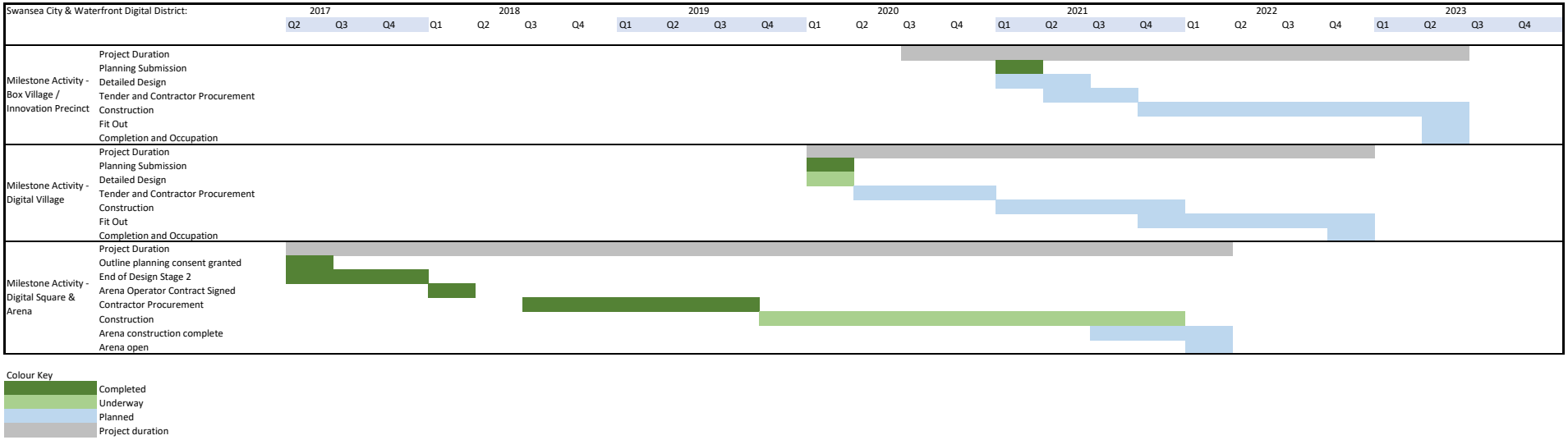
SILCG	Steel Centre	Q1 2021	Q2 2021	Jul-19	Expected Q2 2021	Q2 2020	Q2 2021	Q4 2020	Q2 2021	Q3 2024
	Decarbon	Q1 2021	Q2 2021	Jul-19	Expected Q2 2021	Q4 2019	Q4 2021	Q3 2019	Q4 2019	Q3 2024
	Ind. futures	Q1 2021	Q2 2021	Jul-19	Expected Q2 2021	Q2 2021	Q2 2022	Q4 2020	Q2 2021	Q3 2024
Digital										
	Programme	Q4 2020	Q1 2021	Dec-20	Expected Q1 2021	Q4 2020	Q4 2021 (A	Q2 2021	Q3 2021	Q1 2026
Campuses										
	Project	Q1 2021	Q2 2021	Expected Q1 2021	Expected Q2 2021	Q2 2021	Q2 2022 (A	Q2 2021	Q3 2021	Q4 2024 (all phases)
Skills										
	Project	Q2 2021	Q3 2021	Expected Q1 2021	Expected Q3 2021	Q1 2021	Ongoing	Q3 2021	Q4 2021	Q4 2025



Key

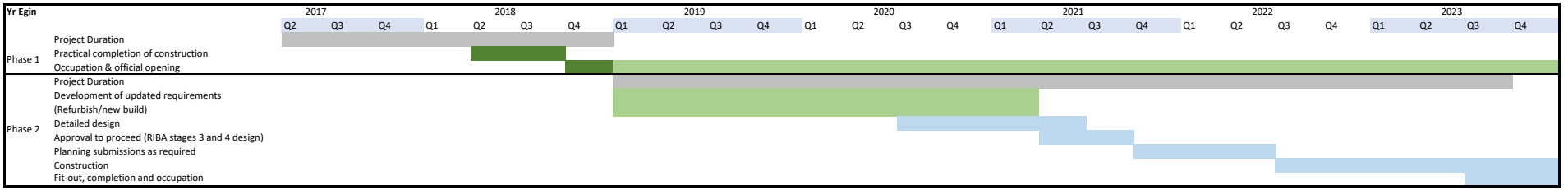
- Final BC development Regional approval BC
- Govt. approval decision to invest received
- Pre-delivery period inc. BC development
- Procurement period
- Delivery Period
- Operational Period
- Current date line

