



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Swansea Bay City Region Joint Committee

At: Remotely via Microsoft Teams
On: Thursday, 14 October 2021
Time: 10.30 am
Chair: Councillor Rob Stewart (Swansea Council)

Watch Online: https://bit.ly/3EDIMkA

Membership:

Councillors:

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

Co-opted Non-Voting Representatives:

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

Agenda

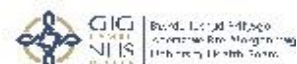
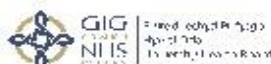
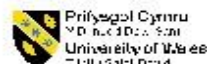
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1 Election of Swansea Bay City Region Joint Committee Chair.

2 Apologies for Absence.

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

4 Minutes. 1 - 9
To approve & sign the Minutes of the previous meeting(s) as a correct record.



5	Announcement(s) of the Chair.	
6	Public Questions Questions must be submitted in writing, no later than noon on the working day prior to the meeting. Questions must relate to items on the agenda. Questions will be dealt with in a 10 minute period.	
7	Review of Chair of the Economic Strategy Board.	10 - 14
8	Swansea Bay City Deal Campuses Business Case.	15 - 297
9	Swansea City & Waterfront Digital District - Innovation Matrix Change Request Update.	298 - 299
10	Swansea Bay City Deal Highlight Report.	300 - 311
11	Swansea Bay City Deal Portfolio Gateway Review and Action Plan.	312 - 334
12	Anti-Fraud and Anti-Corruption Strategy.	335 - 346
13	Swansea Bay City Deal Financial Monitoring 2020/21 - Forecast Outturn Position.	347 - 351
14	Swansea Bay City Deal Welsh Language Guidance.	352 - 359
15	Swansea Bay City Deal Meeting Protocol.	360 - 367

Next Meeting: Thursday, 11 November 2021 at 10.30 am



Huw Evans
Head of Democratic Services
Friday, 8 October 2021

Contact: Democratic Services - (01792) 636923

Agenda Item 4

City and County of Swansea



Minutes of the Swansea Bay City Region Joint Committee

Remotely via Microsoft Teams

Thursday, 8 July 2021 at 10.30 am

Present:

Councillors:

Councillor Emlyn Dole	Carmarthenshire Council
Councillor Ted Latham	Neath Port Talbot Council
Councillor Andrea Lewis	Swansea Council
Councillor David Simpson	Pembrokeshire Council

Co-opted Non-Voting Representatives:

Chris Foxall	Interim Chair of Swansea Economic Strategy Board
Steve Wilks	Swansea University

Officers:

Gareth Borsden	Democratic Services (Swansea Council)
Mark Barry	MG Barry Consulting
Richard Brown	Interim Chief Executive (Pembrokeshire Council)
Ben George	Transport Strategy Officer (Swansea Council)
Tracey Meredith	Joint Committee Monitoring Officer (Swansea Council)
Chris Moore	Joint S151 Officer (Carmarthenshire Council)
Nicola Pearce	Director of Environment (Neath Port Talbot Council)
Phil Roberts	Chief Executive (Swansea Council)
Phil Ryder	Swansea Bay City Deal Programme Office
Wendy Walters	Chief Executive (Carmarthenshire Council)

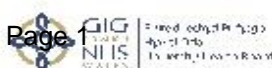
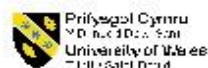
Apologies for Absence:

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

55 Election of Chair Pro-Tem.

Resolved that Councillor Emlyn Dole be elected Chair of the Joint Committee pro-tem.

Councillor Emlyn Dole (Chair) presided.



56 Disclosures of Personal and Prejudicial Interests.

In accordance with the Code of Conduct, the following interest was declared:

Chris Foxall – Minute No 60 - Swansea Bay and West Wales Metro Update – personal interest.

57 Minutes.

Resolved that the Minutes of the Joint Consultative Committee held on 15 April 2021 be signed and approved as a correct record.

58 Announcement(s) of the Chair.

There were no announcements.

59 Public Questions

There were no public questions.

60 Swansea Bay and West Wales Metro Update.

Ben George and Mark Barry spoke further to the circulated “for information” report and provided the Joint Committee with a verbal update on the development of the Swansea Bay and West Wales Metro.

They outlined that they were in the process of refining the long list of potential schemes to be progressed and developed into business cases going forward.

They indicated that the Welsh Governments future target for de-carbonisation was ambitious and tough decisions would be needed. Closer working between Welsh Government, UK Government, Local Authority’s and Transport for Wales would be needed going forward.

They raised the issue of the best avenue for taking forward schemes currently and outlined that they would welcome any support and backing for any schemes being developed that this Committee could provide, and formal approval may be sought in the future.

The Chair referred to para 2.2 of the circulated report and indicated that it should be reworded to better reflect and reinforce the ambitions of this body to improve services to mainline stations throughout and across the region. This was supported by other Members.

It was outlined by Members and Officers of the Committee that the current avenues for support and progression of transport schemes would be through the newly established CJC’s and their sub committees, Regional Regeneration Directors Group, the Local Transport Forum or the ESB.

61 Internal Audit.

Jo Hendy, spoke in support of the circulated report which informed the Joint Committee of the findings and actions of an internal audit review into the SBCD Portfolio.

She outlined and welcomed that the audit had achieved a substantial green status.

Resolved that the findings and actions of the internal audit review into the SBCD Portfolio be noted and the report be approved.

62 Swansea Bay City Deal Highlight Report.

Phil Ryder presented a “for information” report which updated the Joint Committee on the progress of the various programmes and projects that form part of the Swansea Bay City Deal Portfolio.

He outlined and updated the Joint Committee on the current situation relating to the following areas:

- Digital Infrastructure
- Pembroke Dock Marine
- Homes as Power Stations
- Supporting Innovation and Low Carbon Growth
- Life Science & Well-being Campuses
- Pentre Awel
- Swansea City & Waterfront Digital District
- Skills & Talent
- Yr Egin 43 Recruitment at Risk

Councillor David Simpson outlined that the Pembroke Dock scheme had been signed off last week and paid tribute to and outlined his gratitude and thanks to the work and efforts undertaken by Officers in getting the project over the line.

63 Swansea Bay City Deal Annual Report.

Phil Ryder spoke further to the circulated report which sought to inform the Joint Committee of the final SBCD Annual Report for both the SBCD Portfolio and its constituent programmes / projects for 2020-2021.

Resolved that the final version of the SBCD Annual Report be approved.

64 Joint Committee Agreement Amendments.

Phil Ryder gave a verbal update outlining that some aspects of the Joint Committee agreement will need revising and updating and will be reported back to a future meeting for approval.

Tracey Meredith indicated that she would liaise with her Monitoring Officer and Section 151 colleagues on the proposed changes and indicated that some of the amendments may require approval from the individual constituent authorities as they are beyond the remit of the delegated powers previously granted to officers.

65 Swansea Bay City Deal Portfolio Risk - Increase in Construction Costs.

Phil Ryder gave a verbal update to the Joint Committee and referred to the issues around the increasing of costs of materials and the sourcing of labour that is impacting on City deal projects.

He outlined that the issue has been added to the portfolio risk register.

Phil Roberts outlined that there were currently challenges around both the costs and availability of materials and workforce issues relating to the arena project, which continue to be monitored.

The Chair outlined that regular updates to the Joint Committee would be required on this matter.

The meeting ended at 11.42 am

Chair



City and County of Swansea

Minutes of the Special Swansea Bay City Region Joint Committee

Remotely via Microsoft Teams

Thursday, 29 July 2021 at 9.00 am

Present: Councillor Rob Stewart (Swansea Council) Presided

Councillors:

Councillor Emlyn Dole Carmarthenshire Council
Councillor Leanne Jones Neath Port Talbot CBC
Councillor David Simpson Pembrokeshire Council

Co-opted Non-Voting Representatives:

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

Officers:

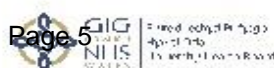
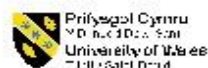
Richard Arnold Finance Manager (Swansea Bay City Region)
Richard Brown Interim Chief Executive (Pembrokeshire Council)
Jonathan Burnes Director (Swansea Bay City Region)
Karen Jones Chief Executive (Neath Port Talbot Council)
Nicola Lewis Deputy S151 Officer (Pembrokeshire Council)
Allison Lowe Democratic Services Officer (Swansea Council)
Tracey Meredith Joint Committee Monitoring Officer (Swansea Council)
Chris Moore Joint S151 Officer (Carmarthenshire Council)
Martin Nicholls Director of Place (Swansea Council)
Phil Ryder Swansea Bay City Deal Programme Office

Also Present:

Geraint Flowers University of Wales Trinity Saint David
Jason Garcia Audit Wales
Jane Lewis Skills & Talent Programme Lead
Barry Liles Skills & Talent SRO

Apologies for Absence:

Councillor(s) Ted Latham (Neath Port Talbot Council)
Maria Battle (Hywel Dda University Health Board) and Emma Woollett (Swansea Bay University Health Board)
Wendy Walters (Chief Executive (Carmarthenshire Council))



66 Disclosures of Personal and Prejudicial Interests.

In accordance with the Code of Conduct the following interests were declared:

Medwin Hughes, Geraint Flowers and Barry Liles declared personal interests in minute 73 "Swansea City & Waterfront Digital District - Innovation Matrix Change Request".

67 Announcement(s) of the Chair.

There were no announcements.

68 Public Questions

There were no public questions.

69 Audit Wales Report on Swansea Bay City Region Joint Committee Statement of Accounts 2020/2021.

The Auditor General is responsible for providing an opinion on whether the Statement of Accounts demonstrate a true and fair view of the position of the Swansea Bay City Deal Joint Committee as at 31st March 2021. The report summarised the findings from the undertaken audit.

This was the first year the Swansea Bay City Deal Joint Committee had to compile a Statement of Accounts in line with the Accounts and Audit (Wales) Regulations 2014, as amended in 2018. The Statement of Accounts was audited by Audit Wales, with the audit letter including the audit opinion and findings presented in appendix A.

Jason Garcia, Audit Wales was pleased to present an unqualified audit opinion of the financial statements and highlighted the following:

- As the first payments totalling over £11m had been allocated to individual Local Authorities from the City Deal account, the materiality was based on gross expenditure and paragraph 4 outlined the materiality of £118,785 for this year's audit;
- A lower materiality level had been set for:
 - Senior Staff Remuneration - £1,000
 - Related Party disclosures for officers and members - £1,000;
- No correspondence in relation to the call of audit in respect of the accounts had been received from local government electors by the deadline of 28 July 2021;
- The impact of Covid-19 was detailed in Exhibit 1;
- One significant issue arising from the audit was outlined in Exhibit 2;
- Appendix 1 – the letter of representation template;
- Appendix 2 – wording of the audit opinion;
- Appendix 3 – summary of amendments – however none of the errors had an impact on the year-end total comprehensive income figures.

Following formal approval the signing of the Accounts and letter of representation, Mr Garcia would meet with the Auditor General the following day in order that the audit opinion be signed within the statutory deadline of 31 July 2021.

The Chair thanked the Audit Wales representative for presenting their very pleasing report.

The S.151 Officer also thanked the Audit Wales representative and his team for the work undertaken and confirmed that the entries in Appendix 3 did not impact on the bottom line and were reclassification and presentation issues.

Resolved that the Swansea Bay City Region Joint Committee receive the Audit Wales audit of the 2020/2021 Statement of Accounts report for the Swansea Bay City Region Joint Committee.

70 Swansea Bay City Region Joint Committee Statement of Accounts 2020-2021

The Section 151 Officer presented a report to seek Joint Committee's approval for the Swansea Bay City Deal's Programme's Annual Statement of Accounts for the 2020/2021 financial year.

The S.151 Officer also thanked Richard Arnold for undertaking most of the work on a very compliant document.

Resolved that the Swansea Bay city Region Joint Committee approves the 2020/2021 post-audited Swansea Bay City Deal Statement of Accounts.

71 Letter of Representation to Audit Wales.

The Swansea Bay City Deal Section 151 Officer presented a report to receive the Swansea Bay City Region Joint Committee's formal acknowledgement of the Letter of Representation to Audit Wales.

Resolved that the Swansea Bay City Region Joint Committee acknowledge the Letter of Representation from the Swansea Bay City Deal Section 151 Officer and the Chair of the Swansea Bay City Region Joint Committee to Audit Wales subject to the date of approval in the last page of the letter being amended from 10 September 2021 to 29 July 2021.

72 Swansea Bay City Deal Skills & Talent Business Case.

Barry Liles, SRO & Chair of the Skills Solutions Group and Jane Lewis, Programme Lead presented a report and presentation in order that the Swansea Bay City Region Joint Committee approve the Skills and Talent Programme Business Case, as one of the programmes within the Swansea Bay City Deal Portfolio, with a view to drawing down £10m of revenue investment.

Resolved that:

- 1) The Joint Committee approves the formal submission of the Skills & Talent Business Case to the UK and Welsh Government for approval;
- 2) The Joint Committee grants the Programme's Senior Responsible Owner (SRO) in consultation with the relevant Directors and Cabinet Members in constituent Authorities delegated powers to make any minor amendments to the Business Case as necessary to obtain that approval.

73 Swansea City & Waterfront Digital District - Innovation Matrix Change Request.

Medwin Hughes and Geraint Flowers, University of Wales Trinity Saint David presented a report to inform the Swansea Bay City Region Joint Committee of the change request relating to Swansea City & Waterfront Digital District - Innovation Matrix.

Box Village had now become the new Innovation Matrix, a higher quality, slightly larger space that would allow for greater flexibility and use from tenants.

Private Sector funding was contractually secured and would have delivered sufficient private sector investment to satisfy the requirements of the scheme. However, the private sector partner had not been forthcoming and as a result, the University would be forced to deliver the project without a private sector partner. This would effectively pass the £1.9m of private sector investment on to Innovation Precinct, which would not be delivered for c. 3 years.

As a result of these two points and with VAT implications as the University would be delivering the project directly, Innovation Matrix would have an anticipated funding gap of £5.716m. To rectify this, the University proposed to reallocate £5.716m of existing City Deal Funding from the Innovation Precinct project enable the commencement of the Innovation Matrix.

It was to be noted that this change request was not a request for additional funding and it would be forwarded to both UK and Welsh Governments for approval.

Resolved that Swansea Bay City Region Joint Committee approve the change request to re-profile City Deal funding in order to deliver the Swansea City & Waterfront Digital District - Innovation Matrix Project, subject to UKG/WG approving the request and the amended project.

74 Swansea Bay City Deal Highlight Report.

Phil Ryder presented a "for information" report which updated the Joint Committee on the progress of the various programmes and projects that form part of the Swansea Bay City Deal Portfolio.

He outlined and updated the Joint Committee on the current situation relating to the following areas:

- Yr Egin

- Pembroke Dock Marine
- Swansea City & Waterfront Digital District5
- Pentre Awel
- Digital Infrastructure
- Homes as Power Stations
- Supporting Innovation and Low Carbon Growth
- Life Science & Well-being Campuses
- Skills & Talent

The Chair commented on the good news regarding the significant funding for Homes as Power Stations.

Chris Foxall stated that a gateway review was set for 12 August and he would be arranging a site visit prior to that date.

The meeting ended at 9.58 am

Chair

Agenda Item 7



Swansea Bay City Region Joint Committee - 14 October 2021

Review of Chair of the Economic Strategy Board

Purpose:	To seek approval from Joint Committee for the nominations for Chair and Vice Chair of Economic Strategy Board
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Recommendation(s):	It is recommended that Joint Committee
1)	Approves the appointment of Chair and Vice Chair of the Economic Strategy Board as per the attached report
Report Author:	Peter Austin (SBCD Business Engagement Manager)
Finance Officer:	Chris Moore (SBCD S151 Officer)
Legal Officer:	Tracey Meredith (SBCD Monitoring Officer)

1. Background

- 1.1 At its meeting on 10th September 2020 Joint Committee agreed to the then Chair of the Economic Strategy Board (ESB), Mr Ed Tomp, taking a 6-month sabbatical from the role due to work commitments. This arrangement was subject to review after 6 months or at a suitable time thereafter.
- 1.2 The Joint Committee also approved the appointment of Chris Foxall as Chair of the ESB and Amanda Davies as the Vice Chair at its meeting on the 10th September 2020. Such appointments to be reviewed after 6 months or at such time as necessary.
- 1.3 Mr Tomp has now submitted a letter of resignation from the position of Chair of ESB, noting that he wishes to remain a member of the Board as time allows in the future.

- 1.4 Therefore there is a requirement to report back to Joint Committee as to the appointment of a Chair and Vice Chair of the ESB.
- 1.5 Members of the ESB have undertaken a nomination exercise (electronically) for the position of Chair and Vice Chair.
- a) Members have unanimously nominated Mr Chris Foxall to become the permanent Chair (as opposed to interim).
 - b) Members have also unanimously nominated Ms Amanda Davies to remain as Vice-Chair.
 - c) Members also gave their support for Mr Tomp to remain as a Board member
- 1.6 Both Mr Foxall and Ms Davies have agreed to undertake these roles subject to approval of Joint Committee and both governments.
- 1.7 The new arrangements have been agreed by UK Government and Welsh Government.

2. Financial Implications

- 2.1 There are no financial implications associated with this report.

3. Legal Implications

- 3.1 The Joint Committee Agreement provides at 4.1 Membership that the Chair shall be appointed following nominations by the unanimous agreement of: the Welsh Government, the UK Government and the Joint Committee.

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

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

Background Papers: None

Appendices: Appendix A: Economic Strategy Board Terms of Reference



Swansea Bay City Deal Economic Strategy Board

Terms of Reference

1 Purpose

- 1.1 To provide strategic direction for the Swansea Bay City Deal and provide strategic advice to the Joint Committee on matters relating to the Swansea Bay City Region. Specifically, the role shall:
- (a) Submit strategic objectives for the Swansea Bay City Region.
 - (b) Monitor progress with regard to the delivery of the Swansea Bay City Deal in accordance with diagram B in Schedule 8.
 - (c) Oversight of business case production.
 - (d) Consideration of regional added value and identifying opportunities for investment.
 - (e) Make recommendations to the Joint Committee.
 - (f) Produce a summary report of issues considered by the Economic Strategy Board to be annexed to the submission of any business cases

2 Reporting

- 2.1 Joint Committee

3 Membership

- 3.1 Members shall be appointed through an open recruitment and nomination process. Members including co-opted members of the Joint Committee shall submit proposals to the Joint Committee for the recruitment and nomination process. Those proposals shall be subject to unanimous agreement by members of the Joint Committee the Welsh Government and the UK Government. Members shall include:
- (a) 1 private sector chair or other suitable representative.
 - (b) 5 private sector representatives.
- 3.2 For the avoidance of doubt the Joint Committee may appoint additional co-opted members should the Joint Committee determine appropriate
- 3.3 The Programme Director, head of paid service, monitoring officer and s151 officer of each of the Councils or their nominated representative shall be entitled to attend meetings of the Economic Strategy Board as an adviser or an observer but shall not have a vote.

4 Chair

- 4.1 The Chair shall be appointed following nominations by the unanimous agreement of: the Welsh Government, the UK Government and the Joint Committee.
- 4.2 The Chair shall be a private sector representative or other suitable representative.
- 4.3 The Chair shall be accountable to the Joint Committee.
- 4.4 The Chair shall be reviewed annually.

5 Voting/Agreement

- 5.1 The Economic Strategy Board shall not have any formal decision-making powers.
- 5.2 The Economic Strategy Board shall reach agreement by consensus.
- 5.3 Where alternative views and opinions are expressed these shall be recorded and included in any reporting process.

6 Conflicts of Interest

- 6.1 To allow the Economic Strategy Board to undertake all its functions a clear distinction shall be drawn between those involved in specific scheme development and those preparing recommendations on those schemes to the Joint Committee. A robust system of declaration of conflict of interest shall be put in place.
- 6.2 Occasions shall arise where conflicts of interest preclude specific named officers, individuals, committee members from taking part in discussions which shall form views and recommendations on specific matters. Members have an obligation to declare any such interests which shall then be recorded.
- 6.3 Co-opted members of the Economic Strategy Board shall be subject to the rules of conduct set out at Schedule 13 and shall sign an undertaking in the form set out at Schedule 13 to confirm that they will abide by those rules of conduct.

7 Proceedings of meetings

- 7.1 The Portfolio Management Office shall arrange for minutes of the proceedings of each meeting to be taken, approved, and recorded.

8 Quorum

- 8.1 For the Economic Strategy Board to agree and submit recommendations, membership must be represented up to a quorate equivalent to 50% of the membership of the Economic Strategy Board.

9 Frequency

- 9.1 The Economic Strategy Board shall meet with the following frequency or as and when required:
 - (a) Quarterly in advance of any Joint Committee meeting; and
 - (b) When necessary to deal with business as agreed by the Chair of the Economic Strategy Board.

10 Allowances

10.1 There shall be no allowances paid.

11 Servicing

11.1 The Portfolio Management Office shall organise appropriate servicing for the meetings.

12 Sub groups

12.1 Thematic sub committees may be established as and when required and shall report to the Economic Strategy Board.

13 Review

13.1 To be reviewed annually.

Agenda Item 8



Swansea Bay City Region Joint Committee - 14 October 2021

Swansea Bay City Deal Campuses Business Case

Purpose:	As one of the projects within the Swansea Bay City Deal Portfolio, Joint Committee members are requested to consider and approve the Life Sciences, Well-being and Sports Outline Business Case for submission to UK and Welsh Governments with a view to drawing down £15m of capital investment.
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Recommendation(s):	It is recommended that Swansea Bay City Region Joint Committee: 1) Formally approve the business case for submission to UK Government and Welsh Government
Report Author:	Keith Lloyd (Project Lead/SRO)
Finance Officer:	Chris Moore (SBCD S151 Officer)
Legal Officer:	Tracey Meredith (SBCD Monitoring Officer)

1. Introduction

The SBCD Campuses project is a phased project based on two sites at Singleton and Morriston.

The vision is to integrate life sciences, med tech, sport and well-being to transform services provided from the Morriston and Singleton sites, to drive economic growth and job creation, and to attract significant inward investment into the region. The project will link into the wider ecosystem of provision for the benefit of the local population, and for the development of regional and national excellence in sports and life sciences. As a result, the Morriston site will become the leading specialist tertiary services, clinical research and trials centre and the Singleton site will focus on the provision of sport and well-being - including prevention of ill-health and rehab provision.

The ambition is for the project to create 1,000 – 1,120 jobs, attract significant inward and private sector investment, and contribute an additional £150m - £153m to regional GVA.

The £15m City Deal investment will support the delivery of phase 1 of the project and specifically:

1. Establishment of ~700sqm ILS space at the Morriston Regional Hospital site, co-locating commercial and academic collaboration alongside clinical research and development, fostering technology development in areas of regional excellence.
2. Planning for new road access from the M4 directly to a 55-acre site already in NHS ownership adjacent to the north of the hospital, unlocking the site's investment potential, and
3. Creating ~2,000sqm of dedicated research & innovation space within the Sketty Lane Sports Park, establishing an environment that supports the development, testing and evaluation of medical, health, well-being, and sport technologies, as well as commercial collaborations.

Swansea University are the lead organisation for the project in partnership with a number of organisations including Swansea Council, Swansea Bay University Health Board, Hywel Dda University Health Board, ARCH Partnership (A Regional Collaboration for Health) and key private sector partners.

2. Background

The Business Case for Life Science, Well-being and Sports Campuses project has been developed as an Outline Business Case (OBC), in line with Better Business Case and Green Book guidance, and has progressed significantly over the last couple of months. It is now in final form for consideration and approval by Joint Committee and then to UK and Welsh Government.

The project governance arrangements are now in place through the Campuses Project Board which has approved the business case for submission through the City Deal governance process.

Following review by the Portfolio Management Office, the business case has been considered by the Economic Strategy Board (ESB) with feedback incorporated into the current draft. An official ESB test and challenge session was held on 21st June, the result of which was full support and endorsement of the programme and its Business Case from the ESB. A feedback report from the ESB test and challenge process is attached at Appendix A.

The Outline Business Case was considered and endorsed by Programme (Portfolio) Board on 27th July and also presented on 28th September to update on progress made on the Gateway Review recommendations and updated financial information.

The Outline Business Case has also received endorsement from:

Swansea Council Scrutiny panel	7 th September 2021
Hywel Dda University Health Board R&I Sub-Committee	13 th September 2021
Swansea Council Cabinet	16 th September 2021
Swansea Bay University Health Board (SBUHB)	19 th September 2021
ARCH Board	21 st September 2021
Swansea University executive approval	22 nd September 2021
Swansea University Council	4 th October 2021

The Project 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 Project monitoring. A Gateway Review was undertaken 11th-13th August and the project received an Amber / Green Delivery Confidence Assessment. The recommendations from the Gateway Review are being actioned and all recommendations relating to the OBC stage have been completed. A copy of the Gateway Review report and action plan are included with the OBC documentation.

A presentation on the Project was made to the UK Minister on 16th June and the University also hosted a site visit from the Minister and his officials on 8th July.

A policy workshop was also held with UK and Welsh Governments on 21st July. A further Workshop has been arranged with UK Government for 7th October 2021.

3. Campuses Outline Business Case

The project is demonstrably aligned to the UK, national (Wales) and regional strategic and policy context and is a key component in the SBCD portfolio.

The project builds on the distinct ecosystem and partners' track record of success to create a unique testbed within the Swansea Bay City Region, driving innovation and entrepreneurship and attracting commercial investment.

The project investment objectives are:

1. **Employment:** To support the growth of high value employment within the sector by creating in excess of 1000 jobs across the region by 2033.
2. **High Growth Facilities:** To expand the specialist facilities and pipeline of new enterprises via delivery of phases 1 & 2 in the sector through the creation of 12,000m² of mixed laboratory, office and test-bed space within the region over the 15 year period (page 8 – OBC).
3. **Regionalisation:** To enhance the regional Innovation ecosystem by expanding the ILS infrastructure to include two further sites by 2025.
4. **Ecosystem:** Enhance the region and UK sector profile by capturing major international opportunities through capturing 4 major inward investment opportunities and developing a cluster of 300 firms within the cluster by 2033.
5. **Commercialisation:** To expand the pipeline of innovation opportunities to include the supporting in excess of 100 new innovation and commercialisation opportunities during the project period with a £48m co-investment into enterprise partnerships by 2033.

The project responds to unmet need to deliver key outputs across two phases. Supported by the City Deal, the first phase encompasses establishment of ILS activities (~700sqm) at the Morriston Regional Hospital site, design, planning, submission of planning permission, and procurement framework for new road access to unlock the site's investment potential, and creating ~2,000sqm of dedicated research & innovation space within the Sketty Lane Sports Park. The second phase (not funded by the City Deal) will deliver the development of a 55-acre Innovation Park and a national centre of excellence with performance sport infrastructure.

The Business Case shows there is an industry demand for:

- Facilities: The ILS ecosystem is oversubscribed, with trend lines showing a current shortfall of physical space (~2,800 square metres) and capacity to develop industry collaborations.
- Scale: Expanded facilities and a new focus on Sports Tech will ensure that the region's research remains globally competitive to attract further investment and collaborations.
- Skills: The need to ensure a sustained pipeline of talent coming into the life sciences, well-being and sport innovation sector at every level, from school leaver through to industry professional.

By addressing these three imperatives, the project will contribute to the City Deal's core objectives to grow GVA and create jobs.

4. Financial Implications

Risks will be managed through monitoring and evaluation at project level and reported, via the Portfolio Management Office, to the Joint Committee, where appropriate.

Specific programme financial risks are outlined within the strategic case component of the business case and the Project risk register.

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

The total project cost for all phases is £130.43m with Phase 1 totalling £15.57m and Phase 2 totalling £114.86m.

Phase 1 of the project is funded through the £15.00m City Deal Funding together with other public sector funding totalling £0.57m.

Phase 2 of the project is funded equally through public sector investment of £57.43m and private sector of £57.43m.

Public sector investment consists of investment from local authorities and other public funded and public service organisations such as health boards. Public sector investment will also consist of specific Welsh Government, UK Government and European funding secured through research grant awards.

Private sector investment includes regional investment from local and national private sector partners as well as local healthcare and sports providers. The project will lever in private sector funding directly from the supply chain development and indirectly from private research and development partnerships.

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. The project business case shall include a resolution of the relevant project authority lead. Therefore, the City and County of Swansea approved the business case at a Cabinet meeting on 16 September 2021.

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 Life Science, Well-being and Sports Life Science, Well-being and Sports project to the Well-being of Future Generations (Wales) Act 2015 is detailed within the appended Outline Business Case.

Background Papers: None

Appendices:

- A SBCD Campuses Outline Business Case including Executive Summary.
- B A5 Risk Register
- C A7b Full options approach
- D A8 Masterplan and site appraisal
- E A9 v2.0 Financial operating Income & Expenditure
- F A12 Letters of support
- G A12.2 Letters of Support
- H ESB Feedback
- I Project Assessment Review
- J PAR Action Report



SBCD Campuses project

Previously named "Swansea Bay City Deal Life Science, Well-being and Sport Campuses"

Outline Business Case



Document control

Version	Date	Author	Comments
1	December 2020	N Joyce	First draft for review
2	14 th May 2021	C Marshall	Revised draft of Strategic Case, addressing feedback received.
3	21 st May 2021	C Marshall	Updated draft of OBC for review
4	16 th June 2021	C Marshall	Updated to address further comments from PoMo and revised Financial Case, for submission to ESB
5	22 nd July 2021	C Marshall	Updated draft addressing feedback from ESB and further comments from POMO, for submission to Programme Board. Please note that a final review of the investment objectives and outcomes is required and is underway.
6	24 th August 2021	C Marshall	Restructuring of section 3.2.5 (policy alignment) in line with feedback from the Welsh Government Gateway Review PAR panel.
7	23 rd September 2021	T Harris	Updated following Information: Page 11: Update to 2.4 Financial Case Table with Latest Land Value Figures Page 20: Stakeholder Mapping Matrix included. Page 63: descriptions of the Critical success factors in line with PAR feedback. Page 130: Risk Management Policy ref. Appendix A14: Project Risk management Policy
8	28 th September 2021	T. Harris	Cover Page: Project name updated to "SBCD Campuses project" Index: Page numbers updated Page 65-67: Updates to Critical success factors descriptions. Appendix A9: Updated Financial Case supporting documents
9	6 th October 2021	T. Harris	Section 7.4.1: Project manager appointment update Section 7.13: Update on Governance and Gateway review. Appendix A15: Welsh Government Gateway review recommendations and action plan added.

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Introduction

1.1 Ambition

The project harnesses unique capabilities and the thriving Institute of Life Science (ILS) and health (NHS) ecosystem in the Swansea Bay City Region to establish an international centre for innovation in life science, well-being and sport, supporting interventions in healthcare and medicine and driving the growth of a globally significant Sports Tech industry. As part of the South Wales Health and Life Sciences Corridor, the project will contribute complementary and unique capabilities to enhance regional and UK sector-leading presence.

The project builds on the impact and credibility of the Institute of Life Science, and the proven ecosystem fostered by the partners to deliver academic, industry and NHS-led innovation and economic growth. To date, ILS has created 30 companies and 800 jobs, attracting £36 million in inward investment, and delivering a return of £3 for every £1 in public money received.

The project will deliver R&D, trials and testing facilities, enabling co-location of research and industry alongside clinical infrastructure and investment opportunities. An emphasis on digital and data-driven innovation at the intersection of life sciences, health, well-being and sport is a key differentiator for this project within the South Wales health and life sciences innovation corridor described.

1.2 Vision

The vision is to integrate life sciences, med tech, sport and well-being to transform services provided in Swansea to drive economic growth and job creation, and to attract significant inward investment into the region. The project will link into the wider ecosystem of provision for the benefit of the local population, and for the development of regional and national excellence in sports and life sciences. As a result, the Morriston site will become the leading specialist tertiary services, clinical research and trials centre and the Singleton site will focus on the provision of sport and well-being - including prevention of ill-health and rehab provision. The ambition is for the project to create 1,000 – 1,120 jobs, attract significant inward and private sector investment, and contribute an additional £150m - £153m to regional GVA.

1.3 Rationale

The link between sport and population well-being is well documented. The opportunity is to create the conditions that enable technology innovation that supports population health and sporting endeavour, across the life course and inclusive of disadvantaged communities and able/disabled people. The project spans preventative health and public participation in sport through to personalised medicine and elite performance and will lead the growth of the UK Sports Tech sector.

MedTech and Sports Tech are synergistic industries. Devices and sensors developed for use in sport (e.g. for gait analysis) can find application in healthcare (e.g. for physiotherapy). “Smart clothing” (e.g. printed, heated garments) are being developed for elite sport but have application in healthcare settings. Wearables that monitor heart rate, oxygen saturation, cadence, balance and impact from falls/collisions have clear value for both medical and sport/well-being purposes. Technologies developed to help athletes recover after training are relevant to patient rehabilitation, while

innovations in wound care and reablement can help elite athletes monitor healing from injury, enabling them to return to competition sooner.

The project is a partnership between Swansea Council, Swansea Bay University Health Board, and Swansea University alongside Hywel Dda University Health Board and supported by the ARCH (A Regional Collaboration for Health) Partnership. It benefits from the close engagement of three project delivery partners, representing the technology, health and sport sectors.

The project builds on the impact and credibility of the Institute of Life Science, and the proven ecosystem fostered by the partners to deliver academic, industry and NHS-led innovation and economic growth aligned with planned development of the major regional hospital at Morriston. At its core, this project seeks to

1. Expand the current infrastructure to support a widening of the ecosystem into new, targeted areas (including digital innovation in sensors, devices and materials, with applications in health, well-being and sports settings), and
2. Attract private investment into the Swansea Bay City Region from multinational companies and SMEs in the MedTech and Sports Tech sector.

1.4 Approach

The City Deal investment will support:

1. Establishment of ~700sqm ILS space at the Morriston Regional Hospital site, co-locating commercial and academic collaboration alongside clinical research and development, fostering technology development in areas of regional excellence;
2. Planning for new road access from the M4 directly to a 55-acre site already in NHS ownership adjacent to the north of the hospital, unlocking the site's investment potential, and
3. Creating ~2,000sqm of dedicated research & innovation space within the Sketty Lane Sports Park, establishing an environment that supports the development, testing and evaluation of medical, health, well-being, and sport technologies, as well as commercial collaborations.

The investment required to deliver the whole SBCD Campuses project will be £164m. Through direct investment of £15m from SBCD, the SCBD Campuses project is projected to generate an additional investment of c. £149m over the 15 year period to 2032/33. This is delivered through c. £34m from Phase 1 (£11m Public investment and £23m Private investment) and c. £115m from Phase 2 capital inward investment from private sector partners and developers for:

1. Development of a 55-acre Innovation Park, which will include provision for SMEs and larger companies in the Sports Tech and Med Tech sectors to establish a presence and access research, clinical and test bed facilities co-located with further developments of the Region's major hospital and laboratories, and to integrate within the life sciences, well-being and sport innovation ecosystem.
2. A national centre of excellence with performance sport infrastructure, attracting Sports Tech and related companies and establishing Swansea as a sport and well-being innovation test bed that aligns world-class facilities with elite teams, national governing bodies, community sport, and technology and research.

The result is an unique testbed, aligned around a digital axis, that drives innovation and entrepreneurship in MedTech and Sports Tech, and which attracts commercial, intellectual and sporting talent.

2. Executive Summary

This business case should be considered in the context of the Swansea Bay City Deal Portfolio in terms of its objectives and how it will help the City Deal to meet its targets and outcomes, including its ambition to improve the health and well-being of the region's communities. It has been structured in line with the Welsh Government's best practice Five Case Model (Better Business Cases). This section offers a summary of the five cases and will provide a thorough overview of the project.

2.1 Strategic Case

The Strategic Case notes that the SBCD Campuses project has been developed in equal partnership between Swansea Council, Swansea University (also the lead project delivery partner) and Swansea Bay University Health Board alongside Hywel Dda University Health Board and supported by the ARCH (A Regional Collaboration for Health) partnership. The key strengths, track records, roles and responsibilities of each partner are clearly identified. Discussions are ongoing with three project delivery partners – Vodafone, Novo-Nordisk and Sport Wales - who will represent the Technology, Healthcare and Sport sectors and will play a key role in shaping the delivery of the project. Ongoing engagement with other stakeholders and industry bodies and associations will contribute to the wider project environment.

The project seeks to harness innovations in Life Science, MedTech and Sports Tech to enable the population to be fit and active – thereby improving quality of life and mental well-being, contributing to GVA, jobs and economic performance, and reducing the economic burden on the National Health Service. As such, the project's three, primary organisational drivers are:

- Growing the regional economy.
- Improving the nation's health.
- Growing the sport economy in Wales.

The project is demonstrably aligned to the UK, national (Wales) and regional strategic and policy context, particularly:

- The ambition for the UK to be the world's most innovative economy, with emphasis on research-led life sciences, digital innovation and the AI revolution.
- Support to enable a healthier, active and productive population, harnessing digital technology and innovation across the life course, and from general population health to targeted interventions.
- The creation of high quality jobs, skills and training opportunities to strengthen the regional economic base and enhance the competitiveness of the regional economy.
- The need to create opportunities to foster innovation and entrepreneurship in high-value research, development and innovation initiatives.

The project is also a key component in the SBCD portfolio, and the differentiating and synergistic characteristics with the Pentre Awel initiative are described.

The case for change sets out how the project builds on the distinct ecosystem and partners' track record of success to create a unique testbed within the Swansea Bay City Region, driving innovation and entrepreneurship and attracting commercial investment. The project spending objectives are:

- **Employment:** To support the growth of high value employment within the sector by creating in excess of 1000 jobs across the region by 2033.
- **High Growth Facilities:** To expand the specialist facilities and pipeline of new enterprises in the sector through the creation of 12,000m² of mixed laboratory, office and test-bed space within the region over the 15 year period.
- **Regionalisation:** To enhance the regional Innovation ecosystem by expanding the ILS infrastructure to include two further sites by 2025.
- **Ecosystem:** Enhance the region and UK sector profile by capturing major international opportunities through capturing 4 major inward investment opportunities and developing a cluster of 300 firms within the cluster by 2033.
- **Commercialisation:** To expand the pipeline of innovation opportunities to include the supporting in excess of 100 new innovation and commercialisation opportunities during the project period with a £48m co-investment into enterprise partnerships by 2033.

The project responds to unmet need to deliver key outputs across two phases. Supported by the City Deal, the first phase encompasses establishment of ILS activities (~700sqm) at the Morriston Regional Hospital site, design, planning, submission of planning permission, and procurement framework for new road access to unlock the site's investment potential, and creating ~2,000sqm of dedicated research & innovation space within the Sketty Lane Sports Park. The second phase (not funded by the City Deal) will deliver the development of a 55-acre Innovation Park and a national centre of excellence with performance sport infrastructure.

The project targets 1,000 - 1,120 jobs created and a Gross Value Added of £150m - £153m. It will further enable 100+ new commercialisation opportunities, four significant inward investments and the development of a related cluster of 300 enterprises.

The Case shows there is an industry demand for

- **Facilities:** The ILS ecosystem is oversubscribed, with trend lines showing a current shortfall of physical space (~2,800 square metres) and capacity to develop industry collaborations.
- **Scale:** Expanded facilities and a new focus on Sports Tech will ensure that the region's research remains globally competitive to attract further investment and collaborations.
- **Skills:** The need to ensure a sustained pipeline of talent coming into the life sciences, well-being and sport innovation sector at every level, from school leaver through to industry professional.

By addressing these three imperatives, the project will contribute to the City Deal's core objectives to grow GVA and create jobs.

The potential project scope is therefore to establish an ILS footprint at Morriston and to expand the ILS infrastructure at Singleton to create a novel focus on technology/data-led innovation in sport, well-being and life science research and skills, and to harness this regional infrastructure to leverage

investment that supports the development of a larger life science park at Morriston in addition to investment in the Sketty Lane Sports Village.

The project benefits, risks, constraints and dependencies are described and a Benefits Register and Risk Assessment are included in the appendices. The benefits, risks, constraints and dependencies are summarised as follows:

Benefits	Risks
<ul style="list-style-type: none"> • Contribution to GVA growth • Job creation • Inward investment • New RD&I facilities • Growth of 300 strong industry cluster • Establishing a Sports Tech economy in Wales • Improved community health and well-being • Skills development • Attraction and retention of students 	<p>The primary risks are identified for the project's development, implementation and operational phases and relate to:</p> <ul style="list-style-type: none"> • the timescales involved • ongoing engagement with stakeholders, procurement and co-investment • sustainability to deliver long-term benefits. <p>A risk assessment is included.</p>
Constraints	Dependencies
<ul style="list-style-type: none"> • Total funding package: the budget has been based on the portfolio's fixed funding agreement between the region and Welsh and UK Governments • Capital Funding: The budget is predicated on capital investment • Term of the City Deal: The timeframe for the delivery cannot exceed the term of the City Deal set at 15 years • Resources: Resources available to establish and implement the portfolio and associated programmes and projects • State Aid: Growth Deal projects must comply with relevant State Aid rules 	<ul style="list-style-type: none"> • Continued partner and stakeholder commitment and approval • Availability of land/infrastructure • Availability of City Deal investment • Availability of public/private sector match co-investment • Planning and associated permissions • Availability of activity revenue funding streams • Support from wider life science ecosystem • Market demand • Commercialisation of innovation • Adoption of innovation by end users

Table 2.1: Summary of benefits, risks, constraints and dependencies

2.2 Economic Case

The Economic Case sets out how the project has been developed through the appraisal of options considered against the Spending Objectives and the Critical Success Factors:

- Strategic Fit
- Business Needs
- ARCH Integration
- Internet Coast Integration
- Potential Value for Money
- Potential Achievability
- Supply-side Capacity
- Potential Affordability

A long-list Options Filter exercise was undertaken to appraise a number of approaches including focused development of existing site(s), potential longer-term/mixed site fund and combination thereof. These were appraised against standard and project-specific Critical Success Factors to identify the Preferred Dual-site Phased Approach.

The Case identifies the preferred approach, namely the re-development of Management Centre at Morriston and development of new facility at Sketty Lane (Phase 1, funded by the City Deal), followed by 'new land' development at Morriston and wider Sketty Lane/Singleton development (Phase 2) through external investment. The short-list appraisal (including the Baseline Do Minimum and Alternatives) present the following BCR and NPV over the 15-year time horizon (GB standard 10-year horizon included for completeness):

Option	10 Year BCR	15 Year BCR	15 Year NPV
Do Minimum	1.01	1.70	£3.3m
Preferred Approach	2.22	2.33	£18.8m
Alternative Approach (1)	0.85	1.87	£12.3m
Alternative Approach (2)	0.33	0.76	- £3.4m

Table 2.2: Summary of short-list appraisal

Additional benefits are described in terms of the potential value of benefits generated through Quality Adjusted Life Years (QALYs), estimated at £16 million to £32 million over 15 years. The Economic Case also includes a risk analysis and sensitivity analysis.

	Do Minimum	Option 1 (Preferred)	Option 2 (Alternate)
Net Present Social Value	£3.3m	£18.8m	£12.3m
Public Sector Cost*	£4.181m	£14.15m	£14.15m
BCR	1.70	2.33	1.87
Significant non-monetisable** benefits	N/A	5-10,000 QALYs (range of values including in assessment)	5-7,500 QALYs (noting delivery timescales for option against core assessment)
Significant unquantifiable benefits	N/A	Indirect regeneration and transport benefits	Indirect regeneration and transport benefits
Risk costs by type^ and residual optimism bias	Delivery risk - £1.06m 20% OB	Delivery Risk - £2.97m 20% OB	Delivery Risk - £4.47m 20% OB
Switching values		8yr Delay ~37% benefit reduction	
Time horizon and reason	15yr – to align with infrastructure nature of development, and SBCR Economic Strategy. This reflects the nature of the benefits sought and activity for each of the appraised options. Guidance on relevant benefits from DCLG, HMT and other sources (both academic and governmental).		

Table 2.3: Appraisal summary table

*discounted

** captured as part of aligned health economics assessment

^see also sensitivity analysis section

2.3 Commercial Case

This commercial case has been developed to optimise deliverability and value in line with the Preferred Approach and Option. It includes a differentiated strategy for the two sites and sets out the scope for each development. The project aligns to the five Swansea Bay City Deal (SBCD) Procurement Principles (to be innovative, to have an open, fair and legally compliant procurement process, to maximise community benefits from each contract, to use ethical employment practices, and to promote the City Deal).

The Sketty Lane/Singleton development is expected to be procured through the *South West Wales Regional Contractors Framework (SWWRCF)* via a Works commission where the University is the Contracting Authority. The procurement approach for the Morriston development will be to appoint a Supply Chain Contractor and design team from SBUHB's Local Contractor and Consultant Framework. Note that SBUHB's Capital Planning Team will manage the operational/change process and will endeavour to mitigate any risk of disruption to Health Board services and performance.

The strategy has been underpinned by pre-development options and feasibility studies, which further supported the specification for both procurement exercises. Specifically, in addition to an affordability and cost exercise, the brief for the pre-development options study encompassed high level viability of developing a suitable building/s in Singleton and the refurbishment of Management Centre at Morriston Hospital. The functional content for each facility has been developed as follows:

	Sketty Lane	Morriston
Size	~2,000sqm	~700sqm
Skills development space	35%	0%
Innovation/incubation space	50%	50%
Office/development space	10%	20%
General (meeting, collaboration, etc)	5%	30%

Table 2.3: Description of functional content

The proposed contractual arrangements for the development at Sketty Lane/Singleton would include Swansea University appointing a project manager through existing framework agreements, in compliance with the SBCD Procurement principles and alongside the University's estates team.

A design team will be appointed through open market tender or an existing framework in compliance with policy and the SBCD Procurement principles to develop the design to RIBA stage 3 (Developed Design). The client-side consultation team and design team will be appointed on an NEC3 or NEC4 professional services contract, and it is proposed that the University will procure a contractor on a Two Stage NEC4 Design & Build Contract utilising Option A (Priced Contract with Activity Schedule).

For the Morriston development, SBUHB will appoint a supply chain contractor and design team from its Local Contractor and Consultant Framework to deliver refurbishment of existing accommodation. Contractors and consultants will be appointed according to the works value of the scheme either directly on a rotational basis or via a mini-competition, as appropriate ensuring compliance with policy and alignment with the SBCD procurement principles.

Plans are in progress to secure the £115 million investment required for the longer-term developments at Sketty Lane and Morryston. This strategy will need to emerge and evolve to support market opportunities and the post-Covid renewal. Catalysed by the award of the City Deal funding, the project team work on more specific proposals with private and public sector partners to scope the opportunities and options available for the Phase 2 investment, and to conduct a post-Covid market analysis on the recommended approach. The Swansea Bay University Health Board is already master planning for the Phase 2 development while the University is developing its plan to deliver the Phase 2 development at Sketty Lane, and is preparing to undertake a full feasibility study (including potential joint venture, investment and funding arrangements). Funding is being sought to support this work.

The Project Team is already engaging with the Investment Directorate of the Department for International Trade (DIT) to develop an investment offering that DIT can promote to its global network of investors and venture capitalists.

2.4 Financial Case

The Financial Case sets out the funding requirements for the preferred option and demonstrates overall Programme affordability. It highlights how the overall investment comprises the City Deal investment, public sector investment and private sector investment. The Case identifies the investment summary as follows:

Land allocation	Project Phase	Funding	Gross Internal Area (m2)	Estimated investment costs £m
Sketty Lane	Phase 1	City Deal/Public/Private	2,000	37.33
Sketty Lane Land Value	Phase 1	Public	-	0.03
Morryston Refurbishment	Phase 1	City Deal/Public/Private	700	10.54
Morryston Refurbishment Land Value	Phase 1	Public	-	0.11
Road Planning and Design	Phase 1	City Deal/Public	-	1.39
Swansea Bay Sports Park	Phase 2	Private/Public	9,650	65.86
Morryston Life Science Park	Phase 2	Private/Public	6,000	49.00
			18,350	164.26

Table 2.5: Total capital requirements and associated leverage

The investment comprises

- The **City Deal investment** component consists of the government grants awarded by UK and Welsh government totalling £15m. City Deal Grant is awarded to projects / programmes 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 such as health boards. Public sector investment will also consist of specific Welsh Government, UK Government and European funding secured through research grant awards.
- **Private sector investment** includes regional investment from local and national private sector partners as well as local healthcare and sports providers. The project will lever in private

sector funding directly from the supply chain development and indirectly from private research and development partnerships.

The Case sets out the revenue and expenditure assumptions made, provides an expenditure and funding profile, and highlights the project's revenue projections and long-term sustainability.

2.5 Management Case

The Management Case sets out the project's governance and delivery structures within the context of the overarching SBCD governance arrangements and aligning to each of the project partners' organisational structures. The project's governance structure is headed by the Project Board, which will ensure the project is managed effectively, to approved timescales and in line with the governance structures laid out in this Business Case. The Board's responsibilities are set out in the Case.

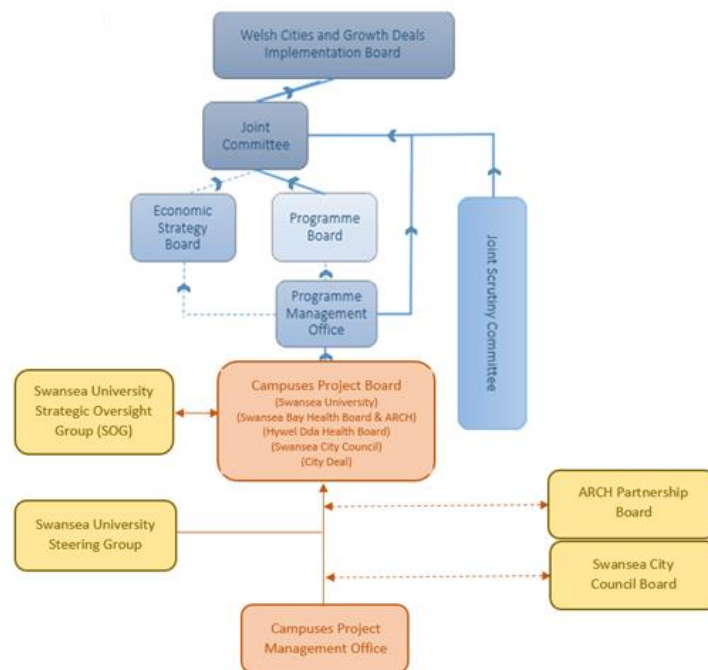


Figure 2.1: Project governance structure

The Project Management Office (PMO) has been established to lead the development and overall delivery of the project on behalf of the region, in liaison with UK Government, Welsh Government, the private sector and all other partners and stakeholders. It is led by Professor Keith Lloyd, Pro-Vice Chancellor and Executive Dean, Faculty of Health and Life Science. Professor Lloyd is also the project's Senior Responsible Owner and chairs the Project Board. The PMO is hosted by Swansea University (the named Project Lead) and is accountable to the Project Board, SBCD Programme Board and SBCD Joint Committee as required. It will work closely with key partners including, but not limited to, Swansea Bay University Health Board, Swansea Council (the lead local authority for this project), and anchor partners. Staffing arrangements are described and a project management plan provided.

Note that the Management Case also details arrangements for Monitoring and Evaluation, Benefits Realisation, Risk and Issues Management, Change Control, and Project Assurance.

Strategic Case

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3. Strategic Case

Part 1: Strategic context

3.1. Organisational overview

3.1.1 Context

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

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

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

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

SBCD Campuses Project ('The Project') has been developed in equal partnership between Swansea Council, Swansea University and Swansea Bay University Health Board alongside Hywel Dda University Health Board and supported by the ARCH (A Regional Collaboration for Health) partnership. Swansea University will be responsible for the project management and delivery of the project.

The project partner roles and responsibilities are as follows:

Organisation	Key role
Swansea Council	Contracting authority (funding agreement) Planning authority Land owner (Singleton/Phase 2)
Swansea Bay University Health Board	Phase 1 Morryston Delivery Lead and Phase 2 Morryston Site Development Lead Operational lead: Morryston Funding partner
Swansea University	Phase 1 Project Lead, Phase 1 Singleton Delivery Lead and Phase 2 Singleton Site Development Lead Operational lead: Singleton/Sketty Lane Land owner (Singleton, phases 1 and 2) Funding
Hywel Dda University Health Board	Leading the spread and adoption of project outputs and skills opportunities into the HDUHB region.
ARCH Partnership	University Health Board Programme Integration
Vodafone	Technology Delivery Partner
Novo Nordisk	Health Delivery Partner
Sport Wales	Sports Delivery Partner

Table 3.1: Organisation overview

3.1.2 Swansea Council

Swansea Council is the sole and lead local authority in the project partnership. With a population of 247,000 (2019), the City & County of Swansea is the second largest unitary authority in Wales, with a population density of 650 people per square kilometre. Swansea Council has a proven track record in delivering large scale regeneration projects since it was formed in 1996 after local government reorganisation:

- Projects funded and delivered by the Council include construction of the Liberty Stadium for Swansea City Football Club & Ospreys Rugby Club and a £32m Leisure Centre in the city centre.
- Joint ventures have been progressed with Welsh Government (and formerly the Welsh Development Agency) to deliver the Swansea Vale Mixed Use Development and Felindre Strategic Business Park. More than £120m of projects 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 period, large-scale initiatives successfully delivered including the Quadrant Bus Station (£10m) and Waterfront City, which invested circa £30m in a range of improvements to the fabric of the City Centre, including major public realm and property façade improvements.
- The Council is currently delivering a transformational city centre regeneration programme that includes the creation of a new Digital Arena through the Copr Bay phase 1 development (part funded by the City Deal), 100,000 sq ft of office space in the Digital Village development at 71-72 Kingsway (also part funded by City Deal), Copr Bay Phase 2 public sector hub and regeneration of the historic Palace Theatre.

3.1.3 Swansea Bay University Health Board (SBUHB)

SBUHB is the region's largest employer and a major contributor to the foundational economy. The Health Board commissions and provides health care services to meet the needs of the local population across three local authority areas within the Swansea Bay City Region. SBUHB delivers whole health care from prevention and primary care through to tertiary care across this area and provides selected tertiary services across South West Wales region, beyond and in some cases to patients in England.

The Health Board has a successful record of accomplishment of delivering improvement across its remit by working in partnership with communities and organisations. SBUHB also have strong and long-standing relationships with local University partners and have invested in research, innovation, and skills development activities to improve care and continue to develop areas of excellence. Through partnerships such as ARCH and collaborations with Swansea University, SBUHB is committed to modernising the workforce to ensure an appropriate skilled workforce and pipeline is developed fit for future needs.

SBUHB has described an ambition to redevelop both the Singleton and Morriston Hospital sites through transforming clinical service provision, embedding research and innovation activity alongside clinical practice and forward planning a collaborative skills development agenda to provide a prudent health and well-being provision fit for future needs. SBUHB have developed their Clinical Services Plan 2019-2024 which clearly sets out the role of the health system as a whole, from self-care and prevention, through to the roles of each of the hospitals working as part of a network.

3.1.4 Swansea University

Swansea University is a UK top 25 University¹ and ranks among the UK's top 10 universities for balancing excellent teaching with excellent research, demonstrated by its Teaching Excellence Framework Gold Award and UK Top 30 performance in REF2014. The University was founded by industry to serve the needs of the regional industrial economy, and its research continues to have economic and societal impact. The University is recognised as one of the UK's leading industry-intensive universities² (HE-BCI 2018) and ranks 8th in the UK's top origin universities by total number of spinout companies created.³ The University has a significant track record of developing and delivering major infrastructure and collaborative research and development projects, including:

- The £250 million Bay Campus, which opened on schedule and on budget in 2015. (Financially supported by Welsh Government, UK Government, European Investment Bank and others).
- Part funded by the Welsh European Funding Office (WEFO), the Institute of Life Science (2008-2012) is a £100+ million investment in infrastructure supporting RD&I in life sciences and health. ILS is Wales' premier, purpose-built medical research and business incubation facility.
- The £32.5 million Computational Foundry (part funded by the Welsh European Funding Office).

¹ Guardian University Guide 2021

² Higher Education – Business Community Interaction survey, 2018

³ Royal Academy of Engineering *Spotlight on Spinouts* report, 2021

The University also partners with Swansea Council in the provision of sports facilities at the Sketty Lane site (including the Wales National Pool), and with Swansea City Football Club, Ospreys Rugby and Scarlets Rugby on shared training facilities, sports science research projects and data science. In particular, the University has worked in collaboration with Swansea City FC to develop its Fairwood site by contributing an £11 million investment since 2012 to create a world-class training facility. The site is shared by the club and the University, with student sports teams training at the grounds on a regular basis. The University worked with Disability Sport Wales in the delivery of the International Paralympic Committee Championships, held in Swansea in 2014.

The University leads the “South Wales Industrial Transition from Carbon Hub” (SWITCH) project within the SBCD Supporting Innovation for Low Carbon Growth (SILCG) Programme, and is collaborating with the Offshore Renewable Energy Catapult on a Marine Energy Engineering Centre of Excellence within the Pembroke Dock Marine initiative.

3.1.5 Hywel Dda University Health Board (HDUHB)

HDUHB are a strategic partner in the West Wales region, providing health services across Carmarthenshire, Ceredigion and Pembrokeshire to over 385,000 people. The Health Board provides Acute, Primary, Community, Mental Health and Learning Disabilities services via General and Community Hospitals, Health Centres, GPs, Dentists, Pharmacists and Optometrists and other sites. HDUHB work closely with SBUHB to provide a range of services on a regional basis to improve patient access to care. A number of regional services are provided at the Morriston site and the planned transformation of this site presents an opportunity to provide improved health service delivery and efficiency for the regional population. In addition to clinical service delivery, the partnership between SBUHB, Swansea University and HDUHB is long established and there are several collaborations within skills development and research and innovation between the partners that support efforts to improve the health, wealth and wellbeing of the population that HDUHB serves.

3.1.6 ARCH Partnership

The ARCH (A Regional Collaboration for Health) partnership operates across the Swansea Bay City region, encompassing the two University health boards and Swansea University. It brings together expertise and experience from across the three partner organisations and wider stakeholders to tackle health and well-being challenges within the region through collaborative project driven approaches to four themes of Skills & Workforce, Research, Enterprise & Innovation (RE&I), Service Transformation and Well-being. ARCH has been instrumental in supporting the partners to collaborate in the development of this business case, and has supported associated engagement events and workshops. This project was identified as an ‘ARCH project’ in the ARCH Portfolio Development Plan that was submitted to and agreed by Welsh Government in 2017.

ARCH has played an instrumental role in the development of health and life science innovation activity across the region including the AgorIP commercialisation initiative harnessing ideas from HNS partners. The vibrant RE&I group is continually developing a pipeline of projects with public and private sector partners. ARCH will continue to act as a vehicle for collaboration and will draw on the partnership’s track record of cooperation and collaboration to enable and strengthen project delivery.

3.1.7 Project delivery partners

The project benefits from the close engagement of three stakeholder partners, representing the technology, health and sport sectors. Letters of support are included as Appendix 12. The project's three delivery partners are:

- **Vodafone**, the multinational technology company that is supporting the roll out of 5G in Swansea, and which is delivering a range of services and technologies to support augmented reality for research, innovation and training. Vodafone have committed to working with the project to provide technologies to deliver world leading capabilities.
- **Novo Nordisk**, a multinational pharmaceutical company committed to defeating diabetes and other chronic diseases through partnerships and collaboration, with a focus on digital health, technology, and population-based impact. Novo Nordisk has committed to working with the project to identify areas of partnership; to connect the team with other technology partners and/or the Team Novo Nordisk elite cycling team, and to work to identify mutual areas of interest in research at the population level.
- **Sport Wales**, the national organisation responsible for developing and promoting sport and physical activity in Wales, from community and grassroots to performance sport. Sport Wales works alongside all sports governing bodies and local authorities in Wales and will help to extend the project's reach.

These project delivery partners will support the shaping of the Project's full business case, planned facilities and engagements, and will help to drive the enabling environment will attract further interest in the project from other multinational companies, investors and the SME community.

3.1.8 Stakeholder engagement

The project team continues to engage with public and private-sector stakeholders across the life science, health, well-being and sport sectors. Stakeholder engagement is ongoing and will continue to inform the development of the Business Case. Activities to date include:

Individual interviews: led by an external consultant, interviews were held with senior representatives from the project's partner organisations with the aim of developing deeper insights into each partner's understanding and expectations of the project. The resulting report has helped to strengthen the partnership and this business case.

Stakeholder workshops: led by an external consultant, these workshops followed on from the individual interviews with the aim of ensuring that the vision for the project is shared and remains valid. The workshop objectives were to generate a discussion about the proposed key strategic aims, benefits, opportunities and challenges for the project over its lifetime, and to fully capture all stakeholder views. We wish to ensure that stakeholder views are fully captured, and the benefits of the Project are understood. The report demonstrated partners' ongoing commitment to the initiative.

The project team has engaged with a range of organisations with reach across the life sciences and sports sectors in Wales. Organisations consulted include: MediWales, the Life Sciences Hub Wales, and Sport Wales. The team is engaging with the Welsh Government Relationship Management Team

and the UK Government Department of International Trade to promote understanding of the project and to highlight the potential inward investment opportunities.

A stakeholder mapping exercise and table.

Stakeholder Interest	High	Keep Informed	Manage Closely
		MediWales ILS Tenants/Affiliates (U) Sports Facilities/National Pool Health & Wellbeing Academy Clinical Academics Priority Research Groups Regional Partnership Boards Sports Park Phase II Board RIIC Hubs AGORIP Patient Groups Third sector orgs Other SBCD projects 4theRegion	PoMO Office (G) Arch Partnership (U) Life Science Hub Wales Vodafone Sport Wales Novo nordisk UK Gov (G) DIT SBUHB Senior Leadership Teams (G)
	Low	Minimal Contact	Keep Satisfied
		Regional/National Media Public SME Community Staff (U) Students National Sports Teams/Champions	Hywel Dda (I) Other SBCD Councils Welsh Gov (G) M4 Innovation Corridor developments (I) Data Science Healthcare Technology Centre Swansea Council Business Wales Development Banc
		Low	High
		Stakeholder influence	

An **industry stakeholder survey** is in development. This will be distributed to businesses across Wales with a view to understanding companies' future requirements in terms of access to incubation, innovation and research development facilities, and to better understand their requirements of such facilities. The findings of this survey will be used to further enhance the project's potential scope and offer. (The survey will be distributed to Wales-wide and UK networks through (e.g.) the Healthcare Technology Centre, ILS, AgorIP, MediWales, Business Wales, Life Sciences Hub Wales, 4theregion and Swansea University's business marketing team. Finally, a formal **stakeholder engagement strategy** is in development to support wider promotional and outreach activities throughout the project development phase as well as during implementation and delivery. This strategy will integrate with and echo the approach of the Portfolio Management Office Engagement Strategy. (See also Appendix A1: Engagement log.)

3.1.9 Associated collaborations

The partnership benefits from several existing collaborations and planned initiatives that will contribute to the ecosystem being developed through the project.

Company	Contribution
Pfizer	The planned establishment of the Pfizer Innovation Hub at Swansea University will bring together skills and expertise from across the sector to improve health outcomes for patients and develop new ways of supporting healthcare provision. Pfizer have so far invested over £650k into the partnership to fund joint appointments and research programmes around value-based healthcare.
Digital Healthcare Technology Centre	Establishing an end-to-end solution in an open innovation environment for the development, pilot testing and validation of digital and digitally enabled technologies. The Centre will provide an integrated platform to support growing enterprise.
Accelerate	A £24m programme supported by European Regional Development Fund (ERDF), Welsh Universities, Welsh NHS, Welsh Government and industry to drive the acceleration of new health and well-being products and services to the marketplace. The programme will realise over 80 collaborative projects with industry, employment increases exceeding 100 new jobs within Welsh enterprise and the leverage of over £1m private sector investment.
AGORIP	Supporting both 'technology-push' and 'spin-in', the AgorIP intellectual property commercialisation platform provides support to new and existing enterprise, including multinationals in developing medical technologies. The activity supported by AGORIP has already supported over 200 opportunities, helping to create jobs, protect intellectual property and commercialise innovations. The project has recently attracted further investment of £7m to enable Pan-Wales operation in addition to the original £13.5m investment by Welsh Government and the ERDF, Swansea University and Industry collaborators.
INSERT	A new initiative at the intersection of Sport and Exercise Sciences, Human and Health Sciences, Medicine and Engineering. INSERT will support innovation in sport, exercise rehabilitation and enablement technologies working across in elite, professional and recreational sporting bodies, the fitness and physical therapies industries.

Table 3.2: Associated collaborations

3.2 Strategic alignment

3.2.1 Organisational strategic drivers

The project responds to three primary strategic drivers:

- **Organisational strategic driver 1:** Growing the regional economy – targeting job creation and increased GVA through establishing RD&I facilities that drive innovation and investment in life sciences, well-being, health and sport.
- **Organisational strategic driver 2:** Improving the nation’s health - harnessing innovations in Life Science, MedTech and Sports Tech to enable the population to be fit and active, and to maintain a healthy weight – thereby improving quality of life and mental well-being, contributing to GVA, jobs and economic performance, and reducing the economic burden on the National Health Service.
- **Organisational strategic driver 3:** Growing the sport economy in Wales - developing an internationally significant Sports Tech sector in South Wales, delivering benefits to population health and well-being in addition to contributing to GVA, jobs and economic performance.

3.2.2 Organisational strategic driver 1: Growing the regional economy

The Swansea Bay City Region is a significant driver of the economy in Wales, supporting circa 20,000 businesses and around 300,000 jobs. However, the region underperforms economically. Gross Added Value (GVA) growth has been “consistently below that of the UK and Wales over the last two decades. In 2010, GVA per employee was 77 percent of the UK average (compared with 90% in 1990). Meanwhile, the region’s productivity has fallen to only 94% of the Welsh level in the same period.⁴ The project responds to the Swansea Bay City Deal ambition to create jobs, increase GVA to the national average and achieve 90% of UK productivity levels by 2033.

3.2.3 Organisational strategic driver 2: Improving the nation’s health

The project responds to the imperative to improve population health in Wales, helping people to be more economically active and communities to become more productive - and reducing the economic burden on the NHS while doing so.

A 2020 Public Health Wales reports showed that, in Wales, life expectancy (an indication of the overall health status of a population) has improved little since 2011.⁵

The report highlights that improvements in circulatory disease mortality rates have slowed, while mortality from dementia and Alzheimer’s disease have increased sharply. The *Case for Action on Obesity in Wales*⁶ estimates that illnesses associated with obesity cost the Welsh NHS more than £73m a year.

The report notes that:

- 1 in 8 children aged four to five is obese (more than 4,000 children)
- c.1 in 4 adults aged 16+ (600,000 people) are obese, with 10,000 adults becoming obese each year.

⁴ [Swansea Bay City Region Economic Regeneration Strategy.pdf](#)

⁵ <https://phw.nhs.wales/services-and-teams/observatory/data-and-analysis/life-expectancy-and-mortality-in-wales-2020/>

⁶ <https://phw.nhs.wales/topics/overweight-and-obesity/the-case-for-action-on-obesity-in-wales/>

- 1 in 5 boys, 1 in 10 girls and 1 in 2 adults does not do the recommended amount of weekly exercise.
- By 2050, the cost of obesity to the Welsh NHS is estimated to be £465 million, and the cost to the Welsh society and economy £2.4 billion.

The report also argues that “there is no other single intervention that can treat and prevent more long term conditions and diseases than physical activity” (p.50), while also noting that Abertawe Bro Morgannwg University Health Board (now SBUHB) has the lowest percentage of 11 to 16 year olds years achieving 7 days of 60 minutes physical activity (p54).

The impact on health is evident:

- Having a higher BMI is the leading risk factor for having a long term illness.
- More than 100,000 case of Type 2 diabetes are estimated to be associated with obesity.
- Obesity is the second biggest preventable cause of cancer in the UK.
- Those who are obese are 1.5 times more likely to have a musculoskeletal illness.

