

SBCD Portfolio RAG Status

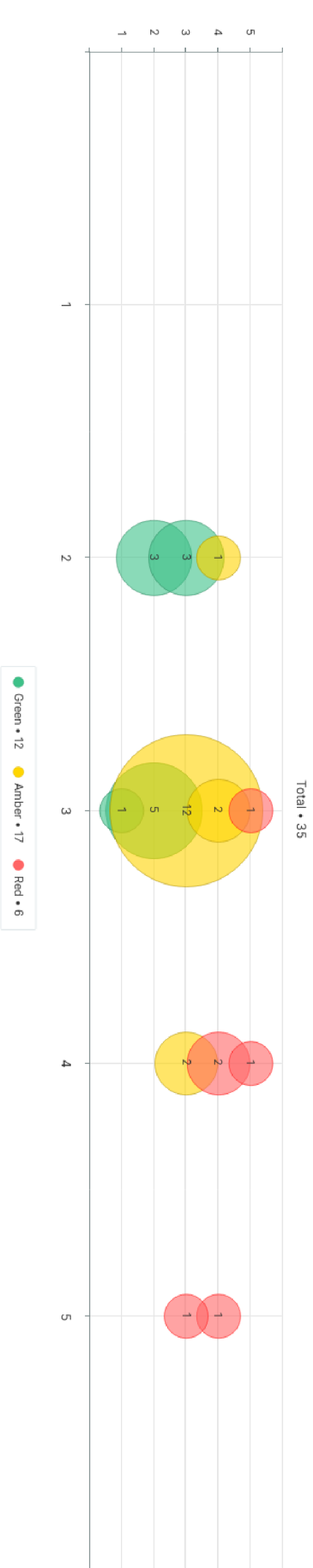
Appendix A

Name ↑	RAG Delivery	RAG Scope	RAG Staffing/resource	RAG Finance	RAG Stakeholder Engagement	RAG Overall Rating
Campuses	Red	Green	Red	Amber	Green	Red
Digital Infrastructure	Amber	Amber	Amber	Amber	Green	Amber
HAPS	Amber	Green	Green	Amber	Amber	Amber
PDM	Amber	Green	Green	Green	Green	Green
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	Amber	Green	Amber
Yr Egin	Green	Amber	Green	Amber	Green	Amber

SBCD Red Issues

Issue ID	Issue Rating	Description	Follow on Actions
SBCD025	Red	Delay in funding agreements being approved	<p>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.</p> <p>29/06/23 Campuses agreement still outstanding, currently looking at approx 18/24 months delay compared to timeline outlined in Business Case.</p> <p>18/10/23 Secondary funding agreement with Campuses awaiting confirmation between Swansea University and Swansea Bay University Health Board</p>

Portfolio Risks



Red Risks

Name Resid... Description

Mitigation Plan



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

03/04/23 Continue utilising Construction Impact assessment highlighting the Portfolio funding gap which will be taken from the Construction Cost Assessment report. Continue to work with Programme and Projects on funding and build impacts linked to any value engineering activity undertaken in order to reduce increase cost pressures.

15/06/23 Programmes / Projects have reported no change in forecast cost increases since Q3 2022/23. Future iterations of the Construction Impact Assessment will include a tab highlighting the previously forecasted funding gap allowing projects to update actual figures once procurement activity has been completed. Finance Manager to review potential inflation impacts of projects to be procured later than this financial year.

09/10/23 Latest Construction Impact Assessment (CIA) summary demonstrates a £36m funding gap which is an increase from £31m in previous month. This is due to Campuses and PDM rising cost of construction. Mitigation in place for both projects as detailed in report. Continue to monitor and update CIA report

[Linked to Issue ID021.](#)

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.

03/04/23 NRW re-reviewing TAN 15 wording and flood maps in relation to feedback from Local Authorities and consultation undertaken post original release. Further details to follow.

15/06/23 The focused consultation on further changes to Technical Advice Note 15 (TAN 15) concluded on 17 April. Analysis of the

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.

consultation responses is now underway and there is a substantial amount of detailed work to be undertaken in analysing the responses. Given the size and complexity of the task in analysing the responses and making further changes to the TAN it is unlikely that the new version of the TAN will come into force before the end of this year.