Please note these quarters are calender quarters



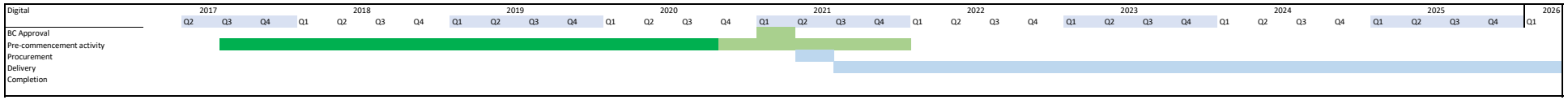
Colour Key

- Completed
- Underway
- Planned
- Project duration



Colour Key

- Completed
- Underway
- Planned
- Project duration

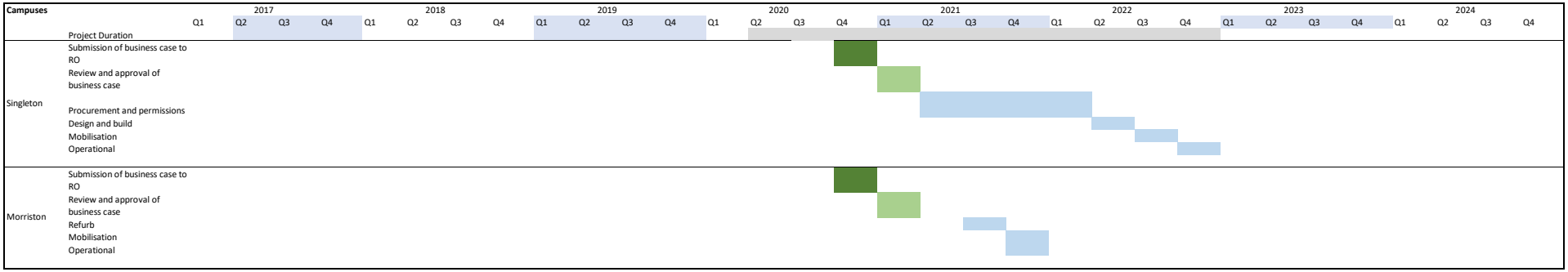


Colour Key

- Completed
- Underway
- Planned
- Project duration

Colour Key

- Completed
- Underway
- Planned
- Project duration



Colour Key

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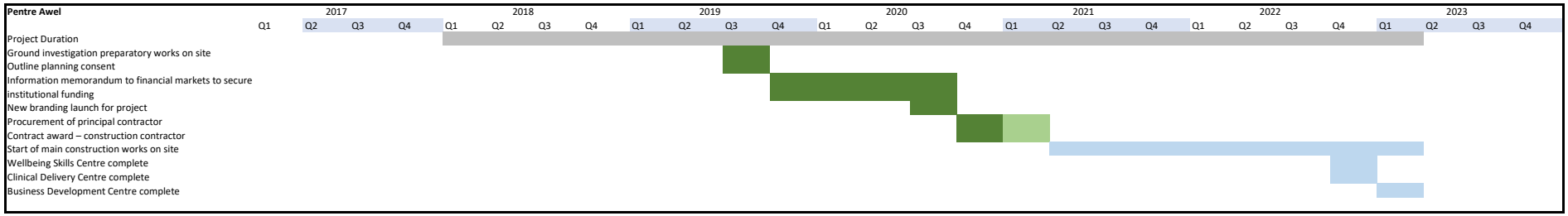
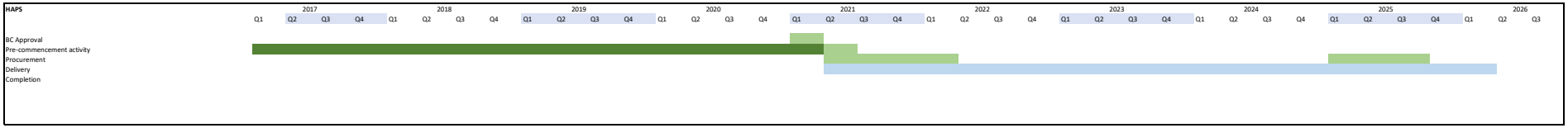
- Planned
- Project duration


Pentre Awel
2017
2018
2019
2020
2021
2022
2023
Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Project Duration
Ground investigation preparatory works on site
Outline planning consent
Information memorandum to financial markets to secure
institutional funding
New branding launch for project
Procurement of principal contractor
Contract award – construction contractor
Start of main construction works on site
Wellbeing Skills Centre complete
Clinical Delivery Centre complete
Business Development Centre complete