Research estimates that between £1.4 million and £1.65 million was spent *each week* treating diseases resulting from obesity (£25 to £29 per person, equating to between 1.3% and 1.5% of total healthcare expenditure in Wales).⁷

A significant proportion can be attributed to physical inactivity:

Health Board	Diabetes	Cerebrovascular disease	Coronary Heart Disease	Total
Betsi Cadwaladr	3.76	3.65	4.35	11.66
Powys	4.77	6.04	4.41	15.22
Hywel Dda	4.59	3.16	4.01	11.77
Abertawe Bro Morgannwg*	4.27	3.58	3.83	11.68
Cardiff and Vale	3.82	2.52	3.01	9.35
Cym Taf	4.55	3.61	4.28	12.44
Aneurin Bevan	4.08	2.33	3.84	10.26
Wales	4.14	3.25	3.89	11.28

*Now Swansea Bay University Health Board

Table 3.3: Per capita expenditure (£) attributable to physical inactivity for selected health conditions, 2014/15⁸

Finally, Public Health Wales’ *Placing health equity at the heart of the COVID-19 sustainable response and recovery: Building prosperous lives for all in Wales* (2021)⁹ highlights the impact of the Covid-19 pandemic on health services in Wales, including:

- Limited access to prevention, diagnosis, treatment, and rehabilitation for chronic conditions, such as cancer and mental health

⁷ Phillips CJ et al. Assessing the costs to the NHS associated with alcohol and obesity in Wales. Social research. Number 20. Cardiff : Welsh Assembly Government; 2011.

⁸ <https://phw.nhs.wales/topics/overweight-and-obesity/the-case-for-action-on-obesity-in-wales/>

⁹ <https://phw.nhs.wales/publications/publications1/placing-health-equity-at-the-heart-of-the-covid-19-sustainable-response-and-recovery-building-prosperous-lives-for-all-in-wales/>

- Significant reduction in hospital admissions in 2020 by 55% for elective surgery; and by 30% for emergency treatments, compared to 2019
- Reduction in attendances for conditions, such as heart problems and in people seeking help for possible cancer symptoms.

3.2.4 Strategic driver 3: Establishing the Sports Tech economy in Wales

The project responds to the ambition to grow the regional economy and create jobs through its emphasis on driving the establishment of a vibrant Sports Tech sector in South Wales, supporting health, well-being and economic performance. The intersection of health, well-being and sport yields opportunities for life sciences innovation to drive growth in MedTech and Sports Tech, for example:

- Preventing injuries: using data to analyse and monitor patient/player performance and to recommend interventions and strategies.
- Connected fitness and health: developing sensors, devices, clothing and wearables that monitor (e.g.) stress load, physiological data and performance in real time.
- Prevention and protection: smart clothing, headgear, mouthguards, etc.
- Rehabilitation and recover: technologies such as gait analysis, anti-gravity treadmills¹⁰ and exoskeletons can help with orthopaedic recovery, weight loss and neurological conditions.
- Portable assessment tools to assist physical therapists and trainers

The home/connected fitness and well-being market has strengthened during the Covid-19 pandemic with greater visibility of on-demand coaching that include engaging content and immersive experiences. It is also expected that the integration of data intelligence and sports technologies related to recovery, sleep and mental wellness will see the largest growth, with devices such as skin sensors and glucose, hydration and nutrition monitors.¹¹

In 2018, a Sport Wales commissioned a report to better understand the social and economic value of sport in Wales.¹² The social impact of sport considered the value of sport on outcomes related to health (reduced risk of heart disease, stroke, some cancers, Type 2 diabetes, dementia, clinical depression, etc) and subjective well-being. It also considered other social impacts, and revealed that

- For every £1 invested in sport in Wales there is a return of £2.88.
- More than £3.4 billion of benefits was generated for Welsh communities from participating and volunteering in sport in 2016/17. Of this:
 - the **social value of improved health is £295.17 million**, of which £102m and £97m of savings were made in preventing dementia and heart disease respectively.
 - the social value of enhanced social capital was £651.47m; enhanced education was £91.15m; and reduced crime was £2.17m.
 - subjective well-being accounts for 60.6% of the social value generated in Wales.

The report found that the sport industry in Wales was valued at c.£1.2 billion in 2016/17, outperforming the pharmaceuticals, travel, accommodation and textiles industries in Wales. In the

¹⁰ <https://summitphysio.co.uk/7-rehab-technologies-revolutionising-industry/>

¹¹ <https://www.sportspromedia.com/from-the-magazine/sports-tech-investment-business-advice-startups-vr-ai-5g-2021>

¹² <https://www.sport.wales/content-vault/social-return-on-investment-in-sport/>

same year, the sporting economy contributed £1.18 billion in consumer expenditure on sport, and supported 29,700 sport-related jobs. The Global Sports Tech market is worth nearly \$10 billion, with 30% of the market in Europe. Growth is shared between fan-base, stadia developments, wearables, and analytics and online betting. The data indicate a rapidly expanding market for sport and exercise technologies that are not currently captured in medical, biotech and pharmaceutical data from the UK. For example, between 2015 and 2020 there have been 4.6 and 3.75-fold respective increases in Health Apps and Wearables.

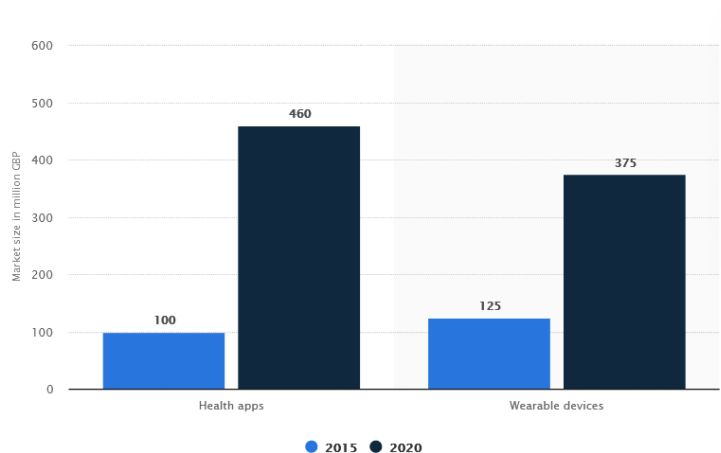


Figure 3.1: Growth in Health Apps and Wearables in the UK (2015-2020), Statista 2016

Unlike other countries and regions the UK does not have a formal Sports Tech Network (though the UK Sport Technology Partnership was developed solely to support GB sport in its pursuit of Olympic and Elite Athletic Success). The only Sports Tech hub supporting start ups in the UK is in London.

3.2.5 Strategy and Policy drivers

The project is demonstrably aligned to the UK, national (Wales) and regional strategic and policy context. Appendix A13 provides a summary of the project's strategic and policy fit. In particular, the project addresses:

- The ambition for the UK to be the world's most innovative economy, with emphasis on life sciences, digital innovation and the AI revolution.
- Support to enable a healthier, active population, harnessing digital technology and innovation across the life course, and from general population health to targeted interventions.
- The creation of high-quality jobs, skills and training opportunities to strengthen the regional economic base and enhance the competitiveness of the regional economy.
- The need to create opportunities to foster innovation and entrepreneurship in high-value research, development and innovation initiatives.

The key UK policies and strategies relevant to the project are:

- The Industrial Strategy, including the Grand Challenge areas of AI and Data, and Ageing Society.

- The UK Digital Strategy.
- Life Sciences Industrial Strategy and Sector Deal
- Artificial Intelligence Sector Deal
- Building Digital UK and the 5G Strategy
- Sporting Future: a new strategy for an active nation

The key Welsh policies and strategies relevant to the project are:

- Well-being of Future Generations (Wales) Act 2015
- Taking Wales Forward (2016-21)
- Parliamentary Review of Health and Social Care in Wales
- A Healthier Wales: Long Term Plan for Health and Social Care
- Prosperity for All
- Economic Action Plan
- Economic resilience and reconstruction mission
- Science Strategy for Wales, Innovation Wales and Smart Specialisation
- South Wales Crucible - Science and Innovation Audit (SIA)
- Digital Strategy for Wales (2021)
- Prudent Healthcare
- National Action Plan - Value in Health
- The Social Services and Well-being (Wales) Act (2014)
- Sport Wales

The key local policies and strategies relevant to the project are:

- Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030
- City & County of Swansea's Corporate Plan 2017/22
- City and County of Swansea Sustainable Development Policy
- City & County of Swansea's Digital Strategy – Aspiring to a Digital Business 2020
- Swansea Bay University Health Board Organisational Strategy, Clinical Services Plan, and three-year plan
- Hywel Dda University Health Board – Healthier Mid and West Wales
- Swansea University: Our Strategic Vision and Purpose
- Swansea University - Sport Swansea:Active University Strategic Framework 2020-2023
- ARCH: A Regional Collaboration for Health
- Regional Learning Skills Partnership
- Swansea Public Services Board Local Well-being Plan – Working Together to Build a Better Future, West Wales and West Glamorgan Regional Partnership Boards.

3.2.7 Swansea Bay City Deal Portfolio

The project is a key component in the Life Science & Well-being theme of the Swansea Bay City Deal portfolio but also contributes to the Digital Infrastructure programme (through its emphasis on using data and technology within the 5G testbed) and the Skills and Talent programme (see 3.6.4 below).

The project adds value to the regional life sciences ecosystem and the Pentre Awel project, contributing a unique focus and specialist infrastructure. While both the project and Pentre Awel focus on slightly different parts of the system, both ultimately aim to improve population health. Both aim to lever the benefits associated with co-locating service delivery alongside educational activity, research, and life science businesses, and both seek to offer sporting facilities and associated leisure opportunities to address the wider determinants of good health and well-being.

Pentre Awel's service delivery is predicated on its Primary and Community Care Focus (keeping people well and avoiding admissions to acute sites), with new, patient facing facilities created as an integral part of the scheme, involving the integration of NHS activities with wider aspects of social care. The scheme also provides for new sports and leisure facilities for local community use and development of partnerships with local sport clubs.

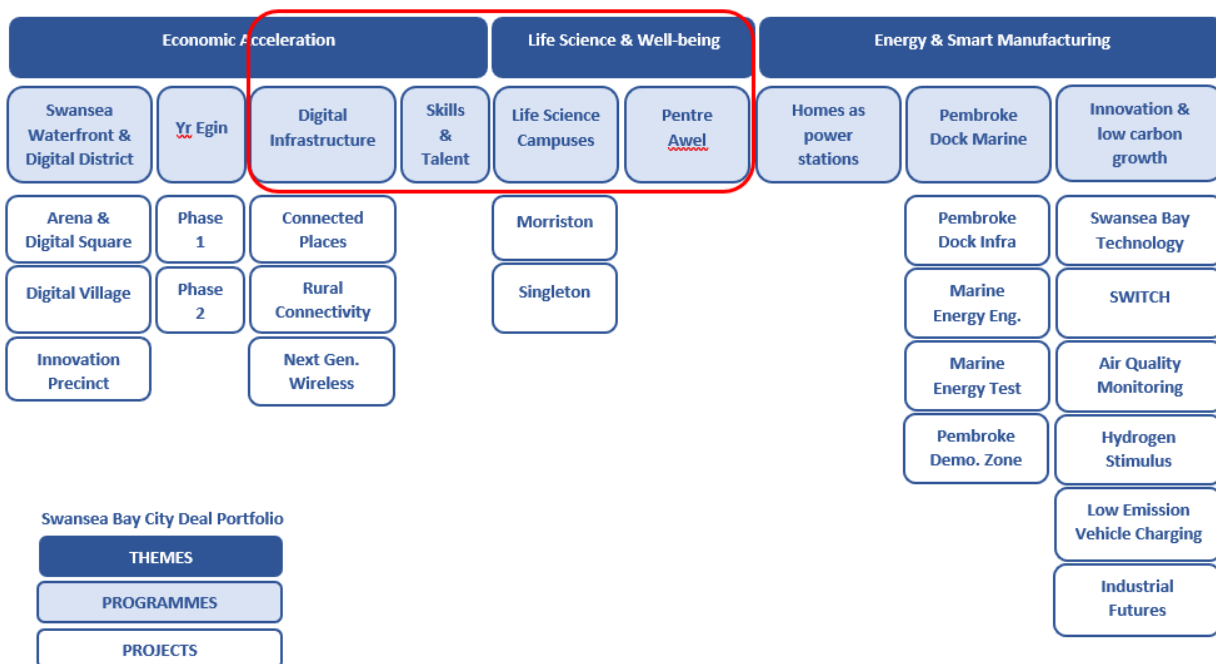


Figure 3.2: Swansea Bay City Deal Portfolio

The Campuses project has a focus on specialist care (though not excluding primary and community care), improving outcomes and getting people home sooner. The scheme will be adjacent to or located at existing secondary care sites, and no new patient facing facilities will be created.

The project will establish new sports research, development and technology innovation facilities (at Singleton), with the potential to establish performance and elite sports facilities in partnership with sports clubs and national governing bodies to complement longer-term delivery.

Appendix A2 sets out the common and differentiating characteristics of each scheme.

Part 2: Case for change

3.3 Spending objectives

The project aligns with complementary projects across the region, contributing to the overall Swansea Bay City Deal investment objective to close the gap between regional and UK average productivity levels, helping recover much of the region's lost GVA over the course of the 15-year programme. The project will contribute significantly to regional, national and UK-wide GVA and further benefits such as indirect economic benefit and growth regionally.

The core project objectives have been developed through a partnership approach and in consultation with key stakeholders. Externally facilitated workshops have helped shape the project. The project's spending objectives are:

3.3.1 SO1 - Employment: To support the growth of high value employment in the sector

Maintaining ILS-supported levels of growth throughout the SBCR programme period, delivering over 1,000 jobs based upon Life Sciences & Well-being innovation across the regional cluster by 2031 (across both R&D and wider industry).

Aligned to the SBCR Internet Coast ambition, the project supports emphasis on high-value (GVA contribution) employment creation. The ILS track-record demonstrates the potential for significant job creation with high levels of additionality, targeting export-led opportunities, including medical devices, Sports devices and eHealth. As presented in the Strategic Case, the global growth of this sector, including SIA-identified smart specialisations, shows this to be a strong area of potential.

This objective requires aligned delivery in skills pipeline (new and existing workforce) in order to support this growth. As noted in the Strategic Case, the alignment with Sports and Exercise Science research, innovation and education adds significant potential in working towards this objective.

It also requires focus upon the role of Swansea University as the region's research-led university wider skills partners, including through the South West and Mid Wales Regional Learning & Skills Partnership.

3.3.2 SO2: High Growth Facilities : To expand the pipeline of new enterprises in the sector

Responding to existing unmet needs of 2,800s.m. infrastructure and projected ~850s.m. p.a. growth over the next 7 years. This requires 12,000s.m. of mixed office, laboratory and testbed (50:20:30) to be realised during the period.

ILS activity to date has developed a mix of indigenous and inward-investing enterprise within the cluster. The baseline and growth trend identified through ongoing research and project development has defined existing to longer-term requirements.

Working closely with partners across Wales/UK has allowed many opportunities to flourish, though pent-up demand remains for facilities proximate to research and clinical strengths, for both start-up

and large-firm partners. This is evidenced through activities such as Accelerate HTC (see brochure included as Appendix A6).

3.3.3 SO3: Regionalisation: To enhance the regional innovation ecosystem through expansion across two further sites by 2025

During the project period, the region will engage with Welsh Government and wider stakeholders to create the SBCR living lab/testbed environment. This will be achieved through ILS and Joint Clinical Research Facility (J-CRF) engagement and activity across the region, expanding the reach of ILS/J-CRF to two further sites by 2025.

Strong engagement across the industry ecosystem and with University Health Boards, Local Authorities and Third sector provides a unique testbed opportunity to progress from initial concept to proof of business. J-CRF and ILS activities have demonstrated that such assets can be effectively orchestrated to support innovation, using levels of co-ordination unavailable in other contexts.

3.3.4 SO4: Ecosystem: To enhance the region and UK sector profile by capturing major international opportunities

During the period, the region will utilise its RD&I assets to attract 4 significant inward investments to support balanced cluster growth and opportunity for wider UK sector. This would also involve realising a network of 300 cluster firms within the project period.

Recent major inward-investments aligned to the Internet Coast demonstrate the potential for developing this innovation approach within SBCR, to benefit the UK as a whole. ILS has shown how major partner initiatives attract and catalyse further innovation. The ambition defined reflects growth (not baseline) achieved during the previous ILS phases^{13 14}.

3.3.5 SO5: Commercialisation: To expand the pipeline of innovation opportunities engaged and realised with SBCR RD&I assets

Expanding technology and knowledge transfer activities between industry, academia and health service. This will involve development in excess of 100 new commercialisation opportunities during the project period, with £48m co-investment and numerous enterprise partnerships.

Initiatives including the Joint-Clinical Research Facility, AgorIP (IP Commercialisation Platform) and Accelerate provide mechanisms to identify, capture and develop opportunities across the region¹⁵.

Extensive review of the sector by the Life Sciences Hub Wales provides comprehensive insight into the regional opportunity. Built upon smart specialisations identified by Welsh Government/EU, and

¹³ A sub-regional innovation ecosystem Life sciences and health in the Swansea Bay City Region. *International Journal of Innovation and Regional Development*, 8(4), 306-321

¹⁴ A Sub-regional Innovation Ecosystem. *Entrepreneurial Learning City Regions* (pp. 267-292). Springer

¹⁵ *Future-proofing the University's relevance through participating in a region's Knowledge Economy*. The University of the Future, 2020, ISBN 978-1912764655

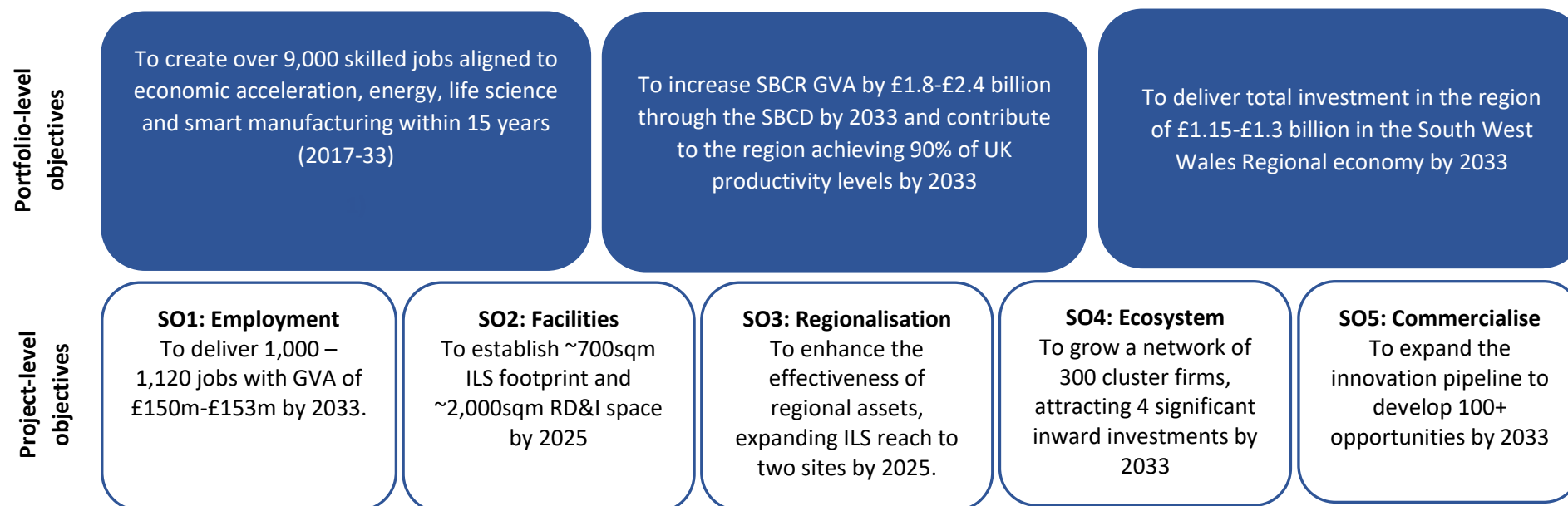
currently incorporated within the South Wales Crucible Science & Innovation Audit¹⁶, this presents strong additionality for the Life Sciences & Health sector.

The Critical Success Factors (CSFs) to support achievement of these objectives included *Strategic Fit, Business Needs, Potential Value for Money, Potential Achievability, Supply-side Capacity* and *Potential Affordability*.

Figure 3.3. below sets out the project-level Spending Objectives against the Swansea Bay City Deal portfolio-level objectives.

¹⁶ <https://www.southwalescrucible.co.uk/>

Figure 3.3: Project links to the SBCD portfolio objectives



The project's outcomes and impacts are summarised below, with SMART measures of success identified.

Table 3.4: Spending objectives, outcomes and impacts

Spending objectives
<ul style="list-style-type: none"> • SO1: Employment: To support the growth of high value employment within the sector by creating in excess of 1000 jobs across the region by 2033. • SO2: High Growth Facilities: To expand the specialist facilities and pipeline of new enterprises in the sector through the creation of 12,000m² of mixed laboratory, office and test-bed space within the region over the 15 year period. • SO3: Regionalisation: To enhance the regional Innovation ecosystem by expanding the ILS infrastructure to include two further sites by 2025. • SO4: Ecosystem: Engage the region and UK sector profile by capturing major international opportunities through capturing 4 major inward investment opportunities and developing a cluster of 300 firms within the region by 2033. • SO5: Commercialisation: To expand the pipeline of innovation opportunities to include the supporting in excess of 100 new innovation and commercialisation opportunities during the project period with a £48m co-investment into enterprise partnerships by 2033.
Outputs
<p>The project responds to unmet need to deliver key outputs across two phases. The project encompasses:</p> <ul style="list-style-type: none"> • Establishment of ILS activities (~700sqm) at the Morriston Regional Hospital site, co-locating commercial and academic collaboration alongside clinical research and development, fostering technology development in areas of regional excellence such as burns and plastic surgery, surgical oncology, pathology, data science, orthopaedics, and cardiac care • Design, planning, submission and procurement framework for new road access from the M4 to a 55-acre site already in NHs ownership adjacent to the north of the hospital, unlocking the site's investment potential, and delivering a major portion of the long-term benefits alongside; • Creating ~2,000sqm of dedicated research & innovation space within the Sketty Lane Sports Park. This will include multifunctional laboratories, teaching/skills space; "The Academy" (providing opportunities for industry in the delivery of health; well-being, and sports services); an Institute for Innovation in Sport Exercise and Rehabilitation Technologies (INSERT) following the ILS/Healthcare Technology Centre model for the development, testing and evaluation of medical, health, well-being, and sport technologies, and an innovation centre to support commercial collaborations. The facility will also nurture links with Data Science for data analytics, forecasting and insights.
Outcomes
<p>The project will create lasting and sustainable economic growth within the region, and significant reputational benefits. By 2033 its outcomes will include:</p> <ul style="list-style-type: none"> • New jobs: over the period, the project will deliver between 1,000 - 1,120 jobs with a Gross Value Added of £150m - £153m. • Retention of skills and staff in the region, in addition to attracting leading professionals and academics, so that South West Wales becomes a destination of choice. • More than 100 new commercialisation opportunities. • Enterprise growth: developing a related cluster of 300 enterprises. • At least four significant inward investment. • Leveraging additional investment in sports facilities and infrastructure (est.£60m).

- A 55-acre site where SMEs and larger companies in the Sports Tech and Med Tech sectors can establish a presence and access research, clinical and test bed facilities co-located with further developments of the Region's major hospital and laboratories, and be integrated within the life sciences, well-being and sport innovation ecosystem.
- A national centre of excellence with performance sport infrastructure, attracting Sports Tech and related companies and establishing Swansea as a sport and well-being innovation test bed that aligns world-class facilities with elite teams, national governing bodies, community sport, and technology and research.

Impacts

The longer-term impacts arising from the project include:

- Expanded infrastructure aligned to regional assets and activities, enabling the region to remain competitive, attract innovative enterprise to the region and avoid the migration of business away from the region.
- Co-location of research excellence alongside clinical specialisms, health service delivery, and sport-related organisations, catalysing the region as an internationally significant environment for innovation in Life Science, Well-being and Sport.
- Infrastructure and an ecosystem that promotes the region as a transformative testbed and as an internationally significant destination for sport, and sports innovation.
- Data science and intelligent systems driving research, innovation and improvements across health, sport and academia.

3.4 Existing arrangements

The challenges and opportunities faced by the South West Wales Region, including the spatial divergence of economic performance and how this related to wider socio-economic context have been well-documented (SQW 2014, OECD 2020). The dual challenges of restructuring the region's economy towards higher GVA sectors and alleviating population health problems converge around the Life Sciences, Health and Well-being sectors, noted as a regional strength (SU 2018).

The project builds on the distinct ecosystem and track record of success delivered by the partners over a fifteen-year period and which has proven its ability to attract investment and talent, grow businesses and nurture start-ups. It therefore benefits from the University/Health Board/industrial collaborations driving life science research and innovation, creating a unique testbed within the Swansea Bay City Region, driving innovation and entrepreneurship and attracting commercial investment.

3.4.1 Life Science ecosystem

The Institute of Life Science (ILS) is the research and innovation arm of Swansea University Medical School, which works with Health Boards and the public and private sectors to deliver innovation in life science research, contributing to economic gain whilst improving patient and citizen quality of life.

ILS has already supported **the creation of over 30 new companies and 800 new jobs**, together with 49 collaborative projects with industry, and **attracted over £36m in further inward investment**. The social and economic impact of the ILS venture, which is now fully sustainable, cannot be overstated, to date delivering more than £3 back to the economy for every £1 in public money received. During the period 2004 to 2013 alone, ILS worked with 279 enterprises active in the Life Sciences, Health & Well-being sectors across the South West Wales region, with 243 enterprises (87%) qualifying as small

and medium sized enterprises (SME). This grouping is comparable in scale with the Scottish cluster at the turn of the century (Cooke 2001) though with a different nature to its 'core'.

ILS is home to a wide range of internationally recognised and celebrated academic research and teaching activities. The Medical School is ranked as the 3rd overall in the UK, behind Oxford and Cambridge and has been ranked 1st in the UK for research environment and 2nd in the UK for research quality (REF2014). Adjacent to the Medical School, the College of Human & Health Sciences has been ranked 2nd in the UK for Nursing training.

As Wales's premier purpose-built medical research facility, ILS houses wet and technical laboratories, clinical research, innovation and delivery facilities, co-located with significant and expansive academic expertise, business support and incubation space to enable commercialisation of research and innovation outputs.

The ILS ecosystem houses the **Joint Clinical Research Facility (JCRF)** with a state-of-the art clinical trial and imaging suite to support both NHS and commercial product and medicines development. JCRF hosts ~50 collaborations, ranging from development of medical devices through to pharmaceutical trials, including projects with companies such as AstraZeneca, Eli Lilly, Novo Nordisk, Merck, and Boehringer.

The **Clinical Imaging Facility** at the Singleton site boasts MRI and CT scanning capabilities to support clinical and non-clinical research studies. JCRF at the Morriston Hospital site links with tertiary services and provides a valuable resource for clinical trial research.

The £22 million **Centre for Nanohealth (CNH)** works across academia and industry to test, develop and evaluate devices, sensors and processes for diagnostics, regenerative medicine and therapies through the application of nanomedicine and has leveraged a further £15m since initial investment. CNH, believed to be the first of its type in Europe, brings together academic expertise from Engineering, Science, Health with the NHS and industry in a 1600sqm purpose-built facility, equipped with state-of-the-art technology and facilities. In addition to attracting £10m+ in inward investment, the Centre has already assisted over 250 enterprises, supporting the creation of over 100 jobs, 14 new businesses and the creation (or improvement) of more than 180 products, processes or services.

The **Healthcare Technology Centre**, as a part of the wider £24m Accelerate programme, is supporting collaborative innovation projects with industry to further the economic development across the region, increasing employment and opportunities for graduates and supporting the development of new products, processes and services to enable the latest technologies to be adopted by the NHS and ultimately to support the health, wealth and well-being of the population of Wales. The Centre has dedicated commercial laboratories and has invested c.£1m in equipment. (Accelerate is a Pan-Wales initiative to drive the acceleration of new health and wellbeing products and services to the marketplace. The programme will realise over 80 collaborative projects with industry, employment increases exceeding 100 new jobs within Welsh enterprise and the leverage of over £1m private sector investment.) See also Appendix A6 for further information and examples of companies supported through the Healthcare Technology Centre and ILS ecosystem.

The **Data Science** facility was funded by the Medical Research Council (MRC), Economic and Social Research Council (ESRC) and Welsh Government and opened in 2015. The facility houses the Secure Anonymised Data Linkage (SAIL) databank enabling collaborative research to unleash the potential for the use of large-scale data and population research to support medical practice, policy design and patient well-being. It is supported by the MRC led Health Data Research UK and the ESRC funded Administrative Data Research Centre Wales.

Alongside the ongoing research to inform well-being policy and practice, the **Health & Well-being Academy** at the College of Human and Health Sciences, offers a range of flexible services which are complementary to those provided by the NHS, allowing people to make informed and positive lifestyle choices to improve their health and well-being. All together, they create a seamless life science innovation ecosystem across industry, health sector and academia. With an aim to support patients to live healthier lives whilst training the next generation of healthcare professionals and engaging with industrial partners, the health and well-being academy was launched in 2017. Since then, the Health and Well-being Academy has been widely praised for reducing waiting lists and pressure on NHS service providers whilst empowering people to take control of their own health; this includes being shortlisted in the 2018 Guardian University Awards in the Social and Community Impact category.

At the **Morriston Hospital** site, the project benefits from regional excellence in wound care, burns and plastic surgery, oncology, trauma and orthopaedics, and cardiac care. There are a number of established and existing fields of research and innovation activity built upon the immediate access to patients and their environment in the tertiary setting. The ARCH vision to transform both hospital sites into integrated Life Science, Well-being & Sport Campuses would see a step-change in innovation demonstrated through the previous investment and outcomes at Singleton.

At the Morriston Hospital site, there are a number of established and existing fields of research and innovation activity built upon the immediate access to patients and their environment in the tertiary setting. The ARCH vision would see the transformation of services to align with the evolution of the Singleton site as a leading site for ambulatory care and the development of regional specialist services at Morriston Hospital.

3.4.2 Sporting infrastructure

The Life Sciences extends into the field of sports and exercise science, where the University's **School of Sport and Exercise Science** undertakes world-leading research and innovation relates to health and well-being, children's physical activity and exercise physiology.

In addition to the grassroots, community sports and leisure centre facilities operated by the local authorities, the regional sports infrastructure includes the Sketty Lane Sports Park, which includes the University's Gym, Athletics and Hockey Centre, the Swansea Tennis and Squash Club, and the Wales National Pool (home to the Swim Wales Elite Performance Centre). Elite sport is also supported at the Liberty Stadium, Swansea (Swansea City FC, Ospreys Rugby), Parc y Scarlets, Llanelli (Scarlets Rugby), and the Fairwood training ground, Swansea, which includes six Premier League quality pitches, cryotherapy, performance analysis and sports medicine facilities following £6 million development by Swansea City Football Club and the University.

The natural environment around the Swansea Bay City Region creates further opportunities for sport, health and well-being pursuits, including watersports, walking, cycling, mountain biking and climbing. The region also hosts popular mass participation events, including marathons, Iron Man Wales, half marathons and 10ks.

3.4.3 Sports and Exercise Science

The University's School of Sports and Exercise Science is ranked in the UK Top 10 for the quality of its research, and 5th for the impact of its research (REF2014). The School has notable strengths in key areas of direct relevance to this business case: elite and performance sport, and exercise medicine and health.

Elite and performance sport encompasses work with professional athletes, including high level performance science support in partnership with all elite teams in Wales. The team has worked with Team Wales athletes in the 2014 and 2018 Commonwealth Games, the English Institute of Sport, (Winter Olympic games in 2014 and 2018), Summer Olympic games (Rio 2016) and Rugby World cups (England 2015, Japan 2019). The School's work is supporting Team GB preparation for the upcoming Olympic Games in Tokyo (2021) and Beijing (2022). Members of the team founded the Welsh Institute for Performance Sport, in collaboration with Sport Wales and industry partners.

Examples of the School's engagement with collaborative partners in the Sports Tech field include the partnership with Sport and Well-being Analytics that led to the development of the PROTECHT intelligent mouthguard system used in concussion prevention research, and a £1.8 million SMARTExpertise grant to produce heated garments for Olympic athletes.

Exercise medicine and health expertise focuses on physical activity and public health, clinical exercise science and engineering, and analytical approaches to quantifying human movement with a particular focus on physical activity and health of children, and exercise and diabetes. In partnership with Sport Wales and Public Health Wales, researchers founded The Welsh Institute of Physical Activity, Health & Sport, a network of academics and stakeholders from community, sport, public health, third sector and industry to develop solutions to physical inactivity.

Key initiatives include diabetes prevention work within the €8.9 million, European Commission PREVIEW consortium and have worked with the pharmaceutical industry for studies related to exercise and Type 1 diabetes, for example to support the Novo-Nordisk professional road cycling team

The School also contributes to the Cystic Fibrosis and Physical Activity Strategic Partnership, the National Centre for Public Health Research Wales, the UK Asthma Research Centre, Centre for Aging and Dementia Research and Diabetes Research Unit-Wales, as well as conducting international work to develop a school physical activity, obesity and health research network.

3.4.4 Sports-related research infrastructure

Swansea University has invested c.£3 million in c.1,000sqm of Applied Sports Technology, Exercise and Medicine (A-STEM) research facilities, including biomechanics, physiology and psychology laboratories with specialist facilities for biochemistry, body composition testing, an environmental chamber, a special populations laboratory, and nutrition preparation areas.

Sports and Exercise Science researchers also have access to other facilities and infrastructure across the University, including a wind tunnel (which has been used in partnership with GB Cycling and GB Bobsleigh), and specialist equipment in the Institute for Structural Materials, Welsh Centre for Printing and Coating, and the Advanced Imaging of Materials facility. Collaboration with Engineering researchers has led to the development of the 'Slamtracker' movement tracker for measuring physical activity, as well as advanced analytical signal processing methods that have been used in collaboration with Sport Wales to publish new insights into physical activity and quality of movement in children and young people.

Researchers also have access to the Clinical Research facilities offered by the School of Medicine and collaborate with the Diabetes Research Unit-Wales to undertake clinical trials and fundamental research into the mechanisms underpinning whole systems physiology in diabetes. Clinical facilities that support exercise related trials for children with cystic fibrosis and asthma are ongoing, while Swansea's Clinical Imaging Facility and midwifery and obstetrics expertise have been used for studies on breast cancer, and exercise and pregnancy. Finally, collaboration with partners in Data Science allows data linkage studies to be developed and studied.

This project will establish new, complementary facilities to enable Sports and Exercise Science research, development and innovation, including:

- Multifunctional laboratories.
- Teaching/skills space.
- An Institute for Innovation in Sport Exercise and Rehabilitation Technologies (INSERT) for the development, testing and evaluation of medical, health, well-being, and sport technologies.
- An innovation centre to support commercial collaborations.
- Opportunities to nurture further links with Data Science for data analytics, forecasting and insights.

It will be apparent that there are significant synergies between the research activities of the Institute of Life Science and the School of Sports and Exercise Science, though these linkages have not been fully exploited. The project therefore represents an opportunity for these disciplines to cohere around the MedTech/Sports Tech axis, and to capitalise on the potential offered at the intersection between sports science and health, well-being and life sciences.

3.4.5 Complementary infrastructure and investments

In addition to ILS infrastructure, clinical facilities and sports infrastructure, the project calls on a range of regional investments and specialist expertise at every stage of the innovation journey, from initial concept and design to manufacture, clinical trials and commercialisation, and from digital/data-driven innovation to semiconductors and printed electronics.

At **Swansea University**, specialist facilities and initiatives include:

- The *Computational Foundry*, a £30 million investment in computational sciences, with strengths in user experience, visualisation, verification, AI and machine-learning. The Foundry houses the £3.8 million CHERISH Digital Economy Centre (which includes a focus on HealthTech) and the

EPSRC Doctoral Training Centre in Enhancing Human Interactions and Collaborations with Data and Intelligence Driven Systems.

- World-leading *engineering research infrastructure*, including for systems and process engineering and analytics materials, advanced imaging, and advanced manufacturing (with links to the Welsh Data Nation Accelerator initiative). The University is also home to the Welsh Centre for Printing and Coating, a centre of excellence for printed plastic electronics.
- The *Centre for Integrative Semiconductor Materials*, a £30 million investment in innovation in semiconductor device manufacture
- *AgorIP*, a £20 million investment in support for Intellectual Property commercialisation, which has to date supported 234 opportunities (more than 50% in the health and well-being sector), created 23 jobs, filed 19 new patents and supported 18 new companies.
- *Legal Innovation Lab Wales*, a £5.6 million investment supporting innovation in LegalTech, with interests including technology regulation and intellectual property.
- *Value-Based Health and Care Academy* and *All Wales innovation Academy for Health and Social Care*. A c.£5.4m investment by Welsh Government as part of its Intensive Learning Academy Programme delivering education, research and consultancy in these critical policy areas.

The project also benefits from access to the expertise of the £4.5 million *Awen Institute for Creative Ageing Industries* (planned to facilitate and develop innovative research partnerships to support individuals and communities to live well as they age) and the Welsh Government-funded (Health and Care Research Wales) *Centre for Ageing and Dementia Research* (CADR), a national, multi-faceted virtual organisation that takes an holistic approach to addressing the opportunities posed by longevity. Other **regional investments** that will benefit the project include the *Assisted Technologies Innovation Centre* at the University of Wales Trinity St David (also part of the Accelerate initiative, with expertise in product design and user experience), the innovation and incubation infrastructure of the planned Digital District on Swansea's Kingsway, and *Pentre Awel life science and well-being village*.

The partners therefore lead a thriving environment of innovation activity (academic, industry and NHS-led) and seek this opportunity to expand the current infrastructure to support growth into targeted new areas, including within sports and well-being technologies.

3.4.6 South Wales health and life sciences innovation corridor

The South Wales Crucible Science and Innovation Audit (SIA, December 2018) highlights health innovation as a key strength along the South Wales corridor. The SIA recognises impressive clinical innovation landscape and acknowledges the “significant growth potential in a data-centric approach to health that interconnects our strengths in health informatics, neuroscience and clinical/medical technology innovation” (p67) alongside industrial capabilities and a highly integrated Welsh NHS system.

The innovation corridor encompasses specific commercial strengths such as wound healing, medical devices, single-use technologies, diagnostics and clinical trials, and is home to multiple Contract Research Organisations and several key anchor companies, including pharmaceutical firms (Norgine, Penn Pharmaceuticals); diagnostics firms (Ortho Clinical Diagnostics, Siemens Healthcare Diagnostics) and medical devices manufacturers (Biomet UK).

Figure 3.4 below shows the key health and life sciences infrastructure in South Wales. Note that the private sector-run innovation site on the former GE Healthcare site has a focus on life science incubation and start ups, while the Welsh Government-owned innovation space at Pencoed has 18 firms on site, of which six are in the life sciences sector. None on the facilities identified below has a focus on Sports Tech, which is a key differentiator for this project.

(A table setting out the project's synergies and differentiators with the Pentre Awel initiative is included as Appendix A2.)

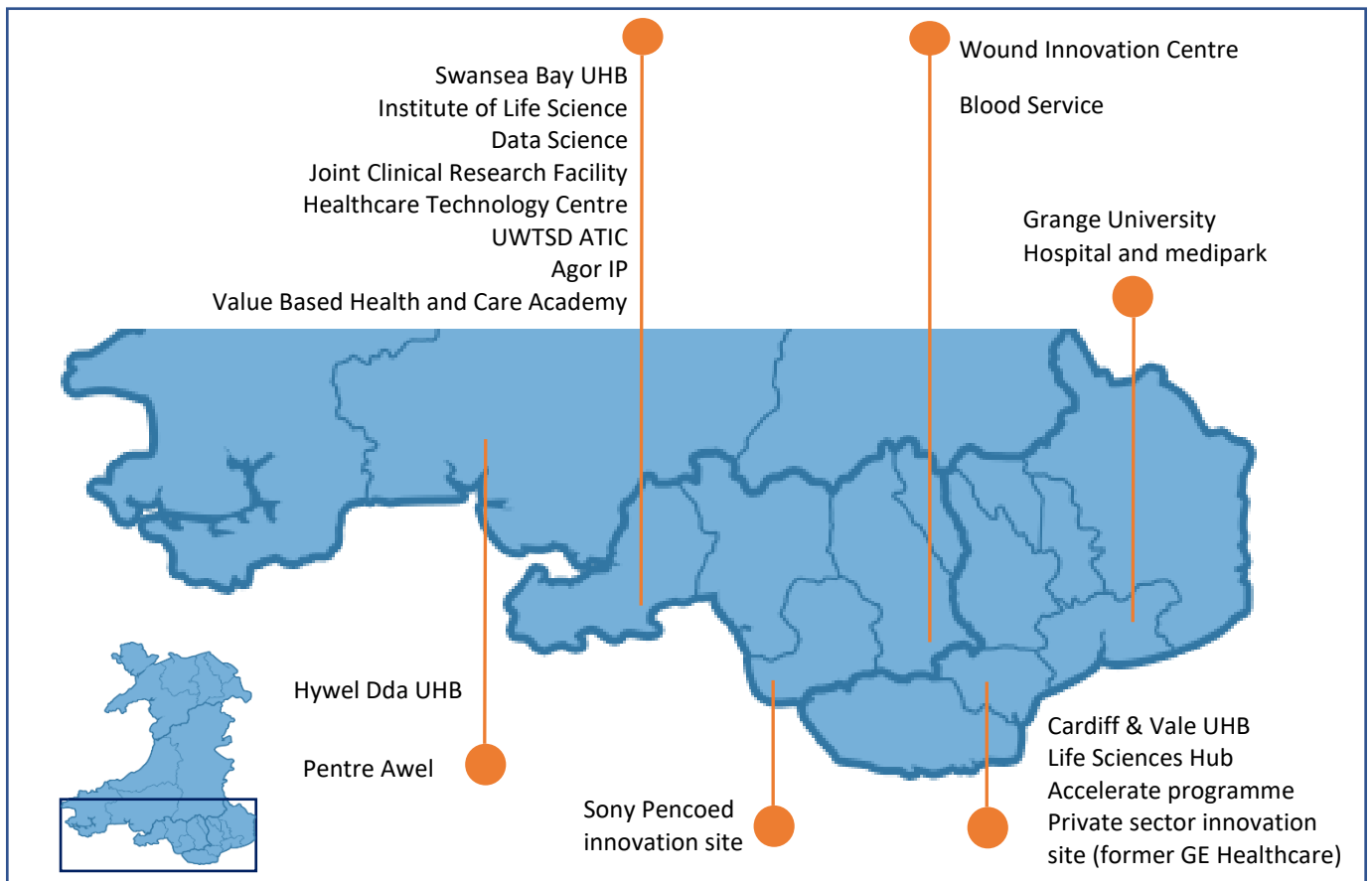


Figure 3.4: South Wales Health and Life Sciences Innovation Corridor

Note that a meeting of organisations from across the innovation corridor was held on 10 June 2021 to discuss individual projects and initiatives, and to scope opportunities for collaboration. This was coordinated by the Life Sciences Hub Wales and included representation from Cardiff and Vale UHB, Swansea University, Welsh Blood Service, Cardiff University, Aneurin Bevan UHB, and Welsh Government. With regard to the strategy for wider innovation and research landscape in the region, the University and the two University Health Boards are in regular dialogue to ensure that the project continues to be supported and aligns strategically with each partner's ambitions for driving Research, Development and Innovation.

3.4.7 Investment and internationalisation

The ILS ecosystem has attracted significant and sustained previous investment from sources including Government, Research Councils and the European Union, primarily for RD&I initiatives housed in the

Institute of Life Science at Swansea University but delivered in collaboration with the Health Boards. Each project delivers health, well-being and economic benefits within the region.

Project/investment	Value
ACCELERATE	£24m
AGORIP (and AGORIP expansion)	£20m
ARCH (A Regional Collaboration for Health)	£1.2m
Avenues of Commercialisation for Nano and Micro Technologies	£2.5m
BHF Wales Research Group	£2.3m
Bucanier (biomedical research, public health, population sciences, informatics, and industry)	€2.3m
Celtic Advanced Life Science Innovation Network (CALIN)	€12m
Centre for Administrative Data Research and Evaluation	£5.5
Centre for Ageing and Dementia Research	£1.9m
Centre for Global Burn Injury Policy & Research	£2m
Centre for the Improvement of Population Health through e-Records Research (CIPHER) – The Farr Institute for Health Informatics Research	£13.1m
Cluster for epigenetics and ADC therapeutics	£1.3m
Diabetes Research Unit	£2.6m
ESCR Administrative Data Research and Evaluation (CADRE)	£4.6m
ESF (European Social Funds): ION: West Wales and the Valleys, Leading Business Growth	£2.4m
Health & Well-being Academy	£2m
Health Data Research Hub	£1.1m
Innovation Capacity Development Fund	£1.1m
Institute of Creative Ageing Industries	£2.6m
Institute of Life Science (1 & 2)	£28m
Institute of Life Science Data Science	£10.5m
KESS II: Knowledge Economy Skills Scholarships	£4.6m
MRC Mental Health Pathfinder + MQ Mental Health Data Science Health Research	£1.8m
National Centre for Population Health & Well-being Research	£1.8m
National Mass Spectrometry Facility and Mass Spectrometry Service	£6.6m
PATROLS (Physiologically Anchored Tools for Realistic nanOMaterial hazard aSessment)	€12.7m
Secure Anonymised Information Linkage (SAIL)	£2m
Social Care School	£1.4m
The MRC (Medical Research Council) Consortium for Medical Microbial Bioinformatics	£2.9m
UK Multiple Sclerosis Register	£1.1m
Wales Centre for Primary and Emergency Care Research	£1.3m

Table 3.5: Relevant investment in the regional life sciences ecosystem

The ecosystem also benefits from key international partnerships with organisations who collaborate closely on RD&I initiatives, and who will contribute to the project's success through their continued engagement. Partnerships include:

Country	Partner
Australia	University of Canberra University of Western Australia
Austria	Graz Medical School
Belgium	KU Leuven
Canada	University of Alberta University of Toronto
Czech Republic	Charles University Prague
Denmark	Steno Diabetes Copenhagen Aarhus
France	Universite Grenoble Alpes
Germany	JGU Mainz Bayreuth Düsseldorf
Greece	University of Peloponnese
New Zealand	Auckland University of Technology
Portugal	University of Porto
Spain	UPF Barcelona University of Granada University of Madrid
Switzerland	Bern Inseptial
USA	University of Houston University of Texas at Austin Baylor College of Medicine Houston Methodist Research Institute Rice University University of Texas Health Science Center at Houston University of Texas Medical Branch at Galveston University of North Carolina

Table 3.6: International partnerships

3.5 Business need

The global Life Sciences, Health and Well-being sector is a major driver of UK productivity (Bell, 2017) and is characterised by the challenge and opportunity of disruptive forces, including demographic change and pressures upon public health systems. In parallel, while the value of sales of pharmaceuticals and medical technology are projected to grow strongly, the market structure is evolving with a reduced role for blockbuster drugs and new technological frontiers being crossed through the Internet of Things and Artificial Intelligence (Deloitte, 2018).

Wales's life sciences sector is both fast-growing and innovative, employing nearly 12,000 people in 299 companies with a £2bn annual turnover. Moreover, it has seen on average 5% annual growth in recent years (LSIS). Table 3.11 highlights the companies based within Wales within the life sciences sector. Aligned to the growth of the life science and health market, there is a growing well-being and sport sector. Inherently linked through prevention and rehabilitation, the sport industry has the potential to further support both the health and well-being of the regional population through tackling issues including obesity, lung and cardiac health, mental health, and health inequalities.

In 2001, the UK Department for Trade and Industry (DTI 2001) identified a nascent biotechnology cluster within Wales. Now employing 10,000 people across Wales and annually contributing £2bn to the economy (WAG 2014), the Welsh Life Sciences sector is developing rapidly, particularly in comparison to other sectors which have suffered badly during recent years.

Although the cluster did not appear in the 31 key UK clusters described in the more recent McKinsey (2014) review, it is seen in subsequent analysis by consultants (SQW 2014), and this also applied to many clusters identified in 2001 by DTI, including ones that had grown during the intervening period.

Importantly though, this cluster has become intertwined with Information and Communications Technology (ICT), and Advanced Manufacturing leading to a vision for an Internet of Health & Well-being. This development has built upon sub-regional innovation system strengths in medical technology, well-being and health & bio-informatics, within industry and academia.

Over the past decade the Welsh Assembly Government has targeted development of the sector through its strategy, A Winning Wales (WAG 2004), initially defined as ‘pharmaceuticals/biochemicals’ was identified as important for future economic growth (WAG 2005). This has been reflected in more recent Sectors Delivery Plan (2013), and UK-level Industrial Strategy (BEIS 2017).

Table 3.7: Active enterprises by priority sub-sector – Life Sciences

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% change: Latest over:		
												2007	2016	
Wales:														
Industrial Biotechnology	35	40	35	30	25	25	20	20	25	25	20	-44.4%	-16.7%	
Medical Biotechnology	105	150	130	120	120	110	110	110	135	140	140	30.9%	0.0%	
Medical Technology	110	110	110	110	95	100	100	115	115	120	120	7.6%	-1.7%	
Others (inc Pharmaceuticals)	25	25	30	30	30	40	45	45	45	45	50	102.4%	10.8%	
Total Life Sciences	275	325	305	285	270	275	275	295	320	330	330	18.5%	-0.3%	
UK:														
Industrial Biotechnology	480	435	400	380	335	330	345	350	350	345	380	-22.3%	3.5%	
Medical Biotechnology	2,690	3,300	3,175	3,090	3,015	2,980	2,955	3,255	3,555	3,880	4,075	51.5%	5.5%	
Medical Technology	2,380	2,180	2,385	2,320	2,300	2,305	2,345	2,570	2,710	2,870	2,855	20.0%	-0.5%	
Others (inc Pharmaceuticals)	550	490	625	675	755	895	1,020	1,100	1,220	1,330	1,485	166.6%	10.0%	
Total Life Sciences	6,080	6,405	6,585	6,450	6,410	6,515	6,665	7,275	7,835	8,410	8,755	44.0%	4.1%	

Source: Welsh Government analysis of Inter-Departmental Business Register, Office for National Statistics

Over 80% of sector employment is within medium/large enterprises. However, the Welsh ‘ecosystem’ also comprises scores of smaller companies and sole traders, many of whom are also globally active. While the South East of England accounts for the largest share of the sector, there are specific strengths across the UK, including within Wales a significant proportion of medical technology activity (Table above). The comparative strength of this sub-sector is highlighted when compared in more detail against other UK regions (Figure 3.4).

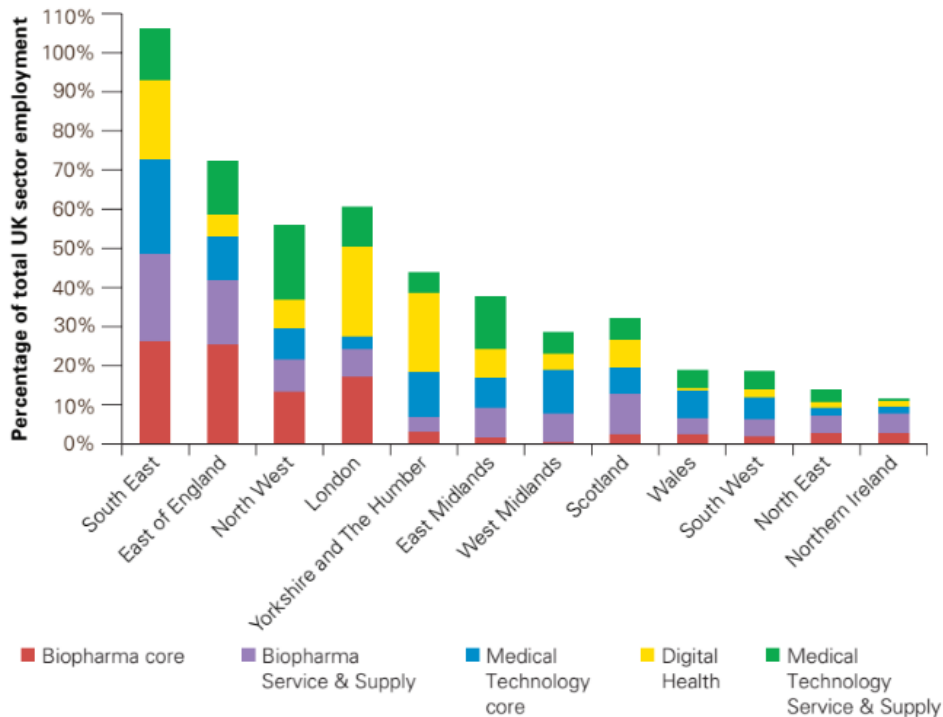


Figure 3.5: Regional employment in the life science sector and digital health segment displayed as a percentage of the total UK life science employment in the sector or segment.

The regional diversity within the sector ranges from global companies manufacturing medical supplies such as Ortho Clinical Diagnostics, through to indigenous enterprises such as Biotec Services International providing specialist clinical trials supplies and support.

The relatively low showing for the pharmaceutical sub-sector in Wales suggested by Figure 4 hides a mass of associated activity in clinical trials, drug discovery and toxicology research which is featured elsewhere. Indeed, the quality of work across Wales in the development of new diagnostics and therapies is world-class. The 'South West and Central Wales' region is home to a diverse Life Sciences enterprise ranging from early-stage academic spin-outs through to major employers producing products for household names. ILS for example works with some 250 enterprises ranging from local specialist consultants through to multinationals. While the regional employment within core Life Science is the smallest amongst Welsh Government Priority Sectors, its high GVA per worker, significant growth potential and crossover with other high-value sectors are important drivers.

As described by NESTA (Hutton and Schneider, 2008), the nature of innovation brings inherent uncertainty and, therefore, imperfect allocation of resources into the unknown. This makes for challenging market conditions where information paucity and asymmetry, and subsequent risk aversion, leads to market failure as investment remains within sectors (or mature segments thereof) and regions providing historic returns.

It is recognised that that the sector, and even individual opportunities, are inherently complex and will involve transfer of resource or opportunity cost, potentially elsewhere within the UK. Conversely, such effects may be positive, enhancing returns elsewhere. With regard to the former, the

accompanying appraisal within the Economic Case aims to accommodate this through consideration of additionality in line with intervention and context-specific factors (Partnerships, 2008).

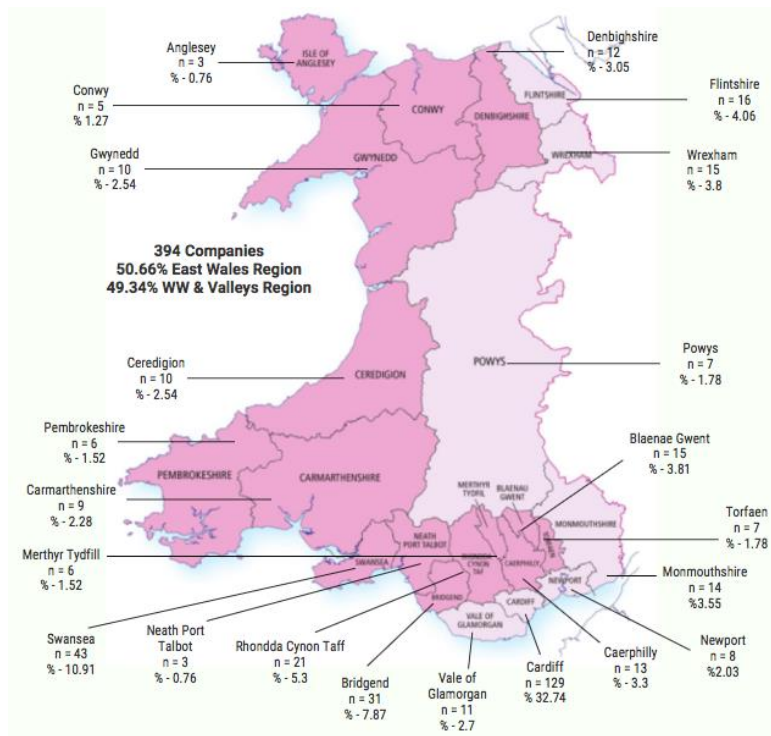


Figure 3.6: Life Science Companies based in Wales

The potential to develop the regional Life Sciences & Health Well-being sector is evidenced since the start of the millennium (DTI, 2001) and more recently in the Life Sciences sector industrial strategy (Bell, 2017). The specific medical technologies focus of the regional cluster is reflected in the ongoing South Wales Crucible Science & Innovation Audit (SU, 2018), along with other research (Davies et al., 2018). This smart specialisation focus (Foray et al., 2009) positions against potential wider displacement while also building upon recognised strengths.

Subsequent investment into the regional sector has supported the development of a cluster focused upon these specialisations, which are reflected in the original Internet Coast proposal (Swansea University, 2017). However, the development of this regional cluster is stymied by a lack of capacity within the regional innovation system as shown in research by the Regional Learning and Skills Partnership (RLSP, 2013). The specific market failure results from a number of factors though predominantly from imperfect information and market power. The provision of infrastructure to support Life Sciences, Health & Well-being innovation, particularly in the challenging translation gaps has gone some way to addressing this, though the Open Innovation dynamics and peripheral region give specific context (Hewitt-Dundas and Roper, 2018).

The pent-up demand for facilities within the region (RLSP, 2013) does not in itself evidence market failure, though coupled with the ongoing lack of market response shows imperfect market treatment of an inherent barrier to entry in the creation/provision of such RD&I infrastructure. Each phase of the

ILS has become rapidly saturated while charging above 'market' rates¹⁷, which has spurred investment into activity though not yet further infrastructure. Some opportunities have migrated elsewhere in the UK, though many are unable to transfer due inherent requirements for local smart specialisation resources such as ongoing R&D¹⁸. This highlights how intellectual (Maskell, 2001) and geographic proximity of activities such as underpinning research, clinical research and commercial strategy are important factors for development, as witnessed in other life sciences clusters. This is echoed in the regional experience where the Science Centre within the National Botanic Garden of Wales¹⁹, located further from other partners, has taken longer to achieve higher levels of utilisation. This phenomenon is shown within the region, with the nature of the engagement by start-up and mature firms being based predominantly on local scientific or other unique knowledge/resources (Davies et al., 2015).

Elsewhere in the UK, bottlenecks have been identified (MedCity, 2016) which constrict the growth of the sector. Within the 'golden triangle' for example where public and private investment has been historically focused there is a <5% availability of specialist laboratory space (Bidwells, 2018). These mature clusters underscore the market power failure whereby incumbent/historic players and facilities created a market power dynamic of barriers to entry, which has not found effective new balance. For example, taken more broadly, technology-based innovation facilities (like many systems) should operate at ~85% capacity to allow for effective throughput.

In parallel with such infrastructure bottlenecks there is a paucity of patient intelligent capital to support such innovation in the UK (Bell, 2017), which may be part of the lack of market confidence to provide the former. Efforts such as those of the Technology Development Centres through Accelerate, IP commercialisation platform AgorIP and the Development Bank for Wales are examples of aligned efforts to develop co-investment for Life Sciences, Health & Well-being innovation within the region.

These initiatives have achieved high levels of co-investment in opportunities based upon regional smart specialisation. The ability of these initiatives to attract highly competitive co-investment for opportunities demonstrates the effect of information asymmetry. This reflects the fact that it has been demonstrated that national systems can exhibit asymmetries in establishing industry-academic collaboration (Abramo et al., 2011), with proximity playing an important role. While perfectly efficient use of information is challenging enough in the broader economic context (Stiglitz, 2000), it is compounded within peripheral regions with weaker social capital and transport linkages. The emerging successes within the region show the failure for the market to distinguish short and longer-term gains, which is particularly challenging in sectors characterised by inherently long timescales for commercialisation (Bell, 2017). In this respect, the 10-15yr timescale to realise life sciences opportunities is reflected in the efforts since the original DTI (2001) report on the cluster.

The Institute of Life Sciences itself reflects this timescale and has been part of addressing the challenge of cluster management (EU, 2010), and has subsequently been noted by Welsh Government as a key component in its Innovation Policy (WG, 2014). Much of the effort within this initiative and planned

¹⁷ This is undertaken to provide compliance with State Aid regulations, provide sustainability to infrastructure, ensure viability of opportunities, and protect against displacement.

¹⁸ As evidenced from ILS 'graduate' information, provided by centre management.

¹⁹ <https://botanicgarden.wales/garden-areas/canolfan-wyddoniaeth/>

within Campuses is to negate the market power inertia and address the information asymmetries by creating a critical mass of activity linked strongly with UK networks and programmes.²⁰

Developments such as the establishment of the Pfizer²¹ innovation initiative support the argument of information asymmetries being an important market failure. Their development of RD&I activities in the region have come about following engagement with ILS. However, both investments are to an extent made on the basis of anticipated forthcoming infrastructure to deliver a scale of activity in the in the region. Notably, both organisations have a focus on Life Science, Health, Well-being & Sport smart specialisations and are intertwined with existing and planned infrastructure.

The Open Access Open Innovation model adopted by the Internet Coast protects against moral hazard between public and private sectors by embedding co-investment and shared benefit. It builds upon the infrastructure approach of ILS negating market power and information asymmetry, while using the AgorIP open innovation commercialisation model to build mass and engagement overcoming information asymmetry. As projected in the Economic Case, this will create deal flow to address market failures, drawing further investment into opportunities and giving confidence for further private sector capital investment.

3.5.1 Cluster growth – development, attraction and retention

Employment created with ILS assistance during the period 2004-2015 demonstrates demand within the sector. This shows steady development with the growth of research communities at the completion of each ILS facility in 2007 and 2012. Employment growth in the wider sector can be seen as tracking the development of scale in R&D.

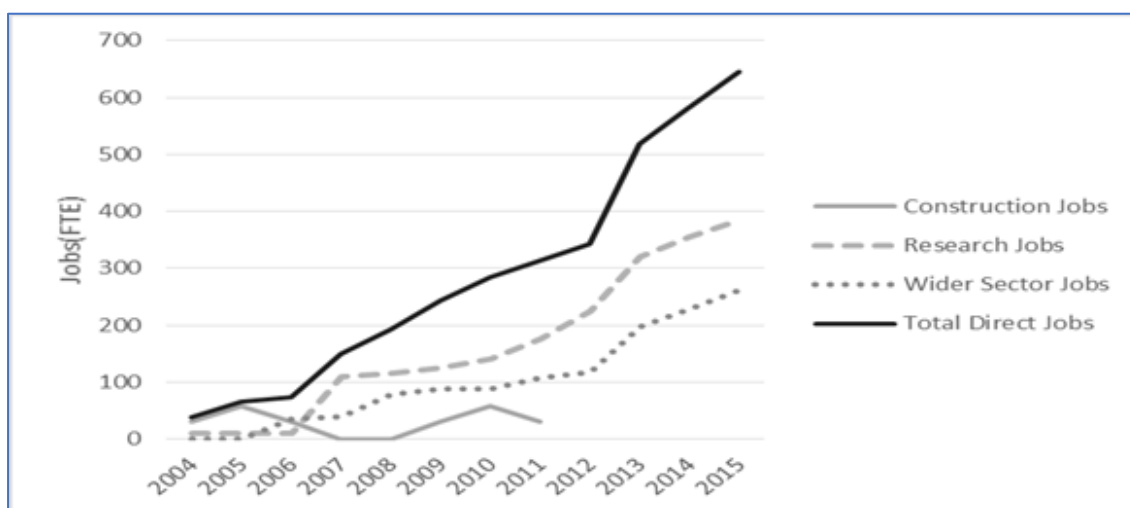


Figure 3.7: Jobs created as a result of ILS assistance between 2004-2015

Using the ILS (Phase 2) job creation and related sector wage data, the combined impact for a range of scenarios (providing sensitivity analysis) was calculated, as shown in Table 9. This includes relevant adjustments for potential deadweight, displacement, and substitution effects, with appropriate

²⁰ <http://www.swansea.ac.uk>

²¹ <http://www.walesonline.co.uk/news/wales-news/pharma-giant-pfizer-set-up-12735075>

discounting of future benefits. For all scenarios, the benefit/cost ratio shows a positive return growing across increasing time horizon which set against the context of weak economic growth in the broader economy is an encouraging position.

Analysis of the 15 years of ILS activity demonstrates high levels of additionality. The targeted technology fields build upon areas of specific expertise and associated industrial capacity in South-West Wales. The intellectual and physical proximity of commercialisation to research and clinical activity is at the core of ILS, and therefore separation across the region or further afield would simply result in loss of opportunities and downstream benefit.

Benefits and Costs £,000	Base		Low		High	
	15yr	20yr	15yr	20yr	15yr	20yr
Direct Employment	91,287	150,431	73,030	120,345	109,544	180,517
Indirect Employment	37,294	61,607	11,934	19,714	53,704	88,714
Combined Employment	128,581	212,038	84,964	140,059	163,248	269,231
Combined (Discounted)	111,472	167,901	73,664	110,917	141,524	213,184
Facility Value	12,000	12,000	10,000	10,000	15,000	15,000
Investment PV	37,900	37,900	37,900	37,900	37,900	37,900
Total	418,534	641,877	291,492	438,935	520,920	804,546
Net Present Value	85,572	142,001	45,764	83,017	118,624	190,284
Benefit/Cost Ratio	3.26	4.75	2.21	3.19	4.13	6.02

Table 3.8: Economic Impact of ILS Phase 2 Project

Many economic development interventions involve purely revenue activities and do not create facilities. Exclusion of facility value from this analysis provides positive returns, resulting in benefit/cost ratios of 1.94, 2.94 and 3.73 by Low, Base and High scenarios at the 15-year time horizon.

The project has been developed to optimise its additionality at regional, Wales and UK levels. Its focus on applying unique specific regional strengths to deliver a unique ecosystem underpins this, by targeting opportunities with an approach, which cannot be achieved elsewhere.

3.5.2 Evidence of demand

We are experiencing increasing demand from growing indigenous and inward-investing companies all aiming to co-locate and draw upon research excellence and clinical expertise. The ILS cluster predominantly around the Singleton site is displayed in Figure 5 and has created a pipeline with space requirements of varying types, though existing facilities are at capacity and the growth trends described above indicate a shortfall in space to accommodate companies in the Life Science innovation space.

The inextricable link between specific research/technology and/or clinical expertise results in opportunities being immobile as they are based upon unique local strengths/specialisations. Following the trend line of growth in ILS at 2017 – based on net annual requirements over 3/5 years - current requirements already represent ~2,800s.m lack of immediate capacity. Since 2017, this demand has

continued to grow as evidenced by the output of the ILS Healthcare Technology Centre and AgorIP opportunities. Both initiatives are realising projects with existing and new companies, attracting significant private sector income (currently running at over projected levels). The ILS experience indicates that a proportion of projects supported at the initial phase will mature in terms of company and employment growth over subsequent years. As the activities require proximity to the relevant research, innovation and/or clinical resources, they risk either being stymied or lost completely.

This assertion is also borne out by SQW's *Commercial Property: Market Analysis and Potential Interventions* report for Welsh Government (March 2020), which identifies the potential net requirement for commercial and industrial floorspace as between 500,000 sq ft and 1.5 million sq ft per year to 2031. The report highlights the demand for innovation centre type space (citing the example of London-based digital/software company establishing a presence at Harbourside, Baglan, in order to access the region's connectivity and Swansea University's graduate pool) and further notes the strong evidence that there is a weak supply of smaller industrial/commercial units relative to demand.

