SBCD Portfolio RAG Status

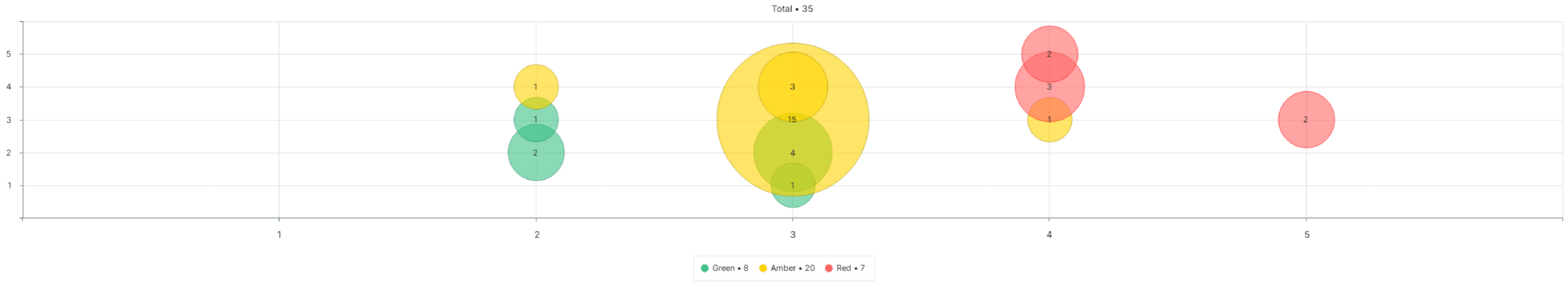Appendix A

Name ↑	RAG Delivery	RAG Scope	RAG Staffing/resource	RAG Finance	RAG Stakeholder Enagagement	RAG Overall Rating	
Campuses	Amber	Green	Green	Amber	Green	Amber	
Digital Infrastructure	Amber	Amber	Amber	Amber	Amber	Amber	
HAPS	Amber	Green	Red	Amber	Amber	Amber	
PDM	Amber	Amber	Amber	Amber	Amber	Amber	
Pentre Awel	Green	Green	Green	Green	Green	Green	
SILCG	Amber	Green	Green	Green	Green	Green	
Skills & Talent	Green	Green	Green	Green	Green	Green	
Swansea Waterfront	Amber	Green	Green	Red	Green	Amber	
Yr Egin	Green	Amber	Green	Amber	Green	Amber	

SBCD Red Issues

Issue ID	Date Ident...	Issue Rating	Name	Description	Owner	Escalation Re...	Follow on Actions	
SBCD025	14 Feb 22	Red	Delay in funding agreements being approved	Delay in funding agreements being approved	Finance	No	**Updates** **30/09/22** 8 out of 9 programmes / projects have now committed to the primary funding agreements Campuses currently being worked on with legal officers / partners with a view of being entered imminently. Secondary agreements currently being developed for Campuses, HAPS, Skills & Talent and Digital Infrastructure between Lead Authority and Lead Deliverer. **19/12/22** Digital Infrastructure current status of secondary funding agreement is that it's been to legal colleagues and is now being finalised ready for signatory **31/03/23** Campuses project continues to be delayed currently with the Lawyers in Swansea University and Swansea Council. Resolution in place and due to be completed imminently. PoMO to chase status of 3 Regional Programmes / Projects and their funding agreements.	
SBCD030	31 Mar 23	Red	Finance Manager	Time to recruit and onboard a replacement SBCD Finance Manager role is beyond expectation	PoMO	No		