Colour Key



Colour Key

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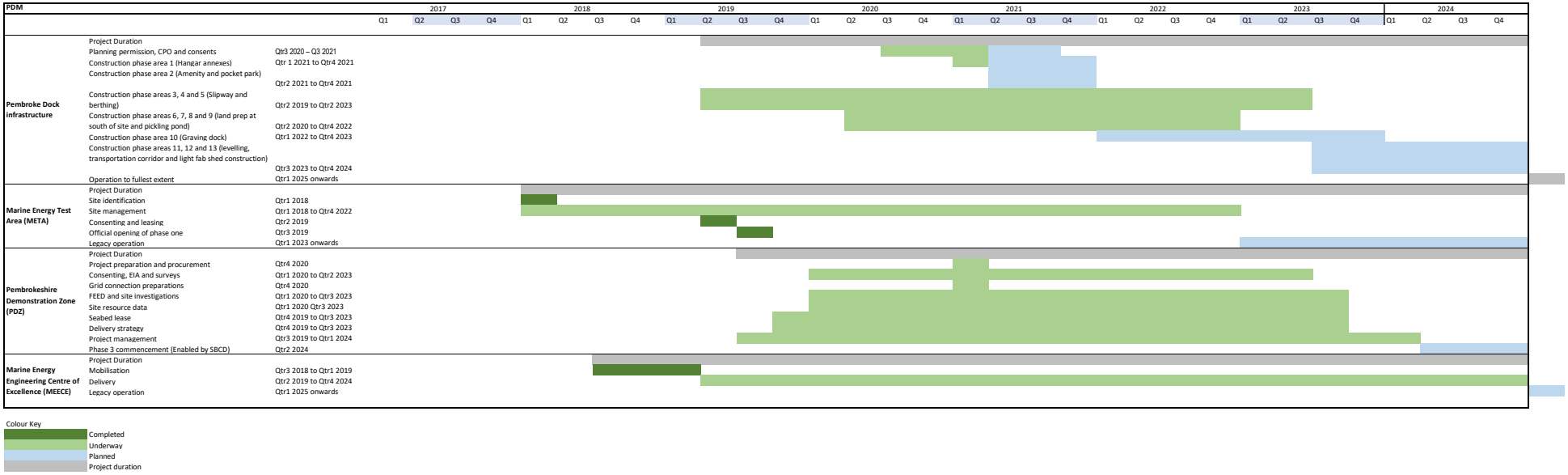
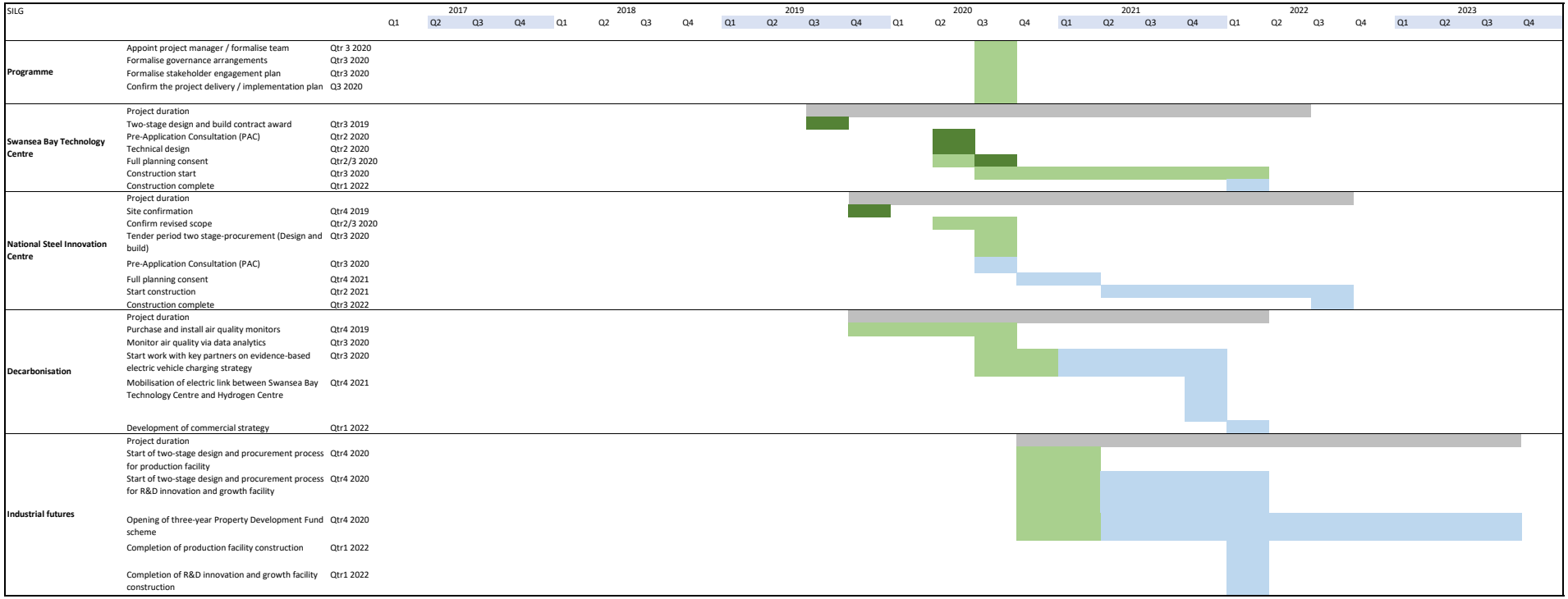
- Underway
- Planned
- Project duration