The provision of aligned infrastructure and expanded facilities will enable the region to remain competitive, attract innovative enterprise to the region and avoid the migration of business away from the region. Co-location is the critical element noted in the demand amongst all opportunities. Integration of research, clinical and commercial activities alongside academic and clinical partners is central to the ILS Open Innovation environment and ethos. Start-ups, without the resources to establish their own facilities, and larger collaborators wanting to co-locate with the critical mass of existing research, have oversubscribed the current Singleton capacity. The non-exclusive and shared nature of the facilities promotes collaboration, assists early-stage ventures in accessing facilities, and encourages a range of multinationals to participate.

This approach does though involve a more dynamic use of space, which challenges initial capital investment. Existing facilities have been established with EU Structural Funds and has since become sustainable with rental/licence incomes. However, expanding this income to a scale which supports further growth is a limiting factor, hence the proposal for City Deal support. The track record to date of ILS has demonstrated the potential return through employment and innovation, alongside expanded research capacity.

The current capacity of ILS is saturated, risking the ecosystem's ability to drive innovation, implementation, adoption and commercialisation. Opportunities cannot effectively be redirected in the UK as they seek the unique industry, research and skills attributes offered by the ILS ecosystem. The ILS approach has therefore been developed as a transformative project to expand the ILS capacity and capabilities beyond its current confines delivering longer-term regional benefits.

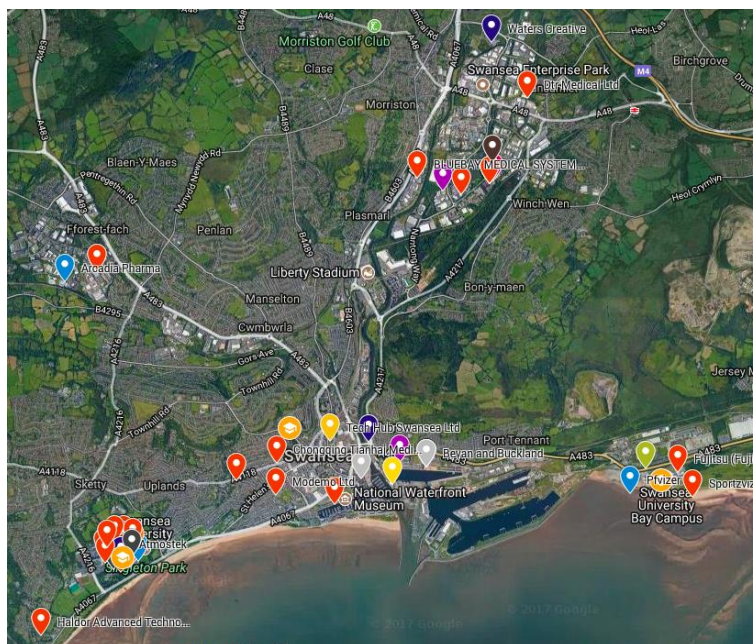


Figure 3.8: Life Science geographical cluster in Swansea

3.5.3 Commercialisation and adoption

Accelerate, the Healthcare Technology Centre and AGORIP are examples of platforms within the existing ecosystem that are driving the development of new products, processes and services, and facilitating commercialisation. Initiatives such as the Bevan Commission Adopt and Spread programme further enhance opportunities for regional and national adoption.

The Research Innovation and Improvement Co-ordination (RIIC) Centres, supported by local health boards, funded by Welsh Government and in partnership with the regional partnership boards, will also look to further the research, innovation and improvement ecosystem across the region, building upon existing strengths and aligning regional assets and activities to maximise impact across Wales through a co-ordinated network.

Through engagement with regional assets and by embedding the open access, open innovation principles embraced by the aforementioned AGORIP and Accelerate, the project will be enabled to further enhance the innovation ecosystem within the region. Emerging initiatives including the establishment of a Centre of Excellence for Innovation for Sport, Exercise Rehabilitation and Enablement Technologies Cymru (INSERT Cymru), which will further advance commercialisation opportunities within the region, with a particular focus on sport and fitness products, innovations, wearables, devices and analytics.

3.5.4 Regulatory issues

The development, implementation and commercialisation of innovations and devices enabled through this project will encounter regulatory challenges, especially for medical technologies.

The Medicines and Healthcare products Regulatory Agency (MHRA) regulates all medical devices – e.g. instruments, appliances, software, or materials designated for diagnostic or therapeutic purposes,

such as for prevention or treatment of injury or disease. Devices that are designated as “SportsTech” are less likely to require MHRA approval, as they are less likely to be invasive or deliver a medical intervention. However, given the intersection of health, medicine and well-being with MedTech and SportsTech, it is recognised that devices developed through this project are likely to be subject to regulatory consideration.

Securing regulatory approval from MHRA can be a complex and time-consuming process, which can therefore slow down product commercialisation. Although this is an industry issue (not an academic issue), the project will take several steps to provide support to help SMEs navigate regulatory requirements, including:

- Provision of workshops, advice and guidance for SMEs;
- Inclusion of a Business Development Manager (regulatory affairs) post within the project team;
- Access to Clinical Trials Facilities and regional test-bed environments to assess and evaluate new products and devices;
- Access to advice and guidance from a major healthcare organisation with experience of helping companies to secure regulatory approval. Discussions are ongoing with a potential delivery partner.

3.5.5 Future workforce and skills

The project aligns with the **SBCD Skills and Talent Programme**, which seeks “to create new and sustainable opportunities that will generate prosperity for individuals and businesses in the Swansea Bay City Deal region”²² and will contribute towards the Programme’s ambitions to support the development of c.14,000 people in the region.

In particular, Skills and Talent will be a cross-cutting theme within the Project, supporting advanced skills, continuing professional development and the creation of sector-specific facilities to support skills development. It will produce new undergraduate and postgraduate programmes and, through the University’s existing widening access and outreach frameworks, will support ambitions to encourage young people to take advantage of education and skills opportunities.

The project also responds to the **Regional Learning Skills Partnership (RLSP) *Regional Employment and Skills Plan (2016)***²³, which includes a focus on the “aspirational economy” and identifies Life Sciences as one of the high value, high growth sectors that will contribute to increase GVA. The report also highlights that “there is a significant need for higher level skills which will increase the pressure and requirements on the skills infrastructure to deliver the required level skills” (p24). Furthermore, the report identifies that there will be greater demand for both graduates and higher skilled (not necessarily graduate) workers.

²² Skills and Talent Business Case - vision,

²³ <http://www.rlp.org.uk/SharedFiles/Download.aspx?pageid=2&mid=13&fileid=4>

The report notes that this growth is driven by factors such as an aging population driving demand for healthcare solutions, the impact of “big data” opportunities, new manufacturing methods, wearable technologies and growth in tailored healthcare.

Specific skills challenges identified for the region include:

- Good laboratory practice
- Regulatory understanding.
- Scientific research.
- Product development.
- Leadership and management.
- Production techniques.
- Quality assurance.
- Computer analysts.

Finally, RLSP highlight that an employer survey identified a number of recruitment issues and skills and aptitude deficiencies, primarily in the area of technical roles and skills. The inherent lead time of affecting major change within a regional skills base is a significant challenge in supporting the development of rapidly developing sectors such as the Life Sciences. This is underlined by the fact that secondary school pupils currently making important subject choices may not enter the labour market for a decade, if they continue through into further and higher education. Furthermore, the complexity of the sector, overlapping into ICT, Advanced Manufacturing and other services requires broad consideration of the skills involved.

As a result of the RLSP’s recommendation to establish a group to support the sector, together with specific actions aimed across further and higher education, schools and other stakeholders, the All Wales Life Sciences Skills Group was founded, with strong regional involvement and engagement with Welsh Government’s departments of Economy, Science & Transport, and Education & Skills.

In seeking to enhance the skills pipeline, Swansea University has also outlined plans for continued growth in student numbers and course provision over the next decade. This is supported by ambitious plans to increase not only the number of students on current courses but also the development of innovative provision to upskill existing workforce and ensure the pipeline of talent available to enter employment locally. This is being achieved through the establishment and growth of continuing professional development (CPD) and executive education offerings for learners from diverse backgrounds, including healthcare professionals and business leaders.

Additionally, planned degree programmes in Sports Tech, therapy and rehabilitation (blending sport and exercise sciences and medical sciences) will create a pipeline of skilled graduates able to drive the growth of the regional sports technology cluster, and an environment where research informed curriculum and employment opportunities and skill development can occur simultaneously. Proposed programmes for development include undergraduate and postgraduate degrees in:

- Sport business management
- Sport therapy and rehabilitation
- Sport and exercise medical sciences

- Sports Technology
- Sports Performance
- Preventative & Sports Medicine

Expansion of employer-led, practice-driven and industry informed curriculum development alongside enhancing experience provision will allow partners to work in collaboration to deliver world-class learning. The co-location with exceptional research and innovation environments will equip learners with the skills, aptitude and experience to become the required regional workforce of the future. Working together with the locally developed cluster and international strategic partners across a range of disciplines, the growth of the ILS ecosystem will enable the significant expansion in course provision as outlined in 'Appendix A3 – Proposed Educational Course Development List' will attract learners to study in a high-quality research and teaching environment and equally attract employers and industry to the emerging talent pool.

Together with regional projects including the Digital Infrastructure and Skills projects, the Campuses project will work together with aligned developments to ensure complementarity and regional enhancement. Established concepts including the Joint Clinical Research Facility which is already operating across the two Campus sites provides a model by which expansion of existing infrastructure can be developed. The Welsh Government investment into research, innovation and improvement co-ordination (RIIC) hubs, together with the establishment of the associated network, the creation of a health board innovation leaders network and the recent development of the regional innovation forum are examples of aligned efforts to ensure regional benefit to localised activities is realised. The growth of the ILS ecosystem will further equip the developing local test-beds to support the creation, development, piloting and evaluation of new innovations and solutions to ultimately establish the region as a living lab.

3.5.6 Summary of need

The ILS ecosystem in the Swansea Bay City Region has demonstrated its capacity to drive sustainable economic change and to support the growth of a vibrant life sciences sector.

While the regional sports infrastructure supports grassroots and elite sport, there is no discernible Sports Tech sector.

Evidence shows that there is a need for

- **Facilities:** The ILS ecosystem is oversubscribed, with trend lines showing a current shortfall of ~2,800 square metres and in capacity to develop and harness industrial collaborations. This creates the risk that the region will be impacted through loss of opportunities aligned to innovation, implementation, adoption and commercialisation. Lack of innovation space also inhibits collaborative interdisciplinary research activity, with associated loss of opportunity for inward investment and staff retention.
- **Scale:** The investment, expansion and consequent improvement of the existing infrastructure will ensure that the region's research remains globally competitive to attract further investment and collaborations from across the public and private sector sources. Expanded

facilities will also allow the development of widened interdisciplinary research strengths at the intersection between sports science, health and well-being research, and the further growth of the regional SME cluster.

- **Skills:** The need to ensure a sustained pipeline of talent coming into the life sciences, well-being and sport innovation sector at every level, from school leaver through to industry professional.

By addressing these three imperatives, the project will contribute to the City Deal's core objectives to grow GVA and create jobs.

3.6 Potential scope

Building upon the success of ILS and the established life science and well-being cluster within the ecosystem, the City Deal investment allows for the continued growth of this cluster and widening of the focus to incorporate aligned innovation activities compatible with the local environment including sports, health and well-being at Singleton, and clinical innovation at Morriston. The potential scope extends to a number of core, desirable and optional elements, which are all assessed within the full options framework described in the Economic Case (section 4.3)

Elements	
Core	<ul style="list-style-type: none"> • Take advantage of the opportunity to co-locate ILS alongside clinical services at Morriston Hospital. • Create new RD&I facilities to expand life science and sport science excellence with the aim of establishing a new, Sports Tech economy in Wales, alongside MedTech. • Seek planning approval to build a new road to unlock the investment potential of the Morriston Hospital site.
Desirable	<ul style="list-style-type: none"> • Provision of facilities for education, training and skills. • Engage with key partners from the health, sport and technology sectors to drive the long-term development of the project and investment opportunities.
Optional	<ul style="list-style-type: none"> • Establish an investment fund to invest in targeted opportunities within the region. • Limited, incremental growth in capacity through refurbishment of existing facilities. • Consider expansion to enable an ILS footprint within the region served by the Hywel Dda University Health Board.

Table 3.9: Core, desirable and optional elements within potential scope

The project will create expanded infrastructure with wider capabilities, allowing more and larger opportunities to be captured, ranging from commercialisation of HE/NHS research through to major inward-investment opportunities. Creating significant new employment within high GVA sectors, the project will further develop the industry cluster centred around ILS. The investment blends complementary foci of technology and clinical innovation supporting development across a broad range of technology readiness levels and diverse industrial sectors/segments.

The vision for the ILS is to advance medical science through multi- and interdisciplinary research and innovation for human health, well-being and fitness, and to link those benefits to the economy by encouraging interaction with other organisations in a spirit of open innovation. This provides a unique environment within which partner organisations benefit from being surrounded by people and resources that can be accessed to help them succeed and grow.

The potential project scope is therefore to establish an ILS footprint at Morriston and to expand the ILS infrastructure at Singleton to create a novel focus on technology/data-led innovation in sport, well-being and life science research and skills, and to harness this regional infrastructure to leverage investment that supports the development of a larger life science park at Morriston in addition to investment in the Sketty Lane Sports Village.

The project and its broader, regional, longer-term initiative are built upon an “Open Access Open Innovation” philosophy, attracting a plurality of investors, technology firms, clinical groups and other stakeholders to engage in multi and interdisciplinary collaborations. This project will create Research, Development & Innovation facilities to harness strengths in clinical research and healthcare and sports technologies created from indigenous opportunities and inward-investing partnerships. Prospective investments from major multinational genomics, pharmaceutical, and ICT companies underscore the transformative opportunity presented by the project.

3.6.1 Investment strategy

Plans for the realisation of the £115m capital investment required for Phase 2 are in progress working towards the longer-term commercial strategy. As the market is evolving significantly with new trading relationships and a post-Covid renewal it is recognised that this strategy will need to emerge and evolve to support market opportunities. The detailed nature of the second phase investment will therefore be defined as impacts of (e.g.) Covid-19 and the emergence of new technologies impact on what may be required to meet industry need.

In response, and catalysed by award of the City Deal funding, the project team will be in a position to work on more specific proposals with private and public sector partners to scope the opportunities and options available for the Phase 2 investment, and to conduct a post-Covid market analysis on the recommended approach. This work will build on activity previously undertaken by an external consultant to understand and scope funding opportunities. The Swansea Bay University Health Board is already master planning for the Phase 2 development while the University is developing its plan to deliver the Phase 2 development at Sketty Lane, and is preparing to undertake a full feasibility study (including potential joint venture, investment and funding arrangements). Funding is being sought to support this work.

The Project Team is already engaging with the Investment Directorate of the Department for International Trade (DIT) to develop an investment offering that DIT can promote to its global network of investors and venture capitalists. This will be refined as the Phase 2 requirements are refined.

Public sector investment encompasses both contributions from local authorities and other public funded and public service organisations, and targeted funding from (e.g.) Welsh Government, UK Government (UKRI, Innovate UK) and European/International grant funding for research, equipment and collaborative programmes with industry.

Private sector investment will include regional investment from local and national private sector partners, local healthcare and sports providers. The project will also leverage private sector investment from large organisations seeking to establish or expand their presence in Wales, and their supply chains. Further investment is expected to be secured from private research and development partners.

The Financial Case sets out the anticipated breakdown of the public and private sector funding expected, and the current funding status of each element.

3.6.2 Potential scope: Morriston

It is anticipated that the project's potential scope at Morriston will be to redevelop existing infrastructure to expand research and innovation activity co-located amongst world-leading clinical delivery and specialisms. Working alongside regional specialist services at Morriston Hospital, the Morriston development will support the creation of research collaboration and industry engagement. World-leading research in health and bio-informatics together with a cluster of SMEs and multinational ICT/Pharma partners provides a strong foundation and UK USP for this high-growth sector. The scope would encompass initial City Deal investment to enable the development of an ILS footprint at Morriston through the refurbishment of existing estate to establish:

- Integrated and flexible innovation and business incubation space, with a focus on technologies that are approaching real-world application (high TRL);
- Enhanced support for strengths at Morriston including regenerative medicine, cardiac research, rehabilitation and clinical engineering to expand existing research and innovation excellence;
- Life science innovation and business support functions including alignment with skills and talent initiatives supported by the Medical Education centre.

3.6.3 Potential scope: Sketty Lane, Singleton

At Singleton, the potential scope extends to the development of a Life Science, Well-being and Sport facility that will complement existing infrastructure, encapsulating and expanding existing research strengths. Ideally, the spaces created will be designed to maximise flexibility and will be multi-functional and available for use by academia, industry, and healthcare professionals and academia for research, training and development needs.

This element of the project will seek to realise the redevelopment of sporting facilities in order to create a world-leading site to encourage sport participation and enable associated health and well-being benefits within the local community and beyond. The facilities should enable the growth of research strengths in sport and exercise sciences, attraction of elite sports and sports performance innovations as well as expand the ILS cluster to incorporate sports enterprise including devices, sensors, wearables, analytics and related third sector and community-based organisations.

3.7 Benefits and risks

3.7.1 Benefits

A full Benefits Register is attached as Appendix A4. The key benefits are planned to be:

- Contribution to GVA growth.
- Job creation.
- Inward investment.
- New RD&I facilities.
- Growth of 300 strong industry cluster.
- Establishing a Sports Tech economy in Wales.
- Improved community health and well-being.
- Skills development.
- Attraction and retention of students.

It is expected that the SBCD Campuses project will create between 1000 - 1,120 jobs during the project timescale, contributing an additional £150m - £153m to regional GVA (2031). The project will also provide a pipeline of healthcare innovations benefitting communities during the development phase (locally) and from commercialisation (UK and further afield). This will provide both local economic uplift through improved health and well-being and subsequent productivity along with wider societal benefit and skills uplift. Figure 3.9 presents an output from a stakeholder engagement workshop to map the benefits created as a result of the Campuses project. The target benefits are described in black whilst the potential dis-benefits are outlined in red and the blue lines define potential linkages.

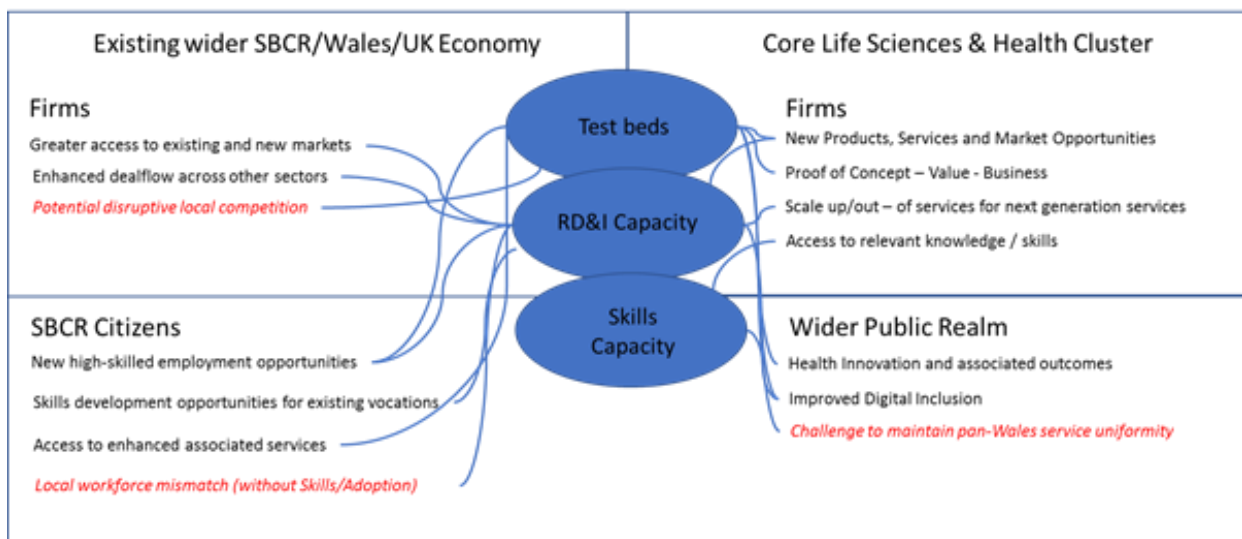


Figure 3.9: Benefits map from Stakeholder Engagement Workshop

3.7.2 Beneficiaries

The key beneficiaries of this project will be:

- The people of the Swansea Bay City Region, who will have access to innovations in life science, well-being and sport/physical activity, benefitting regional population health.
- The Swansea Bay City Region workforce, who will have access to new job opportunities enabled through the realisation of the project's inward investment and cluster-building activities, and to development/training opportunities.
- Swansea Council, who will benefit from increased GVA in the region and from the region's enhanced reputation for innovation and skills.
- Swansea Bay University Health Board, who will benefit from (1) the redevelopment of land at the Morriston Hospital site to establish new life science facilities supporting clinical provision and innovation and (2) the expansion of ILS facilities at Sketty Lane to enable innovation in rehabilitation, activity and pre-abling technologies.
- Swansea University, who will benefit from the new research and innovation facilities proposed, which will enhance the University's reputation, attracting collaborative partners and students to Swansea.

3.7.3 Risks

Risks have been identified and are regularly reviewed across the various partner and stakeholder meetings. Mitigations and actions will continue to be reviewed alongside the business case development and throughout the delivery phases. Primary risks can be categorised within three phases; development phases, implementation and operational phases. A detailed risk assessment has been undertaken and is included within 'Appendix A5 - Risk Assessment'. Risks have been categorised as Business, Service and External along with organisation-specific types (see also 4.7).

Development Phase: The primary risks identified within the development phase related to the timescales of the development and approval of the business case. There are strong relationships between the partners and the delivery teams are working closely with the regional office who are providing feedback and liaison with Welsh and UK governments. Continued communication is prioritised to minimise these risks. Ongoing engagement with stakeholders within the ecosystem will ensure that there is confidence with regards to the need/demand and to secure co-investment.

Implementation Phase: Risks surrounding the effective and timely procurement has the potential to create significant delays and this will be mitigated as the project business case develops from outline to full business case. There are additional risks that may impact on procurement resulting from not realising the anticipated co-investment. The opportunities for continuing co-investment and diversification of co-investment will be further investigated throughout the development of the business case.

Operational Phase: The primary risks relating to the operational phase are the ability to ensure the sustainability of the developments and success in realising the long-term benefits as a result of the phase II developments at both the Singleton and Morriston Campus sites. There are ongoing planning works to progress the planning work for the longer-term transformation projects at both Campus sites to ensure required confidence in the longer-term investment.

3.8 Constraints and Dependencies

3.8.1 Constraints

The constraints identified and considered in relation to the project are largely those that have been identified in the SBCD portfolio:

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

3.8.2 Dependencies

In order to achieve the benefits outlined within this business case, a review of dependencies has been conducted. The dependencies are outlined below together with management activities:

Key Dependencies	Management
<i>Continued partner and stakeholder commitment and approval</i>	The established Management Group with full partner representation is meeting regularly and all partners are engaged in the development of the project and business case. Partners are regularly communicating updates and progress through the respective governance arrangements to ensure senior management and executive team engagement and support.
<i>Availability of land/infrastructure assets</i>	A review has been conducted of potential site availability and preferred sites identified. Partners have agreed in principal to release land/ infrastructure for the proposed developments/refurbishments pending ongoing contractual negotiations.
<i>Availability of SBCR City Deal investment</i>	The SBCR City Deal Campuses outline business case has been agreed in principal pending full business case refinement.
<i>Availability of public/private sector match co-investment</i>	The proposed procurement approach will be designed to leverage significant private sector investment. The business case outlines the procurement approach and its intention to leverage financial co-investment. Additionally, partners have conducted modelling in order to establish public sector partner contributions.
<i>Planning and associated permissions</i>	Swansea Council as the local authority lead for this project, is engaged with the development of this project to ensure alignment with Swansea Council's local development plan.
<i>Availability of activity revenue funding streams</i>	£24M ERDF funding has been secured for pan-Wales health and life science innovation activity pan-Wales Accelerate project. £13.5M AGORIP Commercialisation project and €2.9M BUCANIER building clusters and networks in research and innovation projects are already

	operational. Additional modelling has been completed to establish additional public-sector co-investment; procurement of a delivery partnership will realise additional private sector investment.
<i>Support from wider life science ecosystem</i>	Engagement with the wider Life Science and Well-being & Innovation ecosystem is ongoing and the project has been designed to align with the regional and wider UK landscape building on Welsh expertise and complimenting specialisms across the UK and internationally.
<i>Market demand</i>	The success of the Institute of Life Science demonstrates the success of collaborative Life Science and Well-being innovation in the region. It is our intention to undertake targeted business investment analysis and an independent market appraisal of the emerging Med Tech/SportsTech confluence.
<i>Commercialisation of innovation</i>	There are a number of regional and national mechanisms to support the commercialisation of innovation within the sector. Notably and locally within Wales is the AGORIP ERDF funded project which supports and investment into the development of intellectual property to bring products and services to the market place. AGORIP operates across multiple sectors with health and life science as a key target sector. The Campuses project has been designed to provide capacity and capability to supplement existing
<i>Adoption of innovation by end users</i>	Campuses is engaged with regional and national initiatives inclusive of ARCH, Accelerate, Life Science Hub Wales and AGORIP to aid the early adoption of technologies into the marketplace including the into NHS.

Table 3.10: Dependencies and management activities

Economic Case

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4. Economic Case

4.1 Overview

In response to the Case for Change and broader Strategic Case, the project has been developed appraising options against the following Critical Success Factors in pursuit of achieving the Spending Objectives. These are developed as SMART in section 4.2, based upon the aim to achieve a comparable level of benefit/impact over the same time horizon as the original ILS Phases. The Critical Success Factors are:

- Strategic Fit
- Business Needs
- ARCH Integration
- Internet Coast Integration
- Potential Value for Money
- Potential Achievability
- Supply-side Capacity
- Potential Affordability

Long-list options have appraised potential for:

- A - Do Minimum: rely on existing activity/sites.
- B – Dispersed Growth: investment fund for disparate activities.
- C- Intermediate I: incremental modest increase(s) of existing campus (ILS1/2).
- D - Intermediate II: mixed – dual site incremental development and focused major development (**Preferred approach**).
- E - Intermediate III: mixed – dual site incremental development / fund for disparate activities.
- F - Do Maximum: expand existing and establish new campuses.

Note that, in line with the guidance, a Business As Usual option has not been appraised.

Short-list Options were developed through a workshop with key stakeholders, with a focus on Spending Objectives and Critical Success Factors. This identified a Preferred Option along with Alternatives, appraised as follows:

- Do Minimum: reconfiguration of existing facilities at Singleton and Morriston sites.
- **Preferred approach**: re-development of Management Centre at Morriston and development of new facility at Sketty Lane (Phase 1, funded by the City Deal), followed by 'new land' development at Morriston and wider Sketty Lane/Singleton development (Phase 2) through external investment.
- Alternative (1): development of single site with investment fund (potentially managed through SBCR for distributed development (Phase 1), and longer-term development of these and ARCH sites through external investment (Phase 2).
- Alternative (2): distributed development through investment fund, potentially delivered through SBCR (Phase 1) and development of ARCH sites, initially Singleton and Morriston, through external investment (Phase 2).

Details of each Option are included in subsequent sections and appendices. This appraisal has been updated following review and to factor in the update to the Strategic Case (Section 3), expanding upon

the opportunities at the intersection of Life Science and Sport and Exercise Science. Table 4.1 summarises the short-list appraisal, with further detail in section 4.4 below and workings included as Appendix A7. Short-list options have been developed with Cost-Benefit Analysis presenting the following summary UK perspective (regional perspective in later sections) as shown below²⁴.

Option	10 Year BCR	15 Year BCR	15 Year NPV
Do Minimum	1.01	1.70	£3.3m
Preferred Approach	2.22	2.33	£18.8m
Alternative Approach (1)	0.85	1.87	£12.3m
Alternative Approach (2)	0.33	0.76	- £3.4m

Table 4.1: Summary of short-list appraisal

The summary of the Preferred Option refers to an implementation as follows;

Scope	Providing a combination of B&D approaches with realisation of the project scope, i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000s.m. of mixed facilities over the period to 2032.
Service Solution	Mixed refurbishment / new-build of facilities, with delivery through existing ILS initiative
Service Delivery	Mixed: public/private partnership. Procured development co-investment partnership
Implementation	5-year project (phase 1) with phase 2 development over following 5-7 years
Funding	City Deal capital plus public/private sectors capital co-investment ~£115m over two phases in the 15-year timeframe.

Table 4.2: Summary of the preferred option implementation

Sensitivity analysis (Section 4.8) has shown the preferred implementation as being most resilient in face of key risks occurring, from both UK and regional perspectives. Risks occurring that result in delayed and/or reduced benefits have the most significant impact on most implementations.

4.2 Critical Success Factors

Together with HM Treasury Green Book guidance, the Internet Coast programme provides the overarching framework for defining Critical Success Factors and Spending Objectives. A series of meetings/workshops was held over the past 24 months to develop and understand the project's Spending Objectives (presented in 3.3. above) and the Critical Success Factors, which are identified as follows:

- **Strategic Fit**

The Project is designed to integrate and build upon the existing Life science ecosystem and form a strategic pillar within the M4 innovation Corridor. The project aligns to the SBCD, Welsh, UK and local Government strategies to boost G.V.A, focus on skills growth, job creation build the U.K. economy to become the World's most innovative economy whilst also contributes to the project partners strategies to improve the quality of Life and wellbeing to local residents

²⁴ Note that Health Benefits are captured separately

- **Business Needs**

The project addresses an identified shortfall of c.2,800 sqm of physical space within the current life science ecosystem within phase one and builds on the ambitions within phase two to create a 55-acre innovation park, The Business needs of each of the delivery partners are individually addressed throughout this document which include commercial opportunities and strategic fit at various levels.
- **ARCH Integration**

Swansea Bay University Health Board, alongside Hywel Dda University Health Board are supported by “ARCH” whom in turn will lead delivery of Phase 1 Morriston and Phase 2 Morriston “55-acre innovation park” Site Developments, Arch Partnership will also ensure Integration with the University Health Board Programme also described in section 4.2.1 below.
- **Internet Coast Integration**

Utilising existing and planned regional assets such as the broader Internet Coast project portfolio is an important factor in delivering the targeted innovation activity in addition to integration with the interlinked Pentre Awel project within the Internet of Health & Wellbeing along with cross-cutting developments of Digital Infrastructure and Skills.
- **Potential Value for Money**

The Project has identified several potential approaches via workshop collaboration with stakeholders, the approaches were documented, and a preferred option selected that demonstrated the best “Value for Money” via Co-investment opportunity to optimise value and scale
- **Potential Achievability**

Based on the time frame set out for both phases and via Stakeholder workshops the Potential achievability was identified and documented, The Success of delivering the outputs is based on the Budget / Cost, and time scale ensuring the benefits are realised and remain achievable.
- **Supply-side Capacity**

Procurement is based around the strategies and principles of all lead delivery stakeholders, Swansea bay city deal, Welsh and local Governments and ensures these principles are met and value for money is achieved to maximise and realise the projects benefits.
- **Potential Affordability**

The Project has identified several potential approaches via workshop collaboration with stakeholders, the approaches were documented, and a preferred option selected that demonstrated “Affordability” elements include the financial case that also confirms affordability from the key delivery partners.

4.2.1 ARCH Integration

The ARCH initiative is already delivering a portfolio of revenue and capital investments to support economic development and health service improvements. The opportunity is to exploit the existing foundations of ILS and alignment with long-term strategic planning for Life Sciences & Well-being innovation across the region. The smart specialisations at the centre of the case for change are

intrinsically linked with the direction and development of health service activity and the ARCH programme.

The targeted benefits require integration with health service activity for clinical innovation and wider health economy benefits, including those accruing from community sport. Approaches which facilitate greatest integration therefore maximise success potential and support risk management in achieving the spending objectives. Options were reviewed against their alignment with the ARCH PDP (Portfolio Development Plan), notably the strategic development of Morriston and Singleton sites, within the context of the emerging Service Transformation. The Research, Enterprise & Innovation working group held workshop and regular update meetings to review evolving options/plans.

4.2.2 Internet Coast Integration

Drawing on the new wave of General-Purpose Technology in AI and the Internet of Things is an important part of the case for change, and critical to achieving the longer-term spending objectives. Using existing and planned regional assets (including the broader Internet Coast project portfolio) is an important factor in delivering the targeted innovation activity. Significantly, this includes integration with the interlinked Pentre Awel project within the Internet of Health & Wellbeing along with cross-cutting developments of Digital Infrastructure and Skills. Ongoing engagement across the region, including through the ARCH Research, Enterprise & Innovation working group has helped appraise options for alignment with SBCR and wider activities, both current and emergent. Both project update and workshop formats were used to support this (see also ARCH Integration above).

4.3 Long-listed options

A long-list of options was developed through a series of workshops, supported by desk-based research and visits to initiatives targeting similar benefits. This process drew upon significant research of the regional cluster and its development potential, with specific focus upon the role of infrastructure and skills developments (see Strategic Case).

Noting the alignment with the broader ARCH programme, development of the options framework draws upon the significant planning undertaken during the prior 24 months of scoping and development. This has assisted in developing a credible and robust Options Framework, co-developed with stakeholders from across the region.

The summary of the long-list options, including summary review, is presented below, together with the Options Framework and identified Preferred Approach. The full Options Framework, including Alternative Approaches (as appraised in short-list CBA) is included as Appendix A7. The baseline of Business as Usual comprises the Do Minimum Option as there is existing activity which requires ongoing support.

Option A	Do Minimum: rely on existing activity/sites
Description	<p>Describes no expansion of the existing ecosystem but reconfiguration of space to maximise efficiency of existing facilities. The current activity is financed through various mechanisms already in place through a variety of internal and external funding models.</p> <p>Optimising configuration/capacity of existing activity/sites to accommodate growth and application of new technologies (e.g. IoT/AI). This would require investment for reconfiguration to support new use cases, though with potential to capture renewal of ARCH and other sites as part of broader programmes. The scope would not contribute to the broader goals of the ARCH PDP or provide connection with the SBCR portfolio. This approach would capitalise on sunk investments though with minimal new expenditure, and could use ARCH facilities as a focus for development.</p>
Review	<p>The approach provides greatest affordability, though weakest additionality. As shown in the case for change, existing facilities are operating at capacity with diminishing returns to improve their efficiency. In this respect the achievability is high, though with minimal impact upon business needs, strategic fit or integration. The approach would not achieve the Spending Objectives, and does not provide the transformation targeted from the ARCH/Internet Coast ambition.</p>

Option B	Dispersed Growth: investment fund for disparate activities
Description	<p>Creating a fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities. This would create pockets of infrastructure across the region with potential for co-investment from host organisations.</p> <p>The approach could draw upon previous business infrastructure investment models as used by Welsh Government and development agencies. This could potentially be delivered through an open or rolling call, aligned with Internet Coast targeted activities. This is misaligned with the SBCR portfolio approach and potentially fragments efforts for strategic development identified in the ARCH PDP.</p>
Review	<p>The approach would have the benefit of being market-led, attuned to individual opportunities. However, there are significant potential risks in its delivery and value for money is unclear. It would also be challenging to develop a commercial case which would provide potential benefit to a multiplicity of users.</p>

Option C	Intermediate I: incremental modest increase(s) of existing campus (ILS1/2)
Description	<p>A relatively limited investment across 1 or 2 of the sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR. This could involve redevelopment of facilities made available through reconfiguration of sites within the broader ARCH developments, or creation of new facilities contiguous with existing ILS activity.</p>
Review	<p>Existing arrangements and familiarity with sites/operations gives potential confidence to deliverability while modest investment requirements give strong affordability. As such, the option has some alignment with the ARCH PDP, and potentially with the wider SBCR portfolio, including Pentre Awel, though without the level of transformation sought. Scale of activity provides limited delivery against business needs and impact against Spending Objectives.</p>

Option D	Intermediate II: Mixed – dual site incremental development and focused major development
Description	<p>This option describes a larger (in comparison to C) investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.</p> <p>These developments could be developed in line with the broader ARCH reconfiguration of these sites, thereby aligning with longer-term growth opportunities. Co-investment through a partnership model, as being developed through other City Deal projects, could utilise existing activity and infrastructure at the site to demonstrate dealflow and commercial viability</p>
Review	<p>The option performs more strongly against critical success factors, including greater integration with the ARCH programme. Achievability of the approach is high, along with supply-side capacity based on experience of previous phases.</p> <p>The requirement for co-financing reduces affordability, though increases potential value for money. This option delivers the scale and nature of transformation required in the ARCH PDP, and offers alignment notably with Digital and Pentre Awel projects within the SBCR portfolio.</p>

Option E	Intermediate III: Mixed – dual site incremental development and fund for disparate activities
Description	<p>This option describes the creation of a fund as described in Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D.</p>
Review	<p>The approach combines the benefits of both approaches, however it also brings forwards the same challenges. Furthermore, the dispersed nature of the activity and potentially unaligned delivery of capacity could provide greater challenge in aligning supply-side capacity/co-investment. As noted in other options, the trade-offs required dilute the potential for positive impact upon the SBCR portfolio/ARCH PDP ambitions, though remain aligned with the Spending Objectives.</p>

Option F	Do Maximum: Expand existing and establish new Campuses
Description	<p>This option describes major investment across 3 sites (Singleton, Morriston and potentially Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.</p> <p>This is the most ambitious option, creating significant capacity across the region. In essence, it presents the entire ARCH economic development infrastructure plan within a single project/programme.</p>
Review	<p>Being the most ambitious option, it aligns with critical success factors and spending objectives. However, affordability and supply-side capacity would be challenged, along with availability of sites and alignment with interdependencies within the broader ARCH delivery. The option provides greatest alignment with the ARCH PDP, though is challenged against the initial delivery timescales of the ABCR portfolio.</p>

Tables 4.3a-f: Overview of long-list options

Table 4.4: Options framework

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention as Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities [^]	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS through development of new facilities across 2 sites (i.e. Sketty Lane/ Singleton and at Morriston in response to need demand. ~4,500s.m. of mixed facilities (3,000m ² at Singleton and 1500m ² at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morriston)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; I.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000s.m. + 1,000s.m +2000m ² of mixed facilities [^]	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24-30,000s.m. of mixed facilities [^]
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £65m of public/private investment Total : ~£80m	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment Total : ~£130m	£15m City Deal funding with the potential to leverage an additional £125m public/private investment Total : ~£140m	£15m City Deal funding with the potential to leverage an additional £200m public/private investment Total : ~£215m

[^] Balance of facility provision reflects Need/Demand section: See also Report - Life Sciences & Health in south west Wales

Table 4.5: Spending Objectives and Critical Success Factors

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C- Intermediate I Incremental Modest increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund as described with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Spending Objectives:						
New regional employment	Limited additionality	Market-led, potential for distributed if limited growth	Only delivers capacity for existing demand	Aligns with identified market-need/opportunity	Aligns with identified market-need/opportunity	Would maximise capacity to support employment growth
High GVA Sector growth	Limited additionality	Lacks potential agglomeration and other benefits	Limited capacity to support significant growth long-term	Aligns with identified market-need/opportunity	Aligns with identified market-need/opportunity	Would maximise capacity to support activity growth
Regionalisation	Limited beyond existing ecosystem engagement	Wide, though potentially low impact	Limited beyond existing ecosystem engagement	Expands beyond initial ILS to deliver regional activity	Expands beyond initial ILS to deliver regional activity	Greatest ensured regional footprint
Network/ Ecosystem	Limited additionality, though with robust/extensive existing ecosystem	Potential to engage broadly across ecosystem, though challenge for linkages	Effective platform for collaboration/orchestration with Open Access approach	Effective platform for collaboration/orchestration with Open Access approach	Potential to engage broadly across ecosystem and create systematic linkages	Effective platform for collaboration/orchestration with Open Access approach
Expanded Commercialisation	Limited potential to expand commercialisation activity	Market-led though without systematic sector approach	Modest potential to expand commercialisation activity	Strong alignment with ACCELERATE/AgorIP potential	Strong alignment with ACCELERATE/AgorIP potential	Strong alignment with ACCELERATE/AgorIP potential
Critical Success Factors						
Strategic Fit	Limited contribution to ambitions	Weak – due to lack of systematic approach (except variant)	Limited delivery against policy and market drivers	Delivers against policy and market drivers	Delivers against policy and market drivers	Delivers against policy and market drivers
Business Needs	Minimal impact upon needs	Market-led approach gives potential for alignment	Supports only existing requirements	Aligns broadly with identified requirements	Aligns broadly with identified requirements	Potential to be overly in advance of market needs
ARCH Integration	Cornerstone of existing ARCH RE&I programme	Aligns with ACCELERATE / AgorIP elements only	Cornerstone of existing ARCH RE&I programme	Works towards realising ARCH programme ambitions	Works towards realising ARCH programme ambitions	Fulfils ARCH ambitions
Internet Coast Integration	Existing integration, though delivers limited additionality	Initially weak – though with potential for development	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach
Potential Value for Money	Diminishing returns on existing at capacity infrastructure	Relatively unknown/untested	Good value, though without performance step-change	Co-investment opportunity to optimise value and scale	Core robust, though with unknown element	Potential to be overly in advance of market needs
Potential Achievability	Viable	Procurement / management complexities / risks	Proven model – based upon ILS Phases 1 & 2	Proven model – both operational and commercial	Procurement / management complexities / risks	Availability of sites and wider programme challenges
Supply-side Capacity	Viable	Relatively unknown/untested	Proven model – based upon ILS Phases 1 & 2	Co-investment model proven in similar context	Relatively unknown/untested	Availability of sites and wider programme challenges
Potential Affordability	Challenge to sustainably develop revenue, though relatively limited requirement	Relatively unknown/untested, though commitment only with market response	Public partnership potential to realise development	Requires market testing to provide confidence for co-investment opportunity	Dispersed investment(s) nature may lack mass to develop private sector interest	Level of co-investment may be challenging spread across three locations

Table 4.6: Preferred approach

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities ^A	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS through development of new facilities across 2 sites (i.e. at Sketty Lane/Singleton and at Morriston in response to need demand. ~4,500sqm of mixed facilities (3,000sqm at Singleton and 1500sqm at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morrison)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000s.m. + 1,000s.m. + 2000s.m. of mixed facilities	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24,000-30,000.m. of mixed facilities
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £65m of public/private investment Total : ~£80m	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment Total : ~£130m	£15m City Deal funding with the potential to leverage an additional £125m public/private investment Total : ~£140m	£15m City Deal funding with the potential to leverage an additional £200m public/private investment Total : ~£215m

4.4 Short-listed options

A series of meetings and workshops was used to review the long-list options against the Critical Success Factors and to determine potential performance against the Spending Objectives. The initial risk assessment (Appendix A5) was used to support this exercise together with experience of the stakeholder group. The Options Appraisal was reviewed in Q1 2021, in response to the evolving local and global context. This included refinement of projected benefits to reflect the sector post-Covid, and alignment with delivery timescales for Pentre Awel and other ecosystem projects along the M4 corridor. A workshop was held on 3rd July 2020, with delegates including representatives from all the project partners. A summary of the discussion is included as Appendix A7b.

Table 4.7 presents the short-list options, including the Do-Minimum. Options relating to development of elements of the ARCH programme (i.e. based on Preferred Approach) draw significantly upon prior work undertaken by the ARCH Programme Delivery Office and ILS. This includes masterplans, cost reports and detailed site appraisal, included as Appendix A7. All Options have been reviewed against the refreshed Strategic Case, including the macro-context of challenges and opportunities of a post-Brexit UK, and the evolving Swansea University/Swansea Council vision for the development of strategic sites. The short-listed options, together with review criteria are as follows;

4.4.1 Do minimum/BAU Baseline

This option describes no expansion of the existing ecosystem but the reconfiguration of space to maximise efficiency of existing facilities. Current activity is financed through various mechanisms already in place through internal and external funding models. A number of prior projects (e.g. CHHS Wellbeing Academy) provide cost estimates for such reconfigurations, while potential benefits are considered from SUMS/ILS business planning information. This has been reviewed in the context of emerging regional and local initiatives, including the reconfiguration of Schools within Swansea University and the growing Sports and Exercise Science element of the Life Sciences & Health agenda.

Spending Objectives	
New regional employment	Limited additionality
High GVA Sector growth	Limited additionality
Regionalisation	Limited beyond existing ecosystem engagement
Network/ Ecosystem	Limited additionality, though with robust/extensive existing ecosystem
Expanded Commercialisation	Limited potential to expand commercialisation activity
Critical Success Factors	
Strategic Fit	Limited contribution to ambitions
Business Needs	Minimal impact upon needs
ARCH Integration	Cornerstone of existing ARCH RE&I programme
Internet Coast Integration	Existing integration, though delivers limited additionality
Potential Value for Money	Diminishing returns on existing at capacity infrastructure
Potential Achievability	Viable
Supply-side Capacity	Viable
Potential Affordability	Challenge to sustainably develop revenue, though relatively limited requirement

Table 4.7: Summary of Do Minimum option

4.4.2 Preferred Option

This option describes a greater scope of service/facility being delivered across two sites (Morrison and Sketty Lane/Singleton) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morrison in support of the regionalisation agenda and further incremental development.

Spending Objectives	
New regional employment	Aligns with identified market-need/opportunity
High GVA Sector growth	Aligns with identified market-need/opportunity
Regionalisation	Expands beyond initial ILS to deliver regional activity
Network/ Ecosystem	Effective platform for collaboration/orchestration with Open Access approach
Expanded Commercialisation	Strong alignment with ACCELERATE/AgorIP potential
Critical Success Factors	
Strategic Fit	Delivers against policy and market drivers
Business Needs	Aligns broadly with identified requirements
ARCH Integration	Works towards realising ARCH programme ambitions
Internet Coast Integration	Aligns with infrastructure/skills growth sectors approach
Potential Value for Money	Co-investment opportunity to optimise value and scale
Potential Achievability	Proven model – both operational and commercial
Supply-side Capacity	Co-investment model proven in similar context
Potential Affordability	Requires market testing to provide confidence for co-investment opportunity

Table 4.8: Summary of Preferred Option

The Preferred Option utilises the Preferred Approach together with the ARCH programme planning to provide a developed implementation. This uses site masterplans, costings and wider planning from project partners resulting in an implementation as follows which optimises the preferred option against the Critical Success Factors and maximises potential delivery against Spending Objectives.

Scope	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~10,000s.m. of mixed facilities
Service Solution	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative
Service Delivery	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Phased 5, 8-year project
Funding	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment, Total : ~£125m

Table 4.9: Optimisation of preferred option against Critical Success Factors

4.4.2 Alternative options

- **Alternative 1** describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities, alongside the development of a dual Campuses activity. Consideration of critical success factors and performance against spending objectives reads across the Preferred Option, and Alternative 2, though with a slower ramp-up of activity.
- **Alternative 2** describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.

Spending Objectives	
New regional employment	Market-led, potential for distributed if limited growth
High GVA Sector growth	Lacks potential agglomeration and other benefits
Regionalisation	Wide, though potentially low impact
Network/ Ecosystem	Potential to engage broadly across ecosystem, though challenge for linkages
Expanded Commercialisation	Market-led though without systematic sector approach
Critical Success Factors	
Strategic Fit	Weak – lack of systematic approach (except variant)
Business Needs	Market-led approach gives potential for alignment
ARCH Integration	Aligns with ACCELERATE / AgorIP elements only
Internet Coast Integration	Initially weak – though with potential for development
Potential Value for Money	Relatively unknown/untested (except variant)
Potential Achievability	Potential procurement / management complexities
Supply-side Capacity	Relatively unknown/untested
Potential Affordability	Relatively unknown/untested, though commitment only with market response

Table 4.10: Summary of Alternative Options

The short-listed options were subject to Cost-Benefit Analysis, against the Do Nothing counterfactual as presented in the following section.

4.5 Cost Benefit Analysis

The following section presents updated Economic Case material for the project Business Case, developed in response to new Green Book guidance (Treasury, 2018), with appraisal focused on targeted productivity effects (wage premium). The analysis sits alongside that already undertaken and presented in the 2017 *Internet Coast Proposal Impact Appraisal*, based on job creation both within the development itself and as a wider result of the initiative.

Supported by the City Deal, the first phase of the project aims to contribute to the regional and wider UK economy by enabling and supporting growth of high GVA activity in Life Sciences, Sport and Well-being. Focus upon ICT-enabled health and fitness applications, advanced practice in health and care, and medical devices innovation also relates to associated sectors including ICT and Advanced Manufacturing. This is reflected in the broader cluster²⁵ context noted in analysis of the region by SQW (2016), and specifically as driven by the Life Sciences, Health & Wellbeing sectors (RLP, 2013, Davies et al., 2018). These strengths, and the interplay of high productivity sectors within the cluster also underpins the current *South Wales Crucible* Science and Innovation Audit (SIA).

4.5.1 Summary Appraisal

The following table presents a summary of the short-listed Options appraised against the Business as Usual/Do Minimum baseline, and applying the parameters presented in later sections of this document. Note that the anticipated UK impact is higher as there will be industries from outside the Swansea Bay City Deal region that will engage with the initiative. All benefits captured at the UK level therefore include and reflect the benefits captured at regional level.

UK

Option	10 Year BCR	15 Year BCR	15 Year NPV
Do Minimum	1.01	1.70	£3.3m
Preferred Approach	2.22	2.33	£18.8m
Alternative Approach (1)	0.85	1.87	£12.3m
Alternative Approach (2)	0.33	0.76	- £3.4m

Table 4.11: Short-listed options appraised against business as usual baseline - UK

Regional

Option	10 Year BCR	15 Year BCR	15 Year NPV
Do Minimum	1.07	1.80	£3.8m
Preferred Approach	2.03	2.16	£17.6m
Alternative Approach (1)	0.91	1.99	£14.0m
Alternative Approach (2)	0.43	0.92	-£1.2m

Table 4.12: Short-listed options appraised against business as usual baseline - Regional

	Do Minimum	Option 1 (Preferred)	Option 2 (Alternate)
Net Present Social Value	£3.3m	£18.8m	£12.3m
Public Sector Cost*	£4.181m	£14.15m	£14.15m
BCR	1.70	2.33	1.87
Significant non-monetisable** benefits	N/A	5-10,000 QALYs (range of values including in assessment)	5-7,500 QALYs (noting delivery timescales for option against core assessment)

²⁵ The role of economic activity in the sector beyond that captured by core SIC codes has been recently echoed in the UK Life Sciences Sector Report for the House of Commons Committee on Exiting the European Union.

Significant unquantifiable benefits	N/A	Indirect regeneration and transport benefits	Indirect regeneration and transport benefits
Risk costs by type[^] and residual optimism bias	Delivery risk - £1.06m 20% OB	Delivery Risk - £2.97m 20% OB	Delivery Risk - £4.47m 20% OB
Switching values		8yr Delay ~37% benefit reduction	
Time horizon and reason	15yr – to align with infrastructure nature of development, and SBCR Economic Strategy. This reflects the nature of the benefits sought and activity for each of the appraised options. Guidance on relevant benefits from DCLG, HMT and other sources (both academic and governmental).		

Table 4.13: Appraisal summary table

*discounted

** captured as part of aligned health economics assessment

[^]see also sensitivity analysis section

4.5.2 Options and Counterfactual

This appraisal is undertaken against the baseline ‘Do-Nothing’ case, alongside ‘Do Minimum’, and ‘Alternative’ Options as summarised in 4.4.2. The Do-Nothing baseline is developed from analysis of the SBCR economy presented in the SQW analysis, along with sector-specific insight from RLSP and other publications, along with further data drawn from ONS. Projected performance of each option is based upon regional and sector insight for need and demand drawn from industry, government, and academic sources, as noted throughout this document and referenced throughout the Business Case.

Do-Nothing involves the relative plateauing of related ‘Priority’ sectors within the region, as projected by Cambridge Econometrics for the RLP (2013) report (notably Chemicals, Pharmaceuticals, Electronics and Professional Services sectors). This implies continued regional reliance on the challenged industrial sectors, identified by SQW and therefore potential continued divergence from UK and Wales levels of productivity. It is recognised that this sector perspective, derived from SIC coding of activities, is limited in respect to the broader cluster noted in Davies et al. (2018). However, it does provide a baseline for regional knowledge-based economic activity to support consideration of Options.

Continuing divergence from Wales and UK average GVA per capita performance implies the Do-Nothing baseline may be a negative trend. However, for the purpose of this appraisal the current regional average is utilised and therefore the current GVA per capita of targeted sectors is also used for future years (i.e. without inflation/growth, though with STPR²⁶ discounting).

4.5.3 Productivity Uplift (Wage Premium/GVA per worker)

SBCR is part of the West Wales & Valleys region, which has suffered a long-standing productivity gap with the rest of Wales, UK and EU, in turn resulting in its qualification for three rounds of EU Structural Funds support. This hides a sectoral disparity though, which underpins a renewed strategy to pursue

²⁶ For the Time Horizons applied, this utilises the 3.5% Green Book STPR figure

more productive activities in 'Priority' sectors, including those involved in the Internet Coast programme.

GVA per hour worked within Life Sciences in Wales during the period 2006-2014 showed strong upward trajectory, surpassing by 2014 the UK average, while manufacturing outperformed at ~110%²⁷. This was set within the wider economy which performed at ~75% of UK average. This must be viewed within the regional sector context, with the Medical Devices noted as being broadly in line with the UK average²⁸. SQW (2016) presented a £11,900 deficit between mean regional and UK GVA per capita (£34,300 compared to £46,200), i.e. a difference of 34.7%. Other recent data²⁹ aligns with these values. In this respect, the regional relationship between Life Sciences & Well-being with other Priority sectors (Davies et al., 2018), namely ICT (eHealth) and Advanced Manufacturing is of note, with these sectors performing in line with broader UK. The added potential of Sports & Exercise Science, including development of digital technologies presents, further intersectoral potential aligned with the identified SIA strengths. The SQW report also notes that Health, and the associated sectors present some of the strongest potential for employment growth and overall GVA impact.

However, it should be noted that that wider benefit is provided through health and wellbeing improvements. While these do not relate directly to the Spending Objectives they are captured in this appraisal as a separate section to ensure consistency with Green Book guidance.

It is recognised that the options appraised may result in a range of skills and economic activity, though all with a focus on Priority Sectors. Therefore, each option involves comparison between contribution to such sectors compared to the regional average.

The current, and anticipated impact of Covid both in the near and longer-term serve to reinforce the importance and growth of sectors supported by the Spending Objectives. This is noted in the updated Risk Assessment.

4.5.4 Additionality and National / Regional Contexts

As the development and application of skills in Life Sciences & Well-being could be at the expense of potential for another sector this appraisal focuses on the potential improved GVA provided compared to alternative use. This relates solely to the above noted differential between targeted sectors and the wider regional economy. The options development, and analysis thereof supports the 'levelling-up' agenda to achieve more balanced growth, though with focus on additionality rather than displacement. On this basis the analysis delivers against the principles of 'Place-based Analysis' presented in the Green Book (2020). It retains however the original model used in the 2017 version rather than the CIA Model of the business case to allow continued tracking against this baseline.

Clearly, some benefit realised by the initiative would be otherwise achieved, while the proposed activity will also to an extent substitute or displace other activity(ies). Indeed, some skills would have been otherwise developed (i.e. elsewhere) or for application in other sectors. The intervention tackles growing and unsatisfied demand for STEM skills within the life science sector noted by Prof Sir John Bell (2017), which will be further pressured by Brexit uncertainty. This in itself supports additionality of the initiative, together with evidence of such demand at the regional level (RLP, 2013). To address

²⁷ Priority sector statistics 2016 – New GVA Data, Statistics & Research, Welsh Government, <http://gov.wales/statistics-and-research/priority-sector-statistics/?tab=previous&lang=en>

²⁸ Taken from their inclusion in Sector: Computer, electrical and optical, cited from Life Sciences Industrial Strategy, Report to Government, Sir John Bell, 2017

²⁹ Regional GVA NUTS2, Office for National Statistics, <https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/regionalgvanuts2>

consideration of additionality, the appraisal draws upon guidance including that of UK Government (BIS, 2009, Treasury, 2018) and other sources (Partnerships, 2008, EU, 2013) to consider additionality with regard to both spatial and activity contexts. From a south west Wales regional perspective, evaluations of prior ERDF activities give some context to potential levels of additionality (Oldbell3, 2012).

The main analysis presents the case for UK-level benefit of the Campuses initiative, however there is strong regeneration theme and ambition to restructure the SBCR economy within the Internet Coast City Deal giving emphasis to benefit to the region. As presented in Annex 3 of the Green Book, distributional analysis allows for appraisal at both levels and is here treated as follows with key parameters;

	UK	SBCR
Additionality	30%	15%
Multiplier	Excluded ³⁰	1.4

Table 4.14: Distributional analysis – key parameters

Mean/Median additionality of benefits derived from development educational infrastructure has been shown to be of the order of 46% and 53% respectively (BIS, 2009)³¹. Noting the potential for leakage, as some skills will leak beyond the UK this is factored as 30%³² remaining additionality at the UK level.

From Destinations of Leavers from Higher Education (DELHE) data, it can be projected that leakage beyond the region will be ~50% of this group, and therefore SBCR additionality is factored as 15%. However, as multiplier effects can be factored at the regional level these are included as ~1.4, which is relatively conservative for knowledge-based activity. Recruitment data for Swansea University presents ~50% local input and targets the majority Home/EU. On the output side, data drawn from DELHE show strong existing retention within the region and UK. The nature of the proposed activity also overlaps into the broader health economy with skills supply and innovation activity relating to health and social care. Major regional (and national) challenges in recruitment and retention of health service staff suggest that additional supply would be. This is supported by data presenting that health professionals trained at Swansea University (through SUMS and CHHS) exhibit greater preponderance to continue training and practice within the region³³.

4.5.5 Time horizon

The Swansea Bay City Region has developed Internet Coast within its 15-year economic strategy through to 2031. The long-term capital investment infrastructure nature of the proposed initiative lends itself to appraisal over a longer-period, of 20-30 years, in line with guidance of organisations such as that proposed specifically for science parks (EU, 2002, EU, 2014). Indeed, the City Deal-funded phase of the project is presented as part of a longer-term ambition to transform Life Sciences, Sport & Well-being Research & Innovation capabilities; Clinical Services; and Education/Skills capacity, in partnership between Health Service, academia and private sector (ARCH, 2017). For example, certain options relate to early phase activities opening up further development sites (e.g. road infrastructure

³⁰ As required by Green Book guidance, though retained for SBCR where below full employment and wider regeneration opportunity support inclusion of multiplier effects

³¹ Though as this is based on a relatively low number of observations a conservative approach has been adopted.

³² For the 'Base' Case, with a range of parameters used in Optimistic and Pessimistic Cases

³³ ## SUMS/CHHS data

planning), which would involve activity towards the end of the 15-year period, with significant impact sometime thereafter. Benefits arising from development's subsequent phase are factored separately with associated risks (including for benefits realisation and timescales) considered within the sensitivity analysis.

To align with the Internet Coast programme and generic Green Book time horizon, both 10 and 15-year horizons are used to support the appraisal. It should be noted though, that the project plans that describe intention for both the activity and a significant portion of its benefits to be realised beyond this period.

4.5.6 Residual values

The project's infrastructure will clearly be of value beyond the 10 and 15-yr time horizons. Therefore, to incorporate residual value and opportunity cost an anticipated market value of the ILS/Education facilities at these points has been incorporated. While depreciation along with facility maintenance is incorporated separately³⁴ in the Financial Case, it has in the absence of market projections been used with a standard linear 30-year depreciation cycle³⁵ to present a relatively conservative market value.

4.5.7 Wider benefits

The targeted benefits (as presented previously) relate predominantly to employment and productivity, though also to broader regeneration and health outcomes. This includes enhancement of the built environment, which along with enhance employment prospects would result in improved land values. This is of particular note for some options which target longer-term impact potential by opening up major development sites (e.g. Morriston ARCH development land). In parallel, improved health outcomes would result in cash-releasing benefits to Health service and other organisations as well as benefits to individuals. Such benefits include the long-term health benefits described below.

4.5.8 Long-term health and wellbeing benefits

The project will create expanded infrastructure with wider capabilities allowing a greater focus on academic and clinical quality and value improvement initiatives to deliver safer and better healthcare, physical fitness and rehabilitation, and well-being. The proposal relates exclusively to the innovation and economic development ambitions of the City Deal. By the nature of the sector, its innovation inherently aims to improve health outcomes, while clinical collaboration results in improved services. This potential is strengthened by the breadth of innovation ranging from medical devices benefitting patients with specific conditions through to sports and exercise technologies supporting both broader population and elite athletes. Therefore, the project will provide a pipeline of healthcare innovations, which will provide both local economic uplift through improved health and wellbeing and subsequent productivity along with wider societal benefit.

The metric that is widely used to demonstrate improvements in improved health and wellbeing is that of the quality adjusted life year (QALY). One QALY equates to one year of perfect health and is a fundamental requirement of health technology assessments in UK settings, with widespread application across other healthcare systems.

³⁴ As noted in 6.13 of the Green Book

³⁵ Of note, this aligns with the Project Sponsor accounting practice, RICS Red Book and EU CBA Guidance for developments of this nature EU 2002. Guide to cost-benefit analysis of investment projects. *In: EVALUATION UNIT, D. R. P., EUROPEAN COMMISSION (ed.). Web, EU 2014. Guide to Cost-Benefit Analysis of Investment Projects, Economic appraisal tool for Cohesion Policy 2014-2020. In: POLICY, D.-G. F. R. A. U. (ed.). Web.*

The table below presents a series of scenarios that highlight the potential value added as a result of QALY gains arising from the Swansea City Deal campus developments. The current value attached to one QALY equates to £20,000, although this key variable is a matter of debate. For the purpose of this appraisal, the NICE figure of 20,000 is used as an upper bound, with lower values providing alternative scenarios.

The scenarios have been developed to take account of potential QALY gains, the time taken to generate such gains and the value placed on a QALY. The first row therefore depicts the position whereby 2%, 3% and 4% of the Swansea population (roughly 250,000) – although the City Deal catchment area would be more extensive – and each ‘receive’ an additional one year of perfect health, which is valued at £15,000 and £20,000, over 5, 10 and 15 year time periods.

No. of residents who will benefit from one additional year of perfect health	Value (£)	Potential health value added (£)		
		5 years	10 years	15 years
5,000	15,000	338,629	623,746	863,805
5,000	20,000	451,505	831,661	1,151,740
7,500	15,000	507,943	935,619	1,295,708
7,500	20,000	677,258	1,247,492	1,727,610
10,000	15,000	677,258	1,247,492	1,727,610
10,000	20,000	903,010	1,663,322	2,303,480

Table 4.15: Potential value of benefits from Quality Adjusted Life Years

Initial analysis indicated that on the basis of a greater proportion of residents were to benefit to the extent of one additional year of perfect health – say 10%, the value attached to that was £20,000 (as per NICE threshold) and these were generated within a 15-year timescale the potential health value added would equate to £5.8 million.

As the business case development has progressed, and consideration is given to longer-term impact of these health benefits it can be determined that this benefit could be in the range £16m - £32m, depending upon the QALY value applied during a generational perspective. This time-horizon would be appropriate in the context of the Wellbeing of Future Generations (Wales) Act 2015 which gives statutory requirement to such appraisal.

No. of residents who will benefit from one additional year of perfect health	Value attached to one year of perfect health (£)	Potential value added (£)		
		5 years	10 years	15 years
100	10,000	4,515,052	8,316,605	16,481,515
100	15,000	6,772,579	12,474,908	24,722,272
100	20,000	9,030,105	16,633,211	32,963,029

Table 4.16: Potential longer-term value of health benefits

Further, there are likely to be additional gains arising from improvements in life expectancy and years of healthy life expectancy, given the number of areas classed as being in the most deprived communities in the Swansea City Bay areas, and the differential between rich and poor communities in terms of health life expectancy approaching 20 years for males and 18 years for females within SBUHB region. It has been estimated that reducing overall mortality from circulatory disease to levels seen in the least deprived areas of Wales would increase life expectancy in the most deprived areas by 1.5 years in males and 1.3 years in females, while similar gains would be made if cancer mortality rates were reduced (1.3 years in males, 1.2 in females). Further, reducing excess deaths from external

causes (e.g. accidents, suicide) would have a particularly large effect on males living in the most deprived areas, potentially adding nearly a year to their life expectancy.

These results would be predicated on the assumption that the preferred approach (or alternatives) would be adopted, as the 'do minimum' option would not generate the additional improvement in health and wellbeing. This baseline scenario has become further challenged since the initial appraisal due to the Covid crisis, suggesting greater potential additionality from the proposed intervention.

4.5.9 Longer-term benefits (beyond City Deal-funded phase)

The project will provide further health benefits as part of its phase 2 with the development of 55 acres of land at Morriston Hospital, in addition to the broader development of Sketty Lane identified from the Strategic Case. Through this development, a new Institute of Life Science will be established on the site alongside the development of an elective treatment centre (orthopaedics), a new thoracic surgery service, and the development of a cardiac centre. This will allow the project to evolve to become the regional centre for specialist treatments for South West Wales, working across the regional Life Sciences, Sport & Health network.

4.6 Optimism bias

This section of the appraisal also notes the relatively conventional nature of the construction, though with a potentially diverse range of occupants, and therefore the higher end of the range³⁶, 20%, is used to factor for Optimism bias. The proposed activity, across Preferred Approach and Alternative 1 also draw upon organisations with experience in delivery of similar infrastructure projects to time and budget, which suggests this value is relatively conservative (TECC, 2015).

Potential impact upon benefits realisation has been comprehensively considered through the risk analysis, presented in section 4.7 below. This assessment has been undertaken through review of relevant literature and prior projects, and workshop activity with Project Managers/Directors engaged in recent similar initiatives, both within the region/sector and further afield. These risks have been synthesised into parameters used in the sensitivity analysis presented in Section 4.8.

³⁶ As noted in Annexe 5 of the Green Book, 2018

4.7 Risk analysis

Through the series of meetings/workshops undertaken to support scoping and development of the long and short-lists, a comprehensive risk register has been developed. This draws upon experience of prior initiatives, both revenue and capital, together with understanding of sector and wider challenges. These have been categorised as follows, using the organisation-specific risk types used by the Project Sponsor. The initial risk assessment has been workshopped to identify appropriate mitigations which relate to all options. This has resulted in the following key residual risks and mitigations. Note that a risk register setting out the risk by type (Business/Service/External) is included as Appendix A5.

