

Cyd-Bwyllgor Dinas-Ranbarth Bae Abertawe

Lleoliad: O bell drwy Microsoft Teams

Dyddiad: Dydd Llun, 7 Rhagfyr 2020

Amser: 2.30 pm

Cadeirydd: Cynghorwyr Rob Stewart (Cyngor Abertawe)

Aelodaeth:

Cynghorwyr:

Emlyn Dole	Cyngor Sir Gar
Rob Jones	Cyngor Castell-nedd Port Talbot
David Simpson	Cyngor Sir Benfro

Cynrychiolwyr Cyfetholedig Heb bleidlais:

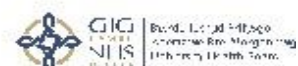
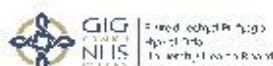
Maria Battle	Bwrdd Iechyd Prifysgol Hywel Dda
Chris Foxall	Cadeirydd dros dro Bwrdd Strategaeth Economaidd Abertawe
Yr Athro Medwin Hughes	Prifysgol Cymru y Drindod Dewi Sant
Ray Selby	Prifysgol Cymru y Drindod Dewi Sant
Steve Wilks	Prif Ysgol Abertawe
Emma Woollett	Bwrdd Lechyd Prifysgol Bae Abertawe

Gwyllo ar-lein: <https://bit.ly/3pFXmR0>

Agenda

Rhif y Dudalen

- 1 Ymddiheuriadau am absenoldeb.**
- 2 Datgeliadau o fuddiannau personol a rhagfarnol.**
www.abertawe.gov.uk/DatgeluCysylltiadau
- 3 Cofnodion.** **1 - 5**
Cymeradwyo a llofnodi, fel cofnod cywir, gofnodion y cyfarfod blaenorol.
- 4 Cyhoeddiadau'r Cadeirydd.**



5 Cwestiynau gan y Cyhoedd

Rhaid cyflwyno cwestiynau'n ysgrifenedig, cyn hanner dydd ar y diwrnod gwaith cyn y cyfarfod fan bellaf. Rhaid i gwestiynau ymwneud ag eitemau ar yr agenda. Ymdrinnir â chwestiynau o fewn cyfnod 10 munud.

- | | | |
|----------|---------------------------------------------------------------------------------------|------------------|
| 6 | Achos Busnes Seilwaith Digidol - gydag Adborth y Bwrdd Strategaeth Economaidd. | 6 - 202 |
| 7 | Diweddariad Misol ar Brosiectau / Rhaglenni. | 203 - 214 |
| 8 | Monitro ariannol Ch2. | 215 - 218 |
| 9 | Prosbectws Cynyddu Rhanbarthol (Llafar). | |

Cyfarfod nesaf: Dydd Iau, 14 Ionawr 2021 ar 10.30 am

Huw Evans

**Huw Evans
Pennaeth Gwasanaethau Democraidd
Dydd Mawrth, 1 Rhagfyr 2020**

Cyswllt: Gwasanaethau Democraidd - 636923

Agenda Item 3

City and County of Swansea



Minutes of the Swansea Bay City Region Joint Committee

Remotely via Microsoft Teams

Thursday, 12 November 2020 at
10.30 am

Present: Councillor Rob Stewart (Swansea Council) Presided

Councillors:

Emlyn Dole	Carmarthenshire Council
Ted Latham	Neath Port Talbot Council
David Simpson	Pembrokeshire Council

Co-opted Non-Voting Representatives:

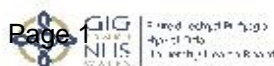
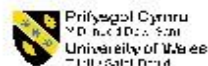
Chris Foxall	Interim Chair of Swansea Economic Strategy Board
Ray Selby	University of Wales Trinity Saint David
Steve Wilks	Swansea University
Emma Woollett	Swansea Bay University Health Board

Officers:

Richard Arnold	Swansea City Region Finance Manager (Swansea Bay City Region)
Sharon Burford	Carmarthenshire Council
Jonathan Burnes	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 Deal (Carmarthenshire Council)
Steven Jones	Director of Development (Pembrokeshire Council)
Tracey Meredith	Joint Committee Monitoring Officer (Swansea Council)
Chris Moore	Joint S151 Officer (Carmarthenshire County Council)
Nicola Pearce	Director of Environment (Neath Port Talbot Council)
Phil Roberts	Chief Executive (Swansea Council)
Wendy Walters	Chief Executive (Carmarthenshire Council)

Apologies for Absence:

Councillor(s) Rob Jones (Neath Port Talbot Council)
Maria Battle (Hywel Dda University Health Board) and Medwin Hughes (University of Wales Trinity Saint David)
Steve Phillips (Chief Executive (Neath Port Talbot Council)) and Ian Westley (Chief Executive (Pembrokeshire Council))



1 Disclosures of Personal and Prejudicial Interests.

In accordance with the Code of Conduct adopted by the City & County of Swansea, the following interest(s) were declared:

- 1) Chris Moore, Ray Selby, Wendy Walters, Steve Wilks & Emma Woollett declared a Personal Interest in the Minute 103 "Pentre Awel (Presentation) & Minute 105 "Pentre Awel Business Case – with Economic Strategy Board Feedback".

2 Minutes.

Resolved that the Minutes of the Swansea Bay City Region Joint Committee held on 10 September 2020 be signed and approved as a correct record.

3 Announcement(s) of the Chair.

1. Tidal Energy in Swansea Bay

The Chair expressed his disappointment that the Swansea Bay Tidal Lagoon had not proceeded; however, following significant work with the Welsh Government and UK Government, he hoped that a positive announcement would be made in relation to Tidal Energy in Swansea Bay in due course.

2) Swansea Digital Waterfront

The Chair stated that the Swansea Digital Waterfront project was progressing well and that it had been named "Copr Bay". The "Topping Out" ceremony was scheduled for later that day.

4 Public Questions

There were no public questions.

5 Internal Audit Report.

The Swansea Bay City Region Section 151 Officer (Chris Moore) submitted a report which informed of the findings and actions of an internal audit review into the Swansea Bay City Deal Programme.

Resolved that the findings and actions of the internal audit review into the Swansea Bay City Deal Programme be noted.

6 Swansea Bay City Region Joint Committee Future Dates 2021-2022.

The Head of Democratic Services, Swansea Council (Huw Evans) submitted a report which highlighted 15 April 2021 as the final scheduled date for the Swansea Bay City Region Joint Committee. The report sought to extend the scheduled meetings until 7 April 2022.

Resolved that:

- 1) The previously agreed Joint Committee dates be noted:

<i>10 December 2020</i>	<i>11 February 2021</i>	<i>15 April 2021</i>
<i>14 January 2021</i>	<i>11 March 2021</i>	-

- 2) The future dates as outlined below be approved:

13 May 2021	9 September 2021	13 January 2022
10 June 2021	14 October 2021	10 February 2022
8 July 2021	11 November 2021	10 March 2022
12 August 2021	9 December 2021	7 April 2022 <small>1st Week of April to avoid Easter</small>

7 Swansea Bay City Deal Procurement Principles.

The Swansea Bay City Region Business Engagement Manager (Peter Austin) submitted a report which sought consideration of the final draft of the Procurement Principles for Swansea Bay City Region procurement.

Resolved that the Procurement Principles for Swansea Bay City Region Project Procurement be approved.

8 Swansea Bay City Deal Risk Management Strategy.

The Swansea Bay City Region Senior Portfolio Support Officer (Amanda Burns) submitted a report which sought to set an agreed Risk Management Strategy and Risk Register for the Swansea Bay City Region Portfolio.

Resolved that:

- 1) The Risk Management Strategy and agreed approach to be overseen by Programme Board as set out in Appendix A of the report be approved.
- 2) The updated Portfolio Risk Register and Covid-19 Impact Assessment as set out in Appendices B & C of the report be noted.

9 Portfolio Action Plan.

The Swansea Bay City Region Portfolio Development Manager (Ian Williams) submitted a report which sought to agree the Action Plan in response to the Accounting Officer Review (AOR) and Gateway 0 Review recommendations.

Resolved that:

- 1) The Portfolio Action Plan as outlined in Appendix A of the report be approved as the response to the AOR and Gateway 0 Review recommendations as set out in Appendices B & C of the report.

- 2) The Portfolio Action Plan as outlined in Appendix A of the report be approved as a template for the future reporting of the forward work programme of the PoMO.

10 Quarterly Monitoring Report.

The Swansea Bay City Region Programme Director (Jonathan Burnes) submitted a report which outlined the Quarterly Monitoring Report for both the Swansea Bay City Region Portfolio and its constituent projects.

Resolved that:

- 1) The Quarterly Monitoring Report for both the Swansea Bay City Region Portfolio and its constituent projects be noted.

11 Pentre Awel. (Presentation)

Sharon Burford (Carmarthenshire Council) gave a presentation on the Pentre Awel project.

Resolved that:

- 1) The presentation be noted.

12 Exclusion of the Public.

The Committee was requested to exclude the public from the meeting during the consideration of the item(s) of business identified in the recommendation to the report on the grounds that it involved the likely disclosure of exempt information as set out in the exemption paragraph of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, relevant to the item(s) of business set out in the report.

The Committee considered the Public Interest Test in deciding whether to exclude the public from the meeting for the item(s) of business where the Public Interest Test was relevant as set out in the report.

Resolved that the public be excluded for the following items of business.

(Closed Session)

13 Pentre Awel Business Case - with Economic Strategy Board Feedback.

The Project Manager (Sharon Burford) submitted a report which sought consideration of the Pentre Awel Project Business Plan and approval for the formal submission of the five-case model business case to the UK Government and Welsh Government for approval, subject to approval by Carmarthenshire County Council.

Resolved that:

- 1) The formal submission of the Pentre Awel five case business case model to the UK Government and Welsh Government be approved.
- 2) The SRO be delegated authority to make any amendments to the business case as necessary to obtain their approval.
- 3) The position statement provided within the report be noted.

The meeting ended at 11.55 am

Chair

Agenda Item 6



Special Swansea Bay City Region Joint Committee – 7 December 2020

Digital Infrastructure Programme Business Case - with Economic Strategy Board Feedback

Purpose:	To consider feedback from the Economic Strategy Board on the Digital Infrastructure Programme and approve the formal submission of the five-case model business case to the UK Government and Welsh Government for approval. To grant the Programme's Senior Responsible Owner (SRO) delegated powers to make any minor amendments to the business case as necessary to obtain that approval.
Policy Framework:	Swansea Bay City Deal (SBCD)
Consultation:	Carmarthenshire County Council Neath Port Talbot County Borough Council Pembrokeshire County Council City and County of Swansea Economic Strategy Board Programme Board Welsh Government (Digital Infrastructure) UK Government (Digital Infrastructure)
Recommendation(s):	It is recommended that: 1) The Joint Committee approve the formal submission of the Digital Infrastructure five-case model business case to the UK and Welsh Government for approval. 2) The Joint Committee grants the Programme's Senior Responsible Owner (SRO) delegated powers to make any minor amendments to the business case as necessary to obtain that approval.
Report Author:	Gareth Jones (Digital Infrastructure Programme Manager)
Finance Officer:	Chris Moore, SBCD S151 Officer
Legal Officer:	Tracey Meredith, SBCD Monitoring Officer

1. Introduction

The Digital Infrastructure Programme of the Swansea Bay City Deal is an investment in the Digital Connectivity and associated Telecommunications Infrastructure of the region. This includes but is not limited to full fibre fixed connectivity and associated infrastructure, 4G, 5G and Internet of Things wireless networks. It is in essence the deployment of enabling technology that will allow quality digital services to be delivered and accessed over fixed line networks or wireless networks.

The Programme will deliver the essential underlying Infrastructure required to support and underpin the region's broader Digital Strategy. It will help to ensure that the region is equipped with future-proofed Digital Infrastructure that will provide the transformative foundations for City Deal interventions and wider regional growth. The Programme will also help to ensure social inclusion and cohesion in a post Covid-19 world.

This ultra-fast, ultra-reliable connectivity will help to ensure that the region capitalises on opportunities to accelerate economic growth and establish itself as a centre of excellence in the key sectors of energy, life science and well-being, and smart manufacturing. Future proofed Digital Infrastructure will help will create a paradigm shift in the design, development and application of technology within these key sectors across the region.

2. Background

A significant amount of work has occurred over the past 8 months, bringing the Business Case and associated Projects to fruition. This has included stakeholder & partner engagement, data analysis and mapping, industry analysis, Project scoping and a thorough update and rewrite of the existing plans. Policy days with UK and Welsh Government have taken place. Engagement with industry and other growth deals continues.

Digital Programme governance and structures are in place with representation from key partners and stakeholders. The Programme is following the City Deal Integrated Assurance & Assessment Framework for all governance and assurance matters including risk and issue management, benefits realisation plans, quarterly and annual reporting, and Programme monitoring.

The City Deal's Economic Strategy Board (ESB) has been consulted several times on the Programme and associated Business Case, with feedback incorporated into the latest draft. An official ESB test and challenge session was held on Thursday 10th September, the result of which was full support and endorsement of the Programme and its Business Case from the ESB.

Each regional Local Authority has also now approved the submission of the Programme's business case to Joint Committee for consideration.

3. Digital Infrastructure Business Case

The breadth and quality of digital infrastructure available in Wales has fallen behind that found in many other parts of the UK. This is compounded by the fact that there are significant differences within Wales itself. The reasons for this do not only rest with the topology of the region and the fact that it is heavily rural, but also because it's a deeper issue related to

digital awareness, affordability and commercial appetite for investment by the communications service providers (CSPs).

There is broad and proven recognition that the provision of digital services drives economic growth and enables social inclusion and cohesion. There is also a growing recognition that the availability of world class digital connectivity stimulates innovation and the creation of new business streams. The clear conclusion is that the Swansea Bay City Deal (SBCD) must address any shortfall in the availability of digital connectivity in the region. It must invest in digital connectivity to obtain a competitive advantage and it must also drive the uptake and quality of those services that are already available.

Improving the Digital Infrastructure of the region is critical as it has suffered from a lack of commercial investment that has consequently resulted in an underlying gap in delivery capability. These gaps need to be closed in order for the SBCD and the region as a whole to achieve its goals. The proposed programme of work will lead to:

- An increase in local productivity and employment
- An uplift in the region's attractiveness for both the telecommunications industry and subsequent inward investment by highly skilled digitally intensive industries
- An enhanced ability to deliver local services - notably education, health and transport
- Environmental benefits through the facilitation of teleworking and enhanced traffic management
- A reduced gap in access to digital services across the region - notably to isolated communities
- Enabling digital transformation across the public and private sectors
- Ensuring the cities and development zones of the region obtain a competitive advantage against other parts of the UK.

The region is not homogenous in its requirements and challenges, and the investment priorities need to reflect this. In order to give a focus on the region's needs, and the manner in which they can be met, three Project areas have been identified to be delivered through the Digital Infrastructure Programme. These are:

Intervention	Description
Connected Places	This is regional support that will increase the availability of fibre to premises in key urban areas. This will be mainly targeted at existing industrial areas and economic growth zones to provide world class connectivity
Rural Connectivity	Intervention where there is shortfall in existing or planned investment to ensure as many rural premises as possible in the region have access to a minimum broadband service, currently considered to be 30Mbps
Next Generation Wireless	This is focussed on the provision of next generation wireless connectivity in the form of 4G, 5G and IoT networks. The use cases and business models for these technologies are still to emerge, but supporting early adoption and stimulating innovation within the region's SMEs will ensure that the region stays at the forefront of deploying this technology

Each area deals with a different regional challenge and calls upon different mixes of digital infrastructure to overcome them. However, all are complimentary and interdependent and together provide the underlying infrastructure for the SBCD to address its goals.

SMART investment objectives have been defined for each of these three areas as follows:

- **Connected Places; Ensures towns, cities and development zones have access to world class full fibre infrastructure.** *This will deliver the following spending objectives:*
 - *improve the quality of public service delivery by ensuring all public buildings are digitally connected, facilitating improved efficiency and public access to services*
 - *cost savings to the public sector for digital connectivity*
 - *stimulation of competition in digital services*
 - *stimulate inward investment in the region by telecommunications industry and hence improve access to services for residents and businesses*
 - *deliver economic benefits through the usage of digital infrastructure, notably increased efficiency and enhanced productivity.*

- **Rural: Facilitate equality of access to broadband services across the region.** *This will deliver the following spending objectives;*
 - *improve the quality of public service delivery by ensuring communities in remote areas have access to services*
 - *social cohesion and inclusion across the region to sustain communities*
 - *stimulate economic growth by enhancing opportunities for employment.*

- **Next Generation Wireless; Ensure that the region is at the forefront of 5G and Internet of Things (IoT) investment and subsequent innovation.** *This will deliver;*
 - *Inward investment*
 - *Innovation and ensuring the region is at the forefront of new service roll out and delivery*
 - *Economic growth*

The Digital Infrastructure Programme and associated Business Case demonstrates significant alignment with the strategic aims and objectives of the Swansea Bay City Deal:

Reducing the gap in GVA performance – The SBCD Digital Infrastructure Programme will work alongside the UK Government, the Welsh Government, Local Authorities and industry to deliver world class, high-quality, full fibre and wireless digital services across the region. Analysis shows the Digital Infrastructure Programme will result in £318 million in GVA over the 15-year Swansea Bay City Deal programme. It will generate £30 million of inward investment over the 5-year delivery period whilst building a sustainable, future proofed Digital connectivity ecosystem which will support and underpin the region's social and economic prosperity for at least the next 20 – 30 years.

Create circa 10,000 high value / high skilled jobs - Connectivity now fundamentally supports and underpins almost every sector of the economy. This Programme and the infrastructure deployed will indirectly benefit almost every existing and newly created job across the region. It will significantly contribute to making the region more attractive for inward investment and provide the necessary infrastructure to attract and sustain high skilled industry.

Establish and maintain an effective and aligned skills base - The Digital Infrastructure Programme aims to contribute towards and underpin the long-term skills and workforce strategy of the region by providing the necessary Digital Infrastructure and connectivity required by a thriving, innovative City Region. It will significantly contribute towards skills development across digital sectors to drive higher value employment opportunities. One of the Programme benefits is an increased demand for Digital skills through the creation and provision of a thriving Digital economy. The Programme will work alongside the City Deal Skills and Talent project to stimulate and support the exploitation and application of Digital technologies across the region.

Create, prove and commercialise new technologies and ideas - One of the clearly stated SMART objectives of the Programme is Innovation and ensuring the region is at the forefront of new technologies, service roll out and delivery. The Programme will help to ensure that the region is at the forefront of 4G, 5G and Internet of Things (IoT) investment and subsequent innovation. Innovation in Digital services is a clear benefit of all 3 Projects. Specifically, Digital infrastructure will stimulate local businesses, innovative start-ups, and use of innovation to enhance public service delivery and lower costs.

Build capacity and drive forward further and greater inward investment - Inward investment is one of the cornerstones of the Programme and a key strategic objective throughout. Capacity and inward investment are rigorously sighted, considered, and quantified within the Programmes benefits, targets, measures and objectives to varying positive degrees. Inward investment is one of the Programmes key qualitative impacts and benefits for all 3 Projects with positive outcomes modelled and expected across all Projects. It will generate £30 million of inward investment over the 5-year delivery period whilst building a sustainable, future proofed Digital connectivity ecosystem which will support and underpin the region's social and economic prosperity for at least the next 20 – 30 years. Total additional Commercial Sector Pull through Investment for the Programme is conservatively estimated to be £121.9 million.

Create a sustainable regional economy that contributes meaningfully to the economy of Wales and the UK - The SBCD Digital Infrastructure Programme will work alongside the UK Government, the Welsh Government, Local Authorities and industry to deliver world class, high-quality, full fibre and wireless digital services across the region. Analysis shows the Digital Infrastructure Programme will result in £318 million in GVA over the 15-year Swansea Bay City Deal programme. It will generate £30 million of inward investment over the 5-year delivery period whilst building a sustainable, future proofed Digital connectivity ecosystem which will support and underpin the region's social and economic prosperity for at least the next 20 – 30 years.

4. Financial Implications

Risks will be managed through monitoring and evaluation at both Project and Programme level and reported, via the Swansea Bay City Deal's Programme Management Office, to the Joint Committee, where appropriate.

Specific Programme financial risks are outlined within the strategic case component of the Digital Infrastructure Business Case.

The procedures around the management of City Deal funding are detailed within the Joint Committee Agreement.

The Programme is funded through £25m City Deal Funding, £13.5m public sector funding and £16.5m private sector funding. City Deal funding will be released on the successful approval of the Programme business case by UK and Welsh Government. Public sector investment will be generated through wider public sector infrastructure funding. Private sector inward investment will be generated through telecoms and internet providers building off public sector network development.

5. Legal Implications

The Joint Committee Agreement between the participants of the Swansea Bay City Region requires (at clause 12.3) all councils in whose areas the projects take place to approve the submission of the business case to the Joint Committee before it can be ultimately forwarded on to the UK and Welsh Government. Each participant council has taken reports to each of its respective decision-makers.

Clause 2.2 (i) of the Terms of Reference of the Joint Committee provides that the Joint Committee's functions include the consideration and approval of project business cases. Clause 2.2 (k) provides that the Joint Committee also agrees the terms and conditions of Government Funding.

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

The SBCD Portfolio and its constituent Programmes and Projects are in keeping with the approach and ambitions of the Well-being of Future Generations (Wales) Act 2015. The City Deal goals and objectives will also have a significant impact across the seven well-being goals for Wales.

The alignment of the Digital Infrastructure Programme to the Well-being of Future Generations (Wales) Act 2015 is detailed within the appended Programme Business Case.

Background Papers: None

Appendices:

Appendix A - Digital Infrastructure Programme Business Case including Executive Summary.

Appendix B - Digital Infrastructure ESB Feedback

Swansea Bay City Deal Digital Infrastructure Programme



Business Case Draft Version 3.5

November 2020



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Executive Summary

The Digital Infrastructure Programme of the Swansea Bay City Deal is an investment in the Digital Connectivity and associated Telecommunications Infrastructure of the region. This includes but is not limited to full fibre fixed connectivity and associated infrastructure, 4G, 5G and Internet of Things wireless networks. It is in essence the deployment of enabling technology that will allow quality digital services to be delivered and accessed over fixed line networks or wireless networks.

The Programme will deliver the essential underlying Infrastructure required to support and underpin the regions broader Digital Strategy. It will help to ensure that the region is equipped with future-proofed Digital Infrastructure that will provide the transformative foundations for City Deal interventions and wider regional growth. The Programme will also help to ensure social inclusion and cohesion in a post Covid19 world.

This gigabit capable ultra-reliable connectivity will help to ensure that the region capitalises on opportunities to accelerate economic growth and establish itself as a centre of excellence in the key sectors of; energy, life science and well-being and smart manufacturing. Future proofed Digital Infrastructure will help create a paradigm shift in the design, development, and application of technology within these key sectors across the region.

Strategic Case

The breadth and quality of digital infrastructure available in Wales has fallen behind that found in many other parts of the UK. This is compounded by the fact that there are significant differences within Wales itself. The reasons for this do not only rest with the topology of the region and the fact that it is heavily rural, it is a deeper issue related to digital awareness, affordability and commercial appetite for investment by the communications service providers (CSPs).

There is broad and proven recognition that the provision of digital services drives economic growth and enables social inclusion and cohesion. There is also a growing recognition that the availability of world class digital connectivity stimulates innovation and the creation of new business streams. The clear conclusion is that the Swansea Bay City Deal (SBCD) must address any shortfall in the availability of digital connectivity in the region. It must invest in digital connectivity to obtain a competitive advantage and it must also drive the uptake and quality of those services that are already available.

Improving the Digital Infrastructure of the region is critical¹ as it has suffered from a lack of commercial investment that has consequently resulted in an underlying gap in delivery capability. These gaps need to be closed in order for the SBCD and the region to achieve its goals. The proposed Programme of work will lead to:

- An increase in local productivity and employment
- An uplift in the region’s attractiveness for both the telecommunications industry and subsequent inward investment by highly skilled digitally intensive industries
- An enhanced ability to deliver local services, notably education, health, and transport
- Environmental benefits through the facilitation of teleworking and enhanced traffic management
- A reduced gap in access to digital services across the region, notably to isolated communities
- Enabling digital transformation across the public and private sector
- Ensuring the cities and development zones of the region obtain a competitive advantage against other parts of the UK.

The region is not homogenous in its requirements and challenges and the investment priorities need to reflect this. To give a focus on the region’s needs, and the manner in which they can be met, three intervention areas have been identified to be delivered through the Digital Infrastructure Programme. These are:

Intervention	Description
Connected Places	This is regional support that will increase the availability of fibre to the premise in key urban areas. Mainly targeted at existing industrial areas and economic growth zones to provide world class connectivity
Rural Connectivity	Intervention where there is shortfall in existing or planned investment to ensure as many rural premises as possible in the region has access to a minimum broadband service, currently considered to be 30Mbps, via gigabit capable infrastructure.
Next Generation Wireless	This is focussed on the provision of next generation wireless connectivity in the form of 5G and IoT networks. The use cases and business models for these technologies is still to emerge, but supporting early adoption and stimulating innovation within the regions SMEs will ensure that the region stays at the forefront of deploying this technology

¹ Many policy documents and strategic intents from both the UK and Welsh government attest to the criticality, see section 1.5

Each area deals with a different regional challenge and calls upon different mixes of digital infrastructure to overcome them. However, all are complimentary and interdependent and together provide the underlying infrastructure for the SBCD to address its goals.

SMART investment objectives have been defined for each of these three areas as follows:

- **Connected Places; Ensures towns, cities and development zones have access to world class full fibre infrastructure. This will deliver the following spending objectives:**
 - *improve the quality of public service delivery by ensuring all public buildings are served with gigabit capable infrastructure, facilitating improved efficiency and public access to services. This will be measured by the number and frequency of Digital customer contacts and costs per transaction.*
 - *cost savings to the public sector for digital connectivity. This will be achieved through the aggregation of demand and the consolidation of the purchasing process. Savings will be measured by year on year expenditure and cost per unit of capacity used.*
 - *stimulation of competition in digital services. The number of services providers in the region will be measured and tariffs benchmarked.*
 - *stimulate inward investment in the region by telecommunications industry and hence improve access to services for residents and businesses. Experience elsewhere has shown that expenditure by the public sector on digital infrastructure typically leverages additional private sector investment. This will be reported on and measured as part of procurements and economic development programmes, including wider coverage and additional services being offered.*
 - *deliver economic benefits through the usage of digital infrastructure, notably increased efficiency, and enhanced productivity. A range of studies are available that benchmark economic impacts on a region. These are highlighted in this report. The benefits modelling used in these reports can be utilised or a bespoke set can be developed. It should be noted that the benefit modelling has a diverse range of measures including impacts on environmental and social benefits.*

- **Rural: Facilitate equality of access to broadband services across the region. This will deliver the following spending objectives;**
 - *improve the quality of public service delivery by ensuring communities in remote areas have access to services. This will be measured by tracking the availability of services across the region along with take up and usage of the public service.*
 - *social cohesion and inclusion across the region to sustain communities.*
 - *stimulate economic growth by enhancing opportunities for employment. Employment, number of business start-ups and investment levels will all be measured with an initial baseline established.*

- **Next Generation Wireless: Ensure that the region is at the forefront of 5G and Internet of Things (IoT) investment and subsequent innovation. This will deliver;**
 - *Inward investment. Accelerated deployment of 5G will be considered as inward investment and measured accordingly. The attraction of businesses to areas that has 5G coverage will be measured by movement into these zones.*
 - *Innovation and ensuring the region is at the forefront of new service roll out and delivery. The availability of services such as 5G will be tracked and availability and penetration benchmarked against other parts of the UK*
 - *Economic growth. The uptake of 5G and IoT services will be measured with the assumption that early adoption is driven by gains to productivity or service offering and therefore economic growth. As this is likely to be a narrow area to monitor, direct input from companies utilising 5G and IoT will be gained to measure growth.*

Economic Case

The Digital Infrastructure Programme has three Projects which it will directly deliver in order to drive growth and GVA and to close the digital divides across the region.

Options have been considered for all three areas, ranging from Do-Nothing to significant levels of investment. A preferred option has been identified for all three areas which represents a pragmatic approach that maximises the impact of existing interventions and addresses any significant gaps that these might leave.

Connected Places

- An investment in public sector owned duct infrastructure and a procurement of commercial owned full fibre infrastructure

Rural

- Programme of supply side engagement to stimulate investment
- Demand stimulation programme to raise awareness and drive adoption in businesses and residential consumers
- A focused and locally led procurement to in-fill gaps in service provision which is state aid compliant and complementary to existing national and regional programmes

Next Generation Wireless

- Selected funded interventions and proof of concepts to deliver 5G and IoT connectivity in key locations should be executed under a central SBCD mandate and management

A summary of the economic appraisal for each of the three streams within this Digital Programme is presented in the following table:

	Portfolio	Rural	Connected Places	Next Generation Wireless
A. Economic Impact		£87.5m	£220m	£11.7m
B. Public sector cost (or appropriate value for cost). Note Cost includes total public sector expenditure by SBCD, DCMS and Welsh Government	Note: Additional commercial investment in leveraged by public sector investment	£21.5m	£12.5m	£4.5m
C. Appropriate BCR		3.5	11	1.5
D. Significant unmonetisable costs/benefits		<ul style="list-style-type: none"> • Productivity enhanced • Aids start ups • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Delivers public services • Environmental benefits 	<ul style="list-style-type: none"> • Productivity enhanced • Aids start ups • Stimulates network build and inward investment • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Industrial benefits • Delivers public services 	<ul style="list-style-type: none"> • Stimulates network build and inward investment • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Productivity enhanced • Environmental impacts (e.g. reduced Co2) •

Commercial Case

The commercial case defines the recommended procurement routes, service specifications and commercial and contractual considerations. These are different for each stream and shaped by:

- Stakeholders appetite to invest in public sector assets and infrastructure
- Commercial appetite for inward investment
- Ensuring state aid compliance
- Ensuring investments are complementary to the activities of the PSBA
- Complementary to other national and regional schemes

Financial Case

A summary of the proposed expenditure under each of these three streams is presented in the table below. The table splits out that potentially provided by the SBCD along with commercial investment and likely central government grant funding. It should be noted that commercial investment is likely to emerge in two waves: an initial direct contribution to the proposed Programme plan. In addition, there will be secondary pull through investment by the commercial sector as subsequent investment will be made to enhance and expand the digital infrastructure facilitated by SBCD.

There are strong positive economic and social impacts for all three of the Programme's Projects. The analysis undertaken has been careful to apply economic multipliers that have been used in other government programmes to support their business case.

Stream	Total Budget Spend (Revenue and Capital over 5 year)	Direct SBCD Capital Contribution	Direct SBCD Revenue Contribution	Other Public Sector Contribution	Direct Commercial Contribution	Additional Commercial Sector Pull through Investment	Economic Uplift over 15 years from Budget Investment
Rural							
Option 2; Supplier Engagement	0.5	0.0	0.5	0.0	0.0	0.0	
Option 3: Demand Stimulation	5.0	0.0	1.5	3.5	0.0	28.9	17.5
Option 4: In-fill Procurement	20.0	6.0	0.0	10.0	4.0	20.0	70.0

Connected Places							
Options 3/4 Duct Investment /Procurement	20.0	12.0	0.5	0.0	7.5	70.0	220.0
Next Generation Wireless							
Option 3; Infrastructure Review	2.0	0.0	2.0	0.0	0.0		
Option 5: Support Specific Projects	7.5	2.5	0.0	0.0	5.0	3.0	11.3
TOTAL	55.0	20.5	4.5	13.5	16.5	121.9	318.8

The table above summarises the budget spend and investment sources along with associated benefits

It is estimated that the Digital Programme will result in over £120 million of direct and pull through commercial investment and an economic stimulus to the region of over £300 million over the next 15 years.

Management Case

A clear Programme Management structure has been defined consisting of a Digital Infrastructure Programme Board reporting to the Swansea Bay City Deal Programme Board and Joint Committee.

A central Digital Infrastructure Programme Management Office (DIPMO) has been established to oversee and steer Digital Infrastructure strategy and policy for the region in liaison with UKG, Welsh Government and the private sector. The DIPMO is charged with meeting Programme aims and objectives as set out in the Programme business case, overseeing risk and governance, maintaining communication and engagement across all sectors, and achieving Programme outcomes, including community benefits.

This DIPMO team will be hosted within Carmarthenshire County Council as the lead authority for the Digital Infrastructure Programme.

In order to deliver the business plan the Programme team will be responsible for the;

- Development of overall digital strategy
- Maximising and coordinating funding opportunities for the Region
- Interaction with Welsh and UK Govts on digital programmes
- Co-ordination and management of regional Digital procurement activities
- Supply side engagement with industry
- Development of regional procurement frameworks and procurement templates
- State aid guidance
- Development of regional guidelines and approach to demand stimulation
- Market analysis and monitoring of infrastructure deployed.

Where required the DIPMO will utilise external legal (for state aid and procurement) and technical support. This central team would report directly to the Digital Infrastructure Programme Board, Programme lead authority (Carmarthenshire County Council) and Swansea Bay City Deal Joint Committee as required.

It will also coordinate and draw upon the resources and skills of stakeholders including the local authorities, health boards and universities as required – notably during procurements and demand stimulation activities.

1 Strategic Case

1.1 Strategic Context

1.1.1 Background

The Digital Infrastructure Programme is one of the nine Projects and Programmes within the Swansea Bay City Deal (SBCD). The City Deal was signed by Prime Minister Theresa May and First Minister Carwyn Jones on the 20th March 2017, securing £1.3billion of public and private sector funding over a 15-year Programme for economic growth and regeneration for the region.

The Swansea Bay City Region² is a critically important driver for the Welsh and UK economy. It is a region with strong urban centres complemented by a wider rural landscape and a significant coastal footprint that has created a diverse economic profile with numerous opportunities and challenges. With a resident population of 688,000³ supporting some 302,000 jobs and containing around 22,000 businesses, Swansea Bay City Region is a major driver of the Welsh economy. Overall productivity (GVA) growth in the region has been consistently below that of the UK and Wales over the past two decades. It is the key factor underpinning the sub-optimal economic performance and remedying this position is the primary priority of the City Deal.

The key issues to be addressed by the Digital Infrastructure Programme are mirrored in the overall challenges for the region;

- GVA per employee in the Region was £34,300 in 2015 (at 2011 prices), 74% of the UK average
- Too few businesses and are not growing their business base quickly enough⁴;
- There are not enough people with high level qualifications and too many with none at all;
- Economic inactivity remains too high across the region;
- The physical infrastructure is not keeping pace with the needs of growing businesses or our communities. Broadband capacity and digital connectivity are improving, but not quickly enough. Much of the commercial and retail property is low quality and attracts low rents;
- The city centre of the regional capital is under-performing and needs to deliver a commercial, residential and leisure offer to match the ambitions of the innovation proposals; and

² UK and Welsh Govt Document

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf

³ Swansea Bay City Deal Internet Coast publication

⁴ Bullet points drawn from The Internet Coast, SBCRD 2016-2035: <https://democracy.npt.gov.uk/documents/s20423/City>, part of the underpinning rationale for the Swansea Bay Region City Deal

- The rural and visitor economy, region wide, also needs to deliver a step change in performance if the region as an integrated whole is to achieve its long term aims.

The Swansea Bay City Deal works to address these challenges and capitalise on regional opportunities to accelerate economic growth and establish the region as a centre of excellence in the key sectors of; energy, life science and well-beings and smart manufacturing

Key to the success of the City Deal is a future-proofed Digital Infrastructure that will provide the transformative foundations for City Deal interventions and wider regional growth which will create a paradigm shift in the design, development and application of technology within these key sectors across the region. This Infrastructure will support and underpin the regions broader Digital Strategy and help to ensure social inclusion and cohesion in a post Covid19 world by facilitating provision and access to Digital services.

Improving the Digital Infrastructure of the region is critical⁵ as the region has suffered from a lack of commercial investment in digital infrastructure that consequently has resulted in an underlying gap in delivery capability compared with other regions of the UK. This gap needs to be closed for the SBCD is to achieve its goals. The proposed Programme of work will lead to:

- An increase in local productivity and employment
- An uplift in the region's attractiveness for both the telecommunications industry and subsequent inward investment by highly skilled digital intensive industries
- An enhanced ability to deliver local services, notably education, health, and transport
- Environmental benefits through the facilitation of teleworking and enhanced traffic management
- A reduced gap in access to digital services across the region, notably to isolated communities
- Enabling and accelerating digital transformation across the public and private sector
- Ensuring the cities and development zones of the region obtain a competitive advantage against some other parts of the UK.

It is acknowledged that all the above benefits will not solely be a direct impact of digital infrastructure, however a failure to address the gaps in digital infrastructure and services will place a sever burden on the achievement of the improvements and gains anticipated within the wider City Deal.

⁵ Many policy documents and strategic intents from both the UK and Welsh government attest to the criticality- see section 1.5

1.12 Organisational Overview

The Swansea Bay City Deal (SBCD) is a £1.3bn investment in 9 major Programmes and Projects across the Swansea Bay City Region – which is made up of Carmarthenshire, Neath Port Talbot, Pembrokeshire, and Swansea.

The Swansea Bay City Deal⁶ is being led by the four regional local authorities - Carmarthenshire Council, Swansea Council, Neath Port Talbot Council and Pembrokeshire Council - together with the Abertawe Bro Morgannwg and Hywel Dda University Health Boards, Swansea University, the University of Wales Trinity Saint David, and private sector partners.

An overview of each of the partners is provided below to set the context for this investment proposal.

Carmarthenshire County Council (CCC)

Carmarthenshire is the lead local authority for this Programme.

Carmarthenshire has a track record of delivering large scale regeneration Programmes for example:

- South West Wales Property Development Fund – £25m
- South West Wales Local Investment Fund – £20m
- Cross Hands East development £13m
- Carmarthenshire Physical Regeneration Programme – £11m
- 21st Century Schools Programme
- Vibrant & Viable Places (Welsh Government regeneration Programme)

Carmarthenshire facts:

- formed in 1996 after local government reorganisation
- it is the third largest county in Wales covering some 2,365km with a population of 184,681

Neath Port Talbot County Borough Council (NPTCBC)

Neath Port Talbot CBC has a proven track record of managing and delivering large capital Programmes, including European structural fund projects, Welsh Government funded projects and other externally funded projects, for example:

- PDR Harbour Way – £111m
- 21st Century Schools Programme - £122m
- Neath Port Talbot Physical Regeneration – £15m
- Vibrant & Viable Places – £35m

NPTCBC key facts:

- formed in April 1996 after local government reorganisation

⁶ <https://democracy.npt.gov.uk/documents/s20423/City>

- it is an amalgamation of the former Neath and Port Talbot Borough Councils with parts of Lliw Valley Borough Council and West Glamorgan County Council
- the 8th most populous local authority areas in Wales
- 40k population (2011 census)
- 7 areas are within the top 10% most deprived in Wales

City and County of Swansea (CCS)

Swansea Council has a track record in delivering large scale regeneration Programmes, having been involved in the management and delivery of such Programmes since its formation in 1996.

Programmes funded and delivered by the Council have included:

- Construction of the Liberty Stadium for Swansea City Football Club & Ospreys Rugby Club
- A £32m Leisure Centre in the city centre
- Joint ventures progressed with Welsh Government (and formerly WDA) to deliver:
- Swansea Vale Mixed Use Development
- Felindre Strategic Business Park

Over £120 million of Programmes were facilitated during the EU Objective 1 2000-2006 Programme including landmark schemes such as the National Waterfront Museum (£28m total cost).

During the Convergence 2007-2013 Programme period, a series of large-scale initiatives were delivered including:

- Quadrant Bus Station £ 10m
- Waterfront City, which invested £ 30m in a range of improvements to the fabric of the city centre including major public realm and property façade alterations

Swansea Council key facts:

- formed in 1996 after local government reorganisation
- it is the second largest Local Authority in Wales (with a population of 244,513 in 2016)
- it has some of the most deprived areas in Wales, with 12.2% of Lower Super Output Areas (18 of 148) in the top 10% most deprived in Wales

Pembrokeshire County Council (PCC)

Pembrokeshire County Council has a track record in delivering large scale regeneration Programmes including:

- Withybush Strategic Development Site (business Infrastructure and access roads)
- Advance build Factory Programme
- Pembrokeshire Technium Development
- Several European Social Fund regional collaborative projects
- 21st Century Schools Programme

- Haverfordwest Leisure Centre
- Bulford Road
- Pembroke and Pembroke Dock Physical Regeneration project
- Coastal Tourism Centre of Excellence
- One Historic Garden
- Haverfordwest Townscape Heritage Initiative

The Joint Committee of the SBCD will be responsible and accountable for all financial, staffing, and legal decisions in the delivery of the deal. The Joint Committee will make decisions on City Deal funding based on business cases for specific interventions and the advice of the private sector Economic Strategy Board.

The Joint Committee will also embrace the wider opportunities presented through a regional approach to strategic functions such as planning, transport, and economic development.

All interventions will be subject to the submission of detailed business cases and approval by the Welsh and UK Governments⁷.

A Digital Infrastructure Programme delivery structure is provided in the Management Case that will report through to the Joint Committee. The roles and responsibilities of the delivery team will be further defined within the recruitment proposals.

1.1.3 Alignment to existing policies and strategies

Digital transformation and Digital Infrastructure features in a very wide range of strategies across UK Government, Welsh Government and Local Authorities. This is matched by transformation programs within the private sector ranging from Communications Service Providers, (CSPs), themselves to Industry 4.0.

⁷ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf

UK Strategy	Strategic Intent Summary	Digital Infrastructure Fit	Link
The Grand Challenges DBEIS	Put the UK at the forefront of the AI and data revolution	AI and Data require widespread and high capacity digital connectivity	https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/industrial-strategy-the-grand-challenges
	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 DCMS	Building World Class Digital Infrastructure, including full fibre and 5G	A central part of what Digital Infrastructure project will deliver	https://www.gov.uk/government/publications/uk-digital-strategy
	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 SBDC 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	
Future Telecoms Infrastructure DCMS	Fixed and mobile networks will be the enabling infrastructure that drives economic growth	The Digital Infrastructure project is based upon this	https://www.gov.uk/government/publications/future-telecoms-infrastructure-review
	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	
	An 'outside in' approach to deployment that means gigabit-capable connectivity across all areas of the UK is achieved at the same time	Rural connectivity is a key objective of Digital Infrastructure project	
	A switchover process to increase demand for full fibre services	Demand and Supply simulation are both planned within Digital Infrastructure	
	We want the UK to have high quality mobile connectivity where people live, work and travel	Support for supply side actions and lowering build costs for 4G are included	
	Alongside finishing the roll out of 4G networks to meet existing mobile demand, we want the UK to be a world leader in 5G	Construction of 5G hot-spots is a key objective	
5G Strategy for the UK DCMS	Government has a clear ambition for the UK to be a global leader in the next generation of mobile technology – 5G	5G in support of specific and key projects in included	https://www.gov.uk/government/publications/next-generation-mobile-technologies-a-5g-strategy-for-the-uk
	Digital infrastructure is a building block of the Government's modern Industrial Strategy	Several aspects of the SBDC deal and specifically Digital Infrastructure addresses this directly	
	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	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	

Table 1 - Key UK strategies

UK Strategy	Strategic Intent Summary	Digital Infrastructure Fit	Link
Digital Strategy and Leadership DCMS	<p>Developing a local digital infrastructure strategy:</p> <ul style="list-style-type: none"> • 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 	<p>A central SBCD team under a single leadership is proposed</p> <p>Coordination of the 4 Local Authorities is proposed</p> <p>Development and recruitment of key skills and resources is proposed</p> <p>Working closely with communications Service Providers is proposed</p>	<p>https://www.gov.uk/guidance/digital-strategy-and-leadership</p>
5G Briefing Paper - UK Parliament	<p>Gives a date of 2027 for most of the UK POPULATION to have 5G coverage</p> <p>Acknowledges the need for wider fibre deployments to support 5G</p> <p>Acknowledges the costs and commercial risks for MNOs to roll out 5G</p>	<p>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</p>	<p>https://www.researchbriefings.files.parliament.uk/documents/CBP_07883</p>
SRN Ofcom Notice of 4G Coverage Compliance	<p>SRN is a joint agreement with MNOs to cover the UK with 4G services, Match funded £1bn</p> <p>90% of the UK Landmass must be covered</p> <p>87% of Wales landmass must be covered</p> <p>Baselined in 2020, additional coverage must be in Not-Spots</p>	<p>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%+</p> <p>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</p>	<p>https://www.ofcom.org.uk/_data/assets/pdf_file/0031/192919/notice-of-compliance-verification-methodology.pdf</p>
Innovate UK, Industrial Challenge Fund DBEIS	<p>Next Generation services are predicated on leading edge digital infrastructure</p> <p>Transforming construction envisages digital design and IoT</p> <p>Robotics across a wide number of sectors</p> <p>Next Generation services for AI and embedded digital technology</p> <p>Leading edge healthcare, including digital technologies</p> <p>Driverless Cars</p> <p>Creative Industries clusters</p>	<p>Includes digital technologies as a key component which will require leading edge connectivity in fibre and 4G/5G</p> <p>Distributed design and IoT are all included in the project</p> <p>Robotics require leading edge fixed and mobile connectivity</p> <p>AI and analytics require leading edge fixed and mobile connectivity</p> <p>Healthcare requires leading edge fixed and mobile connectivity, particularly the new wave of wearable devices</p> <p>Autonomous vehicles need widespread 5G</p> <p>Creative industries are primarily digitally based and need leading edge fixed and mobile connectivity</p>	<p>https://www.gov.uk/government/collectio ns/industrial-strategy-challenge-fund-joint-research-and-innovation</p>
Catapults	<p>Various Streams, including: Digital, Energy, Future Cities, High Value Manufacturing, Offshore renewable energy and transport systems</p>	<p>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</p>	<p>https://catapult.org.uk/catapult-centres/</p>

Table 2 - Key UK Strategies – cont.