Colour Key

- Completed
- Underway
- Planned
- Project duration

SILG		
Programme	Appoint project manager / formalise team	Qtr 3 2020
	Formalise governance arrangements	Qtr3 2020
	Formalise stakeholder engagement plan	Qtr3 2020
	Confirm the project delivery / implementation plan	Q3 2020
Swansea Bay Technology Centre	Project duration	
	Two-stage design and build contract award	Qtr3 2019
	Pre-Application Consultation (PAC)	Qtr2 2020
	Technical design	Qtr2 2020
	Full planning consent	Qtr2/3 2020
	Construction start	Qtr3 2020
	Construction complete	Qtr1 2022
National Steel Innovation Centre	Project duration	
	Site confirmation	Qtr4 2019
	Confirm revised scope	Qtr2/3 2020
	Tender period two stage-procurement (Design and build)	Qtr3 2020
	Pre-Application Consultation (PAC)	Qtr3 2020
	Full planning consent	Qtr4 2021
	Start construction	Qtr2 2021
	Construction complete	Qtr3 2022
Decarbonisation	Project duration	
	Purchase and install air quality monitors	Qtr4 2019
	Monitor air quality via data analytics	Qtr3 2020
	Start work with key partners on evidence-based electric vehicle charging strategy	Qtr3 2020
	Mobilisation of electric link between Swansea Bay Technology Centre and Hydrogen Centre	Qtr4 2021
	Development of commercial strategy	Qtr1 2022
Industrial futures	Project duration	
	Start of two-stage design and procurement process for production facility	Qtr4 2020
	Start of two-stage design and procurement process for R&D innovation and growth facility	Qtr4 2020
	Opening of three-year Property Development Fund scheme	Qtr4 2020
	Completion of production facility construction	Qtr1 2022
	Completion of R&D innovation and growth facility construction	Qtr1 2022



Colour Key

- Completed
- Underway
- Planned
- Project duration

Appendix 5.17 - Joint Committee Work Programme

The following Joint Committee (JC) work programme summarises the planned activity for the next 12 months and a summary of key achievements in the past 12 months. The work plan will be monitored by JC and updated by the PoMO to support the planning and communication of SBCD progress.

Work plan (Feb 2021 - Mar 2022)

Category	Action	Timeframe	Responsibility
Governance & Assurance	Wales Audit review of SBCD Portfolio	Feb-April 2021	PoMO/JC
	Benefits Realisation Strategy	Q1 2021/22	PoMO/JC
	Regional approval of the SBCD Portfolio Business Case and WCGIB submission	March 2021	PoMO/JC
	SBCD Welsh Language Policy	April 2021	PoMO/JC
	SBCD Portfolio Gateway Review	July 2021	PoMO/JC/UKG & WG
	Business Engagement Framework	April 2021	PoMO/PB/JC
	Joint Committee meetings	Monthly	PoMO/Democratic Services
	Review Joint Committee Terms of Reference (note: link for PR/AB: Strategy Oversight Committee (pmi.org))	Q1 2021/22	PoMO/Monitoring Officer/JC
	Elect Joint Committee chair (annual basis)	Q2 2021	JC
Monitoring and Evaluation	SBCD Annual Report (narrative) approved	March 2021	PoMO/JC/UKG & WG
	SBCD Quarterly Monitoring Report • Activity undertaken and planned • Integrated Assurance & Approval Plan • Covid-19 Impact Assessment • Portfolio Risk Register • Financials • Outputs and outcomes (Q2 onwards) • Portfolio Roadmap (Q2 onwards)	Q1, Q2, Q3 and Q4 2021/22	Project Leads/PoMO/PB/JC
	Monthly highlight report	Monthly	Project Leads/PoMO/PB/JC