Table 4.17: Initial risk analysis

Number	Title	Risk Type	Description	Benefit(s) Affected	Likelihood	Impact	Combined Factor	Mitigation/Transfer	Anticipated Effectiveness	Residual Risk Factor	Owner
Design/Development Phase											
D0003	Project Initiation / Approvals	Business	Difficulty in agreeing scope/delivery arrangements with local and/or government sponsors	Skills; Innovation; Economy; Sustainability	30	70	21	Strong engagement with SBCR, WG, UK Gov and wider stakeholders; Research-informed approach	65%	7.35	SBCR
D0004	Delay/Limits of Initial Funding	Funding	Delayed/frustrated/reduced approval(s) leading to dis-alignment with wider cluster and stakeholders	Skills; Innovation; Economy; Sustainability	20	50	10	Strong engagement with SBCR, WG, UK Gov and wider stakeholders; Research-informed approach	70%	3	SBCR
D000x					0	0	0		100%	0	
Implementation Phase											
I0001	SBCR/IoHWP Partnerships	Operational	Difficulties in timely SBCR/IoHWP agreement of effective Implementation arrangements	Skills; Innovation; Economy; Sustainability	25	80	20	Strong engagement with SBCR Partners and Internet Coast Projects; research-informed approach	70%	6	SBCR
I0003	Procurement Failure (market)	Procurement	Lack of attractiveness to market - due to competition with other opportunities, level of co-investment etc.	Skills; Innovation; Economy; Sustainability	10	70	7	Research-informed approach; Effective market engagement	30%	4.9	SRO
I0004	Lack of co-investment	Funding	Campuses opportunity fails to attract targeted level(s) of private sector co-investment	Skills; Innovation; Economy	30	30	9	Research-informed approach; Effective market engagement	60%	3.6	SBCR
I0009	Economic downturn (local/national)	Economic	Downturn in economic opportunities such as inward-investment/growth due to factors such as Brexit disruption	Innovation; Economy	40	40	16	Diversified and longer-term targeted economic and skills benefits, beyond economic cycles/shocks; research-informed approach	40%	9.6	SBCR
I000x					0	0	0		100%	0	
Termination (Mainstreaming) Phase											
T0004	Infrastructure Renewal	Sustainability	Failure to plan/deliver renewal of infrastructure leading to lack of financial sustainability	Sustainability	30	40	12	Transfer - Partner	60%	4.8	Operator
T0005	Lack of long-term co-investment	Funding	Failure to attract further stages of co-investment to expand/enhance activity beyond Internet Coast phase	Innovation; Economy	30	30	9	Strong engagement with Partners, SBCR, WG, UK Gov and wider stakeholders; Research-informed approach	50%	4.5	SBCR
T000x							0			0	
							0			0	

4.8 Sensitivity analysis

The risk assessment presented in the previous section presents key residual risks, which could potentially result in delayed or reduced benefits realisation, cost increase or combination thereof. Sensitivity analysis, for both Regional and UK level appraisal has therefore reviewed short-listed options with parameters ranging up to 1-year delay, 40% reduction in benefits and 20% cost increase (in addition to factored Optimism Bias).

Sensitivity analysis of the Preferred and Alternative Options shows switching values of 66% reduction in benefits or 305% increase in cost for Preferred Option before Do Minimum becomes next Option. Alternative 3, involving a distributed fund could also potentially switch if Benefits of the Preferred Option were delayed, though this would be beyond the initial project phase and subject to other risks. The following tables present a further perspective of the Options appraised at UK and Regional Level.

4.8.1 UK perspective

SBCR Cost-Benefit Analysis: April 2021 UK Perspective

Scenario (Base)	10Yr NPV	15Yr NPV
A - Preferred Implementation	11,202,821	18,782,103
B - Alternative 1	- 1,436,857	12,310,026
C - Alternative 2	- 6,318,993	- 3,364,775
D - Alternative 3	5,271,441	9,525,264
E - Do Minimum	32,869	3,328,349

Project Name Campuses
Version 3.0
Date 05/04/2021

Sensitivity Analysis

	10Yr NPV	15Yr NPV
20% reduction in Wider Benefit		
A - Preferred Implementation	-	-
B - Alternative 1		
C - Alternative 2		
D - Alternative 3		
E - Do Minimum		

10Yr NPV 15Yr NPV

	10Yr NPV	15Yr NPV
40% reduction in Benefits		
A - Preferred Implementation	2,934,669	5,608,492
B - Alternative 1	- 4,649,139	1,725,245
C - Alternative 2	- 7,578,420	- 7,679,635
D - Alternative 3	- 624,160	54,388
E - Do Minimum	- 1,323,881	73,437

	10Yr NPV	15Yr NPV
1Yr Delay in Benefits		
A - Preferred Implementation	9,576,021	4,630,178
B - Alternative 1	- 3,810,440	- 1,841,899
C - Alternative 2	- 7,251,638	- 3,364,775
D - Alternative 3	3,885,820	7,402,036
E - Do Minimum	- 718,429	- 1,480,581

	10Yr NPV	15Yr NPV
Slow Mobilisation (6month delay)		
A - Preferred Implementation	10,389,421	17,298,599
B - Alternative 1	- 2,623,649	10,074,971
C - Alternative 2	- 6,785,315	- 4,318,676
D - Alternative 3	5,081,025	8,463,650
E - Do Minimum	- 342,780	2,797,199

	10Yr NPV	15Yr NPV
20% increase in costs		
A - Preferred Implementation	9,309,309	15,951,718
B - Alternative 1	- 3,330,369	9,479,641
C - Alternative 2	- 8,212,505	- 6,195,160
D - Alternative 3	3,377,929	6,694,879
E - Do Minimum	- 638,932	- 6,195,160

	10Yr NPV	15Yr NPV
1Yr Delay and -20% Wider Benefit		
A - Preferred Implementation	-	-
B - Alternative 1		
C - Alternative 2		
D - Alternative 3		
E - Do Minimum		

4.8.1 Regional perspective

SBCR Cost-Benefit Analysis: April 2021 Regional Perspective

Project Name **Campuses**
Version **3.0**
Date **03/04/2021**

Scenario (Base)	10Yr NPV	15Yr NPV
A - Preferred Implementation	9,772,373	16,420,107
B - Alternative 1	- 893,395	13,998,178
C - Alternative 2	- 5,368,934	- 1,158,657
D - Alternative 3	6,560,343	17,029,211
E - Do Minimum	240,942	3,827,526

Sensitivity Analysis

	10Yr NPV	15Yr NPV
20% reduction in Wider Benefit		
A - Preferred Implementation	8,568,427	12,457,153
B - Alternative 1	- 1,805,158	11,014,353
C - Alternative 2	- 5,819,897	- 2,624,690
D - Alternative 3	6,092,844	14,174,884
E - Do Minimum	- 139,860	2,913,963

	10Yr NPV	15Yr NPV
40% reduction in Benefits		
A - Preferred Implementation	2,076,400	4,191,294
B - Alternative 1	- 4,323,061	2,738,137
C - Alternative 2	- 7,008,384	- 6,355,964
D - Alternative 3	1,084,179	10,265,410
E - Do Minimum	- 1,199,037	372,944

	10Yr NPV	15Yr NPV
1Yr Delay in Benefits		
A - Preferred Implementation	8,290,604	2,268,182
B - Alternative 1	- 3,427,126	- 153,747
C - Alternative 2	- 6,466,032	- 15,310,582
D - Alternative 3	4,282,433	2,877,286
E - Do Minimum	- 556,444	- 981,403

	10Yr NPV	15Yr NPV
Slow Mobilisation (6month delay)		
A - Preferred Implementation	9,031,489	15,043,371
B - Alternative 1	- 2,160,261	11,626,015
C - Alternative 2	- 5,917,483	- 2,263,322
D - Alternative 3	4,252,641	2,351,771
E - Do Minimum	- 157,751	3,263,794

	10Yr NPV	15Yr NPV
20% increase in costs		
A - Preferred Implementation	7,878,861	13,589,722
B - Alternative 1	- 2,786,907	11,167,793
C - Alternative 2	- 7,262,446	- 3,989,042
D - Alternative 3	2,329,337	14,198,826
E - Do Minimum	- 430,859	2,865,740

	10Yr NPV	15Yr NPV
1Yr Delay and -20% Wider Benefit		
A - Preferred Implementation	7,441,964	10,372,821
B - Alternative 1	- 4,069,501	6,771,880
C - Alternative 2	- 6,790,840	- 4,582,934
D - Alternative 3	5,475,847	11,089,206
E - Do Minimum	- 852,898	1,905,761

The sensitivity analysis has shown the preferred implementation as being most resilient in face of key risks occurring, from both UK and regional perspectives. Risks occurring that result in delayed and/or reduced benefits have the most significant impact on most implementations, while cost overruns would have greatest negative affect on Alternative 2 (already most expensive option). Switching value analysis suggests that as the same risks affect Alternatives, then Do Minimum would become the next Option in the event of 66% reduction in benefits realised or 305% increase in costs.

Regional NPV is generally higher than the UK perspective for all options/scenarios reflecting the localised wider benefits to the regional economy through multiplier effects, offsetting the reduced additionality due to leakage.

Commercial Case

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5. Commercial Case

5.1 Introduction

This commercial case has been developed to optimise deliverability and value as per the Preferred Approach and Option presented in earlier sections. It draws upon the capabilities of the project partners and their successful track records with the approaches presented. This proposal will include:

- Differentiated Singleton and Morriston strategy, held together by the project programme arrangements set out within the Management section.
- Scope of the Singleton build, and mixed-use potential associated with the site.
- Scope of the Morriston development, stage one of a wider development, with enabling works (planning for road access) for the latter.

NB: please see Appendix A8 for detailed masterplans, site appraisals and cost plans.

5.2 Procurement strategy and route

The procurement strategy has been designed to maximise the impact of Singleton and Morriston developments and differs between the two sites to capitalise on distinct opportunities, their scale, and intended impact. The ~2000sqm Sketty Lane design and build has an estimated value of £12.75 million, while the ~700sqm Morriston redevelopment has an estimated value of £1.25 million. There is an estimated value of £1 million allocated as a contribution to the road planning.

While the Project Board provides oversight of the overall strategy, Swansea University will execute the commercial approach for Singleton and SBUHB will execute the approach for Morriston. The Singleton development will take place on land within, or near, the University's Singleton campus and the Morriston development will take place on Health Board land.

There are two parts to the Morriston proposal, with an initial small investment in the creation of a Management Centre alongside infrastructure planning for the development of a new road that will unlock the wider development of the site for economic, health and social purposes.

Throughout the following sections the approach for Singleton is differentiated from that for Morriston as the commercial strategy differs. The two aspects of the Morriston approach are also made clear. The Project Board is, however, ensuring they are advanced as part of a coherent Well-being and Life Science strategy for the region, to ensure the deliver the stated level of commitment contained within the Swansea Bay City Region Strategic Outline Case. All procurement strategies and plans will be undertaken and implemented in line with the co-developed SBCD Procurement Principles.

5.3 SBCD procurement principles

The Swansea Bay City Deal (SBCD) Procurement Principles have been put in place for project teams that are developing and delivering projects as part of the Swansea Bay City Deal.

The Principles set out how the SBCD expects project teams to take a fresh look at the way works, goods and services are specified and procured so that the maximum economic, social and environmental benefit to the region can be achieved from the process. The Principles look beyond the initial construction phase and also apply to the operational service of the assets when built. The five Procurement Principles have been addressed as follows:

5.3.1 Be innovative

The project will seek to encourage innovation in operational procurement, using innovative tools within an end-to-end procurement process where possible. It will also seek to encourage innovation on the part of suppliers and contractors, encouraging innovative approaches in the supply of goods and services that can offer better value for money and community benefits.

5.3.2 Have an open, fair and legally compliant procurement process.

Procurement policies adopted by both Swansea University (i.e. for the Sketty Lane development) and SBUHB (for the Morrision development) are designed to ensure value for money, to be open, fair and transparent, and are fully compliant with public procurement law.

5.3.3 Maximise Community Benefits from each contract

All procurement will emphasise. Community Benefits are those activities, opportunities, schemes and promotions that contribute positively to those communities affected by the project. The procurement process will emphasise the need to adhere to community benefits standards and to maximise community benefits through, e.g.:

- targeted recruitment & training
- creation of new training opportunities, placements, apprenticeships and work experience
- equality and diversity
- supply-chain initiatives
- community engagement, promoting community cohesion and reducing crime and the fear of crime
- Considerate Constructor' schemes
- contributions to education and raising educational standards
- promotion of physical activity through community outreach work as a diversion from antisocial behaviour
- the promotion of social enterprises
- resourcing community initiatives and enhancements, and
- improving sustainability.

Through the delivery of Community Benefits the Development Partner will support the placements of work experience students and apprenticeships across all facilities. Contractors will be required to monitor the Community Benefits achieved and to report outcomes using the Welsh Government's Community Benefits Measurement Tool.

5.3.4 Use ethical employment practices

The project partners will adhere to their established approaches to employment, taking account of all employment legislation, and with attention given to equality and diversity.

5.3.5 Promote the City Deal

All tender documentation and associated publicity and promotional material will promote the City Deal. The project team will work with the Portfolio Management Office to ensure the City Deal is appropriately recognised and described.

5.3.6 Future investment

As noted in section 3.6.1 above, plans for the realisation of the £115m capital investment required for Phase 2 are in progress, working towards the longer-term commercial strategy informed by the evolving market, Covid-recovery planning, and the emergence of new technologies. The project team will work on more specific proposals with private and public sector partners to scope the opportunities and options available for the Phase 2 investment, and to conduct a post-Covid market analysis on the recommended approach.

The Swansea Bay University Health Board is already master planning for the Phase 2 development while the University is developing its plan (with a Memorandum of Collaboration with Swansea Council) to scope and deliver the Phase 2 development at Sketty Lane, and is preparing to undertake a full feasibility study (including potential joint venture, investment and funding arrangements). Funding is being sought to support this work.

Engagements with the Investment Directorate of the Department for International Trade (DIT) are underway to develop an investment offering that DIT can promote to its global network of investors and venture capitalists. Public sector investment will encompass contributions from local authorities and other public funded and public service organisations, and targeted grant funding for research, equipment and collaborative programmes with industry. Private sector investment will include regional investment from local and national private sector partners, local healthcare and sports providers. The project will also leverage private sector investment from large organisations seeking to establish or expand their presence in Wales, and their supply chains.

5.4 Sketty Lane/Singleton procurement strategy (City Deal-funded phase)

The Project Board has determined that the most effective and impactful procurement strategy for the project is to explore the application of the *South West Wales Regional Contractors Framework (SWWRCF)* for a Works commission where the University is the Contracting Authority. The Framework is a collaborative arrangement led by Carmarthenshire County Council on behalf of the South West Wales Regional Local Authorities and other regional public sector bodies.

The SWWRCF 2020 commenced on 1st February 2020 and will run until 31st January 2024. The Framework has been established in accordance with the requirements of the Public Contracts Regulations 2015 and is for the provision of Construction related activities in relation to but not limited to 21st Century schools projects, public buildings, housing, leisure, commercial, industrial and other related premises within participants' remits in the South West region.

The Framework is lotted and was designed in order to facilitate the award of contracts which support the local economy. It allows for direct award up to OJEU threshold call-offs, and mini-competition for both sub-OJEU threshold and above-threshold contracts. The Framework also includes monitoring of

Targeted Recruitment & Training, Supply Chain Initiatives, Contribution to Education and Social Community Initiatives.

The preferred site at Singleton is owned by Swansea University and the wider site comprises of land parcels owned by either Swansea University or Swansea Council. Swansea University would lead procurement for the City Deal-funded investment.

Stage	Activity	Target Completion
0	Start Up	Q2 2022
1	Concept Design	Q4 2022
2	Scheme Design	Q2 2023
3	Tender and Contract	Q3 2023
4	Construction, Commissioning and Handover	Q1 2025
5	Operational	Q2 2025

Table 5.1: Procurement timeline, Sketty Lane/Singleton development

5.5 Morriston procurement strategy (City Deal-funded phase)

The Project Board has determined that the most cost effective and impactful procurement strategy for the first phase of the Morriston development, which will involve the refurbishment of existing NHS estate, will be to utilise the Health Board’s existing framework contracts.

Introducing new parties to develop on a hospital site would be onerous and time consuming, with delays to the development risking potential investments from medical technology and biopharmaceutical companies. The procurement approach will therefore be to appoint a Supply Chain Contractor and design team from SBUHB’s Local Contractor and Consultant Framework to deliver refurbishment of existing accommodation on the Morriston Hospital site to provide an ILS facility in the existing Management Centre.

This Local Framework has been in operation since 2008 with periodic renewals of the participants. This procurement approach supports collaborative and non-adversarial contractual relationships and shared goals for projects with a threshold not exceeding £2 million Works (excluding reclaimable VAT) to undertake Discretionary and Welsh Government funded works for a variety of schemes.

Application of SBUHB’s Local Framework has realised significant benefits in terms of: value for money; timely delivery of business objectives; promotion of partnership working between the Health Board, Contractors and Consultants; improved quality and reduced programme times; maximisation of efficiencies, and an OJEU-compliant process. Contractors and Consultants are appointed according to the Works value of the scheme, either directly on a rotational basis or via a mini-competition. The Contractor currently employed on the Local Framework include the following key principles:

- Building Contractors (3)
- Mechanical Contractors (3)
- Electrical Contractors (3)

- Design Disciplines: Architect, Principal Designer, Mechanical & Electrical Design Engineer, Quantity Surveyor, Structural & Civil Engineer, Project Manager, Cost Advisors, NEC Supervisor (1 per Discipline)

The preferred site at Morriston forms part of the hospital’s current estate. The timeline associated with the Morriston development procurement strategy is as follows:

Key Stage	Target Completion
Design phase	Q1 2022
Procurement phase	Q2 2022
Construction phase	Q2 2023
Handover of new facility to University	Q2 2023

Table 5.2: Procurement timeline, Morriston development

When complete, the refurbished building will be leased from the Health Board to Swansea University (terms under development), who will utilise it to provide a state-of-the-art, open innovation environment that facilitates research collaboration and industry engagement.

The refurbished building will also:

- Support technological innovations and investment from national and international health care providers.
- Promote benefits in terms of improved specialist healthcare services.
- Facilitate access to modern technology and techniques.
- Enhance the patient experience.
- Develop stronger ties with training organisations to promote a more suitable and resilient regional workforce.

Building on the success of the Institute of Life Science, the Morriston ILS and Well-being Campus will enable the transformation of skills development and research and innovation capacity, to the collective benefit of the healthcare, academic and industrial community (subject to ongoing review to ensure optimised use for benefits realisation). The project therefore builds on strengths including regenerative medicine, cardiology, advanced technologies, quality assurance and service improvement, and burns and plastics research and innovation.

Note that, as part of this initial, City Deal funded investment, Swansea Bay University Health Board will engage the services of an Agent to inform the development of the new road connecting with the M4 and its associated infrastructure activities.

5.5.1 Access road – current position

The proposed expansion of the Morriston Hospital site has been driven by the ARCH Partnership and the University Health Board’s Clinical Strategy. The Masterplan (Appendix A8) was drafted (and will be refined), and the Local Development Plan considered the likely traffic implications arising from the scheme. The LDP concluded that a new access road was required.

An external agency (WSP) was commissioned to identify and cost route options for the access road. The preferred route off the M4 Junction 46 has been identified, minimising the land referencing that will need to be run through and opening up further potential for the campus development. Ecological studies are in the process of being completed. It is anticipated that, although the development of the road is up to five years away, expansion of life science facilities on the Phase 2 site can still continue, though any new facilities could not be occupied until the road is in place.

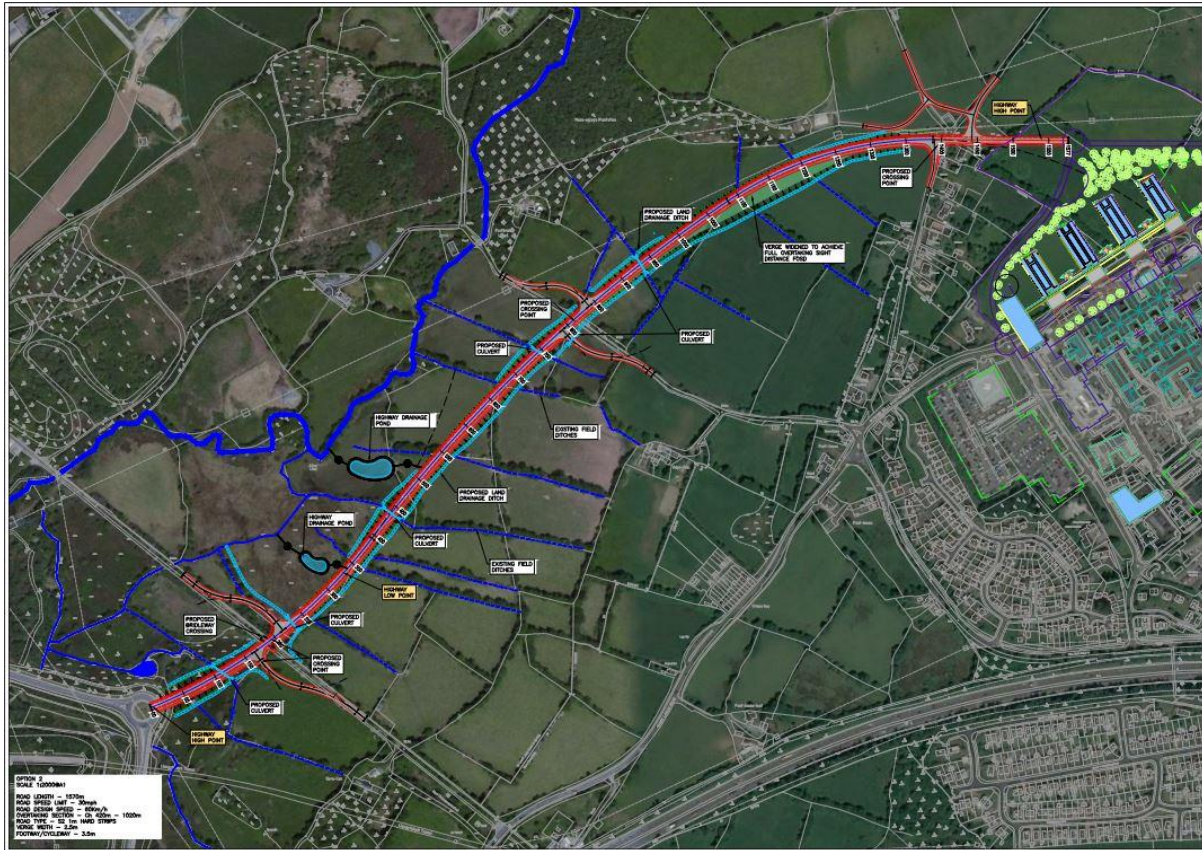


Figure 5.1: Preferred option for access road

Although Welsh Government have announced a pause on building new roads, to review their value and impact. However, Welsh Government have also indicated that new schemes intended to enable access to industrial or housing developments would continue to be supported. The Health Board have received assurances that local Senedd Members are supportive of the proposed development.

The project supports the planning of the road development in terms of:

- Additional highway design i.e. taking the highway design of roads within the OPA area to the same level of detail as the main access road within the FPA.
- Ground investigation costs
- Potential revisions to the original master plan scope and content.
- Although the ecological surveys undertaken last year provide coverage of the EIA area agreed with CCS the masterplan has expanded slightly. Therefore some additional ecological survey work, in agreement with the Council
- Legal costs associated with negotiations / licences with land owners to undertake the ground investigations

- Planning application costs and supporting consultation events / supporting material (visual boards etc.).
- Costs associated with the tendering process required to select a contractor for the road construction.

5.6 Future phase infrastructure and procurement strategy (non-City Deal funded)

5.6.1 Sketty Lane/Singleton

The long-term plan for the transformation of the Singleton site, incorporating provision for community, elite and performance sport, is under development and discussions with Swansea Council and other stakeholders continue to establish a single management model. Options for operational and delivery models are currently being assessed. The procurement strategy for the longer-term developments at Singleton will be established to encourage and foster partnership opportunities and co-investment.

5.6.2 Morriston Health and Life Science Campus

The more significant opportunity for Morriston relates to facilitating the wider development of the site, including formulating plans to finance major infrastructure investments, which would see the development of recently acquired new land for healthcare, life science, education, and related innovation opportunities. Through ARCH, regional partners have already invested in excess of £50K in development plans for Morriston, which will accelerate early planning.

As this scheme progresses through detailed design and delivery stages, a Supply Chain Constructor and Design Team will be appointed from the Welsh Government's Designed for Life National Framework (3/4) to deliver the key deliverables of this scheme.

This procurement route supports construction projects with a Works value of between £4 million and £10 million (including reclaimable VAT), and enables the appointment of the Supply Chain Constructor and Design Team via a mini-competition process.

The key benefits of utilising this national framework include realising significant benefits in terms of Contractor's specialist knowledge and experience of delivering similar major road and infrastructure projects; value for money; improved quality and delivery; saving time on full procurement; maximisation of efficiencies, and ensuring an OJEU-compliant process.

5.7 Feasibility and pre-development studies

The strategy has been underpinned by pre-development options and feasibility studies, which further supported the specification for both procurement exercises. Specifically, the brief for the pre-development options study encompassed:

- High level viability of developing a suitable building/s in Singleton and the refurbishment of Management Centre at Morriston Hospital.
- Functional content and use cases.

- Produce indicative area schedule and space planning.
- Develop design for preferred option(s).
- Affordability and Cost Exercise

Masterplans and site appraisals included as Appendix A8.

5.8 Service requirements and outputs

5.8.1 Sketty Lane/Singleton (City Deal-funded phase)

- **Development:** establishment of a ~2,000sqm development to house integrated research, innovation and associated skills development activity aligned to the transformation of the identified site into a Life Science, Wellbeing and Sports Campus.
- **Design:** detailed design and planning to support the realisation of the development including feasibility and pre-development studies and surveys
- **Construction and Operation**

The functional content of the Singleton Phase I development comprises the following:

Activity	Proportion of overall space within Phase I development (2,000sqm) allocated to activities
Skills development	35%
Specific examples: <ul style="list-style-type: none"> • Expansion of the Health and Wellbeing Academy model, providing a clinical service delivery environment and patient flow, supporting patient recruitment and clinical studies. • Growth space for new course where there is a regional healthcare and life science industry skills requirement (e.g. sports physiotherapy, occupational therapy, allied health professional qualifications). • Growth space for skills development initiatives being encouraged by industry. • Expansion of the Continued Professional Development opportunities aligning with improving skills of the regional workforce. 	
Industry innovation and incubation space	50%
Specific examples: <ul style="list-style-type: none"> • Collaborative innovation space for new industry collaborations. • Growth space for emergent MedTech and Sports Tech companies within the region, including (include companies within ILS that have a strong prospect of growth) • Accommodating the high demand for incubation space from new and growing SMEs from within the region, currently on a waiting list for premises in South West Wales. • Accommodating growing demand for clinical digital space from businesses developing new digital applications and systems. • Accommodation for national commercial support initiatives, e.g. AgorIP and ACCELERATE. • Increased accessibility to state-of-the-art infrastructure and capabilities to support the growth of research and innovation particularly commercially relevant and viable activities. 	
Innovation office and development space	10%

Specific examples:	
<ul style="list-style-type: none"> • Back office space for the skills and industry incubation and commercialisation space described in previous sections. • Digital and data research and innovation space with appropriate software capabilities. • Growth space for the expansion of regional commercial activities and the capacity to attract the relocation of business to within the region. • Increased flexible options for industry to co-locate within industry including affiliation opportunities to encourage co-development and coproduction. 	
General (meeting, collaborative, storage)	5%
<ul style="list-style-type: none"> • Flexible spaces within the infrastructure for the interaction between stakeholders for truly integrated vision and cross-disciplinary innovation. • Increased meeting room spaces with digital capabilities to provide easily accessible video conferencing and digital links for collaboration; replicated at sites across the region • Aligning with the expertise surrounding workplace environments to ensure space is utilised to create the best environments to drive collaboration, dialogue and innovation. 	

Table 5.3: Sketty Lane/Singleton – indicative functional content

5.8.2 Morriston (City Deal-funded phase)

- **Development:** establishment of a ~700sqm development to house integrated research, innovation and associated skills development activity aligned to the transformation of the identified site into a Life Science, Wellbeing and Sports Campus.
- **Design:** detailed design and planning to support the realisation of the development including feasibility and pre-development studies and surveys
- **Construction and Operation**

Activity	Proportion of overall space within Phase I development (700sqm) allocated to activities
Skills development	0%
This refurbishment will not directly provide space for skills development activity although there is close alignment with existing and neighbouring facilities housed within the Morriston Education Centre which includes the clinical skills suite.	
Industry innovation and incubation space	50%
Specific examples:	
<ul style="list-style-type: none"> • Mirroring and complementing activity associated with existing ILS developments at Singleton, the development of a cluster of enterprise that will benefit from co-location with clinical service delivery and input from clinical specialists or patient cohorts. • Growth space for emergent medical technology companies with strong prospect of growth that will also perpetuate cluster development to support the longer-term ambitions. • Accommodating demand for incubation space from new/growing SMEs from the region. • Accommodating growing demand for clinical digital space from businesses developing new digital applications and systems . • Accommodation for national commercial support initiatives, including AgorIP and ACCELERATE, opportunity to co-locate with end-users, innovators, and enterprise to foster collaboration and open innovation. • Increased availability and access to capacity, expertise, and capabilities to support the growth of research and innovation particularly commercially relevant and viable activities. 	

Innovation office and development space	20%
<p>Specific examples:</p> <ul style="list-style-type: none"> • Back office space for the skills and industry incubation and commercialisation space described in previous sections; • Growth space for the expansion of regional commercial activities and the capacity to attract the relocation of business to within the region with associated inward investment • Increased flexible options for industry to co-locate within industry including affiliation opportunities to encourage co-development and coproduction. 	
General (meeting, collaborative, storage)	30%
<ul style="list-style-type: none"> • Capitalising on the proximity of patients, clinical specialists and healthcare professionals, there will be an increase in flexible spaces within the infrastructure for the interaction between stakeholders for truly integrated vision and cross-disciplinary innovation. • Increased meeting spaces with digital capabilities to provide easily accessible video conferencing and digital links for collaboration; replicated services across the multiple sites. • Aligning with the expertise surrounding workplace environments to ensure space is utilised to create the best environments to drive collaboration, dialogue, and innovation. 	

Table 5.4: Morriston – indicative functional content

5.9 Project lifetime general service requirements and outputs

The key requirements and outputs of the project over its lifetime are:

- Engagement and Business Development, and specifically the development of partnerships with collaborators, growth of networks and affiliations
- Investment, to secure private sector/other public sector leverage and raising finance to support longer term ambitions
- Research and Innovation, developing and growing in research and innovation to support commercialisation, enterprise, and entrepreneurship regionally. This will capitalise on existing resourcing, securing revenue funding to support new initiatives and alignment of national R&I mechanisms including national programmes such as ACCELERATE and AGORIP
- Internationalisation, expanding international networks and relationships focussed around identified and shared priorities to foster excellence in research, innovation, service delivery and attract inward investment and cluster growth and reach.

5.10 Charging mechanism

The payment mechanisms will be confirmed through a business planning process for each individual element of the project and will be aligned to the University and Health Board’s processes. Contractual controls will be used with the private sector finance partners and project partners to ensure delivery of the critical success factors, performance, risk management and effective use of resources. These contractual controls will set out the operational objectives and pathways to maintain the overarching Vision. Due diligence will be applied to demonstrate value for money and the profile to recoup capital costs. Contractual agreements will be sought to satisfy the Authority’s requirements in respect of:

- The guaranteed level of Authority exposure

- How, given all the constraints of service and benefits to the community they will consistently make a profit
- Caveats and assurances that guards against the risk of institutional funders not having the level of empathy with the aims and objectives of the project, as developed through agreement between the Authority and Partners

5.11 Risk transfer

A full risk register outlining risks associated by type and owner is included in 'Appendix A5 - Risk Assessment'.

5.11.1 Sketty Lane/Singleton development

The risk register will be maintained by the Cost Advisor/Project Manager during the works phase of the project, through to hand over and commissioning. It is planned to review the risk register regularly and update accordingly to maintain tight financial cost control relative to the risks noted in the register.

Risks will be managed comprehensively and regularly with a comprehensive risk register to be updated frequently. Risk transfer will be appropriately considered as procurement progresses and concluded. The following allocation of risk at this stage is considered acceptable:

Risk Category	Potential Allocation	
	Public	Private
1. Design Risk	✓	
2. Services, Construction & Development Risk	✓	✓
3. Transition & Implementation Risk	✓	
4. Availability and Performance Risk	✓	✓
5. Operating risk	✓	
6. Variability of Revenue Risks	✓	
7. Termination Risks	✓	
8. Technology & Obsolescence Risks	✓	
9. Control Risks	✓	
10. Residual Value Risks	✓	
11. Financing Risks	✓	
12. Legislative Risks	✓	
13. Other Project Risks	✓	✓

Table 5.5: Risk allocation: Sketty Lane/Singleton

5.11.2 Morriston

Risk Category	Potential Allocation	
	Public	Private
1. Design Risk	✓	
2. Services, Construction & Development Risk	✓	✓
3. Transition & Implementation Risk	✓	
4. Availability and Performance Risk	✓	✓
5. Operating risk	✓	
6. Variability of Revenue Risks	✓	
7. Termination Risks	✓	
8. Technology & Obsolescence Risks	✓	
9. Control Risks	✓	
10. Residual Value Risks	✓	
11. Financing Risks	✓	
12. Legislative Risks	✓	
13. Other Project Risks	✓	✓

Table 5.6: Risk allocation: Morriston

Note that SBUHB's Capital Planning Team will manage the operational/change process and will endeavour to mitigate any risk of disruption to Health Board services and performance during the development stage.

The planning contingency has been assessed by an independent cost advisor in consultation with the Project Manager. The planning contingency sum of 10% (including non-recoverable VAT) is a robust assessment of risk and complies with NWSSP - FS guidance.

5.12 Key contractual arrangements

5.12.1 Sketty Lane/Singleton (City Deal-funded phase)

The proposed contractual arrangements for the development at Singleton Campus would include:

- Swansea University will appoint a client-side project manager using existing framework agreements, in compliance with the SBCD Procurement principles and alongside the University's estates team throughout.
- Swansea University will procure a design team either through open market tender or an existing framework in compliance with policy and the SBCD Procurement principles to develop the design to RIBA stage 3 (Developed Design).
- Client-side consultation team and design team will be appointed on an NEC3 or NEC4 professional services contract.
- Swansea University will procure a contractor. It is proposed that this is on a Two Stage NEC4 Design & Build Contract utilising Option A (Priced Contract with Activity Schedule).

5.12.2 Morriston (City Deal-funded phase)

The proposed contractual arrangements for the development at Singleton Campus would include:

- SBUHB will appoint a supply chain contractor and design team from its Local Contractor and Consultant Framework to deliver refurbishment of existing accommodation.
- Contractors and consultants are to be appointed according to the works value of the scheme either directly on a rotational basis or via a mini-competition, as appropriate ensuring compliance with policy and alignment with the SBCD procurement principles.

5.13 Personnel arrangements

A TUPE (Transfer of Undertaking and Protection of Employee) will not apply to any of the investments.

5.14 Accountancy treatment

The City Deal funding for Campuses is by way of a grant. No assets underpinning delivery of Campuses will be on the balance sheets of the funders. In each case, the assets will be on the balance sheets of the lead organisations for each of the elements comprising the project at both the City Deal-funded and non-funded phases.

5.15 Potential cost increases

The project recognises the sharp cost increases and lengthened delivery times currently being experienced by the construction sector due to a combination of the rate of growth across the sector and shortages of essential building materials due to the pandemic, Brexit or a combination of the two.

The Building Cost Information Service (BCIS) is currently reporting significantly higher prices for projects requiring a quick turn-around which were subject to premiums being paid to reflect the current materials shortages. The Royal Institute of Chartered Surveys (RICS) are expecting the supply market to catch up by early 2022 and an associated moderation of tender prices. Current cost plans from cost consultants Mace include a forward annual inflationary figure of 2% and a contingency of 10%. Nevertheless, the project is aware of the potential risk of affordability and by way of mitigation will consider alternative methods of construction to obviate the reliance on traditional materials and construction methodologies.

Financial Case

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6. Financial Case

6.1 Introduction

The financial case provides an overview of the capital funding for the SBCD Campuses project, identifying the phase, source of funding and the projected timescales; the expenditure and funding profile and the revenue and long term sustainability forecasts related to Swansea Bay City Deal (SBCD) funding. The financial case has been prepared using the preferred option and demonstrates overall project affordability.

Included within the financial case is a breakdown of Sketty Lane and Morriston refurbishment (Phase 1) build costs which utilise SBCD funding and details the sources of public and private sector investment. The financial case also considers the expected balance sheet and VAT accounting treatment to be utilised by the project.

The investment required to deliver the whole SBCD Campuses project will be £164m. Through direct investment of £15m from SBCD, the SBCD Campuses project is projected to generate an additional investment of c. £149m over the 15 year period to 2032/33. This is delivered through c. £34m from Phase 1 (£11m Public investment and £23m Private investment) and c. £115m from Phase 2 capital inward investment from private sector partners and developers, the project will create lasting and sustainable economic growth within the region.

6.2 Capital Funding

The breakdown of the total capital funding requirements (c. £130m) for the full SBCD Campuses project by phase, source of funding and projected timescales is presented in Table 6.1 below.

Table 6.1. Capital Funding Requirements

Capital Requirements		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Phase 1	City Deal		£ 360,000	£ 200,000	£ 5,190,000	£ 8,500,000	£ 750,000			£ 15,000,000
	Public Sector	£350,000	£ 78,000	£ 140,000						£ 568,000
	Private Sector									
Total		£350,000	£ 438,000	£ 340,000	£ 5,190,000	£ 8,500,000	£ 750,000	£ -	£ -	£ 15,568,000
Phase 2	City Deal									
	Public Sector						£12,250,000	£28,716,000	£ 16,466,000	£ 57,432,000
	Private Sector						£12,250,000	£28,716,000	£ 16,466,000	£ 57,432,000
Total		£ -	£ -	£ -	£ -	£ -	£24,500,000	£57,432,000	£ 32,932,000	£114,864,000
Life Science, Wellbeing and Sport Campuses Project Capital Total										£130,432,000

The SBCD funding will be fully utilised in Phase 1 of the SBCD Campuses project. MACE cost consultants were appointed to carry out a masterplan which included the build costs associated with the construction of a new building at Sketty Lane and refurbishment of the Management Centre at Morriston Hospital and considers the functional use of space as outlined in the commercial case. Table 6.2 provides the breakdown of estimated build components and costs utilising SBCD funds. The design planning for the new access road to the Phase 2 Life Science Park commenced in 2019/20 where costs have been projected through the appointment of WSP to lead the design of the road and planning

application. The current cost plans include contingencies, inflation and VAT. Where applicable any recoverable VAT will be reinvested into the Phase 1 build/refurbishment.

SBCD Campuses Project		£m
Sketty Lane/Singleton	Enabling works	0.29
	Construction	9.17
	External works	0.97
	Design	0.23
	Management fees	2.14
	Subtotal City Deal investment	12.79
Morriston	Enabling works	0.12
	Construction	0.91
	External works	0.01
	Design	0.21
	Road planning activities	0.96
	Subtotal City Deal investment	2.21
Total City Deal investment		15.00

Table 6.2: City Deal investment breakdown

6.3 Land allocation and investment

The SBCD Campuses project will develop sites at both Sketty lane and Morriston Hospital. Table 6.3 below identifies the Gross Internal Area (GIA) of land allocated within the project, the phase of development, the estimated investment for each allocation and the expected source of funding.

Table 6.3: SBCD Campuses land allocation and investment

Land allocation	Project Phase	Funding	Gross Internal Area (m ²)	Estimated investment costs £m
Sketty Lane	Phase 1	City Deal/Public/Private	2,000	37.33
Sketty Lane Land Value	Phase 1	Public	-	0.03
Morriston Refurbishment	Phase 1	City Deal/Public/Private	700	10.54
Morriston Refurbishment Land Value	Phase 1	Public	-	0.11
Road Planning and Design	Phase 1	City Deal/Public	-	1.39
Swansea Bay Sports Park	Phase 2	Private/Public	9,650	65.86
Morriston Life Science Park	Phase 2	Private/Public	6,000	49.00
			18,350	164.26

The land at Sketty lane and Morriston Hospital used in the development of Phase 1 will continue to be owned and managed by Swansea University and Swansea Bay University Health Board (SBUHB) respectively. Through a separate lease agreement, the refurbished space at Morriston Hospital will be leased to Swansea University for a peppercorn rent of £1 p.a. The land requirements to deliver Phase 1 of the project are estimated within the financial case on the following basis. Swansea University Sketty Lane is estimated at the net book value of the land and building as at 31st July 2020 (which was revalued in 2014). Morriston refurbishment is estimated at the current valuation of land and building at 31/3/21, from the 2017/18 NHS Wales Quinquennial valuation which has been updated on an

annual basis with NHS indices. Consultants have been appointed to carry out an up to date and detailed valuation of both sites in Phase 1 for inclusion in the full business case.

The land in scope for the future Phase 2 development of the Swansea Bay Sports Park is currently owned by Swansea University and the City and County of Swansea. The land in scope for the Morriston Life Science Park Phase 2 development has been estimated in the schedule of accommodation and is owned solely by SBUHB. The ownership and balance sheet treatment of this land will be determined as Phase 2 planning and investment opportunities develop.

6.4 Investment summary

The investment projections are based on the eight year delivery term from project inception in order to maximise the full benefits realisation of the operational schemes during the lifetime of SBCD funding, which is to be released to the SBCR from both the UK and Welsh Governments over a 15-year period. In addition to the £15m SBCD funding, the projected investment of the SBCD Campuses project and SBCD funding is c. £130m over the eight year period resulting in a total investment of c. £146m. Of which, c. £63m will be public investment and c. £68m from private investments including for education, research grant awards, commercial investments and lease agreements. The projected investment forecast for the eight year period is presented in Table 6.4. The Phase 1 public and private revenue investment leveraged over the full 15 year term is forecast at c. £34m (£11m Public investment and £23m Private investment), details of which can be seen in Annex 6.1 and Annex 6.2.

The investment in Phase 2 is currently projected as capital investment only. The c. £65m investment in the Phase 2 Swansea Bay Sports Park has been developed through master planning by Swansea University who commissioned MACE cost consultants to review redevelopment opportunities at the site which would create facilities to benefit the region with appropriate sports capacity, quality and accessibility, and enable co-location of academic and industrial collaboration. Moving this development forward, funding is being sought for the development of a detailed feasibility study and options appraisal, providing critical insight and funding and commercial options to support development of this Phase 2 project. The Morriston Life Science Park will form part of the wider regeneration of SBUHB land and early projections suggest that c. £49m of capital investment would be generated to deliver healthcare, life science, education, and related innovation opportunities. Section 6.4.1 provides further details on the expected investment portfolio and current status.

Expenditure	Year 1 2018/19 (£m)	Year 2 2019/20 (£m)	Year 3 2020/21 (£m)	Year 4 2021/22 (£m)	Year 5 2022/23 (£m)	Year 6 2023/24 (£m)	Year 7 2024/25 (£m)	Year 8 2025/26 (£m)	Year 9 2026/27 (£m)	Year 10 2027/28 (£m)	Total (£m)
Capital	£ -	£ 350,000.00	£ 438,000.00	£ 347,000.00	£ 5,190,000.00	£ 8,500,000.00	£ 750,000.00	£ 24,500,000.00	£ 57,432,000.00	£ 32,932,000.00	£ 130,439,000.00
Revenue	£ -	£ -	£ -	£ 111,308.00	£ 711,588.56	£ 2,038,522.62	£ 2,608,550.00	£ 3,090,531.82	£ 3,316,193.54	£ 3,434,833.68	£ 15,311,528.23
Total	£ -	£ 350,000.00	£ 438,000.00	£ 458,308.00	£ 5,901,588.56	£ 10,538,522.62	£ 3,358,550.00	£ 27,590,531.82	£ 60,748,193.54	£ 36,366,833.68	£ 145,750,528.23
Funding											
Swansea Bay City Deal Grant	£ -	£ -	£ 360,000.00	£ 200,000.00	£ 5,190,000.00	£ 8,500,000.00	£ 750,000.00	£ -	£ -	£ -	£ 15,000,000.00
Public Sector	£ -	£ 350,000.00	£ 78,000.00	£ 231,396.00	£ 192,519.89	£ 803,473.55	£ 965,254.61	£ 13,283,150.04	£ 29,766,553.74	£ 17,533,847.03	£ 63,204,194.86
Private Sector	£ -	£ -	£ -	£ 26,912.00	£ 519,068.67	£ 1,235,049.08	£ 1,643,295.39	£ 14,307,381.78	£ 30,981,639.80	£ 18,832,986.65	£ 67,546,333.36
Total	£ -	£ 350,000.00	£ 438,000.00	£ 458,308.00	£ 5,901,588.56	£ 10,538,522.62	£ 3,358,550.00	£ 27,590,531.82	£ 60,748,193.54	£ 36,366,833.68	£ 145,750,528.23

Table 6.4. Expenditure and Funding forecast eight year term

The overall investment composition comprises the three following investment components:

- The **City Deal investment** component consists of the government grants awarded by UK and Welsh government totalling £15m. City Deal Grant is awarded to projects / programmes 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 such as health boards. Public sector investment will also consist of specific Welsh Government, UK Government and European funding secured through research grant awards.
- **Private sector investment** includes regional investment from local and national private sector partners as well as local healthcare and sports providers. The project will lever in private sector funding directly from the supply chain development and indirectly from private research and development partnerships.

6.4.1 Research and innovation funding

The project aligns with key funding opportunities intended to stimulate growth, and particularly within the MedTech sector. In addition to seeking collaborative research funding from industry and stakeholders, the project will secure funding from research councils, charities and other funding bodies. Funding for research and innovation aligned to life sciences, data science, sports science and technology development is available from several sources, including UK Research and Innovation:

- The project is a particular fit with the Medical Research Council's research strategy, e.g. its Foundations in (1) discovery science, (2) investing in people, (3) new technologies and infrastructure and (4) fostering collaboration. The MRC's funding is aligned to its health focus themes, including themes directly aligned to the project: prevention and early detection, precision medicine, mental health, and global health.
- Similarly, the project aligns with funding streams under the Economic and Social Research Council, including for mental health and innovation in health and social care.
- The Engineering and Physical Sciences Research Council will also be a key focus for targeted funding applications, with proposals aligned to EPSRC themes in (e.g.) assistive technology and rehabilitation (current portfolio c£58M), medical imaging (c.£96M), Microelectronics (c.£27M), and data/artificial intelligence technologies (c.£245M).
- Innovate UK's funding opportunities include Knowledge Transfer Partnerships and Smart Grants, as well as funding for research in (e.g.) healthy ageing.

The position with regard to European funding (ERC, Horizon Europe, etc) is less certain given the UK's departure from the European Union. However, should these significant funding opportunities continue to be available in the longer term, the operation will seek to maximise appropriate calls and funding streams. For instance, relevant Horizon Europe programmes include:

- Sport and Society
- Health, Demographic Change and Wellbeing
- Future and Emerging Technologies, which supports data analysis research;
- Societal Challenges (e.g. inclusive societies);
- Industrial Leadership in (1) enabling technologies such as ICT and (2) innovation in SMEs;
- Digitising and transforming European industry and services (a 1.7Bn Euro fund).

6.4.2 Public and private sector investment breakdown

Table 6.5 sets out the public and private sector investment for the associated activity and phase of the SBCD Campuses project along with the expected investment and current status.

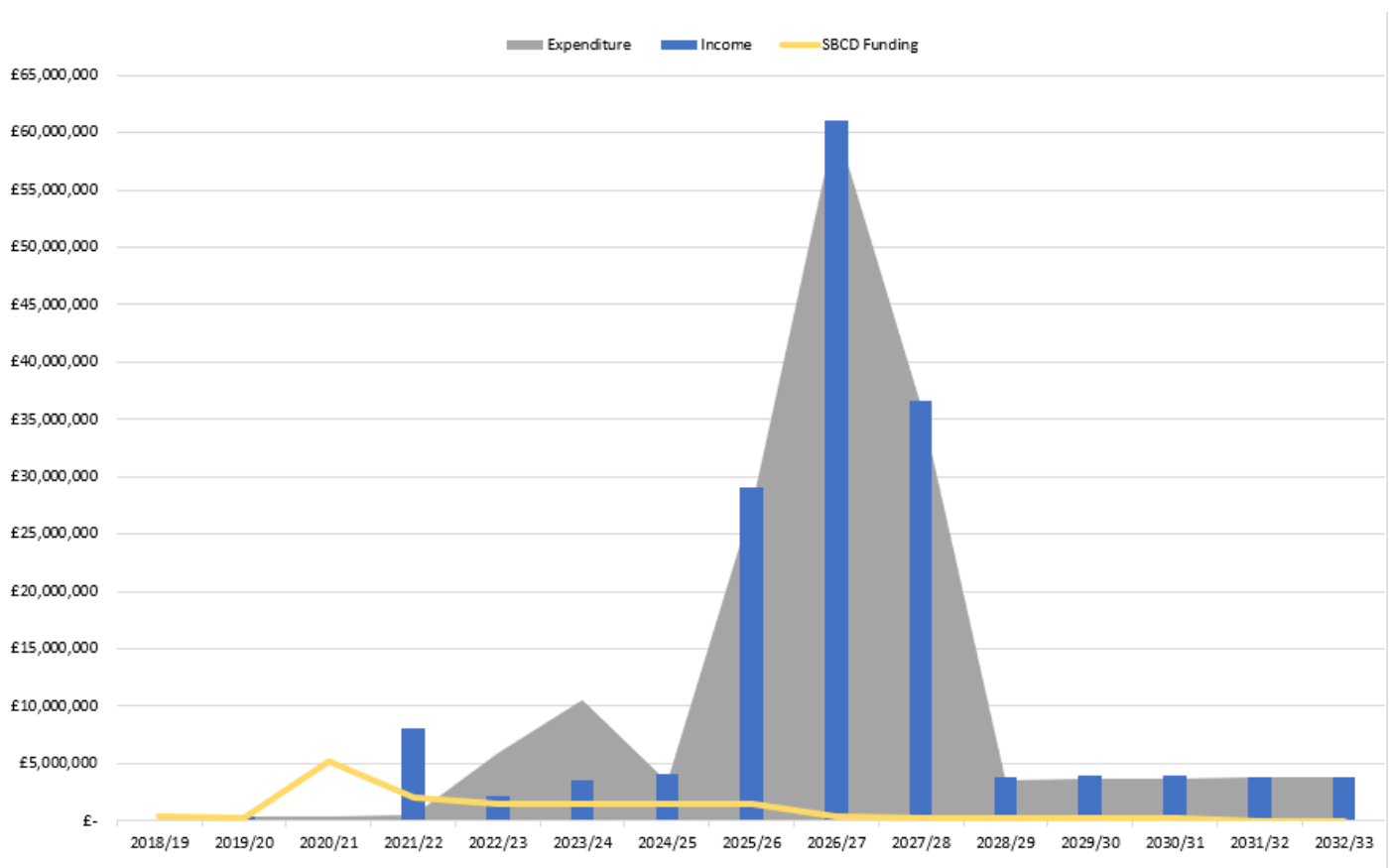
Table 6.5: Public and private sector funding status

Theme	Phase	Public Contribution (£m)	Public Contribution (%)	Public Investment Component	Status	Detail
Internet of Life Science & Well-being						
Sketty Lane	1	0.03	0%	Swansea University	Formally Committed	Swansea University will contribute the land requirements at Sketty Lane.
Morrison Management Centre	1	0.11	0%	Swansea Bay University Health Board	Formally Committed	Swansea bay University Health board will contribute the existing building space at Morrison Hospital.
Road Planning	1	0.43	1%	Swansea Bay University Health Board	Formally Committed	Swansea Bay University Health Board have committed to invest in the planning and design of the road infrastructure required for Phase 2. This is already in process, having started in 2019/20.
Morrison Management Centre	1	4.00	6%	Research Income	Formally Committed	This is committed within the ILS planning for HTC and associated development to be embedded within the Campuses initiative. Part of FLSS Business Plan and Strategic Programme
Sketty Lane	1	5.52	8%	HEIW commissioned programmes	Final Approval	Swansea University have been awarded a contract to deliver Occupational Therapy programmes at undergraduate level. Health Education and Improvement Wales (HEIW) will fund student places on these programmes.
Morrison Management Centre	1	1.29	2%	Tenancy Agreements	Early Engagement	Once SBCD funding approval is received engagement with tenants and lease agreements will be developed.
Sub Total Phase 1		11.39	17%			
Swansea Bay Sports Park	2	32.93	48%	LHB & Local Authority	Early Engagement	Advanced discussions with public sector partners (CCS and ABMU) to define detail of the preferred option for delivery. Feasibility and options appraisal will further define funding and commercial options.
Morrison Life Science Park	2	24.50	36%	LHB & Local Authority	Early Engagement	Advanced discussions with public sector partners (CCS and ABMU) to define detail of the preferred option for delivery.
Sub Total Phase 2		57.43	83%			
Total		68.82	100%			
Theme	Phase	Private Contribution (£m)	Private Contribution (%)	Private Investment Component	Status	Detail
Internet of Life Science & Well-being						
Sketty Lane	1	7.02	9%	Tenancy Agreements	Not Applicable	Investment of this income has been committed from the project partners to invest into the initiative. This relates to both project and sustainability phases. Once SBCD funding approval is received engagement with tenants and lease agreements will be developed.
Morrison Management Centre	1	4.00	5%	Research Income	Final Approval	This is committed within the ILS planning for HTC and associated development to be embedded within the Campuses initiative. Part of Faculty Business Plan and Strategic Programme
Sketty Lane	1	12.00	15%	Academic programmes	Final Approval	The establishment of new programmes utilising the skills space in Sketty Lane will generate funding from student tuition fee income
Sub Total Phase 1		23.02	29%			
Swansea Bay Sports Park	2	32.93	41%	Development Partnership	Early Engagement	Engagement with CCS and other key stakeholders to develop strategic commercial partnerships. Feasibility and options appraisal will further define funding and commercial options.
Morrison Life Science Park	2	24.50	30%	Health Care providers and private companies	Early Engagement	Advanced discussions with various private sector partners to define detail of the preferred option for delivery.
Sub Total Phase 2		57.43	71%			
Total		80.45	100%			

6.5 Income and expenditure summary

The UK and Welsh Government capital grant contribution to the SBCD Campuses project is awarded over a fifteen-year period. 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. This funding profile creates an inherent temporary funding gap which is recognised with the funding being released to the project over a fifteen-year period as shown below in Figure 6.1. As the project Lead Authority, the City and County of Swansea is responsible for managing the operational cash flows in respect of the project. They are also, therefore, subsequently accountable for managing inherent risks and any funding gap recognised. The SBCD Campuses project will work with the City and County of Swansea to manage this as outlined in section 6.7.

Figure 6.1: Funding forecast



6.6 Revenue projections and long-term sustainability

6.6.1 Revenue projections

The operating income and expenditure associated with the delivery of Phase 1 of the SBCD Campuses project can be seen in Appendix A9 and evidences the long term sustainability of the project. The revenue forecast demonstrates that the cumulative return from the initial building occupancy in 2023/24 and 2024/25 for Morrision and Sketty Lane respectively, would exceed the capital outlay by 2027/28 (excluding the time value of money). The income and expenditure forecast estimates a most

likely position that will be achieved. This has been calculated using a success rate of 75% of total forecasts. Figure 6.2 highlights the forecast operating revenue to the 15-year period of the City Deal programme. Confidence of the long term sustainability of the project and associated activities can be evidenced through the expected revenue forecast surplus delivered by Phase 1 estimated at c. £14.5m over the 15 year project life to 2032/33, subject to the assumptions outlined in Table 6.6. Further revenue is expected to be generated through Phase 2 capital investment, which will be determined following detailed feasibility studies and options appraisals as described in section 6.4.

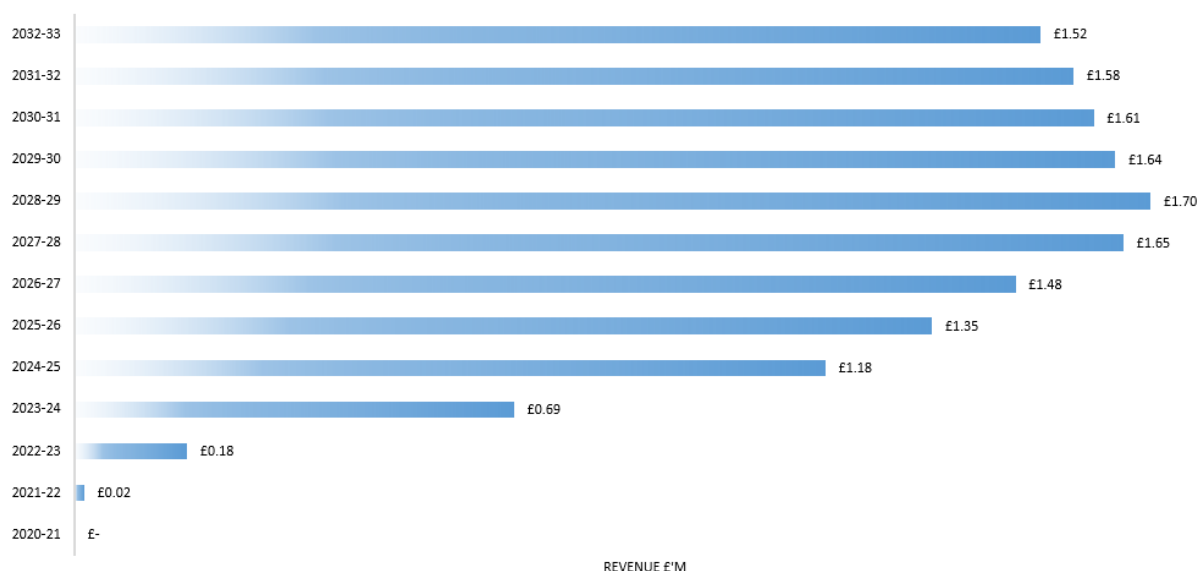


Figure 6.2: Revenue forecast (most likely)

Note that any revenue surplus could be reinvested into the ongoing operational costs in support of the developments and deliverables.

6.5.2 Consolidated financial assumptions

All figures included in the business case have been calculated to align to Local Authority financial years (April-March). Swansea University financial years are August to September.

Revenue assumptions	
1.	The Morryston development will be completed by December 2022; income generation will commence from April 2023.
2.	The Sketty Lane development will be completed September 2024; income generation will commence from October 2024 with the exception of academic programmes which will be temporarily housed until the build is complete.
3.	The student income figures are estimated fees based on similar programmes for 22/23. No inflation has been used in future years.
4.	Undergraduate home student fees are set by Welsh Government and have been based on current fees of £9,000 per annum. There is no inflationary uplift to these fees or the commissioned places (HEIW).
5.	Income figures do not include any research figures for Sketty Lane but do for Morryston Site.
6.	Other income has been inflated at 3% per annum.
7.	We have not included overseas student figures at this point but we would fully expect to enrol overseas students once courses are established. Overseas students have a higher fee structure and would therefore increase the contribution.

8. Assume 1/15th of current Medical School research income

Table 6.6: Revenue assumptions

Expenditure assumptions
1. The Morriston development will be completed December 2022; operational expenditure will commence from this date.
2. The Sketty Lane development will be completed by September 2024; operational expenditure will commence from October 2024 with the exception of academic programmes staffing, equipment and consumables, and project team staffing commencing in 2022.
3. Loan Interest is calculated on calculated on reducing capital balance subject to SBCD funding profile and base rate interest (0.1%) plus 0.25%.
4. Consumable operating expenses forecast is based on Swansea University allocation per student with annual 3% inflation.
5. Rents/Service charges at Morriston are current estimates provided by SBUHB plus assumed inflation of 3% annually.
6. Rents/Service charges at Singleton are current estimates provided by Swansea University (less existing pavilion budget allocation) plus assumed inflation of 2.6% annually.
7. Assume research expenditure is 80% of research income.
8. High level estimates of start-up and fit out costs of new academic programmes

Table 6.6: Expenditure assumptions

6.7 City Deal funding

6.7.1 Swansea Bay City Deal funding flow

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 6.3 below:

Local Delivery Funding Flow

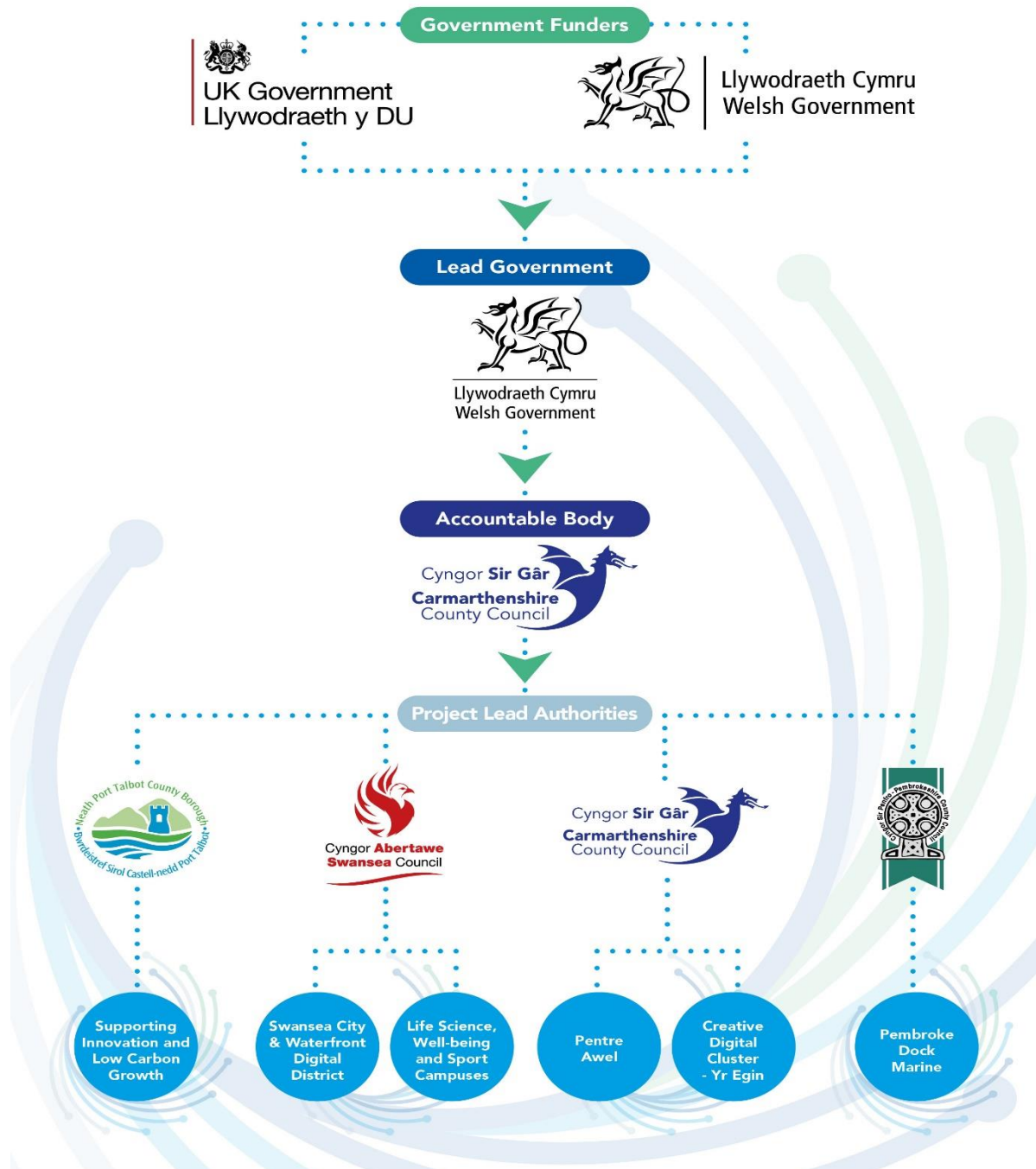


Figure 6.3. City Deal funding flow

6.7.2 Borrowing

The Joint Committee is responsible for overseeing the proportion of each Council's responsibility for borrowing to provide funding for regional projects/programmes. 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 will be determined between City and County of Swansea and Swansea University in line with the individual local authority's internal requirements. All borrowing will be agreed based on the principles of the Prudential Code and Treasury Management Policy and Strategy for each local authority. The current forecast assumes Swansea University will pay loan interest to City and County of Swansea at 2% on the capital borrowing, reducing in line with SBCD funding release of the £15m investment. This has been included in the operational expenditure.

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.

6.7.3 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. Where applicable, this will be managed through the individual funding arrangements between Swansea University and Swansea Council, and any subsequent funding arrangements with SBUHB.

6.7.4 Interest on investments

It is recognised that throughout the lifecycle of the City Deal portfolio, cash balances will arise through cash flow 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. Where applicable, this will be managed through the individual funding arrangements between Swansea University and Swansea Council, and any subsequent funding arrangements with SBUHB.

6.7.5 Retention of national Non-Domestic rates

Welsh Government have agreed in principle (as per below) that 50% of the additional net yield generated through City Deal developments can be retained by the region to support revenue costs associated with the programme. This has been acknowledged by the Lead Authorities within the Joint Committee Agreement (JCA - 29th April 2018).

Welsh Government (Cabinet Secretary for Finance, 11th April 2018)

'I intend to initiate arrangements to allow the region to retain 50% of the additional net yield in Non-Domestic rates generated by the 11 projects which are to be delivered by the Deal'

Where applicable, this will be managed through the individual funding arrangements between Swansea University and Swansea Council, and any subsequent funding arrangements with SBUHB.

6.8 Financial 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, and
- Based on best practice principles and guidance on project / programme 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.

6.9 Accounting treatment of project transactions

6.9.1 Accounting for income and expenditure

City and County of Swansea (as the Lead Authority), Swansea University and SBUHB will be responsible for accounting for the appropriate elements of income and expenditure in relation to the projects outlined in this business case.

6.9.2 Revenue requirement

The Welsh Government has acknowledged that revenue funding may 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 and project partners. 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. There is currently no expectation that SBCD funding will be used on revenue expenditure.

6.9.3 Balance sheet accounting

Assets generated through phase I of the project at Singleton will be accounted for and held on the balance sheet of Swansea University in line with the organisation's accounting policies: land and buildings are capitalised at cost on initial recognition.

After initial recognition, land and buildings are subsequently measured at costs less accumulated depreciation and accumulated impairment losses. Costs incurred to land and buildings after initial purchase or construction, are capitalised to the extent that they increase the expected future benefits to the University. Where parts of the assets have different useful lives, they are accounted for as separate items of fixed assets. Freehold buildings are depreciated on a straight-line basis over their expected useful lives to the University of between 12 and 75 years. No depreciation is charged on assets in the course of construction and depreciation is accelerated when there is a known demolition date.

Assets generated through phase I of the project at Morriston Hospital will be accounted for and held on the balance sheet of SBUHB in line with the organisation's accounting policies: freehold land, assets under construction and assets held for sale are not depreciated. Otherwise, depreciation and amortisation are charged to write off the costs or valuation of property, plant and equipment and intangible non-current assets, less any residual value, over their estimated useful lives, in a manner that reflects the consumption of economic benefits or service potential of the assets.

The estimated useful life of an asset is the period over which the NHS Wales Organisation expects to obtain economic benefits or service potential from the asset. This is specific to the NHS Wales organisation and may be shorter than the physical life of the asset itself. Estimated useful lives and residual values are reviewed each year end, with the effect of any changes recognised on a prospective basis. All property, plant and equipment are measured initially at cost, representing the cost directly attributable to acquiring or constructing the asset and bringing it to the location and condition necessary for it to be capable of operating in the manner intended by management. Land and buildings used for services or for administrative purposes are stated in the Statement of Financial Position (SoFP) at their revalued amounts, being the fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses.

Where subsequent expenditure enhances an asset beyond its original specification, the directly attributable cost is capitalised. For All Wales Capital Schemes that are completed in a financial year, NHS Wales organisations are required to obtain a revaluation during that year (prior to them being

brought into use) and also similar revaluations are needed for all Discretionary Building Schemes completed which have a spend greater than £0.5m. The write downs so identified are then charged to operating expenses. Assets generated through Phase II of the project will be held on the balance of project partners as deemed appropriate when details are known.

6.9.4 Value Added Tax

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

Swansea University is an exempt charity, Registered Charity Number: 1138342. As an educational charity the University is classified as an “Eligible Body” and is entitled to certain reliefs in respect of VAT. Irrecoverable VAT on inputs is included in the costs of such inputs. Any irrecoverable VAT allocated to fixed assets is included in their cost.

Most of the activities of the NHS Wales organisation are outside the scope of VAT and, in general, output tax does not apply and input tax on purchases is not recoverable.

Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. The ability to recover any VAT will be determined and accounted for by the project partner organisations as the detail of the proposed works are known.

6.10 Financial risk management and assurance

6.10.1 Financial risks

The portfolio financial risks are monitored and managed as part of the City Deal’s overall risk management arrangements. The City Deal Programmes and Projects maintain, manage and monitor their own risks in line with guidance from the Green Book and the City Region’s Accountable Body and SBCD Programme Management Office.