Wales Strategy	Outline	Fit	Link
Well-being of Future Generations (Wales) Act 2015	A prosperous Wales	Directly supports the goal through delivering innovation, low carbon, expands skills and employment to new high-value roles	
	A resilient Wales	Supports economic change through digital transformation	
	A healthier Wales	Supports technology's part in delivering health of the nation	http://futuregenerations.wales/about-us/future-generations-act/
	A more equal Wales	Supports the removal of the digital divide across all sectors	
	A Wales of cohesive communities	Supports well connected communities and governments	
Well-being of Future Generations (Wales) Act 2016 5 Ways of Working	Long Term - Balancing short term needs with safeguarding the long term needs	Digital infrastructure is a long term investment that enables transformative actions at many levels	
	Prevention - Preventing problems occurring or getting worse	Digital service delivery represents an opportunity to improve services and a stable platform for future change	
	Integration - Impact of Well-Being objectives may have on their objectives or other's	Digital infrastructure is a critical enabler across many sectors and makes integration simpler and more effective	http://futuregenerations.wales/about-us/future-generations-act/
	Collaboration - Working with others	Digital collaboration opens significant new opportunities to involve people and organisations in working together	
Digital First Welsh Government	Involvement - An inclusive approach to involving people in achieving the goals	Part of the project is to deliver digital inclusion, a fundamental to opening opportunities for involvement across the widest breadth of participants	
	Helping the public sector provide excellent online digital services to the people and business of Wales	Delivering online services requires digital connectivity to those services, through fixed and mobile networks being supported by the project	
	Seek to develop the infrastructure required to support digital service delivery	A key element of the infrastructure is the digital connectivity with the right coverage and quality, both delivered by the project	https://gov.wales/topics/science-and-technology/digital/public-services/digital-first/?lang=en
Delivering Digital Inclusion Welsh Government	Digital Transformation forms a central part of the Welsh Government's plans to make public services more meaningful to users	Digital Transformation is enabled and driven by the availability of digital infrastructure	
	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	https://gov.wales/docs/dsilg/publications/comm/160316-digital-inclusion-strategic-framework-en.pdf
Mobile Action Plan Welsh Government	The planning system has a key part to play in maximising mobile phone coverage across Wales	Specific proposals are made related to a central SBCD function to support efficient planning processes	
	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	Specific proposals are made related to a central SBCD function to support efficient asset management processes	
	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 use of new ways to achieve rural connectivity is included for both fixed and wireless technologies	https://gov.wales/topics/science-and-technology/digital/infrastructure/mobile-action-plan/?lang=en
	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	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	

Table 3 - Key Welsh Strategies

Wales - Health	Strategy	Outline	Fit	Link
Digital Wales Welsh Government	<p>Inclusivity: Making sure everyone can enjoy the benefits of technology is a key part</p> <p>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.</p> <p>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</p> <p>Public services: We will make more public and government services digital so they are easier to access</p> <p>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</p>	<p>Digital Infrastructure project has a key objective of the widest possible connectivity services</p> <p>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</p> <p>Leading edge digital infrastructure will support inward investment and innovation directly</p> <p>Digital Transformation in services requires access via digital networks</p> <p>A fundamental aspect of the project is to ensure the widest possible coverage of both fixed and mobile communications</p>	<p>https://gov.wales/topics/science-and-technology/digital/?lang=en</p>	
Informed Health and Care - Wales	<p>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.</p> <p>Information for You</p> <p>Supporting Professionals</p> <p>Improvement & Innovation</p> <p>A Planned Future</p>	<p>Digital Infrastructure is a direct enabler of all the strategic objectives within this Digital Health and Social Care Strategy for Wales.</p> <p>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.</p> <p>Wider digital access directly promotes this aim</p> <p>System integration directly is supported</p> <p>Service change and data availability directly supported</p> <p>Digital working directly supported</p>	<p>https://gov.wales/docs/dhss/publications/151211reporten.pdf</p>	
The Parliamentary Review of Health and Social Care in Wales Transforming Health and Care in Wales	<p>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.</p> <p>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.</p>	<p>Recommendations 7 - Harnessing innovation and accelerate technology and infrastructure developments is directly supported. Digital Infrastructure is a critical enabler to achieve this recommendation.</p> <p>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.</p>	<p>https://beta.gov.wales/sites/default/files/publications/2018-01/Review-health-social-care-report-final.pdf</p>	

Table 4 - Wales Health

Authority Strategy	Outline	Fit	Link
Swansea Bay City Deal	<p>A future-proofed digital infrastructure will provide the transformative foundations for interventions in the Deal</p> <p>The Internet of Economic Acceleration. To deliver a coherent and integrated economic development strategy for the region that incorporates next generation digital infrastructure</p> <p>The Internet of Life Science & Well-Being. Expansion of research and innovation infrastructure and the piloting of a digitally integrated healthcare environment</p> <p>The Internet of Energy. Areas of sustainable house building and in the creation of a centre of excellence to develop and exploit aspects of marine and other energy</p> <p>Smart Manufacturing. To support digital assets and research and development provision under Industry 4.0 and innovation capability to support R&D within the steel industry in Wales and the wider UK.</p>	The Digital Infrastructure project is a direct response to the needs of the underlying themes and objectives of the SBCD	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf
Swansea Bay City Region Regeneration Strategy	<p>By 2030, South West Wales will be a confident, ambitious & connected City Region, recognised internationally for its emerging Knowledge and Innovation economy</p> <p>Strategic Aim 1: Business Growth, Retention & Specialisation</p> <p>Strategic Aim 2: Skilled & Ambitious for long-term success</p> <p>Strategic Aim 3: Maximising job creation for all</p> <p>Strategic Aim 4: Knowledge Economy and Innovation</p> <p>Strategic Aim 5: Distinctive Places and Competitive Infrastructures</p>	<p>Knowledge and innovation are strongly supported by digital infrastructure and digital services. The delivery of both are primary objectives for the Digital Infrastructure project</p> <p>Inward investment can be made more attractive by the availability of high quality digital infrastructure. Digital sector businesses tend to drive higher value jobs</p> <p>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</p> <p>High quality digital infrastructure stimulates innovation and digital/media clusters, creating new opportunities</p> <p>First class digital infrastructure is a prerequisite for any knowledge and innovation based approach</p> <p>The project directly supports the widest access to next generation fixed and mobile broadband, including 5G</p>	https://www.swansea.gov.uk/swanseabaycityregioneconomicregenerationstrategy
Neath Port Talbot Digital Strategy	<p>A better everyday life for everyone in Neath Port Talbot by being smart and connected, Outcomes Expected:</p> <ul style="list-style-type: none"> • State of the art digital infrastructure and next generation wireless connectivity; • Creation of new digital commercial opportunities • Creation of smart manufacturing capabilities; • Improved digital skills base; • New employment opportunities for local people; • Wider economic growth; • Reduction in energy costs; • Alleviation of fuel poverty; • Improved well-being • Greater equality in service access and outcomes; • Reduced carbon footprint; • Fewer people digitally excluded; 	All of the objectives are addressed by the Digital Infrastructure project.	https://www.npt.gov.uk/media/9938/smart_and_connected_strategy_draft_aug_2018.pdf
Carmarthenshire County Council Digital Transformation Strategy	<ul style="list-style-type: none"> • Provide transactional services and information online in a user-friendly and inclusive way. • Use technology to change the way traditional face-to-face services are delivered, enabling us to deliver effective and efficient services for our residents. • Create a digital workforce which is agile, mobile and using the most appropriate technologies to support service delivery. • Support our residents to use digital technology and enable access to technology for those that do not have it. • Support our businesses to compete in the digital economy. • Use digital technology to work and collaborate with our partners seamlessly, including the effective sharing and use of data. 	All of the objectives are addressed by the Digital Infrastructure project.	http://democracy.carmarthenshire.gov.wales/documents/s13030/REPORT.pdf
Swansea Council Regeneration Strategy	<p>Has direct links to the City Deal, but highlights City Centre Regeneration The Kingsway Co-Operative Housing Beyond Bricks & Mortar</p>	Several aspects of the strategies are related to digital infrastructure improvements	https://www.swansea.gov.uk/regenerationplans

Table 5 - Key Regional Authority Strategies

1.2 Case for Change

1.2.1 Spending Objectives

SBCD will need to work alongside the UK Government, the Welsh Government, Local Authorities, and industry to deliver world class, high-quality, full fibre, and wireless digital services across the region.

‘Our vision is that by 2035 the Swansea Bay City Region will be recognised internationally as a lead innovator in developing and commercialising applications using the transformational economic power of digital economy. The Swansea Bay City Deal (SBCD) aims to put the region at the forefront of the digital age and fourth industrial revolution; where value is created by knowledge extracted from vast data resources, the internet of things and communications mobility. These are the factors that will fundamentally change and enhance the way we work and live’.

Cllr Rob Stewart, Chair of the Swansea Bay City Deal Joint Committee

City Deal’s Digital Infrastructure will deliver its objectives by supporting intervention in specific areas and for specific projects through a combination of connectivity types, depending on what is most suited. It must be remembered that the Digital Infrastructure Programme rests within a dynamic service provision environment, operated by large independent private sector organisations. It also exists within several existing digital infrastructure intervention Programmes operated by the UK and Welsh governments.

The region is not homogenous in its requirements and challenges, with the investment priorities reflecting this. To give a focus on the region’s needs and the manner in which they can be met, three Project areas have been identified to be delivered through the Digital Infrastructure Programme. These are:

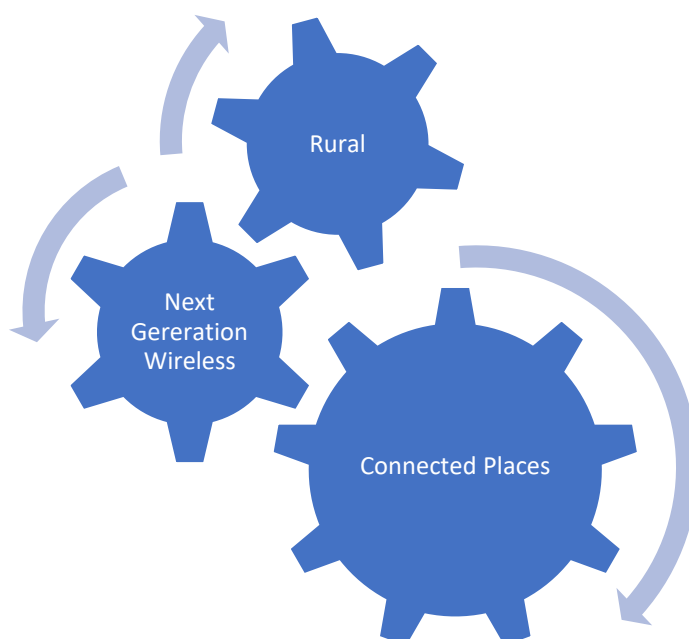
- **Connected Places:** Targeted at the main urban and economic development centres within the region to realise a full fibre network of connectivity.
- **Rural;** Addressing the market failure to provide many rural communities with broadband that reaches at least the UK standard.
- **Next Generation Wireless:** Targeted at the early deployment and use of 4G-Adv and 5G to support use cases across the City Deal aims and region wide.

These intervention areas were originally defined and agreed during the initial development of the Digital Connectivity Strategy⁸ study in 2018/19 that fed into this report and they reflect:

⁸ It should be noted that the original Strategic plan used different naming.

- Market appetite: Other than BT Group, no supplier has a product set to meet the requirements of the entire region. Each operator and service provider has a focus based on technology deployed, target user groups and applications and commercial appetite.
- Commercial models deployed; These vary across market segment along with the appetite for investment and the level of competition
- Sources of funding; The blend of public sector and commercial funding differs across the three markets. For example, Rural is the focus of most UK Govt funding initiatives, whereas urban areas and development zones attract a higher interest from commercial investors
- User requirements; The bandwidth requirements of users (particularly businesses) differs across these segments.

Each area deals with a different regional challenge and calls upon different mixes of digital infrastructure to overcome them. However, all are complimentary and interdependent. All three Digital Infrastructure deployment types are complimentary and importantly amplify each other. Strong and widespread fibre deployments is a precursor for advanced mobile services, while many Use Cases are enhanced by the fact that they are able to deliver through both fixed and mobile applications and services.



In order to address these issues SMART investment objectives have been defined for each of these three areas as follows:

- **Connected Places; Ensures towns, cities and development zones have access to world class full fibre infrastructure.** This will deliver the following spending objectives:

 - *improve the quality of public service delivery by ensuring all public buildings are served with gigabit capable infrastructure, facilitating improved efficiency and public access to services. This will be measured by the number and frequency of Digital customer contacts and costs per transaction.*
 - *cost savings to the public sector for digital connectivity. This will be achieved through the aggregation of demand and the consolidation of the purchasing process. Savings will be measured by year on year expenditure and cost per unit of capacity used.*
 - *stimulation of competition in digital services. The number of services providers in the region will be measured and tariffs benchmarked.*
 - *stimulate inward investment in the region by telecommunications industry and hence improve access to services for residents and businesses. Experience elsewhere has shown that expenditure by the public sector on digital infrastructure typically leverages additional private sector investment. This will be reported on and measured as part of procurements and economic development programmes, including wider coverage and additional services being offered.*
 - *deliver economic benefits through the usage of digital infrastructure, notably increased efficiency and enhanced productivity. A range of studies are available that benchmark economic impacts on a region. These are highlighted in this report. The benefits modelling used in these reports can be utilised or a bespoke set can be developed. It should be noted that the benefit modelling has a diverse range of measures including impacts on environmental and social benefits.*

- **Rural: Facilitate equality of access to broadband services across the region.** This will deliver the following spending objectives;

 - *improve the quality of public service delivery by ensuring communities in remote areas have access to services. This will be measured by tracking the availability of services across the region along with take up and usage of the public service.*
 - *social cohesion and inclusion across the region to sustain communities.*
 - *stimulate economic growth by enhancing opportunities for employment. Employment, number of business start ups and investment levels will all be measured with an initial baseline established.*

- **Next Generation Wireless; Ensure that the region is at the forefront of 5G and Internet of Things (IoT) investment and subsequent innovation.** This will deliver;

 - *Inward investment. Accelerated deployment of 5G will be considered as inward investment and measured accordingly. The attraction of businesses to areas that has 5G coverage will be measured by movement into these zones.*
 - *Innovation and ensuring the region is at the forefront of new service roll out and delivery. The availability of services such as 5G will be tracked and availability and penetration benchmarked against other parts of the UK*
 - *Economic growth. The uptake of 5G and IoT services will be measured with the assumption that early adoption is driven by gains to productivity or service offering and therefore economic growth. As this is likely to be a fairly narrow area to monitor, direct input from companies utilising 5G and IoT will be gained to measure growth.*

Harmonising with meeting City Deal challenges, Digital Infrastructure can be seen as a core part of the ecosystem for driving up GVA, Skills and Jobs⁹.

The Digital Infrastructure Programme represents the building of a critical **enabling** digital environment within which a wider, but completely complimentary, set of strategic aims can be articulated;

1. existing businesses exploiting Digital Infrastructure applications to generate **productivity improvements**
2. existing businesses exploiting Digital Infrastructure applications to **innovate new business models¹⁰ and open new markets**
3. **new business start-ups** capitalising on Digital Infrastructure to operate new digitally dependent business models at lower cost and more flexibly than established businesses
4. economic and employment impacts associated with any new **network infrastructure build**, including ongoing network and application support
5. **Skills development** across digital sectors to drive higher value employment opportunities
6. a rise in **new working practices**, enabled through Digital Infrastructure¹¹, communications/conferencing/collaborative tools, applications and delivering additional digital transformation benefits
7. Opening the way for **teleworking to stimulate Rural business models** which positively impacts the environment, maintaining communities, as well as job creation through distributed working
8. **private household benefits**, via increases in house price and housing wealth
9. **Sustaining communities** through remote access to digital services and by allowing rural SMEs to work and conduct business through digital platforms
10. the enablement of **5G** mobile networks and associated Use Cases to accelerate its deployment to lead the way rather than historically being a follower
11. **smart cities/homes infrastructure** offering reductions in energy use, congestion and fuel costs stemming from smart management, smart energy and smart travel systems

⁹ Ofcom, The Benefits of Ultrafast Broadband Feb 2018

¹⁰ This is particularly pertinent to Covid 19 driven change with more on-line businesses and changing working practices

¹¹ Specifically 'Cloud' based operation and services and Digital Transformation

12. increased manufacturing productivity secured from the emerging digital revolution in manufacturing (**Industry 4.0**) and connected **Internet of Things (IoT)**

Advanced Digital Infrastructure also enables many other social benefits, such as;

13. **healthcare benefits** through advances in connected health technologies

14. **environmental impacts** through carbon reduction, travel reduction, home working etc.

15. **social inclusion** and removal of any Digital Divide

1.3 Connected Places

1.3.1 Spending Objectives

It is the overarching investment objective of the Swansea Bay City Deal to ensure that the regions cities, towns and development zones have access to world class infrastructure to deliver economic growth and attract inward investment. As stated in section 1.2 this will deliver the following SMART spending objectives

Objective	Benefit
<p>Improve quality of public service delivery</p>	<ul style="list-style-type: none"> • Facilitate SMART cities e.g. enhanced transport management, waste disposal, environmental monitoring etc • Improved efficiency of public sector in areas such as health, social care and education
<p>Cost savings</p>	<ul style="list-style-type: none"> • Reduced operational costs in public service delivery • Savings in on-going revenue costs for digital services
<p>Stimulation of competition and choice</p>	<ul style="list-style-type: none"> • Enhanced availability of services to local businesses and residents • Price and service level competition
<p>Inward investment</p>	<ul style="list-style-type: none"> • Telecoms investment in fixed and mobile infrastructure
<p>Economic benefits</p>	<ul style="list-style-type: none"> • Employment growth • Start ups • Productivity improvements

Table 6 – Connected Places Spending Objectives

1.3.2 Existing Arrangements

The cities and development zones in the region have a very low penetration of full fibre to the premise. Table 1 shows the 2020 Ofcom Spring data¹² that reveals the penetration of full fibre¹³ in the region.

Authority	Percentage Premises Served
Carmarthenshire	16.7%
Neath Port Talbot	2.6%
Pembrokeshire	5.2%
Swansea	18.5%

Table 7 - Full Fibre Availability (UK 10%)

In contrast the City of London has 32.7% availability of Full Fibre. Internationally the comparisons are starker with Japan 97%, Sweden 44% and a total EU average of 14%. In fact, the situation has improved markedly in the past year in Swansea where BT announced a Programme of investment in the key commercial centres, and In Carmarthenshire where BT is investing in Carmarthen and Cross Hands. However, Neath Port Talbot and Pembrokeshire remain poorly served. Similarly, alternative network operators are prioritising other centres in the UK. The Swansea Bay City Deal must therefore have an objective to address this challenge.

Ultra-Fast¹⁴ Broadband shows a better penetration (notably in Virgin Media areas), but in some parts still extremely low penetration for the region.

Authority	Percentage Premises Served
Carmarthenshire	16.2%
Neath Port Talbot	59.2%
Pembrokeshire	5.2%
Swansea	73.2%

Table 8 - Ultra-Fast Broadband Availability (UK 53%)

¹²<https://app.powerbi.com/view?r=eyJrljoiZTg4NDMyZjctNWJhZS00MjNjLWlxYzMtZjkwYzljNDk2NzdmliwidCI6IjBhZjY0OGRILTMxMGMtNDA2OC04YWU0LWY5NDE4YmFIMjRjYyIsImMiOjh9>

¹³ Able to deliver Gigabit speeds

¹⁴ Identified as download speeds above 300Mbps being available

In order to improve the position and unlock the benefits available to business and homes, the objectives for Connected Places will focus on the provision of new duct and dark fibre (or equivalent) infrastructure which will need to be built in key development corridors and zones to underpin strategic aims. For state aid reasons SBCD can only invest in connecting public sector assets but experience elsewhere has shown that such investment anchors pump primes additional commercial investment into business parks, commercial centres and residential premises. Indeed, other cities have experienced a multiplier of 6:1 between commercial and public sector investment¹⁵. For example, in Aberdeen an initial £6m anchor tenancy project by Aberdeen City Council leveraged a further £40m of investment by City Fibre and Vodafone¹⁶.

The key areas for investment are;

- Llanelli/Central Swansea/Neath Port Talbot; This is a contiguous area where a number of the SBCD and private sector initiatives are located. This infrastructure will help to facilitate a world class marine energy hub and support existing and emerging industries including those in media, digital, life sciences and engineering.
- Pembroke and Milford Haven: The location of Pembroke Dock Marine will create a world class marine engineering fabrication, test and deployment hub.
- It should be noted that Carmarthen and Cross Hands were also identified as areas for full fibre investment, but Openreach has now announced full fibre investment Programmes in these areas.

¹⁵ Example city from primary research, Aberdeen

¹⁶ <https://investaberdeen.co.uk/index.cfm?topNav=success-stories&subNav=case-studies&subsubNav=cityfibre-building-aberdeen%E2%80%99s-full-fibre-future>

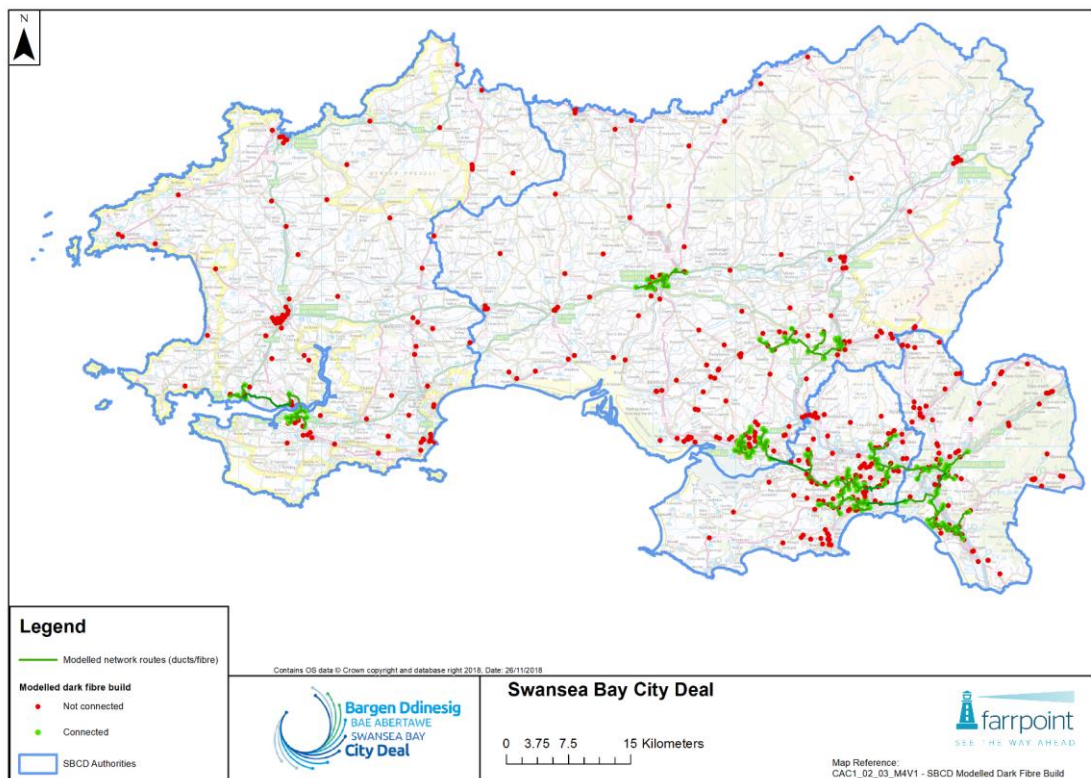


Figure 1 - Scenarios for the deployment of fibre and duct infrastructure into the Connected Places of the region

The full fibre build across the connected places/ development zones may be addressed in a number of ways and different approaches are required in different parts of the region to reflect the geographical and demographic diversity of the region as follows:

- In Swansea/Neath Port Talbot and Llanelli a blend of public sector duct usage, PIA and new commercial build will be delivered to complement and enhance the existing commercial appetite for investment. This should build on the duct Programmes already commencing in Swansea, notably on Kingsway and Oystermouth Rod. This will be explored during market testing and procurement. In some parts of the region there is an appetite to invest in public sector infrastructure whilst in others, commercially owned infrastructure is favoured. This is discussed in the commercial case.
- In areas such as Milford Haven and Pembroke Dock a duct build Programme will be required to enhance transport and energy sectors. The City Deal will aim to facilitate infrastructure across the region and beyond by enabling enhanced regional and international connectivity. In reality, the SBCD deal initiatives are key to enabling commercial industry and the Welsh Government to achieve many of their proposed Digital Programmes.

The public sector will also be a key beneficiary of the connectivity provided and as such will gain through the accelerated and improved digital transformation of their services, offering efficiency and cost saving improvements.

The UK Government Future Telecoms Infrastructure Review¹⁷, (FTIR), sets out the UK position on enhancing connectivity, including fibre to the premise and 4G/5G. In addition, the UK Government Department for Digital Culture Media and Sports funding for Local Full Fibre Networks Programme is entirely based on achieving wider access to fibre based services. Connected Places is therefore directly aligned to current UK and Welsh Government interventions and to their wider policies.

Currently BT Openreach is the dominant provider of telecommunication infrastructure across the region, although Virgin Media also has a significant presence in Swansea and Neath Port Talbot. Other alternative carriers in the UK such as City Fibre, Talk Talk and Vodafone have yet to announce any investment in the region.

The services provided by the PSBA, a Welsh government organisation providing broadband services within the public sector, uses connectivity provided primarily by BT Openreach. Within the region, the provision of fibre connectivity will need to integrate with PSBA responsibilities, potentially integrating their current role and business model with SBCD interventions.

In addition, the west coast of Wales is a termination point for the proposed Greenlink power (and potentially fibre) link from Ireland¹⁸. This could also link with the proposed Welsh Govt Trunk Road Fibre network. It is essential these projects are interlinked by the fibre connectivity that is envisaged under this SBCD Programme. The Programmes are complementary and interdependent. Feedback from both the telecommunications industry as well as other key sectors (e.g. media and digital content) looking to invest in South Wales has stated that they require diverse routing¹⁹ across South Wales to Ireland and beyond. Examples of companies who have stated this include major international telecommunications companies such as Zayo and media organisations.

Supporting and coordinating these initiatives would give the Swansea Bay City Region and Wales a large capacity diverse route in the form of a loop taking in Dublin and linking across via another undersea cable to Liverpool and Manchester. If a fibre route such as this was constructed it would immediately put Swansea and the region on a par with Manchester in terms of digital access, opening opportunities that are currently out of reach for data centres and cloud services, as well as inward investment from media and content providers.

¹⁷https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732496/Future_Telecoms_Infrastructure_Review.pdf

¹⁸ <https://www.greenlinkinterconnector.eu/>

¹⁹ This is a business requirement for the UK broadcasters on a security and availability issue. Comments from BBC and S4C have been made directly to this point.

1.3.3 Business Needs

Intervention is required by SBCD in order to deliver the current and future digital requirements of the cities and development areas of the region. It is imperative to facilitate a digital economy in the region and ensure that the region has an infrastructure that prepares and future proofs the area for future social, economic, and commercial change. Without such an intervention the SMART objectives will not be met, notably;

- The ability to deliver cost effective, wide ranging public services at a lower cost will be constrained.
- The local economy will not have access to the digital infrastructure it requires to deliver the economic growth and benefits identified.

Experience has shown that market forces alone will not deliver the desired digital infrastructure footprint and action is required by the SBCD to anchor investment and act as a catalyst for further investment. This is because;

- Telecommunications industry is resource constrained (both capital and operational resources) and will prioritise areas of the country that are the most commercially attractive and can be delivered at greatest efficiency. It is faced with a wide range of opportunities and will priorities investments based on the parts of the country that have been proactive in the stimulation of digital investment (e.g. York, Milton Keynes, Aberdeen)
- Market forces are likely to lead to significant gaps in service provision – even within Cities and development zones and there is a risk that commercial investment would be focussed solely on central Swansea rather than the development areas across the region as a whole.

1.3.4 Scope and Service Requirements

Several options present themselves for consideration in developing wider full fibre connectivity across the region;

Investment in infrastructure, such as underground ducts to carry fibre optic cables

The investment is the building of ducts that would be made available on an open-access basis to allow companies to place their own fibre cables through them. The action would effectively create an asset for the city deal from which it could expect a return from companies renting space in the ducts. The leverage effect is to make it cheaper and less capital intensive for the building of Gigabit fibre networks. The investment is long term in that the infrastructure would be expected to last for at least twenty years.

Investment in fibre connectivity, (which would include ducts)

In addition to simply constructing passive infrastructure for telecoms companies to use, it is also possible to deploy fibre at the same time and then to make this connectivity available to others, either as dark fibre which they can light and use for their own purposes or as managed fibre that is ready to use for connecting different locations. The leverage effect is the same as for ducts. Fibre optic cables have a life of at least ten years, but in reality, their useful life may run to at least twenty years.

Investment through managed services such as from the PSBA

Organisations with existing fibre assets can be partnered with in order to encourage them to upgrade their existing infrastructure. Such investments are often to extend the coverage to new locations or to improve the capacity of their existing infrastructure by updating the active equipment in exchanges and points of presence. Building on existing digital assets is often a way to reduce timescales and accelerate the uptake of digital services.

The blend of the above approaches will be required across the region. This will be a function of:

- Whether the authorities have existing ducting that they wish to expand and open to the market
- Authorities appetite for owning assets versus procuring services over commercial owned infrastructure
- State aid constraints
- Commercial industry appetite to invest in any given part of the region
- The role of the PSBA and its proposed service portfolio and tariffs

These issues are discussed in detail in the Commercial Case

It is critical to apply the business needs across the region and not focus only on dense urban locations found in Swansea. Digital connectivity offers the opportunity to leverage and distribute work across a wide geographic area rather than concentrate it in urban locations.

1.3.5 Benefits

In the Urban /Economic Development Zones segment a report by the economics consultancy Regeneris²⁰ has assessed the direct and indirect economic impacts of full fibre infrastructure over 100 UK cities. Specifically, in the Swansea Bay City Region, the modelled impacts of the direct benefits are >£200m against a projected investment for the region of £17m, a multiplier of 11. In fact, Swansea City itself has a multiplier of 20. These benefits are broken down as follows;

²⁰ Regeneris report on the Economic impact of Full Fibre

<https://www.cityfibre.com/wp-content/uploads/2018/03/The-Economic-Impact-of-Full-Fibre-Infrastructure-in-100-UK-Towns-and-Cities-12.03.18.pdf>

- Productivity improvements to businesses - 8%
- Start-ups – 9%
- Innovation - 8%
- Network build – 19%
- Enhanced teleworking and worker flexibility – 11%
- Household benefits – 45%

This assumes a build up as follows;

- services enabled: 1 year after the start of network build
- 35% adoption rate reached: after 5 years
- productivity benefits achieved: 1 year after adoption
- innovation benefits realised: 4 years after adoption.

The range of benefits that can be achieved are laid out in section 1.2, with the understanding that both private and public sector bodies can achieve multiple benefits through enhanced connectivity. However, the benefits available and then secured are dependent on many factors, such as the sector in which the organisation operates and the skills and knowledge they have around digital innovation and application. A general overview of benefits are;

Benefit Outline	Connected Places
Productivity improvements	Digital Transformation enabler
Innovate new business models and open new markets	Digital Transformation enabler
New business start-ups	Innovation in digital services
Network Building & Support Employment	Civil engineering and Technical Skills
Skills Development	Demand for digital skills increased
New Working Practices	Collaborative and distributed working
Teleworking to Stimulate Rural Business Models	
Private Household Benefits	Attraction to area
Sustaining Communities	
Enablement of 5G	Access to fibre
Smart Cities/Homes Infrastructure	Enablement of IoT services
Industry 4.0	Enablement of IoT services

Healthcare Benefits	Innovation in services delivered digitally
Positive Environmental Impacts	Reduced need to travel
Social Inclusion and Removal of any Digital Divide	

Table 9 - Benefits for Connected Places

1.3.6 Risks, Constraints and Dependencies

The constraints for Digital Infrastructure intervention in the Connected Places Project are shaped by:

- SBCD governance procedures.
- Stakeholder co-ordination and participation in any proposed intervention. In particular the authorities (and potentially other public sector bodies in the region) will need to use and anchor any infrastructure deployed. This will have implications for delivery of ICT and other services
- State aid that limits the ability of the public sector to invest directly into commercial opportunities in the sector without access to state aid clearance or the establishment of commercial ventures
- Supplier appetite to invest in the region
- Available funds which may require intervention scale prioritisation by SBCD leadership
- PSBA policies for the delivery of services over dark fibre infrastructure
- Resources and skills necessary to lead and manage the interventions.

In terms of the dependencies, these are more aligned to co-investment opportunities. A range of national and rural telecommunication interventions will need to be complementary and aligned to SBCD actions. Aligning interventions to take account of other funding sources would be efficient and allow wider scale impacts to be achieved, rather than acting alone and possibly duplicating other interventions.

In addition the SBCD Digital Infrastructure Programme is a cross cutting Programme that will provide the underlying infrastructure for many of the other SBCD Projects and Programmes to be delivered. There is a risk that many of the other SBCD Projects and Programmes may be sub-optimal if they are not able to access the infrastructure envisaged here. Innovation, competitiveness and employment opportunities would be risked.

Potential Risks are outlined in table below

Risk	Mitigation
Resources constraints	SBCD will require a dedicated Digital team to manage the range of interventions envisioned. This will include funding applications, procurements, stakeholder liaison, supplier engagement and interaction with external national and regional schemes
State aid challenges	Clearly defined legal and regulatory guidance required to frame selected options and activities
Integration with other interventions is challenging on timescales and governance	Be clear on the actions that City Deal are undertaking to clearly identify boundaries and overlaps. Work with other interventions to frame areas of joint interest and where joint action is called for
Other sources of funding become available to integrate into the City Deal funding for specific objectives and to leverage outcomes	Ensure the business case is able to adapt to external changes in overall funding scope and availability
Other interventions overlap with the City Deal, with early investment by SBCD possibly losing other funding to the region	Work with other interventions to frame areas of joint interest and where joint action is not called for
Intervention timescales under Digital Infrastructure exceed five years due to governance or management issues	Prioritise actions within the Commercial and Management case to ensure benefits are delivered
There is a risk that operators may be selective in their deployment within the region. Supplier appetite is not stimulated	The telecommunications industry has finite capacity and multiple opportunities. Potential participants should be encouraged to consider the opportunity, particularly the lowering of their risk
Digital Infrastructure is	Make the interdependencies between the intervention types

delivered in a fragmented way, lessening the impact and leverage that could be achieved	clear and include these within the critical success factors
Sourcing from service aggregators or suppliers such as the PSBA may prove commercially challenging	Ensure that stakeholders and the PSBA are clear on the rationale and objectives to allow the greatest level of involvement

Table 10 – Connected Places Risk Register

1.4 Rural

1.4.1 Spending Objectives

It is the overarching investment objective of the Digital Infrastructure Programme to ensure widespread equality of access to broadband services across the region (notably in rural areas) to deliver social cohesion, efficient delivery of public services and economic growth.

Objective	Benefit
Improve quality of public service delivery	<ul style="list-style-type: none"> • Improved access to public services in remote areas such as health, social care and education • Ensure rural schools, community centres, libraries etc have access to the same quality of information and digital services
Social cohesion and sustain communities	<ul style="list-style-type: none"> • Reduce population decline • Facilitate community services
Economic benefits	<ul style="list-style-type: none"> • Employment growth • Facilitate teleworking

Table 11 - Rural Spending Objectives

1.4.2 Existing Arrangements

Rural communities in the region have long suffered from poor internet connectivity. Ofcom's Spring 2020 data showing the % of properties able to receive superfast services (defined as >30Mbps) in the table below.

Superfast Broadband Availability	
Authority	Percentage Premises Served
Carmarthenshire	86.2%
Neath Port Talbot	97.6%
Pembrokeshire	87.2%
Swansea	97.6%

Table 12 - Superfast Availability

The Ofcom data also shows those **unable** to receive minimal internet connectivity.

NOT able to receive 2Mbps	
Authority	Percentage Premises
Carmarthenshire	2.0%
Neath Port Talbot	0.1%
Pembrokeshire	1.6%
Swansea	0.1%

Table 13 - Premises < 2Mbps Percentage

NOT able to receive 5Mbps	
Authority	Percentage Premises
Carmarthenshire	4.5%
Neath Port Talbot	0.2%
Pembrokeshire	4.0%
Swansea	0.2%

Table 14 - Below 5Mbps Percentage

NOT able to receive 10Mbps – Universal Service Threshold	
Authority	Percentage Premises
Carmarthenshire	7.1%
Neath Port Talbot	0.3%
Pembrokeshire	6.8%
Swansea	0.5%

Table 15 – USO Percentages Spring 2020

In all cases there is a distinct variation across the region showing a level of market failure due to the cost of delivering services to areas that are more rural in their makeup.

As part of the Welsh Government Superfast Cymru Programme Open Market Review, dialogue with industry was undertaken to establish if a premise was able to receive a 30Mbps download service currently, or whether it will be delivered over the next three years under the Programme. The results revealed a significant gap in service provision of 20,548 premises across the region, as shown in the table below;

Authority	White Premise ²¹
Carmarthenshire	9,480
Neath Port Talbot	1,650
Pembrokeshire	6,366
Swansea	3,052

Table 16 - White Premises Totals

The Ofcom Spring 2020 data set also provides statistics on actual premises by broadband speed. In particular it identifies the number of premises in the region that are currently beneath the envisaged minimum Universal Service Obligation of a 10Mbps download speed. These are as follows:

²¹ The EU term 'White Premises' indicates unable to receive NGA broadband < 30Mbps

Authority	Premises below USO
Carmarthenshire	6,170
Neath Port Talbot	223
Pembrokeshire	4,079
Swansea	602

Table 17 - Premises Numbers beneath Universal Service Threshold of 10Mbps

In total there are 11,074 sites – largely concentrated in the rural areas of Carmarthenshire and Pembrokeshire that are below the UK governments stated USO.

The Welsh Governments Superfast Cymru Programme was put in place to address this market failure, whereby the costs of delivering superfast broadband to challenging locations in some rural and urban locations meant they had lagged behind significantly. It does need to be noted that the figures above are post Pre-Superfast Cymru 2 but funding constraints and the ability of suppliers to address easier to reach low cost sites means that the SBCD region will still have significant gaps in coverage. The Welsh Government has collated the impact of the Programme along with other initiatives such as LFFN and voucher schemes and there will remain approx. 20,500 white premises to be addressed in the region.

A detailed mapping exercise has been undertaken of the location of these white premises with poor digital connectivity. This is shown in the following maps for each authority area that shows the concentration of sites not able to receive a 30Mbps broadband service. In areas shaded red there is a greater concentration of poorly served premises. Although there are challenges across the region there are particular issues in the following areas:

- Swansea; Gower, Forestfach, Pontarddulais
- Neath Port Talbot; Kenfig, Bryn-Coch, Vale of Neath
- Carmarthenshire; Widespread across County
- Pembrokeshire; Widespread except Haverfordwest and A40 corridor.

All of these areas are therefore disadvantaged across the broad range of benefits being sought by the City Deal, in some cases to the point where they will not be able to participate in any of them.

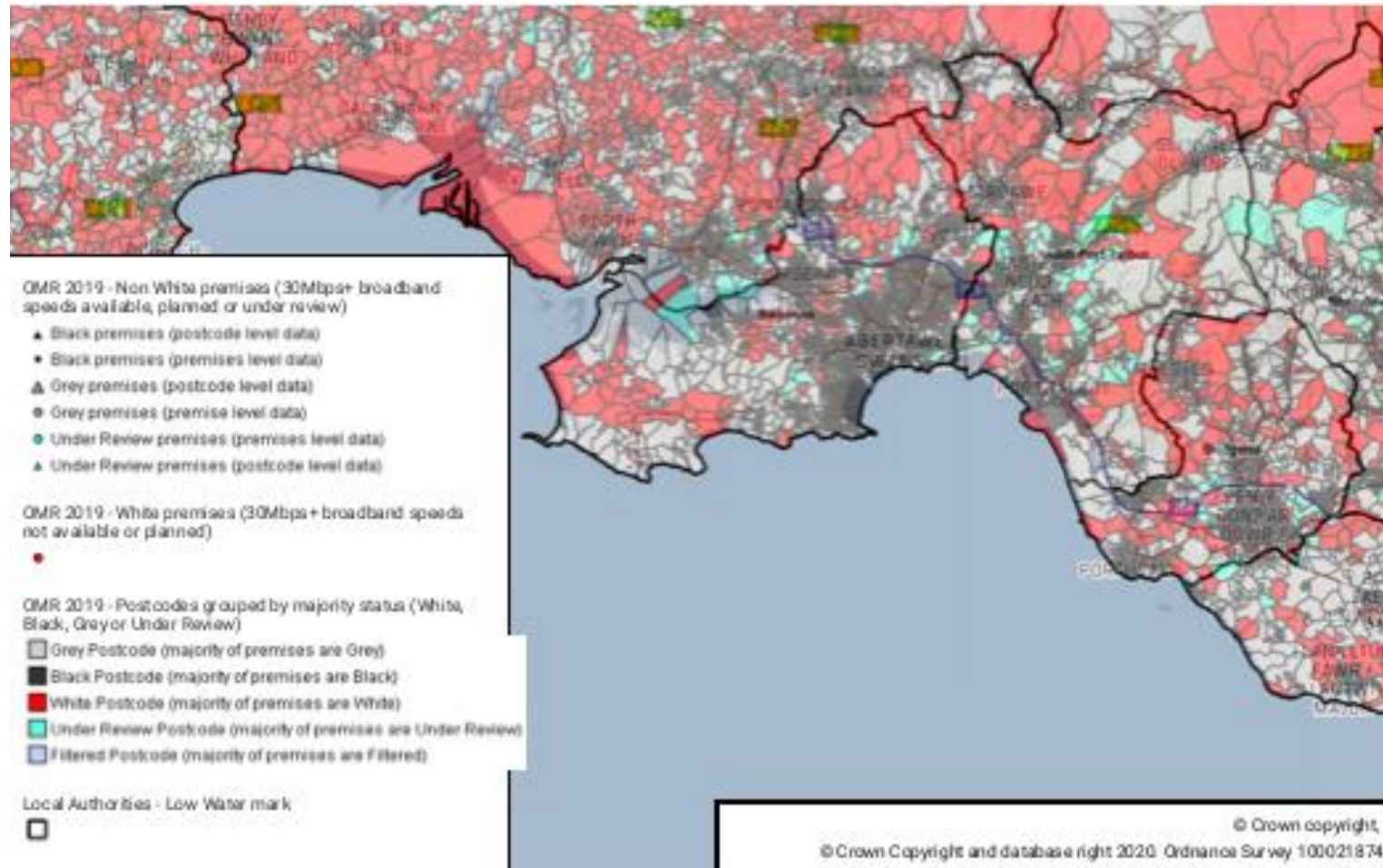


Figure 2 - Swansea & Neath Port Talbot OMR

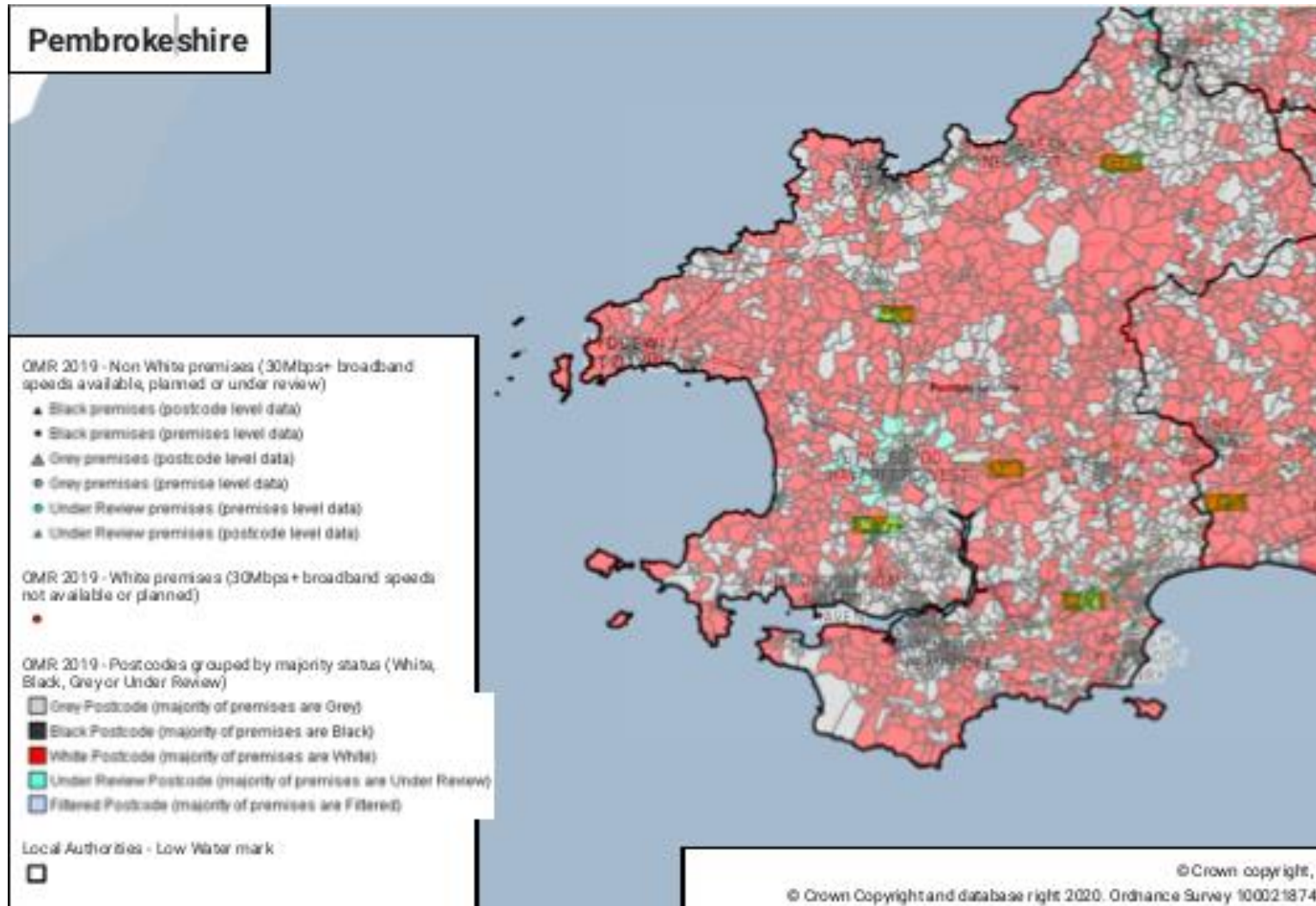


Figure 3 - Pembrokeshire OMR

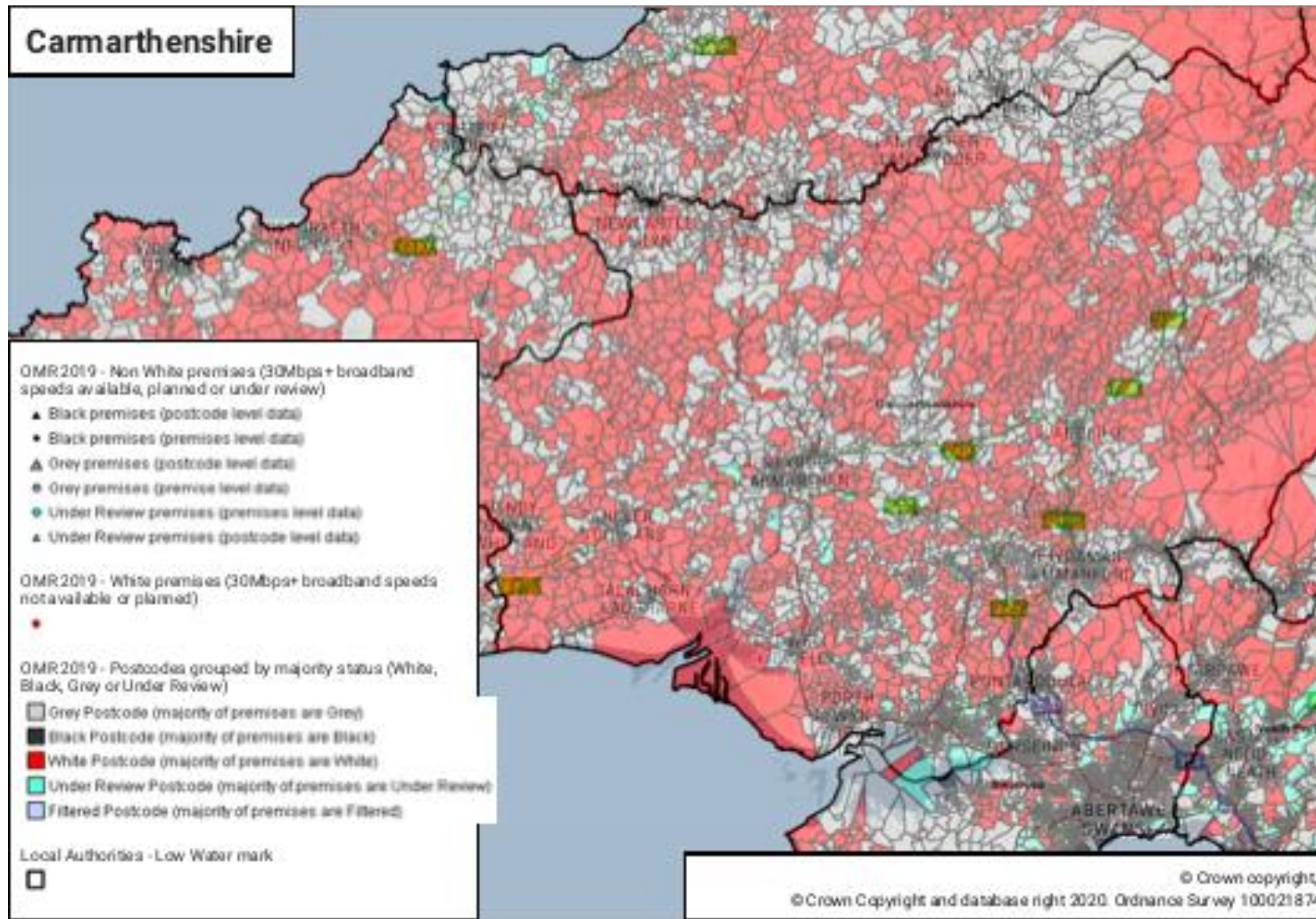


Figure 4 - Carmarthenshire OMR

1.4.3 Business Needs

The challenge of bridging the rural gap is recognised by both the UK and Welsh Government and a range of initiatives are either planned or in place including;

- Currently in operation, Access Broadband Cymru (ABC) scheme; A De Minimis grant of £400 or £800 towards the installation costs of a better broadband connection.
- DCMS Local Full Fibre Network Fund (LFFN Waves 2 & 3) funded investment into public sector sites in rural areas: Pembrokeshire was successful in applying for LFFN funding. Under this Programme 53 public sector sites are being upgraded from copper to Full Fibre using Openreach FFIB infrastructure. At the time of writing it is hoped that this scheme may be extended across the region.
- The Welsh Govt has set up a £10 Million Local Broadband Fund to support local authorities and social enterprises to deliver broadband projects locally. This is part of work to help make sure everyone has access to fast and reliable digital infrastructure. With this funding local authorities and social enterprises can deliver innovative broadband solutions to communities and parts of Wales which do not currently have access to 30Mbps broadband speeds.
- A Universal Service Obligation (USO) for broadband was launched in March 2020. Regulated by Ofcom, everyone has a legal right to request a broadband connection of at least 10 Mbps although users have to cover costs if they exceed £3400, which will often be the case in rural Swansea Bay Region. Further details are available at:

<https://www.ofcom.org.uk/phones-telecoms-and-internet/advice-for-consumers/broadband-uso-need-to-know>

- DCMS Rural Gigabit Connectivity Fund. This scheme provides funding to connect rural hubs in a village or market town with a fibre connection in a 'Place Based' approach. The hub mechanism is the procurement of long-term gigabit-capable fibre connectivity for a specific public sector location or multiple locations. These transactions typically require the creation of additional gigabit infrastructure in the region, for which the public sector body is the 'anchor' tenant. Thus, by connecting one public sector customer, the supplier is able to offer commercial coverage to others and offset the cost of building to still more premises, either straight away or in the future. This ambition was set out in Government's 2018 Future Telecoms Infrastructure Review - FTIR. The FTIR identified that approximately 10% of UK premises would be unlikely to receive commercial access to gigabit-capable broadband, and that these premises would be located primarily in rural and remote areas. An "Outside In" intervention was proposed in the FTIR, to ensure that these final 10% premises can be addressed in parallel with the rest of the UK. The UK government is committed to delivering nationwide gigabit-capable coverage as soon as possible, subject to industry appetite and capacity. The Chancellor announced a £5 billion commitment to fund gigabit-capable deployment in the hardest to reach 20% of the UK through this "Outside-In" approach. Full details are provided at

<https://www.gov.uk/government/publications/rgc-programme-key-information>

- The Rural Gigabit Voucher scheme is a UK wide subsidy scheme aimed at groups of individuals or businesses based in rural areas. The scheme offers funding towards the cost of installing gigabit capable broadband to residential and business premises and who currently have broadband speeds less than 100 Mbps. (<https://gigabitvoucher.culture.gov.uk>). Residential properties can receive a connection voucher for up to £1500 and SMEs £3500.