	Revised SBCD Portfolio Roadmap developed	Q2 2021/22	PoMO/PB/JC
	SBCD external evaluation	Q4 2021/22	PoMO/PB/JC
Finance	Quarterly JC budget monitoring	March 21	PoMO/Sec151/JC
	City Deal funding award letter	Q2 2021/22	LA Section 151s/JC
SBCD Project development /approval	Submit Business Case changes for Supporting Innovation & Low Carbon Growth	March 2021	Project Lead/PoMO/PB/JC
	Ministerial approval of Pentre Awel BC	Q4 2020/21	PoMO/JC/UKG & WG
	Ministerial approval of Digital Infrastructure Business Case	Q4 2020/21	PoMO/JC/UKG & WG
	Ministerial approval of Homes as Power Stations Business Case	Q4 2020/21	PoMO/JC/UKG & WG
	Ministerial approval of Supporting Innovation & Low Carbon Growth Business Case	Q1 2021/22	PoMO/JC/UKG & WG
	Regional approval of Skills & Talent Business Case	Q1 2021/22	PoMO/JC
	Regional approval of Life Science & Wellbeing Campuses Business Case	Q1 2021/22	PoMO/JC
Legal and Procurement	Joint Collaborative Agreement revisions and JC approval	Q1 2021/22	Accountable Body/ LAs Section 151 Officers and Legal Officers
Stakeholder Engagement	Bi-annual governance boards seminar on achievements and forward work plans	Q2 2021/22 Q4 2021/22	PoMO/JC/PB/ESB/JSC
	Details and impact of all communications and stakeholder engagement activities	Q2 2021 Q4 2021	PoMO/JC/PB/ESB/JSC
Strategic Regional Functions	Explore key strategic functions at a regional level that will support both the implementation of this Deal and wider development activity	Ongoing	Programme Board/JC/UKG & WG

Previous Work Activities completed (Feb 2020 - Feb 2021)

Category	Action	Timeframe	Responsibility
Governance	SBCD Portfolio Director appointment	March 2020	Accountable Body
	Regional approval of Homes As Power Stations Business Case	June 2020	PoMO/JC
	SRO appointment for SBCD Portfolio	June 2020	PoMO/JC
	PoMO Structure approved	June 2020	PoMO/JC
	Approval of SBCD Implementation Plan	July 2020	PoMO/JC
	Approval of Monitoring & Evaluation Plan	July 2020	PoMO/JC
	SBCD Portfolio Gateway Review 0	July 2020	PoMO/JC/UKG & WG
	Revised SBCD Portfolio Risk Register	Oct 2020	PoMO/JC
	Regional approval of Pentre Awel Business Case	Nov 2020	PoMO/JC
	Revised SBCD Portfolio Issues Log	Nov 2020	PoMO/JC
	Approval of SBCD Procurement principles	Nov 2020	PoMO/JC
	Approval of SBCD Risk Management Strategy	Nov 2020	PoMO/JC
	SBCD Reporting Schedule developed	Nov 2020	PoMO
	Regional approval of Digital Infrastructure Business Case	Dec 2020	PoMO/JC
	SBCD Community Benefits procedure and register developed	Jan 2021	PoMO/PB
	SBCD Change Control Procedure approved	Feb 2021	PoMO/JC
Finance	Joint Committee 2020/21 budget, including the treatment of Benefit in Kind	June 2020	Accountable Body/LAs Section 151 Officers/ PoMO/JC
	Identify and agree LA borrowing requirements for regional programmes / projects	Nov 2020	LAs Section 151 Officers and Legal Officers/Accountable Body/JC
	Agree plan and scope for External Audit	June 2020	SEC151 Officer, JC
	SBCD Funding Award letter agreed by JC	Jan 2021	JC
SBCD Project development /approval	Regional Approval of Swansea City &Waterfront Digital District	Nov 2018	PoMO/JC
	Regional Approval of Yr Egin Phase 1 Business Case	Nov 2018	PoMO/JC
	Regional Approval of Pembroke Dock Marine Business Case	Nov 2019	PoMO/JC
	Ministerial Approval of Swansea City & Waterfront Digital District	Oct 2019	PoMO, PoMO/JC, UKG & WG
	Ministerial Approval of Yr Egin Phase 1 Business Case	July 2019	PoMO, PoMO/JC, UKG & WG
	Ministerial Approval of Pembroke Dock Marine Business Case	June 2020	PoMO, PoMO/JC, UKG & WG