The project operates a risk register and issues log, specifically including any financial risks identified. These risks will be monitored and updated with mitigating control actions through the project board as a standing item and then regularly presented to the Programme Board and Joint Committee, through the Portfolio Management Office.

6.10.2 Issues, dependencies and interdependencies

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

6.10.3 Assurance - internal audit

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

As required by these Standards, the Head of Internal Audit as appropriate to the Project Lead Authority will undertake an independent review and report findings to the Project Lead Authority and Project Board. The format of the Annual Report complies with the requirements of the Code of Practice. The Strategic and Annual Audit Plans are approved annually by the Project lead authority and Project board. In addition, the Internal Audit Unit undertakes fraud investigation and pro-active fraud detection work.

The revenue and expenditure of this project will also be subject to any appropriate internal audit requirements in line with Swansea University and SBUHB processes and procedures.

6.10.4 Assurance - external regulators

The Audit Wales as External Auditor to the Project Lead Authority reviews and comments on the financial aspects of Corporate Governance which include the legality of financial transactions, financial standing, systems of Internal Financial Control and standards of financial conduct and fraud and corruption. Swansea University and SBUHB are required to undertake annual external audits. The financial transactions associated with this project will form part of these external audit reviews.

6.11 Commissioner's support

Included within the proposed educational course developments (Appendix A3) are programmes which have been identified by HEIW as part of their workforce strategy and planning, which ensures the needs and aims of healthcare organisations and the workforce align in meeting the needs of patients.

Management Case

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7. Management Case

7.1 Introduction

The Project Management Case provides the Project Board, SBCD Portfolio Management Office and Joint Committee with the reassurance and confidence that the capability and capacity to govern and deliver the project 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 utilising the Prince 2 project management practices and principles.

The SBCD Campuses project 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 project is aligned to delivery. These arrangements will also ensure that progress and deliverables are communicated effectively and transparently, while demonstrating value for money to the region and people of Wales.

7.2 Governance and delivery structures

Governance and delivery structures have been established with terms of reference to provide accountability, responsibility, oversight, management and monitoring of the Campuses project and the wider SBCD.

7.2.1 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 7.1, is operational with established Terms of Reference, membership/post holders, and plans and processes in place to govern and deliver the SBCD portfolio.

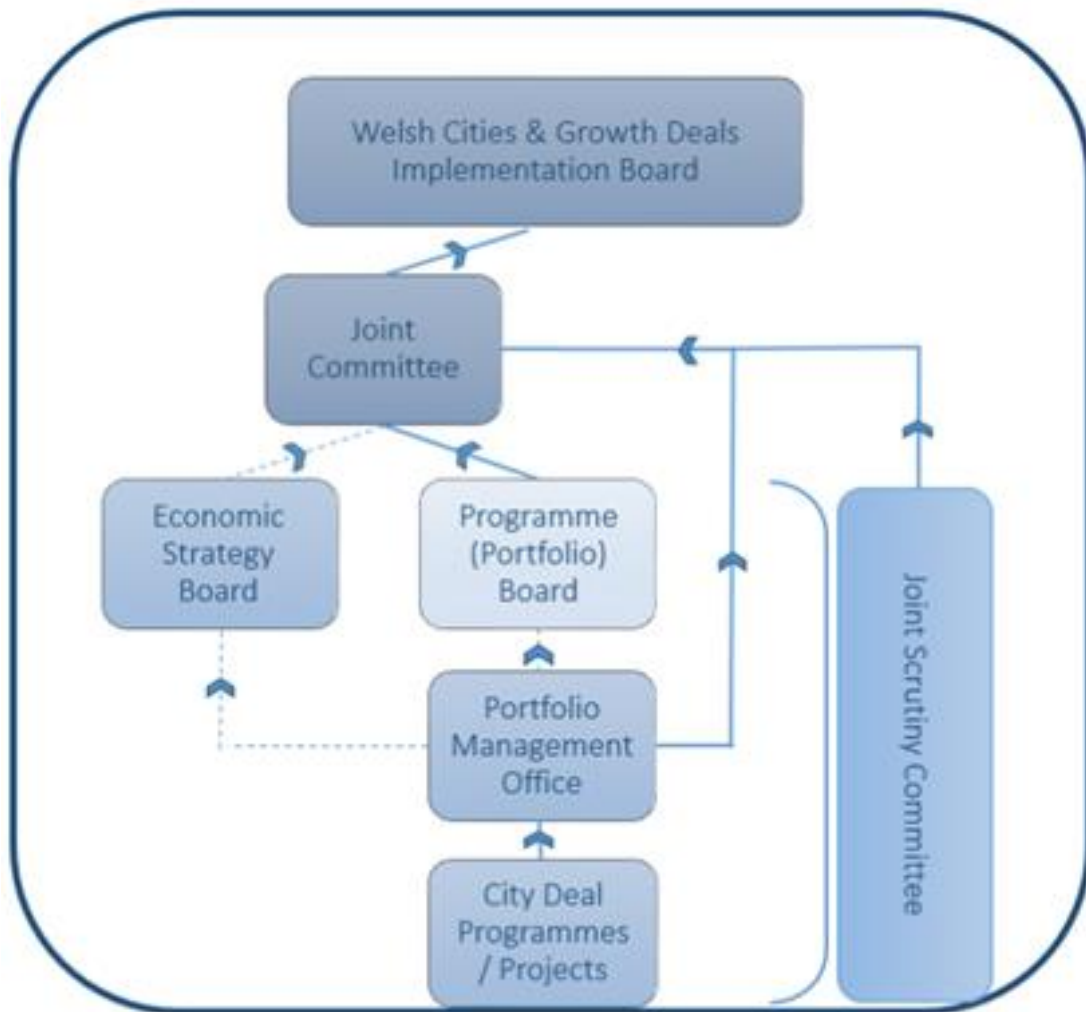


Figure 7.1: SBCD governance structure

The table 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 (Portfolio) Board and Portfolio Management Office to account. Comprises the four Local Authority Leaders.	Clr Rob Stewart	Monthly	WG/UKG
Programme (Portfolio) Board	Oversees SBCD operations. Responsible for reviewing business case developments and portfolio progress. Consists of the head of paid service of each of the eight primary SBCD partners. Chaired by the SBCD Senior Responsible Owner.	Wendy Walters	Monthly	Joint Committee

Senior Responsible Owner	Appointed by the Joint Committee, the SRO is also the chairperson of the Programme (Portfolio) Board to champion the SBCD and drive its successful implementation by overseeing portfolio delivery and ensuring that appropriate governance arrangements are in place. SRO holds Portfolio Director to account.	Wendy Walters	-	Joint Committee
Portfolio Director	Responsible for delivering the Portfolio Business Case and Project Development Roadmap.	Jonathan Burnes	-	Joint Committee and SRO
Programme / Project managers	Experienced individuals who manage the development of the programme / project Business Cases and implement the Assurance and Approval plan and project plan. Also works with the Portfolio Director and the Portfolio Management Office to apply the Portfolio Development Roadmap. Depending on the size and complexity of the programme / project the Programme / Project Manager will run the Programme / Project Team and manage external advisers.	PM for each City Deal project	Monthly	Portfolio Director
Portfolio Management Office	Responsible for 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. Chair is accountable to the Joint Committee.	Chris Foxall (whilst Ed Tomp is on sabbatical)	Monthly	Joint Committee
Joint Scrutiny Committee	Provides advice, challenge and support to the Joint Committee for the SBCD Portfolio and associated cross-cutting regional projects/programmes. The full terms and reference for the Joint Scrutiny Committee are set out in the Joint Committee Agreement.	Cllr Rob James	Bi-monthly	Joint Committee
Accountable Body	Carmarthenshire County Council is the Accountable Body responsible for discharging City Deal obligations for the four Local Authorities including financial and staffing matters, for example. The Accountable body is the primary interface for the City Deal with the Welsh Government and the UK Government.	CEO Wendy Walters Leader Cllr Emlyn Dole	-	Joint Committee

Table 7.1 Key elements of SBCD governance structure

7.2.2 Project governance and delivery structure

The project governance and delivery structure, as outlined below in Figure 7.2, is operational with established Terms of Reference, membership/post holders, and plans and processes in place to govern and deliver the Project. The project governance structure aligns with the partner organisational structure and is complemented by the overarching SBCD governance structures.

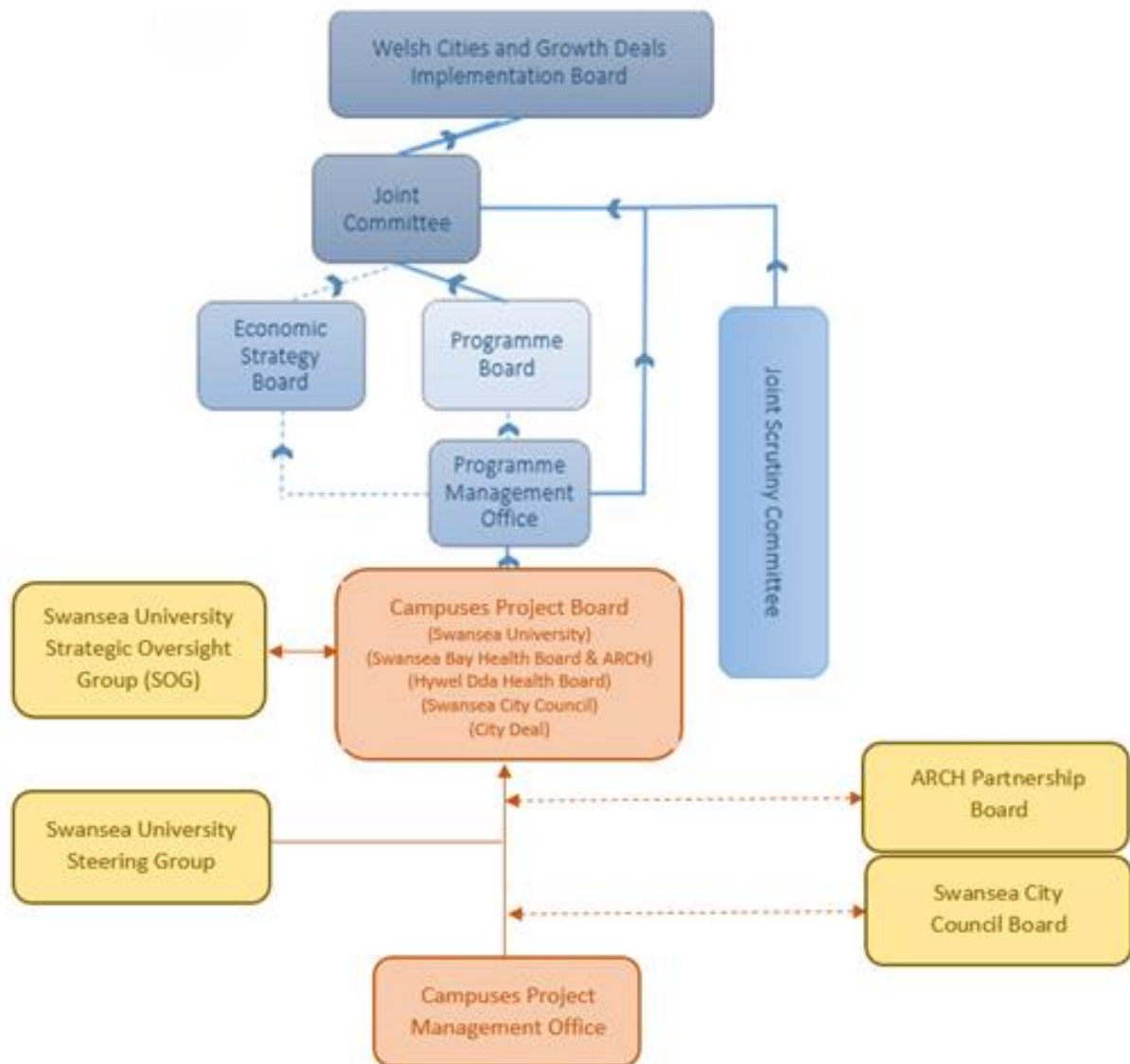


Figure 7.2: Project governance structure

Note that groups highlighted in yellow form part of the project assurance process. The Swansea University Steering Group and the Strategic Oversight Group are the key, internal committees that will provide institutional project assurance and oversight from the University's perspective. Dotted lines to the Council and ARCH Partnership reflect regular communication and engagement, ensuring that the project is also integrated within partner organisations' assurance processes.

7.3 Project Board

The Project Board heads the governance structure for the project and, through the project Management Office, will ensure the project is managed effectively, to approved timescales and in line with the governance structures laid out in this Business Case. The Project Board's remit is to support the Senior Responsible Owner (SRO) in: providing management oversight for the Project; liaising with stakeholders as necessary; monitoring project performance and providing direction and guidance to ensure project outputs meet stakeholder expectations.

The Project Board met for the first time on 11th March 2021 and replaced the previous forum with oversight of the project (the External Reference Group) in order to meet the requirements of the governance structure. Membership was reviewed to ensure that all partners are represented and that there is collective decision making against the project. The Board's Terms of Reference can be found in Appendix A12.

7.4 Project Management Office and Senior Responsible Owner

The Project Management Office (PMO) has been established to lead the development and overall delivery of the project on behalf of the region, in liaison with UK Government, Welsh Government, the private sector and all other partners and stakeholders. It is led by Professor Keith Lloyd, Pro-Vice Chancellor and Executive Dean, Faculty of Health and Life Science. Professor Lloyd has been the project's Senior Responsible Owner since September 2020 (previously it was Swansea University's Provost, Professor Steve Wilks) and chairs the Project Board.

The PMO is hosted by Swansea University, who are the named Project Lead within the City Deal. The Office draws on expertise and resource from across the partnership in support of the development and delivery of the project and as agreed at Programme Board. The PMO has overall responsibility for the development of the project, including management of aims and objectives, benefits realisation, risk, finance, timeline and governance maintaining communication and engagement across all sectors, and achieving project outcomes. All links to external partners providing consultancy, contractor commissioning and infrastructure deployment will be made through the PMO structure.

The PMO is accountable to the Project Board, SBCD Programme Board and SBCD Joint Committee as required. It will work closely with key partners including, but not limited to, Swansea Bay University Health Board, Swansea Council (the lead local authority for this project), and anchor partners.

The PMO is currently staffed on an interim basis but plans are in progress to recruit personnel into the permanent positions outlined below. A full-time, dedicated project manager will be recruited in to the PMO imminently, with the role specification developed around the specific skills, experience and qualities required to successfully and effectively deliver the project. Further recruitment and resourcing requirements will be addressed throughout the development of the business case. The costs of the PMO during the business case development will be absorbed by the partner institutions during the business case development. The ongoing PMO and operational team costs have been included within the financial case.

The PMO currently comprises the following full-time equivalent (FTE) roles:

Resource	Number (FTE)	Role
Senior Responsible Owner	0.2	Strategy and leadership. Interaction with Welsh and UK Govts
Project Manager	1	Undertake all project management responsibilities
Project Support Officer	0.4	Provide Project Manager with support and administration
Estates Lead	1	Lead the estate planning and development activities
Finance Lead	0.2	Inform, review and manage financial case and arrangements
Economics Lead	0.1	Inform, review and manage economic case and impact
Legal Lead	0.25	Inform and review contractual and legal arrangements
Procurement Lead	0.25	Design, develop and manage procurement for the project
Business Engagement Mgr	1	Relationships and strategic partnerships management
Communications Lead	0.25	Profile raising, communications and stakeholder marketing

Table 7.2: PMO team during business case development

7.4.1 Project Manager

A Project Manager has been appointed on an initial 12-month term to guide the project through its Outline Business Case, Full Business Case and approval stages. It is anticipated that the post will be made permanent as the project moves into delivery.

The Project Manager will lead the project team and work within the University's Project Management framework. The project manager appointed to the position is a qualified PRINCE2® practitioner and member of the Association for Project Management.

The full "Original" job description and person specification for this role is annexed as Appendix A11.

7.4.2 Delivery phase

Following approval of funding, the project will be embedded and supported by the partner organisational structures and functions. Role requirements and functions will be reassessed as necessary throughout the project development and implementation.

A dedicated team employed at Swansea University will consist of the following roles to support the delivery and operational phase of the project. Note that all posts will work across the project, supporting delivery at both the Sketty Lane and Morrison sites.

Resource	Number (FTE)	Role
Senior Responsible Owner	0.2	Strategy and leadership. Interaction with Welsh and UK Govts
Hub Director	0.2	Lead the implementation of strategic ambitions and plan
Project Manager	1	Undertake all project management responsibilities
Commercial Manager	1	Client and partner development. Relationship management
Business Support Assistant	1	Assist Commercial Manager. Support tenant/affiliate partners
Finance Officer	0.4	Management, monitoring and reporting of project finance
Operations and Communication Manager	1	Manage the day-to-day operations of the facilities and lead the internal and external communications

Table 7.3: Planned project delivery team

Of these roles, the SRO and Project Manager will be existing posts as the SRO will continue to lead the project from development to implementation and delivery, and it is envisaged that the Project Manager position will become permanent once the project moves into its delivery phase.

The other positions identified will be new appointments into the project. While appointees may come from within the existing University staff community, these are wholly new positions that will be advertised and filled through an open and transparent process.

7.4.3 Approach to project management

Swansea University provides a professional project and risk management resource to assure the successful implementation of externally funded projects and activities. Aligned to Association of Project Managers (APM) and Prince2® best practice, the team provides support within a comprehensive portfolio management framework.

The University's approach to portfolio and project management is based on the Axelos P3M3 Maturity Model and the associated best practice guide Management of Portfolios (MoP). This model originated from UK Government's Office of Government Commerce (OGC) and is widely adopted (and often mandated) across Government and Public Sector organisations. More widely it is recognised as industry best practice, and aligns with the Cabinet Office's Procurement Capability Review, the National Audit Office's Financial Maturity Model, HM Treasury's Green Book, and recognised project management best practice including the APM Body of Knowledge (APMBOK).

The University classifies its projects and change initiatives as

- Tier 1 (projects that are key to delivering the University's strategic priorities or could significantly disrupt its ability to do so.)
- Tier 2 (Major, externally funded projects)
- Tier 3 (Business Plan/continuous improvement initiatives, and traditional funded research and innovation projects).

This project is categorised as a Tier 2 project and is sponsored by the SRO, who is a member of the University Senior Leadership Team. It is subject to independent assurance provided by the University's Strategic Project Management Office and to annual, mandatory assurance checks carried out by Project Support & Assurance Managers. More frequent checks are driven in response to each project's specific reporting requirements.





7.5 Project management plan

The Project Management Plan is presented below. This has been based upon feasibility studies undertaken to date. Both components and sites across both phases are depicted within the integrated programme. ***(Note: The Phase 2 timelines are indicative and as planning progresses and contractors are appointed we anticipate that there will be opportunities to reduce the delivery timelines and therefore bring forward benefits realisation.)***

Table 7.4: Project Management Plan

	2021				2022				2023				2024				2025				2026				2027			
Item	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
0 Project Mobilization																												
0.1 OBC Approval				■																								
0.2 Funding Agreements Signed				■	■																							
0.3 Project Manager Appointed			■																									
0.4 Management Team Appointed			■	■	■	■																						
0.5 Skills Team Appointed					■	■	■	■	■																			
1.1 Clinical Innovation Refurbishment (750sqm)																												
Project Duration 30 months	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.1.1 Design Phase	■	■	■	■	■	■																						
1.1.2 Procurement Phase				■	■	■	■	■	■																			
1.1.3 Construction Phase					■	■	■	■	■	■	■	■	■															
1.1.4 Project Completion													■															
Dependencies							●																					
1.2 Health Pavilion (2700sqm)																												
Project Duration 33 months					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.2.1 Start Up					■																							
1.2.2 Concept Design						■	■	■	■	■	■	■	■															
1.2.3 Scheme Design							■	■	■	■	■	■	■	■	■													
1.2.4 Tender & Contract									■	■	■	■	■	■	■	■	■	■	■									
Demolition, Construction & Commissioning															■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.2.6 Fit Out																						■	■	■	■	■	■	■
1.2.7 Occupation																							■	■	■	■	■	■
Dependencies							●																					
1.3 Morriston Access Road																												
Project Duration 100 months				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.3.1 Remobilize				■	■	■	■	■																				
1.3.2 Planning Consultation					■	■	■	■																				
1.3.3 Planning Submission						■	■	■																				
1.3.4 Land Acquisition									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.3.5 Construction																												
Dependencies													●															
2.1 Phase 2 Health Innovation																												
Project Duration 127 months				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.1.1 Remobilize				■	■	■	■	■																				
2.1.2 Planning Consultation					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.1.3 Planning Submission						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.1.4 Planning Approval										■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.1.4 Land Acquisition															■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.1.5 Construction																												■
Dependencies																												■
2.2 Phase 2 Sports Innovation																												
Project Duration 100 months				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.2.1a Feasibility & Scoping				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.2.1 Masterplanning				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.2.2 Detailed Design									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.2.3 Approval to proceed (RIBA stages 3 and 4 design)															■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.2.4 Planning submissions as required																												
2.2.5 Construction																												
2.2.6 Fit-out, completion and occupation																												■
Dependencies																												

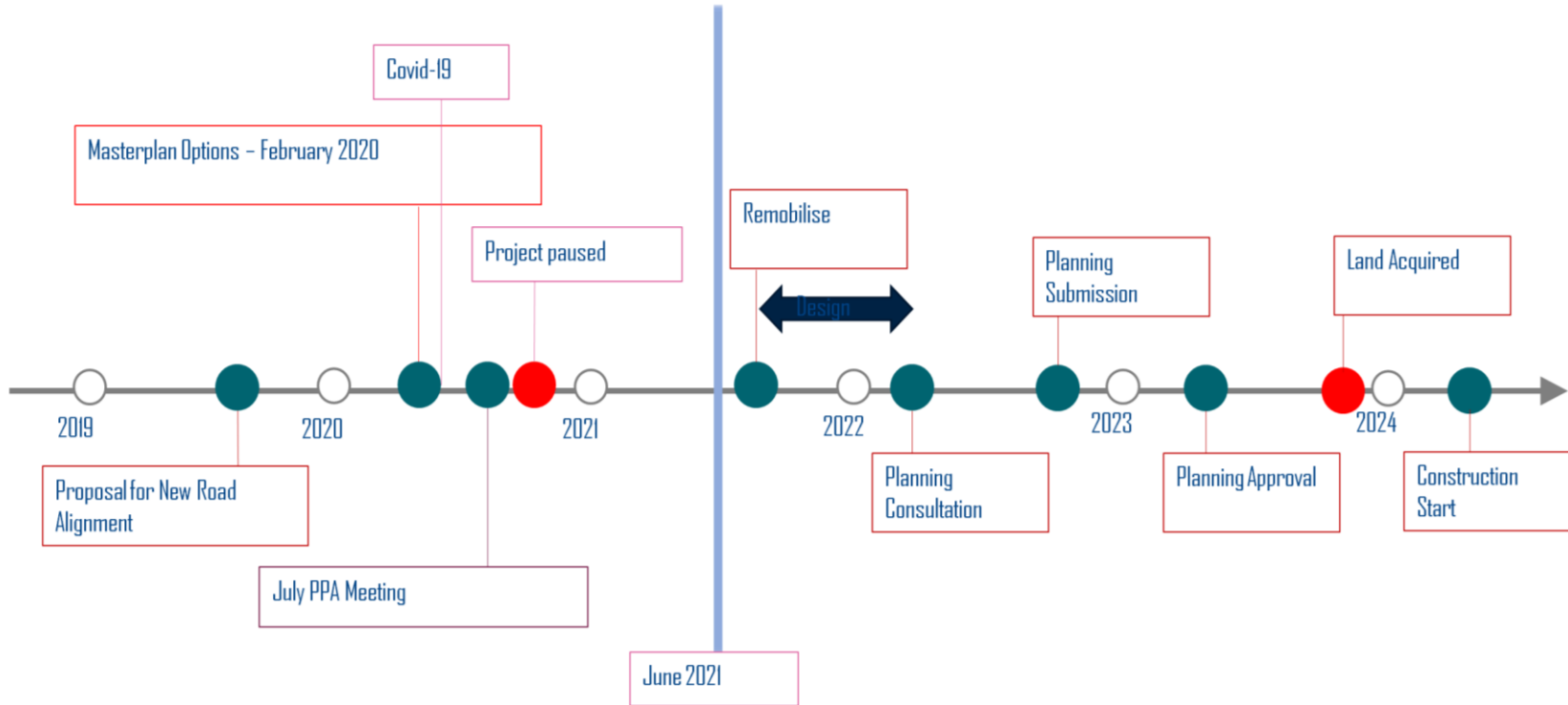
ID	Task Name	Start	Finish	2021				2022				2023							
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
0	Morrison Hospital Phase 1 Programme Draft REV B	Mon 03/01/22	Thu 13/04/23																
1	Design Phase	Mon 03/01/22	Fri 18/02/22																
2	Design team appointment	Mon 03/01/22	Thu 20/01/22																
3	Design development	Fri 21/01/22	Wed 09/02/22																
4	Design review/sign off	Wed 09/02/22	Wed 09/02/22																
5	Building regs submission	Wed 09/02/22	Wed 09/02/22																
6	Preparation of contract documents	Thu 10/02/22	Fri 18/02/22																
7	Completion of design	Fri 18/02/22	Fri 18/02/22																
8	Procurement Phase	Mon 21/02/22	Tue 07/06/22																
9	Su Procurement upload	Mon 21/02/22	Tue 19/04/22																
10	Advertide on sell2wales	Wed 20/04/22	Mon 09/05/22																
11	Tender return	Mon 09/05/22	Mon 09/05/22																
12	Tender evaluation period	Tue 10/05/22	Wed 18/05/22																
13	Contract sign off with legal	Thu 19/05/22	Tue 07/06/22																
14	Place order with contractor	Tue 07/06/22	Tue 07/06/22																
15	Completion of procurement	Tue 07/06/22	Tue 07/06/22																
16	Construction Phase	Tue 07/06/22	Thu 13/04/23																
17	Pre start meeting	Tue 07/06/22	Tue 07/06/22																
18	Contractor mobilisation	Wed 08/06/22	Mon 27/06/22																
19	Contract period	Tue 28/06/22	Mon 06/03/23																
20	Snagging	Tue 07/03/23	Fri 24/03/23																
21	Fit out of furniture & AV	Mon 27/03/23	Thu 13/04/23																
22	End of project/Handover	Thu 13/04/23	Thu 13/04/23																

Project: Morrison Hospital Pha Date: Tue 08/06/21	Task 	Milestone 	Summary 	Project Summary 
------------------------------------------------------	------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------



New project programme and Next Steps

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7.6 Use of specialist advisers

In addition to the expertise that resides within the project partners, several specialist advisers have been utilised. Further expert advice will be sought, as necessary.

Focus area	Purpose	Timeframe	Provider
Feasibility Assessment	Cost consultancy to determine affordability of the developments.	Q1 2020	MACE
Regional Master planning	Master planning of Singleton and Morriston Hospital sites	Q2 2017	BDP
Architectural predevelopment	Master planning of Sports Village and outline	Q3 2020	AHR
Finance/Procurement	Review of innovative finance models		PWC
Commercial and Strategy	Review of business case, commercial strategy proposal	Ongoing	Grant Thornton

Table 7.5: Specialist advice sought

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 project's Business Case, the ESB makes recommendations to the Joint Committee for consideration. New members were appointed as specialist advisers in 2020 to broaden the representation of further sectors including skills and micro businesses. All ESB member appointments used an open recruitment exercise process and all members are unpaid for their SBCD contributions.

Specialist advisers will be necessary in the following areas as the project progresses:

- 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.

7.7 Change management strategy

Change management is aligned to the University's existing processes, which reflect Association for Project Management best practice, which defines Change Control as *"the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated and then approved, rejected or deferred."* Recognising that all projects, programmes and portfolio

are subject to change, a Change Management strategy for the project will be developed to raise awareness of key changes and report them through the appropriate governance arrangements. The strategy will be owned by the Project Board and will be used to highlight relevant changes at project, level, while also integrating with the overarching Swansea Bay City Deal Portfolio Change Management Strategy.

The Strategy will consider several aspects of change that impact on project scope, delivery and benefits as set out in this business cases, and specifically where a change is likely to affect at least one of the following categories:

- the total cost / financials
- the completion of delivery of output(s) / key milestones
- the quality outlined
- the benefits outlined
- the GVA, jobs created or inward investment

Any variance - positive or negative – will be subject to the agreed change control process to ensure that any change does not have a detrimental impact to the successful delivery of the project.

The change management strategy will be developed and owned by the Project Board and will highlight the changes that occur in the development and delivery of the Project. The Change Management Plan will detail the potential impacts and benefits for stakeholders, how stakeholders will be engaged to understand the impact (positive or negative) of the change and how the changes will be communicated, escalated, implemented and managed.

7.8 Contract management strategy

Each of project partners has existing and robust contract management processes in place and each has experience of implementing good contract management practices, particularly on contracts that carry higher risk, value and duration. Contract management will be brought into the start of the procurement process and ensure that administrative activities (e.g. paying of invoices) receipt) and developmental activities (supplier relationship management and market management) are covered. Contraction contracts will follow the NEC3 templates.

7.9 Benefits realisation

The Project Management Office maintains the benefits realisation framework and ensures that there is a focus across work streams on specific elements of benefits planning, management and tracking. The project benefits framework provides a single structured document detailing key activities, anticipated benefits and resources required to realise the project objectives.

The key SMART objectives will be set out under the Prince2® methodology to identify the benefits that will be derived and delivered from the project. The SRO is responsible for ensuring benefits are measured and realised.

The overarching benefits measures will be the contribution to GVA and the number of jobs created across the region, linked with the benefits to population health and well-being. Note that the project's base-line indicators are those that underpin the case for the Swansea Bay City Deal (see also the Strategic Case, above).

The outputs and benefits identified are predicated on the future opportunities to the regional economy, maximising the opportunities provided by the enabling environment for research and innovation created by the project, and the skills and talent opportunities it affords.

The benefits management process will assess and review all outcomes resulting in change that were achieved as part of the activities undertaken by the Skills and Talent Programme. The milestones to review benefits will be agreed at programme level to ensure that benefits are realistically and meaningfully measured however benefit progress will be reported at least quarterly to the Portfolio Management Office. These will be aligned to the SBCD Portfolio Integrated Assurance and Approval Plan (IAAP) and external stage gate review process. As previously noted, the full range of Community Benefits outcomes achieved through procurement will also form part of the annual performance review and reported on a quarterly basis.

The project's lasting legacy will be the establishment of a vibrant ecosystem that supports innovation in life sciences and sports science, applied to community health, physical activity and sporting endeavour. It will drive expansion of life science research and development in the region, and will establish a successful Sports Tech economy in Wales.

The partners' track record of collaborative working will ensure

- improved efficiency through collaboration and integration of services where appropriate
- a flexible and responsive approach to the needs of the local RD&I environment, and
- a flexible and responsive approach to the needs of the local labour market by bringing learning and skills together with regeneration opportunities in the region.

See also the sections on Risk Management (7.10) and Monitoring and Evaluation (7.11) below.

7.10 Risk management

The risk management strategy provides the means by which risks can be consistently managed throughout project delivery. It is owned by the Senior Responsible Owner and is supported by Swansea University's Risk Manager. Based on best practice from the Association of Project Managers and the Institute of Risk Management, the strategy ensures that the project's approach to risk, opportunity and issue management is embedded within its governance structures. The purpose of the Risk Management Strategy is to:

- inform stakeholders how risks will be identified, assessed, addressed and managed
- enhance the capability, willingness and understanding of appropriate governance and assurance, thereby increasing the likelihood of successful delivery of the project aligned to the City Deal portfolio
- highlight the groups and individuals with responsibility for specific risks and issues
- signpost to additional resource, support and training
- provide standard definitions and language to underpin the risk management process, and
- implement an approach that follows best practice.

As the project lead, Swansea University will manage risks in accordance with the following core principles:

- Clarity - risks are clearly linked to objectives

- Scope - risks can have positive and negative consequences, so risk management will include the identification and management of opportunities as well as threats
- Appropriate response - the effort and resource put into risk management must be proportionate to the business benefit which it creates
- Ownership - risks are owned at the appropriate level in the institution and escalated when additional actions and / or resources are required
- Responsibility - all staff have a responsibility to ensure that risk management is an integral part of any decision making process in their role profiles.

Following establishment of the Project Management Office and the agreement of the project delivery structure, a workshop for partners was held to develop the initial risk register. The register details the responsible owners, management and mitigation measures. The risk register has developed alongside the project and reflects the individual high level and operational risk identified by partners in each of the individuals work streams. A copy of the project risk register is attached in 'Appendix A5 - Risk Assessment'.

The management of the project and work stream risk register is a standing item on each meeting agenda and at each Campuses Project Board. Delegated responsibility for overall risk management lies with the Project Manager with escalation guidance to executive leads and SRO. In addition, each risk is allocated a score using 'likelihood' and 'impact' to ensure due consideration. The Project Manager will develop a risk management strategy and will manage the risk register for this project. The project risk register will inform the City Deal Portfolio Risk Register.

Each identified risk provides details of the description, owner, consequence and a review update, accompanied by a scoring based on probability and impact for each risk. The identification and assessment of risks in the risk register are aligned to the UK and Welsh Government Guidance, where risks fall into three main categories:

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

The business-related risks that can affect the scope, time and cost at project level include those risks impacting on co-investment leverage and inward investment, and to longer-term sustainability of the project.

The service-related risks are primarily those impacting on stakeholder engagement.

The external Risks are not within the control of the programme but are significant to delivery and are therefore monitored accordingly. Key external risks have been identified as arising from the impact of the Covid-19 pandemic and of Brexit.

A copy of the The Risk management strategy is held within Project control and also attached as Appendix A14

7.11 Monitoring and evaluation

Post Implementation and Evaluation will involve a detailed review of the spending objectives, outputs and benefits of the programme. The timescale for carrying out this review after the programme closure will be decided by the Programme SRO and Campuses Project Board. The review team will be independent to the programme. The Project Manager will ensure a Project Implementation Review and a Post Evaluation Review will be carried out in line with HMT Green Book guidance.

The project Monitoring and Evaluation processes will replicate those set out in the SBCD Monitoring and Evaluation Plan. The plan is targeted at Programme / Project SROs, the Portfolio Management Office and SBCD Programme / Project teams. For this project, the SRO will ensure that the project team makes appropriate arrangements to collate, monitor and communicate project milestones, deliverables and benefits realisation. The M&E Plan aligns to the revised HM Treasury Green and Magenta books and the UK Government’s Project Delivery Guidance.

The M&E plan will be applied at project level where a two-way cascade of outputs and outcomes will be required to understand performance and impact of the SBCD portfolio. The tools and templates used to monitor and evaluate activity include:

- Monthly highlight reports
- Quarterly monitoring reports
- Annual reports
- Benefits realisation plan – continually updated and reported quarterly
- Milestone evaluations as agreed with the Portfolio Management Office

Monitoring and Evaluation requires a periodic assessment of project implementation and performance activities and the evaluation of their results in terms of relevance, effectiveness, and impact. Monitoring and Evaluation activities will provide all levels of the governance structure with information on the progress and impact made towards achieving the project’s milestones, outputs and outcomes. This information will be shared with the Welsh and UK Governments through periodic updates and reviews, while also being made available to the public on an annual basis.

7.12 Contingency arrangements

The project will align to the City Deal’s agreed contingency arrangements, which include scenarios identified for (e.g.) the withdrawal of project from the City Deal portfolio, the change of a project local authority lead, and the withdrawal of a partner from the City Deal portfolio. All these scenarios and contingency arrangements will be managed via the portfolio and project risk registers and issue logs, and reported accordingly. The Project Board will establish contingency plans to develop steps to take when an issue occurs and to ensure that the Portfolio Management Office is advised as soon as reasonably practicable. The following process will be adopted to ensure the issue is managed appropriately.

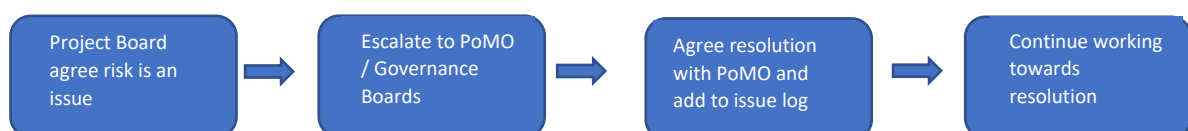


Figure 7.3: Moving a Risk to an Issue

The project team will work with the Portfolio Management Office to ensure that appropriate contingency arrangements are considered and in place at project level to manage potential scenarios in the development, delivery and operational phases of the individual schemes.

The Project Manager will have quarterly monitoring meetings with the SRO and Project Board to review programme progress, risks, issues and performance against targets, timescales and budget. Each project component has been reviewed for risks and their management during development and delivery phases (see risk register). However, contingency arrangements will be developed to support benefits realisation in the event of failure or severe delay. Should such an unlikely event occur the benefits register will be reviewed, with existing capabilities/capacities being to optimise delivery of benefits (e.g. reconfiguring spaces / reprioritising projects).

7.13 Project assurance

The project's assurance processes will integrate with the SBCD Portfolio Integrated Assurance and Approval Plan (IAAP) to ensure that the planning, coordination and provision of assurance activities and approval points are understood and are proportionate to levels of cost and risk.

The project will further develop, through the Project Board and in consultation with the Welsh Government Office for Project Delivery, an IAAP which will be regularly reviewed and reported on through the governance arrangements.

This plan will include a schedule of Stage Gate and complementary reviews, an initial Gateway Review was undertaken on the 11th – 13th August with an “Amber Green” RAG Rating being issued and Eleven recommendations being included within the final report, an action plan to meet the review recommendations has been included as Appendix A15.

The Project will follow the agreed assessment and approval process detailed in the Portfolio Business Case.

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Appendices

- A1 Engagement Log
- A2 Positioning the Health and Life Science City Deal Schemes
- A3 Proposed educational course development
- A4 Benefits register
- A5 Risk register
- A6 Accelerate HTC
- A7 Full options approach framework
 - A7b (PDF): Assessing shortlisted options (Singleton Workshop, 03 July 2020)
- A8 Masterplans and detailed site appraisal
 - Sketty Lane – see PDF
 - Morryston – see PDF
- A9 Financial Case Supporting Documents
- A10 Project Board terms of reference
- A11 Project Manager job description
- A12 Letters of support
- A13 Summary of policy alignment
- A14 Risk Management strategy.
- A15 Welsh Government Gateway review recommendations and action plan.

Appendix A1: Engagement log

Please note this engagement log presents some of the key engagements and is not exhaustive and does not repeat regular engagements.

Date (s)	Meeting Name
Bi-weekly (weekly since March 2021)	Campus Delivery Team Meeting with representation from partners.
Bi-weekly	S/wansea University Campus Steering Group
Bi-weekly	Campus Project Board
Monthly	Briefing with Swansea University Senior Leadership Team
Bi-weekly	ARCH Update Meetings
Quarterly	ARCH Partnership Board
Bi-weekly	Swansea Bay City Deal Regional Office Project Leads Meeting
Monthly	Strategic Oversight Programme Board
27.04.20	Campuses Learning & Teaching Scoping Session
29.04.20 – 01.07.20	Strategy Development Meetings (multiple)
29.05.20 08.07.20 01.10.20 27.10.20	Singleton Master Planning and Phase I Feasibility Studies. Meetings with Architects and Cost Consultants
04.06.20	Swansea Council engagement session
12.06.20	Campuses Feasibility and Viability Assessment Executive Meeting
19.06.20	Update on Master planning at Swansea Bay City Deal Strategic Oversight Group
03.07.20	Assessing the Shortlisted Options for Campuses Project Workshop Attended by project partners. See notes attached as Appendix A7b
08.07.20	Alignment with regional sports agenda
22.07.20	City Deal planning session with the Swansea Bay City Deal Regional Office
31.07.20	Presentation of Financial Business Case to Swansea University Strategic Oversight Group
Quarterly	ARCH Delivery Leadership Group
Monthly	ARCH Research, Enterprise & Innovation Board Meeting
27.08.20	Swansea University Sport & Wellbeing Board – alignment of Campuses project
04.09.20 24.09.20 01.10.20	Financial Business Case Development
08.09.20	Reviewing options and development of commercial arrangements with Swansea Council
07.04.20	Campuses Financial Forecasting Meeting
16.04.20	Campuses Discussion
30.04.20	Engagement session with the Swansea Bay City Deal Regional Office
09.07.20	City Deal Skills Workshop
04.08.20	Collaborative R,D&I Sports Technology Project Scoping Session
16.09.20	Private Sector Engagement Planning

23.09.20	Skills & Talent Programme Workshop
27.10.20	Risk Register Workshop
02.12.20	Morrison feasibility Planning Session
01.12.20 14.12.20 17.12.20	Engagement session with Consultants Grant Thornton
17.12.20	Finance Case Review
29.10.20	Meeting with Swansea Council to agree principles of commercial case and repayment schedule
16.11.20	Pentre Awel Synergies and Strategy Meeting
23.11.20	Morrison Phase II Planning
02.12.20	Engagement Session with Welsh and UK Gov – Presentation of Campuses Project
22.12.20	Engagement with Welsh Government
April 2021	Grant Thornton interviews and workshops with key stakeholders
April 2021	Branding workshops involving stakeholders and project team
20.05.21	Meeting with Department of International Trade to discuss inward investment opportunities.
10.06.21	Health Innovation Parks Collaboration Meeting, involving Cardiff and Vale UHB, Life Science Hub for Wales, Welsh Blood Service, Cardiff University, Aneurin Bevan UHB, Welsh Government.
March – June 2021	Ongoing discussions with potential anchor partners
16.06.21	Online meeting with Parliamentary Undersecretary (Wales Office), David TC Davies MP
08.07.21	Ministerial visit (David TC Davies MP) to Institute of Life Science, including opportunity to meet with SMEs and Vodafone.

Appendix A2: Positioning the Health and Life Science City Deal Schemes

	Pentre Awel (Llanelli)		Campuses (Morrison and Singleton)
Theme	Differentiating Characteristics	Synergistic Characteristics	Differentiating Characteristics
Life Science Enterprise Opportunities	<p>Targeting companies with technologies aligning to the service opportunities at the site, typically geared towards keeping people well and in the community (e.g. wearable technologies, assistive living, later stage clinical trials).</p> <p>Targets mainly higher technology readiness levels.</p>	<p>Intention to make it easier for life science business to start-up and grow though offering high quality business incubation environment, tailored support, and strong links with the health service and related industries.</p> <p>Both seek to nurture and exploit the innovations that occur when disciplines and specialisms collide (the intersect between sport, health, and healthcare).</p> <p>Both schemes could contribute to the overall development of a product. For example, a new device developed at a Singleton Laboratory might eventually be tested in a latter stage clinical trial at Pentre Awel.</p>	<p>Targeting companies with technologies aligning to the service opportunities at the site, typically geared toward improving treatments, interventions, and recovery (e.g. new device and drug development requiring specialist laboratories and the equipment typically found at a university campus and/or specialist hospital setting).</p> <p>Targets include lower technology readiness levels, and with a particular emphasis on digital technology and data science.</p> <p>Opportunities include:</p> <ul style="list-style-type: none"> • Health, fitness and well-being products • Sports and exercise wearables • Sports and well-being analytics • Digital/remote healthcare • Physical and mental health products • Physiotherapy and occupational health <p>Three “anchor” partners for technology, health and sport will drive the innovation ecosystem enabled by the project and will catalyse investment and collaboration.</p>
Education	<p>A purpose built and next generation learning, and teaching environment geared towards keeping people well offers several unique educational opportunities, notably in the fields of human and health</p>	<p>Both schemes are likely to be important at different points of an educational pathway. Students might, for example, start their education at Singleton and be subsequently placed at Pentre Awel.</p>	<p>Looks to build upon existing offers at Singleton and Morrison, leveraging the rich placement opportunities associated with the clinical activity at each site.</p>

	<p>science. The example growth areas include occupational therapy, adult nursing, advanced practice, multi professional educational placements. Other educational providers also have an interest in the scheme and may bring their own interests.</p>	<p>Conversely a student might start at Pentre Awel and go onto a secondary degree at Singleton. Understanding how both schemes are linked, helps demonstrate how together they result in a larger impact than any single scheme advancing on its own.</p>	<p>The example growth areas include graduate entry medicine; physician associates; and several new sport and exercise science courses, including in Sports Tech.</p>
Research	<p>Research will reflect the service, teaching, and proximal industrial opportunities. Thematic areas might include:</p> <ul style="list-style-type: none"> • Assistive living and activities of the Innovative Ageing Centre. • Joint Clinical Research Facility (later phase trials). • Health and Well-being Academy. • Population health interventions. • Leisure and tourism, enabled by adjacencies. 	<p>Both sites are likely to offer slightly different twists on some common research themes (e.g. a new device developed in a lab is then tested in the community)</p> <p>Both sites can be used to recruit patients into trials, which might take place at the other.</p>	<p>Research will reflect the service, teaching, and proximal industrial opportunities in MedTech and Sports Tech. Thematic areas might include:</p> <ul style="list-style-type: none"> • Health Technology Centre. • Joint Clinical Research Facility (early stage trials). • Reconstructive surgery. • Therapy and physical rehabilitation. • Sports and exercise science. • Large scale data analytics. • Preventative and personalised healthcare. • Wearable digital devices.
Surrounding Environment	<p>Scheme looks to lever several unique locational benefits, including:</p> <ul style="list-style-type: none"> • Wider regeneration of the Delta Lakes site. other phases of development will see extra care accommodation and an expanded retail offer. • A next generation approach to clinical service delivery, designed around primary and community care models. 	<p>Benefits associated with the digital connectivity uplift planned for the Swansea Bay City Region associated with the Deal.</p> <p>The aligned City Deal projects, including the skills project and digital infrastructure, which provide further opportunities to maximise impact.</p>	<p>Scheme looks to leverage several unique locational benefits, including:</p> <ul style="list-style-type: none"> • Proximity to established clinical facilities at Morriston and Singleton Hospitals. • Proximity to established sporting facilities, on the Sketty Lane site, with expansion opportunities. • Proximity to complementary R&D initiatives in (e.g.) advanced manufacturing, semiconductors, printing and coating, and Data Science.

Appendix A3: Proposed educational course development list

New Course Provision
BSc Sport and Social Science
BSc Sport Business Management
BSc Sport Therapy and Rehabilitation
BSc Sport and Exercise Medical Sciences
BSc Sport Technology
MSc Management (Sport)
MA Sport Ethics and Integrity
MSc Sports Performance
MSc Preventative Sports Medicine
BSc Pharmacy
MSc Life Science Innovation
MSc Healthcare Technology Innovation
Modules for Continued Professional Development
Intensive Learning Academy – Value Based Healthcare (<i>now launched</i>)
Intensive Learning Academy – Innovation (<i>now launched</i>)

Appendix A4: Benefits register

Note: The benefits register reflects the benefits identified at project benefits scoping during initial project development and this is reflected in the options appraisal and Cost Benefit Analysis. The horizon for benefits realisation for the project is 15 years.

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
	<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>			
IMPLEMENTATION PHASE				5yrs	10 yrs	15yrs					
QUANTITATIVE INDICATORS											
IP 1	Establish additional ILS Innovation Centre at Singleton	2,000m2 new build infrastructure	Q1 2025	N/A	100%	N/A	Project Board Minutes, Planning permissions, Design studies, specification, Cost estimates, Project execution plan, Contractor agreements, Building regulations application, Construction programme, Handover certificate	SBCD Approval, Planning permission granted, procurement contractor, design and build	Project Board	Copies of Plans & Designs of facility. Works - Certificate of Practical Completion. Photos of completed facility.	Project Board Minutes
IP2	Establish additional ILS Innovation Centre at Morriston	700m2 refurbished infrastructure	Q2 2023	na	100%	na	Project Board Minutes, Planning permissions, Design studies, specification, Cost estimates, Project execution plan, Contractor agreements, Building regulations application, Construction programme, Handover certificate	SBCD Approval, Planning permission granted, procurement contractor, design and build	Project Board	Copies of Plans & Designs of facility. Works - Certificate of Practical Completion. Photos of completed facility.	Project Board Minutes

IP3	Enable the new road planning process to unlock the wider Morriston site	Submission of outline planning application for the new road	Q3 2023	100%	na	na	Project Board Minutes, Hybrid planning application, ARCH Infrastructure working group minutes	Planning application design and development	Project Board	Copies of Hybrid Planning Application, Copy of confirmation of receipt	Project Board Minutes
IP4	Development of the Swansea Bay Sports Park at Singleton	Transformation of the 23.23 hectare site	Q2 2027	20%	80%	NA	Project Board Minutes, Planning permissions, Design studies, specification, Cost estimates, Project execution plan, Contractor agreements, Building regulations application, Construction programme, Handover certificate	SBCD Approval, Planning permissions granted, procurement contractor, design and build	Phase II Sports Park Board	Copies of Plans & Designs of facilities. Works - Certificate of Practical Completion. Photos of completed facility.	Project Board Minutes
IP5	Development of the Health and Life Science Park at Morriston	Transformation of the 55 acre site	Q2 2030	0%	50%	50%	ARCH Governance Board minutes and ARCH DLG minutes, Project Board Minutes, Planning permissions, Design studies, specification, Cost estimates, Project execution plan, Contractor agreements, Building regulations application, Construction programme, Handover certificate	SBCD Approval, Planning permissions granted, procurement contractor, design and build, road construction	Phase II Morriston MediPark Board	Copies of Plans & Designs of facilities. Works - Certificate of Practical Completion. Photos of completed facility.	Project Board Minutes
IP5	Develop strategic partnerships	Secure 3 anchor strategic partners for the project	Q2 2027	66%	33%	NA	Project Board Minutes, Letters of Intention and Support, Project Collaboration agreements	Engagement and relationship management	Project Board	Copy of collaboration agreements and MOUs	Project Board Minutes

IP6	Creation of employment	1000-1120 jobs created	Q1 2033	5%	45%	50%	Employment contracts, Supplier contracts, construction contracts, enterprise declarations, job descriptions and adverts, role profiles, employer returns, equality and diversity returns	SBCD funding approval	Project Board	Job descriptions and confirmation of employment confirmation from employers	Project Board Minutes
IP7	Secure investment into the developments	Attract 4 significant inward investments	Q1 2029	50%	50%	0%	Investment contracts, collaboration agreements, account statements, defrayment evidence	Engagement and promotion	Project Board	Copy of the collaboration agreement, account records	Project Board Minutes
OPERATIONAL PHASE											
				5yrs	10 yrs	15yrs					
QUANTITATIVE INDICATORS											
OP1	Creation of employment (Operational)	1000-1120 jobs created	Q1 2033	5%	45%	50%	Employment contracts, Supplier contracts, construction contracts, enterprise declarations, job descriptions and adverts, role profiles, employer returns, equality and diversity returns	SBCD funding approval	Project Board	Job descriptions and confirmation of employment confirmation from employers	Project Board Minutes, Evaluation and Impact Reports

OP2	Gross Value Added (GVA) - net additional.	£150-153m cumulative	Q1 2033*	N/A	N/A	100%	Creation of SBCD funded assets, Commercial Deals to evidence inward investment and jobs related data	SBCD funding approval	Partners, collaborators, Industry	Independent Portfolio Evaluation	Portfolio Evaluation Reports
OP3	Wage premium	£78.8m (£6000 per job against Welsh average)	Q1 2033	N/A	N/A	100%	Creation of SBCD funded assets, Commercial Deals to evidence inward investment and jobs related data	SBCD funding approval	Partners, collaborators, Industry	Independent Portfolio Evaluation	Portfolio Evaluation Reports
OP4	Improve population Health and Wellbeing	Citizen receives one additional year of perfect health valued at £15,000 (est population impact 250,000 people)	Q1 2033	N/A	N/A	100%	QUALY data, health economic impact assessment	SBCD funding approval	Project Board	Health Economics Impact Evaluation	Health Economics Impact Evaluation Reports
OP6	Develop cluster growth within the ecosystem	Develop a cluster in excess of 300 firms	Q1 2033	20%	40%	40%	Collaboration agreements, affiliate memberships, contacts registered	Engagement and promotion	Project Board	Copy of collaboration agreements, copy of lease and licences, copy of affiliate membership confirmations	Project Board Minutes. Ecosystem Maps
OP7	Expand the innovation and commercialisation pipeline	Develop inn excess of 100 new innovation and commercialisation opportunities	Q1 2033	20%	40%	40%	Project reports, project plans, collaboration agreements, intellectual property registrations, licences and partnerships,	Engagement and promotion	Project Board	Copy of collaboration agreements, project reports, intellectual property registrations,	Project Board Minutes. Ecosystem Maps

							commercial agreements				
QUALITATIVE INDICATORS											
OP8	Improved Health and Wellbeing of the regional population		Q1 2033				Local Health Board data	Project implementation	Project partners	Local Health Board data	Independent economic impact reports at the programme level. Project Board Minutes & associated evidence / reports.
OP9	Attraction and retention of staff and students		Q1 2033				DHELI datasets	Project implementation	Project partners	DHELI datasets	Independent economic impact reports at the programme level. Project Board Minutes & associated evidence / reports.
OP10	Increased local employment		Q1 2033				Industry evidence	Project implementation	Project partners (collaborating with Skills & Talent lead and academia)	Stakeholder engagement survey. Job centre statistics.	Independent economic impact reports at the programme level. Project Board Minutes & associated evidence / reports.
OP11	Increased skills development		Q1 2033				Training and skills surveys	Project implementation	Project partners (collaborating with Skills & Talent lead and academia)	Training and skills surveys	Independent economic impact reports at the programme level. Project Board Minutes & associated evidence / reports.

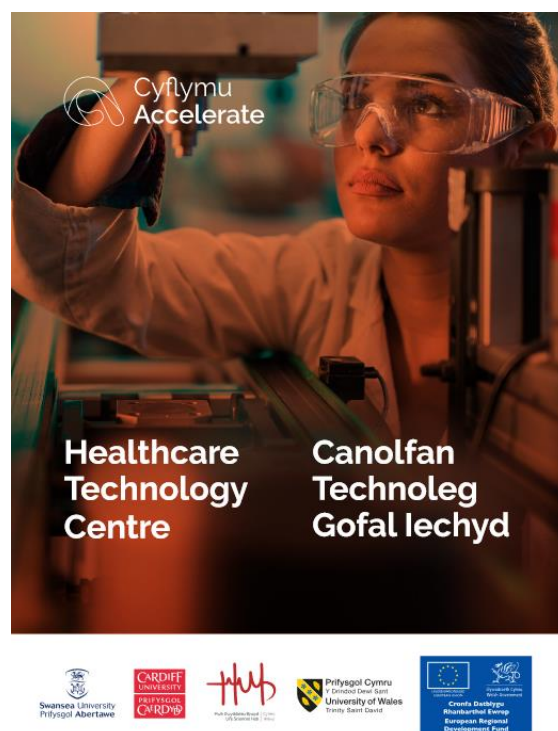
*Please refer to the Economic Case analysis for treatment of the time horizon

Appendix A5: Risk register

Please see attached Excel spreadsheet

Appendix A6: Accelerate HTC

The Healthcare Technology Centre is part of the £24 million, pan-Wales, Accelerate programme supporting the translation of promising ideas from the life science, health, and care sectors in Wales into new products, processes, and services.



For further information about the work of the Healthcare Technology Centre, please download the brochure: <https://lshubwales.com/sites/default/files/2020-08/HTC%20brochure.pdf>

[The following examples demonstrate how Accelerate HTC supports SMEs as part of the Institute of Life Science ecosystem.](#)

KALEIDOSCOPE

Accelerating partner (s): Healthcare Technology Centre (HTC)

Project duration: 6-9 months

Kaleidoscope is the largest provider of support services to people who use drugs in Wales. They have been part of an informal working group, including members of the Swansea University School of Pharmacy, and the Royal Pharmaceutical Society, looking at challenges around drug dispensing for therapy and rehabilitation, during the COVID-19 pandemic.

Dispensing these therapeutic drugs in a safe way has been a big problem people who are undergoing therapy and presenting a separate set of challenges for the prescribing pharmacists.

A need was identified for a secure take-home dispenser for multiple doses of a therapeutic drug to prevent accidental or deliberate overdose or misuse, but no suitable device is currently available. Such a device needs to meet multiple complex requirements for safety, accuracy, and usability.

The Accelerate Healthcare Technology Centre has helped to establish the dispenser requirement specification and developed a proof-of-concept prototype. Further support has sought stakeholder approval and manufacturer interest.

HTC is supporting Kaleidoscope's plan for MHRA approval and assisting with two applications for further development funding.

SUGARS FOR HEALTH

Accelerate partner (s): Canolfan Technoleg Gofal Iechyd (HTC)

Project duration: 6 months

The company is interested in the discovery and commercialisation of naturally occurring plant sugars, known as iminosugars, as food supplements with numerous health benefits.

Sugars for Health has identified iminosugars which have therapeutic benefits such as anti-inflammatory, anti-cancer and anti-diabetic properties. However, the mechanism of action is unknown. Additional evidence is required through fundamental research and clinical trials in order to approach pharmaceutical companies for adoption.

The company approached the Accelerate Healthcare Technology Centre for support with project aims to; understand the impact of iminosugars on neutrophil immune responses, investigate the mechanism of action through arrays which show changes inside and outside the cell, and to use the information to inform their commercialisation and clinical use strategy.

Sugars for Health plan to use this data to support their current understanding of iminosugars and their MoA.

A collaboration with the Accelerate Healthcare Technology Centre will help the company to identify global changes in cellular responses to iminosugars. This will help to narrow the search for the receptor through which iminosugars act. The data will support the company moving forward to clinical trials and eventually pharmaceutical adoption.

CPR GLOBAL TECH

Accelerating partner (s): Healthcare Technology Centre (HTC)

Project duration: 6-9 months



CPR Global Technology Ltd (CPR) are a Swansea-based technology company with a strong track record in creating products that provide consumers with well-designed solutions that are manufactured to the highest possible standards, innovating for everyday life. CPR's existing product range includes call blocking technology was born out of a needed solution to block Personal Harassment Calls, so the CPR Call Blocker came to life in 2010. And with over 1 million customers and over 1 billion robocalls worldwide. CPR Global Technology is in receipt of various prestigious. More recently the team have developed and deployed 'Guardian II Smartwatch'.

A collaboration between HTC and CPR Global Tech provided a solution that overcame several challenges, including researching the social and economic burden of dementia care, data analysis and evaluation of existing technologies on the market, evaluation of the Guardian II SmartWatch capabilities, mapping of technology capabilities of need in dementia care, and opportunity costing.

Ambitious timescales were achieved and recommendations for future research, development, innovation, and marketing activities were recommended. HTC developed a report outlining the landscape of dementia care and market opportunity, that was used for marketing and access opportunities, RD&I on product development, results conclusions and recommendations on current product.

HTC is now working with CPR Global Tech on a future research collaboration to further expand their portfolio in dementia care.

TRINSIC COLLAGEN LTD

Accelerating partner (s): Healthcare Technology Centre (HTC)

Project duration: 6-9 months

The health benefits of drinking collagen-rich drinks are the subject of a new collaboration involving Swansea University researchers.

Experts from the Healthcare Technology Centre, led by the University's Medical School as part of the £24m pan-Wales Accelerate programme, are working with Swansea-based ProColl, and Trinsic Collagen Ltd on the unique project.

Collagen is the most abundant protein in the human body, found in the bones, muscles, skin, and tendons. It is what holds the body together and provides a framework for strength and structure.



Due to the unique properties of alkaline water, an innovative technique called Natralysis Process™ has been used to mimic the natural process of mineralisation of water to create a stable and hydrating alkaline drink.

Trinsic Collagen Ltd. has utilised this innovative technique to create a new drink, NATIIV™ Wellbeing, the world's first pure collagen nutraceutical, as a mineral stable, alkaline water.

Existing research already suggests increased health benefits to drinking mineralised water and increased hydration effects of alkaline water for athletes. However, it is unknown if the single chain collagen dissolved in the alkaline drink can be absorbed into the body.

Now, the Healthcare Technology Centre is researching if collagen can be absorbed into the body via the oral cavity e.g., soft tissue cells inside the mouth.

If collagen can cross into the lymphatic system orally, it may provide additional health benefits such as aiding the formation of ligaments and other connective tissues. The potential increase in collagen absorbed from the drink could also stimulate the production of fibroblasts, thereby boosting the body's own production of collagen.

ENERGIST LTD

Accelerating partner (s): Healthcare Technology Centre (HTC) and Assistive Technologies Innovation Centre (ATiC)

Project duration: 6-9 months

A new £70K research project is under way to develop a quick, painless, and drug-free treatment option for patients living with chronic acne.

The collaboration between world-leading innovator in nitrogen plasma technology [Energist Ltd](#), Swansea University Medical School's Healthcare Technology Centre (HTC), and the University of Wales Trinity Saint David's (UWTSD) [Assistive Technologies Innovation Centre \(ATiC\)](#), has been established through the £24m [Accelerate Wales](#) programme, co-funded by the European Regional Development Fund.



Energist Medical Group, based in Swansea Enterprise Park, is the founding and leading global provider of nitrogen plasma technology to the medical aesthetics industry, with more than 20 years' experience in design, manufacture and distribution of innovative aesthetic, dermatological and surgical energy-based devices.

The company's NeoGen™ Plasma devices are non-invasive, clinically proven and cleared for treating anti-ageing cosmetic and dermatological conditions including acne scars, actinic keratosis, facial rhytides, non-facial rhytides, superficial skin lesions, seborrheic keratosis and viral papillomata.

As part of the new nine-month research project with HTC and ATiC, Energist is looking to innovate further by developing new equipment and practices for use in the

treatment of chronic acne. Chronic acne has traditionally been treated through the use of drugs, which can have longer-term health effects on patients.

The HTC will undertake an in-vitro study to validate the use of the unique nitrogen plasma technology for the treatment of acne. This work will be undertaken in the Microbiology and Infectious Disease Laboratory within the Medical School.

Porcine skin samples inoculated with a common bacteria associated with the pathophysiology of acne, will be treated with Energist's innovative nitrogen plasma technology. This research will provide evidence that the NeoGen™ Plasma device can be used to treat chronic acne conditions.

In addition to the bacterial research study, HTC will use its team's expertise to investigate the diffusion rate of specific molecules through skin samples in response to the plasma treatment. The use of Franz cells and high-performance liquid chromatography will quantify molecules diffusion rate and demonstrate the potential advantages of using the NeoGen™ Plasma device for increased skin absorption of topical products leading to enhanced clinical outcomes.

ATiC's role within the project are in two distinct areas – a research study into capturing treatment areas, and user experience (UX) and ergonomic evaluation.

Using its team's expertise and the UX research laboratory, as well as mobile eye tracking and prototyping facilities, ATiC will conduct an in-depth UX study to investigate the ergonomics and controllability of the NeoGen™ Plasma device.

The work will include a study of user comfort and fatigue for clinicians during procedures, and review and capture current treatment methods to understand the issues around over and under treatment, to provide a better experience and outcome for patients.

The novel technology and practices the project aims to develop will be among the first in the world, highlighting the expertise concentrated in Swansea and positioning Wales as a leader in this field.

WYN GRIFFITHS DESIGN, EMBER TECHNOLOGIES

Accelerating partner (s): Healthcare Technology Centre (HTC)

Project duration: 6-9 months



Swansea University's Healthcare Technology Centre has played a key role in developing an award-winning communication aid for frontline health staff forced to wear face masks during the pandemic.

The Centre was part of the Welsh-based team behind MaskComms, a microphone designed to be small

enough to fit inside a face mask and transmit voice through wireless to a wearable loudspeaker.

The project has just won an £8,000 grant at this year's prestigious Welsh Health Hack which aims to stimulate innovation and encourage collaboration between NHS Wales, industry and academia.

MaskComms is a response to one of many challenges faced due to the Covid-19 outbreak, after the NHS identified that the wider use of facial masks within the hospital environment has reduced the ability to communicate effectively.

The project, led by **Dr Simon Burnell**, consultant anaesthetist at Betsi Cadwaladr University Health Board, is a collaboration with design engineer **Wyn Griffith**, of Wyn Griffith Designs, product designer **Thomas Turner**, of Ember Technology Design, and **Dr Arif Reza Anwary**, innovation technologist at **Swansea University Medical School's Healthcare Technology Centre (HTC)**.

MaskComms, which will now go into production in North Wales, offers an adaptable platform so a group of healthcare professionals wearing masks can communicate easily in the hospital environment, such as in an operating theatre during a surgical procedure.

This project won first place at the event hosted by M-SPARC and supported by Life Science Hub Wales, MediWales, Bevan Commission, Bangor University, Awyr Las, Santander and Betsi Cadwaladr University Health Board. This year's event, held online for the first time, saw health and care workers pitch Covid-19 related problems to an audience of techies, product designers, businesses, makers, industry experts, academics, and NHS colleagues.

Appendix A7: Full options approach framework

Summary of Options

Option A – Do minimum, Rely on existing activity/sites.

This option describes no expansion of the existing ecosystem but a small investment into the existing infrastructure on order to reconfigure space to maximise efficiency of existing facilities.

Option B – Dispersed Growth, Investment fund for disparate activities

This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.

Option C – Intermediate I

This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.

Option D – Intermediate II

This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.

Option E – Intermediate III

This option describes the creation of a fund as described in **Option B** to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in **Option D**.

Option F – Do Maximum

This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.