The net impact of these schemes is likely to reduce the scale of the problem facing the SBCD region in its goal of quality broadband service access.

All of these initiatives have lower take-up than has been achieved in other parts of the UK, indicating that the demand-stimulation actions undertaken so far require attention.

A feature of all of the above schemes is that they are national in focus and often lack the local knowledge, resources and presence to address regional requirements. It is this role that the SBCD can address. There will continue to be gaps in coverage across the region and this needs to be addressed by locally driven Programmes that are complementary to national schemes.

1.4.4 Scope and Service Requirements

Although there are a range of regional and national initiatives to improve rural access to digital services it is clear that gaps in service, take up and availability will remain across the region. SBCD propose a range of intervention measures to complement current and future national and regional schemes to address these gaps. These will include;

- A Programme of demand stimulation activities to increase awareness in communities and drive service adoption
- A regionally led procurement of gigabit capable broadband infrastructure in those areas not served by the commercial sector and other national and regional interventions. This should seek to deliver Gigabit capable infrastructure to as many commercial and residential premises as possible
- Supplier side engagement to raise awareness of gaps in service provision and encourage investment through the removal of barriers such as planning
- Engagement and funding applications to central and regional government to ensure the region is targeted for funding.

1.4.5 Benefits

A direct comparator in this case is the work undertaken by Ofcom to determine the business case for the introduction of a Universal Service Obligation²² so that every

²² <https://www.ofcom.org.uk/phones-telecoms-and-internet/advice-for-consumers/broadband-uso-need-to-know>

premise in the UK has connectivity at 10Mbps or above. This directly compares with the rural areas of the region. In their economic assessment, a benefit multiplier of 3.4-3.6:1 is set out. Independent research²³ for BT undertaken to assess the impact of investment in rural connectivity for Northern Ireland gave the following;

Benefit Category	Absolute Benefit	Benefit Multiple
Productivity Growth	£50m - £410	0.3 – 2.7
Employment Benefits	£290m - £890m	1.9 – 5.9
Teleworking	£40m	0.3

Table 18 - Rural Connectivity

ity Investment Impacts in NI (Source BT)

In effect this gives a range of benefit multipliers of between 2.5 and 8.9. However, as the economic impact undertaken for the USO is very recent and is more conservative, the 3.5:1 figure is preferred for rural Digital Infrastructure.

Benefit Outline	Rural Connectivity
Productivity improvements	Digital Transformation enabler
Innovate new business models and open new markets	Digital Transformation enabler
New business start-ups	Innovation in digital services
Network Building & Support Employment	Civil engineering and Technical Skills
Skills Development	Demand for digital skills increased
New Working Practices	Collaborative and distributed working
Teleworking to Stimulate Rural Business Models	Remote working
Private Household Benefits	Attraction to area
Sustaining Communities	Teleworking and distributed working

A limit of £3,400 has been placed on any single connection, if the cost of connectivity is in excess of this, then a contribution will be required. It is also limited to customers who will NOT benefit from another publicly funded programme.

²³ The analysis was the delivery of 30Mbps services across rural areas in NI, DotEcon report for BT

Enablement of 5G	Access to fibre
Smart Cities/Homes Infrastructure	
Industry 4.0	
Healthcare Benefits	Innovation in services delivered digitally
Positive Environmental Impacts	Reduced need to travel
Social Inclusion and Removal of any Digital Divide	Widespread access to advanced digital services

Table 19 - Benefits for Rural Connectivity

1.4.6 Risks, Constraints and Dependencies

The constraints for SBCD Digital Infrastructure to address the rural connectivity issue are shaped by:

- Ensuring that SCBD in-fills the connectivity gaps in the region following the national and rural interventions. This will need close alignment and monitoring between stakeholders and Programmes
- State aid is a challenge and SBCD should utilise existing clearances wherever possible. It will not be timely or feasible to apply for a new state aid clearance
- Supplier appetite
- Availability of purchasing frameworks
- Community pressure.
- Available funds which may require intervention scale prioritisation by SBCD leadership
- Resources and skills necessary to lead and manage the interventions.

It is also very likely that in the rural dimension of Digital Infrastructure, some of the spending options to deliver infrastructure will require grant funding, with little likelihood of achieving a claw-back should the revenue generated by the infrastructure become net positive to the supplier. The options and approach will be defined in the Commercial Case.

In terms of the dependencies, these are more aligned to co-investment opportunities rather than true dependencies. As an example, the USO may offer a capped grant fund of up to £3,400 per premise. Aligning interventions to take account of such funding sources would be efficient and allow wider scale impacts to be achieved, rather than acting alone and possibly duplicating other interventions.

The primary risks associated with the Rural Project are given in the table below;

Risk	Mitigation
Resources constraints	SBCD will require a dedicated Digital team to manage the range of interventions envisioned. This will include, funding

	<p>applications, procurements, stakeholder liaison, supplier engagement and interaction with external national and regional schemes</p>
State aid challenges	<p>Clearly defined legal and regulatory guidance required to frame selected options and activities</p>
Integration with other interventions is challenging on timescales and governance	<p>Be clear on the actions that City Deal are undertaking to clearly identify boundaries and overlaps</p> <p>Work with other interventions to frame areas of joint interest and where joint action is called for</p>
Other sources of funding become available to integrate into the City Deal funding for specific objectives and to leverage outcomes	<p>Ensure the business case is able to adapt to external changes in overall funding scope and availability</p>
Other interventions overlap with the City Deal, with early investment by SBCD possibly losing other funding to the region	<p>Work with other interventions to frame areas of joint interest and where joint action is not called for</p>
Intervention timescales under Digital Infrastructure exceed five years due to governance or management issues	<p>Prioritise actions within the Commercial and Management case to ensure benefits are delivered</p>
Demand side interventions are not fully harmonised with connectivity interventions	<p>Ensure project plans have clear timelines and actions that recognise the interdependency with demand side stimulation</p> <p>Extend the skills and training remit within the City Deal to encompass supporting digital transformation and innovation of use cases making use of the Digital Infrastructure</p>
Levels of skills around digital innovation and transformation within SMEs mean that take-up is low.	<p>Extend the skills and training remit within the City Deal to encompass supporting digital transformation. In particular, digital skills around the technology such as 5G, but also the way in which innovation of sector specific use cases could make use of the Digital Infrastructure being provided.</p> <p>In addition to technical skills, there will potentially be significant work within Civil Engineering areas. If this is an area of skills shortages, then support in this area should also be considered.</p>

Digital Infrastructure is delivered in a fragmented way, lessening the impact and leverage that could be achieved

Make the interdependencies between the intervention types clear and include these within the critical success factors

Table 20 - Primary Risks

1.5 Next Generation Wireless

1.5.1 Spending Objectives

5G and to some extent 4G, are widely seen and accepted as the next General-Purpose Technology (GPT). The term is used to describe something that will have a protracted aggregate impact across many economic and social structures. Often, electricity is cited as the primary example in the way that its introduction spawned so many innovations and change. To this end, 5G is the first mobile telecoms technology to receive support for both its application and deployment directly through government²⁴ funding.

The overarching objectives of SBCD in relation to next generation wireless technology is to ***ensure that the region is at the forefront of 5G and Internet of Things (IoT) investment and subsequent innovation.***

Objective	Benefit
Inward investment	<ul style="list-style-type: none"> • Mobile infrastructure and service providers to invest in improved coverage in region • SBCD to be an area of early investment in new technologies and services
Innovation	<ul style="list-style-type: none"> • Digital infrastructure to stimulate local businesses and innovative start ups • Use of innovation to enhance public service delivery and lower costs
Economic benefits	<ul style="list-style-type: none"> • Employment growth • Start ups • Usage of new applications and services to drive competitiveness of local economy

Table 21 - Next Generation Wireless Spending Objectives

1.5.2 Existing Arrangements

In relation to current wireless mobile coverage, it is primarily 4G that is of concern to the region. Overall, Wales has the biggest urban/rural divide for 4G coverage in the UK. Coverage is behind the UK averages with Ofcom²⁵ stating that 10% of the

²⁴ Trials and testbeds sponsored by industry and national governments are happening across the globe.

²⁵ Ofcom Connected Nations 2019 – Wales Report.

https://www.ofcom.org.uk/__data/assets/pdf_file/0016/130822/Connected-Nations-2018-Wales.pdf

geographic area of Wales has no coverage. Also, only 36% of rural areas have complete 4G coverage, with 10% of A and B roads having no coverage. When compared to England, the corresponding figures are 3% in both cases.

The 4G coverage map in Figure 4 uses Ofcom's 2019 data updated to March 2020:

Figure 5 – 4G Coverage Map Carmarthenshire

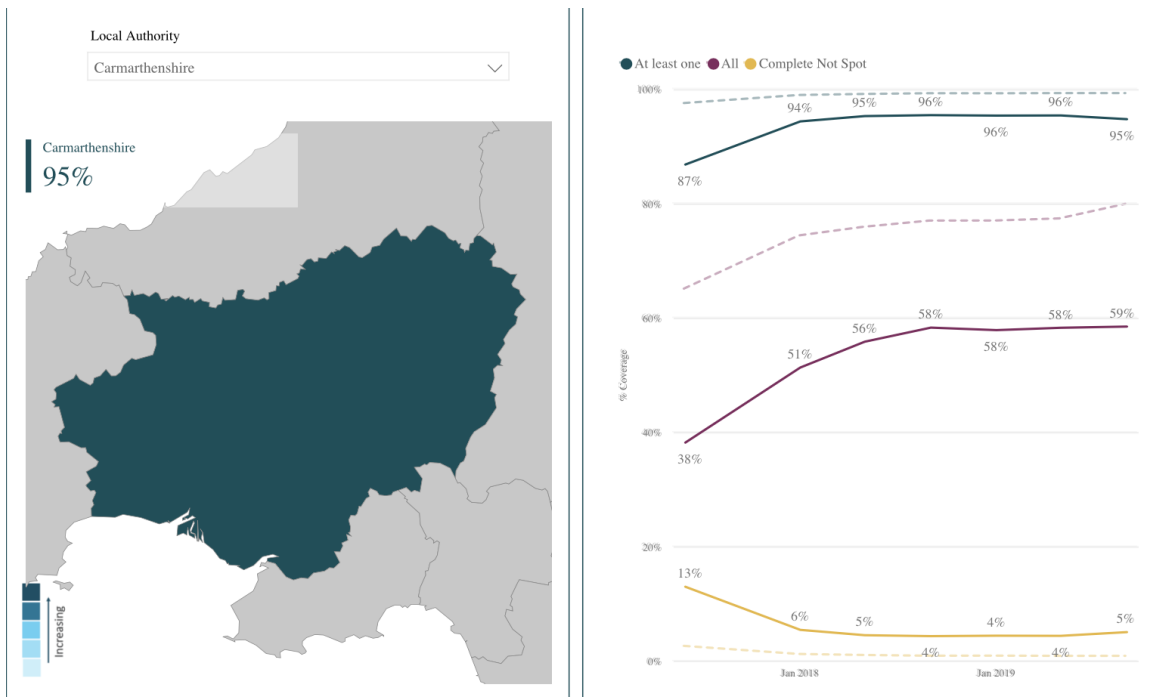
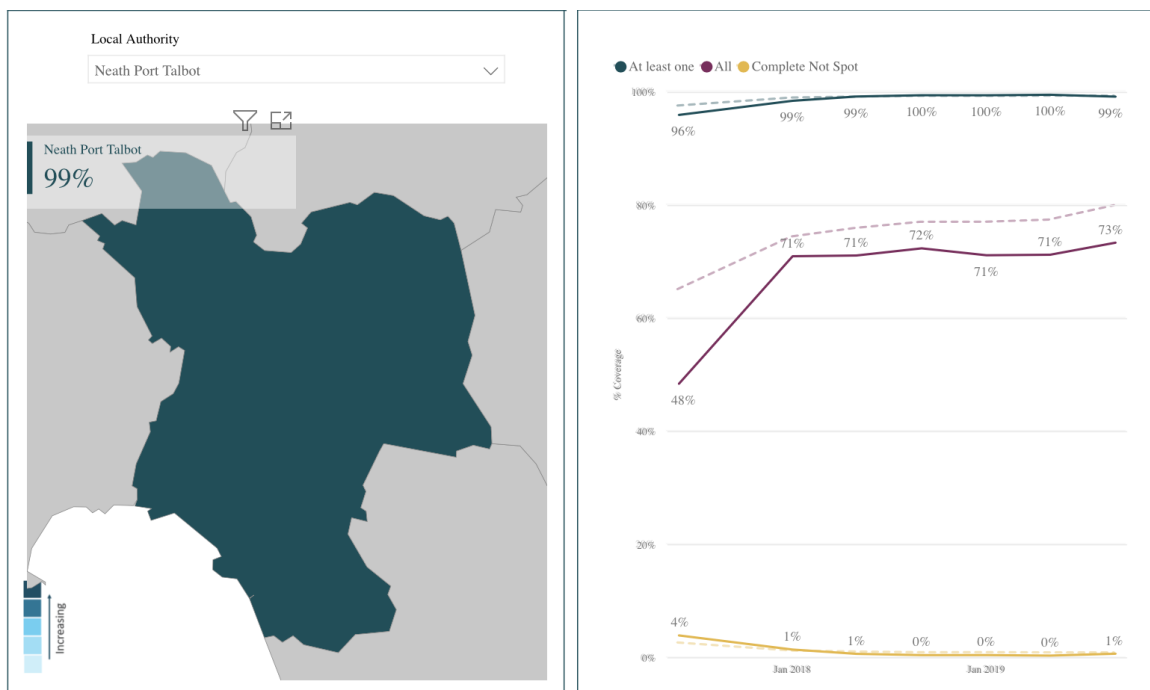


Figure 6 – 4G Coverage Map Neath Port Talbot



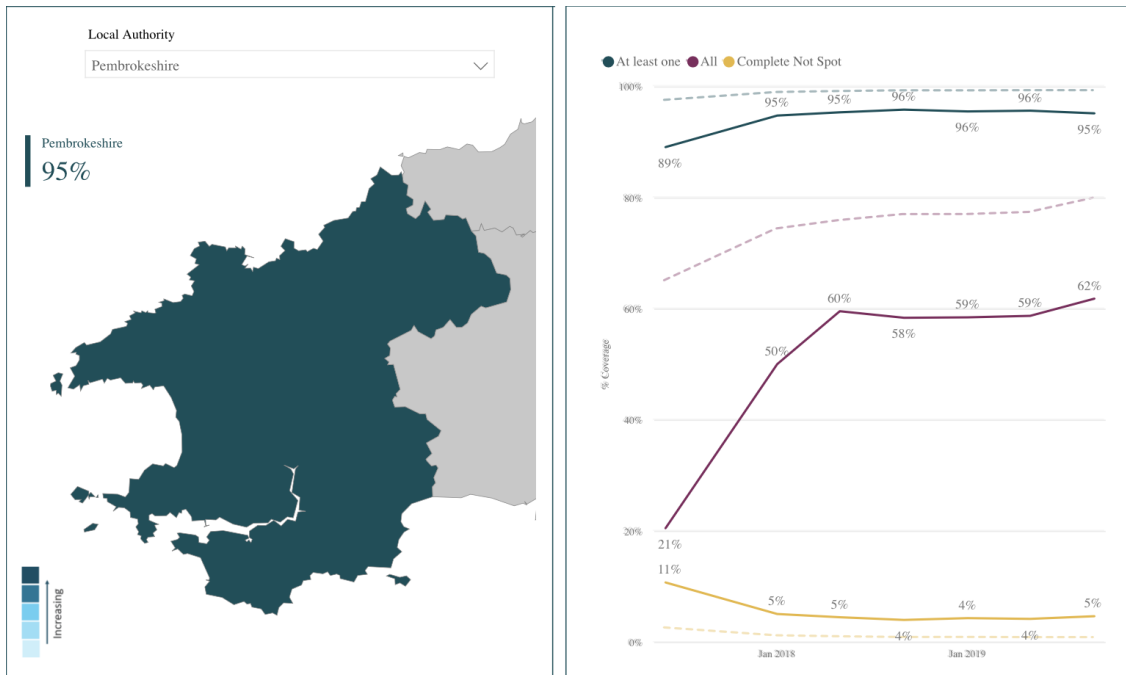


Figure 7 – 4G Coverage Map Pembrokehire

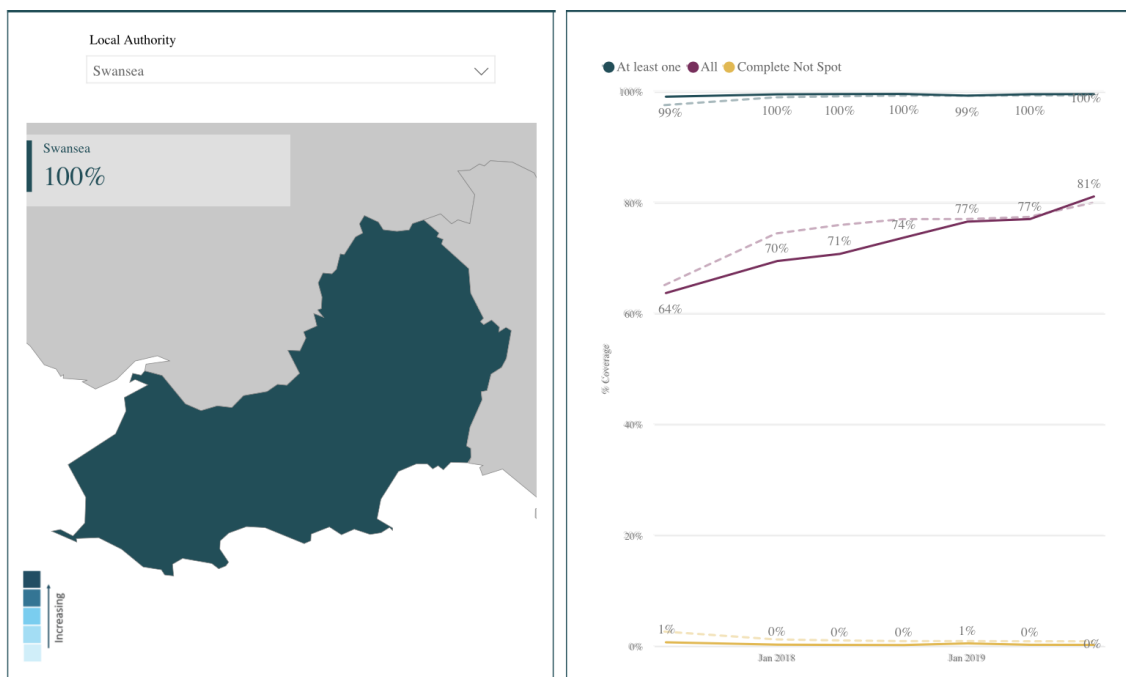


Figure 8 – 4G Coverage Map Swansea

This illustrates that there remain significant Not-Spots in 4G coverage in rural areas:

- Carmarthenshire – 8% by Geography, 11% by Indoor of Premises
- Neath Port Talbot - 7% by Geography, 4% by Indoor of Premises
- Pembrokehire - 8% by Geography, 9% by Indoor of Premises
- Swansea - 2% by Geography, 2% by Indoor of Premises

4G coverage in Wales compares poorly with England with the likes of Bristol and Brighton having 100% coverage as a comparison for Cardiff and Swansea. While more rural counties in England such as Cornwall are on a par with Swansea. Within Wales there are poorer areas with Ceredigion with 16% geographic Not-Spots, but within England nearly all counties are now 100% geographic and indoor coverage. The National picture is shown below.

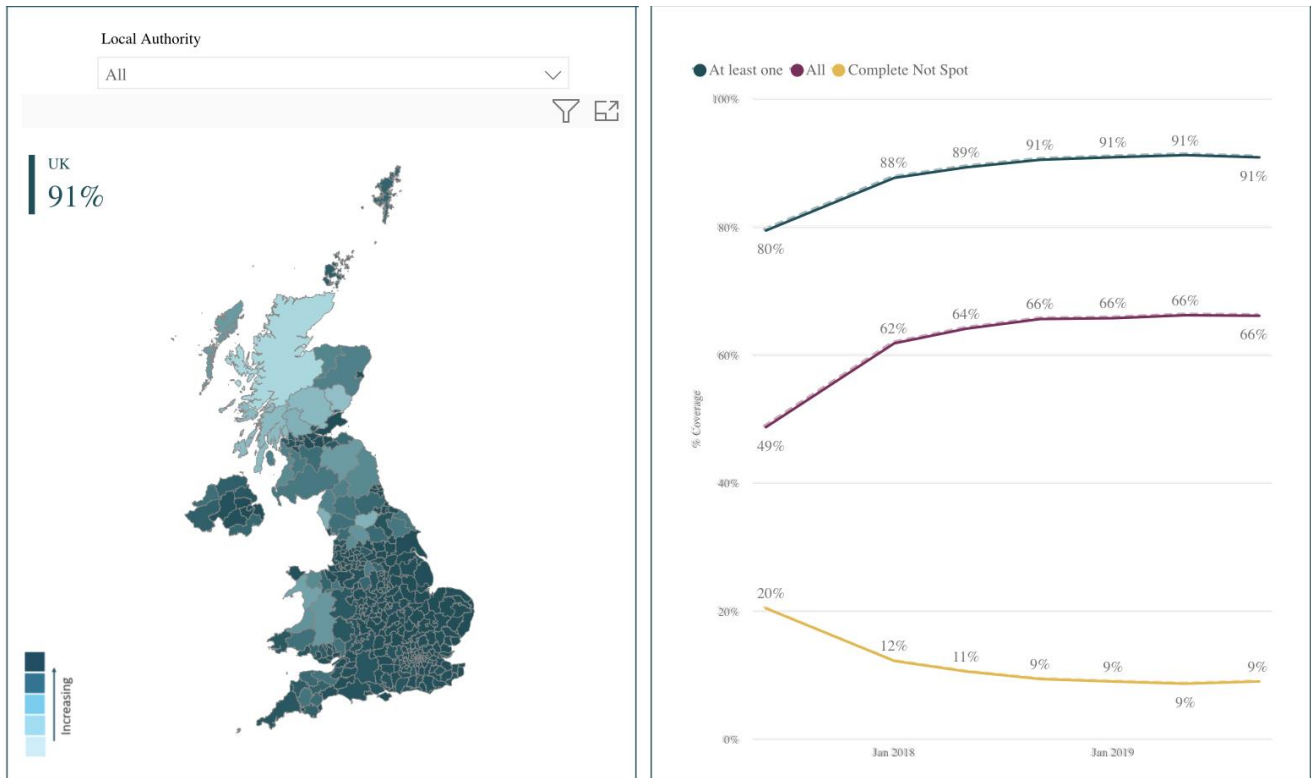


Figure 9 – Current National Coverage Perspective

Ofcom has identified several interventions to address this issue. Specifically, additional obligations for 4G coverage as part of any operator’s bids for new spectrum has been dropped in favour of the Shared Rural Network²⁶, (SRN). From the Ofcom SRN Compliance document there will be specific geographic targets set for Wales;

[MNO specific value, which is 83% for EE Limited and Hutchison 3G UK Limited, 82% for Telefónica UK Limited and Vodafone Limited] of the geographic landmass of Wales.

This leaves Wales some way behind the overall National required coverage of 88%. This disparity is likely to be in some part due to the more extensive and remote rural areas of Wales. Nevertheless, unless managed carefully this could put Wales even further behind England and Northern Ireland in terms of 4G coverage, which will also have a direct impact on 5G roll out in the coming years.

²⁶ <https://www.ofcom.org.uk/spectrum/information/cellular-coverage>

An interesting topic related to the use of satellites has emerged over the last year with broadband, remote 4G/5G base stations and even IoT being able to connect to space based services. The current crop of Low Earth Orbit (LEO) constellations are primarily targeted at bringing internet services to the underserved, particularly across the most Digitally underserved and challenging parts of the World i.e. Africa. However, these new satellite-based services will have footprints that cover the UK as well, potentially presenting opportunities to serve remote areas with broadband connectivity. The primary challenge for emerging satellite broadband providers to overcome is the inherent latency on any such service. 5G offers single digit millisecond latency, which is one of its highly desirable characteristics relevant to numerous innovative use cases. Utilising satellite connectivity will increase this latency between 10 and 100 times. For domestic and some business broadband only, this latency is potentially negligible and therefore these types of services may be appropriate. One significant factor will be the timing of service availability, which is likely to be around 2024. By this time, it is likely that further fibre and wireless broadband expansion will have reached remote rural locations making this type of service relevant to only a very niche number of customers. It is also likely to be far more expensive than current broadband prices, especially for early adopters.

The Emergency services network is a Home Office lead Programme to deliver the new Emergency Services Network (ESN) critical communications system across the UK. Through the emergency services network contract, awarded to EE, there is an ongoing program of mobile network coverage expansion across Wales. Current data shows that 35 additional mobile sites have been delivered and another 37 are planned across Wales at primarily rural locations, with a total of 86 sites planned over the next two years. There is very limited 5G coverage in Wales with only Cardiff central currently benefiting. There is also a planned deployment for Swansea central this year. This is likely to increase over the next three to five years with commitments by operators to extend coverage and services to major Urban areas²⁷. The Digital Infrastructure Programme will target the acceleration of the roll out of 5G and IoT services ensuring the region plays a leading role in demonstrating the benefits and innovation²⁸ that next generation wireless services offer.

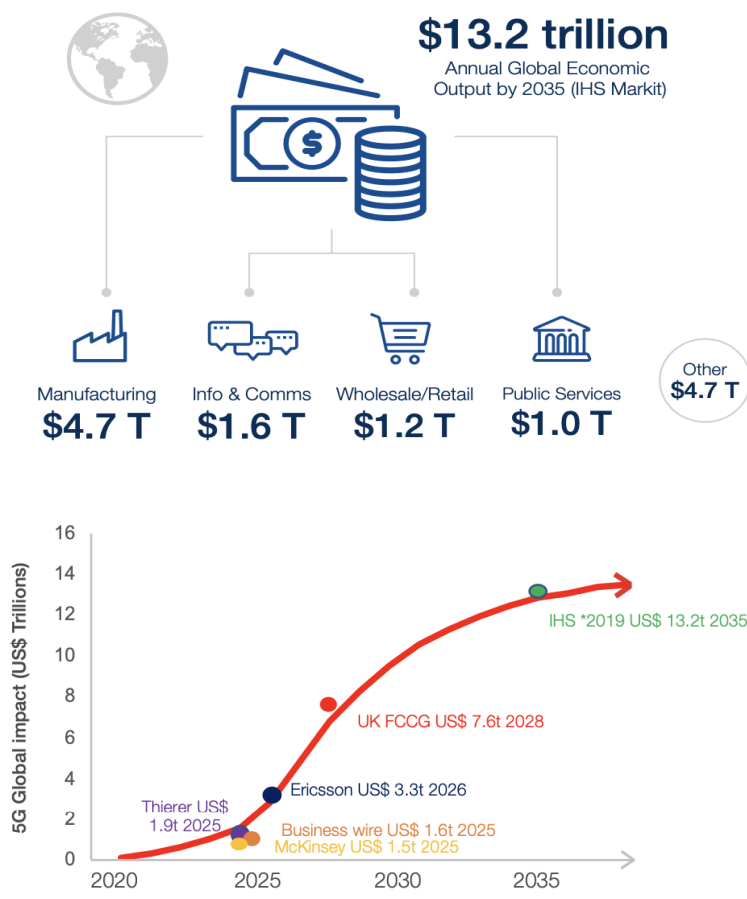
Commercial deployment of 5G in the region remains embryonic and largely focused on Swansea. In particular:

- 3 announced deployment in Swansea in February 2020
- Vodafone launched 5G services in pockets of central Swansea in summer 2020
- O2 and EE have yet to deploy 5G in the region.

²⁷ Statements by all mobile operators support this as their strategic intent. The head of BT even challenged the need for 5G in 2018

²⁸ In line with the DCMS funded 5G Urban and Rural Connected Communities initiatives

The Next generation Wireless Project of the Digital infrastructure Programme primarily relates to and is concerned with 5G and IoT networks and use case, although in all 5G cases the option of utilising advanced 4G technologies may be appropriate. This option should be determined on a case by case basis. As a matter of preference, 5G should be the deployment and the service of choice to enhance the regions capability in next generation wireless services. However, where costs and speed of implementation might be paramount, the use of 4G-Adv should remain an option. As the Next Generation Wireless Project of the Digital Infrastructure Programme will primarily be dealing with new and innovative services and use cases, there is currently very little evidence on which to estimate their socio/economic impact. However, many within the industry are forecasting material improvements in services and applications driven by the availability of 5G. The two charts below provide global prediction figures for 5G impact over the next 15 years²⁹.



There is a general trend of positive economic impact from 5G across all sectors with the largest impact in Manufacturing. This may not be considering the SME sector in its estimates. The chart is drawn from a number of reports and studies that show a consistent growth curve. They are heavily grossed up figures and are not necessarily applicable to the region and its sectorial ecosystem. However, they do indicate significant opportunities provided the right stimulus is given to supply and demand side.

Figure 10 - 5G Impacts Globally

The focus for the SBCD should be to use a limited number of interventions to accelerate deployment of 5G in localised areas and thereby prove the market such

²⁹ World economic Forum – Impact of 5G

that further investment by the mobile operators to establish wider 5G coverage is encouraged.

By taking this approach, it will be possible to deliver evidence-based increases in productivity, innovation, skills and knowledge transfer, and in particular for the Mobile Network Operators, actual or potential revenue generation.

Due to the fact that 4G-Adv and 5G coverage will be deployed in hot-spots through normal commercial pressures, either by the operators, or as part of Digital Infrastructure interventions, drawing out widespread regional economic impacts or uplifts to GVA is very challenging and will have a high degree of uncertainty. In order to remove or mitigate that uncertainty, this business case lays out a selection of specific projects to be supported. These will act as a proof of concept against which decision about further investment by the operators, in cooperation with SBCD or directly, can be made. Key topics are:

- Enhancement of the Digital aspects of other City Deal Programmes and Projects, such as the Digital Clusters, Life-Science and Well-Being, Industry 4.0 and Energy
- Fixed Wireless Access for rural communities, ‘Wireless fibre’ for ‘last-mile’ distribution of digital services
- Connected vehicle demonstration along a section of trunk road
- Education related use cases, distance learning and augmented reality
- Digital transformation in industry, additive manufacturing, distributed design
- IoT demonstrator in logistics and supply chain management

In essence, each project under Next Generation Wireless will need to have a business case developed for them, with the Digital Infrastructure being provided acting as a key enabler for transformation and innovation.

The Welsh government recently completed a 5G strategy study supported by Innovation Point which is focused on Agri-Tech, Transport and Tourism. Some elements of this are likely to be of interest to SBCD.

In terms of national government supported 5G, DCMS on behalf of the UK Government, is operating several funded testbeds and trials. At this time, none are within the SBCD region. Wales did enter a bid for the DCMS lead Rural Connected Communities competition based around Tech Valleys and was successful. Planning is now complete and the grant funding about to be drawn down to enable 6 use cases to be undertaken. The model being used to provide the 5G coverage is particularly designed to allow other grant funding bodies to put in place interventions to accelerate 5G deployment. It is likely that any SBCD 5G interventions should be done in cooperation with the RCC and potentially 5G Create³⁰ Programmes.

³⁰ 5G Create is the latest phase of the DCMA 5G Trials and Test bed programme. Cardiff has submitted a bid based on the creative sector that is under evaluation. The model used for the 5G coverage is the same as for RCC.

1.5.3 Business Needs

The overarching objectives of the SBCD should be to ensure that it is at the forefront of 5G and IoT investment and to accelerate deployment of coverage to match or exceed that in the UK. It is also to provide market confidence in deploying 5G widely through strong demonstrations of commercially successful use cases.

Many regions of the UK are targeting the deployment of innovative 5G use cases with a view to enhancing commercial investment in their region. A failure to do this in the SBCD area would lead to the region being given a lower priority in planned commercial deployment.

A critical need in underpinning network and service deployment is to enhance the demand and the skills in the region. The Use Cases around 5G are in their infancy and offer significant opportunity in creating new jobs and services. Innovation will be what determines the beneficial use of this technology. Interventions that involve the supply side must therefore be balanced with supporting sectors in their digital transformation journeys. In addition, skills in digital infrastructure, applications and data need to be enhanced to increase the local talent pool for potential inward investors seeking to take advantage of the enhanced digital infrastructure, including 5G.

The leveraging of all the intellectual and physical assets within the region will be an important differentiator and capturing this must be a key objective and need.

1.5.4 Scope

The core scope for the Next generation Wireless Project is 5G deployments. This is simply because, without intervention in Digital Infrastructure, it is very unlikely that 5G will be deployed across the region other than dense urban locations with the added danger that if this is left to supply-side market forces they may simply be MNO show cases and not generate any impact on GVA.

As part of the effort to secure 5G coverage, some of the actions taken in respect of following the guidance in the Future Telecoms Infrastructure Review will also benefit the improvement of the coverage for 4G, a supplemental goal might be added to increase 4G to at least that in England, a thorough and intense engagement with SRN would be necessary. SBCD should work closely with Ofcom and the Welsh Government to ensure that policy objectives and funding are focused on the region. With several initiatives from Ofcom and the Welsh government seeking to reinforce 4G coverage in Wales, this benefit can be driven through ensuring there is a strong, clear and open dialogue with the mobile operators around their objectives and the way in which they intend to ensure Wales keeps pace with the expansion of general 4G coverage.

1.5.5 Benefits

There is little direct evidence available as yet for the impact of better 4G coverage and almost none for 5G, (as it has not been deployed at this time in more than testbeds). Despite this, the general opinion of the industry is that 4G and 5G coverage is essential for both their general customer base and also industry and the service sector as a whole.

Work undertaken for the EU in relation to 4G services being made widely available in Sweden and Estonia, has estimated a benefit ratio of 1.5:1. In light of the very large impacts of deploying full fibre, 4G in particular is enhancing and accelerating benefits further purely as a result of its mobility. This provides a baseline for deployment of 5G. It is highly likely that 5G will in the end be significantly higher than a benefit ratio of 1.5:1 simply because it will open significantly more opportunities for new services and innovation than 4G. The diagram below, (from the WEF document) gives the roadmap for 5G impact areas which goes far beyond 4G.

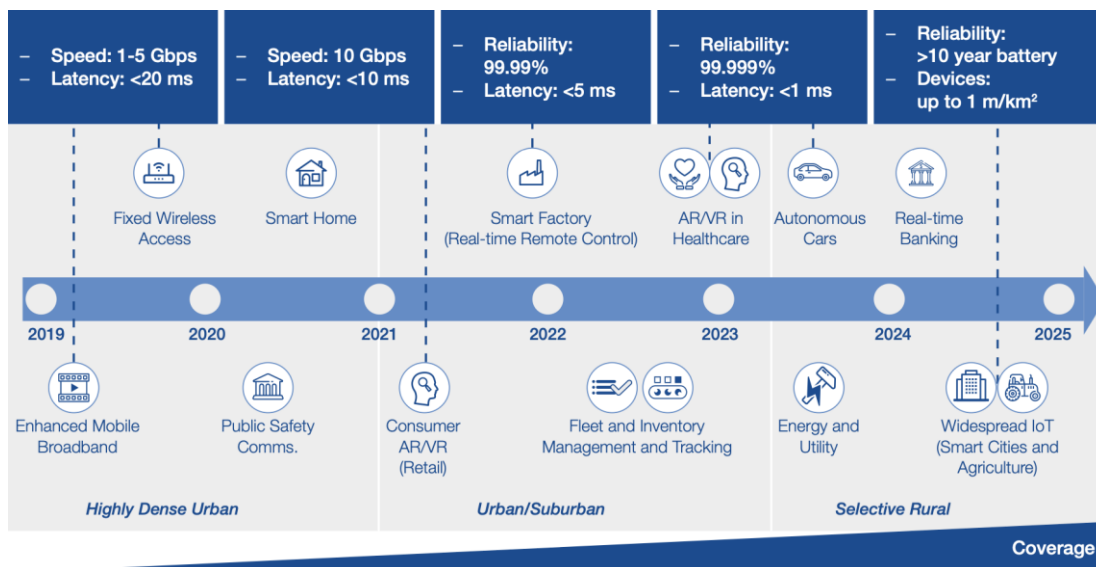


Figure 11 - 5G Journey

A critical need to underpin network and service deployment is to enhance the demand and the skills in the region. The Use Cases around 5G are in their infancy but offer significant opportunity in creating new jobs and services. Innovation will be what determines the beneficial use of this technology. Interventions that involve the supply side must therefore also include ways in which to gain skills in the technology itself but also in supporting different sectors in their digital transformation journeys.

The range of benefits that can be achieved are laid out in section 1.2, with the understanding that both private and public sector bodies can achieve multiple benefits through enhanced connectivity. However, the benefits available which then go on to be secured are dependent on many factors, often depending on the sector in which the organisation operates and the skills and knowledge they have around digital innovation and application. A general overview of expected benefits is;

- Uplift in GVA³¹
- Safeguarding jobs
- Creation of new high value jobs
- Development of new sectors and inward investment

Benefit Outline	Next Generation Wireless
Productivity improvements	Digital Transformation enabler
Innovate new business models and open new markets	Digital Transformation enabler
New business start-ups	Innovation in digital services
Network Building & Support Employment	Wider skills needed at the network edge as functionality migrates outward from the traditional Data Centre approach
Skills Development	Demand for digital skills increased
New Working Practices	Collaborative and distributed working ³²
Teleworking to Stimulate Rural Business Models	Wireless digital service access
Private Household Benefits	Smart Homes
Sustaining Communities	Teleworking and distributed working
Enablement of 5G	Access to fibre
Smart Cities/Homes Infrastructure	Enablement of IoT services
Industry 4.0	Smart Manufacturing
Healthcare Benefits	Innovation in services delivered digitally ³³
Positive Environmental Impacts	Reduced need to travel
Social Inclusion and Removal of any Digital Divide	Widespread access to advanced digital services

³¹ Report from dot.econ for BT NI gives a GVA uplift range of 3% - 11% across four rural counties of England. These figures are much higher than others.

WIK report to Ofcom 2018 gives a 0.5% uplift

³² Covid 19 has been a driver which will have long term consequences for working practices

³³ Covid 19 experiences will continue to drive this service sector

Table 22 - Benefits for Next Generation Wireless

Quantifying benefits across what is a very diverse set of private sector and public sector enterprises in the region is not possible at this stage, it can only be assessed in aggregate in line with the economic assessments that have been undertaken on the impact of digital connectivity in the UK and Europe.

1.5.6 Risks, Constraints and Dependencies

The constraints for Digital Infrastructure are bound within;

- SBCD governance procedures.
- Stakeholder co-ordination and participation in any proposed intervention. In particular the authorities (and potentially other public sector bodies in the region) will need to use and anchor any infrastructure deployed. This will have implications for delivery of IT and other services
- Supplier appetite to invest in the region
- Available funds which may require intervention scale prioritisation by SBCD leadership
- Resources and skills necessary to lead and manage the interventions
- The appetite for SMEs in the region to adopt and innovate new digital ways of working
- Coordination with other regions in Wales to ensure a joined-up approach and shared learnings
- State Aid considerations

Intervention funding by SBCD should be on a match funded basis with the private sector and spending should target the delivery of specific 5G coverage.

It is very likely that in the rural dimension of 4G, some of the spending options to deliver infrastructure could require significant grant funding, with little likelihood of achieving a claw-back should the revenue generated by the infrastructure become net positive to the supplier. It would be sensible to refrain from entering into any 4G interventions directly while the SRN³⁴ intervention is defined. What would be worth investing in is driving the agenda for the region in terms of SRN outcomes for the region. The benefit ratio for this could be significant considering the low cost of investment required.