	Regional Approval of Homes as Power Stations Business Case	June 2020	PoMO/JC
	Homes as Power Stations Project Assessment Review (PAR)	June 2020	PoMO, PoMO/JC, UKG & WG
	Supporting Innovation & Low Carbon Growth Programme Assessment Review (PAR)	June 2020	PoMO, PoMO/JC, UKG & WG
	Pentre Awel Gateway Review 2	Sept 2020	PoMO, PoMO/JC, UKG & WG
	Supporting Innovation & Low Carbon Growth Critical Friend Review	Oct 2020	PoMO, PoMO/JC, UKG & WG
	Digital Infrastructure Gateway 0 Review	Oct 2020	PoMO, PoMO/JC, UKG & WG
	Regional approval of Pentre Awel Business Case	Nov 2020	PoMO/JC
	Regional Approval of Digital Infrastructure Business Case	Dec 2020	PoMO/JC
Legal and Procurement	Contracts Register established to identify and report on community benefits	Oct 2020	PoMO/JC
	SBCD Procurement Principles	Jan 2021	PoMO/JC
	Funding Agreement between the Project Authority Lead and the Project Lead to allow the transfer of City Deal Funding	Complete	Accountable Body/ LAs Section 151 Officers and Legal Officers/ JC
	Funding agreement revisions (minor amendments with delegated authority)	Jan 2021	Monitoring Officer/Sec151/PB
Monitoring & Evaluation	SBCD Integrated Assurance & Approval Plan developed	June 2020	PoMO/JC
	SBCD monthly Highlight Report developed	Oct 2020	PoMO/JC
	SBCD Quarterly Monitoring Report developed	Nov 2020	PoMO/JC
	SBCD Portfolio Action Plan approved (AOR rec, Gateway 0 Review)	Nov 2020	PoMO/JC
	SBCD Covid-19 Impact Assessment updated	Feb 2021	PoMO/JC
	SBCD Portfolio Risk Register revised	Feb 2021	PoMO/JC
	Joint Committee Work Programme developed	Feb 2021	PoMO/JC
Stakeholder Engagement	SBCD Communications & Marketing Plan revised	Jan 2021	PoMO/JC
	SBCD Stakeholder Power & Influence Matrix developed	Nov 2020	PoMO/JC
	SBCD Communications, Marketing & Stakeholder schedule developed	Feb 2021	PoMO/JC

SBCD AOR Update Report – March 2021

ID	Recommendation	Status	Owner	Progress update
AOR001	WCGIB share the AOR report with the North Wales Growth Deal and Mid Wales Growth Deal	Completed	WCGIB	Actioned by WG.
AOR002	Subsequent iterations of the PoBC present the current/latest position of the portfolio	Completed	SBCD	Update Portfolio Business Case to be submitted in March 2021. Updated version includes a history of change within Executive Summary and reflects the current status of programmes and projects.
AOR003	Release of annual C&GD funding is linked to an annual submission of an updated PoBC	Completed	SBCD	Updated Portfolio Business Case to be submitted in March 2021 together with financial / monitoring templates to trigger release of next tranche of CD funding. Annual target date for release of CD funding by Q2 each financial year.
AOR004		Completed	SBCD	

	PoBC be developed to include a section on strategic alignment of UKG & WG policy objectives, at a project level			Matrix summarising all portfolio and project policy and strategy alignment included in the updated Portfolio Business Case (Appendix 1.1).
AOR005	PoMO fully 'SMARTens' and clearly baselines PoBC Spending Objectives	Completed	SBCD	Investment Objectives have been further defined and 'SMARTened' in the latest version of the Portfolio Business Case (Section 1.6). Baseline confirmed as 2017. Investment Objectives linked to the SBCR strategy within the Business Case (Section 1.6).
AOR006	PoMO includes project-level Spending Objectives at portfolio level, and quantifies the contribution the portfolio will make to the SBCR strategy	Completed	SBCD	Programme and Project level Investment Objectives have been included in the updated Business Case (Appendix 1.2).
AOR007	PoMO ensures benefits are quantified wherever possible at project level, and presents the main quantified benefits in the PoBC	Completed	SBCD	All quantifiable programme/project benefits have been included within the updated Portfolio Busines Case (Appendix 1.4). All project and programme, quantifiable benefits are also included and will be updated in future iterations of the PoBC as required.
AOR008	WG & UKG officials work with the PoMO to	In Progress	WCGIB	Awaiting guidance and template from WG. WG confirmed that SBCD will not be expected to apply the guidance/template to BCs that have already