(Note that a workshop to appraise the shortlisted options was held on 03 July 2020. Notes from this workshop are attached as Appendix A7b)

Options

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention as Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities [^]	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS through development of new facilities across 2 sites (i.e. Sketty Lane/ Singleton and at Morriston in response to need demand. ~4,500s.m. of mixed facilities (3,000m ² at Singleton and 1500m ² at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morrison)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000s.m. + 1,000s.m +2000m ² of mixed facilities	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24-30,000s.m. of mixed facilities
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £65m of public/private investment Total : ~£80m	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment Total : ~£130m	£15m City Deal funding with the potential to leverage an additional £125m public/private investment Total : ~£140m	£15m City Deal funding with the potential to leverage an additional £200m public/private investment Total : ~£215m

[^] Balance of facility provision reflects Need/Demand section: See also Report - Life Sciences & Health in south west Wales

Spending Objectives and Critical Success Factors

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C- Intermediate I Incremental Modest increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund as described with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Spending Objectives:						
New regional employment	Limited additionality	Market-led, potential for distributed if limited growth	Only delivers capacity for existing demand	Aligns with identified market-need/opportunity	Aligns with identified market-need/opportunity	Would maximise capacity to support employment growth
High GVA Sector growth	Limited additionality	Lacks potential agglomeration and other benefits	Limited capacity to support significant growth long-term	Aligns with identified market-need/opportunity	Aligns with identified market-need/opportunity	Would maximise capacity to support activity growth
Regionalisation	Limited beyond existing ecosystem engagement	Wide, though potentially low impact	Limited beyond existing ecosystem engagement	Expands beyond initial ILS to deliver regional activity	Expands beyond initial ILS to deliver regional activity	Greatest ensured regional footprint
Network/Ecosystem	Limited additionality, though with robust/extensive existing ecosystem	Potential to engage broadly across ecosystem, though challenge for linkages	Effective platform for collaboration/orchestration with Open Access approach	Effective platform for collaboration/orchestration with Open Access approach	Potential to engage broadly across ecosystem and create systematic linkages	Effective platform for collaboration/orchestration with Open Access approach
Expanded Commercialisation	Limited potential to expand commercialisation activity	Market-led though without systematic sector approach	Modest potential to expand commercialisation activity	Strong alignment with ACCELERATE/AgorIP potential	Strong alignment with ACCELERATE/AgorIP potential	Strong alignment with ACCELERATE/AgorIP potential
Critical Success Factors						
Strategic Fit	Limited contribution to ambitions	Weak – due to lack of systematic approach (except variant)	Limited delivery against policy and market drivers	Delivers against policy and market drivers	Delivers against policy and market drivers	Delivers against policy and market drivers
Business Needs	Minimal impact upon needs	Market-led approach gives potential for alignment	Supports only existing requirements	Aligns broadly with identified requirements	Aligns broadly with identified requirements	Potential to be overly in advance of market needs
ARCH Integration	Cornerstone of existing ARCH RE&I programme	Aligns with ACCELERATE / AgorIP elements only	Cornerstone of existing ARCH RE&I programme	Works towards realising ARCH programme ambitions	Works towards realising ARCH programme ambitions	Fulfils ARCH ambitions
Internet Coast Integration	Existing integration, though delivers limited additionality	Initially weak – though with potential for development	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach
Potential Value for Money	Diminishing returns on existing at capacity infrastructure	Relatively unknown/untested	Good value, though without performance step-change	Co-investment opportunity to optimise value and scale	Core robust, though with unknown element	Potential to be overly in advance of market needs
Potential Achievability	Viable	Procurement / management complexities / risks	Proven model – based upon ILS Phases 1 & 2	Proven model – both operational and commercial	Procurement / management complexities / risks	Availability of sites and wider programme challenges
Supply-side Capacity	Viable	Relatively unknown/untested	Proven model – based upon ILS Phases 1 & 2	Co-investment model proven in similar context	Relatively unknown/untested	Availability of sites and wider programme challenges
Potential Affordability	Challenge to sustainably develop revenue, though relatively limited requirement	Relatively unknown/untested, though commitment only with market response	Public partnership potential to realise development	Requires market testing to provide confidence for co-investment opportunity	Dispersed investment(s) nature may lack mass to develop private sector interest	Level of co-investment may be challenging spread across three locations

Preferred Approach

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities^	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS1/2 through development of new facilities across 2 sites (i.e. ILS3 at Singleton and ILS at Morriston) in response to need demand. ~4,500s.m. of mixed facilities (3,000m ² at Singleton and 1500m ² at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morrison)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000 + 1,000s.m. of mixed facilities^ over the period to 2032	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24,000-30,000.m. of mixed facilities^
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £15m of public/private investment Total : ~£30m	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment Total : ~£130m	£15m City Deal funding with the potential to leverage an additional £60m public/private investment Total : ~£75m	£15m City Deal funding with the potential to leverage an additional £80m public/private investment Total : ~£95m

Alternative Approach 1

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities^	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS1/2 through development of new facilities across 2 sites (i.e. ILS3 at Singleton and ILS at Morriston in response to need demand. ~4,5,00s.m. of mixed facilities^ (3,000m ² at Singleton and 1500m ² at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morrison)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000 + 1,000s.m. of mixed facilities^ over the period to 2032	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24,000-30,000s.m. of mixed facilities^
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £15m of public/private investment Total : ~£30m	£15m City Deal funding with the potential to leverage an additional £45m public/private investment Total : ~£60m	£15m City Deal funding with the potential to leverage an additional £60m public/private investment Total : ~£75m	£15m City Deal funding with the potential to leverage an additional £80m public/private investment Total : ~£95m

Alternative Approach 2

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morryston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morryston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morryston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morryston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morryston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities^	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS1/2 through development of new facilities across 2 sites (i.e. ILS3 at Singleton and ILS at Morryston in response to need demand. ~4,500s.m. of mixed facilities^ (3,000m² at Singleton and 1500m² at Morryston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morrison)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000 + 1,000s.m. of mixed facilities^ over the period to 2032	Expand existing ILS site and establish full ARCH Morryston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24,000s.m. of mixed facilities^
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morryston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m public/ private investment. Total: ~£30m	~£15m City Deal Funding with the potential to leverage an additional £15m of public/private investment. Total : ~£30m	£15m City Deal funding with the potential to leverage an additional £45m public/private investment. Total : ~£60m	£15m City Deal funding with the potential to leverage an additional £60m public/private investment. Total : ~£75m	£15m City Deal funding with the potential to leverage an additional £80m public/private investment. Total : ~£95m

Appendix A8: Masterplans and detailed site appraisal

Please see separate PDFs for masterplan, site appraisals and cost plans.

Appendix A9: Financial Case supporting documents

Consolidated Campuses Financial Summary	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
Student ftes -														
Sketty Lane Total - based on 75% of planned recruitment	0	11	92	183	289	346	385	416	428	434	440	444	446	3,914.36
Net change (year on year)	0	11	81	102	187	159	226	190	238	196	244	200	246	
Income														
Sketty Lane Revenue - tuition fees based on 75% planned recruitment FTE (as above)	0	126,563	889,313	1,701,030	2,661,260	3,172,465	3,520,840	3,801,715	3,909,715	3,963,715	4,017,715	4,051,465	4,064,965	35,880,759.88
Sketty Lane Revenue - rental income OOH Clinic	0	0	0	0	27,500	58,750	61,350	63,191	65,086	67,039	69,050	71,121	73,255	556,342.05
Sketty Lane Revenue - rental income commercial letting	0	0	0	0	45,938	150,308	154,817	159,461	164,245	169,172	174,248	179,475	184,859	1,382,522.30
Management Centre Revenue - rental from tenants and affiliates	0	0	0	46,129	56,766	58,469	60,223	62,030	63,891	65,808	67,782	69,815	71,910	622,822.58
Management Centre Revenue - research income attracted by site	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000.00
Total Revenue (most likely)	0	126,563	889,313	2,747,159	3,791,464	4,439,992	4,797,230	5,086,397	5,202,937	5,265,734	5,328,794	5,371,877	5,394,989	48,315,884
Expenditure														
Sketty Lane Expenditure - staffing	0	92,975	339,512	630,023	1,013,677	1,309,798	1,496,901	1,578,998	1,618,473	1,706,239	1,772,547	1,816,860	1,862,282	15,238,283.12
Sketty Lane Expenditure - equipment/consumables	0	15,000	158,025	146,995	142,282	178,747	200,158	218,914	230,685	237,991	244,979	250,879	255,113	2,279,767.55
Sketty Lane Expenditure - service charge	0	0	0	0	133,374	271,372	278,427	285,667	293,094	300,714	308,533	316,555	324,785	2,512,520.48
Sketty Lane Expenditure -interest payment	0	0	0	22,751	20,255	15,135	10,015	4,894	3,741	2,806	1,871	935	0	82,401.96
Management Centre Expenditure - service charge actual	0	0	26,740	110,167	113,472	116,876	120,382	123,994	127,713	131,545	135,491	139,556	143,743	1,289,677.97
Management Centre Expenditure - rent actual	0	0	1	1	1	1	1	1	1	1	1	1	1	11.00
Management Centre Expenditure -costs assoc with research projects	0	0	0	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	8,000,000.00
Project Staffing	0	0	182,312	338,755	378,826	390,191	401,897	413,954	426,372	439,164	452,339	465,909	479,886	4,369,604.54
Project team running costs	0	3,333	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	58,333.33
Total Expenditure (most likely)	0	111,308	711,590	2,053,691	2,606,887	3,087,119	3,312,781	3,431,421	3,505,080	3,623,459	3,720,760	3,795,695	3,870,810	33,830,600
Net Surplus / (Deficit) (most Likely)	0	15,255	177,723	693,469	1,184,576	1,352,872	1,484,449	1,654,975	1,697,857	1,642,275	1,608,035	1,576,182	1,524,179	14,485,284
Net Surplus / (Deficit) to Income % (most likely)		12%	20%	25%	31%	30%	31%	33%	33%	31%	30%	29%	28%	30%

Sensitivity Analysis														
Tuition Fee income Variables														
100% planned recruitment FTE's														
additional fees less increase in variable costs @100%	£0	£34,688	£221,175	£531,144	£833,879	£994,719	£1,104,919	£1,192,128	£1,225,451	£1,241,137	£1,256,800	£1,266,268	£1,269,542	£11,171,849
amended total revenue	£0	£161,250	£1,110,488	£3,278,303	£4,625,343	£5,434,710	£5,902,149	£6,278,525	£6,428,388	£6,506,870	£6,585,594	£6,638,145	£6,664,531	£59,614,295
Net Surplus / (Deficit) (100% planned recruitment)	£0	£49,942	£398,898	£1,224,613	£2,018,455	£2,347,591	£2,589,368	£2,847,104	£2,923,308	£2,883,411	£2,864,834	£2,842,450	£2,793,721	£25,783,695
Net Surplus / (Deficit) to Income % (100% planned recruitment)		0%	36%	37%	44%	43%	44%	45%	45%	44%	44%	43%	42%	43%
50% planned recruitment FTE's														
decrease in fees less decrease in variable costs @50%	£0	-£34,688	-£221,175	-£531,144	-£833,879	-£994,719	-£1,104,919	-£1,192,128	-£1,225,451	-£1,241,137	-£1,256,800	-£1,266,268	-£1,269,542	-£11,171,849
amended total revenue	£0	£91,875	£668,138	£2,216,015	£2,957,585	£3,445,273	£3,692,311	£3,894,268	£3,977,486	£4,024,597	£4,071,995	£4,105,608	£4,125,447	£37,270,598
Net Surplus / (Deficit) (50% of planned recruitment)	£0	-£19,433	-£43,452	£162,325	£350,697	£358,154	£379,530	£462,847	£472,407	£401,138	£351,235	£309,914	£254,638	£3,439,998
Net Surplus / (Deficit) to Income % (50% of planned recruitment)		-21%	-7%	7%	12%	10%	10%	12%	12%	10%	9%	8%	6%	9%
Assumptions	All figures have been calculated to align to Local Authority financial years (April-March). Swansea University financial years are August to September.													
Revenue	(1) ILS@Morrison will be completed Dec 2022 - income generation will commence from April 23													
	(2) ILS@Singleton will be completed September 2024 - income generation from October 2024 with the exception of academic programmes which will be temporarily housed until build complete													
	(3) The student income figures are estimated fees based on similar programmes for 22/23. No inflation has been used.													
	(4) Undergraduate home student fees are set by Welsh Government and have been included based on 20-21 current fees of £9,000 p.a. There is no inflationary uplift to these fees or the commissioned places (H													
	(5) The income figures do not include any research figures for Sketty Lane but do for Morrison Site.													
	(6) Other income has been inflated at 3% per annum.													
	(7) We have not included overseas student figures at this point but we would fully expect to have overseas students once courses are established. Overseas students have a higher fee structure and would increase the contribution.													
	(8) Assume 1/15th of current Med school research income													
Expenditure	(1) ILS@Morrison will be completed Dec 2022 - operational expenditure will commence from this date													
	(2) ILS@Singleton will be completed September 2024 - operational expenditure will commence from October 2024 with the exception of academic programmes staffing, equipment and consumables, and proje													
	(3) Loan Interest - calculated on reducing capital balance subject to SBCD funding profile and base rate (0.1%) plus 0.25%													
	(4) Consumable operating expences forecast based on SU allocation per student with annual 3% inflation													
	(5) Rents/Service charges at Morrison are current estimates provided by SBUHB plus assumed inflation of 3% annually													
	(6) Rents/Service charges at Singleton are current estimates provided by SU (less existing pavilion budget allocation) plus assumed inflation of 2.6% annually													
	(7) Assume research expenditure is 80% of research income													
	(8) High level estimates of Start up/Fit out costs of new academic programmes													

Appendix A10: Project Board terms of reference

The Project Board's key remit is to support the Senior Responsible Owner (SRO) in providing management oversight for the Project. The Project Board will:

1. 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 Portfolio Management Office 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.
2. Liaise with stakeholders across the region as necessary to ensure the project is aligned with the strategic direction of the SBCD, the Swansea Bay City Region and relevant oversight bodies.
3. Provide the resource required to enable the project delivery.
4. Monitor project performance against the key project spending objectives and controls to ensure it remains on track to deliver successfully against them. 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.
5. Provide support to the project to resolve key issues and to manage the key project risks and opportunities in a timely manner.
6. 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.
7. 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.
8. Monitor and approve all project outputs as complete and in accordance with the agreed scope and quality standards.
9. 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.
10. 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.

Appendix A11: Project Manager job description

Job Description: Project Manager

College/School:	<i>Medicine</i>
Job Title:	<i>Project Manager</i>
Department/Subject:	Swansea University Medical School
Salary:	<i>Grade 9</i>
Hours of work:	<i>Full Time</i>
Contract:	Fixed Term 12 months
Location:	This position will be based at the Singleton/Bay Campus, remote working during restrictions

Introduction	To deliver its sustainable top 30 ambition Swansea University needs a workforce with the differentiated skills necessary to ensure that it can deliver excellence in research, teaching, learning, and the wider student experience, and to be a powerhouse for the regional economy and internationally.
Background information	<p>Life Science & Wellbeing Campuses Project is a transformative project that will revolutionise health and wellbeing innovation across the region through the development of facilities and infrastructure.</p> <p>The project is being developed and delivered in partnership by Swansea Bay University Health Board, Swansea Council, ARCH Partnership and led by Swansea University as a cross-faculty project.</p> <p>Supported through £15m Swansea Bay City Deal funding, private and other public sector funding, the Life Science & Wellbeing Campuses project will create lasting economic development across Wales over the next 15 years.</p> <p>Building on the success of the Institute of Life Science, the project is focused on bringing together health, wellbeing, digital and sport technology, and innovation activities to foster strategic national and international partnerships, enable high skilled job creation and support economic growth regionally.</p> <p>Through major construction and refurbishment, the project will see the realisation of two major capital developments at Singleton and Morriston to support the longer-term plans to develop a Sports and Science Park.</p> <p>Specifically, this post will be focussed on support finalising the outline business case, developing the full business case and associated tasks to enable successful award of funding and project progress.</p>
Main Purpose of Post	The Project Manager is expected to lead a large project team on a complex project but the role will rely on direction from a project director or senior manager at the university. The Project Manager is responsible for applying the following independently in complex situations and may supervise others applying the competencies:

	<ol style="list-style-type: none"> 1. Promoting the wider public good in all actions, acting in a morally, legally and socially appropriate manner in dealings with stakeholders and members of the project team and the University. 2. Selecting, developing and managing the project team 3. Identifying, addressing and resolving differences between individuals and/or interest groups involved in the project 4. Securing the provision of resources needed for the project from either internal or external providers 5. Agreeing contracts for the provision of goods and/or services for the project, monitoring compliance and managing variances 6. Determining the best means of satisfying requirements within the context of project objectives and constraints, i.e. developing solutions 7. Preparing and maintaining schedules for project activities and events, taking account of dependencies and resource requirements 8. Developing, implementing and updating resources allocation plans needed for the project taking account of availabilities and scheduling 9. Developing and agreeing the budget for the project and controlling forecast and actual costs against this budget 10. Identifying and monitoring project risks, planning and implementing responses to them and responding to other issues that affect the project 11. Developing, maintaining and applying quality management processes for project activities and outputs 12. Consolidating and documenting the fundamental components of the project (scope, schedule, resource requirements, budgets, risks, opportunities, issues and quality requirements) 13. Establishing and maintaining governance arrangements to enable the delivery of the project, defining clear roles, responsibilities and accountabilities that align with institutional practice and governance structures 14. Managing project stakeholders, taking account of their levels of influence and particular interests 15. Establishing and managing reviews at appropriate points during the project, which will inform the governance of the project by providing evaluations of progress 16. Establishing and implementing protocols to change the scope of the project updating baseline documents as required 17. Preparing, gaining approval of, refining and updating business cases that justify the initiation and/or continuation or reprofile of the project in terms of benefits, costs and risks
<p>General Duties</p>	<ol style="list-style-type: none"> 18. To fully engage with the University's Performance Enabling and Welsh language policies 19. To promote equality and diversity in working practices and to maintain positive working relationships. 20. To lead on the continual improvement of health and safety performance through a good understanding of the risk profile and the development of a positive health and safety culture. 21. Any other duties as directed by the Head of College / Department or their nominated representative expected within the grade definition. 22. To ensure that risk management is an integral part of any decision making process, by ensuring compliance with the University's Risk Management Policy
<p>Leadership Values</p>	<p>All Professional Services areas at Swansea University operate to a defined set of Core Values (http://www.swansea.ac.uk/the-university/values/professional-services-values/) and it is an expectation that everyone is able to demonstrate a commitment to these values from the point of application through to the day to day delivery of their roles. Commitment to our values</p>

	<p>at Swansea University supports us in promoting equality and valuing diversity to utilise all the talent that we have. In addition the appointee will operate to a defined set of Leadership values. Our Leadership values are:</p> <p>We are Professional We develop ourselves and our teams through continued professional development, and use feedback to improve. We create a culture that delivers successful outcomes through people, supporting, developing and challenging our teams to succeed. We involve our people in developing a vision for the future and in enabling innovation and change, improving University, team and individual performance.</p> <p>We Work Together We enable our teams to work together and across functions to deliver successful outcomes that exceed the needs and expectations of our customers. We are responsible for creating environments that demonstrate equality, foster trust, respect and challenge. We are accountable for providing clarity and direction, communicating the “big picture” and harnessing ideas and opportunities to achieve the University’s vision.</p> <p>We care We create environments that identify, understand and give priority to delivering the needs of the University Community (our students, colleagues, external partners and the public). We motivate and inspire our teams to provide the highest standards of personalised care and in doing so uphold the Swansea University brand.</p>
<p>Project Management</p>	<p><u>Project Management at Swansea University</u></p> <p>Working with the Association for Project Management (APM) In 2015 Swansea University achieved the highly considered APM Corporate Accreditation status and the University considers the APM Body of Knowledge and the APM Competence Framework as leading knowledge references for project management functions, technical language and competences.</p> <p>Swansea University has developed a Competence Self-Assessment tool based on a subset of the APM Competences that staff can use to benchmark their project management skills and knowledge.</p> <p>Regular internal training on a variety of project management topics is available and staff have the opportunity to work towards APM qualifications through the project management e-learning platform The PM Channel https://www.thepmchannel.com/.</p> <p>Project Managers across the organisation meet quarterly as part of a Project Management Forum in order to share best practice, industry knowledge, facilitate peer networks and increase awareness of common issues experienced by project staff. All project management staff are expected to become a member of a project management professional body, ideally APM, see https://www.apm.org.uk/Individual for guidance on individual membership.</p> <p>Further information on project management at Swansea University, including the organisational Project Management Framework, is available here: - http://www.swansea.ac.uk/pspu/projectmanagement/</p>
<p>Person Specification</p>	<p>Leadership Values:</p> <ol style="list-style-type: none"> 1. Demonstrable evidence of creating a culture that delivers successful outcomes through people, developing and challenging teams to succeed and take pride in delivering professional services and solutions.

2. Ability to enable teams to work together and across functions to deliver successful outcomes that exceed the needs and expectations of customers, and in creating environments that demonstrate equality, foster trust, respect and challenge.
3. Demonstrable experience of creating environments that identify, understand and give priority to delivering the needs of the customer, and in motivating and inspiring teams to provide the highest standards of personalised care

Qualification:

4. Educated to degree level or equivalent
5. Either holds a project management qualification e.g. APMP, PRINCE2, etc. or with a willingness to work towards an Association for Project Management (APM) qualification
6. Member of a recognised professional body or with a willingness to work towards APM membership

Experience:

7. Experience of line management of a group of resources including recruitment, performance management, motivation and development planning
8. Experience in managing and monitoring project finances to ensure that the project is delivered within budget and achieves value for money
9. Experience in creating a detailed project plan and then managing and monitoring the plan to ensure successful completion of activities to achieve the required quality, timescales and budget targets
10. Experience of identifying risks and planning, implementing and monitoring responses to those risks on a complex project
11. Experience of managing and influencing stakeholders at all levels on a complex project including negotiations and the handling of conflicts
12. Experience of managing governance structures for a complex project, including defining clear roles, responsibilities and accountabilities
13. Experience of procuring goods or services, monitoring compliance and managing variances

Knowledge and Skills:

14. Excellent organisational skills, the ability to manage a variety of tasks simultaneously, and to organise and prioritise own work and that of others in order to meet project milestones
15. Excellent communication skills with clear evidence of effective presentation skills, report-writing skills, people management skills and the ability to converse authoritatively and persuasively with a range of stakeholders at all levels
16. Broad knowledge of project management procedures and an ability to deploy and customise procedures for an individual project
17. Knowledge of a project management planning tool such as MS Project
18. Knowledge of Health & Life Sciences sector within Wales and the UK

Desirable Criteria:

19. Ability to communicate in Welsh
20. Experience managing complex multi-partner projects
21. Experience of implementing Green Book guidance
22. Experience of developing business cases through the 5 case model
23. Experience of working in the Higher Education environment and dealing with stakeholders in the HEI environment
24. Willingness to travel to meet clients and other stakeholders at different locations within Wales and the UK
25. Experience of writing proposals and submitting bids to funding bodies

	26. Knowledge of funding rules, controls and communications 27. Knowledge of procurement regulations 28. Demonstrated commitment to personal and professional career development
Additional Information	Informal enquiries: Dr Naomi Joyce n.s.joyce@swansea.ac.uk Shortlisting Date: TBC Interview Date: TBC

Appendix A12: Letters of support

(See attached PDF)

Appendix A13: Summary of policy alignment

UK POLICIES AND STRATEGIES

Strategy/policy	Imperative	Relevance
Industrial Strategy	<p>Five foundations:</p> <ul style="list-style-type: none"> • Ideas • People • Infrastructure • Business environment • Places <p>Grand Challenges</p> <ul style="list-style-type: none"> • AI and Data • Ageing Society 	<ul style="list-style-type: none"> • Supporting the UK to be the world's most innovative economy. • Creating good jobs, enhancing earning power • Creating the facilities and environment to deliver a transformation in R&D targeted at life sciences, well-being and sports innovation. • Contributing to the UK being the best place to start and grow a business. • Focus on data and digital innovation aligns with the ambition to put the UK at the forefront of the AI and data revolution. • As an ageing population creates demands for technologies, products and services, including new care technologies, this project contributes to ensuring that older citizens can lead independent, fulfilled lives and continue to contribute to society.
UK Digital Strategy (2017) (Including the Assisted Digital Strategy)	<ul style="list-style-type: none"> • Building world-class digital infrastructure • Giving everyone access to digital skills • Making the UK the best place to start and grow a digital business • Helping every British business become a digital business • Unlocking the power of data in the UK economy and improving public confidence in its use 	<ul style="list-style-type: none"> • Project delivers infrastructure for R&D, education and training, supporting innovation and start-ups, and with a key focus on data innovation. • Ensuring equality of access to and engagement with technologies, particularly for disabled users, those with protected characteristics, and those in disadvantaged communities. • The Digital Strategy aligns to the Industrial Strategy, and is headed by the Secretary of State for Culture, Media and Sport. • Project therefore aligns to DCMS' aims to promote the UK globally, grow the economy, champion digital connectivity and maximise participation in sport.
Life Sciences Industrial Strategy	<ul style="list-style-type: none"> • Ambition for the UK to be the best place for Life Sciences businesses to thrive 	<ul style="list-style-type: none"> • Cohesive, integrated environment drawing on industry, academia and health services. • Underpinned by UK/local sector strengths in industrial capacity and academic research. • Supports regional efforts to drive regeneration in deprived areas. • Alignment with HE/FE and wider skills development and global investors supports delivery of skills and talent.
Life Sciences Sector Deal	<ul style="list-style-type: none"> • Strengthening the UK's environment for clinical research. 	<ul style="list-style-type: none"> • Focus on data-driven R&D is a fit with the Sector Deal's aligns with the ambition to make the UK the home of data-driven life sciences

	<ul style="list-style-type: none"> • Raising the intensity of R&D in the UK. • Growing life sciences manufacturing. • Supporting innovation in the NHS. • Upgrading infrastructure. 	research, innovation and development, and to improve outcomes for patients and the NHS.
Artificial Intelligence sector deal	<ul style="list-style-type: none"> • Ambition to create an economy harnessing AI and the opportunities enabled by Big Data through productive collaborations between academia, industries and the public sector. 	<ul style="list-style-type: none"> • Draws on regional infrastructure and expertise supporting AI and machine learning research (e.g. <i>Data Science at Swansea, Computational Foundry, IMPACT Advanced Manufacturing Institute</i>) • Project will ensure Wales is well-placed to respond to opportunities and initiatives supported by the sector deal, particularly in terms of the application of AI and machine learning to innovation in life sciences, health and well-being.
Building Digital UK and 5G Strategy	<ul style="list-style-type: none"> • Ambition to exploit 5G's potential and to create a world-leading digital economy 	<ul style="list-style-type: none"> • Embedding innovation activity within an integrated data, healthcare and life sciences environment, placing citizens at the centre of innovation • Also accords with the Swansea Bay City Region focus on digital infrastructure to harness the emerging digital capabilities to drive technology development.
Sporting Future: a new strategy for an active nation (2015)	<ul style="list-style-type: none"> • Highlights economic impact of sport (inc. from grassroots sports) to the UK as £39 billion in 2015. • Aspiration to ensure that the conditions are there to enable sport-related software and hardware to flourish. 	<ul style="list-style-type: none"> • Project targets the development of an internationally significant SportsTech sector in South Wales. • Project will attract investment in sports facilities from grassroot to elite sport.

WELSH POLICIES AND STRATEGIES

Strategy/policy	Imperative	Relevance
Well-being of Future Generations (Wales) Act 2015	<ul style="list-style-type: none"> • A prosperous Wales • A resilient Wales • A healthier Wales • A Wales of vibrant culture and Welsh language • A more equal Wales. • A Wales of cohesive communities • A responsible Wales. 	<ul style="list-style-type: none"> • Development of an innovative, productive and low-carbon society, and of a skilled population in an economy that generates wealth. • Provides the infrastructure for research and development and which fosters economic resilience. • Focus on innovation in life sciences, well-being and sport. • A distinctive R&D environment rooted in region's culture and values. • Supporting access to healthcare (e.g. through digital services) and to promote research and innovation that supports the development of devices and techniques that will support preventative health interventions • Creating an infrastructure that supports innovation to improve health and social well-being in Wales, the UK and internationally.
Taking Wales Forward 2016-2021 Provides the foundation for <i>Prosperity for all</i> , the <i>Parliamentary Review of Health and Social Care in Wales</i> and <i>A Healthier Wales</i>	<ul style="list-style-type: none"> • Deliver more and better jobs • A stronger, fairer economy • Improve public services • Build a united, connected and sustainable Wales. • Embed healthy living. 	<ul style="list-style-type: none"> • The project's intended benefits are aligned to the strategy, and particularly to the aspiration to promote "tech hubs, especially in towns and cities where there are colleges and universities."
The Parliamentary Review of Health and Social Care in Wales	Quadruple aim: <ul style="list-style-type: none"> • Health and care staff, volunteers and citizens should work together. • Improved health and well-being. • A cared for work force. • Better value for money 	<ul style="list-style-type: none"> • This initiative will support the delivery of the report's ten recommendations, and particularly the quadruple aim. • This project will also significantly contribute to harnessing innovation and accelerating technology and infrastructure developments, as outlined in recommendation seven. • The review concludes that while Wales is in prime position to further develop technology and innovation as a key strength in pursuit of the quadruple aim, current capacity and capability hinder the ability to deliver at pace. The project will provide both the capacity and capability for technology development and innovation within the region.
A Healthier Wales: Long Term Plan for Health & Social Care <i>Note that the Re-balancing Care and</i>	<ul style="list-style-type: none"> • A person-centred approach to health and social care. • More services to be provided outside 	<ul style="list-style-type: none"> • Focus on digital innovation to support health and well-being is directly aligned to these aspirations.

<p>Support White Paper <i>is consulting on improving social care arrangements and strengthening partnership working to better support people's well-being</i></p>	<p>hospitals, closer to home, or at home.</p> <ul style="list-style-type: none"> • To invest in new technology which will make a real difference to keeping people well. 	<ul style="list-style-type: none"> • The project supports technology development for rehabilitation, pre-abling, and personalised interventions.
<p>Prosperity for all</p>	<ul style="list-style-type: none"> • Prosperous and Secure • Healthy and Active • Ambitious and Learning • United and Connected 	<ul style="list-style-type: none"> • Project supports economic development and opportunity. It provides the environment to enable research and innovation that supports people and businesses to drive prosperity • Shifting the approach from treatment to prevention, inspiring people to be the fittest and healthiest they can be, and building the vital links that make it easier for people to come together and for the economy to grow. • As a testbed for innovation in data-driven life sciences, health, well-being and sport, it is the project's intention to offer access to training that will support skills acquisition, adaptability and creative thinking. • Supports community resilience through its emphasis on preventative health and well-being.
<p>Economic Action Plan</p>	<ul style="list-style-type: none"> • An economy that increases both wealth and well-being through inclusive growth and equitable distribution of benefits across Wales, delivering better jobs closer to home. 	<ul style="list-style-type: none"> • Project responds directly four of the Plan's seven "Calls to Action". • Expands capacity and capability to allow investment into training provision through expansion of apprenticeships, foundation, undergraduate, postgraduate training and continued professional development. • Enables the enhancement of vocational and innovative learning programmes and engagement with employers to ensure a true and sustainable pipeline of talent. • Digital capabilities will be incorporated into all aspects of the project. • Supports people and drives prosperity, through fostering technology innovation that delivers sustainable growth. • Harnesses the connected infrastructure. • Development of an ecosystem that supports the acquisition of skills for a changing world. • Ensures that Wales has a stronger regional voice and a reputation for digital innovation.
<p>Economic resilience and reconstruction mission</p>	<ul style="list-style-type: none"> • Shaping Welsh Government's approach to recovery post Covid-19. 	<ul style="list-style-type: none"> • Closely aligned to the vision for a well-being economy that drives prosperity and which promotes health and economic well-being across Wales.

Science Strategy for Wales, Innovation Wales and Smart Specialisation	<ul style="list-style-type: none"> • Life Sciences and Health as a Grand Challenge area. • Recognition of the links between the research and science skills base, and the processes of innovation, development and commercialisation. • Digital technology: the single biggest lever for productivity and competitiveness across every sector. 	<ul style="list-style-type: none"> • Supports the ambition for technology to be an enabler of innovation and economic and societal impact, rather than simply a driver of change. • The project supports open innovation with research users in line with the <i>Innovation Wales</i> aspirations to create critical mass and support the continued development of the Welsh research base. • Project leverages core research strengths and a proven life sciences innovation ecosystem to create a genuinely unique smart capability for Wales.
South Wales Crucible - Science and Innovation Audit (SIA)	<ul style="list-style-type: none"> • Developments within data driven life-long health and mental health will be accelerated by the creation of an interconnected test bed for innovative developments in healthcare. 	<ul style="list-style-type: none"> • Project aligns with the SIA’s Health Innovation thematic focus. • Emphasis on enabling competency in digital technologies. • Drawing on a breadth of expertise and skills ranging from clinical and laboratory-based research through to applied health and social care, and from preventative health and public participation in sport
Digital Strategy for Wales (2021)	<p>Six core “missions”</p> <ul style="list-style-type: none"> • Digital services • Digital inclusion • Digital skills • Digital economy • Digital connectivity • Data and collaboration 	<ul style="list-style-type: none"> • Project will deliver innovative digital products and services to support health and well-being, and to address issues of inequality and inclusion. • The project also supports skills acquisition and will contribute to regional economic prosperity. • The project will work with other projects in the City Deal portfolio to maximise the opportunities for fast and reliable digital infrastructure.
Prudent Healthcare	<ul style="list-style-type: none"> • Achieve health and well-being with the public, patients and professionals as equal partners through co-production. • Care for those with the greatest health need first, making most effective use of all skills and resources. • Do only what is needed – no more, no 	<ul style="list-style-type: none"> • The project takes a partnership approach to understanding health and well-being needs. • Interventions and new technologies will impact on access to healthcare and enable preventative health measures.

	<p>less – and do no harm.</p> <ul style="list-style-type: none"> • Reduce inappropriate variation using evidence-based practices consistently and transparently. 	
<p>National Action Plan - Value in Health</p> <p>(Aim: to improve the health outcomes that matter most to the people in Wales)</p>	<p>Key pillars:</p> <ul style="list-style-type: none"> • Clinical and patient reported outcomes • Understanding costs • Health informatics 	<ul style="list-style-type: none"> • The project aligns with the Action Plan’s focus on the measurement of health outcomes and person reported outcomes (using digital tools, wearables and over devices). • Not also that Swansea University hosts the Welsh Government-funded Value Based Health and Care Intensive Learning Academy and that Wales has been designated a Global innovator Hub for VBHC by World Economic Forum
<p>The Social Services and Well-being (Wales) Act (2014)</p>	<ul style="list-style-type: none"> • Support people who have care and support needs to achieve well-being. • Put people at the heart of the new system. • Shape and drive delivery through partnership and co-operation. • promote prevention of escalating need and the provision of the right help at the right time. • 	<ul style="list-style-type: none"> • Creating an environment that enables the development of technologies to support health and well-being. • An ecosystem underpinned by effective partnerships with health boards, councils, academia, industry and sports teams. • Key focus on preventative health and early health/well-being interventions
<p>Sport Wales</p>	<ul style="list-style-type: none"> • To transform Wales into an Active Nation where everyone can have a lifetime enjoyment of sport, no matter what level they participate at. 	<ul style="list-style-type: none"> • The project’s focus on innovation that supports preventative health aligns with the vision for sport in Wales, which highlights the value of sport to good mental health, including the reduced risk of dementia.

LOCAL POLICIES AND STRATEGIES

Strategy/policy	Imperative	Relevance
Local strategies and policies		
Swansea Bay City Region Economic Regeneration Strategy 2013 to 2030	<ul style="list-style-type: none"> • Business growth, retention and specialisation. • Skilled & Ambitious for long-term success. • Maximising job creation. • Knowledge economy and innovation. • Distinctive places and competitive infrastructure. 	<ul style="list-style-type: none"> • Project supports the development of a vibrant and specialised business base and specialist infrastructure to maximise job creation and to expand the regional knowledge economy. • Strengthens regional economic base and contributes to SBCR’s ambition to grow GVA and the region’s reputation as a distinctive location supporting investment in innovation. • Enhances competitiveness of regional economy by creating a knowledge ecosystem with suitable infrastructure to drive growth.
<p>City & County of Swansea’s Corporate Plan 2017/22 – Delivering a Successful & Sustainable Swansea</p> <p>And</p> <p>City and County of Swansea Sustainable Development Policy</p>	<p>Well-being objectives:</p> <ul style="list-style-type: none"> • Economic prosperity and regeneration. • Environmental challenges. • Health, social care and well-being. • Cultural, social and community cohesion. • Public services and involvement in decision-making. 	<ul style="list-style-type: none"> • The project will secure and create sustainable employment, shifting the approach from treatment to prevention, inspiring people to be the best they can be and building the vital links that make it easier for people to come together and for the economy to grow and addressing population and economic changes. • Embeds digital technology and engages with stakeholders to support life science and sport innovation, alongside workforce skills and talent. • Also aligns to the ambition for Swansea to be “a great place to live now and in the future. Somewhere that is inclusive and safe and provides an excellent start to life. A county that supports a prosperous and resilient economy, recognises and benefits fully from its exceptional environment and promotes good health.”
City & County of Swansea’s Digital Strategy – Aspiring to a Digital Business 2020	<ul style="list-style-type: none"> • Harnessing the emerging digital capabilities (e.g. ultra-fast broadband and 5G mobile connectivity) to drive technology development and innovation. 	<ul style="list-style-type: none"> • The Digital Healthcare Technology Centre ambition will feed into the project and will create a platform supported by industrial, academic and clinical expertise to enable the development, testing and validation of digital technologies within the health, sport and life sciences sectors.
<p>Swansea Bay University Health Board</p> <p>Organisational Strategy, Clinical Services Plan, and three-year plan</p>	<ul style="list-style-type: none"> • Maximising potential for digital transformation, improving value and efficiency, research development and innovation, and 	<ul style="list-style-type: none"> • The project will support SBUHB’s aim to enable whole populations to develop healthy lifestyles, through preventative programmes, self-care and out of hospital care. • It will increase SBUHB’s capacity and capability to work across industry, academia, NHS and third sector to develop health and well-being innovation from diagnostics to data, built upon

	<p>improving outcomes for patients.</p> <ul style="list-style-type: none"> • Integrating with partners in support of the regional health and care economy, and improving health and well-being. • Improving population health, meeting the needs of patients close to or in their homes, supporting self-care, delivering integrated physical and mental health services, and maximizing well-being. 	<p>the research strengths of the University and focused around the health needs of the population.</p>
<p>Hywel Dda University Health Board – Healthier Mid and West Wales</p>	<p>Three interconnected phases across the life-course:</p> <ul style="list-style-type: none"> • Starting and developing well. • Living and working well. • Growing older well. 	<ul style="list-style-type: none"> • Project supports the ambition to deliver integrated health and social care that will improve people’s health outcomes and well-being, and has a focus on wellness and prevention of ill-health by using local strengths and resources.
<p>Swansea University: Our Strategic Vision and Purpose</p>	<p>Key commitments include:</p> <ul style="list-style-type: none"> • To work with partners to make the Swansea Bay City Region the sporting and well-being capital of Wales. • To strengthen SU’s position as one of the UK’s leading, impact-driven, research-intensive institutions. • Highlights SU’s priority to promote Wales as a location that stimulates collaborative research and innovation, attracting international inward investment. 	<ul style="list-style-type: none"> • The project is a key strategic priority for the University.
<p>Swansea University - Sport Swansea:Active University Strategic Framework 2020-2023</p>	<ul style="list-style-type: none"> • Commitment to contribute to the health and well-being of the wider community. • Supporting income diversification and growth through partnerships, 	<ul style="list-style-type: none"> • The project is aligned to the Strategy’s commitments to support positive mental health, well-being and inclusivity, and to utilise technology to encourage participation. • These ambitions are matched by the Department of Sports and Exercise Science’s strategic driver to expand engagement with the physical, engineering and data sciences to develop applied technological innovations (e.g.

	relationships and opportunities.	analytics, materials development) that have measurable impact in industrial, sport, health and clinical settings.
ARCH: A Regional Collaboration for Health	<ul style="list-style-type: none"> • To improve the health, wealth and well-being of the people of South West Wales. • Create a healthcare system fit for the 21st Century. • Drive investment and create jobs • Upskill the next generation of clinicians, researchers, academics, innovators and leaders. 	<ul style="list-style-type: none"> • The project supports ARCH's ambitions, and particularly through its aims of bringing together industry, innovation, academic research and all health sectors, and using technology and Big Data to deliver innovative services and new technologies and treatments. • The project will support health and well-being challenges within the region through collaborative approaches, specifically around Skills & Workforce, Research, Enterprise & Innovation, Service Transformation and Well-being.
Regional Learning Skills Partnership	<ul style="list-style-type: none"> • Improving education and skills is integral to efforts to reduce poverty and to improve the city and economy. 	<ul style="list-style-type: none"> • The project will provide a pipeline of healthcare innovations benefitting communities during the development phase (locally) and from commercialisation (UK and further afield). • This will deliver both local economic uplift through improved health and well-being and subsequent productivity along with wider societal benefit and skills uplift. • Expanding ILS capacity and capability will allow investment to equip existing and prospective workforces across the Region with the relevant skills for employment, addressing skill gaps. • The project will enable the enhancement of vocational and innovative learning programmes, engaging with employers from the public and private sectors.

The project also aligns to **the Swansea Public Services Board Local Well-being Plan – Working Together to Build a Better Future**, which seeks to ensure Swansea is a great place to live well and age well, and which reflects the ambitions and principles of *the Regional Learning Skills Partnership* and the *Economic Regeneration Strategy*. The project also fits with the **West Wales and West Glamorgan Regional Partnership Boards**, who are responsible for ensuring health and care integration.

RISK MANAGEMENT POLICY

Introduction

Risk is the “effect of uncertainty on objectives”¹ and thus a Risk is an event which may or may not happen, but if it does, it will affect a planned objective.

Risks with potentially positive outcomes are known as opportunities, whereas those with potentially negative ones are known as threats. Risks that have occurred, or will do so imminently, are no longer risks, but are known as issues. They are no longer risks because the uncertainty about whether or not they will occur has been removed.

Risk Management is the process of identifying, understanding and proactively managing the risks to your objectives, (whether opportunities or threats), as well as issues. The aim is not to stop things from happening, but to make sure that objectives can be successfully delivered, maximising potential opportunities and minimising threats should they occur and issues when they have.

Why manage risk?

The Project is required to carry out risk management, but should also do so because when implemented effectively, risk management delivers many business benefits, including, (but not limited to);

- Better quality information - enables better decision making
- Better responses - exploiting opportunities and minimising threats and issues
- Better use of resources - avoids costly fire-fighting after the event
- Improving communication - sharing information
- Increased commitment - shared activity as part of a team
- Promoting a positive culture - looking forwards, not backwards
- Preparing for success - knocking down barriers to achievement

Risk management supports success through enabling better-informed decisions to be taken at the right level and at the right time. It improves efficiency, effectiveness and economy, whilst providing assurance on the management of the organisation’s activities.

Risk management is not a barrier to achievement; it is a tool for improving management and the delivery of new and existing services. Hence, it is an enabler for success.

Principles of Risk Management

1 BS ISO 31000:2018, Risk management - Guidelines

2 “The institution must ensure that it has an effective policy of risk management.” HEFCW Memorandum of Assurance and Accountability, 2015

The core principles of Projects Risk Management have been adopted from the Swansea University strategy and are:

Principle	Details
Clarity	Risks are clearly linked to objectives,
Scope	Risks can have positive and negative consequences, so risk management will include the identification and management of opportunities as well as threats
Appropriate Response,	the effort and resource put into risk management must be proportionate to the business benefit which it creates
Ownership	Risks are owned at the appropriate level in the institution and are escalated when additional actions are required.
Responsibility	All staff have a responsibility to “ensure that risk management is an integral part of any decision making process” in their role profiles. Further specific roles and responsibilities relating to risk management are detailed in the Risk Management Framework

Risk appetite

Risk appetite is the “amount and type of risk that an organization is willing to pursue or retain”

The Project recognises that its’ risk appetite will vary by type of risk and over time, as the environment within which it operates changes. It is therefore necessary for the project to set and regularly review its’ risk appetite in order to provide parameters within which effective risk management can take place.

The Risk Appetite Statement sets out the project’s considerations and appetite range for each type of risk that it faces.

Risk management policy statement

The Project faces numerous opportunities and threats, (risks), which have the potential to disrupt achievement of the strategic and operational objectives, for better or worse.

The Project will use risk management to take better-informed decisions and improve its ability to achieve or exceed its strategic and operational objectives.

The Project board considers risk management to be fundamental to good management practice and a significant aspect of corporate governance. Accordingly, risk management must be an integral part of the boards routine decision making and must be incorporated within the strategic and operational planning processes at all

levels across the Project

The Risk Management Framework supports this policy statement and contains details of the processes by which risk management will be carried out, reported and managed, including the tools and systems to be used.

The Governance structure is committed to ensuring that all stakeholders and team members are provided with adequate guidance and training on the principles of risk management and their responsibilities to implement risk management effectively.

The Project will regularly review and monitor the risk management process and the development of an appropriate risk management culture across the University.

Roles and responsibilities

For risk management to work effectively, it must be led from the top of the Project board and Governance structure and be carried out at all levels, as appropriate. The formal roles and responsibilities involved are set out in the Risk Management Framework set out by the Project lead authority, in this case Swansea University.

Appendix A15: Welsh Government Gateway review recommendations and action plan.

Ref. No.	Recommendation	Urgency	Target date	Classification	Ower / Allocated	Status - Open / Complete	Comments / Progress
1.	To enhance readability of the business case, consideration should be given to moving the lower level detail of the policy alignment to an appendix.	E- Essential	Pre-OBC submission	Context, Aims and Scope	Tony	Complete	Chris Marshal actioned the readability of the business case, as instructed lower level detail moved to appendices.
				8.3 Business case			
2.	The project should seek to formalise the involvement of the project delivery partners at the earliest possibility in order to secure investment and partnership working.	R - Recommended	Post-OBC approval and throughout delivery as potential partners come on board.	Stakeholder Management	Tony	Open/ Ongoing	Partners and stakeholders identified in Stakeholder mapping, work packages will commence following OBC approval - prior to Q1 2022.
				2.3 Relationship management across organisational boundaries			
3.	Complete a stakeholder mapping exercise to understand and document the impact and influence of each key stakeholder (or stakeholder group where necessary) in order to prepare a targeted and detailed communications plan as part of the overall stakeholder engagement strategy	E- Essential	Pre-OBC approval	Stakeholder management	Tony / Exec	complete	Stakeholder mapping exercise complete, refine the parties to the relevant communication section.
				2.1 Engagement Strategy and Planning			
4.	Develop a Benefits plan in line with the FBC, outlining base-line measures, target measures, timescales and owners	E- Essential	In line with FBC development	Benefits Management and Realisation	Tony / Exec	Complete	Benefits Plan Uploaded as Benefits register - Access via project controls
				6 Benefits Management and Realisation			
5.	Re-evaluate benefits at regular milestones throughout delivery to ensure that the FBC has access to all potential benefits	E- Essential	Throughout project	6 Benefits Management and Realisation	Tony	Open / Ongoing	Ongoing, each delivery stage will identify and updates included within Highlight reports
6.	Update the Economic case to describe each one of the CSFs	E- Essential	Pre OBC submission	Context Aims and Scope	Tony / Gareth	Complete	Details completed.
				8.3 Business case			
7.	Campuses Project manager and the two Procurement teams to work together to manage costs effectively at every stage of the procurement to ensure that there is minimal risk of cost overrun	E- Essential	Post-OBC approval, delivery stage	Programme and Project management	Tony	Open / Ongoing	Contact has been made with both Procurement teams - Sian Charles (Arch) Morriston and Uni Team, estates, Ben Lucas, Tom Gronow, a number of upcoming meetings have been pencilled in to work on the procurement plans.
				3.1 Planning			
8.	Develop a risk strategy incorporating best practice approaches to risk management, thus strengthening the effectiveness of the risk log	R - Recommended	Pre-OBC approval	Risks, Issues and Dependency Management	Tony	Complete	Risk Strategy adopted from Uni PMO, this is included within the OBC and a Risk register / Raid log has been set up and maintained by PM.
				9.2 Management of Risks			
9.	Align the risks and scoring within the OBC with the Project Risk register, making the Project Risk Register the master copy that can supply information into other project documents	E- Essential	Pre-OBC submission	Risks, Issues and Dependency Management	Tony	Complete	Master Copy uploaded and maintained by PM via Campuses Onedrive.
				9.2 Management of Risks			
10.	Create a standard Action/Decision Log to support the effective management, tracking and reporting of progress at the project board	R - Recommended	Pre-OBC approval	Programme and Project management	Tony / Exec	Complete	Raid Log set up, maintained with access via Onedrive which incorporates, Risk register, Action Log, Issue log, Decision log and Change register.
				3.1 Controls			
11.	Ensure that the Communication to all stakeholders (industry, academia, public, etc) is effective and relevant by bringing the benefits to life through case studies and real-life examples.	E- Essential	Pre-OBC approval	Programme and Project Management	Exec	Open / Ongoing	Communication management approach has been set up (Onedrive), work has commenced via stakeholder mapping to identify all stakeholders and formulate a structured comms plan in conjunction with UNI and PoMO, a work package has been setup to identify relating case studies and examples of the projects benefits to incorporate within communications however this will only commence post OBC approval to the audiences identified within the review.
				3.6 Communication			

SBCD Campuses Project Risk Register Template (inc eg Risk)												Appendix B						
Latest Assessment: 13th July 2021																		
Ref	Title	Risk Theme	Date Raised	Category	Identified By	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Level	Original Control Actions	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Reported Change ↕	Review Date
1	LSWC-R001	Covid-Effects	Threat	Oct'20	C3, C4, C6, C7, C12, C14	Tony Harris (PM)	COVID-19 pandemic will create disruption and uncertainty resulting in delayed decision making and progress	5	4	20	High	Full COVID-19 Risk Assessment Undertaken and submitted to the regional office and city deal governance.	Risk Assessments are reviewed, updated and reported to the regional office quarterly	3	3	9	Decreasing	20/10/2021
2	LSWC-R002	Project Governance	Threat	Oct'20	C6, C14	Tony Harris (PM)	Project partners may be less engaged with the project development and governance due to competing priorities (such as COVID), resulting in potential delays in preparation of business case	3	3	9	Moderate	A new Campuses project governance and working group structure has been established and we are working with our colleagues particularly in health to ensure continued engagement and participation is facilitated virtually at suitable and convenient times to help shape a revised business case.	Project Board established and membership revised, frequency amended to monthly. Delivery Team now weekly to focus on key actions and establish 1:1 meetings with partners as required, Project Manager reviewing delivery team structure in increase efficiency and format in line with methodology	3	3	9	No Change	17/10/2021
3	LSWC-R003	Benefits Realisation	Threat	Oct'20	C6, C11,	Naomi Joyce	A lack of engagement from the wider community including industry will mean the outputs and benefits of the project are not secured.	3	3	9	Moderate	An engagement strategy is being developed with regards to private sector. This remains a priority. Partners/stakeholders need to full engage with appropriate resource.	Additional resource sought to support the development of an engagement plan in advance of re-submission of the OBC.	3	3	9	Decreasing	19/10/2021
4	LSWC-R004	Incubation Space Partners	Threat	Oct'20	C6, C11,	Naomi Joyce	Potential under demand and over supply of incubation space across the region will result in a failure to realise project benefits and deliverables	3	3	9	Moderate	Continued engagement of private sector demand for incubation space in line with the developing private sector engagement strategy. Modelling continues of required proportion of incubation space within developments	Ongoing review now in line with the above and engagement with consultants to identify unique and complementary elements and to fully understand and enable effective communication of our local USP and differentiators. Further engagement with the SME community being structured and planned. Ongoing engagement with other developments along the M4 Innovation Corridor	3	3	9	Decreasing	19/10/2021
5	LSWC-R005	Approval Delay	Threat	Oct'20	C14	Tony Harris (PM)	Potential for delay in the approval of the finalised business case through partner governance and regional office governance delays benefits realisation	3	3	9	Moderate	Continuous mapping and scheduling to ensure approval at required governance meetings is up to date and are being undertaken.	Governance pathway has been revised for re-submission with assurances from partners that governance will not delay this. Timeline through governance developed and to be presented at project board.	3	3	9	Decreasing	20/10/2021
6	LSWC-R006	Limited Resources	Threat	Oct'20	C6, C10, C11, C14	Keith Lloyd	Limited resource in the Campuses PMO to develop the business case and progress the project to time results in a delay to the submission of the OBC and stymies project progress	5	4	20	High	A new working group has been formed to bring together the efforts to support the ongoing development for a revised business case, a review will be undertaken to ensure where possible there is sufficient resourcing to progress the project in line with plan. Working closely with PMO colleagues.	Governance has been revised, additional project staff on boarded to focus on specific elements of the OBC strengthening. Funding secured and offer made to project manager pending reference checks, Project Board Restructure to incorporate key personnel with relevant input and authority according to the current project stage.	3	3	9	Decreasing	20/10/2021
7	LSWC-R007	Phase 2 Funding	Threat	Oct'20	C3, C11,	Keith Lloyd	Co-financing of later stages may be delayed/reduced due to weakened economy potentially influenced by COVID-19 and BREXIT	3	5	15	High	Continued engagement with key stakeholders and scope maximised to attract investment opportunities	Phase II planning continues and engagements increasing targeting potential investment opportunities, strategic partners and anchor tenants. University Estates in discussion with Swansea Council UKCRF proposal. SBUHB to update Morrision Phase 2 delivery plan	3	4	12	Decreasing	22/10/2021
8	LSWC-R009	Outline Business Plan Approval	Threat	Oct'20	C3, C6, C11,	Tony Harris (PM)	Failure to secure funding package from City Deal resulting in an inability to finance Phase 1 of the project	2	5	10	Moderate	Ensure credible and robust detailed business plan and financial profile is in place at outset. Written letters confirming all sources of funding to be in place at approval stage	Revision of the business plan is underway following comprehensive feedback from the regional office. Feedback on the project deliverables and ambition has also been received by ESB and consultants were commissioned to review the OBC which is supporting the strengthening of the OBC for planned submission.	2	5	10	Decreasing	10/10/2021
9	LSWC-R010	Space Availability	Threat	Oct'20	C6, C11, C14	Tony Harris (PM)	Space to accommodate commissioned due to delays in project delivery creates a risk to the aligned skills accommodation needs	5	1	5	Low	Development of contingency plan against space and delivery for programmes in the interim	Regular updates against contingencies and options at working groups.	5	1	5	No Change	20/10/2021
10	LSWC-R011	Space Reduction	Threat	Oct'20	C1, C3, C6	Tony Harris (PM)	Reduced floorplans/space to achieve the original scope with the budget available will reduce the activity within the development to support benefits realisation	3	2	6	Low	Revised feasibility study and master planning to achieve more affordable costs per m2 to achieve the original scope proposed.	Affordability assessment undertaken to outline functional content within the feasibility studies. As planning progresses any opportunities to maximise operation efficiencies to increase scope for activities including reviewing operating models, designing multifunctional spaces and encouraging interdisciplinary use will be explored	3	2	6	No Change	10/10/2021
11	LSWC-R012	Loss of Sports Pavilion	Threat	Oct'20	C8	Ben lucas	Relevant space available for the re-provisioning of facilities following demolition creates a risk that the project negatively impacts on some aspects of BAU and community use	4	3	12	Moderate	Discussions with key colleagues to define facilities that will need replacing following demolition, development of contingency plan	Agreement to re-provide displaced activities in alternative accommodation and ensure that shared and dual use space is maximised as planning continues.	1	3	3	Decreasing	20/10/2021
12	LSWC-R014	Digital connectivity	Threat	Oct'20	C5, C11	Tony Harris (PM)	There is a risk that there will be significant unmet requirements for digital connectivity of any development	3	3	9	Moderate	Further engagement will be undertaken with the Digital theme to ensure that all requirements are captured. Link in with existing digitally led projects.	Regular attendance at the City Deal leads meeting to stay briefed on aligned project progress. Continued engagement will be planned as business case approval progresses	3	3	9	No Change	20/10/2021
13	LSWC-R015	Funding Clawback	Threat	Apr'21	C3	Cath Hunt	Risk of funding clawback should the project not deliver Outputs, Outcomes or Impacts	3	5	15	High	Negotiations between Accountable Body (CCC) and Local Authorities have identified only the non-delivery of Outputs will incur clawback. Best endeavours to deliver Outcomes must be demonstrated and projects will be required to regularly report on Impacts.	Negotiations underway with Local Authority Lead (Swansea Council) on Funding Agreement that will identify Project Outputs. Any Project Outputs to be delivered by Third parties will be controlled and managed via Third Party Funding Agreements.	2	4	8	Decreasing	20/10/2021
14	LSWC-R015	Private Sector Engagement and investment	Threat	Apr'21	C3	Keith Lloyd	Risk that private and public sector investment is not evidenced resulting in OBC submission delays	4	4	16	High	Private Investment Engagement Plan has been written.	Implement Engagement Plan. Initial discussions held with multi-nationals and governing bodies in the sectors of Medi-Tech, Sports Tech and Digital with a view to obtaining letters of support. Decision to engage in Market Analysis to demonstrate market share.	3	3	9	Decreasing	20/10/2021
15	LSWC-R015	Flow of Funding	Threat	Apr'21	C3	Keith Lloyd	Risk that the lack of Flow of Funding from Accountable Body to Swansea Council and onwards to the University does not enable the University to progress with the build element due to covenant restrictions. Resulting in project not being able to progress	3	5	15	High	Funding Agreement Schedule 2 will indicate the flow of funding arrangement	Swansea University to submit preferred option of either a single-stage payment or staged payments in line with expenditure.	2	2	4	Decreasing	20/10/2021
16	LSWC-R016	Cost of Borrowing	Threat	Apr'21	C3	Cath Hunt	Risk that the financial appraisal does not reflect the true costs associated with borrowing, resulting in a reduction in surplus generation	3	3	9	Moderate	To be included within the Funding Agreement. Current estimations are based on worst case scenario.	Advanced payments set up from UKGov to Accountable Body will reduce the need to borrow and therefore reduce the cost associated with borrowing.	2	2	4	No Change	20/10/2021
17	LSWX-R017	Student Income	Threat	Apr'21	C3	Keith Lloyd	Risk that the student income figures are not realised in line with Financial Plan expectations, resulting in a reduction in associated fees	3	3	9	Moderate	Financial Plan reports a best case, worst case and most likely case. Student number targets obtained through consultation with L&T community and Market Share Intelligence (Mark Skippen)	To ensure continuing consultation with key delivery partners in other Faculties (in particular Science & Engineering)	2	3	6	Decreasing	20/10/2021
18	LSWC-R018	Teaching Staff Resource	Threat	Apr'21	C3	Keith Lloyd	Risk that there is insufficient staff cost allocation within the financial plan to ensure delivery of the undergraduate and post graduate courses. Resulting in residual pressure on Faculties to resource these from existing business planning	3	4	12	Moderate	Annual Staff allocation costs included within Financial Plan	To ensure continuing consultation with key delivery partners in other Faculties (in particular Science & Engineering)	2	4	8	No Change	10/10/2021
19	LSWC-R019	Business Tenants	Threat	Apr'21	C3	Naomi Joyce	Risk that the incubation spaces are not filled, resulting in a reduction in rental income compared to the expectations of the financial plan	4	2	8	Moderate	Proven track record within ILS. Linking with ACCELERATE and other programmes.	Engagement Plan and Marketing/Branding consultation will inform digital prospectus. Great integration with A-STEM will enhance sports-tech opportunities. The project team has the ability to engage with companies now rather than wait for the construction of the building or refurbishment of Morrision Management Centre. Financial plan indicates that rental income is a small proportion of the total income compared to Student fees	4	2	8	No Change	10/10/2021
20	LSWC-R020	Sketty Lane Facilities Costs	Threat	Apr'21	C3	Tony Harris (PM)	Risk that service charges for Sketty Lane are inaccurate, resulting in extra charges and therefore reducing the generation of surplus	3	3	9	Moderate	Sketty Lane services charge cost estimated pro-rata on a square-footage cost for medium-serviced space, obtained from University Estates. Savings are made in maintenance costs resulting in the demolition of a heavily-serviced existing building (Sports Pavilion)	Monitor and Review in line with Estates and Facilities Management strategy	1	3	3	No Change	10/10/2021
21	LSWC-R021	Morrision Management Centre Facilities Costs and Rental	Threat	Apr'21	C3	Tony Harris (PM)	Risk that service charges for Morrision Management Centre are inaccurate, resulting in extra charges and therefore reducing the generation of surplus	3	3	9	Moderate	Rental charges confirmed as peppercorn. Service charges have been negotiated by Estates and agreed by SBUHB. These are reflected in the financial plan	Monitor and review. Will form part of the Third Party Funding Agreement. Project Board to Progress	1	2	3	Decreasing	10/10/2021
22	LSWC-R022	Building Affordability	Threat	Apr'21	C3	Tony Harris (PM)	Risk that current building envelope becomes unaffordable due to construction sector cost inflation, resulting in either additional funding required or a smaller footprint. Potentially reducing the amount of space to deliver the student teaching and/or business incubation	4	4	16	High	High-level cost plan received by Cost Consultants make provision for inflation in line with current build programme.	Project Team have track record of working closely with Estates, cost consultants and contractors to deliver complex construction projects on time and on budget and are experienced with the process of value engineering	4	3	12	No Change	10/10/2021
23	LSWC-R023	Planning Permission	Threat	Jul'22	C6, C14	Tony Harris (PM)	There is a risk that there will be complexity and delay in relation to obtaining planning permission particularly with multiple land owners that could impact on the deliverability of objective and timescales	2	4	8	Moderate	Ongoing engagement through project board with the City and County.	Recruitment of a project manager to progress the development of the projects and engage with estates and capital planning teams to progress	2	4	8	No Change	10/10/2021
24	LSWC-R024	Lower employment opportunities	Threat	25/08/21	C6, C10,	Tony Harris Keith Lloyd	Number of jobs lower than originally anticipated (1120 jobs)	3	3	9	Moderate	Closely monitor LSWC-R007 and engagement with Contractors, Stakeholders and continue to identify potential funding streams / opportunities.	Procurement strategy will incorporate SBCD objectives to utilise local work force.	3	3	9	No Change	25/10/2021
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Appendix A7: Full options approach framework

Summary of Options

Option A – Do minimum, Rely on existing activity/sites.

This option describes no expansion of the existing ecosystem but a small investment into the existing infrastructure on order to reconfigure space to maximise efficiency of existing facilities.

Option B – Dispersed Growth, Investment fund for disparate activities

This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.

Option C – Intermediate I

This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.

Option D – Intermediate II

This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.

Option E – Intermediate III

This option describes the creation of a fund as described in **Option B** to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in **Option D**.

Option F – Do Maximum

This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.

(Note that a workshop to appraise the shortlisted options was held on 03 July 2020. Notes from this workshop are attached as Appendix A7b)

Options

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention as Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities ^a	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS through development of new facilities across 2 sites (i.e. Sketty Lane/ Singleton and at Morriston in response to need demand. ~4,500s.m. of mixed facilities (3,000m ² at Singleton and 1500m ² at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morriston)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; I.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000s.m. + 1,000s.m +2000m ² of mixed facilities	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24-30,000s.m. of mixed facilities
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £65m of public/private investment Total : ~£80m	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment Total : ~£130m	£15m City Deal funding with the potential to leverage an additional £125m public/private investment Total : ~£140m	£15m City Deal funding with the potential to leverage an additional £200m public/private investment Total : ~£215m

^a Balance of facility provision reflects Need/Demand section: See also Report - Life Sciences & Health in south west Wales

Spending Objectives and Critical Success Factors

	A - Do Minimum	B – Dispersed Growth	C- Intermediate I	D - Intermediate II	E - Intermediate III	F - Do Maximum
	Rely on existing activity/sites	Investment fund for disparate activities	Incremental Modest increase(s) of existing Ecosystem (ILS1/2) across two sites	Mixed – Dual Site Incremental Development and Focused major development	Mixed – Dual Site Development and fund for disparate activities	Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund as described with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Spending Objectives:						
New regional employment	Limited additionality	Market-led, potential for distributed if limited growth	Only delivers capacity for existing demand	Aligns with identified market-need/opportunity	Aligns with identified market-need/opportunity	Would maximise capacity to support employment growth
High GVA Sector growth	Limited additionality	Lacks potential agglomeration and other benefits	Limited capacity to support significant growth long-term	Aligns with identified market-need/opportunity	Aligns with identified market-need/opportunity	Would maximise capacity to support activity growth
Regionalisation	Limited beyond existing ecosystem engagement	Wide, though potentially low impact	Limited beyond existing ecosystem engagement	Expands beyond initial ILS to deliver regional activity	Expands beyond initial ILS to deliver regional activity	Greatest ensured regional footprint
Network/Ecosystem	Limited additionality, though with robust/extensive existing ecosystem	Potential to engage broadly across ecosystem, though challenge for linkages	Effective platform for collaboration/orchestration with Open Access approach	Effective platform for collaboration/orchestration with Open Access approach	Potential to engage broadly across ecosystem and create systematic linkages	Effective platform for collaboration/orchestration with Open Access approach
Expanded Commercialisation	Limited potential to expand commercialisation activity	Market-led though without systematic sector approach	Modest potential to expand commercialisation activity	Strong alignment with ACCELERATE/AgorIP potential	Strong alignment with ACCELERATE/AgorIP potential	Strong alignment with ACCELERATE/AgorIP potential
Critical Success Factors						
Strategic Fit	Limited contribution to ambitions	Weak – due to lack of systematic approach (except variant)	Limited delivery against policy and market drivers	Delivers against policy and market drivers	Delivers against policy and market drivers	Delivers against policy and market drivers
Business Needs	Minimal impact upon needs	Market-led approach gives potential for alignment	Supports only existing requirements	Aligns broadly with identified requirements	Aligns broadly with identified requirements	Potential to be overly in advance of market needs
ARCH Integration	Cornerstone of existing ARCH RE&I programme	Aligns with ACCELERATE / AgorIP elements only	Cornerstone of existing ARCH RE&I programme	Works towards realising ARCH programme ambitions	Works towards realising ARCH programme ambitions	Fulfils ARCH ambitions
Internet Coast Integration	Existing integration, though delivers limited additionality	Initially weak – though with potential for development	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach	Aligns with infrastructure/skills growth sectors approach
Potential Value for Money	Diminishing returns on existing at capacity infrastructure	Relatively unknown/untested	Good value, though without performance step-change	Co-investment opportunity to optimise value and scale	Core robust, though with unknown element	Potential to be overly in advance of market needs
Potential Achievability	Viable	Procurement / management complexities / risks	Proven model – based upon ILS Phases 1 & 2	Proven model – both operational and commercial	Procurement / management complexities / risks	Availability of sites and wider programme challenges
Supply-side Capacity	Viable	Relatively unknown/untested	Proven model – based upon ILS Phases 1 & 2	Co-investment model proven in similar context	Relatively unknown/untested	Availability of sites and wider programme challenges
Potential Affordability	Challenge to sustainably develop revenue, though relatively limited requirement	Relatively unknown/untested, though commitment only with market response	Public partnership potential to realise development	Requires market testing to provide confidence for co-investment opportunity	Dispersed investment(s) nature may lack mass to develop private sector interest	Level of co-investment may be challenging spread across three locations

Preferred Approach

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Full ARCH Prospectus Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities^	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS1/2 through development of new facilities across 2 sites (i.e. ILS3 at Singleton and ILS at Morriston) in response to need demand. ~4,500s.m. of mixed facilities (3,000m ² at Singleton and 1500m ² at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morrison)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000 + 1,000s.m. of mixed facilities^ over the period to 2032	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24,000-30,000.m. of mixed facilities^
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
Funding	~£5m City Deal funding Total : ~£5m	~£15m City Deal Funding with potential to leverage an additional £15m of public/private investment. Total : ~£30m	~£15m City Deal Funding with the potential to leverage an additional £15m of public/private investment Total : ~£30m	£15m City Deal funding with the potential to leverage an additional £115m public/private capital investment Total : ~£130m	£15m City Deal funding with the potential to leverage an additional £60m public/private investment Total : ~£75m	£15m City Deal funding with the potential to leverage an additional £80m public/private investment Total : ~£95m

Alternative Approach 1

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
Scope	Utilise current ILS facilities to support growth of existing, and capture of new, opportunities. Capital investment limited to enhancing efficiency of existing facilities. ~500s.m. of mixed facilities^	Develop specialist capabilities / capacities in locations across SBCR with public and private sector in response to emerging opportunities. This would be market-led opportunities developing a portfolio of projects giving Open Access capabilities	Increase capacity/capability of existing ILS1/2 through development of new facilities across 2 sites (i.e. ILS3 at Singleton and ILS at Morriston in response to need demand. ~4,5,00s.m. of mixed facilities^ (3,000m² at Singleton and 1500m² at Morriston)	Establish significant capacity/capability of existing ILS through development of new facilities in response to need demand, along with initial development at a further site to support regionalisation. ~10,000sqm of mixed facilities over the period to 2032 (2,000sqm at Singleton, 7,700sqm (2 phases) at Morriston)	Providing a combination of B&D approaches with realisation of ARCH Campuses scope; i.e. ILS-scale facilities at two locations and further smaller developments across the region. ~12,000 + 1,000s.m. of mixed facilities^ over the period to 2032	Expand existing ILS site and establish full ARCH Morriston and Hywel Dda Campus infrastructures. This would realise the original 2014 ARCH ambition across both UHB regions. ~24,000-30,000s.m. of mixed facilities^
Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
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Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
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Alternative Approach 2

	A - Do Minimum Rely on existing activity/sites	B – Dispersed Growth Investment fund for disparate activities	C - Intermediate I Incremental increase(s) of existing Ecosystem (ILS1/2) across two sites	D - Intermediate II Mixed – Dual Site combination: Incremental Development and Focused major development	E - Intermediate III Mixed – Dual Site Development and fund for disparate activities	F - Do Maximum Expand existing and establish new Campuses
Description	This option describes no expansion of the existing ecosystem small investment into the reconfiguration of existing infrastructure to maximise efficiency of existing facilities.	This option describes the creation of an investment fund to invest in individual opportunities across the region on a competitive basis as they emerge in a portfolio of disparate activities/facilities.	This option describes limited investment across 2 sites (Singleton and Morriston) to begin an incremental increase in capacity and capabilities at both development sites in line with the expectations of the SBCR.	This option describes a larger investment across 2 sites (Singleton and Morriston) to establish increased capacity in response to need demand and establish at Singleton and establish a footprint at Morriston to support regionalisation and further incremental development.	This option describes the creation of a fund with the same intention Option B to invest in small regional opportunities across the region in addition to the expansion of ILS at Singleton and the development of an ILS at Morriston as described in Option D .	This option describes major investment across 3 sites (Singleton, Morriston and Hywel Dda) to realise the ARCH vision to create Campuses at all sites through new build developments.
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Service Solution	Promotion and reconfiguration of existing SU capabilities to maximise capacity of current operations.	Development of facilities across the region through open competition amongst existing ecosystem	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Mixed Refurbishment / New-build of facilities, with delivery through existing ILS initiative	Combination of Implementation Approaches B&D	New-build of major facilities at Singleton, Morriston and Hywel Dda sites.
Service Delivery	Swansea University and partners (inc. Life Sciences Hub Wales)	Diverse (Procured) Ecosystem – portfolio procured/ partnered on individual opportunity basis	Utilisation of existing organisation Frameworks	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership	Mixed: Public/Private Partnership: Procured development co-investment partnership
Implementation	Immediate start as 3/5-year project	3-year project – Competition / procurement of portfolio of investments	5-year project	Phased 3, 5-year project	Phased 5, 8-year project	Immediate start ~7yr project
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SWANSEA UNIVERSITY - SKETTY LANE CAMPUS MASTERPLAN

Architectural Report

Document Number
SUSLC-AHR-XX-XX-RP-A-0001

Document Title
**Swansea University Sketty
Lane Campus masterplan -
Architectural report**

for

Swansea University

Contribution to the document:

Name
AHR Architects

Profession
Architect

Location
Bristol

Revision History

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Date 16.12.2020

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INTRODUCTION

Swansea University Estates department have been tasked with developing a 'Masterplan' for the redevelopment of the Sketty Lane site to meet the aspirations of a number of key stakeholders which currently comprise:

- College of Engineering.
- Human & Health Science.
- College of Medicine.
- Estates Sports.
- Swansea Council.
- NHS.