In terms of the dependencies, the key issue is to ensure that any 5G use cases deployed in the region are effective, deliverable and subsequently stimulate commercial investment in the region.

³⁴ SRN is a match funded £1bn fund

The primary risks associated with the Next Generation Wireless are given in the table below;

Risk	Mitigation
Resources constraints	SBCD will require a dedicated Digital team to manage the range of interventions envisioned. This will include, funding applications, procurements, stakeholder liaison, supplier engagement and interaction with external national and regional schemes
State aid challenges	Clearly defined legal and regulatory guidance required to frame selected options and activities
Intervention timescales under Digital Infrastructure exceed five years due to governance or management issues	Prioritise actions within the Commercial and Management case to ensure benefits are delivered against early adoption, (first 2 years)
Demand side interventions are not fully harmonised with connectivity interventions	Ensure project plans have clear timelines and actions that recognise the interdependency with demand side stimulation. Extend the skills and training remit within the City Deal to encompass supporting digital transformation and innovation of use cases making use of the Digital Infrastructure
Use Cases are not well defined and benefits are not specific	Ensure a simplified 5 Case model is used to draw up the business case for each project to be supported under Next Generation Wireless. Assessment should take a wider view related to achieving proof of concepts and market viability demonstration
Levels of skills around digital innovation and transformation within SMEs mean that take-up is low.	<p>Extend the skills and training remit within the City Deal to encompass supporting digital transformation and innovation of use cases making use of the Digital Infrastructure</p> <p>Consider the creation of a digital transformation centre of excellence that can support multiple sectors in an economic manner</p>
5G network availability fails to attract other uses once deployed, the initial use case project being the only user	Utilise demand side stimulation and innovation support to exploit the availability of 5G services across the SMEs and organisations within the coverage range of the network
Digital Infrastructure is delivered in a fragmented way, lessening the impact and the leverage that could be achieved by wider fibre and 5G services	Make the interdependencies between the intervention types clear and include these within the critical success factors

Table 23 – Next Generation Wireless Risks

2 Economic Case

2.1 Introduction

The outcomes from the strategic case are to ensure that:

- Towns, cities and development zones have access to world class full fibre infrastructure to deliver economic growth and inward investment
- There is widespread equality of access to broadband services across the region (notably in rural areas) to deliver social cohesion, efficient delivery of public services and economic growth
- SBCD is at the forefront of development and roll out of world class next generation wireless services.

To this end, three Projects have been developed;

- Rural
- Connected Places
- Next Generation Wireless

A secondary objective is to identify and facilitate any additional digital infrastructure required to ensure the success of the 9 other City Deal Programmes and Projects.

A long list of options has been defined for each of the three Projects. Each of these will also have a different mix of success factors applied in the selection of the preferred option(s).

2.2 Critical Success Factors

In order to give a completely rounded consideration, the critical success factors for the Digital Infrastructure Programme should include;

Success factor	Measurement Criteria
Strategic fit	<ul style="list-style-type: none"> • Meets the strategic goals of the SBCD • Delivers future proofed digital infrastructure to enable to achieve economic and social objectives • Supports wider Welsh priorities and strategies • Is at least comparable with elsewhere in UK
Economic return	<ul style="list-style-type: none"> • Achieves a viable cost benefit ratio when compared with the other available options
Achievability	<ul style="list-style-type: none"> • Fits with the region's resources • Follows a clear, timely and deliverable approval route and delivery timeframe • Has political and stakeholder support across region and delivers benefits to all parties • Is fully state aid compliant and does not require new state aid applications • Is sustainable with the flexibility and scalability to serve the regions requirements as the economy grows.
Attractiveness to Supply side	<ul style="list-style-type: none"> • A clear delivery model is agreed • There is supplier appetite for investment in the region
Compatibility with other Programmes	<ul style="list-style-type: none"> • No overlap or duplication of effort with other national or regional digital infrastructure investment Programmes. • Fully aligned with UK and Welsh digital policy objectives
Risk Management	<ul style="list-style-type: none"> • Financial • Operational • Legal and Regulator, N.B. state aid

Table 24 - Digital Infrastructure Specific Success Factors

2.3 Long List Options

This section presents the long list of options. This has been analysed and presented for each of the three Project areas of the Digital Infrastructure Programme as previously defined. This is because:

- The economic impacts and cost benefit ratios are different between rural and urban areas
- The range of options differs by area as each has different requirements and potential delivery mechanisms
- External issues such as the role national Programmes and the impact of state aid are varied across the pillars
- Supplier appetite for investment will vary across the region.

2.3.1 Rural Project

It should be noted that the options laid out are not mutually exclusive. They can, and in many cases, should be combined to achieve the most beneficial outcomes.

A long list of options for SBCD to address the challenges within the rural communities has been defined.

As seen in the strategic case there are currently over 20,500 white premises in the region unable to receive a 30Mbps broadband service following all planned interventions. These are shown below

Authority	White Premise ³⁵
Carmarthenshire	9,480
Neath Port Talbot	16,506
Pembrokeshire	6,366
Swansea	3,052

Table 25 - White Premises by Local Authority

In addition, some 11,000 of these are beneath the Universal Service Obligation of 10Mbps as shown below;

Authority	Premises below USO
Carmarthenshire	6,170
Neath Port Talbot	223
Pembrokeshire	4,079
Swansea	602

Table 26 - Premise Counts by Local Authority

We estimate that there will remain a significant gap in service provision in the region, even after the role out of DCMS and Welsh Government led interventions. Therefore,

³⁵ The EU term 'White Premises' indicates unable to receive an NGA broadband service

the following options offer opportunity for the Digital Infrastructure intervention to address these areas.

Long List Options

Option 1: Do Nothing

Description and Rationale:

No actions or funding provided by SBCD. Market left to deploy infrastructure against their own investment criteria, or with support of the UK and Welsh Governments Programmes

Costs:

£ 0

It should be noted there is an opportunity cost to the region of doing nothing. This will include:

- A loss on inward investment; If SBCD fails to intervene in the market and/or anchor investments there will be a loss of commercial investment.
- A % of the region will not receive commercial broadband services. If 5000 households and SMEs were to be excluded in this manner the loss of economic benefit over a 15-year period is estimated to be >£80m

Benefits:

£ 0

NOTE: Once the USO and Superfast Cymru 2 interventions take place, they in themselves they will produce a positive economic impact. Typically, an investment into a remote rural site produces a benefit: cost ratio of 3.5:1 over 15 years. Hence if the number of white premises was reduced by 10,000 at a cost of £3000 per site, the economic benefit can be expected to be over £100m over 15 years. However initial indications are that the SBCD is likely to receive proportionally less investment than other more densely populated parts of South Wales and Superfast Cymru will not have the financial resources to address the requirements of the most remote and costly parts of the SBCD region to serve.

Issues/Risks:

- There will be a risk of deepening the digital inclusion gap across region
- No local control of priorities – dependent on industry and national initiatives
- Lack of inward investment. Elsewhere in the UK public sector intervention has resulted in leveraged commercial investment.
- Social loss – percentage of households with limited access to healthcare, education, access to social care and public services will increase but potentially very slowly, leaving some areas with no or minimal connectivity
- Economic loss – lower productivity, inability to work in flexible manner, reduced employment opportunities
- Environmental – increased carbon footprint

Option 2: Do Minimum: Supply Side Engagement

Description and Rationale:

SBCD to proactively engage with market. Activities to include:

- Briefing industry on regional plans and requirements
- Lobby for inward investment
- Promotion of region as test bed for new technologies and services
- Arranging site visits, events etc
- Providing single interface between industry and the regional public sector bodies and a point of contact for issues such as planning, way leaves etc
- Co-ordination of Programmes with UK Govt and Welsh Government

Such activity has proven a key catalyst for inward investment elsewhere in the country and there have been examples of plans changed by operators such as City Fibre and Virgin Media. Suppliers are faced with multiple opportunities and are often responsive in their planning.

Costs:

£ 100k per annum

Benefits:

Easier to target support and to coordinate other funding channels to benefit the region and SBCD. Increased investment by operators over and above 'Do Nothing'. Harmonisation with other initiatives such as SRN for 4G and maximising its impact.

To be monitored against clearly defined targets for inward investment and service provision.

Target additional £5m of inward investment stimulated over the five-year Programme plus successfully obtained £10m of public grant funding

Issues/Risks:

- Limited financial exposure to SBCD
- Time to implementation reducing potential impact achieved
- Regional priorities may be ignored
- Service take-up may not improve
- Competition for investment from other parts of UK leaves the region behind
- Supplier appetite for regional investment may be limited
- The most remote, commercially challenged part of the region will be difficult to attract inward investment to

Option 3: Do Something: SBCD Demand Stimulation Programme

Description and Rationale:

SBCD establish a local Programme to increase user awareness and adoption of digital services across the entire population of SMEs and households. Activities would include:

- PR and promotion
- Establishment of case studies of benefits and usage
- Engagement with local stakeholders such as business groups, community organisations etc
- Events
- Promotion of connection voucher schemes of UK and regional Govt
- Engagement with suppliers
- Engagement with local businesses and residents
- Support and training Programmes
- Use of social media
- Web based support
- Provision of technical, commercial and legal support to community groups

Costs:

- Local team of 2 staff per authority area – £100k per area, £400K per annum across the region. For a five-year Programme, £2m
- Additional promotional materials and support, £600k per annum
- To be monitored against clearly defined targets for inward investment and service provision.

Benefits:

Key measures of success will be monitored on an annual basis and will include:

- service adoption by business and residents
- business productivity
- employment and start up rates

Target an additional 5% uptake in Next Generation Broadband Access services over 5-year period i.e. approx. 17,000 premises in the region

Research commissioned by DCMS the economic, social and environmental impacts of faster broadband – UK Economic Impact Study. Economic benefits identified were local enterprise employment, teleworker productivity, productivity growth, labour force participation and network construction. Enhanced productivity is the key productivity with benefits growing by 0.3% as speeds double. A more direct comparison of the proposed SBCD intervention is the Impact Analysis undertaken for the Universal Service scheme. This analysis discounts benefits due to the nature of the Programme under a range of speeds and subsidy scenarios. However, all options deliver a positive outcome and value for money (over 15 years) with a Benefit Cost Ratio of between 3.4 to 3.6

In addition, there are currently 3000 business sites in the region unable to access 30Mbps services. It is likely that some of these business sites will receive services as a result of Superfast Cymru 2, DCMS LFFN, DCMS Rural Gigabit Connectivity and USO initiatives.

It is estimated that there may be up to 2000 SMEs that would benefit from a local business support Programme.

Issues/Risks:

- Limited financial exposure to SBCD
- Time to implementation
- Service take-up may not improve
- Need for co-ordination with national and regional schemes
- Demand stimulation only serves to increase take up in those areas that have infrastructure to take up. There will still be parts of the region without any infrastructure and demand stimulation does not address their requirements or lead to infrastructure investment

Option 4: Do Something: SBCD In-Fill Procurement

Description and Rationale:

It is acknowledged that the existing proposed national and regional initiatives will still leave a number of SME and residential premises un-served or poorly served. This is because:

- Welsh Government Superfast Cymru 2 lacks the funding to achieve ubiquitous coverage
- Superfast Cymru 2 targets an uplift in connectivity speeds to at least 30Mbps. It does not prioritise premises beyond this. Hence the supply side response is to target premises with the lowest upgrade costs. This will likely lead to premises with current broadband services below the threshold speed, (10 – 30Mbps), being prioritised over those with very poor, (<10Mbps), or no services at all.
- DCMS Programmes are dependent on proximity to public sector sites. This is a state aid issue. DCMS does not have a state aid clearance for its LFFN and RGC Programmes and hence can only fund connectivity to internal public sector sites which is a 'no aid' measure
- USO schemes will provide funding for in-fill are not timely for this Programme with potentially years before services and delivery options are determined
- The number of premises in the region to be addressed following the impact of these schemes estimated at <5000 premises
- SBCD implements its own procurement Programme to address this gap. The procurement would be similar in scope to Superfast Cymru 2. However, SBCD MUST be clearly able to define local priorities, evaluation criteria and targets and not be dependent on those of the Welsh Government

Costs:

Superfast Cymru 2 is likely to primarily address the 'low hanging fruit' i.e. those sites that are cheapest and easiest to serve in urban centres. The outlying 20,500 sites are estimated to have a typical cost per site of £4500. This would result in a funding requirement of £92m.

However other national funding interventions are coming on stream over the next 2 years and SBCD will need to address what these measures will not fund rather than the total requirement.

In particular

- Number of USO sites in region is currently 11k. Hence there is the potential for central govt USO funding of approx. £37m in the region.
- DCMS Rural Gigabit Connectivity funding, this Programme is limited to £200m per year nationally, so a reasonable assumption is that the region receives a further £10m

Provided DCMS and Welsh Govt initiatives and USO funds are delivered, SBCD will require a focused and relatively modest intervention to complement these other initiatives - £20m based on 4500 premises at £4,500 per premise.

In addition, there will be one off costs for the conduct of the procurement. This will be approx. 250k over a nine month to a year period

Benefits:

Economic benefit impact analysis undertaken as part of the audit of rural broadband Programmes range from;

- The DCMS UK Economic Impact Study concludes that every £1 invested in broadband delivered £20 in benefit over a 15-year period.
- A similar analysis of the benefit of Superfast Cymru presented a cost benefit ratio of 6 to 1

Within the assessments, economic impacts identified include local enterprise employment, teleworker productivity, productivity growth, labour force participation and network construction.

In addition, a range of social benefits also accrue including; reduced travel time, access to education, improved health, consumer access to e-commerce, enhance employment opportunities, rural community resilience and environmental benefits (e.g. reduced emissions).

This USO economic impact analysis discounts benefits due to the nature of the Programme under a range of speeds and subsidy scenarios. However, all options deliver a positive outcome and value for money (over 15 years) with a Benefit Cost Ratio of between 3.4 to 3.6

Hence an intervention of £15m by SBCD is likely to deliver positive benefits of approx. £50m to the region

The other key benefits of such an approach are;

- speed of delivery
- reduced dependency on national Programmes
- more control over national Programmes
- improved local focus and prioritisation

Issues/Risks:

There are two major issues/risks

- ensuring any SBCD led procurement is complementary to, and not competitive with, other national and regional Programmes and there is no overlap or duplication of finance or effort. This will require co-ordination with the UK and Welsh Government
- State Aid: The telecommunications market is highly regulated with strict state aid regulations. SBCD could not undertake its own procurement without state aid clearance as it will effectively be funding services in the same intervention area as national Programmes. The ability to get a state aid clearance is time consuming (typically 18 months) and resource intensive. Telecoms state aid is also administered and controlled at an EU level and it remains how this will be resolved moving forward given Brexit

An alternative way to mitigate against these risks is to utilise any state aid clearances and procurement resources of the Welsh and UK Governments. SBCD will not wish to simply 'top up' a national scheme. However, there may be benefits to using the national procurement resources if SBCD is able to shape its own targeted requirements.

Option 5: Do Something: SBCD Community Programmes

Description and Rationale:

A number of communities have collaborated to define and procure their own telecoms infrastructure or establish themselves as a micro service provider in their community. Such activity has been supported by public funding schemes (e.g. Community Broadband Scotland). The Welsh Government is also defining a Communities Initiative. In addition, support and guidance can be provided in areas such as procurement, legal support and state aid.

Costs:

Typically grants are made available to a community. These may range from small grants community size but across other parts of the country typical community grants were low hundreds of thousands pound per community with some rare larger exceptions. The Scottish Government spent £6.4m supporting 64 communities but in practise only 13 of these are fully operational. The scheme has now ceased

A modest fund in the region of £1m could be allocated to an SBCD community Programme but MUST be complemented by technical, procurement and legal support to be effective. The support function should be limited to a team whose cost is capped at 20% of the fund.

Benefits:

The benefits are focused on speed to service provision for the most rural communities that are often neglected by the roll out plan of the commercial operators and, indeed, national procurement Programmes.

Issues/Risks:

All cite challenges;

- There are limited (if any) communities in the region prepared for such a scheme
- State Aid rules apply to all projects irrespective of grant amount (even de-minimis) and state aid schemes are not suited to small community projects
- Empowering communities should not imply communities leading procurements. It is challenging to expect communities to be responsibility for public sector procurement rules and SBCD support will be required here.
- Projects need to happen alongside a national and regional Programme. Agreeing scope with national projects can be complex and sensitive: who (and when) agrees a de-scoping of an area from the national Programme for local investment?
- What is the appetite of local communities for bespoke projects involving potentially small ISPs (no choice of national providers)?
- Engaging with communities is essential to identify projects suitable for the fund, but engagement with the market to understand appetite in delivering to small communities is critical
- There is a high failure rate with such schemes due to administrative complexity, low supplier appetite, a lack of resources and skills and the challenges of on-going operation and management.

- Importance of management of communication and expectations with communities (timescales, funding, solutions, ISP choice ...)

2.3.2 Connected Places Project

In addition to the rural sites there is a requirement for new duct and fibre infrastructure to be built in key development corridors and zones to underpin the innovative projects outlined in the Strategic Case.

Long List Options

Option 1: Do Nothing

Description and Rationale:

- No actions or funding provided by SBCD. Market left to deploy infrastructure against their own investment criteria.
- No co-ordination or aggregation of purchasing power of public sector in the region to stimulate additional investment

Costs:

£0

Benefits:

£0

Issues/Risks:

- There is a risk that there will be a concentration of investment into the key urban centres of the region only. e.g. BT has announced investment Programmes into central Swansea postcodes along with Carmarthen and Cross Hands. Other towns and suburban areas may not see investment in the foreseeable future. The impact would be negative, with limited or no inward investment and digital transformation, including digital led innovation. It would inevitable reinforce the drift of employment towards the Urban areas, particularly Swansea or outside the region.
- There will be a lack of competition and choice in the region that will impact service availability and pricing
- Social loss – very limited improvement to households with access to healthcare, education, access to social care and public services,
- Economic loss – productivity, inability to telework, reduced employment opportunities,
- Reduced ability to attract digital intensive sectors into region (e.g. media, finance)

Option 2: Do Minimum: Supply Side Engagement

Description and Rationale:

SBCD to proactively engage with market. Activities to include:

- Briefing industry on regional plans and requirements
- Co-ordinate public sector procurement activities
- Lobby for inward investment
- Promotion of region as test bed for new technologies and services
- Arranging site visits, events etc
- Providing single interface between industry and the regional public sector bodies and a point of contact for issues such as planning, way leaves etc
- Co-ordination of Programmes with UK Govt and Welsh Government

Such activity has proven a key catalyst for inward investment elsewhere in the country and there have been examples of plans changed by operators such as City Fibre and Virgin Media. Suppliers are faced with multiple opportunities and are often responsive in their planning.

Stakeholders within the SBCD region have been following this policy for a number of years but the impact has been constrained by the challenges and cost of deploying infrastructure in a large diverse region. In addition, the level of competition in the region is low compared with other parts of the UK which has resulted in a limited incentive for investment by incumbent infrastructure providers.

Costs:

£ 100k - £150k per annum

Benefits:

Easier to target support and to coordinate other funding channels to benefit the region and SBCD. Increased investment by operators over and above 'Do Nothing'. Harmonisation with other initiatives such as Welsh Mobile Action Plan and delivering on its recommendations.

To be monitored against clearly defined targets for inward investment and service provision. An indicative target could be to attract an additional £5m of inward investment stimulated over the five-year Programme plus successfully obtained £10m of public grant funding.

It should be noted that projected digital infrastructure grant funding streams from central Govt are planned to be in the order of £200m per annum across the UK with perhaps £10-£20m likely to come to Wales.

Issues/Risks:

- Limited financial exposure to SBCD
- Time to implementation reducing potential impact achieved
- Regional priorities may be ignored
- Competition for investment from other parts of UK
- Supplier appetite for regional investment may be limited and, if so, Option 2 will not deliver the required infrastructure and resulting economic benefits to the Connected

Cities in the region.

Option 3: Do Something: Asset Investment Programme

Description and Rationale:

- SBCD authorities to invest in duct infrastructure or encourage third parties to do so. Duct infrastructure to be built in key transport corridors and economic development areas
- Local policies and initiatives put in place to encourage duct build whenever regional building or transport infrastructure is being deployed
- Potential to allow third party telecommunications operators to deploy fibre in ducting to reduce deployment costs

Costs:

- Estimated duct costs of £50-£100per metre dependent on terrain. May be reduced if sharing dig costs with other infrastructure.
- Estimated duct mileage required across key identified development zones is approx. 150-200 km, giving an indicative investment range of approx. £10m

Benefits:

- Reduced cost of investment for fibre service providers seeking to invest into region
- A return on the investment can be gained over a 15-year timeline from access charges.
- Stimulate inward investment and deployment by commercial operators
- As there is no guarantee of investment by operators in laying and operating new fibre in the ducts, the economic impact is not certain. If routes are carefully chosen and the roll out is staged by only preceding with phases when some commitment is given by the private sector, then a multiplier of 6 to 1 would be appropriate leading to the investment of £10m returning of the order of £60m

Issues/Risks:

- Ducting will have to be offered to the market in compliance with state aid regulations. Will require state aid assessment and benchmarked pricing
- SBCD authorities responsible for ownership and operational maintenance and operation of ducting
- May be limited appetite by industry to use the ducting outside of key commercial areas
- Ducting will have to be built to a standard acceptable to the industry for use, (Carrier Grade)
- The procurement, planning and build of infrastructure is likely to be take a minimum of 2-3 years to deliver
- If SBCD authorities are to facilitate commercial usage of the ducting a state aid opinion will need to be sought (see commercial case).

Option 4: Do Something: SBCD procurement

Description and Rationale

- SBCD authorities to procure either a managed service and/or fibre infrastructure to all public sites across the defined development zones. (Note public sector sites only chosen to comply with state aid regulations). Service definition may be a blend across the region based on local requirements and commercial appetite to deliver services.
- Anchor investment by the public sector will seek to stimulate additional private sector investment by commercial sector in area
- Procurement to deliver full fibre connectivity across Milford Haven/Pembroke Dock, Llanelli, Haverfordwest, Fishguard, Swansea city area and key development areas in Neath/Port Talbot.

Costs:

- Estimated capital investment of £20m across region
- Note this estimate in an upper ceiling based on building new duct and fibre to an indicative footprint on public sector sites in the region as developed for the regions LFFN bid. It is an upper limited on costs for Options 3 and 4 combined (e.g. if the region had investment £10m of ducting in Option 3 and facilitated commercial use of the ducting the resulting costs of commercial investment would be reduced. In contrast if no public ducting was available the commercial sector would need to invest £20m.

Benefits:

Stimulate inward investment by commercial telecoms sector into region. Experience has shown that commercial investment in a City region typically has a leverage of 6:1. Hence a £20m investment into such infrastructure could deliver a further an additional £120m of private sector investment

Enhanced service choice in the region

An analysis of direct economic benefits to only the Swansea City area of such investment is estimated at £133m over 15 years, broken down as follows; (source Regeneris)

- network build £25m
- productivity improvements in local businesses £11m
- innovation £10m
- business start-ups £12m
- worker flexibility £14m
- housing wealth £61m.

In addition, Regeneris also modelled other indirect benefits not included in the £133m

- enhanced ability to deliver 5G £240m
- smart city £44m
- industry 4.0/IoT £92m

If such a network was deployed beyond the City of Swansea to include Neath Port Talbot Llanelli, Pembroke and Milford Haven the estimated economic impact over 15 years would be approx. £200m.

Issues/Risks:

- SBCD will need to undertake the procurement. Cost approx. £250k over a 9-month timeframe
- Funding would need to be filled by a blend of public sector and commercial contributions (NOTE in other areas of the UK some authorities have capitalised future telecoms revenue expenditure as a contribution to projects of this nature)
- The PSBA will need to deliver its services over any new infrastructure built/deployed in the region. This will need co-ordination and possible investment in new equipment and service provision
- The question remains, will there be industry appetite to invest across the regions priority zones or only in Swansea City
- The procurement can only address connectivity to public sector sites to avoid the risk of state aid challenge.

2.3.3 Next Generation Wireless Project

The options range across mobile connectivity and are related to coverage and capacity for 4G and 5G networks, also IoT networks which may or may not be specific to IoT services, as outlined in the Strategic Case.

Long List Options

Option 1: Do Nothing

Description and Rationale:

No actions or funding provided by SBCD. Market left to deploy infrastructure against their own investment criteria

Costs:

£0

Benefits:

£0

Issues/Risks:

- 4G coverage is in this case likely to improve slowly and mainly be based upon actions by the MNOs related to SRN³⁶. 5G will not progress deployment beyond Swansea City Centre until after 2021 and would only reach all regional Urban areas by 2023 at the earliest. Targeted deployments to support areas of concentrations of digital sector businesses unlikely before 2023.
- Gaps will remain across the region, in particular the variation in coverage between the mobile operators will continue to mean that the selection of a mobile service provider further reduces the coverage perceived.
- Limited commercial support from MNOs for the deployment of advanced mobile services in the region, so reducing the opportunities for innovation and digital transformation
- This has been the situation in the region for the last fifteen years, which has resulted in the region being behind on 3G and 4G coverage when compared to the rest of the UK. In economic impact terms, there is general consensus that the absence of 4G services has a detrimental impact to consumers and businesses in terms of productivity and to jobs. However, the range of figures applied to these measures is wide and focussed on the applications 4G enables rather than the technology itself.
- Economic loss – Direct negative impact on productivity, GVA and consumer adoption of digital services. Reduced ability to attract digital intensive sectors into region (e.g. media, finance). Delay or frustrate the adoption of 5G enabled use cases across multiple sectors.
- Environmental – reduction in carbon footprint, but likely over a long period of time

³⁶ Timeframes for SRN are still unclear and any impact can be expected to be at three years away, 2023/4

Option 2: Do Minimum: Supply Side Engagement

Description and Rationale:

SBCD to liaise with mobile industry to;

- Briefing industry on regional plans and requirements
- Lobby for inward investment
- Promotion of region as test bed for new technologies and services
- Arranging site visits, events etc
- Providing single interface between industry and the regional public sector bodies and a point of contact for issues such as planning, base-stations location, asset location, etc
- Co-ordination of Programmes with UK Govt and Welsh Government

Such activities have not yet been executed fully in the UK, although digital leads for fixed infrastructure do cover mobile as well. Suppliers are faced with multiple opportunities and are often responsive in their planning if they can simply;

- **access the processes needed for deployment of infrastructure,**
- **more fully understand the market they are addressing and**
- **have a good understanding of the initiatives and plans of the public sector that affect the market and density of consumers.**

Costs:

£100k - £150k per annum, with a cap of a five-year Programme reaching £500k to £750k

Benefits:

- Easier to target support and to coordinate other funding channels to benefit the region and SBCD. Increased 4G investment by operators over and above 'Do Nothing'. Harmonisation with other initiatives such as SRN and maximising the benefits they can deliver to SBCD. To be monitored against clearly defined targets for inward investment and service provision.
- Additional £3-5m of inward investment stimulated over 3 years.

Issues/Risks:

- Limited financial exposure for SBCD
- Time to deployment for 4G may be 3 years as Wales is not high priority under SRN, reducing potential impact achieved
- Regional priorities for 5G will have to be limited to dense urban locations
- Service take-up for 5G may not be extensive due to device costs
- Innovation in usage not addressed fully
- As there is little certainty around the impact of undertaking this option, the issues and risks around 'Do Nothing' also apply. The level to which they can be truly mitigated through supply side engagement is uncertain and there is little evidence from other areas of the UK where this approach has made a material difference

Option 3: Do Something: Undertake Future Telecom Infrastructure Review guidance in full & Driving SRN

Description and Rationale:

The thrust of the Telecoms Review and the SRN is to make it easier and cheaper for mobile operators to expand 4G coverage and introduce new services such as 5G and IoT. Fundamentally, this requires SBCD, along with support from local authorities in allowing their asset usage and in addition streamlining the planning and licensing processes. A higher degree of responsibility and autonomy would be required over Option 2, Supply Side Market Engagement. Responsibilities would include:

- Building a small central team to organise and support Local Authorities to deliver streamlined access and services to support mobile operators in building more coverage and services in 4G, 5G and IoT. In effect following the guidance provided for lowering the cost to MNOs of building infrastructure and shortening the time this takes
- Briefing industry on regional plans and requirements
- Lobby for inward investment
- Lobby Ofcom and DCMS to support a more targeted approach to regulation in Wales, to assist with the specific issues around lack of investment in mobile services and coverage
- Promotion of the region as a strong market for new technologies and services
- Innovation stimulation through knowledge transfer events and information promotion
- Joint business and industry events with connectivity service providers to promote innovation and identify key development areas in which deploying 4G and 5G can stimulate growth and inward investment
- Providing a highly effective and efficient single interface between mobile operators, industry and the regional public sector bodies to enable all aspects of deployment support
- Co-ordination of Programmes with UK Govt and Welsh Government

Such a role has not yet been executed fully in the UK, although digital leads for fixed infrastructure do cover mobile as well. Suppliers are faced with multiple opportunities and are often responsive in their planning if they can more fully understand the market they are addressing and have a good understanding of the initiative and plans of the public sector.

Costs:

£250k - £500k per annum, with a cap of a five-year Programme reaching £1.25m to £2.5m

Benefits:

Strong focus and leadership to target supportive interventions and to coordinate other funding channels such as DCSM, to benefit the region and SBCD.

Materially increased investment by operators over and above 'Do Nothing' through supporting actions.

Lowering the threshold for mobile operator's investment decisions through lowering the cost of deployment and doing business in the region. In addition, leveraging the market information held by the authorities on business locations, sectors and numbers to provide better revenue forecasts for the mobile operators.

Working closely with mobile operators would enhance their knowledge of the region and improve the identification of skills needed and the promotion of providing those skills from local resources. Mobile operators through a knowledge transfer Programme would be made aware of other inward investment activities and jobs creation to inform their opportunity to enhance services and coverage to seize market share as early as possible.

Promoting the ideas of infrastructure sharing, including access to fibre connectivity for backhaul services.

Harmonisation with other initiatives such as SRN and delivering on its recommendations. To be monitored against clearly defined targets for inward investment and service provision, notably 4G and 5G coverage in key corridors, capacity and data rates comparable with elsewhere in the UK. Increasing the effective choice of mobile service providers, notably in rural areas by having competing deployments.

Additional £7m of inward investment stimulated after 3 years.

Issues/Risks:

- Limited financial exposure for SBCD
- Participation of all four local authorities necessary and a significant uplift in local skills and expertise
- Local Authority willingness to cede some responsibility and delivery to SBCD to support mobile operator's deployment of networks, including information and access to infrastructure assets
- Local Authorities undertaking this type of action individually³⁷ would miss significant efficiency gains by having a single central team and likely mean that skills overall would be lower
- Single point through which to do business not consistent, caused by variability in local authority engagement
- **Telecoms operators** fail to engage because there is no material improvement in their prioritisation and future planning for investment in the region due to a perceived weak uptake of 5G services

³⁷ The FTIR document set seems to anticipate that Local Authorities would act individually. This would be very inefficient for the region.

Option 4: Do Something: Funded Intervention to extend 4G coverage

Description and Rationale:

Work in conjunction with the mobile operators to gap-fund mobile services in areas with poor indoor and outdoor coverage. Maximise the regional benefits from the SRN by fully engaging with DCMS and Welsh Governments on the process and how SBCD can be prioritised for additional 4G coverage. Organising and supporting Local Authorities to deliver streamlined access and their planning services etc. to support mobile operators in building more coverage and services in 4G & 5G, including the public sector providing intervention funding for radio access infrastructure (towers, roof-top sites and ducting) and offering these to operators under a site sharing regime to simplify and reduce the operators cost base. This would also include:

- Providing single business interface between Telco industry and the regional public sector bodies and a central resolution point for issues such as planning, wayleaves etc. Duplication of Option 3
- Co-ordination of intervention Programmes with UK Govt and Welsh Government
- Providing Capex and Opex funding to support loss making 4G sites in terms of their usage and data throughput. This could include;
 - Upgrading all 3G sites to 4G equipment, accelerating deployment
 - Building new passive infrastructure sites, (towers, mono-poles and roof-top sites)
 - Deployment of 4G/5G active equipment to new sites
 - Building new duct work to support fibre backhaul links to sites

Costs:

Costs: £250k - £500k per annum, with a cap of a five-year Programme of £1.25, to £2.5m.

Capex for infrastructure costs would range between £30k and £150k per site and be additional, assume 100-300 macro sites with a 40/60 risk share and half of these sites falling within SRN = 150 sites at average £60k = £9m.

Benefits:

- Increased investment by operators by lowering their threshold in terms of direct costs and the cost of doing business in the region for Mobile operators.
- Harmonisation with other initiatives such as SRN and delivering on its recommendations.
- To be monitored against clearly defined targets for inward investment and service provision, reflected in coverage improvement across multiple mobile operators and service enhancements to 4G & 5G.
- This should be delivered over a 3-year window and thereby quickly reduce the timescales in which parts of the region are likely to remain a poor or not spot.
- Additional £30m of inward investment stimulated after 5 years.

Issues/Risks:

- Currently the Mobile Action Zone consultation documents indicate that there is a need to build a large number of sites. This is based on latent demand, NOT areas with poor coverage, SRN would be targeted at a large number of sites, but this is unquantified at this time³⁸.
- Funding would need to be flexible, as any infrastructure to be built by the public sector would need to have a fixed tenancy agreement from one or more mobile operators, take up is therefore uncertain.
- Any infrastructure asset constructed by the public sector would need to be 'Open Access' and would represent an asset that would be expected to make a return. If sites were rented to mobile operators at a market rate (which may be a requirement under state aid) then the real savings to mobile operators would represent a cash-flow impact, not a true cost reduction.
- Agreement on where to build new infrastructure assets may be difficult to achieve, Operators would in all cases seek to maximise a return on their investment, resulting in current not-spots remaining so, unless SRN or individual investment cases for the operators demonstrate viability
- The Emergency Services Network already has a Programme of extending 4G coverage and supporting the building of infrastructure in terms of Macro base station sites. There is an opportunity to work closely with this Programme to encourage a wider extension to the coverage provided.
- Active equipment within the network being funded is an asset that could achieve a return through customer usage increasing.
- Investment in active equipment would need to carefully be considered as it could breach state aid rules and benefit a single supplier. Making active equipment 'Open Access' is highly problematic in terms of the current business model operated by mobile operators.

³⁸ https://www.ofcom.org.uk/__data/assets/pdf_file/0031/192919/notice-of-compliance-verification-methodology.pdf

Option 5: Do Something: Support for Specific 5G/IoT Projects

Description and Rationale:

Work in conjunction with the mobile operators to operate a risk-based gap-funded mobile services in areas where there is a good use case to demonstrate the commercial and innovation impact of 5G/IoT. This option should be undertaken in conjunction with Option 3. Gap funding would be on the basis of joint investment in infrastructure and active network equipment and involve either a competitive process or partnership with a mobile operator on a case by case basis.

Purely as an example of projects, both core SBCD projects and others that should be considered are shown in the following table as 5G opportunities:

Project	Example Use Cases	5G	IoT	FttP	4G Adv
Waterfront Digital District	Media & Content production Cloud services	✓	x	✓	x
Pembroke Dock Marine	5G IoT Sensor Array - Manufacturing IoT Sensor Array - Energy Mgt	✓	✓	✓	✓
Life Science and Well-being Campus	Asset Tracking Health IoT Health Ultra-Fast Broadband	✓	x	x	x
Life Science and Well-being Village	Wearables Smart Home Location tracking Analytics Tele-Support	✓	✓	✓	x
Centre in Next Generation Services	Cloud and SaaS 5G Use Case Development IoT Use Case Development	✓	✓	✓	x
Creative Digital Cluster	Media and content Cloud services	✓	x	✓	x
Rural 5G Fixed Wireless Access delivering 'Wireless Fibre' Services	Teleworking Digital Health	✓	x	✓	x
Bay Studios	Media & Content Non-Specific Fast Connectivity	✓	x	✓	x

It should be very much kept in mind that this is an example list and others can and will be added. However, it is a reasonable place to start. It should also be kept in mind that 5G is one enabling digital service, in almost every case Gbs fibre connectivity and IoT services will co-exist and will leverage each-others performance in digital transformation. All of the networks deployed will also be open for other use cases to exploit, they are in no way dedicated to a single project function or service delivery, they remain public-open networks exactly as current 4G networks.

There are also a number of projects that can be IoT led;

Rural Working TechHub - PoC Made as additional to 5G FWA above	Teleworking	□	□	□	□
	Digital Sector SME Innovation				
	Digital Sector SME Growth				
Internet of Energy	Smart Grid	□	□	□	□
	Smart Home				
Homes as Power Stations	Smart Grid	□	□	□	□
	Smart Home				
Factory of the Future	IoT Sensor Array - Specific	□	□	□	□
	Control - Specific				
	Data exchange - Real Time				

Costs:

Gap funding of between £300k and £500k per project depending on the technology being deployed and assuming match funding from industry for each location. Assuming five core SBCD projects, plus a further ten proof of concepts, a total investment of £7.5m.

Benefits:

Enable supported projects to fully reach their potential while acting as Proof of Concept for 5G and IoT. Accelerating the deployment of 5G and IoT will have a positive impact on inward investment and the growth of digital clusters where it is present. Focus initially on the core SBCD projects to ensure they reach their maximum potential in terms of technology enablement, plus a further ten projects of mixed 5G and IoT within key zones of; manufacturing, transport, energy and health. Assuming match funding, industry would invest £7m. Further potential gains are challenging to define without the inputs of the individual projects.

Issues/Risks:

Each project supported would have its own set of risks and issues that are not dependent on the provision of next generation wireless connectivity. In effect if any project does not have a positive business case for the services it will deliver, the deployment of 5G or IoT services is unlikely to change the position to a positive business case, in which case the digital infrastructure would not be supported and deployed.

Limited financial exposure for SBCD as only deployed against a separate business case

2.4 Economic Appraisal

2.4.1 Summary of long list

A summary of the long list options, possible targets and success measures, costs and economic benefits³⁹ is presented in the following tables:

Rural	Targets/ Measures	Costs over 5 years (2020-25)	Estimated Economic Impact 15y	Key qualitative impacts and benefits
1. Do nothing	-	-	-	
2: Do Minimum <i>Supply Side Engagement</i>	<ul style="list-style-type: none"> Increase commercial inward investment by £5m over 5y Obtain £5-10m from funding applications 	£0.5m	£15m	<ul style="list-style-type: none"> Productivity enhanced Aids start ups Teleworking Household benefits Sustains communities Delivers public services Environmental
3: Do Something <i>Demand stimulation Programme</i>	<ul style="list-style-type: none"> Additional 5% uptake in NGA services over 5-year period i.e. approx. 17,000 premises in the region 	£5m	>£15 - 20m	<ul style="list-style-type: none"> Productivity enhanced Aids start ups Teleworking Household benefits Sustains communities Delivers public services Environmental benefits
4: Do Something <i>SBCD Procurement</i>	<ul style="list-style-type: none"> 100% premises connected 4,500 outlying premises 	- £20m	- >£70m	<ul style="list-style-type: none"> Productivity enhanced Aids start ups Teleworking Household benefits Sustains communities Facilitates mobile deployment Delivers public services Environmental benefits
5: Do Something <i>Community Programmes</i>	<ul style="list-style-type: none"> 10 rural community schemes 	<£1m	<£3m	<ul style="list-style-type: none"> Household benefits Sustains communities Delivers public services

Table 27 - Rural Economic Summary

³⁹ See Annex 4 for economic analysis and impact multipliers

Connected Places	Targets/ measures	Costs over 5 years (2020-2025)	Estimated Economic Impact 15y	Key qualitative impacts and benefits
1. Do Nothing	-	-	-	-
2. Do Minimum <i>Supply Side Engagement</i>	<ul style="list-style-type: none"> Increase commercial inward investment by £10m over 5 years Obtain £5-10m from funding applications 	£0.75m	£20m	<ul style="list-style-type: none"> Productivity enhanced Aids start ups Stimulates network build and inward investment Teleworking Household benefits Sustains communities Facilitates mobile deployment Industrial benefits Delivers public services
3. Do Something <i>SBCD Asset Investment</i>	<ul style="list-style-type: none"> Build and upgrade 150-200km of duct infrastructure 	£10m (see note below)	£60m	<ul style="list-style-type: none"> Productivity enhanced Aids start ups Stimulates network build and inward investment Teleworking Household benefits Sustains communities Facilitates mobile deployment Industrial benefits Delivers public services Increase supply side competition
4: Do Something <i>SBCD procurement</i>	<ul style="list-style-type: none"> Minimum of 281 public sector sites connected 184km of ducts and fibre infrastructure deployed 	£20m (see note below)	>200m (£133m in Swansea City alone)	<ul style="list-style-type: none"> Productivity enhanced Aids start ups Stimulates network build and inward investment Teleworking Household benefits Sustains communities Facilitates mobile deployment Industrial benefits Delivers public services Increase supply side competition

Table 28 - Connected Places Summary

NOTE; The blend of public sector owned ducts and commercial owned duct investment will be determined in procurement. In option 4 in the table above we estimated the total blended costs of these two options is £20m i.e. if a procurement takes place it will include costs of options 3.

Next Generation Wireless	Targets/ measures	Costs over 5 years (2020-25)	Estimated Economic Impact 15y	Key qualitative impacts and benefits
1. Do Nothing	-	-	-	
2. Do Minimum: Supply side market engagement	<ul style="list-style-type: none"> Increase commercial inward investment by £3m over 3 years 	£0.75m	£3m	<ul style="list-style-type: none"> Stimulates network build and inward investment
3. Do Something: Undertake Future Telecom Infrastructure Review guidance in full & Driving SRN	<ul style="list-style-type: none"> Increase commercial inward investment by £7m over 3 years 	£2.0m	£7m	<ul style="list-style-type: none"> Stimulates network build and inward investment Teleworking Household benefits Sustains communities Facilitates mobile deployment
4. Do Something Funded Intervention to extend 4G coverage to at least parity with other parts of	<ul style="list-style-type: none"> Increased investment by operators to improve coverage, £10m - £30m 	£9m	£10m - £30m	<ul style="list-style-type: none"> Productivity enhanced Stimulates network build and inward investment Teleworking Sustains communities Facilitates mobile deployment
5. Do Something Funded intervention to deliver 5G and IoT connectivity in selected locations	<ul style="list-style-type: none"> Accelerated deployment by operators of 5G and IoT services over the first 5 years 	£7.5m	£13.5m	<ul style="list-style-type: none"> Productivity enhanced Aids start ups Stimulates network build and inward investment Teleworking Household benefits Sustains communities Facilitates mobile deployment Industrial benefits

Table 29 – Next Generation Wireless Summary

It should be noted that many of these options are complementary and should be undertaken as part of a package of interventions for each of the three target market segments.

In addition, options should not be evaluated on total economic impact alone as each option will have different economic and social implications and risks.

In all cases there are significant benefits that are non-quantifiable. The challenge is that all options offer these benefits, other than the do-nothing option. The measure is to what degree the benefits can be achieved rather than there being a fixed differential of the different benefits available. The identification of non-quantifiable benefits is a well-trodden path when considering digital connectivity and services and includes;

- Avoiding isolation and loneliness
- Social inclusion
- Digital inclusion
- Empowering communities
- Access to information sources for social benefits
- Access to a wider market of suppliers and money saving
- Time savings in accessing goods and services
- Entertainment access
- Educational resource access
- Health resource access

2.4.2 Long list to short list criteria assessment

In order to derive a preferred short list of options, each of the long list options has been assessed against the critical success factors for the programme as summarised in Table 18 above.

The table presents each long list option against each of these success factors and colour codes accordingly with green strongly achieving the criteria through to red where there is limited benefit.

Rural Options	Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk	Rank
1. Do Nothing	Poor	Poor	Poor	Good	Poor	Good	Poor	5th
2. Supply Side Engagement	Good	Medium	Good	Good	Medium	Good	Good	2nd
3. Demand Stimulation	Good	Good	Good	Good	Good	Good	Good	1st
4. SBCD Procurement	Good	Good	Medium	Medium	Medium	Medium	Medium	3rd
5. Community Programmes	Good	Poor	Poor	Medium	Poor	Medium	Poor	4th

Connected Places	Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk	Rank
1. Do Nothing	Poor	Poor	Poor	Good	Poor	Good	Poor	4th
2. Supply Side Engagement	Good	Medium	Good	Good	Good	Good	Good	1st
3. SBCD Asset Investment	Good	Good	Good	Good	Medium	Good	Medium	2nd
4. SBCD Procurement	Good	Good	Medium	Good	Medium	Good	Medium	2nd

Next Generation Wireless	Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk	Rank
1. Do Nothing	Poor	Poor	Poor	Poor	Poor	Good	Poor	5th
2. Supply Side Engagement	Good	Poor	Good	Good	Good	Good	Good	1st
3. Undertake 'Future Telecom Infrastructure Review guidance	Good	Medium	Good	Good	Good	Medium	Good	2nd
4. Funded Extension of 4G Coverage	Good	Medium	Medium	Poor	Medium	Medium	Medium	4th
5. Funded Intervention for 5G and IoT deployment	Good	Poor	Good	Good	Good	Good	Medium	3rd

Table 30 - Success Factor Map⁴⁰

⁴⁰ See Annex 5 for analysis framework

In order to derive these scores an economic case workshop was held attended by the digital leads from each of the authorities. The scores were discussed, captured and circulated for comment. The analysis in Table 24 presents the consolidated view.

