

# 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 critical<sup>1</sup> 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:

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<sup>1</sup> 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  |
|---------------------------------|--|
| <b>Connected Places</b>         | 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  |
| <b>Rural Connectivity</b>       | 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 30Mbs   |
| <b>Next Generation Wireless</b> | 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.

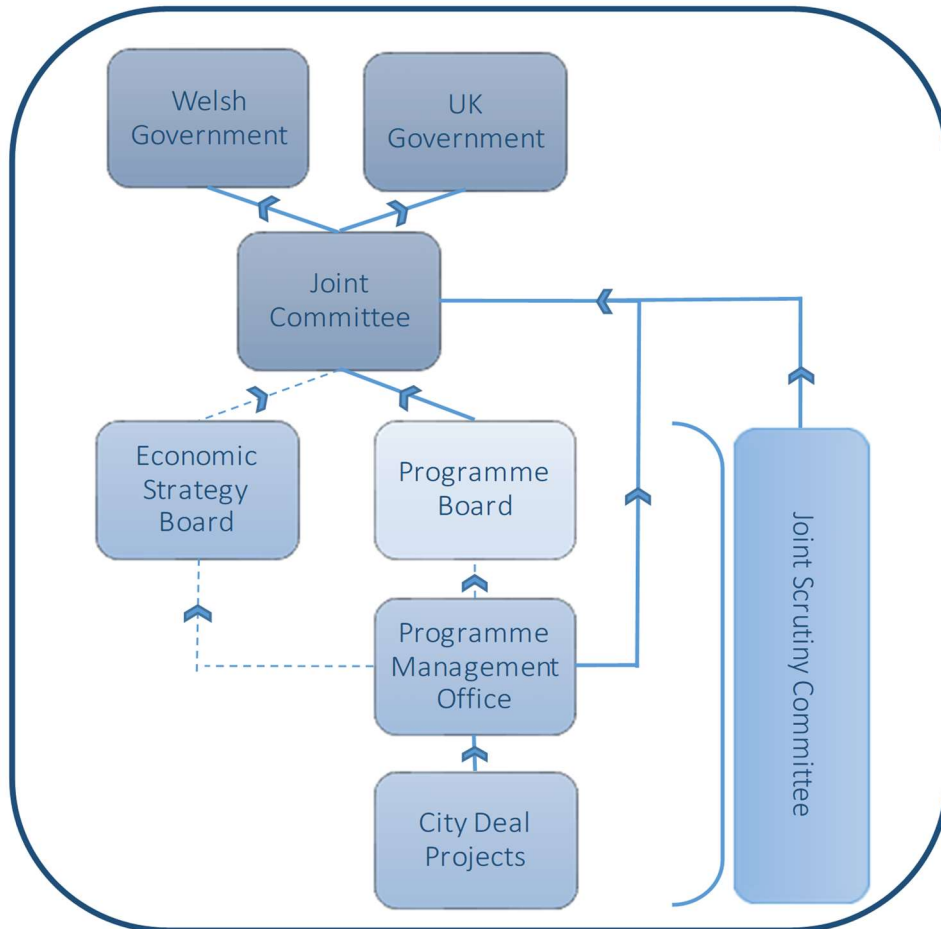
## 2. Remit

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,

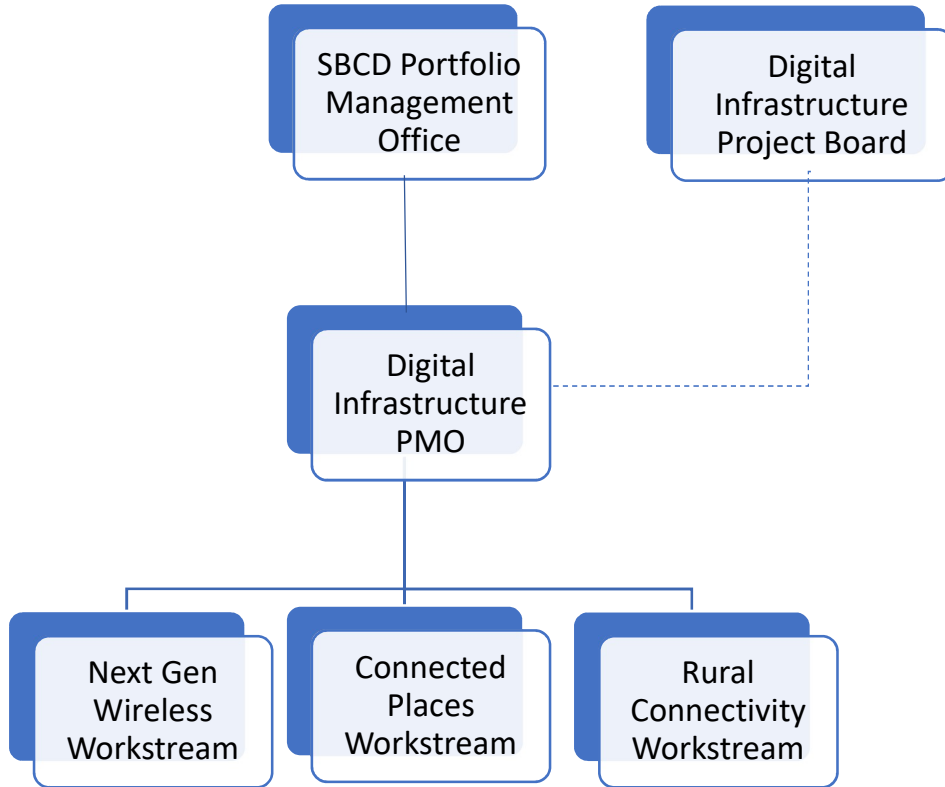
- Secure funding and approval for the project. Where required this includes developing and updating a business case in accordance with the Green Book and Building Better Business Cases Guidance, submitting this for approval by the SBCD PoMO and regional governance groups prior to the submission of a 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.