AHR Architects have been appointed to assist the University and develop the Masterplan and in addition recommend a location for a Life Science Building, a potential first phase of development on the site. In order to help inform this process a brief was sought from each internal department which is summarised in this document.

In addition to the brief, this document also identifies the most significant known constraints on development and potential opportunities.

This report is divided into 3 sections; Section 1 identifies the most significant known constraints on development and potential site opportunities. The Brief is summarise and other study aims and aspirations.

Section 2 presents two design options with a corresponding assessment of the development risk and feasibility of each.

Section 3 deals with the Phase 1 Life Sciences building. A building brief, assessment of accommodation and schematic internal plans are provided. In addition concept images and precedent images are included to illustrate the quality and design intent.

This report has been conducted without undertaking additional supporting survey work and is based solely on currently available data provided by SU Estates such as record drawings, Legal titles and O.S mapping information. It is outside the scope of this study to verify the accuracy of this information.



AERIAL VIEW OF SKETTY LANE CAMPUS SITE WITH HIGHLIGHTED STUDY AREA

1 ANALYSIS

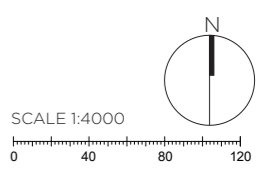
1.1 ANALYSIS

1.1.1 Site Location

Plan (this page) identifies the red line extent of the study site. The Sketty Lane campus is a large expanse of sports facilities which is situated to the southwest of Singleton Hospital, to the immediate north of the A4067 Mumbles road, approximately 3km west of central Swansea.

Study Site Area 23.23 Hectares.

SATELLITE IMAGE



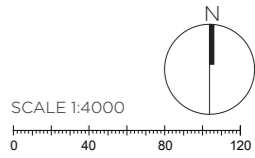
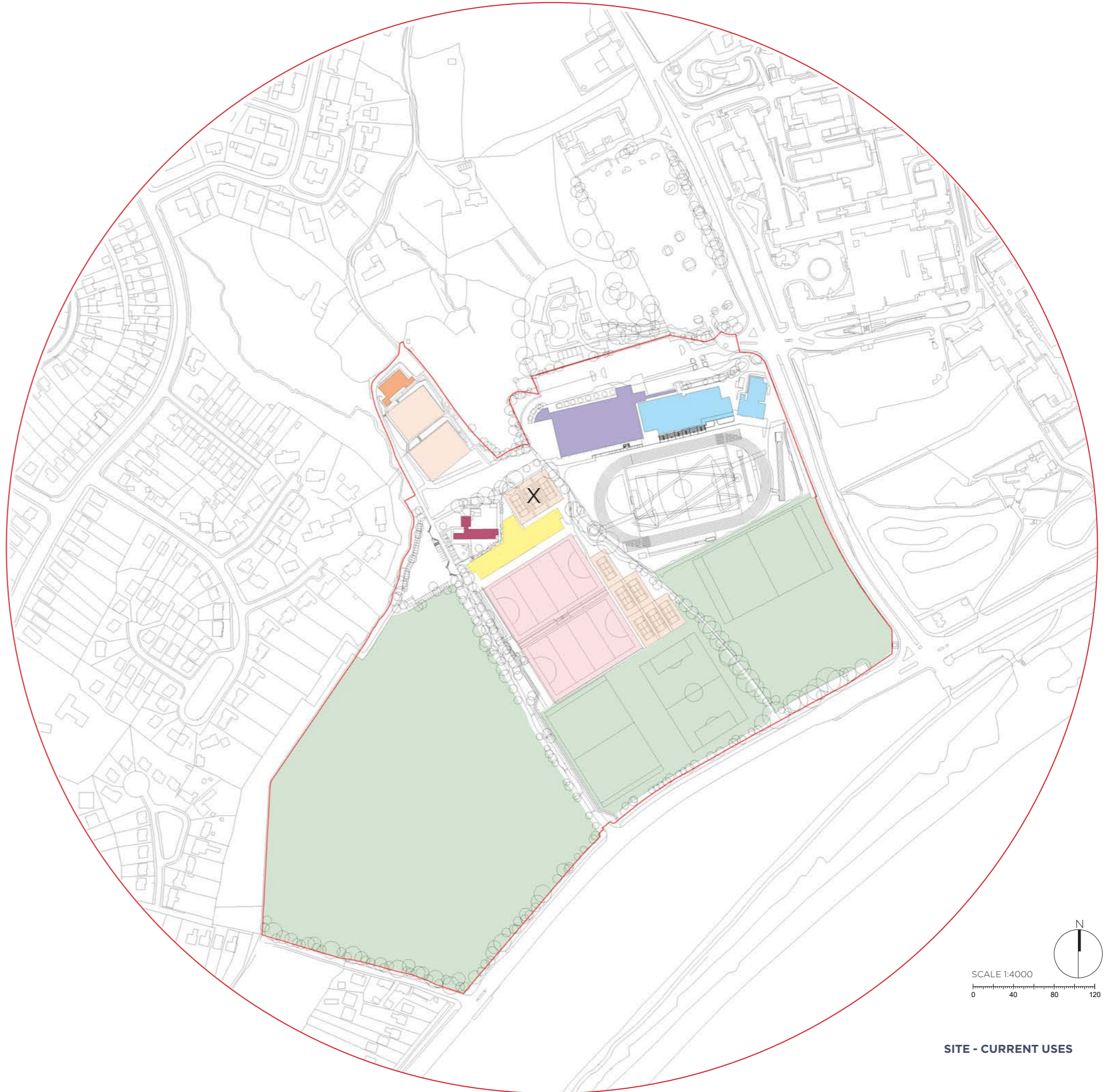
SITE - STUDY AREA HIGHLIGHTED PINK

1.1 ANALYSIS

1.1.2 Current use and ownership

The site is currently occupied by a number of different facilities which currently comprise of:

- Swansea University Sports Centre.
- Welsh National Pool.
- Indoor running track.
- Sports fields for Rugby, Football & Cricket pitch.
- Synthetic Hockey pitches.
- Tennis courts. Where marked **X** in unusable condition
- Tennis Club.
- Sports changing rooms.



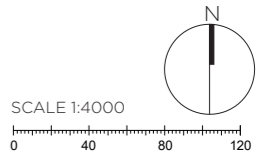
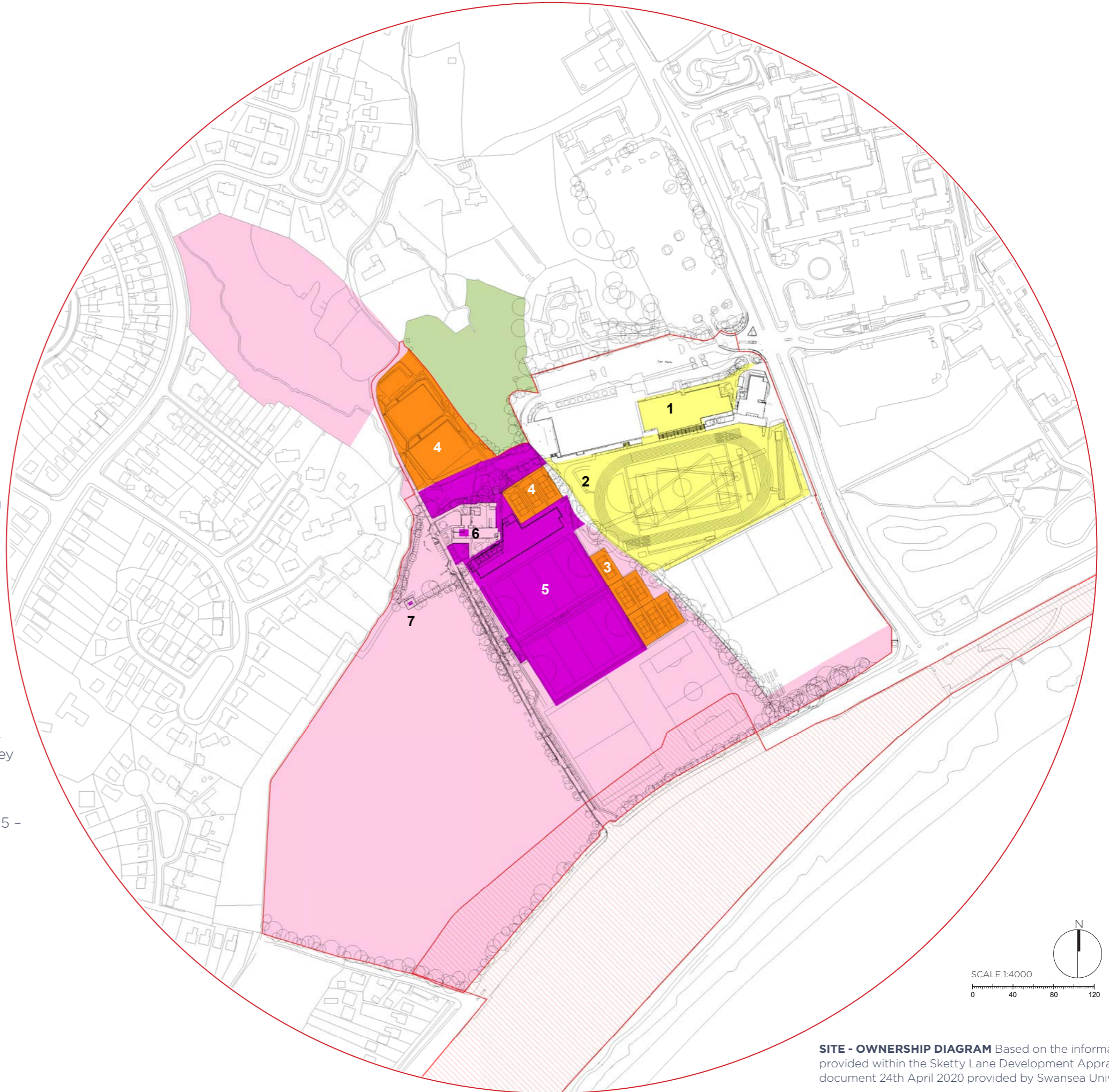
SITE - CURRENT USES

1.1 ANALYSIS

1.1.2 Current use and ownership Cont.

The land is primarily owned by the City and County of Swansea, however there are a number of lease agreements on site that could potentially complicate the re-development of the site. The land ownership and lease agreements relevant to the Masterplan are explained below:

- 1. (Yellow)- Sports Centre and Buildings, Sketty Lane, Swansea - Lease to Council for 24 years from 25/12/1999 - University
- 2. (Yellow) - Land at University of Wales Sports Centre, Sketty Lane, Swansea - Annual Tenancy to the Council from 17/03/2004 - University (Sportlot)
- 3. (Orange) Tennis Courts at King George V Playing Fields, Ashleigh Road, Sketty - Lease from Council to University for 24 years from 25/12/1999
- 4. (Orange) - Premises off Ashleigh Road, Sketty, (Lawn, Tennis & Squash Racket Club) - Lease from Council for 99 years from 30/01/1998 - Swansea Lawn Tennis & Squash Rackets Club
- 5. (Purple) - Athletics & Hockey Facilities at King George V Playing Fields - Agreement for Lease between Council,
- 6. (Purple) - Kiosk at King George V playing fields - Tenancy at will from 19/08/2019 - Swansea Hockey Club
- 7. (Purple) - Changing Room at King George V Pavilion, Ashleigh Road - Tenancy from 01/12/2015 - Swansea Harriers Athletics Club
- Allotments
- City & Council of Swansea
- Common Land



SITE - OWNERSHIP DIAGRAM Based on the information provided within the Sketty Lane Development Appraisal document 24th April 2020 provided by Swansea University

1.1 ANALYSIS

1.1.2 Current use and ownership Cont.

It is noted the following 3rd parties have lease agreements which could prevent the future development of the site:

- Swansea Harriers.
- The Lawn, Tennis & Squash Racket Club.
- Swansea Hockey Club

The King George V Playing fields are governed by the National Playing Fields Association and therefore the Council would need to grant approval for the release of this land. Informal discussions have taken place with the City and County of Swansea where it has been suggested that this issue could be addressed by the Council offering other land within their ownership to the National Playing Fields Association. However, the Council has also insinuated that any release of land will be on the understanding the University would take over the costs of running the National Pool and this must therefore form fundamental part of any masterplan for the site.

1.1.3 Town Planning context

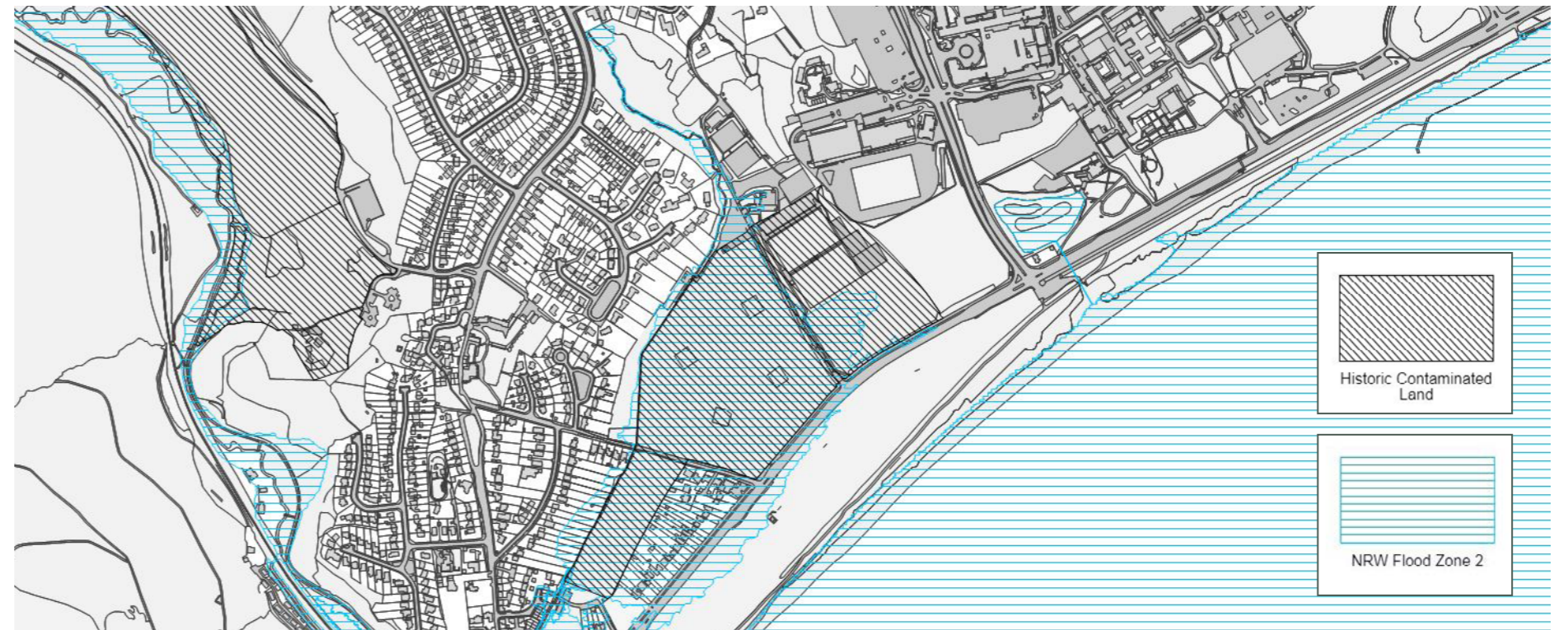
From a planning perspective the relevant planning policies can be established from the adopted Swansea LDP (See map extract this page). The site is identified as forming part of the flood plain (NRW Flood Zone 2) and there is contaminated land on site. Other noted concerns are the close adjacency to a coastal S.S.S.I and nature reserve.

The relevant policies are:

- SI 5: Protection of Open Space
- RP 5: Avoidance of Flood Risk
- RP 6: Land Contamination

SI 5: Protection of Open Space: Development will not be permitted on areas of open space unless:

- i. It would not cause or exacerbate a deficiency of open space provision in accordance with the most recent Open Space Assessment; or
- ii. The substantive majority of existing open space provision on the site is to be retained and enhanced as part of the development and the functional use of the facility would be unaffected; or
- iii. The development can provide appropriate open space



provision, that delivers a wider community benefit and is provided in a suitable alternative location; or

- iv. A satisfactory financial contribution to compensatory provision is provided towards an acceptable alternative facility.

RP 5: Avoidance of Flood Risk: In order to avoid the risk of flooding, development will not be permitted:

- i. In areas at risk of fluvial, pluvial, coastal and reservoir flooding, unless it can be demonstrated that the development can be justified in-line with national guidance and is supported by a technical assessment that verifies that the new development is designed to alleviate the threat and consequences of flooding;
- ii. In areas at risk of flooding from local sources, unless the Council is satisfied with the proposed drainage strategy;
- iii. Where it would lead to an increase in the risk of flooding on the site or elsewhere from fluvial, pluvial, coastal or increased water run-off from the site;
- iv. Where it would have a detrimental effect on the integrity of existing fluvial, pluvial or coastal flood defences;
- v. Where it would impede access to existing and future tidal and fluvial defences for maintenance and emergency purposes; or

- vi. Where the proposal does not incorporate environmentally sympathetic flood risk mitigation measures, such as SuDS, unless it can be demonstrated that such measures are not feasible.

RP 6: Land Contamination: +Development proposals on land where there is a risk from actual or potential contamination or landfill gas will not be permitted unless it can be demonstrated that measures can be taken to satisfactorily overcome any significant risk to life, human health, property, controlled waters, or the natural and historic environment.

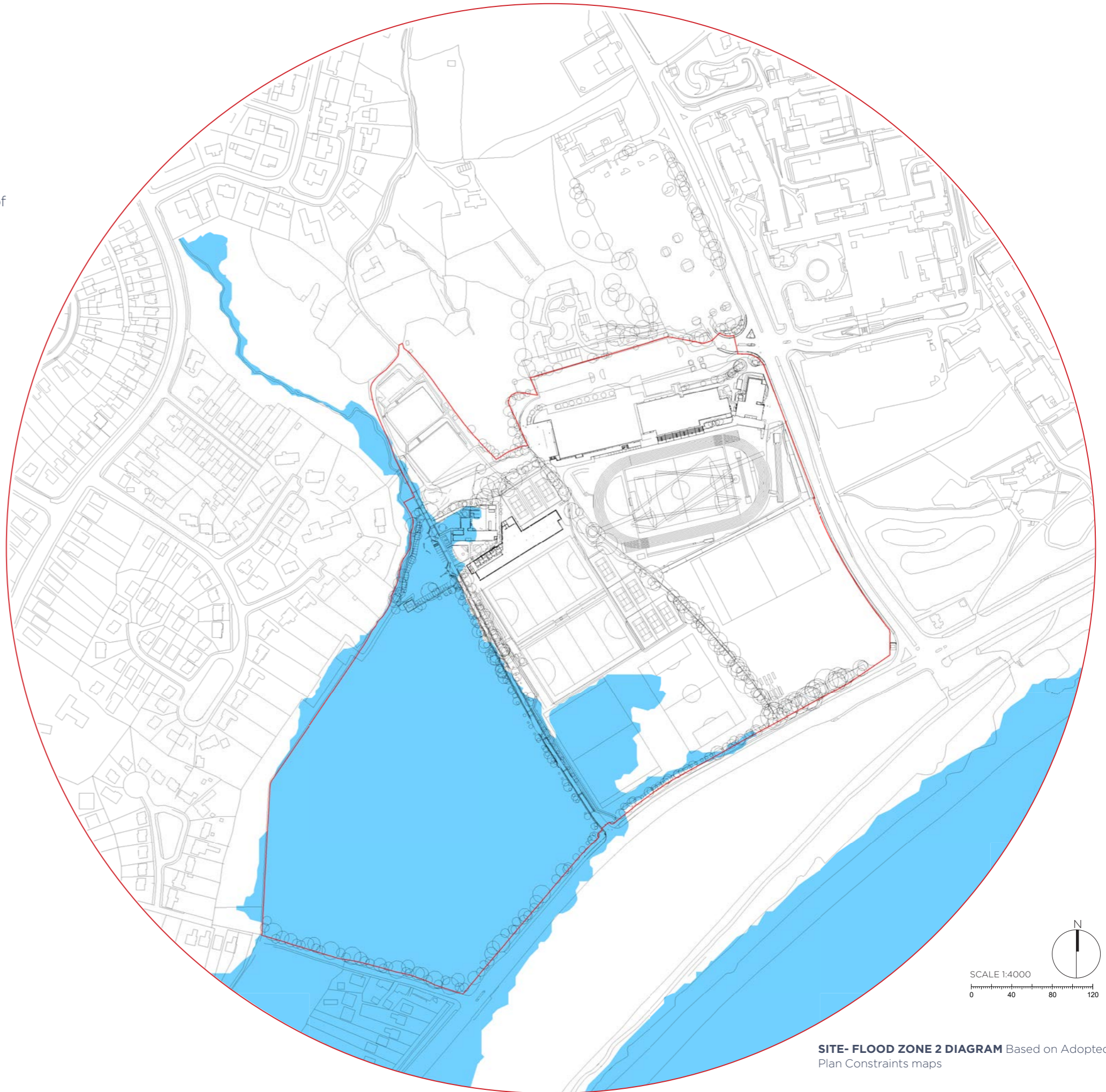
Summary: These are significant planning issues which would need to be addressed as part of any development strategy. RP 5 Avoidance of Flood Risk is of particular concern, it is highly unlikely that development would be permitted within the Flood zone 2 area.

Further discussions with the City and County of Swansea are recommended to further develop an understanding of potential planning risks, whether acceptable mitigation strategies exist and the necessary survey and assessment works required to develop these.

1.1 ANALYSIS

1.1.3 Town Planning context







(Diagram this page) RP 5: Avoidance of Flood Risk - The extent of flood zone 2.



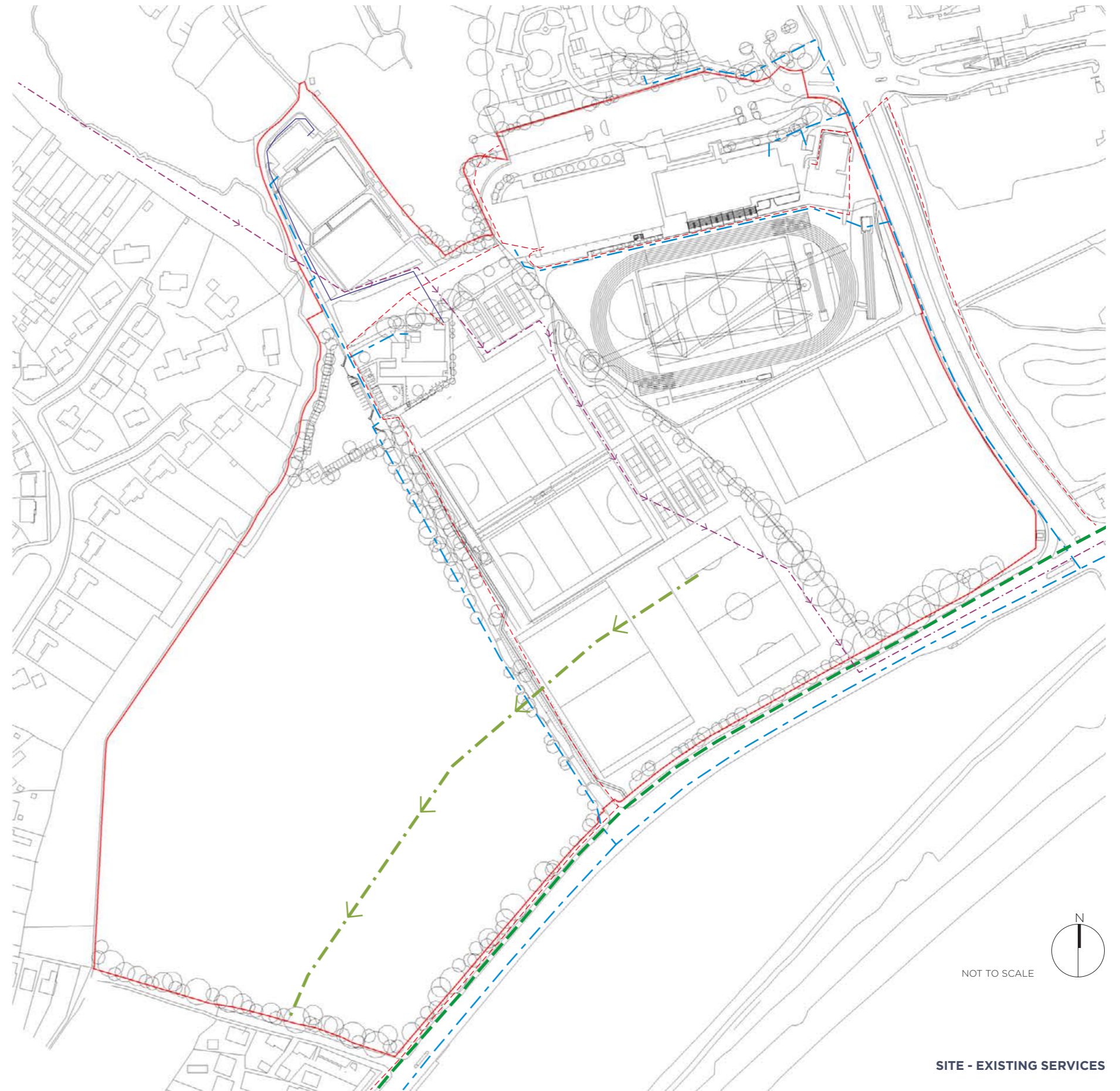
1.1 ANALYSIS

1.1.4 Other Known Constraints

(Diagram this page) Illustrates known services within the site study area. This is not an exhaustive assessment but includes information provided by Wales and West (gas), Western Power distribution (electrical) and Welsh Water.

-  Medium Pressure (MP) 350mbar - 2bar
-  Underground Cable- HV (11kV)
-  Underground Cable - LV
-  Underground Cable- HV (33kV)
-  Private 18inch surface water drain
-  Wessex Water 300mm combined sewer

Any services diversions would require detailed design and consent from the Utility provider. The Medium pressure gas main will require a 3m easement.



1.2 EVALUATION

1.2.1 Masterplan brief

The following brief has been developed in consultation with the College of Engineering, College of Medicine and Estates Department.

The masterplan will provide a phased approach to the redevelopment of the campus to provide:

- A first phase of development which would see the creation of circa 2,500m² of skills, research & innovation (including incubation and business) within a new Life Sciences building. This flagship building to be located at the entrance to the site will provide a statement of investment and act as a catalyst for longer-term development.
- Sketty Lane has a number of high quality sports facilities and it is the University's aspiration to expand these and turn the wider site into a Sports centre for excellence through the provision of additional facilities. This is a medium to long term phased approach to realise a vision to create a Sport, Health & Well-being Campus.

The phase 1 Life Sciences building element of the brief is dealt with in more detail within section 2 of this report. The second Sports Park brief is summarised in the table this page:

1.2.2 Opportunities

Site analysis has established a number of potential site opportunities which were not initially formalised within the brief. Consultation with representatives from the College of Engineering, College of Medicine and Estates Department has established an aspiration to include these within the aims of the masterplan. These can be summarised as:

- Improved vehicular access and connectivity - extending the deliveries road at the rear of the Welsh National Pool to connect through to the King George V fields will improve access.
- Improvements to designated cycle routes and extending the current provision to connect with the Swansea University Sports Centre.
- Phased replacement of the Sports Centre and associated Buildings (cricket pavilion and squash courts). These buildings are nearing end of life and are not fit for purpose.

SWANSEA BAY SPORT PARK (inc. King George V Fields) - MASTERPLAN DEVELOPMENT BRIEF		
SPORT SWANSEA INDOOR DEVELOPMENT	SPORT OUTDOOR DEVELOPMENT	ELITE PARTNERSHIP DEVELOPMENT
Indoor Sports Arena (linked to Welsh National Pool) to include:	2 x full size 4G Rugby/Football AGP	Elite performance outdoor arena with spectator seating for up to 2000 (potential for mix of permanent 1000 and 1000 temporary)
12-16 Badminton Court (4x4) sport hall with spectator provision	Spectator areas for Hockey AGP/4G Rugby/Football incl. hardstand for event infrastructure	International standard pitch space for Rugby/Football/Cricket
150 Station Health & Fitness Suite, with Group Exercise Studios	Additional grass Rugby/Football pitches	Training areas i.e. scrummaging/nets
Strength and Conditioning Zone (Minimum of 14 racks)	2 x Floodlit MUGAs	Ancillary space (Possibly incorporated with indoor arena)
High Performance Centre (Accommodation for HP Team)	Additional athletics throws/warm-up area	- Changing/team spaces
Martial Arts/Multi-purpose studio	Replacement of King George V changing rooms	- Medical provision
Dance/performance studio	Secure outdoor equipment compound	- Meeting & training space
Squash courts w/ spectator provision	Ancillary car parking	- Office space
Indoor Cricket nets		- Commercial provision/units
Staff offices		- Ancillary car parking
Meeting/Training space		- Clubhouse/Pavilion/hospitality p
		- Reception/FOH
		Indoor cricket centre (4 lanes)
		Physio/rehab clinic (incorporated with indoor arena)

2

MASTERPLAN DESIGN OPTIONS

2.1 OPTION 1

2.1.1 Summary of option

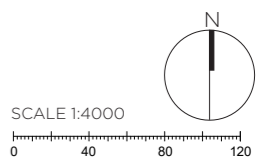
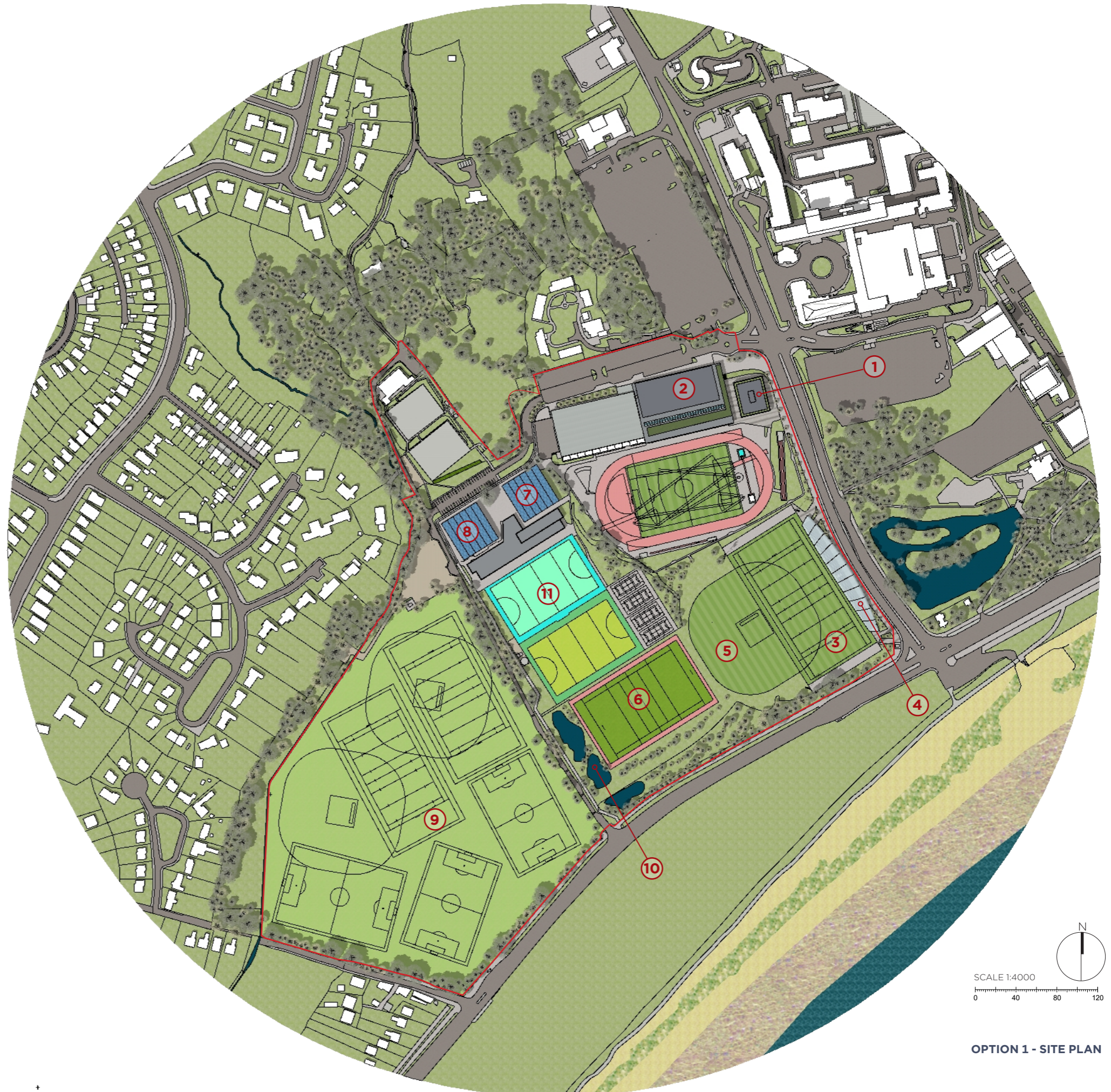
Option 1 provides a first phase Life Sciences Building on the corner of the site entrance from Sketty Lane. This highly visible location will create an opportunity for a landmark building with good visual links to the Singleton University campus and Singleton Hospital. This is the current location of the Universities cricket pavilion building which would be demolished. Consideration could be given to re-housing some of the lost space within the first phase of development.

Subsequent phases of development deliver the following aspects of the Sport, Health & Wellbeing Campus:

- 1** Phase 1 Life Sciences Building with associated public realm landscape improvements
- 2** New Indoor Sports Arena & Elite Sports Complex
- 3** International standard Rugby Pitch
- 4** Permanent spectator seating for 1000 with hard standing areas to the north and south of the pitch area for additional temporary stands
- 5** Cricket Pitch
- 6** Full size 4G Rugby/Football AGP
- 7** Indoor Cricket Centre with associated parking
- 8** New King George V Fields changing pavilion & clubhouse
- 9** King George V Fields
2 X Rugby union Adult (max.) 100m X 70m + Run off
2 X Cricket - Senior (46m radius) with grass pitch and wicket
1 Football, International size 110m x 75m + run off
2 X Football, Community size 18yrs + Senior 100m X 64m + run off
- 10** Swale feature for SuDs drainage to mitigate location of full size 4G Rugby/Football AGP
- 11** Retained Hockey pitches

2.1.2 Site plan as proposed

The plan this page illustrates the final stage Sport, Health & Wellbeing Campus once all development phases are complete.



OPTION 1 - SITE PLAN

2.1 OPTION 1

2.1.2 Site plan as proposed Cont.

The proposal provides the following areas of accommodation:

1 Phase 1 Life Sciences Building: (see section 3)

TOTAL GIFA CIRCA 3500m²

2 Indoor Sports Arena & Elite Sports Complex comprising:

16 Court sports hall (80m x 34.5m) with spectator provision.

150 Station Health & Fitness Suite, with Group Exercise Studios

Strength and Conditioning Zone

High Performance Centre

Martial Arts/Multi-purpose studio

Dance/performance studio

Squash courts w/ spectator provision

Office, Meeting & Training space

Changing/team spaces

Medical provision & Physio/rehab clinic

Commercial provision & hospitality

TOTAL GIFA 6000m², Ground floor footprint 5000m²

3 Permanent spectator seating for 1000. Circa 1850 m²

4 Indoor Cricket Centre comprising:

Indoor Cricket nets

Staff offices & Meeting/Training space

Changing spaces

TOTAL GIFA 2000m², Ground floor footprint 1650m²

5 New King George V Fields changing pavilion & clubhouse:

TOTAL GIFA 1650m², Ground floor footprint 1650m²

- Retained Buildings
- Phase 1
- Subsequent phases
- Enhanced Landscape
- Sports Pitches
- Temporary stand locations



OPTION 1 - AREA OF PROPOSED NEW BUILD

2.1 OPTION 1



OPTION 1 - VIEW LOOKING WEST

KEY

- 1 Phase 1 Life Sciences Building with associated public realm landscape improvements
- 2 New Indoor Sports Arena & Elite Sports Complex
- 3 International standard Rugby Pitch
- 4 Permanent spectator seating for 1000 with hard standing areas to the north and south of the pitch area for additional temporary stands

- 5 Cricket Pitch
- 6 Full size 4G Rugby/Football AGP
- 7 Indoor Cricket Centre with associated parking
- 8 New King George V Fields changing pavilion & Clubhouse
- 9 King George V Fields

- 10 Swale features
- 11 New section of connecting road

2.1 OPTION 1



OPTION 1 - VIEW LOOKING NORTH

2.1 OPTION 1










OPTION 1 - VIEW LOOKING SOUTH

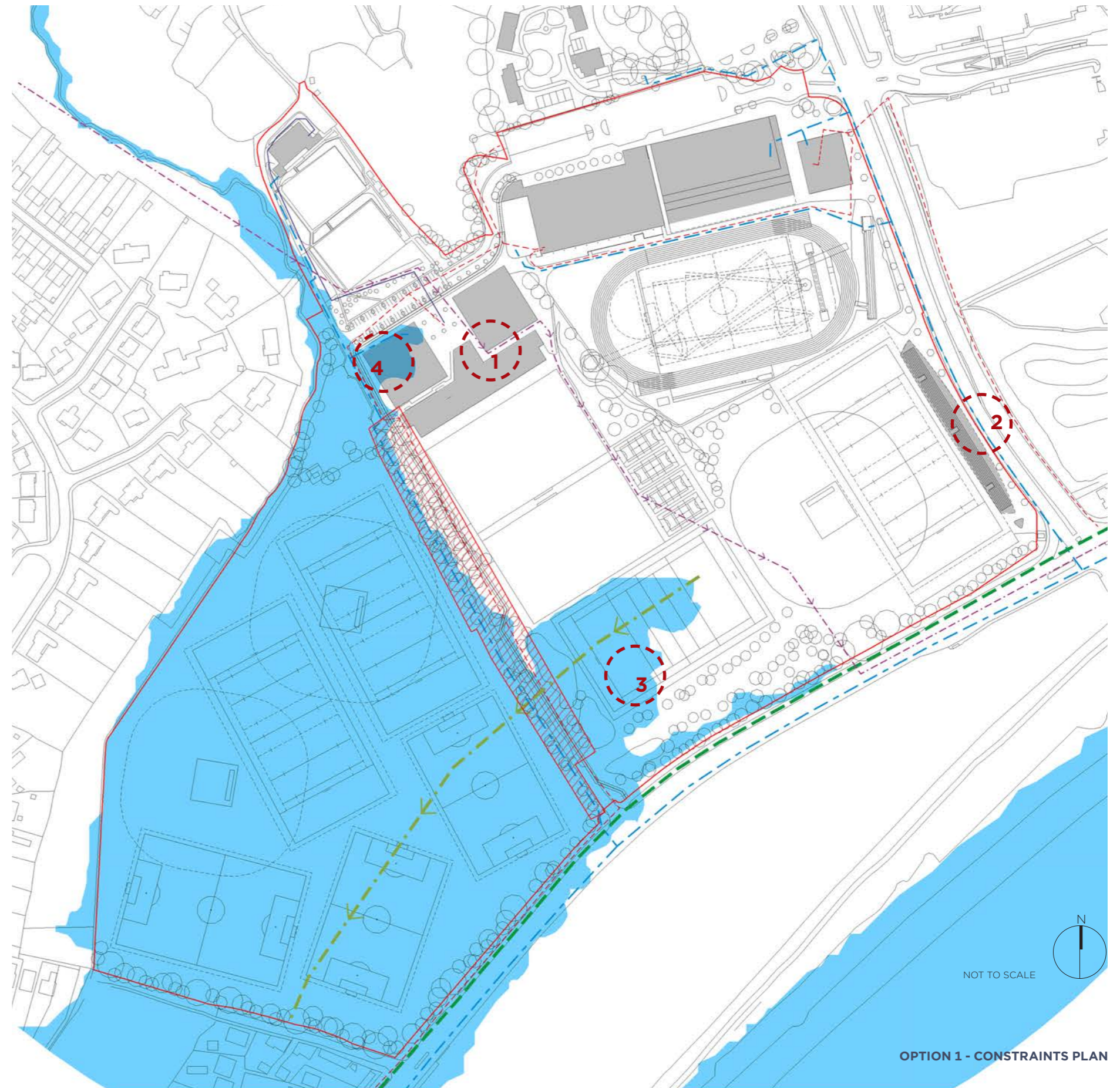
2.1 OPTION 1

2.1.3 Assessment of Constraints

- 1 Adjacency of indoor cricket centre to below ground combined sewer - Survey works required to establish accurate location of pipe, once ascertained the impact on the available development area can be assessed.
- 2 3m min easement to medium pressure gas main to be established
- 3 Full size 4G Rugby/Football AGP sits within flood zone 2. Playing surface should not be exposed to risk of flooding which suggests building up local ground level. This will impact on flood zone and will require mitigation potentially in the form of swales as indicated. Further development of a SUD strategy will need to be developed to test feasibility.
- 4 Sports pavilion sits within flood zone 2 (see note above)

KEY

-  Medium Pressure (MP) 350mbar - 2bar
-  Underground Cable- HV (11kV)
-  Underground Cable - LV
-  Underground Cable- HV (33kV)
-  Private 18inch surface water drain
-  Wessex Water 300mm combined sewer
-  No build zone - Services easements and tree root protection areas



OPTION 1 - CONSTRAINTS PLAN

2.1 OPTION 1

2.1.4 Summary of advantages and disadvantages

ADVANTAGES

- Supports phasing approach with potential for the Cricket pavilion and clubhouse to provide decant space for the sports hall prior to its demolition.
- Retains KGV field as existing which is a low risk to delivery
- Outdoor arena and associated spectator seating has a prominent position with good links to adjacent parking and University campus.
- Limited incursion into Flood zones

DISADVANTAGES

- Rugby 3G pitch and part of Clubhouse is located within flood zone 2, mitigation measures would need to be robustly tested and will add cost.

2.2 OPTION 2

2.2.1 Summary of option

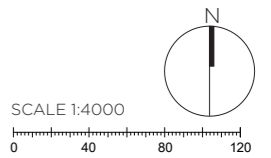
Option 2 also creates a first phase Life Sciences Building on the corner of the site entrance from Sketty Lane. However subsequent phases attempt to improve the utilisation of the King George V field. The option explores locating the outdoor arena with spectator seating on the KGV field.

In addition the following aspects of the Sport, Health & Wellbeing Campus are provided:

- 1** Phase 1 Life Sciences Building with associated public realm landscape improvements
- 2** New Indoor Sports Arena & Elite Sports Complex
- 3** International standard Rugby Pitch
- 4** Permanent spectator seating for 1000 with hard standing areas to the north and south of the pitch area for additional temporary stands
- 5** Cricket Pitch
- 6** Full size 4G Rugby/Football AGP
- 7** Indoor Cricket Centre with associated parking
- 8** New King George V Fields changing pavilion & clubhouse
- 9** King George V Fields
 2 X Rugby union Adult (max) 100m X 70m + Run off
 2 X Cricket - Senior (46m radius) with grass pitch and wicket
 1 Football, International size 110m x 75m + run off
 2 X Football, Community size 18yrs + Senior 100m X 64m + run off
- 10** New Floodlit MUGA
- 11** Retained Hockey pitches
- 12** Retained Football and Rugby Pitches

2.2.2 Site plan as proposed

The plan this page illustrates the final stage Sport, Health & Wellbeing Campus once all development phases are complete.



OPTION 2 - SITE PLAN

2.2 OPTION 2

2.2.2 Site plan as proposed Cont.

The proposal provides the following areas of accommodation:

1 Phase 1 Life Sciences Building: (see section 3)

TOTAL GIFA CIRCA 3500m²

2 Indoor Sports Arena & Elite Sports Complex comprising:

16 Court sports hall (80m x 34.5m) with spectator provision.

150 Station Health & Fitness Suite, with Group Exercise Studios

Strength and Conditioning Zone

High Performance Centre

Martial Arts/Multi-purpose studio

Dance/performance studio

Squash courts w/ spectator provision

Office, Meeting & Training space

Changing/team spaces

Medical provision & Physio/rehab clinic

Commercial provision & hospitality

TOTAL GIFA 6000m², Ground floor footprint 5000m²

3 Permanent spectator seating for 1000. Circa 1850 m²

4 Indoor Cricket Centre comprising:

Indoor Cricket nets

Staff offices & Meeting/Training space

Changing spaces

TOTAL GIFA 2000m², Ground floor footprint 1650m²

5 New King George V Fields changing pavilion & clubhouse:

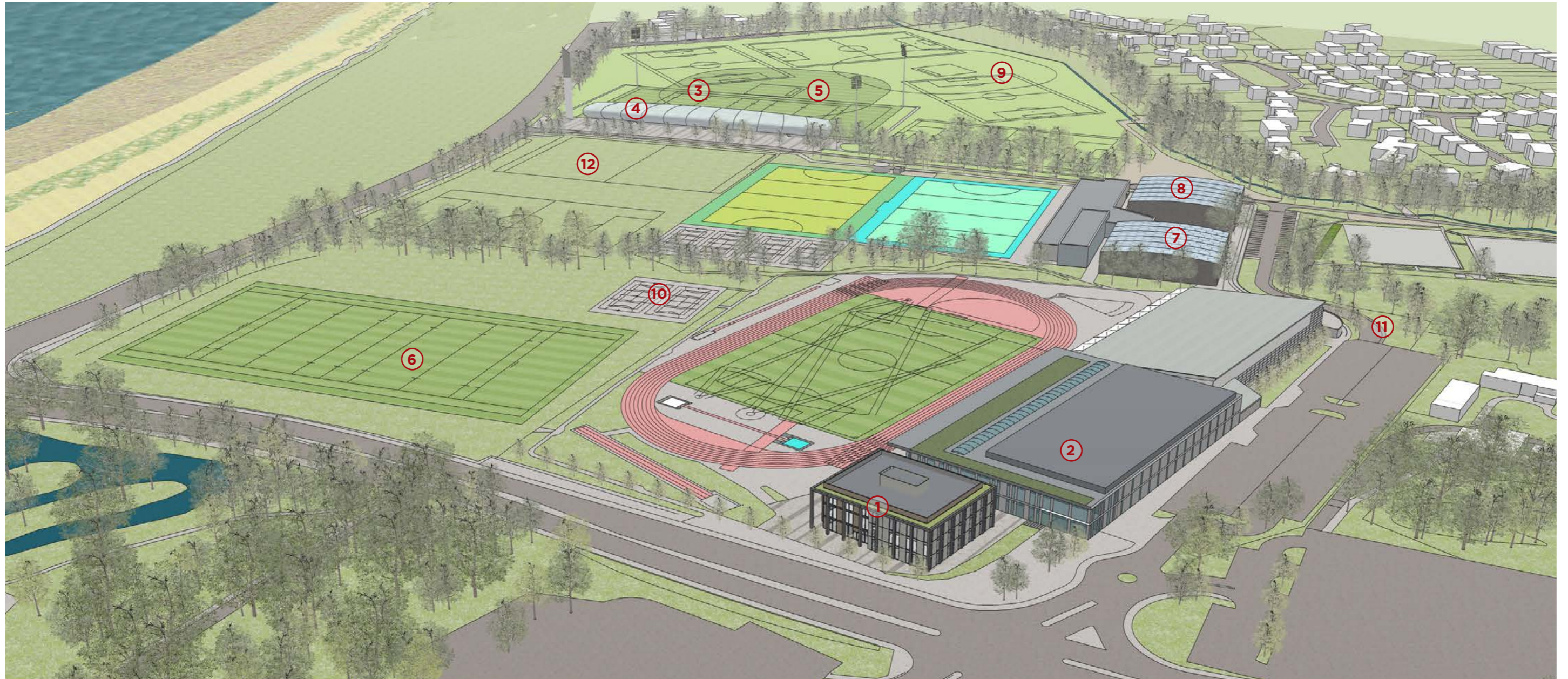
TOTAL GIFA 1650m², Ground floor footprint 1650m²

- Retained Buildings
- Phase 1
- Subsequent phases
- Enhanced Landscape
- Sports Pitches
- Temporary stand locations



OPTION 2 - AREA OF PROPOSED NEW BUILD

2.2 OPTION 2

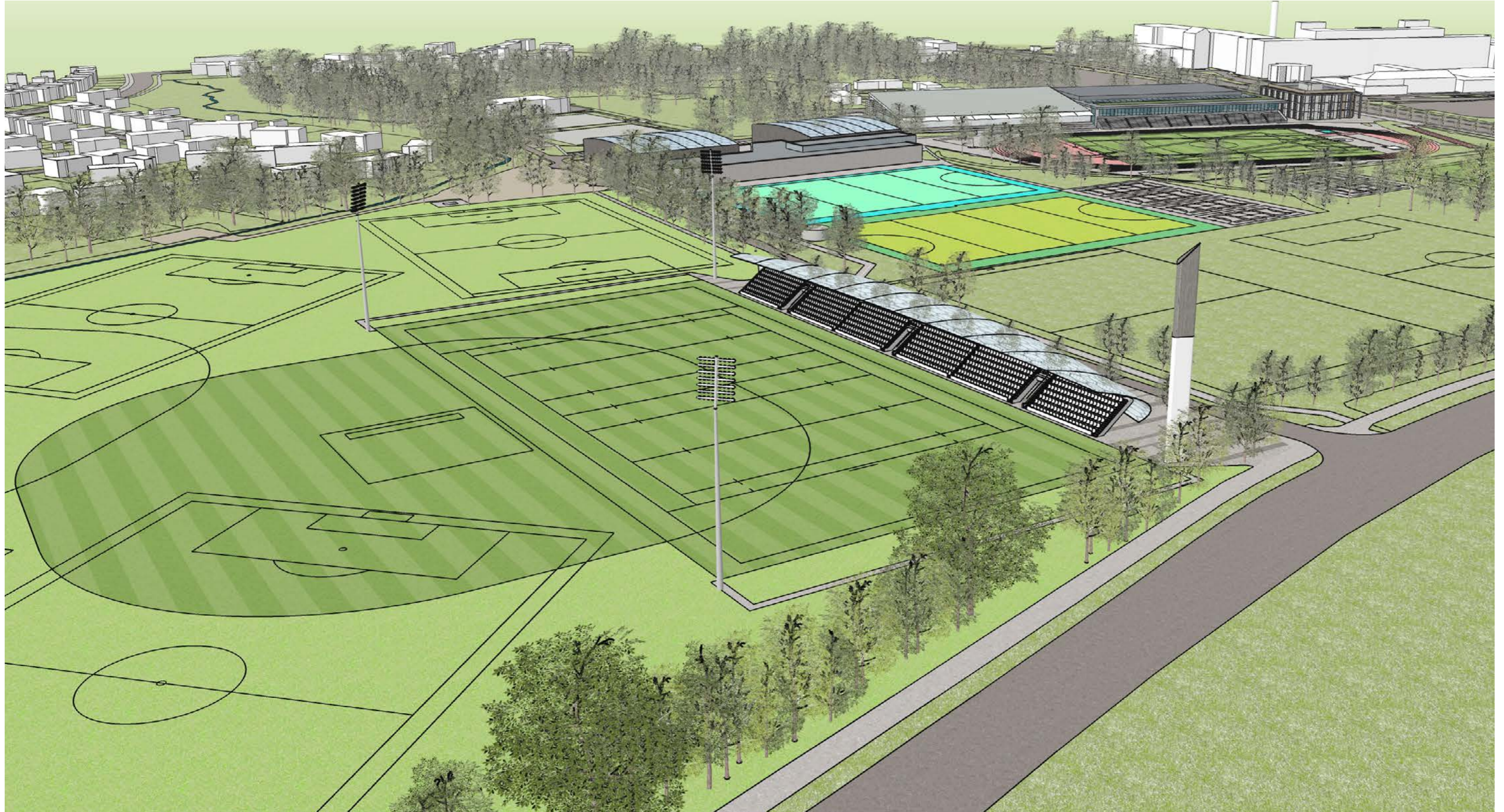


OPTION 2 - VIEW LOOKING WEST

KEY

- | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| <p>1 Phase 1 Life Sciences Building with associated public realm landscape improvements</p> <p>2 New Indoor Sports Arena & Elite Sports Complex</p> <p>3 International standard Rugby Pitch</p> <p>4 Permanent spectator seating for 1000 with hard standing areas to the north and south of the pitch area for additional temporary stands</p> | <p>5 Cricket Pitch</p> <p>6 Full size 4G Rugby/Football AGP</p> <p>7 Indoor Cricket Centre with associated parking</p> <p>8 New King George V Fields changing pavilion</p> <p>9 King George V Fields</p> | <p>10 New Floodlit MUGA</p> <p>11 New section of connecting road</p> <p>12 Retained Football and Rugby Pitches</p> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|

2.2 OPTION 2



OPTION 2 - VIEW LOOKING NORTH

2.2 OPTION 2










OPTION 2 - VIEW LOOKING SOUTH

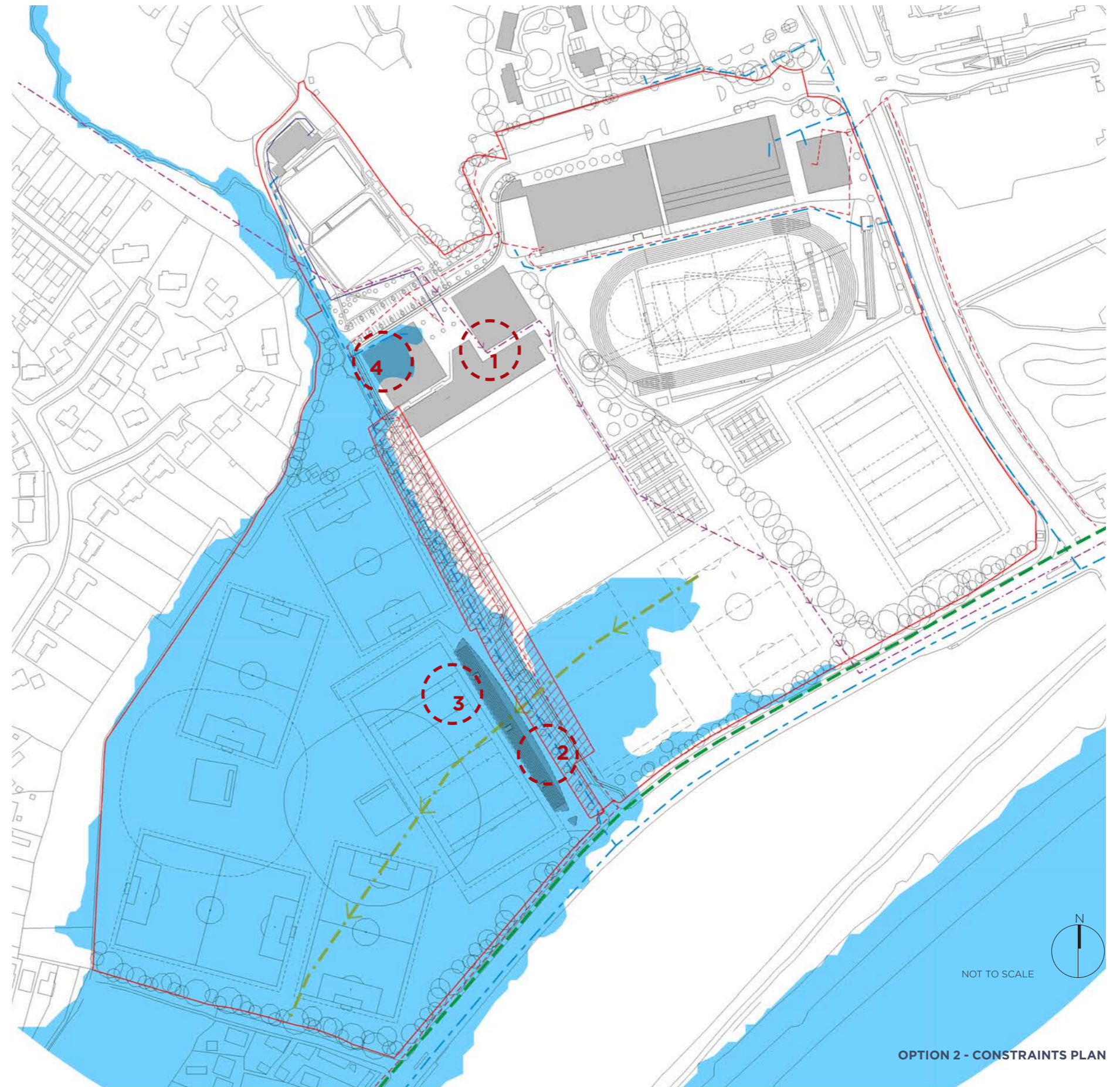
2.2 OPTION 2

2.1.3 Assessment of Constraints

- 1 Adjacency of indoor cricket centre to below ground combined sewer - Survey works required to establish accurate location of pipe, once ascertained the impact on the available development area can be assessed.
- 2 3m min easement to medium pressure gas main to be established
- 3 International standard pitch & permanent spectator seating sits within flood zone 2. Whilst stands could flood, the playing surface should not be exposed to risk of flooding which suggests building up local ground level. This will impact on flood zone and will require mitigation the extent of which is unknown at this stage. Further development of a SUD strategy will need to be developed and this has the potential to be a major risk to delivery of the option.
- 4 Sports pavilion sits within flood zone 2 (see note above)

KEY

-  Medium Pressure (MP) 350mbar - 2bar
-  Underground Cable- HV (11kV)
-  Underground Cable - LV
-  Underground Cable- HV (33kV)
-  Private 18inch surface water drain
-  Wessex Water 300mm combined sewer
-  No build zone - Services easements and tree root protection areas



OPTION 2 - CONSTRAINTS PLAN

2.2 OPTION 2

2.2.4 Summary of advantages and disadvantages

ADVANTAGES

- Supports phasing approach with potential for the Cricket pavilion and clubhouse to provide decant space for the sports hall prior to its demolition.
- Good utilisation of KGV field
- Rugby 3G pitch is outside flood zones

DISADVANTAGES

- Outdoor arena and associated international rugby pitch and cricket pitch are within flood zone 2, mitigation measures would need to be robustly tested and will add cost. This raises significant planning risks. The proposal runs the risk that pitches are unusable for periods of the year.

3

PHASE 1 - LIFE SCIENCES BUILDING

3 PHASE 1 - LIFE SCIENCES BUILDING

3.1 Life Sciences building brief

This new build facility located on the Sketty lane campus site aligns with the longer-term vision to create a Sport, Health & Wellbeing Campus.

The building is to be located at the entrance to the site and to provide an initial cornerstone for longer-term development. The total Net functional content has been defined at 2,000m² (see schedule this page).

The accommodation is organised as follows:

- **Entrance and exhibition area (65m²)**
 This area needs to provide a welcoming space with relaxed seating areas for informal meetings and to encourage networking, with sufficient open plan space for stakeholders and ILS members to hold exhibitions and demonstrations and to showcase on going work. This area will also have a wall that highlights all member and partner logos. The reception area will be staffed during working hours to support tenants and members and new enquiries.
- **Flexible Teaching Spaces including multi-functional laboratories and seminar/meeting room spaces (400m²)**
 A mix of teaching spaces suitable for small and medium-sized groups with flexibility to allow for the re-configuration of furniture and walls. There will also be some multi-functional laboratory facilities to suit a range of disciplines including healthcare, Wellbeing and sport and exercise science.
- **The Academy (325m²)**
 ‘The Academy’ will build upon the vision, mission, and success of the Health & Wellbeing academy to provide opportunities for industry in the delivery of health, well-being, and sports services whilst creating real-world learning experiences for student cohorts.
- **Healthcare Technology Centre (160m²)**
 The Healthcare Technology Centre will house innovation activity focussed around the development, testing and evaluation of medical, health, well-being, and sport technologies.
- **Innovation Centre (1050m²)**
 Business incubation space including flexible offices sizes and configurations, affiliate desk rental or hot-desking facilities which will be charged at appropriate market rate providing revenue to support ongoing costs and maintenance of the facility and member scheme.

PHASE 1 LIFE SCIENCES - MASTERPLAN DEVELOPMENT BRIEF	
SPACE	AREA (m ²)
NET AREA	
Reception and exhibition spaces	60
Flexible Teaching Spaces including multi-functional laboratories and seminar/meeting room spaces	400
The Academy	325
Healthcare Technology centre	160
Innovation centre	1050
Sub Total	2000
NON NET AREA	
WC/Welfare	85
Plant, risers and server/hubs	75
Circulation	465
Partitions and structure	60
Storage	15
Sub total	700
TOTAL GIFA	2700

3 PHASE 1 - LIFE SCIENCES BUILDING

3.2 Schematic plans and organisation

FLOOR 02 The Innovation Centre

A range of flexible office spaces and an open plan hot desking zone suitable for Business incubation space are arranged around the central core.

open plan zone for hot desking

FLOOR 01 Innovation & Healthcare Technology Centre

A mix of Flexible teaching spaces, with labs and studio spaces catering for the Healthcare Technology Centre. In addition a proportion of the Business incubation space configured as flexible offices,

Innovation office spaces

Flexible teaching spaces

Healthcare & Technology centre

FLOOR -00 Entrance, Flexible Teaching & the Academy

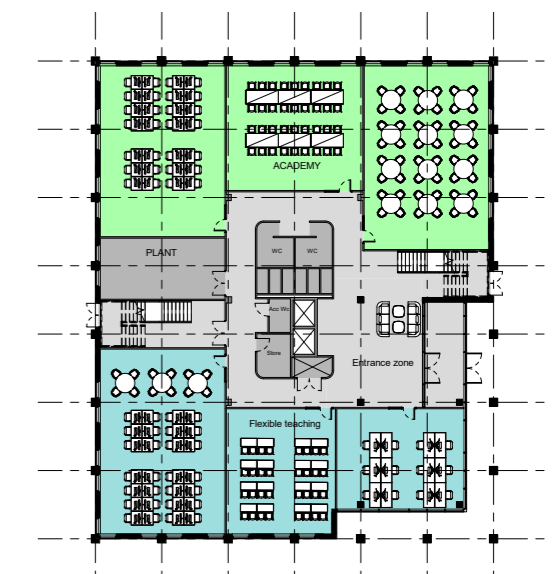
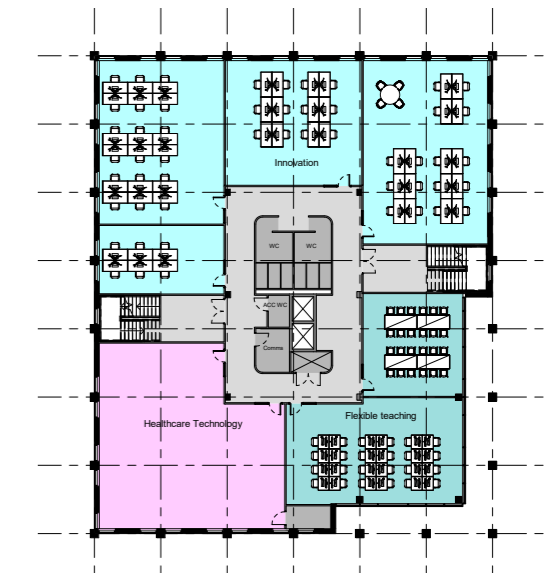
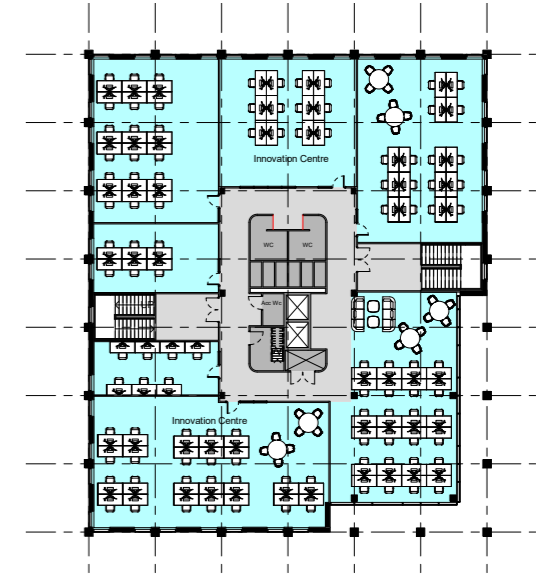
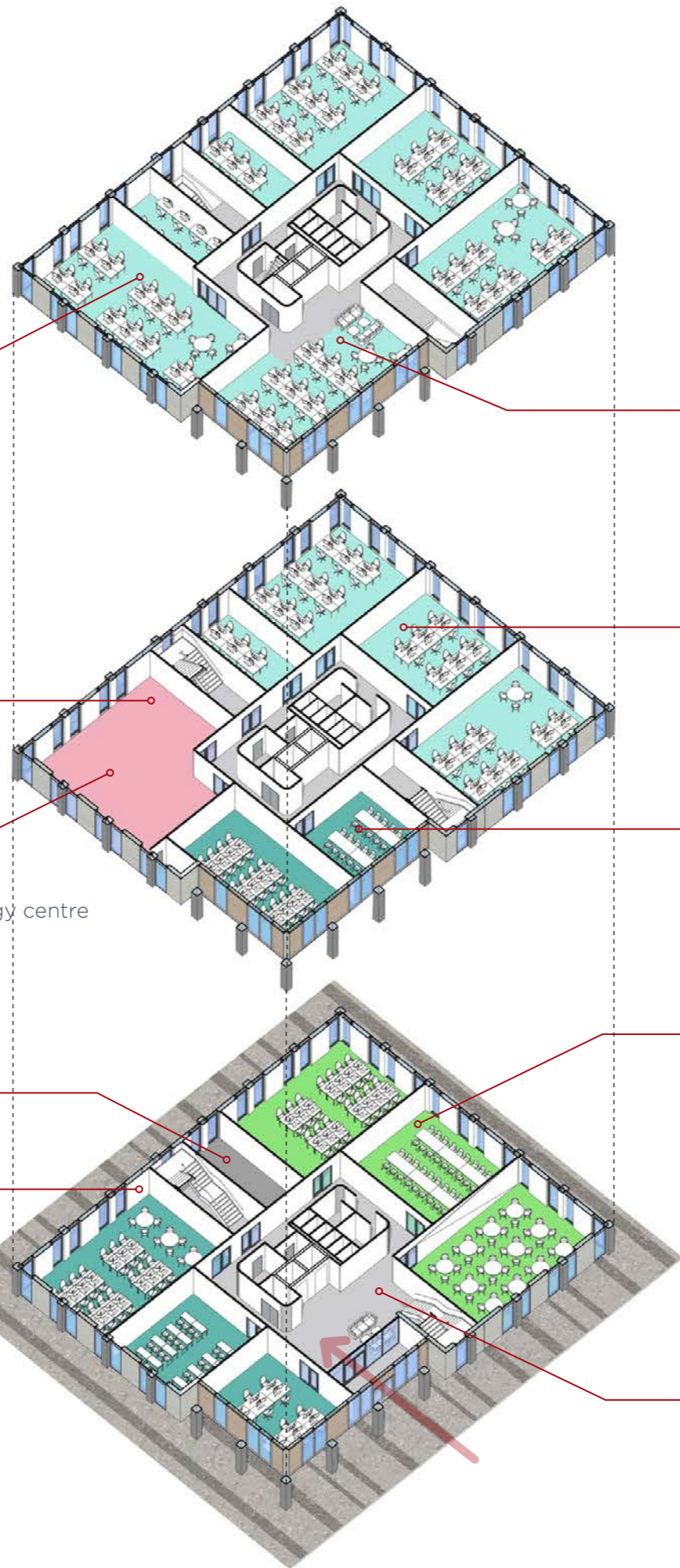
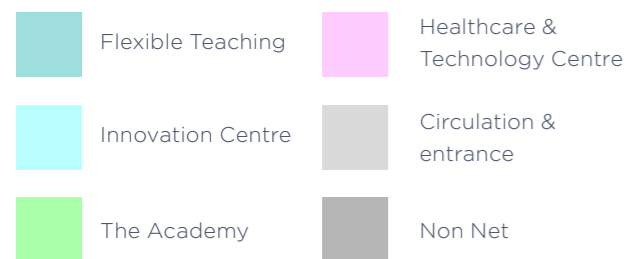
The main entrance leads directly into an exhibition and touchdown space. Although not shown a staffed reception desk can be provided. The floor provides accommodation for the Academy and flexible teaching spaces.