There are a number of key external risks and challenges that could potentially impact the delivery of the proposed SBCD Digital Infrastructure Programme, these are:

- **State Aid:** It will be time consuming and costly for SBCD to undertake its own state aid application – typically 2 years and several man years of resources. In addition, the process remains uncertain given Brexit. If SBCD wishes to minimise risk in this field, it should:
 - Prioritise demand side measures (e.g. vouchers, demand stimulation) which do not attract state aid issues
 - Undertake rural in-fill procurements working in conjunction with national or regional programmes that have or are obtaining state aid clearance (e.g. Welsh Govt or DCMS Rural Gigabit Connectivity). This also applies to Community led schemes. However, SBCD should retain local control and direction of any intervention
- **Supplier appetite:** Industry is constrained in its capacity and the SBCD is competing with similar measures across the country, including in Wales. The key risks are:
 - Community schemes may attract smaller specialist operators, but there is a risk they do not attract sufficient industry appetite
 - Connected City/ Economic development full fibre projects may be viewed as less attractive outside central urban areas such as Swansea. In this case a blend of Full fibre procurement and public asset investment may be more appropriate
 - 5G Use Case projects are likely to overlap with those being undertaken within the UK and particularly across Wales. It will be necessary to harmonise efforts within Wales to maximise the opportunities of 5G and to benefit from the outcomes of other's Use Cases, particularly where this involves commercial models of intervention
- **UK and Welsh Government Programmes:** Such programmes will part fund and address the challenges the region faces. The key challenges are;
 - Funding and programmes do not materialise in a timely manner
 - Such funding does not fairly reflect the needs of the SBCD region
 - SBCD funding is used in-lieu of funding when other sources are available.
- **Ability to recruit and attract resources** to lead the digital programme and undertake all procurement, stimulation and co-ordination activities. Failure to have such resources would lead to a failure to deliver economic benefits
- **Stakeholder co-ordination** between authorities and other key stakeholders such as Welsh Govt and PSBA could result in delay and increased costs
- Under any heading, **Do-nothing will be in breach of UK and Welsh policy** objectives and commitments at the local authority level, but not SBCD level

These risks will be captured, monitored and reported. A summary of the risks under each of the intervention areas has been described in sections 1.3.6 (Connected Places), 1.4.6 (Rural) and 1.5.6 (Next Generation Wireless)

De-Selected Options

- Do-Nothing is negative in all cases and is therefore not considered further

Rural

- Option 5 is negative on nearly all measures and is therefore rejected

Next Generation Wireless

- Option 2 offers very limited economic impact and is therefore rejected
- Option 4 offers a neutral position and will be provided through SRN

2.4.3 The Preferred Option(s)

Given the above analysis a recommended strategy will consist of the following blend of activities

Rural

- Option 2: Supply side engagement
- Option 3: Demand stimulation programme
- Option 4: SCCD led in-fill procurement BUT only if;
 - State aid compliant
 - Utilising national state aid and procurement programmes but under SBCD financial and operational control

Connected Places/Economic Development

- Blend of Options 3- an investment in public sector owned duct infrastructure and 4, a procurement of commercial owned full fibre infrastructure should be undertaken. The blend of these two options will depend on supplier appetite to be defined in market testing with a total budget of ceiling of £20m

Next Generation Wireless

- Option 3, namely compliance with the guidance provided in the Future Telecoms Review should be executed under a central SBCD mandate and management, but would require the agreement and cooperation of all member authorities. In addition, the provisions of SRN should be a key focus with the aim of ensuring Wales receives the right level of additional coverage and that it is first in the queue for action with at least two mobile operators
- Option 5, selected funded interventions to deliver 5G and IoT connectivity in key locations should be executed under a central SBCD mandate and management

2.4.4 Sensitivity Analysis

Rural

The following sensitivity analysis has been considered

Demand stimulation activities deliver a lower take up of next generation services

In this analysis an industry standard benchmark has been used, demand stimulation delivers a 5% uptake in next generation services over 5 years equating to approximately 17,000 properties delivering an economic benefit of >£100m over 15 years. Hence a failure to deliver each 1% rise in take up results in a reduction in connectivity of 3400 premises and >£20 of economic benefit.

Lack of state aid compatible procurement channels restricts ability of SBCD to undertake in-fill procurement

This would result in an estimated 3-5000 outlying premises being without access to broadband services and an economic loss of approx. £50m over 15 years as well as social and environmental consequences. This cannot be replaced by demand stimulation activities.

Connected Places

The following sensitivity analysis has been considered

Industry unwilling to utilise public sector assets

If there is an unwillingness of industry to use public sector duct assets as a result of commercial or state aid concerns there will be an estimated economic loss of £60m to the region, notably in the development zones outside of central Swansea (e.g. Milford Haven/Pembroke Dock)

Industry only wishing to respond to procurement addressing central Swansea rather than region as a whole

A detailed cost model has been produced showing the costs of required infrastructure investment in each of the connected cities/ development zones areas. This is presented below:

	Length of network	Cost (£)
Carmarthenshire	63.2Km	£5.7m
Neath Port Talbot	42.7Km	£4.1m
Pembrokeshire	17.9Km	£2.1m
Swansea	60.7Km	£5.7m

Table 31 – Fibre Network length & cost

However, it should be noted that Carmarthenshire build is focused on Carmarthen and Cross Hands which are now subject to a BT build programme. This is likely to restrict supplier appetite.

In the event that industry only had the commercial appetite to invest in Swansea the cost would fall to £5.7m, delivering an economic benefit of over £133m over 15 years. This high cost benefit ratio derives from the concentration and density of business in Swansea compared with the other proposed build areas of Pembroke, Milford Haven, Llanelli and Neath/Port Talbot.

Failure of Welsh Govt to deliver trunk road infrastructure

The Welsh Government has developed its own business case for the development of a Trunk Road Network across the SBCD region. This network (if built) would deliver significant economic benefit for the SBCD region as it will enhance inward investment opportunities and facilitate enhanced backhaul for mobile deployment. It would also be complementary to the proposed asset upgrade and full fibre procurement programme.

Next Generation Wireless

The following sensitivity analysis has been considered

Limited industry appetite to deliver 5G and IoT in region

This would result in a loss of investment of between £5-£10m in the region by the operators. It could also impact the deployment by operators of extended 4G and lead to a wireless infrastructure being of lower capacity and speed than that deployed elsewhere in the UK.

SRN allowed to evolve without support or attention from Wales/SBCD region

If SRN is allowed to develop without monitoring or proactively driving an SBCD agenda then it will in every likelihood reach the required Ofcom levels of coverage, but localised issues will be left in the margin. The measure is a percentage for the whole of Wales and there is significant variation in how this might be achieved. This sensitivity is really a lost opportunity

2.4.5 Conclusions

The economic analysis for the Digital Infrastructure Programme has concluded that the most economically viable and beneficial interventions of the three areas of the Digital Infrastructure Programme are:

Rural Project

- A blend of rural options 2 (Supplier engagement) ,3 (Demand stimulation) and 4 (In-fill Procurement) should be undertaken.
- Options 2 and 3 offer a low risk, economic beneficial approach in a deliverable manner.
- In-fill procurement will be dependent on an appropriate procurement channel and state aid but does offer a strong economic impact along with significant qualitative benefits.

Connected Places Project

- Should be undertaken with a blend of Options 3 (asset investment) and 4 (full fibre procurement) depending on supplier appetite to be defined in market testing.

Next Generation Wireless Project

- Option 3 should be executed under a central SBCD mandate and management but will require the agreement and cooperation of all member authorities.
- Option 5 should be executed under a central SBCD mandate and management.

A summary of the economic appraisal for each of the three streams within this digital programme is presented in the following table:

	Portfolio	Rural	Connected Places	Next Generation Wireless
E. Economic Impact		£87.5m	£220m	£11.7m
F. Public sector cost (or appropriate value for cost). Note Cost includes total public sector expenditure by SBCD, DCMS and Welsh Government	Note: Additional commercial investment in leveraged by public sector investment	£21.5m	£12.5m	£4.5m
G. Appropriate BCR		3.5	11	1.5
H. Significant unmonetizable costs/benefits		<ul style="list-style-type: none"> • Productivity enhanced • Aids start ups • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Delivers public services • Environmental benefits 	<ul style="list-style-type: none"> • Productivity enhanced • Aids start ups • Stimulates network build and inward investment • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Industrial benefits • Delivers public services 	<ul style="list-style-type: none"> • Stimulates network build and inward investment • Teleworking • Household benefits • Sustains communities • Facilitates mobile deployment • Productivity enhanced • Environmental impacts (e.g. reduced Co2) •
I. Significant unquantifiable factors		<ul style="list-style-type: none"> • Central and Welsh Govt Funding 	<ul style="list-style-type: none"> • Commercial appetite to invest • Role of 	<ul style="list-style-type: none"> • Commercial appetite to invest in region

		policy and subsidies • State Aid • Levels and locations of commercial investment • Ofcom regulatory policy	PSBA • State Aid	•
J. Risk costs by type and residual optimism bias		See Note Below	See Note Below	See Note Below
K. Switching values (for the preferred option only)		See Note Below	See Note Below	See Note Below
L. Time horizon and reason		2021 - 2025	2021- 2023	2021 – 2025

Table 32 - Economic Appraisal Summary

It is not appropriate to develop a Risk Cost and Switching Value at this stage. This is because:

- This is a broad Programme and each of the Projects potentially has numerous sub-projects within the chosen options
- The chosen options are based on a number of agreed selection criteria. Whilst some of these are quantitative, many are policy related. In addition the appetite of industry to address the chosen options is critical and this is as yet unknown
- There are a range of external variables that shape risk and whether an option should be undertaken. These include UK and Welsh Government policy, availability of funding, State Aid, user requirements, technological developments and supplier attitude. These are interdependent and cannot be measured as a quantifiable value of threshold

Only when the full scope, sources of funds, costs and commercial approach are more fully defined can the risk costs and switching costs be determined.

A summary of the proposed expenditure under each of these three streams is presented in the table below. The table splits out to what potentially is provided by SBCD along with commercial investment and assumed central government grant funding. It should be noted that commercial investment is likely to emerge in two waves. An initial direct contribution to the proposed programme plan. Then in addition, there will be secondary pull through investment by the commercial sector as subsequent investment will be made to enhance and expand the digital infrastructure facilitated by SBCD. This has been presented in the table below. The key assumptions are as follows:

- In the rural Project Openreach is likely to make an initial contribution of up to 20% of project costs. A subsequent second wave of commercial investment will arise as unserved premises are connected and SBCD demand stimulation activities increase take up and demand. There are currently 20,500 white premises. If the SBCD and DCMS programmes establish FFIB in most of these locations and there is a 30% adoption rate, we can expect around 7000 new FTTP customers. In addition, demand stimulation programmes will increase demand for Openreach products and services across the region. A 5% increase in adoption would lead to around 15-20k new connections.

- In Connected Places experience in cities such as Aberdeen has shown, a multiplier between public and commercial sector investment of >6:1. Hence based on £12m of SBCD investment, commercial contribution of at least >£70m can be expected.

Stream	Proposed Budget	SBCD	Central Funding	Commercial Contribution to Initial Budget	Additional Commercial Pull Through Investment 15 Years
Rural	£25.5m	£8m	£13.5m	£5.0m	>£48m
Connected Places	£20.0m	£12.5m		£9.5m	> £70m
Next Generation Wireless	£9.5m	£4.5m		£6m	>3m
TOTAL	£55.0m	£25.0m	£10.0m	£12.0m	>£120m

Table 33 - Budget & Source outline

A split of this expenditure between revenue and capital for the Projects is shown below

Stream	Proposed Budget	Capital	Revenue over 5 years
Rural	£25.5m	£20.0m	£5.5m
Connected Places	£20.0m	£19.5m	£0.5m
Next Generation Wireless	£9.5m	£7.5m	£2.0m
TOTAL	£55.0m	£47.0m	£8.0m

Table 34 - Revenue & Capital splits

3 Commercial Case

3.1 Background

This section presents the commercial case for the short-listed options. It should be noted that there are a range of commercial choices to be made under each of the proposed Projects and external factors that shape the commercial choices to be made. The following sections are discussed in turn:

- Potential procurement routes
- Service requirements
- Risk transfer
- Commercial and contractual considerations.

The section concludes with a summary of the key commercial questions faced by SBCD and the dependencies.

Throughout this commercial case frequent references are made to how any intervention will be managed and undertaken by SBCD.

In addition, there are two key external factors that will impact the commercial model chosen; state aid and the roll of PSBA. These are summarised below as background introduction to the analysis.

3.2 State Aid

Through the commercial case frequent mention is made of state aid. As a general principle a public sector body cannot intervene in the digital marketplace unless clear market failure can be demonstrated.

In the case of next generation broadband services, it must be demonstrated that there is no commercial service available to a commercial or business premise and this must be demonstrated by asking suppliers through a consultation process what their existing and planned (over a 3-year period) infrastructure is to be. State aid clearance is then obtained at an EU level and administered by BDUK. This approach has been used by Welsh Govt for Superfast Cymru. Typically, a state aid clearance of such nature takes 1-2 years to obtain. If a further intervention is required in the same areas for a further upgrades of infrastructure (e.g. to increase speed or capacity) a further clearance is obtained. **This is relevant to the rural stream**

An alternative intervention approach is for the public sector to procure infrastructure and services to serve its *own sites only*. This may, as a consequence, serve to anchor investment in the region by a commercial operator as the public sector contracts stimulates inward investment and reduces commercial risk. This is the approach being undertaken by other regions under the DCMS LFFN Programme. DCMS has not made a Notification to the EU Commission and so BDUK does not have any delegated authority. This means that it is a matter for SBCD to confirm that they are working within the State aid regulations and to deliver projects through "no aid" routes. The

DCMS assessment is that the purchase of gigabit capable connections by public bodies, either as an aggregated, regional approach or for individual sites is 'no aid' on the basis that it is not market distorting, as long as the public bodies only buy what they need. **This is the approach that would need to be adopted under the Connected Places stream.**

The final relevant scenario is if the SBCD wish to upgrade assets such as ducts and makes these available to the market. Here the approach is to demonstrate 'no aid' through the Market Economy Operating Principle (MEOP). The State Aid regulations treat the delivery of goods or services by the public, or private sector organisations in the same way. The MEOP provides a mechanism to demonstrate whether there is a market distorting effect from a public sector organisation delivering goods or services. If there is not a distorting effect, there is no State aid. For Public Sector Assets expansion and upgrade SBCD must be able to demonstrate through the MEOP principle that there is no aid and that the project is a genuine investment, including clearly demonstrating risks and profits and market-based pricing.

The above principles shape the commercial and ownership model that can be used.

3.3 PSBA

The Public Sector Broadband Aggregation (PSBA) is a managed network that connects public sector organisations in Wales to a private secure Information and Communications Technology (ICT) Wide Area Network (WAN).

It is highly desirable that all rural and connected cities interventions are complementary to the PSBA to ensure that public sector sites continue to receive services. In addition, the PSBA effectively acts as a channel for the local authorities to easily procure connectivity services.

In the case of rural public sector sites, the PSBA is already working closely with Openreach and a number of Welsh Authorities to ensure that any full fibre upgrade to rural sites can be procured through the PSBA. This eliminates the need for SBCD to undertake a procurement for its public sector site connectivity. Pembrokeshire has been working alongside PSBA on this matter.

The situation in the Connected Places is more complex. In the Connected Places, SBCD has a choice between;

- Procuring a managed gigabit service to its sites. This could be procured through PSBA
- Procuring a new dark fibre or equivalent infrastructure in the footprint of the Connected Places over which PSBA (and others) could deliver services.

The usage of dark fibre network infrastructure sits outside the existing PSBA product set and as well as its commercial supplier BT. As a result, the PSBA will have to light any dark fibre procured in the Connected Places stream and deliver its service wrap over a third-party network infrastructure provider with whom it does not a commercial and operational relationship. This is a bespoke deployment by PSBA and involves additional costs in terms of equipment, design and programme management. Although achievable, experience in CCRCDC has shown that it is slow and adds cost. It is however necessary if the SBCD commercial strategy is to widen choice at the infrastructure level.

3.4 Procurement Strategy

3.4.1 Background

A sub-set of the recommended shortlisted options will require the conduct of a procurement of assets and/or services. These are:

- Rural: Option 4; SBCD led in-fill procurement
- Connected Places: Options 3 (asset upgrade) and 4 (infrastructure procurement)

All will need to be undertaken in accordance with public sector procurement regulations and be fully compliant with relevant state aid regulations.

All procurements must be undertaken within the current procurement standards operated by the Local Authorities and other partners involved in the SBCD and be aligned to overarching SBCD Procurement Principles. The procuring party will be specific to the procurement exercise and agreement by the Digital Infrastructure Board and / or Joint Committee as appropriate.

The chosen procurement strategies must take into account existing contractual arrangements and the role of the Welsh Government and the Public Sector Broadband Aggregation (PSBA). It is used by all authorities in the region from which they source connectivity services and a service wrap (note there are a small number of sites not sourced from PSBA). It is desirable that any new infrastructure or services procured are either via the PSBA or through a third-party infrastructure provider over which the PSBA is able to provide existing services to the local authorities.

The scope and services for each of the three Projects of the Digital Infrastructure Programme are different and will be carried out within a different environment of other intervention actions by the UK and Welsh Governments. To this end, each heading is treated separately.

3.4.2 Rural Connectivity

- Preferred Option 2 - Supply Side engagement
- Preferred Option 3 - Demand Stimulation programme
- Preferred Option 4 - SBCD led in-fill procurement

Options 2 and 3 represent an **internal team** providing support services, possibly with some external professional support. This does not require procurement.

Option 4 represents a procurement activity of some form.

Option 4 - SBCD led In-fill procurement

The procurement is the provision of connectivity to residential and commercial premises with no, or poor, internet access. All of the exact locations to be reached are to be specified within each procurement action, as well as the level of service⁴¹ to be provided.

The actual procurement is complex due to state-aid issues. State aid clearance is required for each market intervention by the public sector at any given step change in technology. Currently there is a national state aid clearance for the provision of broadband services in accordance with the EU Broadband Guidelines (<https://www.gov.uk/government/publications/state-aid-eu-guidelines-for-the-application-of-state-aid-rules>). Obtaining a state aid clearance at a City Deal or authority level is NOT recommended due to timescales involved (typically 1-2 years), cost, replication of national clearances and Brexit uncertainties.

⁴¹ Service should be defined as a minimum Mbs

On this basis, the optimum procurement path is through the use of other existing procurement facilities, but against a SBCD provided scope. Several options are available, including working through Welsh Government procurement channels and UK USO Programme⁴². The procurement is further complicated by the fact that the SBCD scope cannot be fully determined until such time as the next phase of Superfast Cymru is identified and the processes that underpin the UK USO are known.

SBCD must be allowed to specify the locations and service level to be provided for each premise for any other funding mechanism that might be available.

Possible state aid compliant procurement routes currently open to SBCD are:

- PSBA; This can be used for connection of the public sector estate in rural areas and PSBA is already in discussions with some of the local authorities in the region on this matter. (Note; If SBCD is successful in obtaining funding from the DCMS Rural Gigabit Connectivity Programme which seeks to drive fibre into public sector hubs in rural locations the PSBA can be used for delivery under this programme)
- DCMS approved channels; discussions are ongoing with the DCMS to ascertain the preferred options. If at all possible, SBCD should take control of the procurement using DCMS 'Fast track' procurement approaches, such as the Gigabit-capable connectivity DPS (RM6095), that enable a local body (or departmental champion) to manage delivery of market engagement, the procurement process and a grant agreement within c.12 weeks to CCS standard terms. It would also allow more effective aggregation of the fee for each connection, sharing some of the costs to provide main fibre bearers into an area. This approach would also open the market for provision to smaller Alt-Net providers who may well agree to recruit from the local population for construction and on-going service support.

3.4.3 Connected Places

Option 3 – Infrastructure asset investment

Under this scenario SBCD fund the expansion and upgrade of public sector ducting within the region. The following points should be noted:

- Any ducting built or upgraded with public sector funding must be used by the authorities for their own use and the delivery of public sector services – it cannot be built purely for commercial objectives
- Any spare duct capacity can subsequently be offered to the commercial market to lower its costs of deploying fibre infrastructure in the region. However, this must be at benchmarked market prices and open access. Any investment in ducting which is subsequently offered to the market is subject to state aid and SBCD will need to ensure compliance. The approach is to demonstrate 'no aid' through a Market Economy Operating Principle (MEOP). The MEOP provides a mechanism to demonstrate whether there is a market distorting effect from a

⁴² Announced but yet to be put in place.

public sector organisation delivering goods or services. If there is not a distorting effect, there is no state aid. SBCD must be able to demonstrate through the MEOP principle that there is no aid and that the project is a genuinely commercial investment, including clearly demonstrating risks and profits and market-based pricing. In practice this requires SBCD commissioning a state aid lawyer or auditing company to prepare a report on the investment undertaken and express formal advice that there is no aid.

- With the exception of central Swansea, authorities have indicated there is limited ducting in the region that is suitable for fibre deployment.

Any duct infrastructure built must be for public sector use, linking property or street assets.

In terms of procurement planning SBCD will need to segment the initial design and build of duct infrastructure from any subsequent operation.

Initial design and build of ducting are typically undertaken by the preferred highways contractor of each of the respective authorities. This can be procured using existing frameworks and contracts but under an agreed, common, commercial grade duct specification

The planning and permissions required from local authorities to build the duct network should wherever possible be put in place prior to the tender process to give certainty to the bidders and allow a fast start to the work.

Upon building of the duct there will be a requirement to facilitate the opening of the ducts to commercial operators. There are effectively three commercial models to do this:

- A concession (e.g. Welsh Govt Trunk Road Network)
- A Co-Op (e.g. Tameside Council)
- An open model (e.g. Aberdeen City Council)

A fuller description and the merits of each approach are described in the enclosed link (<https://www.gov.uk/guidance/commercial-models>)

From a procurement perspective an open model is the simplest to undertake. In contrast a concession will require a full OJEU procurement process, usually under the Open or CPN procedures. A Co-Operative involves the transfer of duct assets into a co-operative venture which can be time consuming in terms of establishing the entity, its governance. establishment of operational contracts and asset transfer.

Option 4: Procurement of infrastructure and/or managed service

Under this Option the SBCD authorities procure either:

- Infrastructure; Notably the build and use of dark fibre (or an equivalent wavelength service) to a defined portfolio of public sector sites
- A Managed Service; Gigabit capable connectivity to sites.

This procurement will represent a service driven approach; whereby specific locations⁴³ are to be provided with a service rather than a specified physical network connection. The manner in which the service is provided will have some limitations placed upon it, but in general it is left to the supplier to provide the service through their selection of the most appropriate network connectivity.

a) Infrastructure procurement

If SBCD wishes to procure digital infrastructure it is typical to undertake an OJEU procurement (although some authorities have attempted to use existing frameworks' such as SWAN, YHPSN etc but these are typically limited in terms of their flexibility and suitability for an infrastructure procurement). A list of mandatory (and potential optional sites) are defined along with a proposed budgetary ceiling.

The cost, timescales and complexity of such a procurement process means that it would be beneficial to undertake this on a pan SBCD level led either by the City Deal or an agreed lead authority.

There are two approaches that can be undertaken;

- Establishment of an SBCD framework contract from which the authorities (and potentially other public sector bodies in the region) can call off as and when required. This maintains a higher degree of control at the authority level but is a two-stage procurement process. This is illustrated in Figure 1 below
- A one-off pan-regional procurement (possibly with regional lots). This is quicker but more centralised and is being used by Greater Manchester Combined Authority. It also constrains future public sector aggregation as bodies not party to the initial procurement cannot subsequently participate.

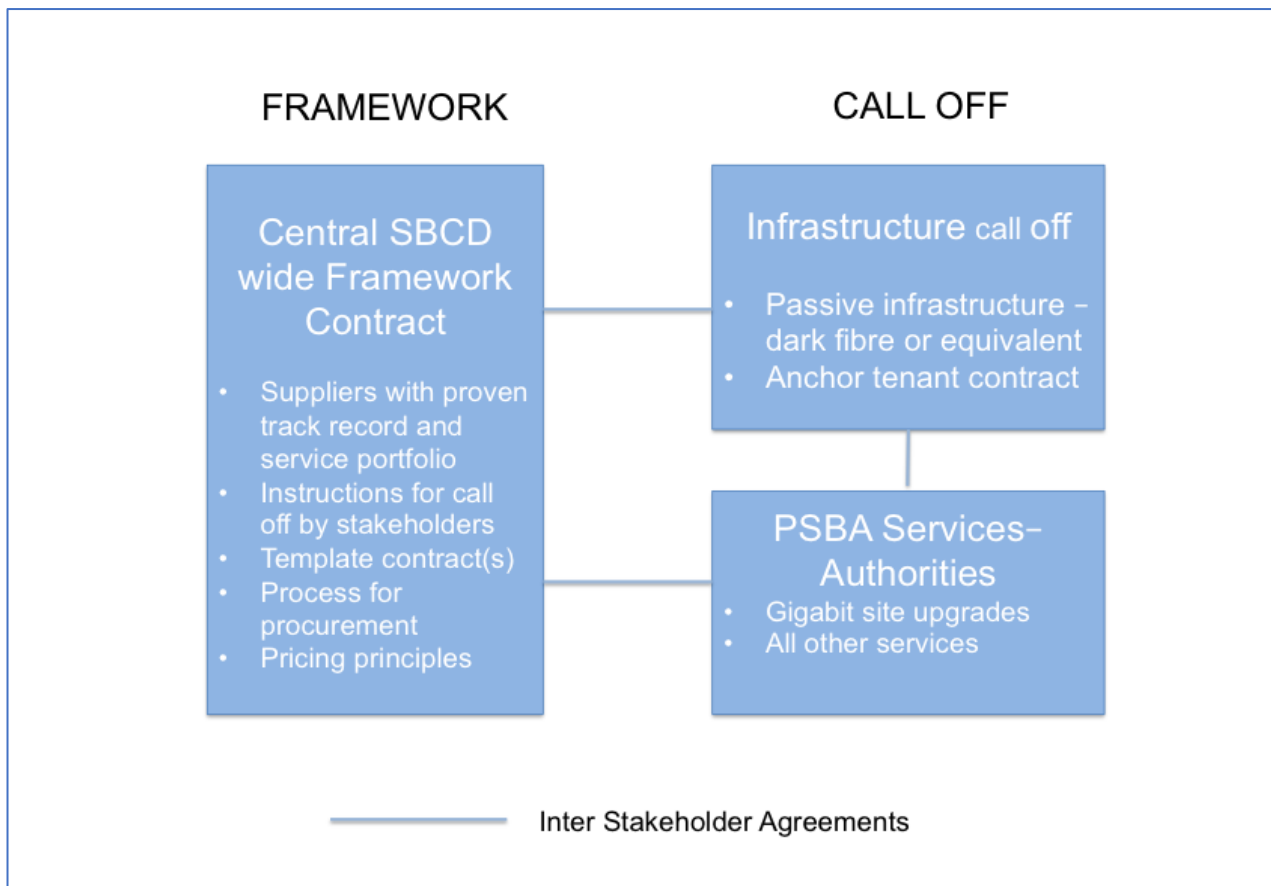
Under the framework approach, a central framework will be procured by SBCD on behalf the participating stakeholders. Points to note about this central framework are as follows:

- Suppliers will be placed on the framework following a competitive process – possibly using an Open Procedure
- Suppliers must have demonstrated a track record and capability to deliver at least one of the following services; dark fibre, Gigabit capable connectivity, additional services.
- The framework will include a template contract
- It will include instructions on how to call off
- Although pricing will be bespoke for each call off based on local requirements, the framework will specify high level pricing principles to ensure value for money. This will include benchmarking.

⁴³ Locations are public sector locations which represent an anchor customer for services

- Each authority or groups of authorities will then define a call off contract based on their individual service needs, coverage and budgets.
- Each authority sources a service wrap from PSBA who delivers services over the new infrastructure
- There will be inter-stakeholder legal and financial agreements between all respective purchasing bodies as appropriate across this structure.

Figure 12 - Procurement Framework



The alternative approach is a single procurement for agreed coverage across the region as a one-off. This will be quicker but will prevent further call-off actions at a later stage, including other public sector bodies in the region aggregating their requirements and connectivity spend.

Under either procurement approach it is likely that new ducting and fibre will be built across the region. ***The key commercial question is the ownership of this duct and fibre asset and whether it is in the public sector or commercial sector. This will need to be specified in the procurement as it will shape the commercial model and evaluation criteria.***

The table below summarises the merits of each approach;

Benefits	Ownership of ducts/fibre	Challenges
Public sector	Public sector owns an asset in return for its investment Scope to use to deliver other public sector services Potential for a revenue stream to recoup initial investment	Public sector unable to expand reach to commercial and residential market unless assets moved to commercially viable SPV Public sector responsible for operations, SLAs, sales etc Access to capital for future expansion Transfer of public assets into a new vehicle such as a co-op or SPV? Supplier appetite toward use of state-owned infrastructure may be limited
Commercial sector	Commercial sector owns assets but gives public sector an IRU in return for capital investment Likely to lower authority's revenue spend on connectivity No state aid constraints on expansion of network to commercial and residential areas	Public sector does not control coverage and reach Risk commercial parties will concentrate on limited number of high value commercial areas.

Table 35 - Ownership Models

Effectively there is a risk reward trade-off for SBCD, a commercially led approach reduces state aid and operational risk but does not deliver a revenue stream or asset to the public sector. Much depends on the motivation for the procurement. If driven by a desire for inward investment and connectivity to businesses and resident's commercial ownership tends to be favoured. If driven by a desire for the public sector to have an asset and a revenue stream, public sector ownership is favoured. To meet the SBCD core strategic objectives, the former is recommended.

However, there is not a consensus across the country on this matter. Both approaches deliver connectivity to the public sector estate and much depends on political priorities. Cities that have sought to maximise commercial inward investment into their region to serve businesses and residents have tended to favour an IRU on a commercial asset. These include Peterborough, Aberdeen, Newport and York. In contrast other have

favoured public ownership for political and social reasons and to generate an income stream. These include Bristol, Mid Sussex and Liverpool.

It should also be noted that some bidders may also be willing to take on risk, building some of the network and providing services at their own cost. Risk appetite will be reflected in the overall cost.

As part of the economic case the estimated build cost of Options3/4 across the key connected Places of the region was £17m. It is likely that this cost would not be fully carried by the public sector as the winning tenderer would be able to use the infrastructure for commercial use. A key element of the procurement process could be to score the level of contribution offered by the commercial sector in the selection of the winner. A further variation should be allowed. Bidders can explicitly show their risk appetite by committing to building and offering services across a wider footprint than that specified in the tender. A wider build-out at their cost would represent an inward investment. The weighting for this would need to be determined during the tender process.

The sources of capital funds from the public sector is typically derived from a blend of three sources;

- SBCD funds
- Other DCMS funding streams (e.g. LFFN)
- A local contribution by the authority.

In the latter case, authorities have looked at their on-going expenditure on connectivity services over a period of say 15-20 years. A percentage of this has then been capitalised to fund the building of a dark fibre network over which they will have a right to use. By using the IRU on a dedicated dark fibre savings can be made on an on-going basis as there will be a reduced requirement to procure circuits. As an illustrative example the Cardiff region analysed its PSBA costs across a time period. These costs are actually a blend of circuit cost with BT and a service wrap and management fee. PSBA provided this breakdown. It assumes that there is still a need to pay for the service wrap and management fee along with one-off costs for equipment upgrades and interest charges. However, there was a saving in circuit expenditure by migrating to an IRU approach and hence spend was migrated from the revenue account to the capital account to fund the initial build. This approach has also been used around the country by bodies such as Greater Manchester Combined Authority.

b) Managed Service Procurement

Under this approach SBCD authorities procure a gigabit cable managed service. This in turn will drive investment in fibre within the chosen footprint.

Under this approach services would be procured directly from PSBA without the need for a further procurement.

3.4.4 Next Generation Wireless

Option 3 – Undertake Future Telecom Infrastructure Review guidance in full & Drive SRN

There is no direct procurement action necessary.

The action will require the set-up and recruitment of a dedicated specialist team to provide, on behalf of the four local authorities, a service in line with that proposed in the Future Telecoms Infrastructure Review, (FTIR). A team of five is thought sufficient, provided each authority provides a single point of contact through which to deliver the streamlined services as proposed in the FTIR.

Due to the specialised nature of the staff, it is recommended that an external agency is used to identify internal and external candidates and to negotiate their selection and recruitment.

Option 5 – Funded intervention to deliver 5G and IoT connectivity in selected locations

It is considered that the team brought together for Option 3 will also be able to provide the additional support necessary to execute Option 5.

Procurement will be undertaken in respect of a project by project requirement, covering one, or a combination of two actions;

- 5G coverage and services
- IoT coverage and services

The only source for providing such coverage and services are the existing mobile operators and a few specialist 5G neutral host providers. For IoT services there are a number of IoT specialists, including ones that utilise semi-proprietary standards such as LoRaWAN.

Several options exist for securing 5G coverage and services, some of which are being explored in CCRC and under the Wales RCC Programme. As a first step, it is suggested that a dialogue is undertaken with interested parties. This may best be done through a formal market engagement using an RFI, seeking to gauge market interest and to establish direct contact with those CSP's interested and capable of deploying 5G services that match the use cases envisaged. It is likely that there will be a need to conduct one-to-one briefings of the CSPs to discuss the options. It is not recommended to have a single supplier briefing as there are different commercial options that bidders may choose to offer.

An important note is that any network coverage and services deployed through SBCD intervention or partnership would be open to the public and businesses to use, they would not be limited to the specifics of any one use case project. In this way, the benefits associated with the services being made available will be spread across a wide range of topics.

The specification that will be provided to the CSPs is simply the geographic coverage required and the type of service needed to support the intended use cases. CSPs may respond in several ways;

1. Where the coverage request intersects with the operator's own coverage plans and meets their own investment criteria, then a timetable can be agreed, with adjustments made to this depending on willingness to cooperate. In effect this would be an acceleration of commercial deployment by one or more CSPs and would represent a near zero cost to SBCD.
2. Where the coverage request is not in the CSPs current one-year planning horizon, then an accelerated timetable can be agreed, with adjustments made to this depending on willingness to cooperate. This is again an acceleration of deployment but may involve some level of commitment to purchase service in the coverage area. Again, this would represent a zero cost to SBCD, but the project use cases being supported will need to give a commitment to purchase services at a defined level and over a period of time. This might be particularly suited to IoT networks.
3. Where the coverage request is not in the CSPs current one-year planning horizon and there is no commercial justifiable cause to accelerate deployment, then proposals can be invited from the CSPs to identify their individual *risk increment* in providing the coverage requested.
 - a. The *risk increment* is the amount of co-investment they would need to have from SBCD in order to cover their losses over the initial three-year operational period, after which time the risk increment is ended and no further support is offered. This is in effect, assisting the CSP to establish a customer base within a fixed window, continuation of the service beyond this window is at risk, but it is highly unlikely than a CSP would cease services as the cost of removing the equipment would be prohibitive as would the public response.
 - b. Different CSPs will have a different view of the risk increment, depending on their five-year horizon for coverage in the identified geographic area. The lowest *risk increment* would then be agreed with one or more CSPs that can achieve immediate deployment and service offering
 - c. The project benefiting from the coverage would then be able to proceed and the SBCD team promote further use of the network coverage being provided for new use cases and further innovation
 - d. Chosen CSPs would also be expected to promote the service and maximise usage and thereby their own direct revenue. Should the revenue being gained by the operator in the coverage area reach an agreed level during the three-year period when the *risk increment* is being paid, then the payment will stop immediately
 - e. A mechanism will also be included by which the *risk increment* paid can be recovered on a quarterly basis should the coverage deployed exceed a level of agreed usage, (revenue), this would be reflecting a now profitable deployment, (i.e. the risk perceived at deployment did not materialise or ended sooner than anticipated through stronger user uptake).

The procurement is therefore a process undertaken on a use case project by project basis, with different SBCD cost and payment arrangements depending on the risk the

deployment represents. The procurement would also be treated as an investment with the potential for successful deployments returning the investment made by SBCD.

As there are significant numbers of variables in play, it will not be possible to specify the costs until there has been engagement with the operators on the specifics of the use case projects; service need, geographical coverage area and the wider market opportunity that the coverage might represent. An average risk increment per project has been calculated at £450,000⁴⁴ over a three-year period.

A single set of template requirements documents and contractual framework should be developed and used for all deployments. These documents will be novel.

The procurement itself should be in the form of a framework agreement for the supply of network coverage. Within the framework, there will be provision to run mini-competitions against each project's needs. The basis of the framework award will be on capability and willingness to accept the structure of a risk increment approach and in providing a return on the SBCD investments, made against set pre-determined success criteria. The risk increment value will be allowed to vary between 0% and 80%⁴⁵ of the total deployment and service provision cost.

It is not anticipated that there should or would be a case where the risk increment is 100%. This would represent a severe challenge to the CSP's own business case and indicate it is thought likely by the CSP to fail.

3.5 Service Requirement

3.5.1 Rural Connectivity

Option 2 and 3

There is no procurement under Options 2 and 3 and therefore no service requirement⁴⁶.

Option 4

Option 4 will involve a procurement. The service requirement will consist of;

- Specified locations at which a defined service is to be delivered⁴⁷. It will be essential to identify target premises and locations in order to scope the requirement and satisfy state aid requirements (Note; a given area is not

⁴⁴ 5G projects would represent this figure, while IoT would be lower. An average has been used here.

⁴⁵ 80% is given as an upper bound to ensure some risk is taken by the CSP and some investment is made. The selection of projects will affect the risk increment applied.

⁴⁶ The management case will outline the internal organisation and services that are to be provided

⁴⁷ Service to be defined as an internet access speed

allowed to receive aid from two intervention programmes given a comparable technical solution. Hence any area addressed by an SBCD intervention would need to be ring-fenced from Welsh Govt or DCMS interventions).

- Minimum download and upload speeds to be provided⁴⁸. It should be noted that Superfast Cymru 2 (and other interventions such as R100 in Scotland) have specified either 24Mbps or 50 Mbps as minimum download speeds whereas the USO is 10 Mbps. Experience has shown that a rigid adherence to a single technical solution or speed is often unobtainable if reach is to be maximised and a blended approach of technologies and speed targets may be more appropriate⁴⁹.
- If procured through another funding intervention such as Government Purchasing Systems or frameworks, there will be a series of operational, performance and financial guarantees.

3.5.2 Connected Places

Option 3

Construction of communications ducting to Telco standards, (carrier grade), to specified locations. Working to the appropriate UK standards, the duct work must be suitable for any service provider to lay and operate new fibre connections, given adherence to SBCD technical and operational policies governing duct access and maintenance.

Primary supplier(s) would be Civil Engineers and Telecom operators

Option 4

It is envisaged that the framework procurement will specify three services. Suppliers will be expected to offer one or more of these product sets but not necessarily the full set:

- Dark fibre or virtual dark fibre connectivity to sites: This will be defined as dark fibre tails between a site and an agreed point of presence. Such fibre will be used by stakeholders or their service provider. This dark fibre will provide the optimum level of scalability and future proofing over such a long investment period (minimum 20-year period Indefeasible Right of Use – IRU)
- Gigabit Connectivity: Suppliers should offer Gigabit capable services to sites. These will be active services as delivered by PSBA
- Other Services: Stakeholders may choose to procure other services from framework suppliers. These may include active wide area services, IT services, consultancy, mobility solutions etc.

⁴⁸ The requirement for premises to have fibre connectivity by 2033 may require a level of future need to be accommodated

⁴⁹ A balance will be drawn at the time of procurement to ensure a sufficient level of futureproofing is included

3.5.3 Next Generation Wireless

In terms of the Digital Infrastructure, the service requirement is simply the provision of 3gpp standard coverage for 5G services over a specified area⁵⁰. The specific requirements of what use the wireless connectivity will be used for is held within each specific use case. In many cases, even within the projects, generic services will be deployed by utilising the mobile networks, for instance, ultra-fast mobile broadband. All wireless networks are by their nature, open access, that is, any service can be operated over them, by any application provider⁵¹.

Within the 5G ecosystem, there are requirements to support ultra-low latency, that is extremely fast response times as might be needed by smart/autonomous vehicles, ultra-fast speeds (>300Mbps to mobile devices) and vast numbers of IoT devices. Some of this is represented by edge computing and extremely high bandwidth connections in mm band spectrum, it is felt that the use cases being considered will not be at the leading edge of research in these areas, but more direct application of fast mobile data. Each use case once developed may have some enhanced requirements, but these should be dealt with as they emerge.

For IoT networks, there are several semi-proprietary solutions. However, it is highly recommended that any IoT use cases are deployed utilising the 4G or 5G network services in order to maximise the Open Access nature of SBCD interventions and support the emerging 5G/IoT ecosystems.

3.6 Risk Transfer

Across all the intervention types within Digital Infrastructure there are operational or deployment risks. If any of the assets remain within the public sector elements, these risks will remain with SBCD or the authorities.

Where SBCD is to deploy a team to provide interfaces or support to the public, SMEs and operators, then the risks associated with these team's performance reside with SBCD. An alternative does exist in the form of a Special Purpose Vehicle, (SPV), – InfraCo⁵². In this case the risks associated with coordinating local authorities' actions to meet the FTIR, procurement of services and demand stimulation can be placed within a single commercial entity, potentially wholly owned by the public sector. Such an option has strong merits and should be considered, provided it can;

- Operate in an autonomous manner to make faster decision
- Provide the centralised functions necessary and achieve scale efficiency
- Have sufficient delegated powers from Local Authorities and SBCD

⁵⁰ The specification may define the ability to access the mobile network indoors as well as outdoors. In some cases, it might be necessary to define the signal strength that the network will deliver

⁵¹ There are some uses which Ofcom or operators would not permit, but they are not ones envisaged by the projects being supported

⁵² InfraCo and CommunityCo described in further detail in the Management Case

The risk profile of all the options selected are relatively low. The table below shows the overall risks, how they are allocated and whether they are high or low respectively under a Red/Amber/Green indication.

Risk Transfer

Rural	Design Risk	Construction Risk	Operational Risk	Technology Risk	Commercial Risk	Residual Value Risk	Reputational Risk
Option 2	None	None	None	None	SBCD	None	SBCD
Option 3	None	None	None	None	SBCD	None	SBCD
Option 4	None	None	None	SBCD	SBCD	SBCD	SBCD

Connected Places	Design Risk	Construction Risk	Operational Risk	Technology Risk	Commercial Risk	Residual Value Risk	Reputational Risk
Option 3	None	None	None	None	SBCD	SBCD	SBCD
Option 4	None	None	None	None	Shared	Shared	Shared

Next Gen Wireless	Design Risk	Construction Risk	Operational Risk	Technology Risk	Commercial Risk	Residual Value Risk	Reputational Risk
Option 3	None	None	None	None	None	None	None
Option 5	None	None	None	Shared	Shared	Shared	Shared

Table 36 - Risk Profiles

The highest risk with the lowest risk transfer is option 3, under Connected Places. The rationale for this, is that the duct to be commissioned and built will have no certainty of being utilised for fibre distribution and thereby services being offered which equates to Commercial Risk, Residual Value risk and Reputation risk. Likewise, should there be a poor uptake, the reputational risk for SBCD would be high in terms of an investment that failed to achieve its objectives.

3.7 Key Contractual Arrangements

3.7.1 Rural Connectivity

Option 2 and 3

No contractual arrangements are needed.

Option 4 - SBCD led procurement to In-fill un-served or poorly served locations

If SBCD utilises an established procurement route (e.g. central UK frameworks or Welsh Government methods) it will call off from an approved list of suppliers and service specification. In this case requirements will be defined in terms of local SBCD priorities for service roll out, target areas and timescales. These may include;

- Specified locations to be connected within available budget and timescale
- Compliance of roll out to SBCD defined priorities
- Performance guarantees (speeds, availability etc)
- Technology to be used

- Initial Award Payment and then payment by connection completed.
- SLAs to cover initial services and commitment to improve services
- Fixed period of two years in which to complete the work⁵³
- Investment recovery mechanism where revenues become greater than cost, operating for a period of 'n' years after completion⁵⁴
- Single lump sum price
- Single prime supplier.

3.7.2 Connected Places

Preferred Option 3

A distinction needs to be made between the initial duct build and the on-going commercialisation of the assets.

It is presumed that the initial build of ducts will be undertaken with an existing supplier of highways infrastructure and under an existing agreed contract. Key issues to be defined are;

- Specified public sector sites to be connected by duct.
- Built to Telco industry standards
- Compliance to health and safety regulations
- Initial Award Payment and then payment by build milestone completed.
- Warranty period of at least fifteen years for passive infrastructure.
- Target period of two years in which to complete the work?⁵⁵
- Single lump sum price for passive infrastructure
- Single prime contractor
- On-going maintenance and support.

The on-going operation and commercialisation will be undertaken under an open contract, concession or SPV/Co-Op. In all cases the key contractual considerations are as follows:

- Coverage; what will be offered to the market and where?
- Service specification
- Term (typically a minimum of ten years)
- Exclusivity rights
- Assets to be used
- Termination procedures
- Health and safety compliance
- State aid compliance

⁵³ Timescales to be determined

⁵⁴ The period over which a clawback mechanism can work is yet to be determined

⁵⁵ Timescale to be determined

- Operations (including customer service, service management, project team, project management, project delivery, interworking with SBCD and term contractor)
- Reporting
- Installation
- Adherence to planning
- Community benefits (e.g. local employment)
- Commercial arrangements including potential assets rental fees to authorities and proposed revenue share arrangements.

Preferred Option 4 – Infrastructure or Managed Service Procurement

If an infrastructure procurement is undertaken, any framework contract is typically awarded based on service portfolio and track record along with pricing principles. Detailed specification, evaluation and contractual negotiations occur at the call-off level and should include the following issues:

- Locations to be connected by fibre. Typically, a mandatory list of sites to be connected within a budget ceiling is stated along with additional desirable sites with suppliers scoring higher for wider coverage
- Term length; Tenderers increase their evaluation scores for a longer IRU length
- Level of financial contribution to build costs by tenderer
- On-going operation and support / maintenance processes and costs
- Overall technical design and solution; PoPs, resilience, routes, capacity, use of existing infrastructure, dimensioning, interface to WAN supplier
- Open access
- Future proof and upgrade plans
- Optional service provided
- Compliance to regulations and standards
- Health and safety
- Testing
- Programme of works including street works and interface with local bodies
- Environmental and social considerations.

Any Managed Service contract would be sourced from PSBA under existing contractual and procurement terms.

3.7.3 Next Generation Wireless

Option 3 – Undertake Future Telecom Infrastructure Review guidance in full & Drive SRN

None applicable.

Option 5 – Funded intervention to deliver 5G and IoT connectivity in selected locations

The key contractual components should be;

- Framework agreement with all or some of the mobile operators and other neutral host operators able to provide the service

- The requirement will be set out as a service defined coverage in a geographical area
- Service levels will be set, such as good indoor coverage and minimum data speeds
- An upper limit on the risk increment should be set at 80% of the operator's cost of deployment
- Where it is necessary for new infrastructure to be built, use of infrastructure assets owned and controlled by the public sector should have a favoured-nation status and be utilised at commercial rates whenever they are suitable
- The fair market cost of using public sector infrastructure can be used as an offset within the risk increment
- The risk increment funding should be structured as an investment and is provided to **accelerate** the deployment of 5G coverage rather than specifically purchasing a service
- Any supported deployment must be open access, that is other services and users can make use of the network at the standard national service rate or its equivalent
- A threshold should be set against which the success of the deployment is measured. The measure can be revenue generated or throughput of data. Once the threshold is reached a return should be made on the investment represented by the risk increment
- Risk increments will be paid on a quarterly basis for a maximum of 3 years
- Returns upon success will be paid quarterly over 6 years from service commencement to the maximum of the total risk increment invested by SBCD

3.8 Summary and Key Commercial Considerations

3.8.1 Key commercial questions

With the chosen short-listed options, there are a number of options in terms of procurement, delivery model and ownership.