09/10/23
Awaiting update.

03/04/23

CCC Finance to undertake re-profile of slippage from current year and future profiled investment in Q1 23/24

15/06/23

Financial reprofile undertaken Q1 2023/24 and will be reported through SBCD Governance Boards.

09/10/23

The reprofile Q1 2023/24 reported a circa £50m slippage for 2023/24. Financial forecasting will continue to be monitored.

03/04/23

Through Celoxis and centralised Gantt charts we should be able to view the slippage. PoMO need to be persistent with the change management process

28/06/23

The Portfolio has been tasked with reprofiling following in year slippage and determining accurate spend profiles which will provide more accurate delivery and completion milestones.

(Linked to Financial Slippage Risk). PoMO have undertaken a refresher training session for change processes and PL's will need to complete all outstanding change notifications and requests to ensure accurate change to timelines has been recorded.

09/10/23

PoMO to query with projects experiencing in year slippage as to the wider impacts to delivery and timescales. PM's to submit change notifications detailing known or potential slippage

14/04/23

Joint scrutiny Committee and partner Local Authority scrutiny committees are showing more interest in reporting of Benefits Realisation. PoMO will continue to work with programme and projects to ensure benefits are forecasted and reported and that the change processes are utilised in order to report, record and approve any variance to anticipate benefits

28/06/23

A Template has been devised on Celoxis providing a consistent approach to benefit / community benefit reporting providing more visibility of what projects are updating against benefits targets allowing for greater scrutiny at a portfolio level.

16/10/23

Monitoring & Evaluation Task & Finish Group in place which will determine all portfolio, programme and project deliverables and a framework to evaluate against BC targets. PoMO will continue to attempt to incorporate benefits realisation into Celoxis with dashboard .

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

Red

Construction Industry reporting issues across supply chains especially recruitment

03/04/23

Construction and Community Benefits group held its second

demand of City Deal and other public sector procurements and response to tender calls due to inflationary pressures and market volatility. Particularily regarding the amount of contracts likely to be issued over the next year.

meeting and received an update from Industry body CECA. Continue to monitor.

28/06/23 Construction Impact Assessment and Funding Gap paper has been combined, which provides clearer oversight of increased costs once procurement activity completed.

16/10/23

As communicated in the CI ECRG earlier report construction

Active Change Requests

ID	Name	Description
001	Innovation Matrix Reprofile	Change Request Confirmation of Financial Reprofile Confirmation of revised Delivery Timeline
002	Swansea Waterfront	Change Notification Update Completion Date Swansea Arena Update Planned Completion Date 71/72
003	Digital Infrastructure Change Notification	Change Notification Confirmation of Business Case Updates
004	PDM Confirmation of PDI Completion Date	Change Notification Confirmation of PDI Completion Date
005	Campuses	Change Notification New estimate for sketty lane construction cost is £17.2 M as opposed previously forecast from the funding gap paper

Portfolio Gateway Review Action Plan

Task ↑	Task : Planned Finish	Comments
1 - Reinforce communication of the strategic, regionalised approach, both internally and externally	31 Jul 24	Meet the City Deal Pembrokeshire event held 20th July and Carmarthenshire event confirmed for 27th November. Portfolio representation at Careers Wales events, Welsh Business Shows, Welsh Construction show and Intro Biz Expo in October Established SBBCD Construction and Community Benefits sub group and Monitoring and Evaluation Task and Finish Group. Meetings held and schedule of future meetings set
2 - Further develop the benefits management approach to shift the focus to sustainable social and economic uplift, not just enablers.	31 Jul 24	SBBCD Monitoring and Evaluation Task and Finish Group established. Initial meeting held in August and Group now meeting at regular monthly intervals Engagement initiated with other City and Growth Deals to identify best practice
3 - Review and refresh the Portfolio Governance structure	29 Dec 23	Discussions ongoing
4 - Emphasise the focus on Dependencies and Opportunities	30 Jul 24	ESB involvement in the development of project proposals and engagement being promoted across the portfolio as projects are developed and delivered. ESB Test and Challenge session held in October to discuss the Enhanced AMPF OBC