	develop a standardised economic appraisal template for use by projects			undertaken an economic appraisal. The programme / project economic appraisals are being shared with WG economists and officials prior to submission.
AOR009	WCGIB to seek assurance from the PoMO that - going forward - appropriate business case documentation, and governance and assurance arrangements are developed and installed respectively, for the constituent parts of the portfolio	Completed	SBCD	PoMO providing strategies, plans, templates, training, audits to standardise and enhance the governance, assurance and reporting arrangements of SBCD at portfolio and programme/project levels. This includes: • Risk management strategy and risk register and issues log • Integrated Assurance and Approval Plan (IAAP) • Covid impact assessments • Monthly highlight reports • Quarterly reporting, including financial monitoring • PoMO assurance on Gateway Assurance recommendation implementation • SBCD reporting schedule • Standardised template developed for Project/Programme Board Terms of Reference • SBCD governance arrangements review • SBCD Procurement principles • Completion of all SBCD regional audit actions • Programme / Project roadmaps • PoMO work plan • Change control process and templates • PM tooling Management Case of updated Business Case provides further detail on the above.

AOR010	PoMO adopts standardised definitions for programmes and projects, as defined by the respective best practice methodologies	Completed	SBCD	The PoMO have reviewed the portfolio with the individual leads to define all constituent parts as programmes or projects.
				• Programmes
				  ○ Digital Infrastructure
				  ○ Swansea City & Waterfront Digital District
				  ○ Pembroke Dock Marine
				  ○ Supporting Innovation & Low Carbon Growth
				  ○ Skills and Talent
				• Projects
				  ○ Homes As Power Stations
				  ○ Pentre Awel
				  ○ Life Science & Wellbeing Campuses
				  ○ Yr Egin
				
				Glossary being prepared to standardise terminology - to be approved by JC/PB and cascaded to Project Leads to be used in future documentation.
				
				PoMO to conduct 6 monthly performance reviews with Programme and Project leads to assess the current status of the individual programme / project. This is currently in the process of being scheduled.

AOR011	Next iteration of the PoBC is updated to include the identification of project level community benefits, and identified opportunities for collaborative project-level procurements	Completed	SBCD	Procurement narrative and principles have been shared with all project/programme teams to incorporate into business cases. PoMO will maintain a register of Community Benefits that are agreed at programme/project level (Appendix 3.1). Projects will be required to report on their community benefits at the time of procurement and programme / project delivery.

				Details on the procurement principles and community benefits are included in the updated Business Case (Appendix 3.1, 3.2, 3.3).
AOR012	Appropriate WG & UKG officials work with the PoMO to develop a standardised financial appraisal template	In Progress	WCGIB	WG confirmed that SBCD will not be expected to apply the guidance/template to BCs that have already undertaken a financial appraisal. The project/programme financial appraisals are being shared with WG and officials prior and during the submission process. The PoMO have liaised with WG financial team to draft appropriate quarterly financial monitoring templates
AOR013	PoMO sets out the relationship between portfolio investment funding and capital financing in more detail in the next iteration of the PoBC	Completed	SBCD	Portfolio Business Case updated to include further information on investment funding and capital financing. Table 4.6 and Figure 4.5 added in Section 4.3. Additional narrative on Borrowing in Section 4.6. Additional narrative included on Investment Counterparty Selection Criteria in 4.8 Financial Instruments. Relationship clarified in Tables 4.3, 4.4, 4.5 and Figure 4.5 in Financial Case
AOR014	Updated governance and assurance processes are	Completed	WCGIB	

	provided by WCGIB to the PoMO for incorporation into their assurance and approval process			WG confirmed that there would be no change to the process already by SBCD whereby SBCD Programmes and Projects will require WG/UKG approval based on assurance. WG have forwarded PoMO flow diagrams to place in a PoBC as an Appendix whereby assurance requirements will be embedded in the SBCD governance arrangements.
AOR015	WCGIB set out its expectations for monitoring progress, and confirms the reporting frequency it is seeking	Completed	WCGIB	SBCD undertaking monthly monitoring and will submit quarterly reports to WG together with annual performance report and updated PoBC.