Each of these decisions are dependent on both internal factors such as budgets, resources, existing contracts and political preferences and external dependencies such as national and regional programmes and state aid.

A Digital Infrastructure team will work with regional partners through the governance arrangements outlined in the management case to determine the appropriate approach.

Rural Issues	Key dependencies
<p>How should an SBCD rural in-fill procurement be defined and undertaken?</p> <ul style="list-style-type: none"> • What is the service specification? • What is the reach? 	<p>Number of un-served premises</p> <p>Effectiveness of complementary programmes</p> <p>State aid compliance</p> <p>Availability of suitable procurement route (e.g. frameworks)</p> <p>Budget</p>
<p>Would SBCD offer loans to commercial players to stimulate inward investment (see section below)</p>	<p>Industry appetite</p> <p>Need for careful due diligence and on-going governance</p> <p>State aid compliance</p> <p>Budget</p>
Connected Places	
<p>What is the desire to invest in public sector assets (e.g. ducting)?</p>	<p>Willingness of SBCD authorities to use new ducting</p> <p>Appetite of commercial bodies to use public sector owned ducting</p> <p>State aid challenges</p>
<p>What is the scope of the procurement for commercial full fibre services in the</p>	<p>Available budget</p>

Broadway Partners have used such facilities in Monmouthshire where a loan was granted for the provision of broadband radio access services and fibre backhaul in the hardest to reach parts of the County not reached by the Welsh Government national programmes.

Points to note are that:

- Typically, financial support is offered as debt not equity funding. Hence there are no SPVs to be established and managed
- Deals of this nature typically stimulate emerging innovative players to invest in rural areas and hence competition is stimulated
- In the event that the investment venture fails, SBCD would have step in rights and would take ownership of any assets deployed

4 Financial Case

4.1. Introduction

This section presents the financial case for the Digital Infrastructure Programme. Key assumptions in this case are;

- All capital-intensive procurements take place in the financial years 2021/22 and 2022/23
- All capital programmes are spent over a five-year period between 2021/22 and 2026/27
- A Digital Infrastructure Programme team is recruited and commences work from Q4 2020
- All demand stimulation and supplier engagement activities commence in Q4 2020 and continue throughout a 5-year period

Costs are presented for each of the rural, connected Places and Next Generation Wireless Projects.

In addition, the following points should be noted:

- **Income Streams:** An income stream is not envisaged under this Programme. Expenditure is incurred for the purposes of procuring infrastructure for the public sectors own use or GAP funding telecommunications infrastructure investment into areas that are not commercially viable. It should be noted that some authorities in the UK have sought to generate income through the commercial use of public sector assets (notably ducts). However, this is not envisaged in the SBCD region at present

4.2. Digital Infrastructure Investment Summary

The SBCD partnership, through the Internet of Economic Acceleration 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. The Digital Infrastructure Programme is a pivotal part of this intervention to support and increase the availability of social connectivity across the region.

The current investment breakdown presented in Table 4.1. below is based on forecasted investment as of 30 June 2020:

Expenditure	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
Capital	£ 2.00	£ 17.00	£ 14.00	£ 11.00	£ 7.50	£ 51.50
Revenue	£ 0.50	£ 1.20	£ 0.70	£ 0.70	£ 0.70	£ 3.80
Total	£ 2.50	£ 18.20	£ 14.70	£ 11.70	£ 8.20	£ 55.30
Funding						
Swansea Bay City Deal Grant	£ -	£ 8.50	£ 7.50	£ 4.50	£ 4.50	£ 25.00
Public Sector (Central Government Grants)	£ 2.50	£ 3.20	£ 2.70	£ 2.70	£ 2.70	£ 13.80
Private Sector	£ -	£ 6.50	£ 4.50	£ 4.50	£ 1.00	£ 16.50
Total	£ 2.50	£ 18.20	£ 14.70	£ 11.70	£ 8.20	£ 55.30

Table 4.1. Digital Infrastructure Investment Breakdown

These figures are the current financial investment forecast which the Digital Infrastructure Programme is currently projecting over its 5-year term and are set within the original SBCD Heads of Terms. Funding elements are subject to change as the Programme evolves. On the successful approval of the Programme business case the Accountable body will release Government funding up to the value of the agreed Programme allocation.

It is the aim of the SBCD that all Projects 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 from both the UK and Welsh Governments over a 15-year period.

The overall investment composition comprises of three following investment components:

- The **City Deal investment** component consists of the government grants awarded by UK and Welsh government totalling £25m. City Deal Grant is awarded to Projects of the fifteen-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 specific Welsh Government and UK government grant funding. 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 Authority on behalf of others if they so agree. The decisions as to whether borrowing on behalf of the Project shall be carried out by one Authority on behalf of the others

and the proportions shall be determined by the Authorities as a matter reserved to the Authorities.

- **Private sector** investment includes regional investment from local and national private sector partners.

4.3. Digital Infrastructure Income and Expenditure Summary

The UK and Welsh Government capital grant contribution to the Digital Infrastructure Programme is awarded over a fifteen-year period and currently forecasted at £25m. 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 Programme over a fifteen-year period. Carmarthenshire County Council as the Programme Lead Authority is responsible for managing the operational cashflows in respect of the Projects, with all Authorities contributing to its delivery equally. They are also therefore subsequently accountable for managing inherent risks and the funding gaps recognised.

The Programme expenditure profile is presented in Figure 4.1 and Table 4.2 below with further financial appraisal on the expenditure forecasts at project level detailed in Annex 7.

Programme Income and Expenditure Forecast

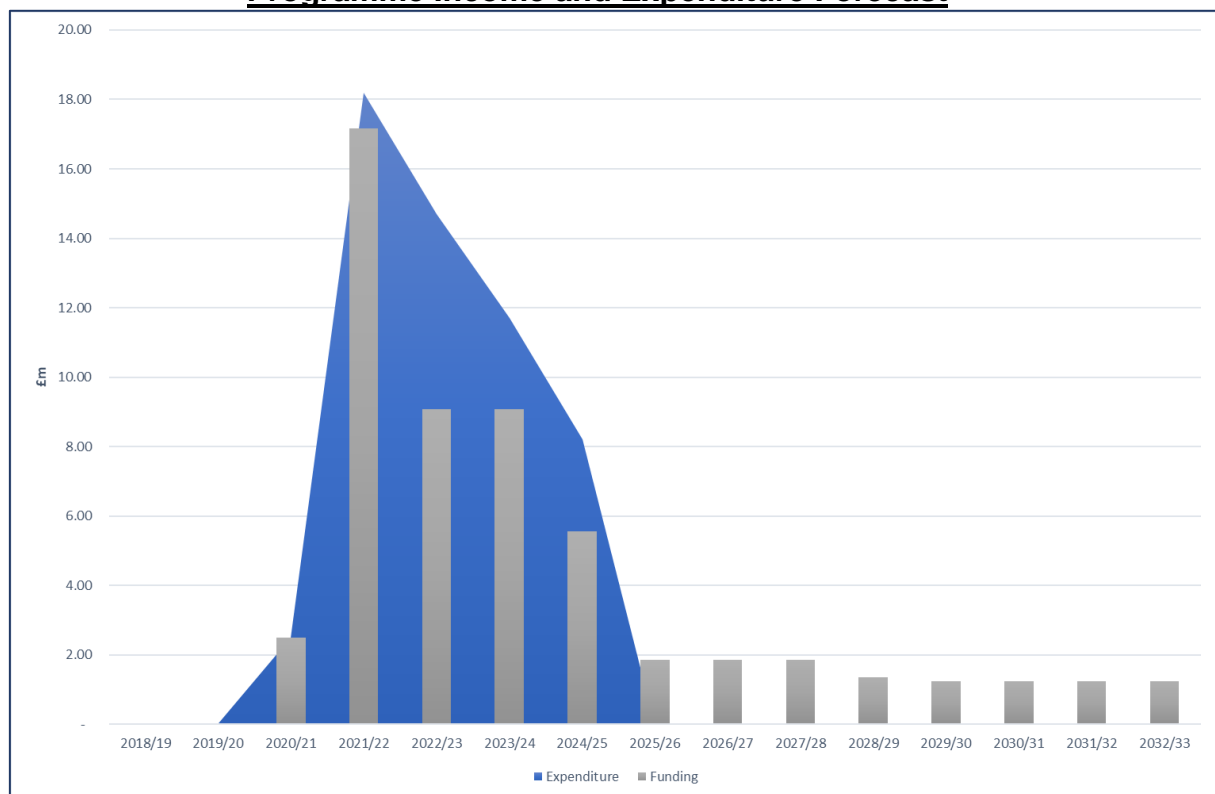


Figure 4.1. Income and Expenditure Forecast

Income and Expenditure Forecast

<u>Expenditure</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>
	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>
Capital Expenditure			2.00	17.00	14.00	11.00	7.50	
Revenue Expenditure			0.50	1.20	0.70	0.70	0.70	
Total			2.50	18.20	14.70	11.70	8.20	
<u>Funding</u>								
City Deal			-	7.47	1.87	1.87	1.87	1.87
Public Sector			2.50	3.20	2.70	2.70	2.70	
Private Sector			-	6.50	4.50	4.50	1.00	
Total	-	-	2.50	17.17	9.07	9.07	5.57	1.87
<u>Expenditure Allocation</u>								
	<u>Year 9</u>	<u>Year 10</u>	<u>Year 11</u>	<u>Year 12</u>	<u>Year 13</u>	<u>Year 14</u>	<u>Year 15</u>	<u>Total</u>
	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>	<u>2030/31</u>	<u>2031/32</u>	<u>2032/33</u>	
Capital Expenditure	-	-	-	-	-	-	-	51.50
Revenue Expenditure	-	-	-	-	-	-	-	3.80
Total	-	-	-	-	-	-	-	55.30
<u>Funding Allocation</u>								
City Deal Expenditure Allocation	1.87	1.87	1.35	1.24	1.24	1.24	1.24	25.00
Public Sector Expenditure	-	-	-	-	-	-	-	13.80
Private Sector Expenditure	-	-	-	-	-	-	-	16.50
Total	1.87	1.87	1.35	1.24	1.24	1.24	1.24	55.30

Table 4.2. Programme Income and Expenditure Forecast

4.4. City Deal Funding

The release of funds from the Accountable Body will follow one of two funding routes. This is determined on a Project basis, dependant on whether funding is being released to a regional Project or a Local Authority Project. The flow of funding is shown in Figure 4.2. below:

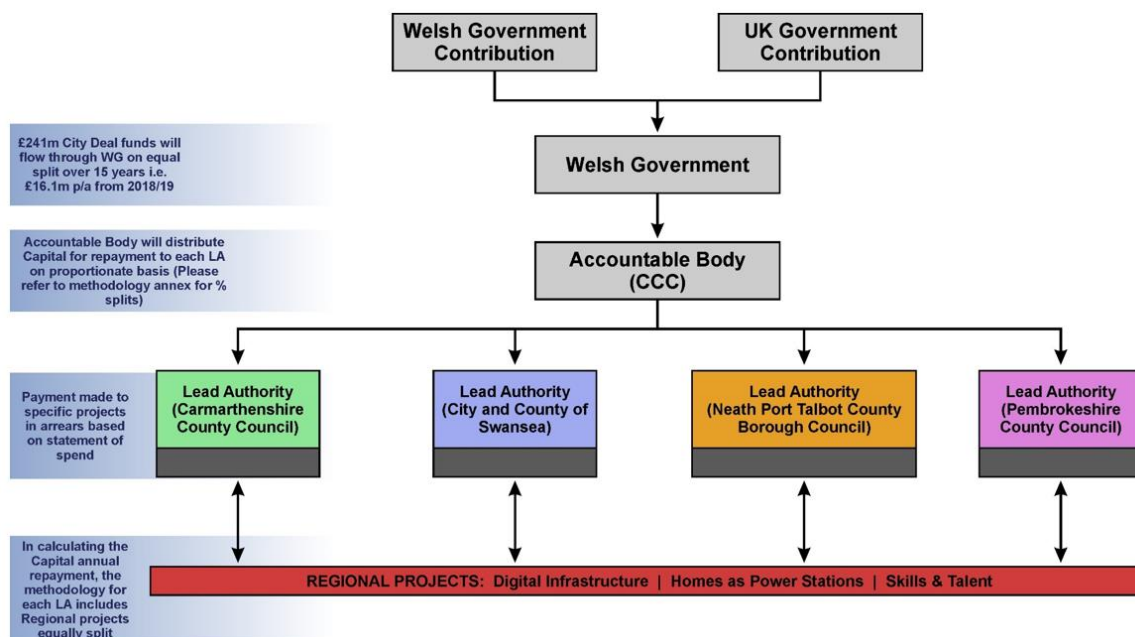


Figure 4.2. City Deal Funding Flow

Borrowing

The Joint Committee is responsible for overseeing the proportion of each Council's responsibility for borrowing to provide funding for regional Projects. The capital borrowing (in respect of the Government funded element) for 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 is yet to be confirmed at this point in time, however it will be calculated based on the amount required per relevant local authority and will be in line with the individual local authority's internal requirements. This is being determined by the four Section 151 Officers of the four regional local authorities. 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 local authority for approval before submission to the Joint Committee. These full business cases will include the detailed funding proposals and requirements of the local authority.

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.

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.

4.5. Monitoring and Evaluation

The City Deal portfolio finances will be monitored through the SBCD Programme 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 Officer working group. This working group will, in collaboration with the Welsh Government and the SBCD Portfolio Management Office, agree the financial monitoring process which will be:

- In line with overall reporting processes for the City Deal
- Based on best practice principles and guidance on project monitoring contained within the Green Book

The monitoring process will allow for the control of project cost variations and visibility of variations at a portfolio level.

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.

4.6. Accounting Treatment of Project 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 host Project Lead Authority in respect of regional projects.

Revenue Requirement

The Welsh Government has acknowledged that revenue funding will be required to support the delivery of projects within the City Deal portfolio. The revenue requirements by projects 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

Assets generated through the life of the project will be accounted for and held on the balance sheet of the Local authority in which constituent area the asset is completed. Local authorities will account for assets in line with the relevant legislation and accounting standards.

Value Added Tax

Value Added Tax (VAT) is included where appropriate within the forecasts and estimates demonstrated. For objectives 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.

5 Management Case

5.1 Introduction

The SBCD Digital Infrastructure Programme Management Case provides the Digital Infrastructure Board, SBCD Portfolio Management Office and Joint Committee with confidence that the capability and capacity to govern and deliver the Programme 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 will be 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.

The Digital Infrastructure Programme will be periodically reviewed by the regional PMO and external stage gate reviews to assess and improve its governance, assurance, and communications arrangements. This will ensure that the ambition of the Programme and its associated 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.

5.2 Governance and delivery structures

5.2.1 SBCD Governance and delivery Structure

The SBCD established a legal governance document - the Joint Committee Agreement (JCA) - in May 2018. 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 projects funded under the SBCD. The management processes and procedures outlined in the JCA include financial cash flow, project approval, risk management and progress updates.

The overarching SBCD governance and delivery structure, as outlined below in Figure 13, is operational with established Terms of Reference, membership/post holders, and plans and processes in place to govern and deliver the SBCD portfolio.

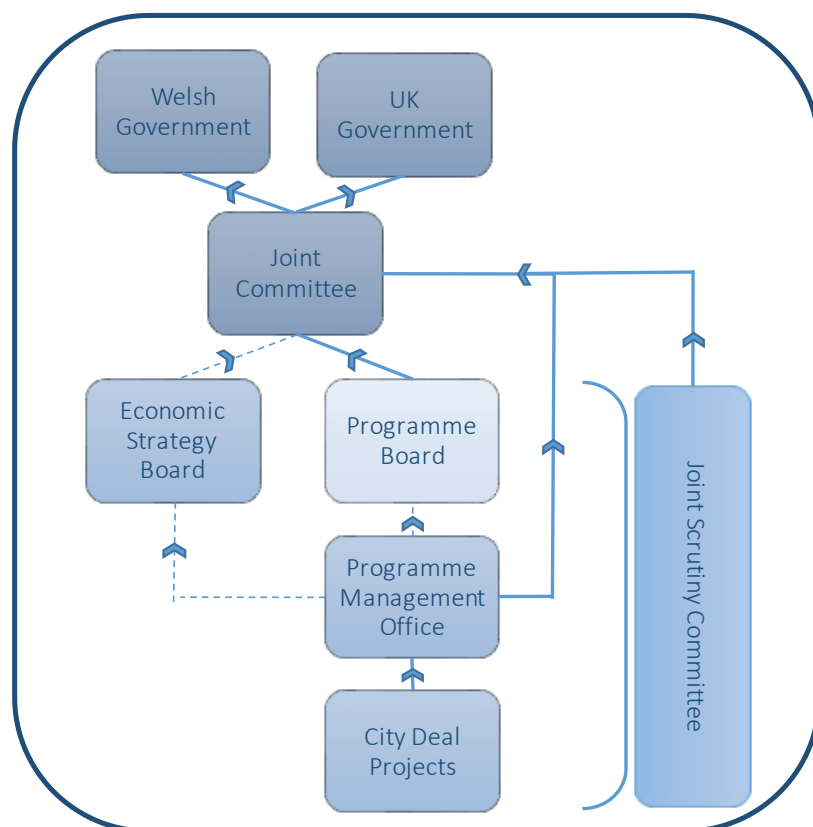


Figure 13 SBCD Governance Structure

Table 46 below summarises the key elements of SBCD governance and delivery structure which includes committees, boards and key roles.

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 Board and PMO to account. Comprises of the four Local Authority Leaders of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.	Cllr Rob Stewart	Monthly	WG/UKG
Programme 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 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 Programme Director to account.	Wendy Walters	-	Joint Committee
Programme Director	Responsible for delivering the Portfolio Business Case and Programme and Project Development Roadmap.	Jonathan Burnes	-	Joint Committee and SRO
Project /Programme managers	Experienced individuals who manage the development of the project Business Cases and implements the Assurance and Approval plan and project plan. Also works with the Programme Director and PMO to apply the Portfolio Development Roadmap. Depending on the size and complexity of the project the Project Manager will run the Project Team and manage external advisers.	PM for each City Deal project	Monthly	Programme Director
Programme 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. The Chair is accountable to the Joint Committee.	Ed Tomp	Monthly	Joint Committee
Joint Scrutiny Committee	Provides 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.	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	CEO Wendy Walters	-	Joint Committee

	and staffing matters, for example. The Accountable body is the primary interface for the City Deal with the Welsh Government and the UK Government.	Leader Cllr Emlyn Dole		
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Table 46. SBCD Governance and Delivery Structure Overview

5.2.2 Digital Infrastructure Programme Governance Structure

The SBCD Digital Infrastructure Programme governance and delivery structure, as outlined below in Figure 14 below, is operational with established Terms of Reference, membership/post holders, and plans and processes in place to govern and deliver the Programme. The Digital Infrastructure Programme governance and delivery structure represented below sits underneath the SBCD Governance structure represented in the previous figure 13. It is important to note that the lead Local Authority responsible for the delivery of the Digital Infrastructure Programme, and the host organisation for the Digital Infrastructure Programme Management Office is Carmarthenshire County Council, as is the case for the SBCD Portfolio Management Office.

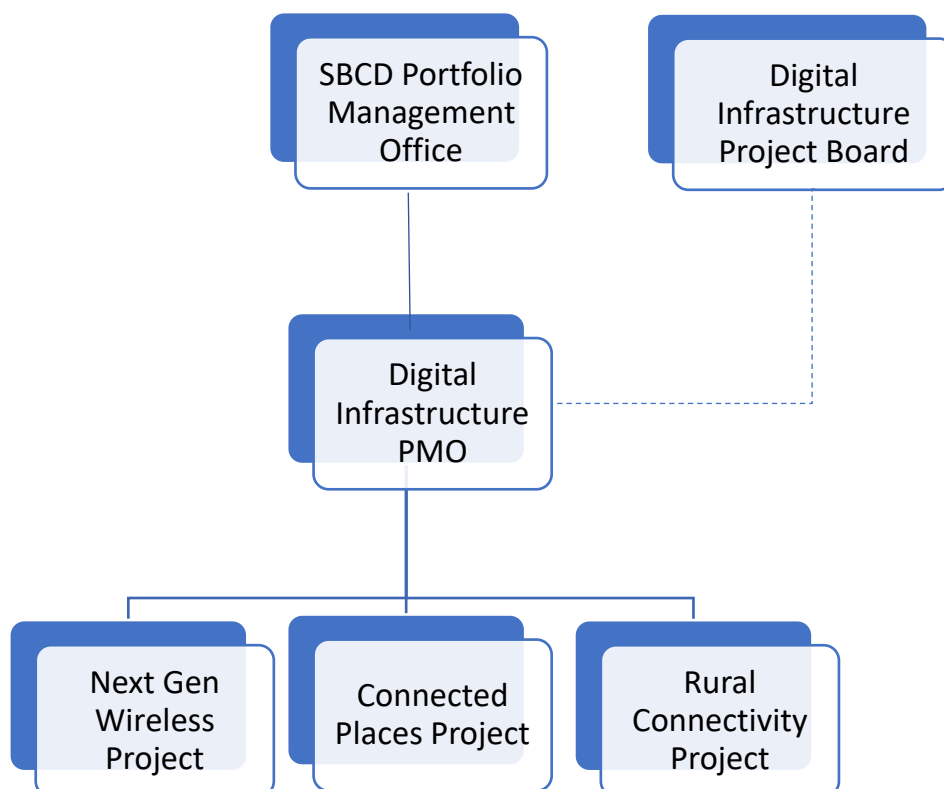


Figure 14 SBCD Digital Infrastructure Programme Structure

5.2.3 Digital Infrastructure Programme Management Office (DIPMO) and Senior Responsible Owner (SRO)

The DIPMO is led by an experienced and qualified Digital Infrastructure Manager, appointed in February 2020, who reports to the Head of Regeneration within Carmarthenshire County Council. The SRO role is fulfilled by that same Head of Regeneration.

The DIPMO has been established to lead the development and overall delivery of the Digital Infrastructure Programme on behalf of the region, in liaison with UK Government, Welsh Government, the private sector and all other partners and stakeholders. This DIPMO assumes overall responsibility for the development of the Programme and its Projects, including management of aims and objectives, benefits realisation, risk, finance, timeline and governance maintaining communication and engagement across all sectors, and achieving Programme outcomes. All links to external partners providing consultancy, contractor commissioning and infrastructure deployment will be made through the DIPMO.

The DIPMO is hosted by Carmarthenshire who are the named lead authority for the Programme within the City Deal and is accountable to the Digital Infrastructure Programme Board, SBCD Programme Board and SBCD Joint Committee as required.

Where required the DIPMO will utilise internal Local Authority services for procurement and other technical support. Also, where required the Programme team will utilise external legal (for state aid and procurement) and technical support.

The DIPMO 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.

Three new roles will be recruited in to the DIPMO imminently and are being developed based on the specific skills, experience and qualities required to successfully and effectively deliver this Programme.

The Digital Infrastructure Programme team will comprise of the following roles;

Resource	Number of FTE	Role	Locations
Digital Infrastructure Manager – SBCD Digital Infrastructure Programme	1	Strategy, Fundraising, Stakeholder co-ordination, Interaction with Welsh and UK Govts	Swansea Bay City Deal (Hosted by Carmarthenshire)
Digital Infrastructure Lead	3	Support above activities Each officer aligned to 1 of the 3 Projects	Swansea Bay City Deal (Hosted by Carmarthenshire)
Local authority procurement support as required	0.25	Procurement	Each authority as required
Commercial /State aid legal advisor	0.25	Procurement	External
Local Authority, Health Board and University ICT Lead	0.25	Procurement and Build	Each partner organisation as required
Local Authority, Health Board and University Asset management	0.25	Procurement and Build	Each partner organisation as required
Local Authority, Health Board and University Network Analyst	0.25	Procurement and Build	Each partner organisation as required
Local Authority, Health Board and University Marketing Officers	0.25	Co-Ordination Marketing Demand stimulation	Each partner organisation as required

Table 47 – Resources

5.2.4 Digital Infrastructure Programme Board

The Digital Infrastructure Programme Board (DIPB) heads the governance structure for the Programme and through the Digital Infrastructure Programme Management Office will ensure the Programme is managed effectively, to approved timescales and in line with the governance structure laid out in this Business Case. Terms of Reference (ToR) for the Digital Infrastructure Programme Board can be found in Annex 8. The Digital Infrastructure Programme Board's key remit is to support the Senior Responsible Owner (SRO) in providing management oversight for the Programme. The Programme Board will,

- Secure funding and approval for the Programme. Where required this includes developing and updating a business case in accordance with the Green Book and Building Better Business Cases Guidance, submitting this for approval by the SBCD PoMO and regional governance groups prior to the submission of a business case to Welsh and UK Government for approval. The board will ensure that the business case is developed in accordance with the requirements, expectations and timescales of the Welsh Government and UK Government.
- Liaise with stakeholders across the region as necessary to ensure the Programme is aligned with the strategic direction of the SBCD, the Swansea Bay City Region and relevant oversight bodies.
- Provide the resource required to enable the Programme delivery.
- Monitor the Programme performance against the key Programme investment objectives and controls to ensure it remains on track to deliver successfully against these. This includes providing support to the development of plans to address forecast deviations from agreed baselines and/or managing contingencies and agreeing (within its delegated authority) changes to agreed baselines.
- Provide support to the Programme to resolve key issues and to manage the key Programme risks and opportunities in a timely manner.
- Provide direction and guidance to the development and delivery of the Programme outputs so that these deliver the key requirements of the stakeholder community, including (though not exclusively) the end-users, where appropriate providing advice and guidance on the relative priority of these and ensuring the highest priority/highest value requirements are delivered as early as reasonably practicable in the Programme delivery.
- Consider if the expected Programme benefits (outcomes and impact) are still achievable and whether the value of these is worth the outstanding Programme investment. This may include identifying and considering external factors that may diminish (or enhance) the expected benefits of the Programme.
- Monitor and approve all Programme outputs as complete and in accordance with the agreed scope and quality standards.
- Ensure the Programme outputs are handed over to the appropriate Business Owner(s) and the necessary transition plans (including change management activities, training, and support plans) are in place to enable these to be sustainably transitioned into operational use.
- Monitor the realisation of the expected benefits (outcomes and impact), including identifying any unintended consequences of the Programme and providing guidance and support as required to maximise the realisation of the expected benefits and to mitigate the impact of any unintended consequences.

5.2.5 Procurement resources and responsibilities

Two major procurements are envisaged under the Digital Infrastructure Programme.

- Rural; Community hubs and in-fill of business and residential premises
- Connected Places; Full fibre/Duct Infrastructure

The above structure will require that these activities are completed as follows;

Rural

For procurement under the Rural project, SBCD will be undertaking one or both of the following activities depending on identified need;

- Prioritising public sector sites to be used as hubs under National Gigabit Connectivity Funds
- Procuring in-fill solutions to un-served residential and business premises through a national Purchasing System/Framework

For both activities it is recommended that:

- Regional requirements be quantified and identified by the Digital Infrastructure Programme team with the support of Digital leads from each partner organisation and other key stakeholders who can prioritise target areas and service requirements in their local authority / service area.
- The Digital Infrastructure Programme team will manage call off contracts from national programmes with Local Authority Digital Leads to co-ordinate local implementation and associated activities such as planning, street works and community engagement.

Connected Places

For procurement under the Connected Places Project a SBCD regional framework will be established from which local authorities are able to call off procurements.

- The framework will be developed and procured by the Digital Infrastructure Programme team with the call off contract scope defined by Local Authority leads. The scope will include sites, service requirements, operations, service and support and budgets. Where the footprint of the network procurement is likely to cross authority boundaries one local authority may take a co-ordination lead of behalf of some or all authorities if agreed.
- Local Authority Leads to manage and co-ordinate local implementation as with the Rural programme.

Supply Side Engagement and Next Generation Wireless

The central Digital Infrastructure Programme team will be responsible for regional co-ordination of supply side engagement with industry. This will include:

- Briefing industry on regional plans and requirements
- Lobby for inward investment
- Promotion of regional opportunities for deployment of new technologies and services
- Arranging site visits, events etc
- Providing single interface between industry and the regional public sector bodies and a point of contact for issues such as planning, way leaves etc
- Co-ordination of programmes with UK Govt and Welsh Government

In addition, the team will be responsible for liaising with mobile operators and wireless service providers to manage all aspects of the Next Generation Wireless stream.

5.2.6 Demand Stimulation

The Digital Infrastructure Programme team will undertake a co-ordinating role and prepare regional collateral. Roles will include;

- PR and promotion
- Establishment of case studies of benefits and usage
- Events
- Promotion of connection voucher schemes of UK and Welsh Govt
- Provision of technical, commercial and legal support to community groups

The team will therefore be a resource to support each local authorities' own staff who are dedicated to local demand stimulation activities including;

- Engagement with local stakeholders such as business groups, community organisations etc
- Support and training programmes
- Use of social media
- Web based support

5.2.7 Digital Infrastructure Programme Plan

Digital Infrastructure Programme Outline

17/08/2020

Cube

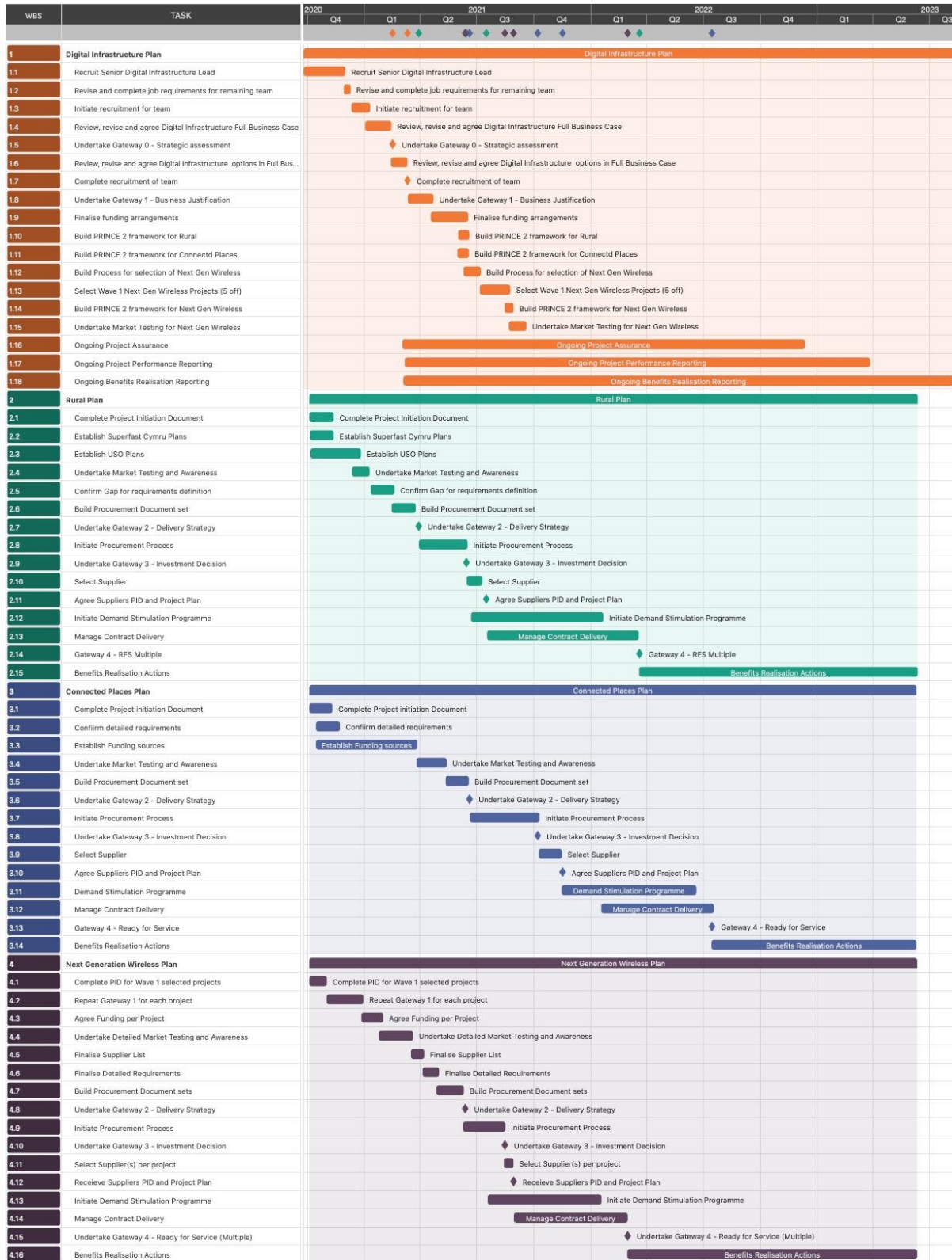


Figure 13 - Gantt Chart

5.2.8 The Work Breakdown Structure

WBS	TASK NAME	TASK KIND	START	FINISH
1	Digital Infrastructure Plan	Task group	25-Sep-20	09-Aug-23
1.1	Recruit Senior Digital Infrastructure Lead	Task	25-Sep-20	01-Dec-20
1.2	Revise and complete job requirements for remaining team	Task	29-Nov-20	09-Dec-20
1.3	Initiate recruitment for team	Task	11-Dec-20	10-Jan-21
1.4	Review, revise and agree Digital Infrastructure Full Business Case	Task	02-Jan-21	13-Feb-21
1.5	Undertake Gateway 0 - Strategic assessment	Milestone	14-Feb-21	14-Feb-21
1.6	Review, revise and agree Digital Infrastructure options in Full Business Case	Task	13-Feb-21	11-Mar-21
1.7	Complete recruitment of team	Milestone	10-Mar-21	10-Mar-21
1.8	Undertake Gateway 1 - Business Justification	Task	12-Mar-21	22-Apr-21
1.9	Finalise funding arrangements	Task	18-Apr-21	17-Jun-21
1.10	Build PRINCE 2 framework for Rural	Task	01-Jun-21	19-Jun-21
1.11	Build PRINCE 2 framework for Connected Places	Task	31-May-21	18-Jun-21
1.12	Build Process for selection of Next Gen Wireless	Task	10-Jun-21	07-Jul-21
1.13	Select Wave 1 Next Gen Wireless Projects (5 off)	Task	06-Jul-21	24-Aug-21
1.14	Build PRINCE 2 framework for Next Gen Wireless	Task	15-Aug-21	29-Aug-21
1.15	Undertake Market Testing for Next Gen Wireless	Task	22-Aug-21	19-Sep-21
1.16	Ongoing Project Assurance	Task	03-Mar-21	12-Dec-22
1.17	Ongoing Project Performance Reporting	Task	07-Mar-21	27-Mar-23
1.18	Ongoing Benefits Realisation Reporting	Task	05-Mar-21	09-Aug-23
2	Rural Plan	Task group	04-Oct-20	12-Jun-23
2.1	Complete Project Initiation Document	Task	04-Oct-20	12-Nov-20
2.2	Establish Superfast Cymru Plans	Task	05-Oct-20	12-Nov-20
2.3	Establish USO Plans	Task	06-Oct-20	26-Dec-20
2.4	Undertake Market Testing and Awareness	Task	12-Dec-20	09-Jan-21
2.5	Confirm Gap for requirements definition	Task	11-Jan-21	18-Feb-21
2.6	Build Procurement Document set	Task	14-Feb-21	24-Mar-21
2.7	Undertake Gateway 2 - Delivery Strategy	Milestone	28-Mar-21	28-Mar-21
2.8	Initiate Procurement Process	Task	30-Mar-21	16-Jun-21
2.9	Undertake Gateway 3 - Investment Decision	Milestone	13-Jun-21	13-Jun-21
2.10	Select Supplier	Task	15-Jun-21	10-Jul-21
2.11	Agree Suppliers PID and Project Plan	Milestone	15-Jul-21	15-Jul-21
2.12	Initiate Demand Stimulation Programme	Task	22-Jun-21	21-Jan-22
2.13	Manage Contract Delivery	Task	18-Jul-21	19-Mar-22
2.14	Gateway 4 - RFS Multiple	Milestone	19-Mar-22	19-Mar-22
2.15	Benefits Realisation Actions	Task	20-Mar-22	12-Jun-23
3	Connected Places Plan	Task group	04-Oct-20	10-Jun-23
3.1	Complete Project initiation Document	Task	04-Oct-20	10-Nov-20
3.2	Confirm detailed requirements	Task	15-Oct-20	22-Nov-20
3.3	Establish Funding sources	Task	15-Oct-20	27-Mar-21
3.4	Undertake Market Testing and Awareness	Task	26-Mar-21	13-May-21
3.5	Build Procurement Document set	Task	12-May-21	18-Jun-21
3.6	Undertake Gateway 2 - Delivery Strategy	Milestone	18-Jun-21	18-Jun-21
3.7	Initiate Procurement Process	Task	20-Jun-21	10-Oct-21
3.8	Undertake Gateway 3 - Investment Decision	Milestone	06-Oct-21	06-Oct-21
3.9	Select Supplier	Task	09-Oct-21	15-Nov-21
3.1	Agree Suppliers PID and Project Plan	Milestone	15-Nov-21	15-Nov-21
3.11	Demand Stimulation Programme	Task	15-Nov-21	20-Jun-22
3.12	Manage Contract Delivery	Task	18-Jan-22	18-Jul-22
3.13	Gateway 4 - Ready for Service	Milestone	14-Jul-22	14-Jul-22
3.14	Benefits Realisation Actions	Task	15-Jul-22	10-Jun-23
4	Next Generation Wireless Plan	Task group	04-Oct-20	11-Jun-23
4.1	Complete PID for Wave 1 selected projects	Task	04-Oct-20	01-Nov-20
4.2	Repeat Gateway 1 for each project	Task	01-Nov-20	30-Dec-20
4.3	Agree Funding per Project	Task	27-Dec-20	31-Jan-21
4.4	Undertake Detailed Market Testing and Awareness	Task	24-Jan-21	20-Mar-21
4.5	Finalise Supplier List	Task	17-Mar-21	07-Apr-21
4.6	Finalise Detailed Requirements	Task	05-Apr-21	01-May-21
4.7	Build Procurement Document sets	Task	27-Apr-21	10-Jun-21
4.8	Undertake Gateway 2 - Delivery Strategy	Milestone	11-Jun-21	11-Jun-21
4.9	Initiate Procurement Process	Task	09-Jun-21	16-Aug-21
4.1	Undertake Gateway 3 - Investment Decision	Milestone	14-Aug-21	14-Aug-21
4.11	Select Supplier(s) per project	Task	14-Aug-21	29-Aug-21
4.12	Receive Suppliers PID and Project Plan	Milestone	28-Aug-21	28-Aug-21
4.13	Initiate Demand Stimulation Programme	Task	19-Jul-21	18-Jan-22
4.14	Manage Contract Delivery	Task	30-Aug-21	01-Mar-22
4.15	Undertake Gateway 4 - Ready for Service (Multiple)	Milestone	28-Feb-22	28-Feb-22
4.16	Benefits Realisation Actions	Task	01-Mar-22	11-Jun-23

5.2.9 Use of special advisors

The Digital Infrastructure Programme Management Office has and will continue to utilise the services of specialist advisors where appropriate for the development of the portfolio business case such as the economic case, financial appraisals and management approaches. Table 48 below summarises the use of specialist advisors 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)	Ongoing	Facilitated by the Welsh Government Office of Project Development.
Assurance	Policy days and workstream workshops	Ongoing	Facilitated by Welsh and UK Government Digital Infrastructure Specialists.
Assurance	Gateway 0 review	October 2020	External review team.
Research and Programme / Project Scoping	Research and engagement with partners, stakeholders, Government etc. to inform Business Case development.	2018/19	Cube Ultra, Digital Infrastructure Consultants. Mike Galvin, Digital Infrastructure Consultant.
Business Case Development	To produce a comprehensive, Green Book aligned Digital Infrastructure Business Case.	2019 - Ongoing	Cube Ultra, Digital Infrastructure Consultants. Mike Galvin, Digital Infrastructure Consultant.

Table 48 Digital Infrastructure Programme Specialist Advisors

In addition, the SBCD Economic Strategy Board (ESB) is made up of private sector representatives from sectors including energy, finance, life sciences, manufacturing, housing and economic acceleration. While also applying private sector rigour to the assessment of the Digital Infrastructure Programme Business Case, the ESB makes recommendations to the Joint Committee for consideration. New members were appointed as specialist advisors 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.

Specialist advisors will be necessary in the following areas moving forward:

- Technical
 - Capture of requirements
 - Production of service definitions
 - Production of procurement documentation
 - Interaction with stakeholders and national and regional governments
 - Supplier dialogue
- Legal
 - Draft contracts
 - State aid guidance and judgements
 - Procurement support in dialogue and contract finalisation

Such advisors are readily available from most large consultancy firms, but also from smaller bespoke consultancies. There are a small number of legal companies with a track record in digital infrastructure procurements and specialist state aid units.

5.3 Arrangements for Contract and Change Management

The Project management approach will vary between each of the three Digital Infrastructure Projects. However, in general terms, the approach will fall into one of two;

- For options that do not involve a procurement, there will be an objective setting phase and a Project plan of actions, many of which will be ongoing rather than a specific fixed outcome, as an example Demand Stimulation activities
- For procurements, the SBCD programme and Project management functions will be the responsibility of the supplier, SBCD will monitor, manage and provide assurance against the contracted requirements

In all cases PRINCE 2 will be adopted as the Project management tool set. Where external suppliers are responsible for the Programme and Project management, they will be required in contract to adopt PRINCE 2, or they shall certify their practices meet or exceed the standards within PRINCE 2. Any and all Project plans must be fully integrated across the relevant Projects.

All Projects will be required to construct a fully resourced Project plan using Microsoft Planner or an equivalent professional level planning tool. Progress updates will be provided to the SBCD management team on a monthly basis. All plans will be baselined and agreed with the SRO prior to Project initiation. Revised plans can be proposed quarterly and adopted by the SRO programme team at their discretion.

5.4 Benefits Realisation

The measurement of benefits within the supply of an enabling digital infrastructure is problematic as there are so many moving parts that change and benefits could be assigned to. The key SMART objectives will be fully laid out under the Prince 2 methodology so that the delivery can be clearly identified in terms of physical assets and digital service coverage delivered.

An overarching benefits measure should be the percentage of households or SMEs in a given area taking up the digital services available. Some reports have indicated that an 80% take up could be expected for services of 30Mbps and more. Currently the regional take up is nearer 40%. Movement from the current level upwards once the Digital Infrastructure Programme is launched will be monitored quarterly as a key benefits realisation metric.

The use of the assets and service coverage once deployed are unrestricted, and benefits can flow from a wide range identified within the strategic case and also other as yet unspecified Use Cases that may emerge.

All digital infrastructure is enabling in its nature, if there is no demand or beneficial use that can be made, then it would have no value. As such many of the outputs and benefits identified are predicated on subscribers and businesses making good use of the infrastructure. What can be said with complete clarity is that the digital infrastructure being advocated in this business case will be fit for purpose and will provide high quality services. The reality of all the network providers, either fixed fibre or mobile, is that they are utilising equipment and deployment standards that result in high quality engineering and digital services. The level of service is easily and commonly measured through well established metrics such as access speeds, congestion, availability and cost. To this end the digital infrastructure will be achievable, measurable and simply baselined. However, the usages it is put to and the support it will offer to subscribers and businesses is determined by considerations outside of this business plan.

In order to measure a benefit against this list, ideally a base-line position would need to be identified, so that improvement or degradation can be seen. Unfortunately, the setting of a base-line would be open to interpretation and take a considerable amount of time and effort. It is therefore proposed that use is made of a sampling based primary research programme to identify improvements and hence benefits.

A Benefits Register template is given in Annex 3.

The measurement is not meant to be comprehensive but focus instead on the most likely indicators that would give a positive measure of the introduction and use of digital infrastructure. The measurement itself will need to be carried out through a

sample based primary research programme, which will allow additional benefits to surface.

If possible, the benefit register should be utilised as part of any voucher scheme or connectivity engagement and support given to households or SMEs. By getting the actual users of the digital infrastructure to provide a before and after view in relation to the introduction or increased use of digital services would act as a very strong evidence base.

5.5 Arrangements for Risk Management

5.5.1 Risk Management Strategy

Within Prince 2, risk management is fundamental to the process

5.5.2 Risk Register

The risk register should be a live document that is updated and referred to across the Project delivery timescales and only retired once Projects have been completed. The document is a fundamental input to the assurance and monitoring activities and to the final Project impact assessment and evaluation.

A proposed layout for the anticipated Projects is given in Annex 2.

5.6 Monitoring and Assurance

5.6.1 Assurance Framework

An assurance framework is included within the Prince 2 methodology and it is recommended this is adopted.

5.6.2 Post Programme Evaluation

It is recommended that an independent body is tasked with post Programme evaluation, measured against the objectives and risk management within the business case. It is likely that further cross-cutting analysis would be beneficial, particularly in the role digital infrastructure has played within the areas of social cohesion and sustainability of communities.

It is also recommended that an independent Programme review is undertaken after 3 years of the digital infrastructure is approved. This will be initial findings and help bed down the assessment criteria and allow any adjustments in the information being collected by the interventions themselves to help clarify the inputs to the post Programme work.