Portfolio Risks

Total • 35

Green • 8   Amber • 20   Red • 7

Red Risks

Name	Residual Risk	Description
Private sector funding contribution/s not realised in line with business case projections	Red	Risk that private sector funding is not realised as per portfolio business case projections that will impact on the deliverability of outputs and outcomes with specific connection to jobs target of the SBCD
Increase in cost of construction	Red	Risk that cost of construction may increase impacting on budgets set out in Programme / Project Businesses resulting in an overspend
Welsh Government 2021 update of TAN) 15 development risk of flooding, coastal erosion & associated flood planning maps.	Red	Proposed updates to the TAN and maps have recategorised the vulnerability of certain developments, increased the extent of the flood maps and the ability of land owners and local authorities to potentially achieve planning permission and ultimately develop land affected by the 2021 updates.
In Year Underspend	Red	Having undertaken a reprofiling and baselining exercise across the Portfolio, there is a risk of an in year underspend of circa 10% of the portfolio value, however this has no effect on the overall investment of the Portfolio or the wider benefits and deliverables.
Slippage in delivery of programmes / projects against key milestones	Red	As all City Deal Business Cases have now been approved the risk that City Deal doesn't achieve the outcomes intended within the timescales agree due to slippage in delivery of programme against key milestones resulting in borrowing and recuperation not accurately reflecting spend. Has been re-assessed following the closing of Risk ID SBCD013.
Prog/Proj delivering all outputs and outcomes within the business case	Red	Risk that programmes and projects will not deliver elements of the business case resulting in depleted benefits being delivered. Currently funding agreements ensure that programmes and projects are committed to the delivery of business case objectives through the delivery of the outputs, however some of the business cases rely on the outcomes in order to realise the benefits within them. It is a risk if both outputs and outcomes are not delivered upon, however if an output or outcome is not attempted then the organisation will have failed to use best endeavours
Pressure on construction industry to meet demand of City Deal and other public sector procurements	Red	Construction Industry reporting issues across supply chains especially recruitment and response to tender calls due to inflationary pressures and market volatility. Particularly regarding the amount of contracts likely to be issued over the next year.

Active Change Requests

ID	Name	Description	
004	PDM Confirmation of PDI Completion Date	Change Notification Confirmation of PDI Completion Date	
003	Digital Infrastructure Change Notification	Change Notification Confirmation of Business Case Updates	
002	Swansea Waterfront	Change Notification Update Completion Date Swansea Arena Update Planned Completion Date 71/72	
001	Innovation Matrix Reprofile	Change Request Confirmation of Financial Reprofile Confirmation of revised Delivery Timeline	

Portfolio Gateway Review Action Plan

Task ↑	Date	% Comp	Comments	Actual Start	
Recommendation 1 - Ensure that individual Business Cases are maintained as live governance tools to keep pace with changing dynamics of the operating environment.	12 Jan 23	100%	1. Ongoing meetings between PoMO and programme / project leads re: development of business cases 2. Guidance on business case update process approved by Joint Committee on 10th November 3. Programme / project IAAPs being continually monitored and updated by PMs and reported quarterly to detail the business case updates schedule	10 Jan 23	
Recommendation 2 - Embed active monitoring of costs across the Portfolio and map against the benefits profiles, to inform any downstream prioritisation or re-phasing options.	12 Jan 23	100%	1. Monitoring schedule for quarters 2,3 and 4 in place for 2022/23 2. PoMO actively engage with PMs and SROs on the change management process. Individual meetings held with all SROs to provide feedback on current reporting quality and provide suggestions for consistency	10 Jan 23	
Recommendation 3 - Increase access to PoMO intelligence & data for individual Projects, to facilitate proactive analysis & options planning, tightening governance links	12 Jan 23	100%	1. P3M software procurement complete. Initial development of baseline information and templates ongoing. PoMO completed Celoxis training in December 2022 and are currently populating quarterly reports for Q3 2022/23 on to the system. Once quarterly reports have been fully uploaded, baseline set up will be complete and will allow project / programme leads to report and record information through the system from the start of Q4 2022/23. 2. Following rollout of P3M software to the programmes / projects, information should be received by the portfolio office in almost real time, allowing for quicker intervention 3. PoMO has updated governance arrangement schedule to all stakeholders in August. JC forward work plan to be updated and reported in September	10 Jan 23	
Recommendation 4 - Enhance the clarity of reports and communications through increased use of plain, clear language and executive summaries.	12 Jan 23	100%	1. Review process initiated for SBCD governance groups. 2. October Programme Board instructed PoMO to review all reports and updates for accuracy, clarity and consistency. This was undertaken and individual meetings were set up with SROs throughout November. These meetings covered key areas and requirements for SBCD reports and a Summary Report has been prepared, highlighting key findings and is to be reported back to January 2023 Programme Board for information.	10 Jan 23	

Project Status (Gantt)

Name	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026

- ▼ 1. SBCD Portfolio
  - ▶ Waterfront
  - ▶ Yr Egin
  - ▶ Digital Infrastructure
  - ▶ Skills & Talent
  - ▶ Campuses
  - ▶ Pentre Awel
  - ▶ HAPS
  - ▶ SILCG
  - ▶ PDM
  - ▶ Waterfront
  - ▶ Skills & Talent