Report of the Chief Legal Officer

Swansea Bay City Region Joint Committee – 11 March 2021

Exclusion of the Public

Purpose:		To consider whether the Public should be excluded from the following items of business.
Policy Framework:		None.
Consultation:		Legal.
Recommendation(s):		It is recommended that:
1)	The public be excluded from the meeting during consideration of the following item(s) of business on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Paragraphs listed below of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 subject to the Public Interest Test (where appropriate) being applied.	
	Item No.	**Relevant Paragraphs in Schedule 12A**
	12	14
Report Author:		Democratic Services
Finance Officer:		Not Applicable
Legal Officer:		Tracey Meredith – Chief Legal Officer (Monitoring Officer)

1. Introduction

1.1 Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, allows a Principal Council to pass a resolution excluding the public from a meeting during an item of business.

1.2 Such a resolution is dependent on whether it is likely, in view of the nature of the business to be transacted or the nature of the proceedings that if members of the public were present during that item there would be disclosure to them of exempt information, as defined in section 100I of the Local Government Act 1972.

2. Exclusion of the Public / Public Interest Test

2.1 In order to comply with the above mentioned legislation, the Joint Committee will be requested to exclude the public from the meeting during consideration of the item(s) of business identified in the recommendation(s) to the report on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Exclusion Paragraphs of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

2.2 Information which falls within paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

2.3 The specific Exclusion Paragraphs and the Public Interest Tests to be applied are listed in **Appendix A**.

2.4 Where paragraph 16 of the Schedule 12A applies there is no public interest test. Joint Committee members are able to consider whether they wish to waive their legal privilege in the information, however, given that this may place the Joint Committee in a position of risk, it is not something that should be done as a matter of routine.

3. Financial Implications

3.1. Approval of the updated Portfolio Business Case by the UK Government and Welsh Government will help facilitate the release of further funding to the City Deal portfolio.

3.2. Significant variances to the portfolio outputs, outcomes and financial profile could result in a reprofile of City Deal funding allocation.

3.3. Portfolio level financial risks are specifically outlined within the Economic Case component of the business case.

3.4. Selected appendices have been removed and appear in a separate agenda item to be dealt with in a closed session.

3.5. Removed financial appendices have been exempt due to the commercially sensitive details included in programme/project monitoring returns.

3.6. A high-level portfolio financial overview will be presented as an agenda item in the open Joint Committee session on which approval will sought.

4. Legal Implications

4.1 The legislative provisions are set out in the report.

4.2 Joint Committee members must consider with regard to each item of business set out in paragraph 2 of this report the following matters:

4.2.1 Whether in relation to that item of business the information is capable of being exempt information, because it falls into one of the paragraphs set out in Schedule 12A of the Local Government Act 1972 as amended and reproduced in Appendix A to this report.

4.2.2 If the information does fall within one or more of paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended, the public interest test as set out in paragraph 2.2 of this report.

4.2.3 If the information falls within paragraph 16 of Schedule 12A of the Local Government Act 1972 in considering whether to exclude the public members are not required to apply the public interest test but must consider whether they wish to waive their privilege in relation to that item for any reason.

Background Papers: None.
Appendices: Appendix A – Public Interest Test.

Appendix A

Public Interest Test

No.	Relevant Paragraphs in Schedule 12A
12	**Information relating to a particular individual.**
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 12 should apply. Their view on the public interest test was that to make this information public would disclose personal data relating to an individual in contravention of the principles of the Data Protection Act. Because of this and since there did not appear to be an overwhelming public interest in requiring the disclosure of personal data they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.
13	**Information which is likely to reveal the identity of an individual.**
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 13 should apply. Their view on the public interest test was that the individual involved was entitled to privacy and that there was no overriding public interest which required the disclosure of the individual's identity. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.
14	**Information relating to the financial or business affairs of any particular person (including the authority holding that information).**
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 14 should apply. Their view on the public interest test was that: **a)** Whilst they were mindful of the need to ensure the transparency and accountability of public authority for decisions taken by them in relation to the spending of public money, the right of a third party to the privacy of their financial / business affairs outweighed the need for that information to be made public; or **b)** Disclosure of the information would give an unfair advantage to tenderers for commercial contracts. This information is not affected by any other statutory provision which requires the information to be publicly registered. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.

No.	**Relevant Paragraphs in Schedule 12A**
15	**Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.**
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 15 should apply. Their view on the public interest test was that whilst they are mindful of the need to ensure that transparency and accountability of public authority for decisions taken by them they were satisfied that in this case disclosure of the information would prejudice the discussion in relation to labour relations to the disadvantage of the authority and inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.
16	**Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.**
	No public interest test.
17	**Information which reveals that the authority proposes:** **(a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or** **(b) To make an order or direction under any enactment.**
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 17 should apply. Their view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by the public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.
18	**Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime**
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 18 should apply. Their view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis they felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.

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