Glossary

Ref	Expansion
SBCD	Swansea Bay City Region Deal
GVA	Gross Value Added
3G	Third Generation Mobile Services
4G	Fourth Generation Mobile Services
4G-Adv	4G using spectrum aggregation for higher speeds
5G	Fifth Generation Mobile Services
FttP	Fibre to the Premises
FttC	Fibre to the Cabinet
Industry 4.0	4th generation industrial - digital control
IoT	Internet of Things, Machine to Machine
WiFi	Wireless Local Area Network connectivity
Full Fibre	Gigabit/Sec connectivity
USO	Universal Service Obligation - Broadband
CSP	Communication Service Provider
DCMS	Department of Digital, Culture, Media & Sport
FTIR	DCMS, Future of Telecoms Infrastructure Review
LFFN	Local Full Fibre Networks
BT	British Telecoms
PSBA	Wales - Public Sector Broadband Aggregation
Prince 2	Project Management Process
NEC	New Engineering Contract Model
GPT	General Purpose Technology
EE	Everything Everywhere Mobile Operator
MNO	Mobile Network Operator
Mbs	Megebits of data per second
Gbs	Gigabits of data per second
Ultrafast	>100Mbs < 300Mbs
Superfast	>30Mbs < 100Mbs
SME	Small to Medium size Enterprise

Annex 1

Key Reference Sources

Ref	Document	Doc Page	Ref Page
	UK & Welsh Govt Swansea Bay City Deal MoU		
Sec 1	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf	5	1
	Department for Business, Energy & Industrial Strategy The Grand Challenges		
Sec 1	https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/industrial-strategy-the-grand-challenges	5	1
	DCMS Policy paper Connectivity - building world-class digital infrastructure for the UK		
Sec 1	https://www.gov.uk/government/publications/uk-digital-strategy/1-connectivity-building-world-class-digital-infrastructure-for-the-uk	5	1
	UK & Welsh Govt Swansea Bay City Deal MoU		
Sec 1.2	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/611685/Swansea_City_Deal_-_English.pdf	8	5
	The Internet Coast, SBCRD 2016-2035		
Sec 1.2	https://democracy.npt.gov.uk/documents/s20423/City	8	6
	Ofcom - Achieving decent broadband connectivity for everyone		
Sec 1.2	https://www.ofcom.org.uk/__data/assets/pdf_file/0028/95581/final-report.pdf	11	1
	Connected Cities Multiplier - Regeneris Report		
Sec 1.3 Fig 2	Rural Multiplier - Ofcom USO (see above)	12	
	Transport Corridor - The Benefits of 4G, Stockholm School of Economics http://www.biceps.org/assets/docs/petijumu-serija/TSIDP16		25
	Regeneris report: The Economic Impact of Full Fibre Infrastructure (Data Filtered for Swansea Only)		
1.4	https://www.cityfibre.com/wp-content/uploads/2018/03/The-Economic-Impact-of-Full-Fibre-Infrastructure-in-100-UK-Towns-and-Cities-12.03.18.pdf	13	1
	Deployment of FTTP in rural Northern Ireland A DotEcon report for NI Networks, part of BT		
1.4	https://www.dotecon.com/assets/images/Deployment-of-FTTP-in-rural-Northern-Ireland.pdf	14	4
	Ofcom Data Sources		
2.1	https://app.powerbi.com/view?r=eyJrjoiZTg4NDMyZjctNWJhZS00MjNjLWlxYzMtZjkwYzljNDk2NzdmliwidCI6jBhZjY0OGRILTMxMGMtNDNA2OC04YWU0LWY5ND E4YmFIMjRjYyYlsmMiOjh9	22	Data
	DCMS Future Telecoms Infrastructure Review		
2.1.1	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732496/Future_Telecoms_Infrastructure_Review.pdf	25	Report
2.1.5	WIK Report to Ofcom - The Benefits of Ultrafast Broadband Deployment	26	Report
2.3	Ofcom data sources as in section 2.1	39	Data
2.3.1	SQW Impact Assessment report on Next Gen Broadband Wales	40	60
2.3.1	Ofcom data sources as in section 2.1	40	Data

Annex 2 Risk Register.

Risk ID	Raised By	Date Raised	Risk Category	Description	Impact	Impact	Probability	Mitigation	Responsible Owner	Action Owner	Action Status
No.	Name	Date	Source	Narrative	Time	Cost	Percent	Narrative	Name	Name	Narrative
1	Regional Office, Consultants.	Sep-19	Business Case	There is currently a lack of resources engaged to deal with the Digital Infrastructure project. Further recruitment is necessary			30%	1. Appoint Digital Project Manager 2. Appoint Digital Project Team 3. Utilise external consultants to cover short term	Digital Board / Carmarthenshire County Council	Carmarthenshire County Council	Ongoing - Digital Manager appointed Feb 20. Further recruitment of necessary resource upon sign off of Business Case. External consultants still being utilised.
2	Regional Office, Consultants.	Sep-19	Business Case	Stakeholder coordination within the City Deal delays Project kick off			50%	Appoint digital lead as soon as possible	Digital Board / Carmarthenshire County Council	Carmarthenshire County Council	Action Complete - Digital Lead appointed February 2020.
3	Regional Office, Consultants.	Sep-19	Business Case	State Aid issues			30%	Seek legal advice across all three digital infrastructure streams	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - Advice and guidance ongoing via external consultants with future requirements factored in to the Business
4	Regional Office, Consultants.	Sep-19	Business Case	Supplier appetite to engage			25%	Appoint digital lead as soon as possible Engage with telecoms companies as widely as possible during project start	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - Digital Project Manager appointed, Telecoms industry engagement ongoing.
5	Regional Office, Consultants.	Sep-19	Business Case	Prioritisation of funding from within SBCD funding allocation is low			10%	Ensure SBCD is fully engaged with the Digital Infrastructure project and aware of the enabling and transformative aspects of its delivery	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - Significant engagement over the past 6 months with significantly increased awareness and understanding across partners and stakeholders.
6	Regional Office, Consultants.	Sep-19	Projects	Integration with other funding interventions is not achieved leading to a loss of investment from external public sector sources			30%	Ensure the digital lead has this as a primary KPI and that it is a reported item for all risk management activities	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - Integration with all other funding interventions being established as part of
7	Regional Office, Consultants.	Sep-19	Projects	Demand side stimulation is not coordinated with digital infrastructure delivery timescales			20%	Ensure actions around demand stimulation is coordinated with the requisite digital infrastructure becoming available or are least	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - as part of Project planning and future delivery.
8	Regional Office, Consultants.	Sep-19	Projects	Digital infrastructure interventions happen in a piecemeal manner and the leverage achievable between them is lost			20%	The digital lead must coordinate all three streams to maximise the impact they can achieve. It is likely that the investment in one stream will enable or encourage investment in another. Identify KPIs to support the leveraged outcomes	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - as part of Project planning and future delivery. KPI's built in to project monitoring and benefits realisation plans.

Risk ID	Raised By	Date Raised	Risk Category	Description	Impact	Impact	Probability	Mitigation	Responsible Owner	Action Owner	Action Status
9	Regional Office, Consultants.	Sep-19	Rural Project	The underserved premises are not identified accurately			25%	Both the USO and Superfast Cymru must identify the premises they cover, if they are unable to do this clearly then the project will need to develop localised resources to identify premises with no or poor services	Digital Board / Carmarthenshire County Council	Project Manager	Action Complete – underserved premises have been accurately identified locally, regionally and nationally with data gathering and intelligence ongoing and accessible.
10	Regional Office, Consultants.	Sep-20	Rural Project	The number of premises to be connected by SBCD is higher due to unforeseen limitations in other intervention funds			20%	Prioritisation may be necessary and would be done in consultation between the digital lead and each authority	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - Prioritisation of areas of intervention currently being established based on a number of criteria.
11	Regional Office, Consultants.	Sep-19	Connected Places	Private sector will not utilise public sector assets due to quality or commercial arrangements			20%	Project team to fully understand the motivations and concerns of private sector investors to establish levels of challenges	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - Private sector engagement established and ongoing. Project resource limitations hindering progress.
12	Regional Office, Consultants.	Sep-19	Connected Places	PSBA integration is problematic or PSBA is unable to extend its reach to rural communities			10%	Digital lead must work closely with the PSBA to ensure support and integration with their programmes and actions	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - work closely with the PSBA to ensure support and integration with their programmes and actions.
13	Regional Office, Consultants.	Sep-19	Connected Places	Fragmentation across Authorities in priority to support digital infrastructure			20%	Digital lead and project team to have close relationship with authorities economic development, regeneration, infrastructure and ICT teams on deployment options and actions	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - significant progress made with senior leaders and stakeholders engaged across all local authorities.
14	Regional Office, Consultants.	Sep-19	Connected Places	Local business fail to take up services once provided			20%	Demand side stimulation must lead the provision of digital infrastructure	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - Demand side stimulation activity strengthened within current draft Business Case with ongoing activity already started across Local Authorities. Project resource limitations are hindering progress.

Risk ID	Raised By	Date Raised	Risk Category	Description	Impact	Impact	Probability	Mitigation	Responsible Owner	Action Owner	Action Status
15	Regional Office, Consultants.	Sep-19	Next Generation Wireless	Use Cases are weak in support of SBCD projects and other innovative projects			30%	The project team will help shape and technically outline projects to ensure they are attractive to 5G investments	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - some engagement and shaping of outline projects ongoing. Dialogue with some 5G investors initiated. Project resource limitations are hindering progress.
16	Regional Office, Consultants.	Sep-19	Next Generation Wireless	The MNOs are challenged with multiple opportunities across the UK and SBCD projects are not seen as a priority			20%	Digital lead must engage with operators to ensure they are fully aware of both the ambitions and objectives of the SBCD projects	Digital Board / Carmarthenshire County Council	Project Manager	Ongoing - some engagement with operators to ensure they are fully aware of both the ambitions and objectives of the SBCD projects. Project resource limitations are hindering progress.
17	Regional Office, Consultants.	Sep-19	Next Generation Wireless	Other 5G intervention funds are not capitalised upon			40%	The digital lead and project team must work with other interested parties to ensure high quality proposals are delivered for additional UK national funding opportunities	Digital Board / Carmarthenshire County Council	Project Manager	Project resource limitations are hindering progress. Intention to pursue all interested parties and funding opportunities once Project team is in place.
18	Digital Project Manager	Aug-20	Projects	A lack of Telecoms supplier appetite to invest in Wales and/or the region.			25%	The Digital Project Manager, project team and region as a whole must work together to ensure that the region is perceived as a ready and willing partner in the investment, deployment and exploitation of Digital	Digital Board / Swansea Bay City Deal Partners	Project Manager	Ongoing
19	Digital Project Manager	Aug-20	Projects	Telecoms industry perception that Wales is not a committed and willing partner for alternative Telecoms investment and deployment.			25%	The Digital Project Manager, project team and wider region must work to ensure that the Telecoms industry understands and supports the regions aspirations to develop competition across Digital Infrastructure providers.	Digital Board / Swansea Bay City Deal Partners	Project Manager	Ongoing
20	Digital Project Manager	Aug-20	Projects	A supplier preference to only invest in Swansea rather than the region as a whole.			30%	The region must continue to work collaboratively to ensure that the region is perceived as single entity and to promote opportunities for investment across it's geographical footprint, including but not limited to the City of Swansea.	Digital Board / Swansea Bay City Deal Partners	Project Manager	Ongoing

Risk ID	Raised By	Date Raised	Risk Category	Description	Impact	Impact	Probability	Mitigation	Responsible Owner	Action Owner	Action Status
20	Digital Project Manager	Aug-20	Projects	A supplier preference to only invest in Swansea rather than the region as a whole.	Medium	Low	30%	The region must continue to work collaboratively to ensure that the region is perceived as single entity and to promote opportunities for investment across its geographical footprint, including but not limited to the City of Swansea.	Digital Board / Swansea Bay City Deal Partners	Project Manager	Ongoing
21	Digital Project Manager	Aug-20	Projects	PSBA's potential inability and/or unwillingness to embrace alternative fibre builders.	Medium	High	25%	Engage with and work closely alongside PSBA to understand their challenges and identify opportunities to ensure regional investment aligns to, supports and underpins the PSBA.	Digital Board	Project Manager	Ongoing
22	Digital Project Manager	Aug-20	Projects	A potential conflict between the aspirations of City Deal and willingness of the region's public sector to embrace new connectivity infrastructure.	Medium	Medium	25%	Work with all public sector partners and stakeholders to raise awareness and understanding of the benefits to them and the wider region of new Digital Infrastructure providers and competition.	Digital Board / Swansea Bay City Deal Partners	Project Manager	Ongoing
22	Digital Project Manager	Aug-20	Rural	A lack of Telecoms suppliers with the necessary appetite and / or ability to deploy connectivity to rural communities and premises.	High	High	50%	Engage with the market to establish interest and potential to connect rural parts of the region. Consider and explore all potential alternative commercial models and technologies for achieving rural connectivity.	Digital Board / Swansea Bay City Deal Partners	Project Manager	Ongoing

Risk Category	High Medium Low
Impacts	None High Medium Low
Probability	0% 100%

Annex 3

Benefits Register

The benefits register has been developed under different stages of the projects and against both quantitative and qualitative assessments. The first table references the Implementation Stage, representing a number of areas that will stimulate inward investment by the public sector in constructing the digital infrastructure assets and can all be measured to reveal quantitative outcomes.

The next two tables represent the operational benefits to be accrued by the digital infrastructure deployed. Again, these are quantitative measures that will give direct benefits to both the citizens and business communities in the region. Digital Infrastructure is an enabling environment and as such the benefits are dependent on uptake and usage and as such benefits are built across several actions, not just the availability of the infrastructure.

The final table is representative of qualitative benefits. In many cases, digital infrastructure will stimulate usage across a broad range social and business areas that although not delivering clear and measurable outcomes, will nevertheless offer significant improvements in current ways of delivering services and information to both the public and private sector.

The benefits registers should become living documents through the life of the SBCD Digital Infrastructure Programme.

BENEFITS REGISTER
Project Name: Digital Infrastructure
Date: Aug-20

Responsible Officer/Register Owner: xxxx

This Benefits Register will be reviewed regularly and will form part a standing Agenda on the Project Board.
Note: All the benefits in the Strategic Case and Economic Case must be accounted for within the Benefits Register - this includes the Economic Appraisal for the Preferred Option.
This Register should cover all benefits - Financial, Non-Financial and Qualitative identified during the Implementation and Operational Phases of the project.

Benefit No:	Benefit Description	Benefit Target	Targeted End Achievement Date	Year Time Value			Data Sources	Activities Required/Critical Dates	Responsible Officer/Who will deliver it	How will it be evidenced	Reporting
				5yrs	10 yrs	15yrs					
(unique no. in this register)	(including enabling project or activity)	Measurable Target - Expected level of change	Specific date when will the benefit be realised	(what benefits will be delivered over the 5yr, 10yr, 15yr period)			(what aspect of the project will give rise to the benefit - to facilitate monitoring)	(to secure the benefit)			
IMPLEMENTATION PHASE											

QUANTITATIVE INDICATORS

Page 171	IP 1	Connected Places: Increased commercial investment leveraged by SBCD project	£10m initial investment; £50m pull through investment	2021-2025	£30m	£30m	Reporting from telecommunications operators. Initial investment and build out reporting to form part of contractual obligations	Procurement and finalise contracts by 2020/21; Followed by initial 18month build programme	SBCD Project Manager, Digital Procurement Officer and Legal/State aid advisor	Tempates in contracts to provide evidence of km of duct and fibre built; Number of public sector sites served with gigabit connectivity monitored by IT departments and SBCD Project Team	Monthly reporting on steps to achieve benefits realisation to the Project Board. Quarterly reporting to the SBCD Regional Office by the Project Lead and the SBCD Project Local Authority Lead to inform on progress towards achievement of the benefit. Project Lead to report to SBCD Regional Office when benefit target achieved. Project Lead to quartetly reports to SBCD Regional Office to highlight all changes to benefits outputs and outcomes.
	IP2	Connected Places: Improved public sector assets and connectivity	Number of public sector sites with gigabit capable fibre (281 sites) plus building of duct infrastructure	2020-2023	£20m		Reporting from telecommunications operators. Initial investment reporting to form part of contractual obligations	Procurement and finalise contracts by 2020/21; Followed by initial 18month build programme	SBCD Project Manager, Digital procurement Officer and Legal/State aid advisor	Tempates in contracts to provide evidence of km of duct and fibre built; Number of public sector sites served with gigabit connectivity monitored by IT departments and SBCD Project Team	Quarterly Reports to Project Board as above
	IP3	Next Generation Wireless; Accelerated deployment of 5G and IoT	£9m of initial investment	2020-2025	£9m	£9m	Reporting from mobile operators and service providers	Establish funding inventions by 2021	SBCD Project Manager & Digital Procurement Officer	Joint working with mobile service providers to establish reporting of deployment and investment levels	Quarterly Reports to Project Board as above
	IP4	Rural: Demand stimulation programme to increase service take up	Number of business and residential premises with NGS servcies	2020-2025	£5m	£15m	Reporting from Ofcom and telecoms industry	Stilumation activities on-going from 2019-2025	Local authority Marketing officers and analysts	Reporting from trlecommunications companies and national and regional Govt monitoring	Quarterly Reports to Project Board as above
	IP5	Rural in-fill procurement	Number of premises passed and service adoption rates	2020-2025	£20m	£5m	Reporting from telecommunications operators. Initial investment reporting to form part of contractual obligations	Procurement and finalise contracts by 2021; Followed by initial 2 year build build programme	SBCD Project Manager, Digital procurement Officer and Legal/State aid advisor	Tempates in contracts to provide evidence of premises passed;	Quarterly Reports to Project Board as above

BENEFITS REGISTER

 Project Name: **Digital Infrastructure**

Date: Aug-20

Responsible Officer/Register Owner:

xxxx

This Benefits Register will be reviewed regularly and will form part a standing Agenda on the Project Board.

Note: All the benefits in the Strategic Case and Economic Case must be accounted for within the Benefits Register - this includes the Economic Appraisal for the Preferred Option.

This Register should cover all benefits - Financial, Non-Financial and Qualitative identified during the Implementation and Operational Phases of the project.

Benefit No:	Benefit Description	Benefit Target	Targeted End Achievement Date	Year Time Value			Data Sources	Activities Required/Critical Dates	Responsible Officer/Who will deliver it	How will it be evidenced	Reporting
				5yrs	10 yrs	15yrs					
<i>(unique no. in this register)</i>	<i>(including enabling project or activity)</i>	<i>Measurable Target - Expected level of change</i>	<i>Specific date when will the benefit be realised</i>	<i>(what benefits will be delivered over the 5yr, 10yr, 15yr period)</i>			<i>(what aspect of the project will give rise to the benefit - to facilitate monitoring)</i>	<i>(to secure the benefit)</i>			
OPERATIONAL PHASE											

QUANTITATIVE INDICATORS

Page 172	OP1	Gross new jobs directly created by the SBCD project	Direct employment in digital infrastructure deployment; Track employment levels in regional digital intensive industries; Track overall regional employment	15 years			Project Manager Monitoring Reports. Internal Management Information Systems' reporting data & HR records.	Ongoing from 2020	Project Lead	Project Manager project monitoring records. Floor/unit/building plans to show no of jobs that can be accommodated. Names of the businesses occupying the units/building/premises. Occupancy levels of buildings/no of businesses /jobs created in each business/total building & length of tenancies. Any documents to show that the jobs have been created and how many. Any other documents showing that these directly relate to the project - business' staff structure chart etc	Quarterly Reports to Project Board as above
	OP2	Gross Value Added (GVA)	Monitor investment levels in programme; Apply national benchmarks and multipliers to derive GVA	15 years		>£350m (£200m Connected Places, £150m rural)	Utilise national and regional digital impact surveys	Ongoing from 2020	Digital Project Office and Economic Development to Monitor		Quarterly Reports to Project Board as above
	OP3	Improve the quality of public service delivery by ensuring all public buildings are digitally connected facilitating improved efficiency and public access to services	In-house operational records for service availability and cost of service delivery	15 years			Service delivery reporting	Ongoing from 2020	Heads of Service to monitor service deliver and operational costs		Quarterly Reports to Project Board as above
	OP4	Cost savings to the public sector for digital connectivity	Telecommunications service providers and PSBA billing records	15 years			ICT infrastructure billing	Ongoing from 2020	ICT leads and network analysts	Monitor on-going ICT connectivity expenditure	Quarterly Reports to Project Board as above
	OP5	Stimulation of competition in digital services	Track operator and service provider presence in region; Benchmark services and tariffs	15 years			Monitoring of services and costs - benchmarked against national and regional service offerings	Ongoing from 2020	Network analysts and marketing officers	Ofcom reports, analysts reports, Welsh Govt monitoring	Quarterly Reports to Project Board as above
	OP6	Deliver economic benefits through the usage of digital infrastructure, notably increased efficiency and enhanced productivity.	Local authority and health boards operational reports	15 years			Industry surveys and case studies	Ongoing from 2020	ICT leads and Heads of service	Service delivery operational cost reporting	Quarterly Reports to Project Board as above
	OP7	Improve the quality of public service delivery by ensuring communities in remote areas have access to services		15 years			Monitor service access and delivery and benchmark against urban availability	Ongoing from 2020	ICT leads and Heads of service	Service delivery operational reporting	Quarterly Reports to Project Board as above
	OP8	Social cohesion and inclusion across the region to sustain communities		15 years			Monitor population levels, employment and migration from rural communities	Ongoing from 2020	Economic development officers, Community officers		Quarterly Reports to Project Board as above
	OP9	Stimulate economic growth by enhancing opportunities for employment	Business start up reports, inward investment by digital intensive industries	15 years			Monitor employment records, job creation and number of business start ups	Ongoing from 2020	Economic development officers, Community officers		Quarterly Reports to Project Board as above
	OP10	Innovation and ensuring the region is at the forefront of new service roll out and delivery	On-going monitoring of service availability from telecommunications industry	15 years			Liaise with wireless service providers. Monitor service availability and applications against national benchmarks	Ongoing from 2020	ICT leads, Economic Development	Surveys	Quarterly Reports to Project Board as above
	OP11	Environmental benefits (reduced transport congestion and lowered carbon footprint)	Transport monitoring reports and surveys	15 years			Survey commuting patterns; Monitor congestion	Ongoing from 2020	Transport Planning	Transport monitoring reports	Quarterly Reports to Project Board as above

BENEFITS REGISTER

Project Name: **Digital Infrastructure**

Date: Aug-20

Responsible Officer/Register Owner: xxxxx

This Benefits Register will be reviewed regularly and will form part a standing Agenda on the Project Board.

Note: All the benefits in the Strategic Case and Economic Case must be accounted for within the Benefits Register - this includes the Economic Appraisal for the Preferred Option.

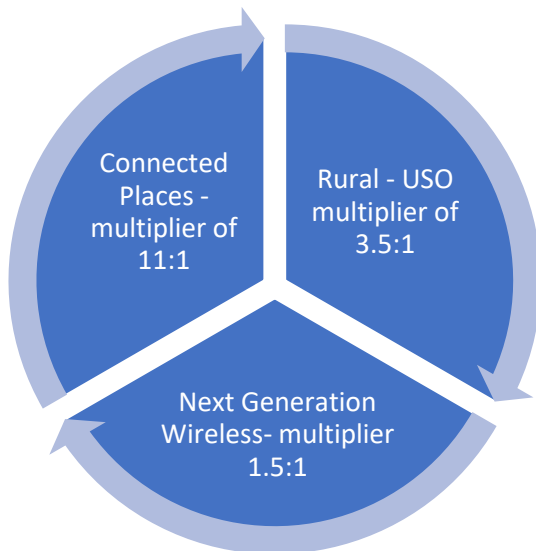
This Register should cover all benefits - Financial, Non-Financial and Qualitative identified during the Implementation and Operational Phases of the project.

Benefit No:	Benefit Description	Benefit Target	Targeted End Achievement Date	Year Time Value			Data Sources	Activities Required/Critical Dates	Responsible Officer/Who will deliver it	How will it be evidenced	Reporting
				5yrs	10 yrs	15yrs					
(unique no. in this register)	(including enabling project or activity)	Measurable Target - Expected level of change	Specific date when will the benefit be realised	(what benefits will be delivered over the 5yr, 10yr, 15yr period)			(what aspect of the project will give rise to the benefit - to facilitate monitoring)	(to secure the benefit)			
OPERATIONAL PHASE											
QUALITATIVE INDICATORS											
OP1	Digital transformation is accelerated in the Public Sector	Acceleration in transformation beyond current planning	15 years				Authority annual reports. Authority strategy documents	Ongoing from 2020	Authority ICT lead	Monitoring progress in transformation and interviews with digital leads	Authority reporting
OP2	Access to Public Services via digital services increases and improves	More access is made to wider services through digital channels	15 years				Authority annual reports. Authority strategy documents	Ongoing from 2021	Authority ICT lead	Monitoring progress in transformation and interviews with digital leads	Authority reporting
OP3	Access by rural populations to Public Services increases and improves	More access is made to wider services through digital channels	15 years				Authority annual reports. Authority strategy documents	Ongoing from 2021	Authority ICT lead	Monitoring progress in transformation and interviews with digital leads	Authority reporting
OP4	Loneliness and isolation reduces through digital access to services and information	General reporting of condition is reduced	15 years				Authority annual reports. Authority strategy documents	Ongoing from 2021	Authority ICT lead	Monitoring progress through Social Services	Authority reporting
OP5	Better integration across digital platforms	Single versions of digital truths that is mapped across many digital platforms	15 years				Authority annual reports. Authority strategy documents. Industry led integration of information sources and integrated applications	Ongoing from 2021	Industry players and Local Authority service providers	Ease of use across digital platforms and applications	Authority reporting
OP6	Access to remote health services	Telemedicine	5 years				Health Service reports and analysis of patient access	Ongoing from 2021	Health Trusts & GPs	More acceptance and use of digitally enabled remote health services	Authority reporting
OP7	Time savings in accessing goods and service for the public and SMEs	More access is made to wider services through digital channels	5 years				Authority reports and business reports	Ongoing from 2021	Industry players and Local Authority service providers	Monitoring progress in transformation and interviews with digital leads	Authority reporting
OP8	Access to educational material through digital infrastructure	More access is made to wider services through digital channels	5 years				Authority annual reports. Authority strategy documents	Ongoing from 2021	Education authorities	Monitoring progress in transformation and interviews with digital leads	Authority reporting

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Annex 4

Economic Impacts



Research into the benefit/cost ratios that apply to the three main headings vary for different interventions across different deployments of digital infrastructure, but all are positive in their impact. Considering the three main headings and applying a conservative aggregation interpretation of current figures to make them directly appropriate, the following applies;

Connected Places 11:1 multiplier – extrapolation from Regeneris Report – The Economic Impact of Full Fibre Infrastructure in 100 Towns and Cities.

Rural 3.5:1 multiplier – UK Govt case for USO intervention & Superfast Cymru assessment

report.

Next Generation Wireless 1.5:1 multiplier – EC report on 5G impacts and TeliaSonera Inst, benefits of 4G Sweden and Estonia.

It should be noted that all three Digital Infrastructure deployment types above are complimentary and importantly amplify each other. Strong and widespread fibre deployments is a precursor for 4G-Adv and 5G, while many Use Cases are enhanced by the fact that they are able to deliver through both fixed and mobile applications and services.

It should be noted that there is so far a small body of evidence around the impact of 4G⁵⁶ and none related to 5G, simply because in the case of 4G it is a relatively new technology⁵⁷ and only **adds mobility** to the services available through fixed and WiFi services. For 5G, despite the hype, there is no concrete evidence as yet and it will be several years before research is available on this topic. For this reason, a very conservative multiplier has been adopted for

⁵⁶ Research in Australia gave a significant impact to 3G/4G availability, although not measured as a direct economic impact. The figures indicate a 10% uplift in productivity for businesses due to mobile broadband.
https://www.acma.gov.au/~media/Numbering%20and%20Projects/Report/pdf/Economic%20impacts%20of%20mobile%20broadband_Final%20pdf.pdf

⁵⁷ EE Provided a report estimating 0.7% uplift in GDP over the life of 4G mobile broadband.
https://ee.co.uk/content/dam/everything-everywhere/Newsroom/PDFs%20for%20newsroom/Capital%20Economics%20Report_ImprovingConnectivityNov2014.pdf

the Next Generation Wireless. If the hopes for 5G⁵⁸ do come to fruition, then the multiplier here is understated⁵⁹ by a factor of ten.

In all cases, the digital infrastructure deployment supported by SBCD will be of 'production standard', that is, it will be deployed as a long-term investment and service provider. It will deliver digital infrastructure that is fully integrated into the commercial base of connectivity in the region and not on the basis of short-term usage and impacts. In delivering this, it will be imperative to work with the private sector service providers for both fixed line and mobile operators and to integrate the Digital Infrastructure interventions with their networks and commercial operation.

Connected Places Case:

In the Urban /Economic Development Zones segment the Regeneris⁶⁰ analysis model has assessed the direct and indirect economic impacts of full fibre infrastructure over 100 UK cities. Specifically, in the Swansea Bay region, the modelled impacts of the direct benefits are >£200m against a projected investment for the region of £17m, a multiplier of 11. In fact, Swansea City itself has a multiplier of 20. These benefits are broken down as follows;

- Productivity improvements to businesses - 8%
- Start-ups – 9%
- Innovation - 8%
- Network build – 19%
- Enhanced teleworking and worker flexibility – 11%
- Household benefits – 45%

This assumes a build up as follows;

- services enabled: 1 year after the start of network build
- 35% adoption rate reached: after 5 years
- productivity benefits achieved: 1 year after adoption
- innovation benefits realised: 4 years after adoption.

Next Generation Wireless

There is little evidence available for the direct impact for better 4G coverage and as yet none for 5G, as it has not been deployed at this time in more than testbeds. Despite this, the general opinion of the industry is that 4G and 5G coverage is essential for both their general

⁵⁸ Deloitte report to UK Govt.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/714112/The_impacts_of_mobile_broadband_and_5G.pdf

⁵⁹ General support given in European Commission Report: Identification and quantification of key socio-economic data to support strategic planning for the introduction of 5G in Europe.

https://connectcentre.ie/wp-content/uploads/2016/10/EC-Study_5G-in-Europe.pdf

⁶⁰ Regeneris report on the Economic impact of Full Fibre

<https://www.cityfibre.com/wp-content/uploads/2018/03/The-Economic-Impact-of-Full-Fibre-Infrastructure-in-100-UK-Towns-and-Cities-12.03.18.pdf>

customer base and also industry and the service sector as a whole. Work undertaken for the EU in relation to 4G services being made widely available in Sweden and Estonia, has estimated a benefit ratio of 1.5:1. Bearing in mind the very large impacts of deploying full fibre, it must be remembered that 4G in particular is only enhancing benefits further due only to its mobility, not by adding new services. In contrast, 5G opens significant opportunities for new services and innovation.

Rural

A direct comparator in this case is the work undertaken by Ofcom to determine the business case for the introduction of a Universal Service Obligation⁶¹ so that every premise in the UK has connectivity at 10Mbps or above. This directly compares with the rural areas of the region. In their economic assessment, a benefit multiplier of 3.4-3.6:1 is set out. Independent research⁶² for BT undertaken to assess the impact of investment in rural connectivity for Northern Ireland gave the following;

Benefit Category	Absolute Benefit	Benefit Multiple (relative to cost)
Productivity Growth	£50m – £410m	0.3 – 2.7
Employment Benefits	£290m - £890m	1.9 – 5.9
Teleworking	£40m	0.3

Table 48 - Rural Connectivity Investment Impacts in NI

In effect this gives a range of benefit multiplier of between 2.5 and 8.9. However, as the economic impact undertaken for the USO is very recent and is more conservative, the 3.5:1 figure is preferred for the rural Digital Infrastructure.

Taking all three of the headings, it should be noted that all of the above are additive, that is, they offer integrated connectivity solutions that will enable wider services and innovation.

⁶¹ <https://www.ofcom.org.uk/phones-telecoms-and-internet/advice-for-consumers/broadband-uso-need-to-know>

A limit of £3,400 has been placed on any single connection, if the cost of connectivity is in excess of this, then a contribution will be required. It is also limited to customers who will NOT benefit from another publicly funded programme.

⁶² The analysis was the delivery of 30Mbps services across rural areas in NI, DotEcon report for BT

Annex 5

Success Factor Analysis Framework – Update to headings and review

The tables reflect the inputs from workshops held with SBCD working groups during workshops. The assessment is identified by the normal Red/Amber/Green arrangement, with the best choice represented by having the most green boxes.

Rural Options	Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk
<i>Do Nothing</i>	Does not meet any strategic plans from WG, Authorities or SBCD	Has No impact	Cannot be delivered as other intervention programmes cross over	Good as No Costs involved	Will drive supply chain to other regions and negatively impact other full fibre and 5G ambitions	Good as it would not interfere	Highest risk is terms of achieving the digital infrastructure goals
<i>Supply Side Engagement</i>	Corresponds to previous and current efforts	Historically not provided strong or measurable impacts	Corresponds to previous and current efforts	Low Cost - Small team	Suppliers respond to contact and sharing of data, but not a strong influencer of their objectives	Allows lobbying on both programme teams and supplier to create harmonised outputs	Low risk as based on influencing, not delivering
<i>Demand Stimulation</i>	Works through multiple streams for training and innovation support	Targeted stimulation gives higher success rates and allows broad brush sectorial improvements as well	Requires the use of existing skills, supported by supplier innovation actions, strong likelihood of success	Low Cost - Small team	Supply Chain investment cases are driven by revenue forecasts, improving the market size is positive for all	Will allow added leverage to interaces with other funding programmes and evidence to improve investment	Low risk as based on influencing, not delivering
<i>SBCD Procurement</i>	Will meet strategic goals	Investment will drive additional investment from the private sector, generally improves GVA	No guarantee of private sector take-up or additional investment	Large scale investments required	Reduces deployment costs, but does not solve the equation on low revenues for large investments	Other programmes are intervention funds to encourage the supply chain to action, not to support authority builds	Constant risk suppliers will not utilise any infrastructure offered
<i>Community Programmes</i>	Corresponds to previous and current efforts	Fragmented approach with limited take-up, localising any impact	Historically, very problematic as skills to execute do not exist in small communities	Fragmented approach removes any economies of scale	Fragmented approach removes any economies of scale for suppliers	Could be used to support other intervention programmes, but linkages not in place	Low numbers of successful deployments probable so high risk of limited success

Table 49 - Rural Options Assessment. Preferred choice, 'Demand Stimulation'

Connected Places	Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk
<i>Do Nothing</i>	Does not meet any strategic plans from WG, Authorities or SBCD	Has No impact	Cannot be delivered as other intervention programmes cross over	Good as No Costs involved	Will drive supply chain to other regions and negatively impact other full fibre and 5G ambitions	Good as it would not interfere	Highest risk is terms of achieving the digital infrastructure goals
<i>Supply Side Engagement</i>	Corresponds to previous and current efforts	Historically not provided strong or measurable impacts	Corresponds to previous and current efforts	Low Cost - Small team	Suppliers respond to contact and sharing of data, but not a strong influencer of their objectives	Allows lobbying on both programme teams and supplier to create harmonised outputs	Low risk as based on influencing, not delivering
<i>SBCD Asset Investment</i>	Aligns with UK, WG and SBCD. LFFN funding is directly equivalent	Investment will drive additional investment from the private sector, generally improves GVA	Private sector partnerships and investment are pre-requisite, success more likely	Leveraged investment with private sector. Costs also amortised over longer term (15y)	Supply Chain investment cases are more favourable due to anchor tenant model	Will allow added leverage to interaces with other funding programmes and evidence to improve investment	Timescales and level of invstment lead to higher risks, although many risks are shared with the supply chain
<i>SBCD Procurement</i>	Will meet strategic goals	Investment will drive additional investment from the private sector, generally improves GVA	No guarantee of private sector take-up or additional investment	Large scale investments required, but revenue opportunities from rental of assets	Builders of the assets would be positive, but they do not share any ongoing commercial usage risks	Would be seen as an in-fill to other programme funding rather than a competitor	Constant risk service providers will not utilise any infrastructure offered

Table 5038 - Connected Places Assessment. Preferred Option, 'Supply Side Engagement'

Next Generation Wireless		Aligned to Strategy	Economic Impact	Achievability	Affordability	Attraction to Supply Chain	Programme Compatibility	Risk
Next Generation Wireless	Do Nothing	Does not meet any strategic plans from WG, Authorities or SBCD	Has No impact	Suppliers will deploy 5G in Dense Urban anyway	Good as No Costs involved	Will drive supply chain to other regions and negatively impact other full fibre ambitions	Good as it would not interfere	Highest risk is terms of achieving the digital infrastructure goals
	Supply Side Engagement	Meets some of the strategic intents of UK, WG and SBCD	Unlikely to secure a wide deployment of services outside city centres over 5 years	Suppliers are in engagement mode as they try to build their own business case for 5G deployment	Low Cost - Small team	Suppliers respond to contact and sharing of data, but not a strong influencer of their objectives	DCMS 5G programmes likely to be aligned to SBCD strategy	Low risk as based on influencing, not delivering
	Undertake 'Future Telecom Infrastructure Review guidance	Would support all UK, WG, SBCD strategic intents around broadband and mobile broadband	Would offer a broad set of opportunities to stimulate uptake and innovation	Local Authorities highly recommended to implement, some central support available	Low Cost - Small team	Supply Chain investment cases are driven by revenue forecasts, reducing their costs of deployment is positive	Would not guarantee the delivery of 5G or IoT services within SBCD, but would be directly aligned to DCMS 5G funding	Low risk as based on influencing and cost reductions for the suppliers, no real delivery risks
	Funded Extension of 4G Coverage	Will meet Ofcom, DCMS and WG strategic goals	Coverage extensions only needed in more rural environments. Better this was left to fixed broadband to achieve	Direct funding would be problematic under State Aid as there are four MNOs	Depending on intervention model, a site can cost up to £200k to build and operate	Reduces deployment costs, but does not solve the equation on low revenues for large investments	There are no programmes currently in place	Constant risk suppliers will not utilise any infrastructure offered
	Funded Intervention for 5G and IoT deployment	Early adoption of 5G and IoT is a fundamental strategic aim for UK, WG and SBCD	Limited impact as deployments will be PoC rather than industrial scale roll-outs	Supply side would do all deployment, therefore low risk of failure to deliver the services. Uptake is a different issue	Joint funding with private sector and time-limited exposure	Supply side is seeking attractive Use Cases so is willing to engage and jointly innovate	Future programmes for 5G are imminent and these are likely to be closely aligned	Low numbers of successful deployments probable so medium level of success likely

Table 51 - Next Generation Wireless Assessment. Preferred Option, 'Undertake FTIR Guidance'

Annex 6

Summary of Financial Analysis – Assumptions and Sources

Financial Overview

Figure 1 presents a summary of the proposed budget for Digital Infrastructure Stream, segmented between Capital and Revenue Expenditure (Opex)

Stream	Proposed Budget	Capital	Revenue over 5 years
Rural	£25.5m	£20m	£5.5m
Connected Places	£20.0m	£19.5m	£0.5m
Next Generation Wireless	£9.5m	£7.5m	£2.0m
TOTAL	£55.0m	£47.0m	£8.0m

Numbers were derived from detailed bottom up cost modelling of addressing the requirements and needs of each of the respective streams. In the case of the rural stream the focus was to enhance broadband service provision in those areas where there is an absence of broadband provision or at a speed beneath a 30Mbps download. In the Connected Places the programme seeks to prioritise full fibre provision into the key urban centres and economic development zones across the region. The proposed budgets address these requirements. However, there is flexibility and the reach and depth of both programmes could be increased. This gives the programme flexibility to accommodate new funding sources. In contrast the Next Generation Wireless programme is targeted at the partial funding of key next generation wireless technology projects, which can also be scaled.

The key assumptions are as follows:

i) Rural

In the rural programme we have the following activities selected from the long list of options:

- Option 2; Supplier Engagement; £0.5m revenue budget (See Economic Case Option 2 – Table 23. and description in Option 2 table). The £0.5m is comprised of £100k/annum over a five-year period. Tasks to be undertaken include;
 - Briefing industry on regional plans and requirements
 - Lobby for inward investment
 - Promotion of region as test bed for new technologies and services
 - Arranging site visits, events etc
 - Providing single interface between industry and the regional public sector bodies and a point of contact for issues such as planning, way leaves etc
 - Co-ordination of programmes with UK Govt and Welsh Government
- Option 3; Demand Stimulation; £5m revenue budget (See Economic Case Option 3 – Table 23 and description in Option 3 table) . SBCD establish a local programme to increase user awareness and adoption of digital services across the entire population of SMEs and households. Activities would include:
 - PR and promotion
 - Establishment of case studies of benefits and usage
 - Engagement with local stakeholders such as business groups, community organisations etc
 - Events
 - Promotion of connection voucher schemes of UK and regional Govt
 - Engagement with suppliers
 - Engagement with local businesses and residents
 - Support and training programmes
 - Use of social media
 - Web based support
 - Provision of technical, commercial and legal support to community groups
- Option 4; In-fill procurement; The estimated gap in coverage in the SBCD following the interventions from Superfast Cymru and the Universal Obligation Fund is estimated at up to 3-5000 premises (see Economic Case; Option 4 SBCD In-Fill Procurement). As these are the most outlying rural sites, we have a cost per line of £5000 based on the remaining unserved premises in BDUK. If we take a mid-range figure of the estimated gap i.e. 4000 lines, we have a capital requirement of £5000 x 4000 = £20m.

ii) Connected Places

Detailed bottom up modelling was undertaken to derive the Total Capital Cost to link the public sector sites in the key development zones. As stated in page 88 a blend of Options 3- an investment in public sector owned duct infrastructure and Option 4, a procurement of commercial owned full fibre infrastructure should be undertaken. The blend of these two options will depend on supplier appetite to be defined in market testing with a total budget

of ceiling of £20m; £19.5m for network build and £0.5m to cover procurement and management costs.

In order to derive the costs a bottom up cost model was commissioned from their consultancy FarrPoint. Public sector site data was input to the model. The following approach was then taken. This model has been used by DCMS on a range of LFFN projects. Key assumptions are;

- The WAN requirements of the authorities will result in the build of a new duct and fibre infrastructure to serve all the sites centrally located Points-of-Presence (PoPs).;
- For the purpose of modelling, the PoPs are taken to be existing BT exchanges currently used to deliver the Council WAN connectivity
- A GIS tool was used to model an example network footprint, establish the routes over the UK road network, and capture route distances.
- The cost of the modelled network was estimated using standard industry benchmarks for civil and fibre infrastructure including: the cost of dig on roads, footpaths and soft verge including reinstatement, sourcing and installation of chambers, subduct, fibre cables, fibre joints, and including fusion splicing.
- For all sites, standard assumptions have been used to estimate a cost for work on the curtilage of each site including provision and installation of a small chamber and small splicing enclosure, a 20m soft dig outdoor with installation of a duct and sub-duct between the chamber and the building entry point, 10m internal cabling installation in existing containment, installation of a 4 fibre cable from external chamber to fibre termination point, termination of fibre on an existing rack and fibre patch panel or on a wall box.
- The cost model assumes a typical breakdown of work on road, footpath and grass verge.

iii) Next Generation Wireless

In the Next Generation Wireless stream, we have the following activities selected from the long list of options:

- Option 3 ; Will be executed under central SBCD mandate and management with a cost cap of £2.0m (see Economic Case Option 3 page 75) The thrust of the Telecoms Review and the Welsh Mobile Action Plan is to make it easier and cheaper for mobile operators to expand coverage and introduce new services such as 5G and IoT. Fundamentally, this requires SBCD, along with support from local authorities in allowing their asset usage and in addition streamlining the planning and implementation processes.
- Option 5: Do Something: Support for Specific 5G/IoT Projects (See Economic Case Page 79): Note the cost of the team to manage these projects is taken to be covered under Option 3. There is a requirement to for 5G/4G+ augmentation to SBCD projects and the scope of these and this will be undertaken via the procurement process. The public funding will be constitutes R&D, training, knowledge transfer, network support for projects. Private funding will be in form of R&D, infrastructure and network management.

Summary of Investment Sources and Benefits

The table below summarises the budget spend and investment sources along with associated benefits

Stream	Total Budget Spend (Revenue and Capital over 5 year)	Direct SBCD Capital Contribution	Direct SBCD Revenue Contribution	Other Public Sector Contribution	Direct Commercial Contribution	Additional Commercial Sector Pull through Investment	GVA Uplift over 15 years from Budget Investment
Rural							
Option 2; Supplier Engagement	0.5 (Note 1)	0.0	0.5	0.0	0.0	0.0	
Option 3: Demand Stimulation	5.0 (Note 2)	0.0	1.5	3.5	0.0	28.9	17.5
Option 4: In-fill Procurement	20.0 (Note 3)	6.0	0.0	10.0	4.0	20.0	70.0
Connected Places							
Options 3/4 Duct Investment /Procurement	20.0 (Note 4)	12.0	0.5	0.0	7.5	70.0	220.0

Next Generation Wireless							
Option 3; Infrastructure Review	2.0 (Note 5)	0.0	2.0	0.0	0.0		
Option 5: Support for Specific Projects	7.5 (Note 6)	2.5	0.0	0.0	5.0	3.0	11.3
TOTAL	55.0	20.5	4.5	13.5	16.5	121.9	318.8

Costs contributions

The key budgetary cost assumptions made are as follows:

Rural

- Note 1: All supplier engagement costs are borne by SBCD. See Option 2; Supplier Engagement; £0.5 revenue Budget (See Economic Case Option 2 – Table 23. and description in Option 2 table) The £0.5m is comprised of £100k/annum over a five-year period.
- Note 2: Demand stimulation costs are split between central SBCD and other public sector contributions. It should be noted that some of the local authorities already have their own staff and resources to undertake this task. In addition, some central demand stimulation activities will be borne by DCMS as part of its Rural Connectivity programme
- Note 3: Based on other projects rural infill investment is split as follows:
 - A 20% contribution from commercial operators based on BDUK experience in rural programmes such as Digital Scotland. This will be verified with Superfast Cymru
 - A 50% contribution for central and regional govt schemes, notably Rural Gigabit Connectivity Fund and Superfast Cymru. This is based on the region capturing £10m out of the allocated national budget of £200m from DCMS
 - 30% from SBCD. This is the balance of costs to address the requirements.

In addition, it should be noted that that it is central Govt policy that every premise will have a legal right to access broadband speeds of at least 10 Mbps

<https://www.gov.uk/government/news/high-speed-broadband-to-become-a-legal-right>

At the time of writing the operation of this funding it not known but it is likely that the region will benefit from further inward investment under this scheme. In addition, SBCD will be well placed to enhance the efficiency of this scheme in the region through its central co-ordination and demand stimulation activities

Connected Places

- Note 4: The split in costs between the commercial sector and SBCD will be determined during procurement. It is likely that the initial of direct commercial investment will be greatest in central Swansea. In other areas it will require greater public sector contribution.

The split of costs in LFFN projects of this nature have shown that that the public sector bears much of the cost of the initial project (typically 60%). This is because the initial project is solely to connect public sector sites due to state aid constraints. However, the commercial sector does acknowledge a contribution to the cost as it is able to commercialise the assets. In subsequent pull through investment, the commercial sector bears the full cost as it is based on build out to homes and business premises.

If the SBCD is directly procuring its own duct infrastructure to own and use it will bear all costs. If it is procuring a right to use over commercially owned infrastructure the commercial sector will bear some of the initial investment costs as it is able to commercialise these assets.

Based on this experience in other national programmes of this nature we forecast that SBCD invests £12m of capital plus an additional £0.5m to cover procurement and management overheads.

Next Generation Wireless

- Note 5: SBCD bears costs of compliance to infrastructure review
- Note 6: SBCD makes a 33% capital contribution to specific projects; In order for the effectiveness of the envisaged SBCD projects to be optimized there is a requirement to augment their access to wireless infrastructure and the scope of this and this will be undertaken via the procurement process. In addition, the programme will also work with the mobile industry to identify other key projects of benefit to the region. The public funding contribution will consist of R&D, training, knowledge transfer, network support for projects. Private funding will be in form of R&D, infrastructure and network management.

Pull Through Commercial Investment

Rural

- Demand stimulation activities increase NGA adoption by 17000 lines. This will be across the region, an industry benchmark cost per line of £1700 has been made. This is the benchmarked from Digital Scotland. These investment costs will be borne by the commercial sector.
- In the in-fill procurement Openreach is likely to make an initial contribution of up to 20% of project costs. A subsequent second wave of commercial investment will arise as unserved premises are connected in the areas and SBCD demand stimulation activities increase take up and demand. There are currently 23,000 white premises. If the SBCD and DCMS programmes establish FFIB in most of these locations and there is a 30% adoption rate, we can expect around 7000 new FTTP customers. At £3500/line the pull through investment will be >£20m.

A good example of the benefits of a programme is superfast Cornwall

<https://www.superfastcornwall.org/wp-content/uploads/2018/07/Superfast-Evaluation-Report-June-2018-Final-Issued-190618.pdf>

Up to March 2018 the Superfast programme delivered an estimated 3,490 new FTE jobs and a GVA uplift of £136,900,000. It also safeguarded 4,190 FTE jobs and £166,800,000 of GVA.

Connected Places

In Connected Cities experience in cities such as Aberdeen has shown a pull through multiplier. For example, in Aberdeen an initial £6m anchor tenancy project by Aberdeen City Council leveraged a further £40m of investment by City Fibre and Vodafone (<https://investaberdeen.co.uk/index.cfm?topNav=success-stories&subNav=case-studies&subsubNav=cityfibre-building-aberdeen%E2%80%99s-full-fibre-future>).

A similar benchmark is the recently announced programme of investment by City Fibre. City Fibre has core metro networks in 42 UK towns and cities, which will be extended to

customer premises in order to deliver consumer FTTP services. CityFibre estimates that the total capex costs of this deployment will be in the region of £500-£700m.

Based on £12m of SBCD investment, a long term pull through investment contribution of >£70m can be expected.

Next Generation Wireless

In June 2015 the UK Govt published its definitive report on the impact of Mobile Broadband and 5G;

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/714112/The_impacts_of_mobile_broadband_and_5G.pdf

'There is a clear consensus that mobile broadband technologies have brought significant benefits for consumers, businesses and the wider economy. Studies show that mobile broadband is associated with positive impacts for the economy, such as higher GDP and employment. Underlying this effect are the investments made by mobile network operators and the impacts these investments have had throughout the supply chain, as well as productivity improvements from employees having access to more advanced mobile connectivity. Additional impacts on consumers include benefits from access to a range of innovative apps and services powered by mobile broadband.'

Annex 7

Digital Infrastructure Programme Investment Overview

Digital Infrastructure

Programme Financial Overview

Estimated Programme Income and Expenditure Appraisal

Expenditure	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
Capital	£ 2.00	£ 17.00	£ 14.00	£ 11.00	£ 7.50	£ 51.50
Revenue	£ 0.50	£ 1.20	£ 0.70	£ 0.70	£ 0.70	£ 3.80
Total	£ 2.50	£ 18.20	£ 14.70	£ 11.70	£ 8.20	£ 55.30
Funding						
Swansea Bay City Deal Grant	£ -	£ 8.50	£ 7.50	£ 4.50	£ 4.50	£ 25.00
Public Sector (Central Government Grants)	£ 2.50	£ 3.20	£ 2.70	£ 2.70	£ 2.70	£ 13.80
Private Sector	£ -	£ 6.50	£ 4.50	£ 4.50	£ 1.00	£ 16.50
Total	£ 2.50	£ 18.20	£ 14.70	£ 11.70	£ 8.20	£ 55.30

Income and Expenditure Forecast

Expenditure	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	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 Expenditure			2.00	17.00	14.00	11.00	7.50									51.50
Revenue Expenditure			0.50	1.20	0.70	0.70	0.70									3.80
Total			2.50	18.20	14.70	11.70	8.20									55.30
Funding																
City Deal			-	7.47	1.87	1.87	1.87	1.87	1.87	1.87	1.35	1.24	1.24	1.24	1.24	25.00
Public Sector			2.50	3.20	2.70	2.70	2.70									13.80
Private Sector			-	6.50	4.50	4.50	1.00									16.50
Total	-	-	2.50	17.17	9.07	9.07	5.57	1.87	1.87	1.87	1.35	1.24	1.24	1.24	1.24	55.30

Funding Profile

Project	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	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
Regional Digital infrastructure	1.87	1.87	1.87	1.87	1.87	1.87	1.87	1.87	1.87	1.87	1.35	1.24	1.24	1.24	1.24	25.00

Expenditure and Funding Profile

	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	Total
Expenditure	-	-	2.50	18.20	14.70	11.70	8.20	-	-	-	-	-	-	-	-	55.30
Funding	-	-	2.50	17.17	9.07	9.07	5.57	1.87	1.87	1.87	1.35	1.24	1.24	1.24	1.24	55.30

Total Funding Allocation	Total (£)	Total (%)
City Deal	£ 25.00	45%
Public Sector	£ 13.80	25%
Private Sector	£ 16.50	30%
Total Funding Allocation	£ 55.30	100%

Digital Infrastructure

Estimated Project Expenditure Appraisal

Capital Expenditure (Estimated)

Rural

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	3.00	2.00	1.00	4.50	10.50
Central Government Grants	2.00	2.00	2.00	2.00	2.00	10.00
Private Sector	-	1.00	1.00	1.00	1.00	4.00
Total	2.00	6.00	5.00	4.00	7.50	24.50

Connected Places/ Economic Development Areas

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	4.00	5.00	3.00	-	12.00
Central Government Grants	-	-	-	-	-	-
Private Sector	-	2.50	2.50	2.50	-	7.50
Total	-	6.50	7.50	5.50	-	19.50

Next Generation Wireless

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	1.50	0.50	0.50	-	2.50
Central Government Grants	-	-	-	-	-	-
Private Sector	-	3.00	1.00	1.00	-	5.00
Total	-	4.50	1.50	1.50	-	7.50

Capital Expenditure Total

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	8.50	7.50	4.50	4.50	25.00
Central Government Grants	2.00	2.00	2.00	2.00	2.00	10.00
Private Sector	-	6.50	4.50	4.50	1.00	16.50
Total	2.00	17.00	14.00	11.00	7.50	51.50

Revenue Expenditure (Estimated)

Rural

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	-	-	-	-	-
Central Government Grants	0.45	0.40	0.15	0.15	0.15	1.30
Private Sector	-	-	-	-	-	-
Total	0.45	0.40	0.15	0.15	0.15	1.30

Connected Places/ Economic Development Areas

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	-	-	-	-	-
Central Government Grants	0.05	0.30	0.05	0.05	0.05	0.50
Private Sector	-	-	-	-	-	-
Total	0.05	0.30	0.05	0.05	0.05	0.50

Next Generation Wireless

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	-	-	-	-	-
Central Government Grants	-	0.50	0.50	0.50	0.50	2.00
Private Sector	-	-	-	-	-	-
Total	-	0.50	0.50	0.50	0.50	2.00

Revenue Expenditure Total

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	-	-	-	-	-
Central Government Grants	0.50	1.20	0.70	0.70	0.70	3.80
Private Sector	-	-	-	-	-	-
Total	0.50	1.20	0.70	0.70	0.70	3.80

Total Expenditure (Estimated)

Rural

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	3.00	2.00	1.00	4.50	10.50
Central Government Grants	2.45	2.40	2.15	2.15	2.15	11.30
Private Sector	-	1.00	1.00	1.00	1.00	4.00
Total	2.45	6.40	5.15	4.15	7.65	25.80

Connected Places/ Economic Development Areas

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	4.00	5.00	3.00	-	12.00
Central Government Grants	0.05	0.30	0.05	0.05	0.05	0.50
Private Sector	-	2.50	2.50	2.50	-	7.50
Total	0.05	6.80	7.55	5.55	0.05	20.00

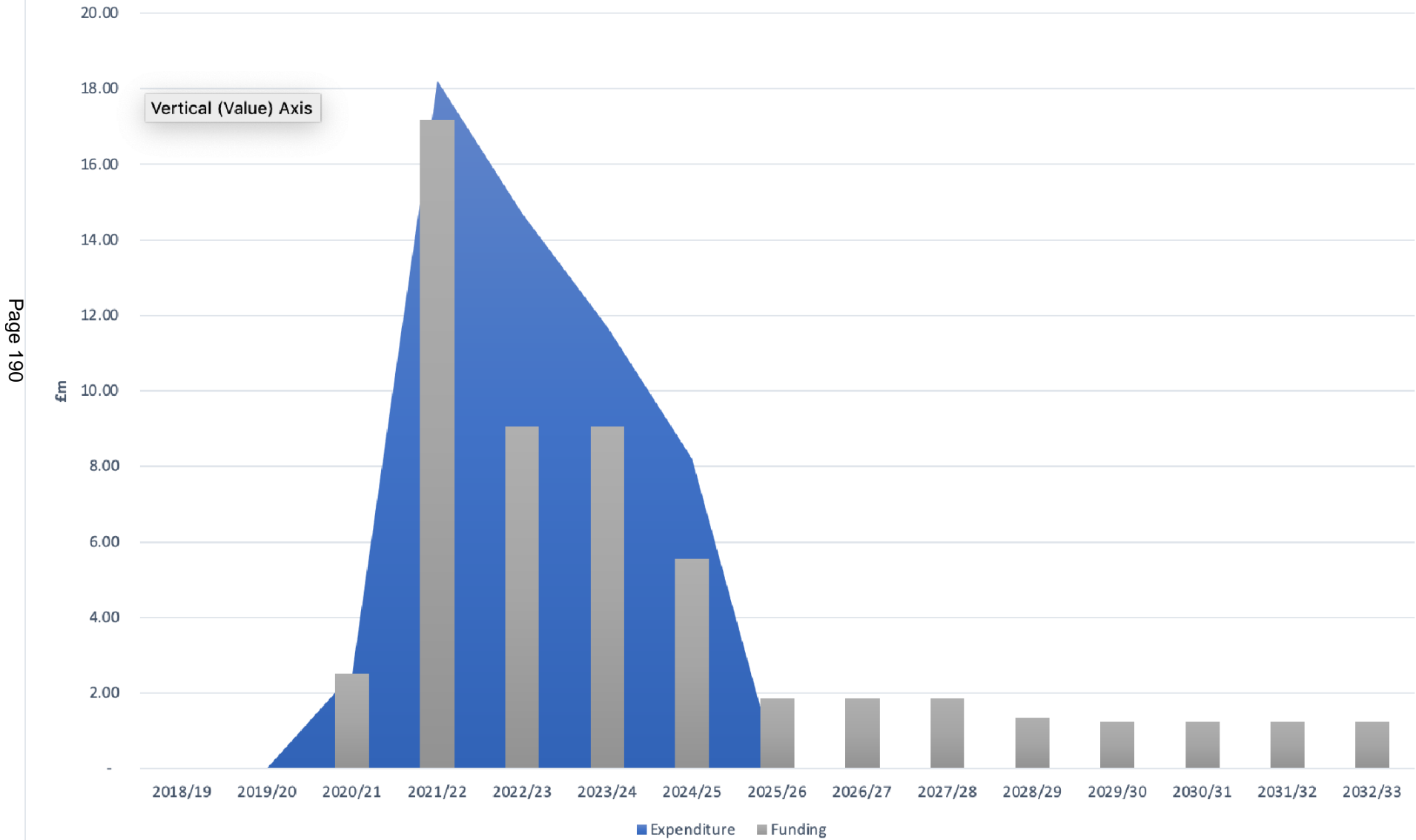
Next Generation Wireless

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	1.50	0.50	0.50	-	2.50
Central Government Grants	-	0.50	0.50	0.50	0.50	2.00
Private Sector	-	3.00	1.00	1.00	-	5.00
Total	-	5.00	2.00	2.00	0.50	9.50

Total Expenditure

Description	Year 1 (20/21) (£m)	Year 2 (21/22) (£m)	Year 3 (22/23) (£m)	Year 4 (23/24) (£m)	Year 5 (24/25) (£m)	Total
SBCD	-	8.50	7.50	4.50	4.50	25.00
Central Government Grants	2.50	3.20	2.70	2.70	2.70	13.80
Private Sector	-	6.50	4.50	4.50	1.00	16.50
Total	2.50	18.20	14.70	11.70	8.20	55.30

Income and Expenditure Analysis



Annex 8

Digital Infrastructure Programme Board Terms of Reference

Digital Infrastructure Project Board Terms of Reference

Release

Function	Name	Position	Date
Author	Gareth Jones	Digital Infrastructure Manager	08.10.20
Approver	Jason Jones	Senior Responsible Owner	09.10.20

Version Control

Version	Date	Prepared by	Summary of Change
3	08.10.20	Gareth Jones	Terms of reference document migrated over from previous document to Project/Programme Terms of Reference Guidance Template provided by SBCD Regional Office.

Document Owner

Name	Position
Jason Jones	Senior Responsible Owner

1. Background

The Digital Infrastructure Project of the Swansea Bay City Deal is an investment in the Digital Connectivity and associated Telecommunications Infrastructure of the region. This includes but is not limited to full fibre fixed connectivity and associated infrastructure, 4G, 5G and Internet of Things wireless networks. It is in essence the deployment of enabling technology that will allow quality digital services to be delivered and accessed over fixed line networks or wireless networks.

The Project will deliver the essential underlying Infrastructure required to support and underpin the regions broader Digital Strategy. It will help to ensure that the region is equipped with future-proofed Digital Infrastructure that will provide the transformative foundations for City Deal interventions and wider regional growth. The Project will also help to ensure social inclusion and cohesion in a post Covid19 world.

This ultra-fast ultra-reliable connectivity will help to ensure that the region capitalises on opportunities to accelerate economic growth and establish itself as a centre of excellence in the key sectors of; energy, life science and well-being and smart manufacturing. Future proofed Digital Infrastructure will help will create a paradigm shift in the design, development, and application of technology within these key sectors across the region.

The breadth and quality of digital infrastructure available in Wales has fallen behind that found in many other parts of the UK. This is compounded by the fact that there are significant differences within Wales itself. The reasons for this do not only rest with the topology of the region and the fact that it is heavily rural, it is a deeper issue related to digital awareness, affordability and commercial appetite for investment by the communications service providers (CSPs).

There is broad and proven recognition that the provision of digital services drives economic growth and enables social inclusion and cohesion. There is also a growing recognition that the availability of world class digital connectivity stimulates innovation and the creation of new business streams. The clear conclusion is that the Swansea Bay City Deal (SBCD) must address any shortfall in the availability of digital connectivity in the region. It must invest in digital connectivity to obtain a competitive advantage and it must also drive the uptake and quality of those services that are already available.

Improving the Digital Infrastructure of the region is critical¹ as it has suffered from a lack of commercial investment that has consequently resulted in an underlying gap in delivery capability. These gaps need to be closed in order for the SBCD and the region as a whole to achieve its goals. The proposed programme of work will lead to:

¹ Many policy documents and strategic intents from both the UK and Welsh government attest to the criticality, see section 1.5

- An increase in local productivity and employment
- An uplift in the region’s attractiveness for both the telecommunications industry and subsequent inward investment by highly skilled digitally intensive industries
- An enhanced ability to deliver local services, notably education, health, and transport
- Environmental benefits through the facilitation of teleworking and enhanced traffic management
- A reduced gap in access to digital services across the region, notably to isolated communities
- Enabling digital transformation across the public and private sector
- Ensuring the cities and development zones of the region obtain a competitive advantage against other parts of the UK.

The region is not homogenous in its requirements and challenges and the investment priorities need to reflect this. In order to give a focus on the region’s needs, and the manner in which they can be met, three intervention areas have been identified to be delivered through the Digital Infrastructure project. These are:

Intervention	Description
Connected Places	This is regional support that will increase the availability of fibre to the premise in key urban areas. Mainly targeted at existing industrial areas and economic growth zones to provide world class connectivity
Rural Connectivity	Intervention where there is shortfall in existing or planned investment to ensure as many rural premises as possible in the region has access to a minimum broadband service, currently considered to be 30Mbps
Next Generation Wireless	This is focussed on the provision of next generation wireless connectivity in the form of 5G and IoT networks. The use cases and business models for these technologies is still to emerge, but supporting early adoption and stimulating innovation within the regions SMEs will ensure that the region stays at the forefront of deploying this technology

Each area deals with a different regional challenge and calls upon different mixes of digital infrastructure to overcome them. However, all are complimentary and interdependent and together provide the underlying infrastructure for the SBCD to address its goals.

The project is a collaboration between all partners of the City Deal and wider stakeholders across the region. The Project Management Office is hosted by Carmarthenshire County Council.

Prior to its re-establishment in March 2020 the Digital Project delivered several workshops and engagement sessions with various local, regional and national partners and stakeholders. Those engagements informed the production of a draft Digital Infrastructure Project Business Case in Spring 2019.

Since the Projects re-establishment in March 2020 a significant amount of local, regional, and national engagement has taken place with multiple stakeholders. The draft business case has been re-evaluated, amended, and developed to accurately reflect the needs and wants of the region, to articulate the project proposal and how it will be delivered.

A Digital Infrastructure Project Management Office (DIPMO) has been established to lead the development and operational delivery of the Digital Infrastructure Project on behalf of the region. This DIPMO is led by an experienced and qualified Digital Infrastructure Manager who, along with future DIPMO staff, assumes overall responsibility for the development of the project, including management of aims and objectives, benefits realisation, risk, finance, timeline and governance. All links to external partners providing consultancy, contractor commissioning and infrastructure deployment will be made through the designated representative of the DIPMO.

The DIPMO will lead the development and submission of a 5-case business plan to draw down £25 million of Swansea Bay City Deal funding to deliver the Project. Delivery and implementation of that Business Case is the responsibility of the DIPMO.

A degree of flexibility and agility is built into the overall Digital Infrastructure Business Case and programme governance of the City Deal. This helps to ensure the region is in a strong position to react to changing priorities and emerging opportunities in relation to Digital Infrastructure provision and deployment.

If and when additional funding opportunities and workstreams become available in relation to Digital Infrastructure, the DIPMO will create an outline proposal for consideration, firstly by the DIPMO then by the City Deal's Regional Programme Board.

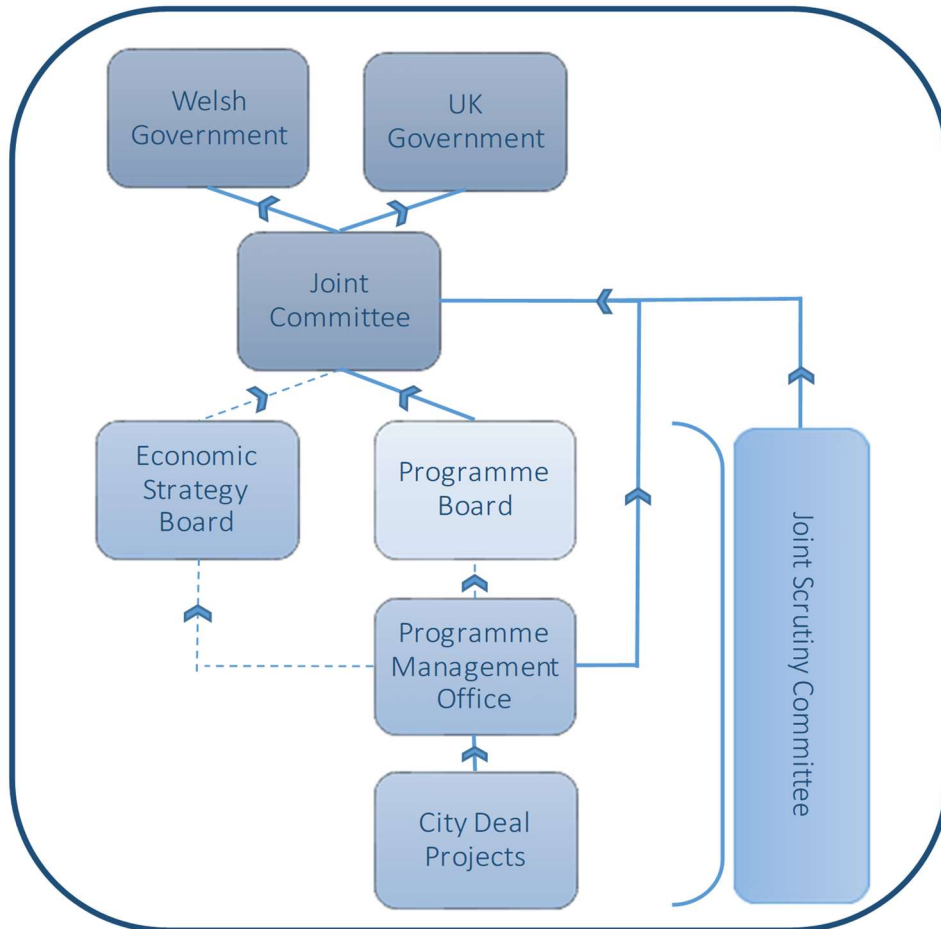
2. Remit

The Digital Infrastructure Project Board's key remit is to support the Senior Responsible Owner (SRO) in providing management oversight for the project. The Project Board will,

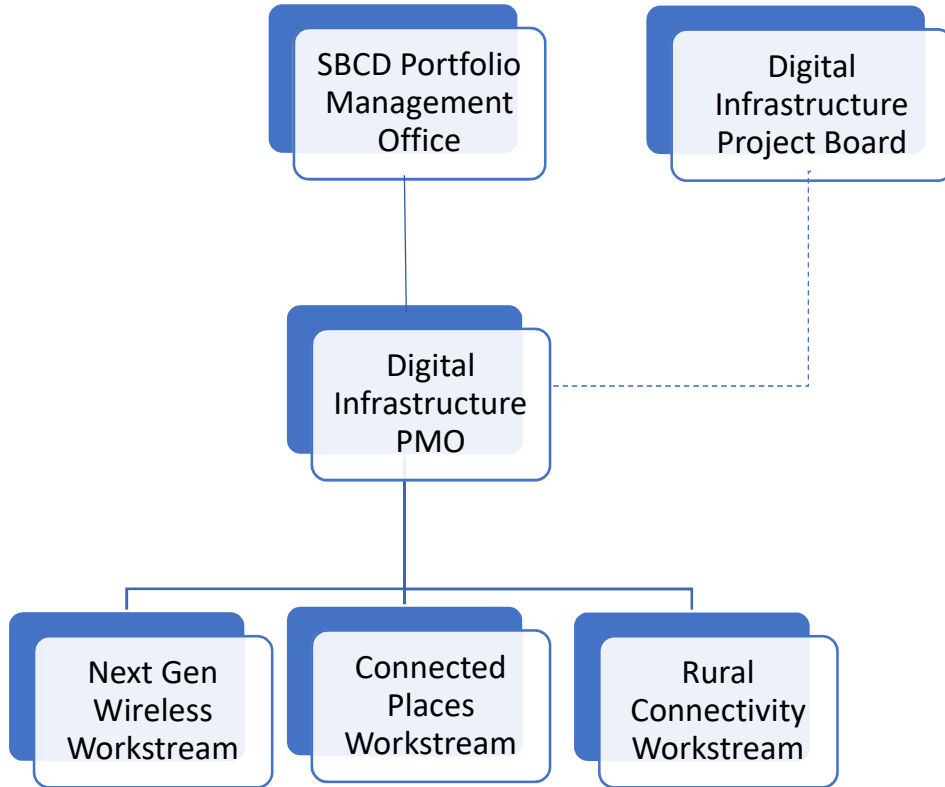
- Secure funding and approval for the project. Where required this includes developing and updating a business case in accordance with the Green Book and Building Better Business Cases Guidance, submitting this for approval by the SBCD PoMO and regional governance groups prior to the submission of a business case to Welsh and UK Government for approval. The board will ensure that the business case is developed in accordance with the requirements, expectations and timescales of the Welsh Government and UK Government.
- Liaise with stakeholders across the region as necessary to ensure the project is aligned with the strategic direction of the SBCD, the SBCR and relevant oversight bodies.
- Provide the resource required to enable the project delivery.
- Monitor the project performance against the key project investment objectives and controls to ensure it remains on track to deliver successfully against these. This includes providing support to the development of plans to address forecast deviations from agreed baselines and/or managing contingencies and agreeing (within its delegated authority) changes to agreed baselines.
- Provide support to the project to resolve key issues and to manage the key project risks and opportunities in a timely manner.
- Provide direction and guidance to the development and delivery of the project outputs so that these deliver the key requirements of the stakeholder community, including (though not exclusively) the end-users, where appropriate providing advice and guidance on the relative priority of these and ensuring the highest priority/highest value requirements are delivered as early as reasonably practicable in the project delivery.
- Consider if the expected project benefits (outcomes and impact) are still achievable and whether the value of these is worth the outstanding project investment. This may include identifying and considering external factors that may diminish (or enhance) the expected benefits of the project.
- Monitor and approve all project outputs as complete and in accordance with the agreed scope and quality standards.
- Ensure the project outputs are handed over to the appropriate Business Owner(s) and the necessary transition plans (including change management activities, training, and support plans) are in place to enable these to be sustainably transitioned into operational use.
- Monitor the realisation of the expected benefits (outcomes and impact), including identifying any unintended consequences of the project and providing guidance and support as required to maximise the realisation of the expected benefits and to mitigate the impact of any unintended consequences.

3. Governance Structure

3.1 Swansea Bay City Deal overarching portfolio governance structure



3.2 Digital Infrastructure Project governance structure



4. Delegation of Authority

The Digital Infrastructure Project Board delegates all operational responsibility to the SRO and Project Management Office. The Project Management Office will be responsible for the management of the Project and individual work streams established to develop individual components of the Project and relevant associated technical subgroups, to include:

- Connected Places
- Rural
- Next Generation Wireless

Strategic and operational oversight is delegated from Project Board to the PMO. The PMO will ensure that there is inclusive membership of all groups and that engagement is maintained with all stakeholders throughout the process. The Project Manager is to facilitate work stream integration, identifying areas of joint working potential, duplication, and synergy.

The Project Management Office will escalate issues through to Project Board for discussion and decision making.

5. Board Membership

- Senior Responsible Owner – Jason Jones, Head of Regeneration, Carmarthenshire County Council
- Digital Infrastructure Project Manager – Gareth Jones, Swansea Bay City Deal
- Simon Brennan, Head of Property & Regeneration, Neath Port Talbot County Council
- Lee McSparron, Head of ICT, Pembrokeshire County Council
- Sarah Lackenby, Chief Transformation Officer, Swansea County Council
- Mike Day, Chief Digital Officer, Swansea University
- James Cale, Director of Digital Services, University of Wales Trinity St David
- Anthony Tracey, Assistant Director of Digital Services, Hywel Dda University Health Board
- Matt John, Associate Director of Digital Services, Swansea Bay University Health Board
- Swansea Bay City Deal Economic Strategy Board observer – Open invitation

- Welsh Government (Ad Hoc) – Adam Butcher, Digital Infrastructure, Welsh Government
- UK Government (Ad hoc) – Paul Wilson, Project Director, Building a Digital UK

- Finance (Ad Hoc) – Richard Arnold, Finance Manager, Swansea Bay City Region
- Communications (Ad Hoc) – Greg Jones, Communications Officer, Swansea Bay City Deal
- Procurement (Ad Hoc) – Julian Lewis, Principal Procurement Officer, Carmarthenshire County Council

6. Agenda

1. Review of outstanding actions
2. Review of Project Highlight Report
3. Project schedule
4. Risk register
5. Integrated assurance and approval plan
6. Outputs and benefits register
7. AOB (TBA)

7. Ways of Working

7.1. Frequency of Meetings

Digital Infrastructure Project Board meetings to take place on a bi-monthly basis.

Frequency to be continuously reviewed.

7.2. Inputs & Pre-Meeting Arrangements

All relevant documentation to be released at least 3 working days prior to Project Board meetings.

7.3. Outputs & Post-Meeting Arrangements

Minutes of the meeting, including updated Actions & Decisions Log to be shared with all Board members within one week of each meeting.

Economic Strategy Board Report to Joint Committee on the Digital Infrastructure Programme business case.

Background:

This report contains specific Economic Strategy Board (ESB) feedback on the **Digital Infrastructure Programme**.

The ESB first received a presentation from the Digital Infrastructure Programme at its meeting on 12 March 2020.

In addition, the ESB held a workshop with the Digital Infrastructure project manager on 4th June 2020 ahead of the full business case being formally presented to the Economic Strategy Board on **10th September 2020**.

This has enabled the ESB to engage in focused discussions with project delivery and authority leads around the opportunities and concerns that the ESB has identified in relation to the project.

The ESB, in their advisory capacity to the Joint Committee, is dedicated to offering further support and assistance in addressing these opportunities and concerns, drawing on their specialist knowledge and expertise to ensure maximum impact of the City Deal is realised. The ESB will monitor the progress and impact of the project and report as required to the Joint Committee.

The ESB therefore concludes that there are no significant issues that could **prevent or significantly impede** the delivery of the project and is encouraged by the additional opportunities to work collectively to identify innovative solutions and further the positive impacts of the project.

Conclusion

The ESB formally recommend the Digital Infrastructure Programme. In addition, we have recommended a number of opportunities that could be considered going forward.

Areas of Opportunity

It is recommended that the project team should:

- Open discussions with Swansea University regarding their aspirations for connectivity across the SA1 Campus.
- Carry out an assessment of the potential benefits that can be achieved via procurement, especially opportunities for local supply chain development, given the national suppliers involved in the digital infrastructure arena.

<p>Strengths – e.g. why does the project demonstrate good value for money?</p> <ul style="list-style-type: none"> • Clear need for regional investment in Digital Infrastructure and Connectivity. • Clear evidence of the positive economic and social impact that fast, reliable connectivity delivers. • Clear evidence of a positive return on investment from investment in Digital connectivity. • The Project complements, underpins and strengthens existing and future investment in connectivity infrastructure from both the public and private sectors. • The investment will play a significant role in ensuring the region has the necessary foundations for future economic and social prosperity. • There is clear evidence that Digital infrastructure and connectivity can act as a catalyst for significant inward investment. • The Project and its budget provides a springboard for the region to pursue further investment in Digital Infrastructure. 	<p>Weaknesses – e.g. where could the aspirations of the project go further?</p> <ul style="list-style-type: none"> • The Project budget is not adequate for addressing all the region’s Digital connectivity needs and aspirations. • The Project could go further on all workstreams if we want to give ourselves a significant competitive advantage in comparison to other City Regions and growth deals. • An ambitious regional Digital Strategy would provide the clarity and direction for us to fully exploit this proposed connectivity infrastructure and realise the enormous potential for a truly connected, SMART, innovative region across the Swansea Bay footprint. • A lack of understanding across the region regarding current and future connectivity needs. • Meaningful engagement and communication with regional partners and stakeholders on this Project has improved, but needs to continue to increase.
<p>Opportunities – e.g. what are the key areas for greater investment?</p> <ul style="list-style-type: none"> • All 3 project workstreams present numerous opportunities for further investment to address all of the region’s needs and aspirations. • Other City Deal projects present significant opportunities for Digital innovation and the region could benefit greatly through true project collaboration. • The project and region would benefit from the production of an ambitious Regional Digital Strategy. A commitment has been made to do so as a priority. • Investment and support across the region in driving the uptake, adoption and awareness of Digital services would have a significant economic impact and complement the current project proposal greatly. • Significant opportunity for the Digital Infrastructure project to act as a catalyst for the creation of a truly SMART, innovative region. 	<p>Threats – e.g. what are the key risks which may prevent the project from achieving its outcomes?</p> <ul style="list-style-type: none"> • A lack of Supplier appetite to invest in Wales and/or the region. • Telecoms industry perception that Wales is not a committed and willing partner for alternative Telecoms investment and deployment. • A supplier preference to only invest in Swansea rather than the region as a whole. • Welsh Government and PSBA unwillingness to embrace alternative fibre builders. • A lack of understanding and/or commitment from regional partners to the success of the workstreams. • A lack of effective, meaningful collaboration amongst regional partners. • A potential conflict between the aspirations of City Deal and willingness of the region’s public sector to embrace new connectivity infrastructure.

Agenda Item 7



Special Swansea Bay City Region Joint Committee – 7 December 2020

Monthly Programme / Projects Update

Purpose:	To update Joint Committee on programmes / projects forming part of the City Deal programme
Policy Framework:	Swansea Bay City Deal
Recommendation(s):	It is recommended that Joint Committee: 1) Note the programme / project updates / progress being made
Report Author:	Jonathan Burnes, SBCD Programme Director
Finance Officer:	Chris Moore, Section 151 Officer, SBCD
Legal Officer:	Tracey Meredith, Monitoring Officer, SBCD

1. Introduction

A number of programmes / projects form part of the Swansea Bay City Deal programme.

These include:

- The Swansea City and Waterfront Digital District
- Pentre Awel
- The Life Science & Well-being Campuses project
- Homes as Power Stations
- Digital Infrastructure
- Skills & Talent
- Pembroke Dock Marine
- Supporting Innovation & Low Carbon Growth
- Yr Egin

Progress has been made on the progression of these projects since Joint Committee last met on November 12th, 2020.

2. Financial Implications

Financial implications are outlined within the business cases of each project. These are managed on a programme level through the programme risk register and issues log.

3. Legal implications

There are no legal implications.

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

Alignments to the Well-being of Future Generations (Wales) Act 2015 are outlined in each project's business case. The City Deal programme as a whole is also aligned to the Act and its seven well-being goals.

Background Papers: None

Appendices:

Appendix A: Swansea Bay City Deal programme / projects highlight report (November 2020)



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SWANSEA BAY
City Deal

Appendix A

Monthly Programme / Project Update

December 7th 2020



Digital Infrastructure

Project Partner Lead: Carmarthenshire County Council



Gareth Jones
Project Manager

Activities Completed

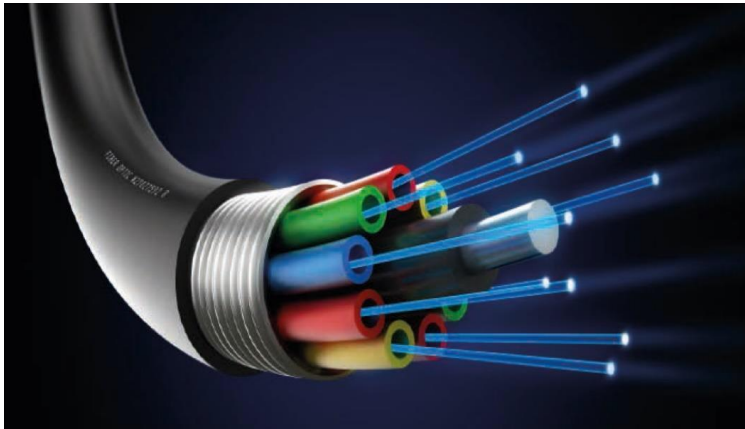
Business Case authorised and endorsed by the 4 Local Authorities of the region.

Business Case authorised and endorsed by City Deal Programme Board.

Business Case endorsed and supported by Economic Strategy Board.

External stage gate peer review conducted on the Programme with an outcome status of Amber/Green.

Additional representation obtained for Digital Programme Board from both Health Authorities and both Universities.



Activities Planned

Further Business Case amendments and strengthening following feedback from partners and stakeholders.

Business Plan submission to Joint Committee for consideration in November.

Preparation for resource recruitment.

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

Regional funding bid to supplement existing plans and resources from Welsh Governments Local Broadband Fund.



Risks

Policy decisions from Welsh Government (PSBA).

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

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.



Skills and Talent

Project Partner Lead: Carmarthenshire County Council



Jane Lewis
Project Manager

Activities Completed

Business Plan and supporting documentation presented to Economic Strategy Board in July 2020

Workshop held with Joe Flanagan, Advisor to Welsh Government, on the 5-Case Business Model to review the Business Plan

Page 207



Activities Planned

Workshop is planned with the project leads and training leads to review the Business Plan and strengthen the Economic Case in line with the 5-Case business model

Update of the Business Plan following the workshop and submit to Programme Board in December. Business Plan to go to all four regional Local Authorities for approval in January.

Business Plan submission to Joint Committee for consideration in January.



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



Homes as Power Stations

Project Partner Lead: Neath Port Talbot Council



Activities Planned



Formal submission of Business Case to PMO and Governments in November 2020

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

Workshop with key stakeholders to develop brand

Technical advisory group to be established



Activities Completed

Gateway review completed June 2020

Economic Case revised

Pathfinder development at Neath complete

HAPS regional Project Board established. Met on 5th November



Risks

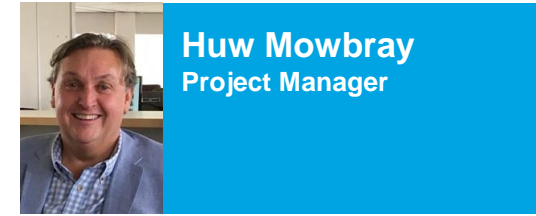
Unable to appoint project team until Business Case is approved

Issues

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



Swansea City & Waterfront Digital District



Project Partner Lead: City & County of Swansea



Cyngor **Abertawe**
Swansea Council

Activities Completed

Arena

Arena external box now watertight.

Virtual ministerial topping out ceremony held to celebrate reaching a key construction milestone.

New branding and letting website launched for arena.

Work is advancing on iconic bridge linking the arena site with Swansea city centre to be put in place early 2021

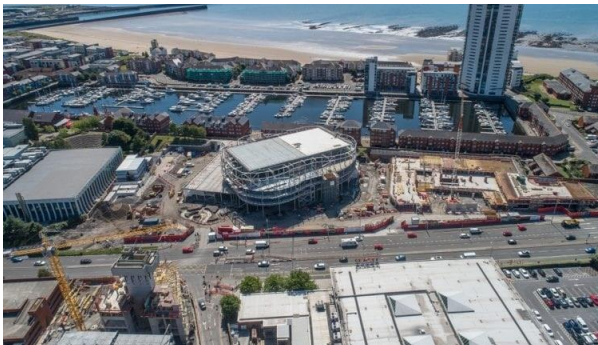
71/72 kingsway

Construction tender responses being analysed for 71/72 The Kingsway.

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 Q4 2020

Further detailed lettings discussions continue for 71/72 The Kingsway

Box Village

Pre application discussions on planning.



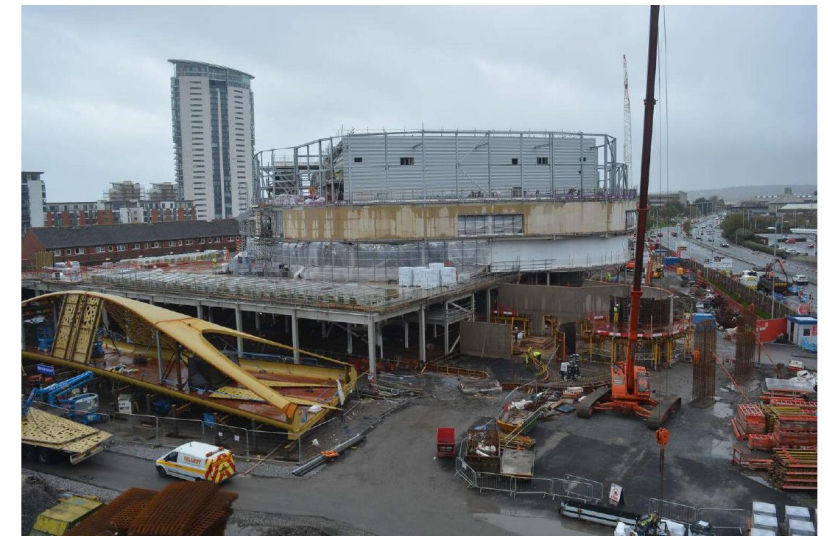
Risks

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

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 Regional Programme Management Office, Economic Strategy Board and Authority political structure, programme Board and unanimously approved by CCC Full Council in October 2010

External Gateway Review completed and submitted to Project Board.

MoU signed with Academic Partners

Ecology work completed.

Memorandum of Understanding prepared and issued to Financial Markets – one bid received



Activities Planned

Business case to be submitted to Joint Committee in November.

Procurement documents in preparation to secure a main contractor for Zone 1 Q4 2020. Specialist legal advice in place. Early market engagement with Framework contractors November.

Community Benefits workstream established to ensure optimisation of local procurement / supply chain opportunities.

Heads of Term Agreements in preparation with tenants.



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



Pembroke Dock Marine

Project Partner Lead: Pembroke Dock Marine Board



Tim James
Project Manager



Wave Hub



HWB MOROL
DOC PENFRO
PEMBROKE DOCK
MARINE

Activities Completed

Paper to WEFO, PCC & Crown Estate submitted on PDZ outputs – discussions ongoing but supportive to date. (IP4)

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)

MEW & MHPA hosted stand and session at WG Regional roadshow (OP11/12)

MHPA have supported an application to Innovate UK 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)

Activities Planned

Securing approval on co-funding and in principle support from WEFO and other key stakeholders on the revised PDZ outputs by 18th of November.

PDI and META Phase 2 planning applications both imminent (IP1/5B).

Establishing the formal project governance has commenced.



Risks

Ability to continue to deliver commitments while project funding agreements are being finalised and COVID management continues to draw stakeholder focus.

Issues

PDM partners, PCC and Accountable Body to agree and sign-off funding agreements.

Revised timings and outputs requires formal sign off prior to contract exchange.

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 project board met on 4th November



Activities Planned

Business Case revisions underway and due for formal submission to PMO and Governments in November 2020

Welsh Government / UK Government workshop planned for 12/11/2020

Industry Wales workshop with partners planned for Nov 2020

Critical Friend Review action plan in delivery phase



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

Masterplan of Singleton Campus site completed

Zoning and outline floorplans completed for Phase I at Singleton and Morriston

Outline costs completed for Phase I Singleton and Morriston

Collaborative research and innovation activities continue

Development of new skills provision under development

Synergies and differentiators between Pentre Awel and Campuses defined.

Activities Planned

Redevelopment of the Business Case in Q4 2020 for submission to the PMO

Obtain letters of support to evidence partner commitment to support outline business case

Progress structured private sector engagement activities/plan

Finalise feasibility studies with architects and cost consultants

Finalise commercial arrangements between City & Council and the Health Board



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

Issues

Communication of the project's evolution



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

Ministerial reporting session completed – Questions raised over evidence of demand for Phase 2 (See activities planned)



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

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

“Evidence of demand” study currently being commissioned



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



Agenda Item 8



Special Swansea Bay City Region Joint Committee - 7 December 2020

Q2 Financial Monitoring

Purpose:	To inform the Joint Committee of the year end forecast outturn position in respect of the Portfolio Management Office (PMO), Accountable Body, Joint Committee and Joint Scrutiny Committee administration functions
Policy Framework:	Swansea Bay City Deal Joint Committee Agreement
Recommendation(s):	It is recommended that Joint Committee: 1) The Joint Committee receive and review the Budget Monitoring report of the Swansea Bay City Deal
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 Accountable Body, Joint Scrutiny Committee and Portfolio Management Office functions of the City Deal Programme.

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 year end position, as at September 2020.

2. Financial Monitoring Report - Income and Expenditure

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.

2.2 Joint Committee and Accountable Body

The Joint Committee and Accountable Body expenditure forecast is estimated at £151k. 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 £454k. At present the PMO is not fully staffed, with three positions recruited awaiting commencement. These positions have been forecast with an assumed or agreed start dates. 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 £7k, fees in respect of consultant support for business case development £10.5k and expected marketing costs being incurred towards the latter end of the financial year £10k.

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.

3. 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 £482k. This results in an anticipated reserve of £722k at year end

4. Financial Implications

The forecasted year end out-turn position (as at September 2020) demonstrates a surplus of £482k, which will be transferred to the Swansea Bay City Deal ring-fenced reserve at the year end. Expenditure is forecasted at £656k, 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 total reserve at the year-end is estimates at £722k

5. Legal implications

There are no legal implications.


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

Alignments to the Well-being of Future Generations (Wales) Act 2015 are outlined in each project's business case. The City Deal programme as a whole is also aligned to the Act and its seven well-being goals.

Background Papers: None

Appendices:

Appendix A - Swansea Bay City Deal - Financial Monitoring Report 2020/21

 Joint Committee - Financial Monitoring Report Financial Year 2020/21 <i>as at September 2020</i>				
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	20,000	5,000
Section 151 Officer	-	54,244	54,244	-
Joint Committee and Accountable Body Total	12,278	189,309	151,079	38,230
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
Programme Management Office				
Salary (Inc. On-costs)	152,701	379,596	369,466	10,130
Recharges - Employee costs Grant (direct)	60,284	-	10,519	10,519
Staff Recruitment Expenses	3,105	-	-	-
Training of Staff	-	25,500	7,000	18,500
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	300	1,700
Staff Travelling Expenses	2,231	16,000	2,000	14,000
Admin, Office & Operational Consumables	-	2,500	-	2,500
Furniture	-	12,000	-	12,000
Fees	-	25,000	10,500	14,500
ICTs & Computer Hardware	-	10,000	4,000	6,000
Subsistence & Meetings Expenses	416	8,000	1,000	7,000
Conferences, Marketing & Advertising	7,143	50,000	10,310	39,690
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
Programme Management Office Total	257,789	581,204	454,022	127,182
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	656,116	162,126
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)	(481,734)	176,976
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)	(481,734)	
Balance Carry Forward - (Surplus) / Deficit		(240,204)	(721,938)	