A central core of Wc's lifts, stores, Comms rooms and risers is provided.

The Academy

Plant room

Entrance space



3 PHASE 1 - LIFE SCIENCES BUILDING

3.3 Design features

The new life Sciences project will mark the gateway entrance to the new Sport, Health & Wellbeing Campus. The building will signpost change and will visually express innovation, science and technology. Internally the building should focus on occupant Wellbeing and environmental comfort.

Potential concepts for the building include:

- Quality cladding with expressed frame
- Activity on show, glass and layers of translucency
- Bold form to be visible from long distance views from Sketty Lane.
- Simple but effective proportion

Precedent images this page illustrate emerging concepts.

University of the West of England - AHR Architects



University of Bath - AHR Architects



Verwaltungszentrum, Bern - GWJ Architektur



Manchester Institute of Health & Performance - AHR Architects

3 PHASE 1 - LIFE SCIENCES BUILDING

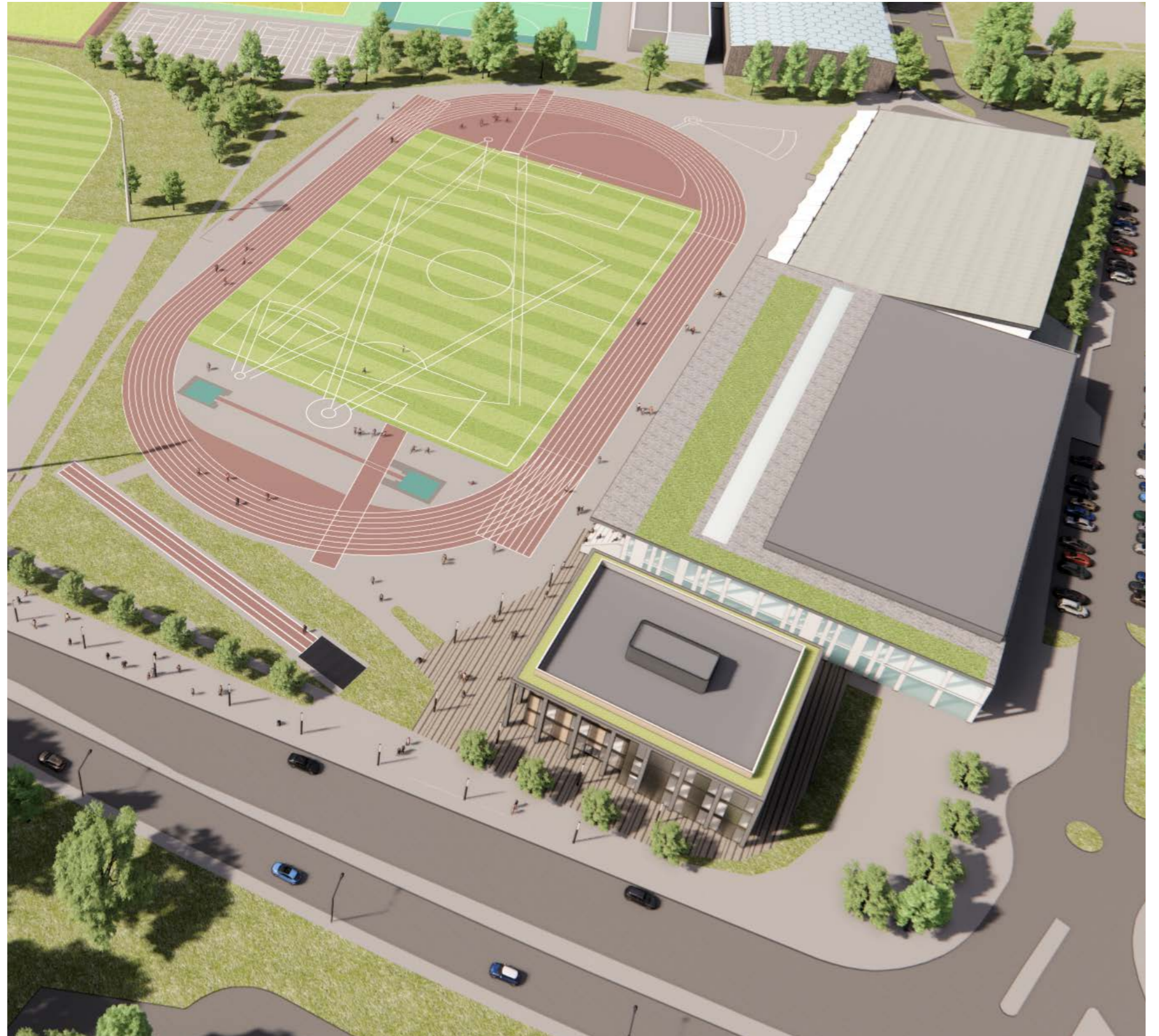
3.3 Design features

The preferred location for phase 1 requires the demolition of the existing pavilion building and associated landscaping to the remaining site. The principal public entrance is provided from Sketty Lane.

The concept provides 3 floors of accommodation with the ground floor set to the south of the existing site slope. The simple rectangular form provides a strong massing profile treated with a repeated facade design to break down the notion of 'front and back' and present faces to approach directions.



The colonnade and facade treatment is bold enough to be read from long distance views from Sketty Lane. At the entrance the facade sets back to reveal a lighter timber and glass facade expressing entrance and creating stronger shadow play.



ABOVE: Aerial View: Illustrating the Life Sciences building within the context of the new masterplan.

3 PHASE 1 - LIFE SCIENCES BUILDING

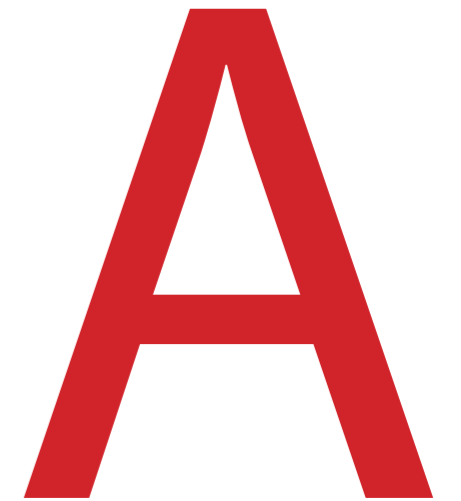
BELOW: Entrance View.



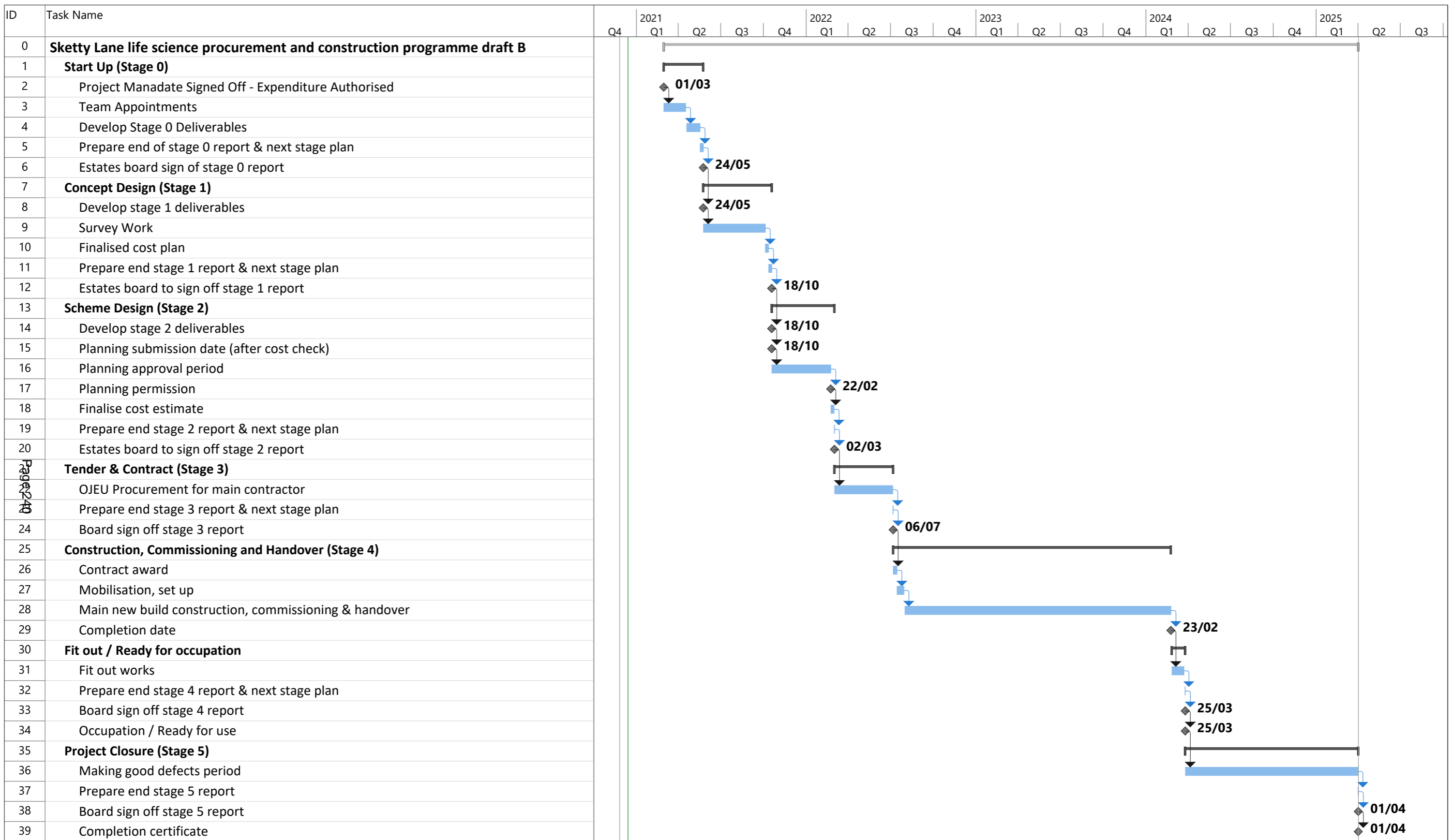
3 PHASE 1 - LIFE SCIENCES BUILDING

BELOW: View from athletics track.





APPENDIX A - Sketty Lane Programme



B

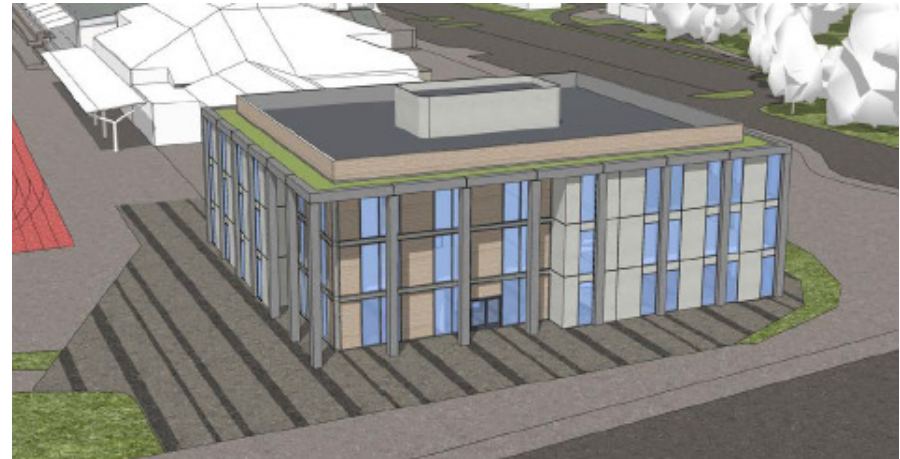
APPENDIX B - Sketty Lane Cost Plan

Order of Cost Estimate

Life Sciences - Sketty Lane

for

Swansea University



Report Nr: 2 Date: 16 November 2020

Page 242

Project Nr: xxxxx

Prepared by: Joe Duffy

Reviewed by: James Colthart

Approved by: Jim Crouch *JPCrouch*

Mace Cost Consultancy Limited
Newminster House
27-29 Baldwin Street
Bristol
BS1 1LT
Tel: 0117 929 1413

1. Introduction

- 1.1 This Order of Cost Estimate has been prepared to forecast the financial implications associated to the development of a new Life Sciences facility on the Sketty Lane site for Swansea University.
- 1.2 To inform this exercise, we have used the feasibility drawings produced by AHR Architects (dated 10/11/2020), for the basis for this assessment. The drawings provide an anticipated GIFA of 2,700m² for the new facility.
- 1.3 A review of benchmark data for similar faculties has been considered as part of this estimation exercise. However, to align the proposed scheme to the Client's maximum budget of £12.75m a medium to low specification has been assumed and priced. Although initial sketches have been prepared by the Architect, it has been agreed that the facility will be designed to a budget, this should be considered when reviewing the initial design information.
- 1.3 The existing Sports Pavilion building is to be demolished as part of the current design option. The development will be constructed adjacent to a live site, as such careful consideration will need to be given to the construction methodology and logistics plan.
- 1.4 At the time of estimation site/ground investigations are yet to take place, therefore it is assumed that ground conditions are conducive to the proposed demolition and construction activities.
- 1.5 The estimate represents the anticipated construction cost at current prices using a competitive method of procurement. We are experiencing fluctuations within the market and as such a risk/contingency allowance has been included, which can be reviewed as the project progresses.

- 1.7 In lieu of a confirmed construction mid-point a nominal inflationary allowance of 2% has been made in acknowledgement of the existing and forecast inflationary fluctuations within the construction market. This figure can be refined once the project programme has been confirmed.

2. Exclusions

The following items are not included in this estimate of construction cost and allowance should be made elsewhere:

- 2.1 Any costs directly incurred by the client that are not listed herein
- 2.2 Inflation beyond what is stated within this cost estimate
- 2.3 No allowance for extraordinary site investigation works
- 2.4 Abnormal ground conditions / contamination
- 2.5 No allowance for temporary diversion works
- 2.6 Specialist environmental and renewable technologies, other than what we would normally expect to be required to achieve BREEAM 'Excellent'
- 2.7 Client internal staff costs
- 2.8 Archaeology in any form
- 2.9 Land costs/charges
- 2.10 Decant costs
- 2.11 Flood risk upgrades
- 2.12 Ecology works
- 2.13 Section 278 or 106 agreements and associated costs
- 2.14 Party wall works
- 2.15 Costs associated to Right to Light and insurance
- 2.16 COVID-19 related costs or programme implications
- 2.17 FF&E and ICT/AV to Innovation Centre

3. Assumptions

The following assumptions have been made in the preparation of this order of cost estimate:

- 3.1 No significant contamination or obstructions, ground conditions conducive to proposed development
- 3.2 A provisional allowance of £50k has been made for removal of asbestos during demolition of existing structures, however we have not been provided with any management survey information or the like
- 3.3 No allowance has been made for major service upgrades or diversions across the site
- 3.4 No allowance for substations or charges associated to the increase of loading required for the site
- 3.5 Existing access roads and pedestrian footways are to be made good and overlaid where required. No full reconstruction allowed for.
- 3.6 Demolition of existing structures does not require extensive propping and supportive works.
- 3.7 No significant reduced dig and forming site levels to support the construction of the new build
- 3.8 74 week construction programme, inclusive of all facilitating works
- 3.9 An allowance of £200k for Client Direct Costs has been included within the estimate, however this is an allowance only - these costs should be assessed by others.
- 3.10 We have assumed that BREEAM 'Excellent' will be targeted
- 3.11 We have assumed that the project will follow two-stage procurement and accordingly have made allowance for PSC costs
- 3.12 FF&E and ICT/AV excluded from Innovation Centre, as per Client instruction.
- 3.13 Please note we have reported all costs in this report inclusive of VAT unless otherwise stated. This is based on a notional 20% VAT rate. VAT is a complex area and we recommend that suitable VAT guidance is received in relation to your VAT liabilities. Mace do not accept responsibility for any errors in the VAT calculations in this report or assumption provided by the client.
- 3.14 Cost allowance assumes areas of research space, not formal laboratory space
- 3.15 Although the Architect has provided initial conceptual sketches for the new facility, it has been agreed that the types of systems/materials used in it's construction will be driven by the Client's available budget. As such the sketches should be viewed as indicative and are subject to further design development.

4. Information used

The following information has been used for the basis of this assessment. The initial estimate will be refined as further design information becomes available.

- 4.1 Swansea University - Life Sciences Phase 1 Feasibility (dated 16/11/2020)
SUSLC-AHR-XX-XX-RP-A-0002-S4-P01

Order of Cost Estimate

Life Sciences - Sketty Lane

Summary

16 November 2020

		Order of Cost £	£ / m ² GIFA	£ / ft ² GIFA	% of Project Total
0.0	Facilitating/Enabling Works	238,160	88	8	2%
1.0	Building 1 - Life Sciences	5,467,000	2,025	188	52%
2.0	External Works	808,130	299	28	8%
	Construction sub-total (excl. prelims, OH&P, etc.)	6,513,290	2,412	224	62%
3.0	Main Contractor Preliminaries	74 wks 1,110,000	411	38	11%
4.0	Main Contractor D&B Risk	5.0% 325,665	121	11	3%
5.0	Main Contractor Design Fees (RIBA Stage 5)	2.5% 190,582	71	7	2%
6.0	Main Contractor Overheads & Profit	6.5% 529,070	196	18	5%
	Construction total	8,668,607	3,211	298	83%
7.0	Professional Fees and Surveys (includes PSC)	7.5% 650,145	241	22	6%
8.0	Client Direct Costs (scope undefined, allowance only)	sum 200,000	74	7	2%
9.0	Client Contingency/Risk Allowance	10.0% 931,875	345	32	9%
	Order of Cost Total (excl. Inflation & VAT)	10,450,627	£3,871 /m2	£360 /sq ft	100%

Below the line items not accounted for within the above Order of Cost Total

Project Inflation (allowance only; construction mid-point unknown)	2.0%	209,013
VAT	20.0%	2,131,928
TOTAL (incl fees, contingency, inflation and VAT)		12,791,568

Order of Cost Range

On the basis of the project brief and the limited design information available, we anticipate that the outturn project costs at current prices will be in the range of £12.5m to £13.5m including fees, contingency, inflation and VAT

Order of Cost Estimate

Life Sciences - Sketty Lane

Breakdown

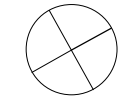
16 November 2020

	Quantity	Unit		Rate	Total
Breakdown Summary				£	6,513,290
0.0 Facilitating/Enabling Works				£	238,160
0.1 Site clearance and demolition of existing Sports Pavilion Building	6,272	m3	£	30	£ 188,160
0.2 Asbestos removal - provisional allowance only, subject to further investigation	1	item	£	50,000	£ 50,000
1.0 Building 1 - Life Sciences				£	5,467,000
1.1 Allowance for retaining/basement walls	73	m	£	1,000	£ 73,000
1.2 Three-storey education and research facility, 2,700m2 GIFA	2,700	m2	£	1,900	£ 5,130,000
1.3 FF&E; fixed and loose (excludes Innovation Centre)	1,650	m2	£	120	£ 198,000
1.4 ICT & AV Equipment (excludes Innovation Centre)	1,650	m2	£	40	£ 66,000
2.0 External Works				£	808,130
2.1 Hard landscaping - feature paving	1,346	m2	£	175	£ 235,550
2.2 Fencing and railings - provisional allowance only	1	item	£	25,000	£ 25,000
2.3 Landscaped steps/ramps, including associated retaining walls	578	m2	£	300	£ 173,400
2.4 Works to tie in with existing pavement/entrance works	1	item	£	50,000	£ 50,000
2.5 Soft landscaping to public realm area - seeding to small green areas	93	m2	£	50	£ 4,650
2.6 Public Realm feature - provisional allowance only	1	item	£	30,000	£ 30,000
2.7 Trees and planting - provisional allowance only	1	item	£	30,000	£ 30,000
2.8 External Drainage	2,217	m2	£	90	£ 199,530
2.9 External Services	1	item	£	60,000	£ 60,000

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APPENDIX C - Morriston Plans



Notes:

Plans are shown to illustrate the refurbished estate to include business incubation and affiliate provision and an innovation and exhibition centre. They are created to aid scoping of functional content for the proposed development with the detail subject to stakeholder engagement discussions.

Proposed:

Ground Floor

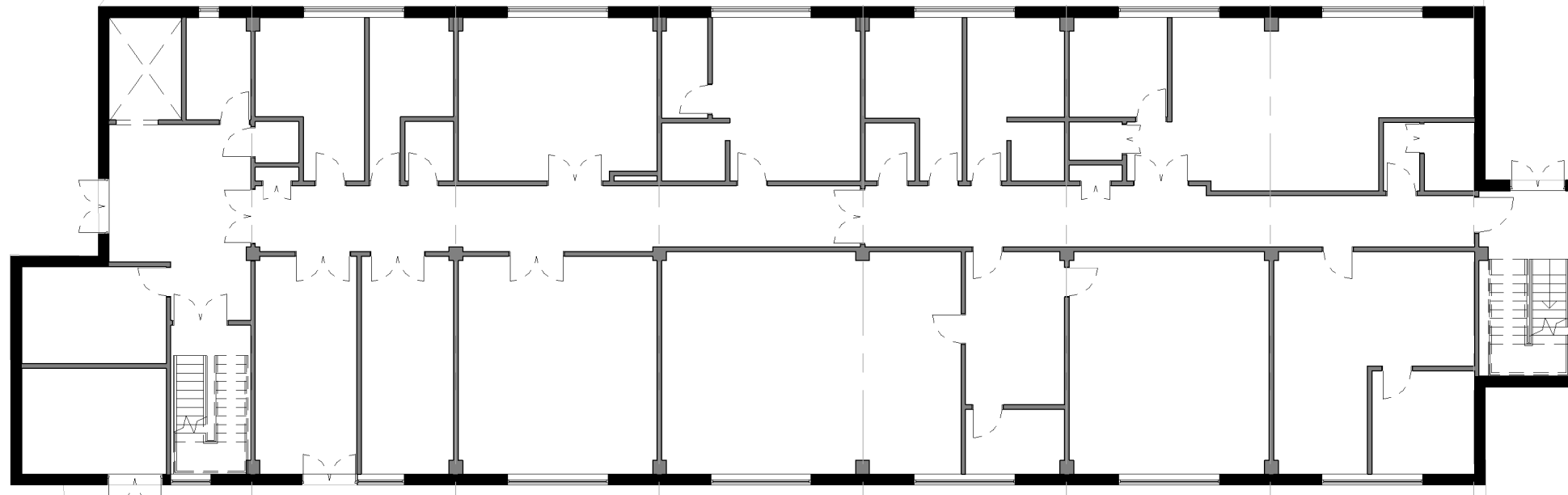
Open plan reception, seating, and exhibition area (~120m²)
Innovation Centre/Offices and meeting room (~66m²)

First Floor

ILS Tenant Office Space (~320m²)
ILS Resident affiliate Space (~35m²)
Network Member Space (~46m²)
Kitchen and Beverage area (~30m²)
Meeting Room (~40m²)

All proposed areas are based on the Revised Functional Content Modelling document (date 29.10.20).

Do not scale from these drawings, they may be dimensional inaccurate, and are to be used for illustrative purposes



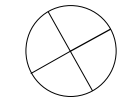
1	Initial Issue	10.12.20	HT	HT
Rev	Description	Date	Dr by	App by
original by	date created	approved by		
HT	10 Dec 2020	HT		

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www.ahr.co.uk

client name	
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project	
Life Science & Wellbeing Campus @ Morriston	
drawing	
Ground Floor Existing	
computer file	plot date
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Notes:

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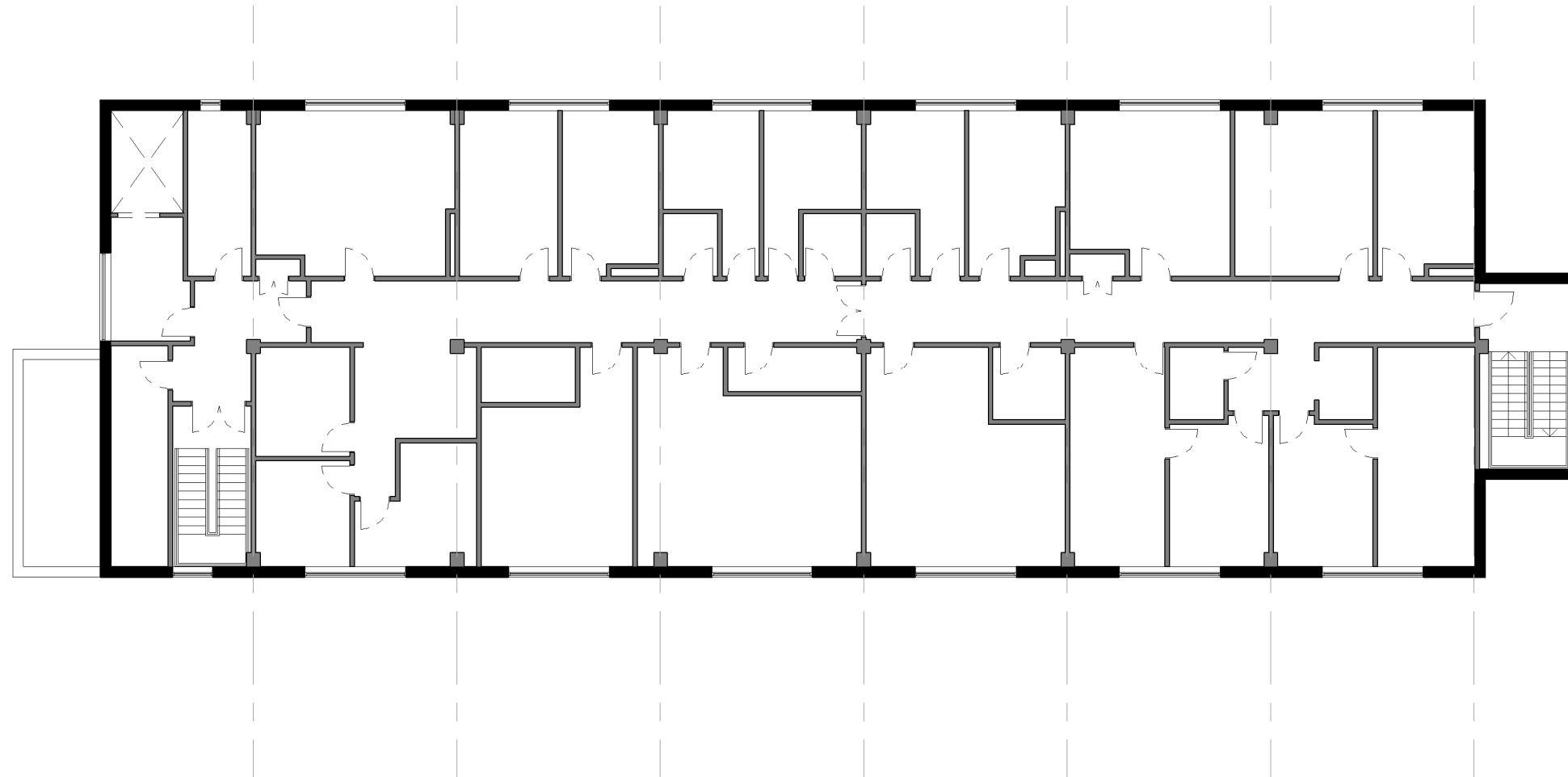
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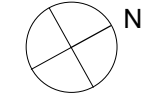
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client name	
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project	
Life Science & Wellbeing Campus @ Morrision	
drawing	
First Floor Existing	
computer file	plot date
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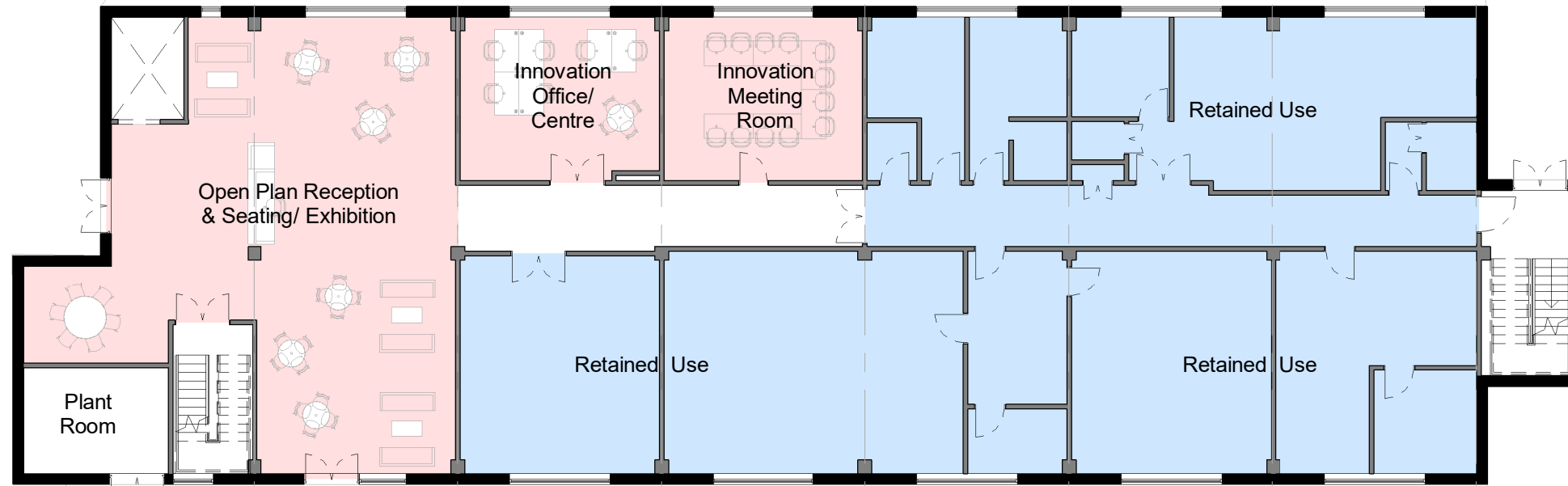
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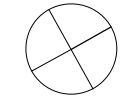
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client name	Enter Client Name	
project	Life Science & Wellbeing Campus @ Morriston	
drawing	Ground Floor Proposed	
computer file	plot date	
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drawing number	rev	issue stat
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Proposed:

Ground Floor

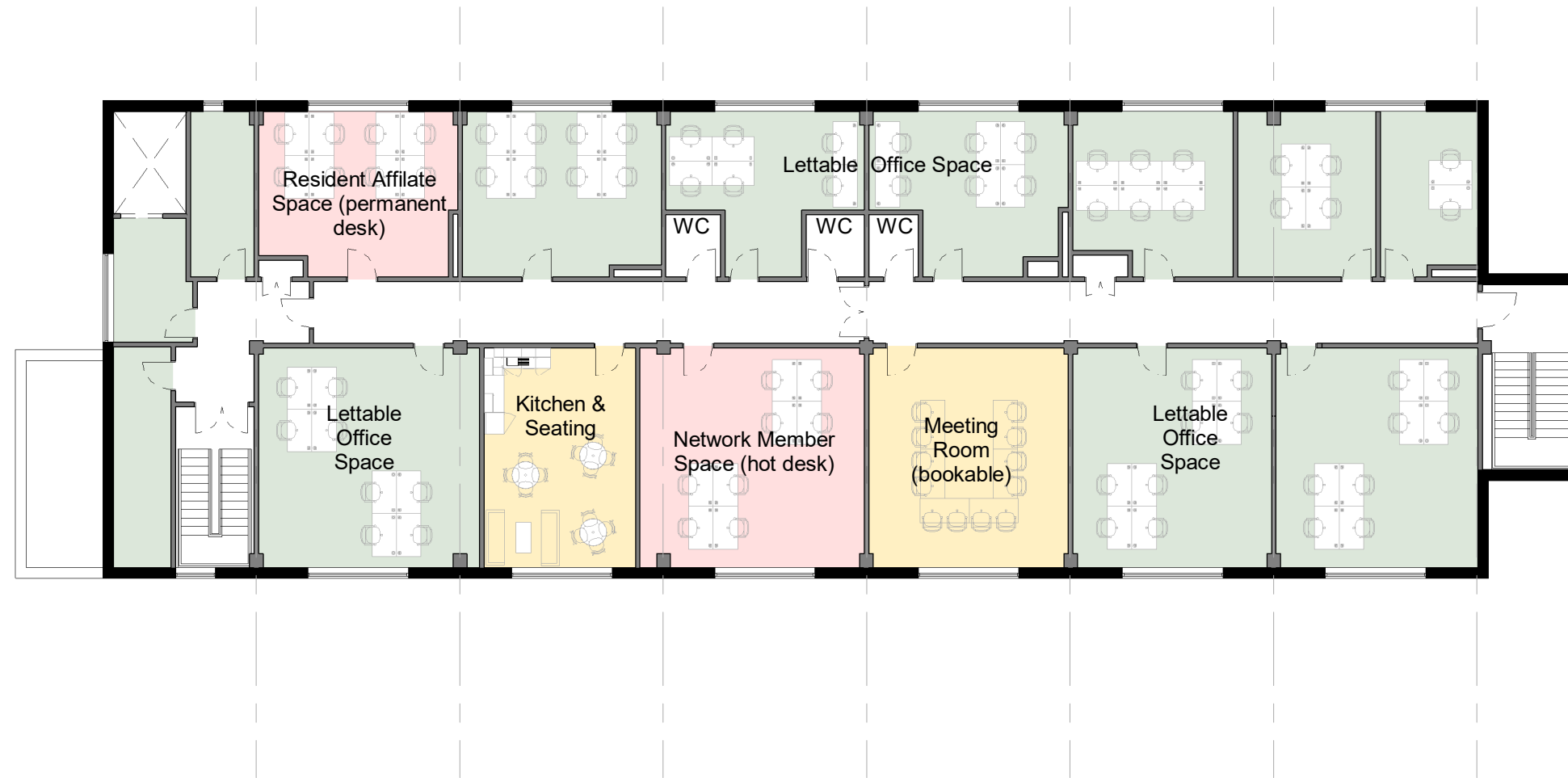
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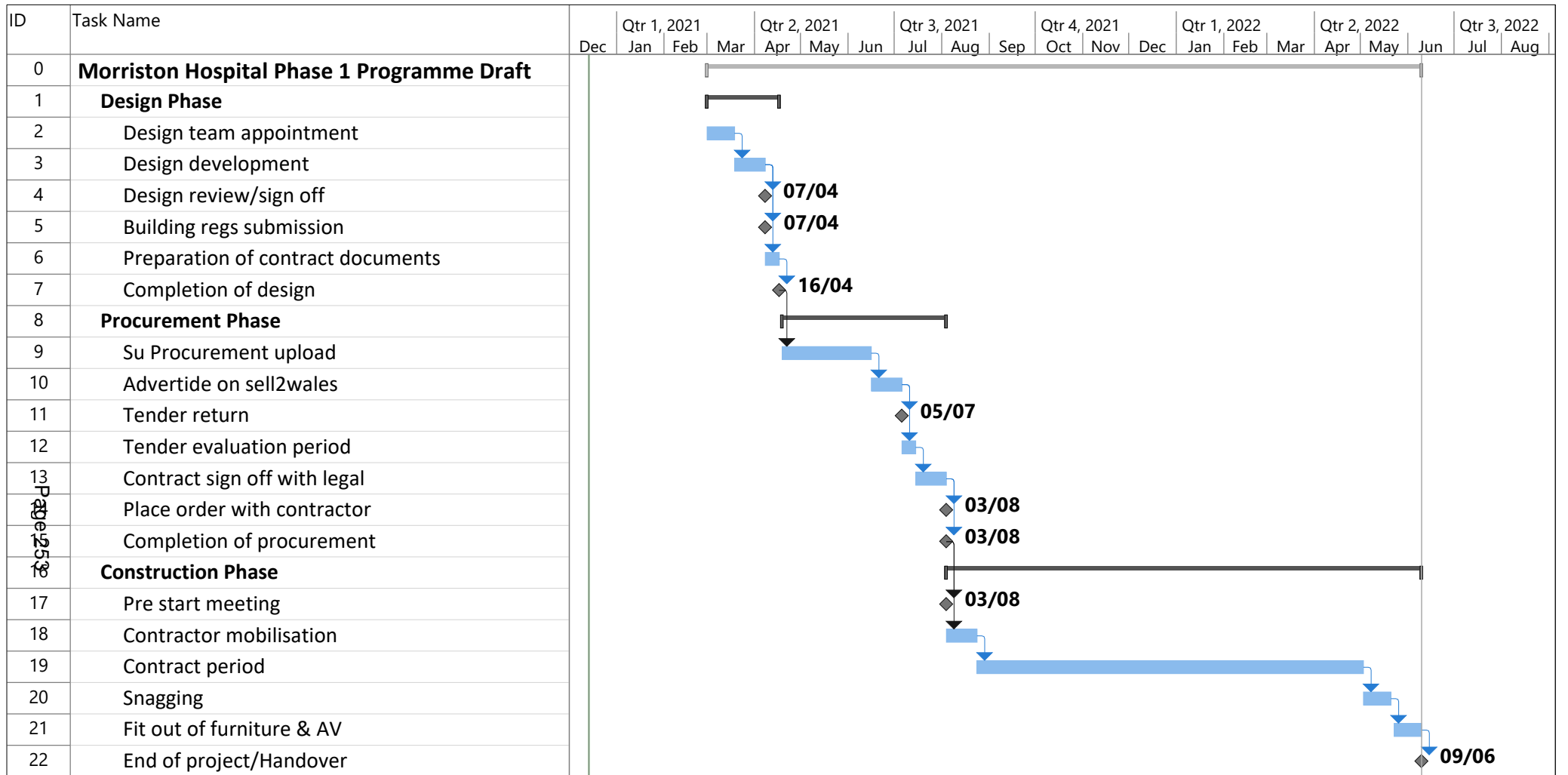
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client name	
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project	
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drawing number	rev issue stat
SK004	1 SK

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D

APPENDIX D - Morriston Programme



Project: Morriston Hospital Pha
Date: Mon 14/12/20

Task [Blue Bar] Milestone [Diamond] Summary [Thick Line] Project Summary [Thin Line]

E

APPENDIX E - Morriston Cost Plan

Order of Cost Estimate

Morrison Management Centre

for

Swansea University



**Swansea
University**
**Prifysgol
Abertawe**

Report Nr: 1 Date: 07 December 2020

Page 255

Project Nr: N/A

Prepared by: Tom Cotter

Signed: *JR Colthart*

Approved by: James Colthart

Mace Cost Consultancy Ltd
Regus House
Falcon Drive
Cardiff
CF10 4RU
Tel: 029 2050 4030

1. Introduction

- 1.1 This Order of Cost Estimate has been prepared to forecast the financial implications associated to the refurbishment of the Morrison Hospital Management Centre. The estimate has been produced on the basis of limited information and should be treated as a high level estimate.
- 1.2 To inform this exercise we used information provided by Swansea University, which included existing floor plans and the Functional Content Modelling. The scheme comprises of minor demolition works and light refurbishment to both the ground and first floors.
- 1.3 The proposed site is considered open and free from any significant obstructions. Also, given the nature of the site, it is assumed that no significant access/logistical issues will be encountered.
- 1.4 At the time of estimation building survey and investigations are yet to take place, therefore it is assumed that works are conducive to the proposed construction activities.
- 1.5 The estimate represents the anticipated construction cost at current prices using a competitive method of procurement. We are experiencing fluctuations within the market and as such a risk allowance of 10% has been included in order to mitigate these potential issues.
- 1.6 The estimate has been benchmarked against projects of a similar nature within the region. Average costs for facilities of this nature can vary significantly depending on the level of refurbishment and specification, which is to be detailed at the subsequent design stages.

- 1.7 The estimate represents the anticipated construction cost at current prices with an inflationary allowance of 2% made in lieu of a forecast construction cost.
- 1.8 Please note we have reported all costs in this report inclusive of VAT unless otherwise stated. This is based on a notional 20% VAT rate. VAT is a complex area and we recommend that suitable VAT guidance is received in relation to your VAT liabilities. Mace do not accept responsibility for any errors in the VAT calculations in this report or assumption provided by the client.

2. Exclusions

The following items are not included in this estimate of construction cost and allowance should be made elsewhere:

- 2.1 Any costs directly incurred by the client that are not listed herein
- 2.2 Asbestos removal or encapsulation
- 2.3 External works
- 2.4 Temporary diversion works
- 2.5 Specialist environmental and renewable technologies
- 2.6 Any 3rd party costs associated to the development
- 2.7 Planning requirements, conditions, etc.
- 2.8 Inflation beyond the period stated.
- 2.9 BREEAM or other environmental accreditation
- 2.10 No works that would alter the existing building frame have been allowed.

3. Information used

The following information has been used in the preparation of this estimate:

- 3.1 20-06-29 Revised Functional Content Modelling - Singleton & Morrison
- 3.2 NHS - Planning Directorate - Morrison Management Centre - 02 plan as

4. Assumptions

- 4.1 There are no structural adaptations other than non-structural load bearing walls
- 4.2 There will be no planning requirement necessary
- 4.3 There will be no adaptations to the existing heating system
- 4.4 No automatic ventilation requirements
- 4.5 Existing building supplies will not require upgrading.
- 4.6 The existing lift shaft is suitable for 8 persons
- 4.7 The existing plant rooms will remain unaltered
- 4.8 Existing staircases will remain
- 4.9 Existing toilet locations will remain as existing but will be upgraded
- 4.10 Existing external building envelope will remain with no refurbishment
- 4.11 Power will be supplied to external walls with no floor boxes
- 4.12 No allowance for new FF&E

Order of Cost Estimate

Morrison Management Centre

Summary

07 December 2020

		Order of Cost £	£ / m ² GIFA	£ / ft ² GIFA	% of Project Total
1.0	Facilitating & Works to Existing Building	101,124	110	10	10%
2.0	Superstructure	22,500	24	2	2%
3.0	Internal Finishes	64,531	70	7	6%
4.0	Services	492,800	536	50	47%
5.0	Infrastructure/External Works	10,000	11	1	1%
	Construction sub-total (excl. prelims, OH&P, etc.)	703,455	765	71	67%
6.0	Main Contractor Preliminaries	12.5% 87,932	96	9	8%
7.0	Main Contractor Overheads & Profit	8.0% 63,311	69	6	6%
	Construction sub total	854,698	929	86	82%
8.0	Professional Fees and Surveys	10.0% 85,470	93	9	8%
9.0	Contingency / Risk Allowance	10.0% 85,470	93	9	8%
10.0	Construction Inflation (mid-point unknown)	2.0% 17,094	19	2	2%
	Order of Cost Total (excl VAT)	1,042,732	1,133	105	100%
11.0	VAT	20.0% 208,546			
	Order of Cost Total (incl VAT)	1,251,278			

Order of Cost Range

On the basis of the project brief and the limited design information available, we anticipate that the outturn project costs at current prices will be in the range of £1m to £1.25m.

Floor Areas

Gross Internal Floor Area	GIFA	920 m ²	9,903 sq ft
Net Area (assumed 80% of GIFA)	NIA	736 m ²	7,922 sq ft

Order of Cost Estimate

Morrison Management Centre

Facilitating & Works to Existing Building

07 December 2020

	Quantity	Unit	Rate		Total
1.0 Facilitating & Works to Existing Building				£	101,124
1.1 Facilitating Works					
1.1.1 Isolate services throughout the building	1	Nr	£	5,000 £	5,000
1.1.2 Acro props to support structure during taking down of internal walls	1	Nr	£	2,500 £	2,500
1.1.3 Allowance for moving FF&E to storage for re-use	1	item	£	10,000 £	10,000
1.2 Alterations to Existing Building					
1.2.1 Soft strip of existing furniture (stored on-site for re-use)	920	m2	£	5 £	4,600
1.2.2 Take-up and dispose off-site existing floor finishes	920	m2	£	15 £	13,800
1.2.3 Take-down of existing door sets (GF only - Assumed disposed off-site)	7	Nr	£	100 £	700
1.2.4 Take-down existing suspended ceiling grids.(GF only)	152	m2	£	12 £	1,824
1.2.5 Strip out existing toilets (white goods, tiles and Doc M packs)	3	item	£	1,500 £	4,500
1.2.6 Strip out existing tea point to GF and FF.	2	item	£	1,500 £	3,000
1.2.7 Strip out existing M&E services	920	m2	£	50 £	46,000
1.2.8 Minor demolition works associated to taking down internal walls to GF area	920	m2	£	10 £	9,200

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Order of Cost Estimate

Morrison Management Centre

Superstructure

07 December 2020

	Quantity	Unit	Rate	Total
2.0 Superstructure			£	22,500
2.1 Frame				
2.1.1 N/A - No works anticipated	-	m2	£ -	-
2.2 Upper floors				
2.2.1 N/A - No works anticipated	-	m2	£ -	-
2.3 Roof				
2.3.1 Patch repairs to existing roof (allowance until further investigation & surveys are undertaken)	1	item	£ 20,000	£ 20,000
2.4 Stairs and ramps				
2.4.1 N/A - No works anticipated	-	m2	£ -	-
2.5 External Walls				
2.5.1 N/A - No works anticipated	-	m2	£ -	-
2.6 Windows and external doors				
2.6.1 N/A - No works anticipated	-	m2	£ -	-
2.7 Internal walls and partitions				
2.7.1 N/A - No works anticipated	-	m2	£ -	-
2.8 Internal doors				
2.8.1 Allowance for fire rated double door set to corridor space; inclusive of frame, door's and ironmongery	1	nr	£ 2,500	£ 2,500

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Order of Cost Estimate

Morrison Management Centre

Internal Fit-Out

07 December 2020

	Quantity	Unit	Rate	Total
3.0 Internal Finishes			£	64,531
3.1 Wall Finishes				
3.1.1 Allowance for re-plastering and painting existing walls	234	m2	£ 55	12,867
3.1.2 E/O allowance for pattressing (25% of wall area)	58	m2	£ 20	1,170
3.1.3 Re-decoration of FF walls; allowance for making good and re-painting	1,442	m2	£ 10	14,424
3.2 Floor Finishes				
3.2.1 GF allowance for high quality carpet to exhibition area	114	m2	£ 60	6,840
3.2.2 GF allowance for hard wearing carpet to innovation rooms	87	m2	£ 35	3,045
3.2.3 FF allowance for hard wearing carpet to offices, corridors, network spaces and meeting rooms.	571	m2	£ 35	19,985
3.2.4 FF allowance for hard wearing vinyl to kitchen area	30	m2	£ 40	1,200
3.3 Ceiling Finishes				
3.3.1 Allowance for new ceilings to GF spaces	200	m2	£ 25	5,000

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Order of Cost Estimate

Morrison Management Centre

Services

07 December 2020

	Quantity	Unit		Rate	Total
4.0 Services				£	492,800
4.1 Sanitary installations					
4.1.1 Allowance for new WC goods	3	Nr	£	3,000 £	9,000
4.2 Services equipment					
4.2.1 N/A - No works anticipated	1	m2	£	- £	-
4.3 Disposal installations					
4.3.1 N/A - No works anticipated	1	m2	£	- £	-
4.4 Water installations					
4.4.1 N/A - No works anticipated	1	m2	£	- £	-
4.5 Heat Source					
4.5.1 N/A - No works anticipated	1	m2	£	- £	-
4.6 Space heating and air conditioning					
4.6.1 Allowance for up-grading space heating to new formed spaces	270	m2	£	200 £	54,000
4.7 Ventilation					
4.7.1 N/A - No works anticipated	1	m2	£	- £	-
4.8 Electrical installations					
4.8.1 Allowance for up-grading electrical installations	920	m2	£	325 £	299,000
4.9 Fuel installations/systems					
4.9.1 N/A - No works anticipated	1	m2	£	- £	-

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Order of Cost Estimate

Morrison Management Centre

Services

07 December 2020

	Quantity	Unit	Rate	Total
4.10 Lift and conveyor installations				
4.10.1 Allowance for 8 person lift to existing lift shaft.	1	item	£ 40,000	£ 40,000
4.11 Fire and lightning protection				
4.11.3 N/A - No works anticipated	1	m2	£ -	£ -
4.12 Communication, security and control systems				
4.12.1 Allowance of AV, CCTV and Access Control systems (including TV's to exhibition spaces area)	920	m2	£ 50	£ 46,000
4.13 Special installations/systems				
4.13.1 N/A - No works anticipated	1	m2	£ -	£ -
4.14 BWIC				
4.14.1 Allowance for BWIC 5%	10	%	£ 448,000	£ 44,800

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Order of Cost Estimate

Morrison Management Centre

Infrastructure & External Works

07 December 2020

	Quantity	Unit	Rate		Total
5.0 Infrastructure & External Works			£		10,000
5.1 Site preparation works					
5.1.1 No works identified to external areas	0	£	-	£	-
5.2 Roads, paths and paving's					
5.2.1 No works identified to roads, paths and pavings	0	£	-	£	-
5.3 Soft landscaping, planting and irrigation systems					
5.3.1 No works identified to soft landscaping, planting and irrigation systems	0	£	-	£	-
5.4 Fencing railings and walls					
5.4.1 No works identified to fencing and walls	0	£	-	£	-
5.5 Site/street furniture and equipment					
5.5.1 No works identified to site and street furniture	0	£	-	£	-
5.6 External drainage					
5.6.1 No works associated to external drainage	0	£	-	£	-
5.7 External services					
5.7.1 No allowance for external services required	0	£	-	£	-
5.8 Minor building works and ancillary buildings					
5.8.1 Allowance for external canopy to front entrance	1	nr	£	10,000	£ 10,000

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ARCHITECTURE /
BUILDING CONSULTANCY
/ URBAN DESIGN &
MASTERPLANNING
/ ADVANCED DESIGN /
LANDSCAPE / INTERIORS
/ IMAGING

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Consolidated Campuses Financial Summary

	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
Student ftes -														
Sketty Lane Total - based on 75% of planned recruitment	0	11	92	183	289	346	385	416	428	434	440	444	446	3,914.36
Net change (year on year)	0	11	81	102	187	159	226	190	238	196	244	200	246	

Income														
Sketty Lane Revenue - tuition fees based on 75% planned recruitment FTE (as above)	0	126,563	889,313	1,701,030	2,661,260	3,172,465	3,520,840	3,801,715	3,909,715	3,963,715	4,017,715	4,051,465	4,064,965	35,880,759.88
Sketty Lane Revenue - rental income OOH Clinic	0	0	0	0	27,500	58,750	61,350	63,191	65,086	67,039	69,050	71,121	73,255	556,342.05
Sketty Lane Revenue - rental income commercial letting	0	0	0	0	45,938	150,308	154,817	159,461	164,245	169,172	174,248	179,475	184,859	1,382,522.30
Management Centre Revenue - rental from tenants and affiliates	0	0	0	46,129	56,766	58,469	60,223	62,030	63,891	65,808	67,782	69,815	71,910	622,822.58
Management Centre Revenue - research income attracted by site	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000.00
Total Revenue (most likely)	0	126,563	889,313	2,747,159	3,791,464	4,439,992	4,797,230	5,086,397	5,202,937	5,265,734	5,328,794	5,371,877	5,394,989	48,315,884

Expenditure														
Sketty Lane Expenditure - staffing	0	92,975	339,512	630,023	1,013,677	1,309,798	1,496,901	1,578,998	1,618,473	1,706,239	1,772,547	1,816,860	1,862,282	15,238,283.12
Sketty Lane Expenditure - equipment/consumables	0	15,000	158,025	146,995	142,282	178,747	200,158	218,914	230,685	237,991	244,979	250,879	255,113	2,779,767.55
Sketty Lane Expenditure - service charge	0	0	0	0	133,374	271,372	278,427	285,667	293,094	300,714	308,533	316,555	324,785	2,512,520.48
Sketty Lane Expenditure - interest payment	0	0	0	22,751	20,255	15,135	10,015	4,894	3,741	2,806	1,871	935	0	82,401.96
Management Centre Expenditure - service charge actual	0	0	26,740	110,167	113,472	116,876	120,382	123,994	127,713	131,545	135,491	139,556	143,743	1,289,677.97
Management Centre Expenditure - rent actual	0	0	1	1	1	1	1	1	1	1	1	1	1	11.00
Management Centre Expenditure - costs assoc with research projects	0	0	0	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	8,000,000.00
Project Staffing	0	0	182,312	338,755	378,826	390,191	401,897	413,954	426,372	439,164	452,339	465,909	479,886	4,369,604.54
Project team running costs	0	3,333	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	58,333.33
Total Expenditure (most likely)	0	111,308	711,590	2,053,691	2,606,887	3,087,119	3,312,781	3,431,421	3,505,080	3,623,459	3,720,760	3,795,695	3,870,810	33,830,600

Net Surplus / (Deficit) (most Likely)	0	15,255	177,723	693,469	1,184,576	1,352,872	1,484,449	1,654,975	1,697,857	1,642,275	1,608,035	1,576,182	1,524,179	14,485,284
Net Surplus / (Deficit) to Income % (most likely)		12%	20%	25%	31%	30%	31%	33%	33%	31%	30%	29%	28%	30%

Sensitivity Analysis

Tuition Fee income Variables

100% planned recruitment FTE's														
additional fees less increase in variable costs @100%	£0	£34,688	£221,175	£531,144	£833,879	£994,719	£1,104,919	£1,192,128	£1,225,451	£1,241,137	£1,256,800	£1,266,268	£1,269,542	£11,171,849
amended total revenue	£0	£161,250	£1,110,488	£3,278,303	£4,625,343	£5,434,710	£5,902,149	£6,278,525	£6,428,388	£6,506,870	£6,585,594	£6,638,145	£6,664,531	£59,614,295
Net Surplus / (Deficit) (100% planned recruitment)	£0	£49,942	£398,898	£1,224,613	£2,018,455	£2,347,591	£2,589,368	£2,847,104	£2,923,308	£2,883,411	£2,864,834	£2,842,450	£2,793,721	£25,783,695
Net Surplus / (Deficit) to Income % (100% planned recruitment)		0%	36%	37%	44%	43%	44%	45%	45%	44%	44%	43%	42%	43%

50% planned recruitment FTE's														
decrease in fees less decrease in variable costs @50%	£0	£-34,688	£-221,175	£-531,144	£-833,879	£-994,719	£-1,104,919	£-1,192,128	£-1,225,451	£-1,241,137	£-1,256,800	£-1,266,268	£-1,269,542	£-11,171,849
amended total revenue	£0	£91,875	£668,138	£2,216,015	£2,957,585	£3,445,273	£3,692,311	£3,894,268	£3,977,486	£4,024,597	£4,071,995	£4,105,608	£4,125,447	£37,270,598
Net Surplus / (Deficit) (50% of planned recruitment)	£0	£-19,433	£-43,452	£162,325	£350,697	£358,154	£379,530	£462,847	£472,407	£401,138	£351,235	£309,914	£254,638	£3,439,998
Net Surplus / (Deficit) to Income % (50% of planned recruitment)		-21%	-7%	7%	12%	10%	10%	12%	12%	10%	9%	8%	6%	9%

Assumptions

All figures have been calculated to align to Local Authority financial years (April-March). Swansea University financial years are August to September.

Revenue

- (1) ILS@Morrison will be completed Dec 2022 - income generation will commence from April 23
- (2) ILS@Singleton will be completed September 2024 - income generation from October 2024 with the exception of academic programmes which will be temporarily housed until build complete
- (3) The student income figures are estimated fees based on similar programmes for 22/23. No inflation has been used.
- (4) Undergraduate home student fees are set by Welsh Government and have been included based on 20-21 current fees of £9,000 p.a. There is no inflationary uplift to these fees or the commissioned places (HEIW)
- (5) The income figures do not include any research figures for Sketty Lane but do for Morrison Site.
- (6) Other income has been inflated at 3% per annum.
- (7) We have not included overseas student figures at this point but we would fully expect to have overseas students once courses are established. Overseas students have a higher fee structure and would increase the contribution.
- (8) Assume 1/15th of current Med school research income

Expenditure

- (1) ILS@Morrison will be completed Dec 2022 - operational expenditure will commence from this date
- (2) ILS@Singleton will be completed September 2024 - operational expenditure will commence from October 2024 with the exception of academic programmes staffing, equipment and consumables, and project team staffing starting in 2022
- (3) Loan Interest - calculated on reducing capital balance subject to SBDC funding profile and base rate (0.1%) plus 0.25%
- (4) Consumable operating expences forecast based on SU allocation per student with annual 3% inflation
- (5) Rents/Service charges at Morrison are current estimates provided by SBHUB plus assumed inflation of 3% annually
- (6) Rents/Service charges at Singleton are current estimates provided by SU (less existing pavilion budget allocation) plus assumed inflation of 2.6% annually
- (7) Assume research expenditure is 80% of research income
- (8) High level estimates of Start up/Fit out costs of new academic programmes

11th June 2021

Swansea University

Dear Rhian and Keith,

It was good to meet you and your colleagues and to learn more about the plans for the Life Science, Well-being and Sport Campuses Project, which will form part of the Swansea Bay City Deal portfolio.

The project's ambition to drive innovation in Sports Tech and MedTech, and to support economic growth in this area, is hugely exciting and aligns very closely with Vodafone's own aspirations. We are therefore keen to support you in the realisation of these goals.

I would like to share with you Vodafone's purpose. Vodafone is a technology company that connects people, places and things for the benefit of society and organisations.

We connect for a better future

Given the situation we have all experienced over the last few months, Vodafone's purpose to connect for a better future has become even more central in our decision-making process and response. These are our three core areas

Digital Society

We believe in a connected digital society, where data flows at speed, connecting people, communities and things to the internet like never before. We aim to contribute to building an inclusive digital society where no one is left behind, across all ages and socio-economic groups, from those in rural settings to our growing cities making technology relevant and accessible to everyone.

Inclusion for All

We believe that the opportunities and promise of a better digital future should be accessible to all, and we are committed to ensuring that the more vulnerable are not left behind on the journey to that future. Through our technology, we will work to bridge the divides that exist and help people to contribute equally and fully to society. Our goal therefore is also to democratise digitisation, making sure everyone can benefit from technology. Similarly, we need to focus on the human aspects of digital connectivity and content and how they impact our lives.

Planet

We believe that urgent and sustained action is required to address climate change and that business success should not come at a cost to the environment. During the year, we have made strong progress against each of these areas. The digital society has never been so important than in the last few months and we will continue to work with policy makers and regulators in a constructive manner to ensure we can continue to invest in the critical infrastructure and digital services our society deserves.

We also expanded upon our proposal of a 'social' contract between the communications services and technology providers, our customers and the industry regulators. The 'social' contract comprises three broad commitments:

1. Trust: earning and retaining customer trust through quality networks and fair pricing, whilst avoiding micro-regulation.
2. Fairness: enabling us to deliver quality infrastructure for all, whilst earning a fair return.
3. Leadership: partnership between small businesses, hardware manufacturers, technology firms, service providers and regulators throughout our ecosystem to drive innovation and deliver the digital society.

Almost a year and half ago, some members of the Welsh Vodafone team presented a suite of Vodafone's latest business technology solutions to Senior Management at Swansea University. The outcome of this session resulted in a team of University colleagues agreeing to attend one of our 'Customer Experience Centre' days at Vodafone Newbury. Sadly the pandemic had prevented this from going ahead. However, we hope to pick this up again soon. We were also part of the Swansea University Swansea Science Festival 2020, where three members of staff presented a webinar talking about 5G and its capabilities. This was followed by a Q&A session with the audience. We were extremely pleased with the engagement from the audience with a multitude of questions following the session. We are now in discussion on how we can support the Swansea Science Festival again this year in late 2021. During the week-long event supporting 'International Women's Day' at Swansea University, a member of our team, Jo Cracknell, was one of four panellists in one of the event sessions. We are also a partner to the Swansea Bay City Deal, working with Swansea Council on their Smart City and digital ambitions.

The Vodafone team in Wales have many core strengths among them, with several from engineering backgrounds. Our understanding of the Private and Public Sector, having worked with many Universities, Councils and Health Boards, will allow us to bring the latest technologies, advice and support to the University on this project.

The wider Vodafone UK organisation has a strong focus on future technologies, supporting the areas highlighted in your strategy. We are a collaborative organisation who would welcome the opportunity to work with you and provide our technologies to deliver world leading capabilities to the project and its partners. From an R&D perspective, we would like to bring together the functions of the key organisations involved with the project to identify new ways to improve technological solutions that will add to the wider portfolio.

As a Company and a team, being part of the Life Science, Well-being and Sport Campuses Project will allow us to cement our values and beliefs with those of Swansea University and partners, to have the opportunity to be involved in delivering pioneering projects, help the economy grow and be proud to see the region evolve.

All the team at Vodafone are extremely excited to be working with Swansea University, Swansea Council and the Swansea Bay University Health Board in supporting the Life Science, Well-being and Sport Campuses Project in every way we can. We are looking forward to further developing the business relationship we have with you and to working in partnership with you by sharing our ideas and solutions on this ground-breaking project. It is most definitely our intention, where possible, to work towards becoming an Anchor Partner in the technology space across the Life Science, Well-being and Sport Campuses Project in support of the initiative's long-term ambitions.

We look forward to joining the broader team and working with you on this very exciting project for Swansea and the region.

Yours sincerely,

DocuSigned by:



AB470147D2EE405

Paul Morton & Tina Owen

Vodafone Business Regional Team

Professor Keith Lloyd
Pro Vice Chancellor & Executive Dean
Faculty of Medicine, Health & Life Science
Swansea University

31 May 2021

Life Science, Well-being, and Sport Campuses project

Dear Professor Lloyd,

Thank you for discussing your plans for the Life Science, Well-being and Sport initiative being developed as part of the Swansea Bay City Deal portfolio. We believe this to be an exciting opportunity that will drive innovation in Sports Tech and MedTech, which will have lasting impacts and benefits on population health and the wider economy.

At Novo Nordisk we strongly support health and research initiatives with lasting impact on society. The commitment to defeat diabetes and other serious chronic diseases through partnerships and collaboration is an important priority for Novo Nordisk. Digital health and focus on technology above & beyond medicines have also been an area of future partnership and collaboration for Novo Nordisk. Our long-standing collaboration with Swansea University, and specifically with Prof Steve Bain in the Diabetes Research Unit has led to multiple ongoing industry trials over the past two or more decades. Moreover, our special focus on diabetes and exercise has also led to support independent research at Swansea.

Multi-disciplinary research within chronic conditions and significant population-based impact is an area of our company's priority and we believe the shared areas of interest can be further explored through specific projects at the later phase. Once the scope and timeline for the next phases of this project is widely shared, we will be able to identify areas of potential partnership. We can be the intermediary to connect you with our other technology partners or our Team Novo Nordisk professional cycling team, or we can work to identify the mutual areas of interest in research at population level.

Novo Nordisk Ltd.
Clinical Development, Medical &
Regulatory Affairs (CMR) UK

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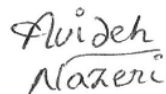
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We do believe the project will enable the growth of a thriving Life Science and well-being in South Wales, bringing research and state of the art focus across all UK and equally shine the light over devolved nations. We wish you every success with the application and look forward to working with you on this exciting initiative.

Kind Regards

Avideh Nazeri MD MBA
Vice President Clinical Development, Medical & Regulatory Novo Nordisk UK Limited

A handwritten signature in black ink, reading "Avideh Nazeri". The signature is written in a cursive style with a horizontal line underlining the name.

19 July 2021

Professor Gareth Stratton
Deputy Pro Vice Chancellor
Swansea University
SA2 8PP

Dear Gareth

It was good to meet you and your colleagues recently and to learn more about the Life Science, Well-being, and Sport Campuses project. This is to confirm that Sport Wales is fully supportive of the ambition to grow a Sports Tech economy in Wales and is keen to be associated as a delivery partner for the project.

Sport Wales is the national organisation responsible for developing and promoting sport and physical activity in Wales. Sport Wales is a public sponsored body of the Welsh Government and is its main adviser on sport and supports the delivery of its strategic priorities through the Vision for Sport in Wales and the Sport Wales Strategy.

Our vision is of a Wales where everyone is active - from those who do not think of themselves as sporty to those who win gold medals. Within our strategy, we have outlined six levels of strategic intent that shape the way Sport Wales works and we believe these align well with the aims of this Swansea Bay City Deal project. Fundamentally, our aim is to be person centred so that the needs and motivations of the individual lead the delivery, whether just starting out, aiming to progress, or striving for excellence on the world stage. The focus is on giving every young person a great start by providing them with the skills, confidence, and motivation to enable them to enjoy and progress through sport; giving them foundations to lead an active, healthy, and enriched life.

Equally relevant for this project is our desire to ensure a collaborative, sustainable and successful sports sector, led by collective insight and learning. Sport Wales has worked hard to develop relationships with all the Institutions in the Higher Education sector in Wales and Swansea University is a catalyst and pivotal in two significant projects designed to deliver results from these relationships - the Welsh Institute of Performance Science (WIPS) and Welsh Institute of physical Activity, Health and Sport (WIPHAS).

The former, WIPS, is led by Swansea University in collaboration with academic partners (Bangor University, Cardiff University, Cardiff Metropolitan and University of South Wales) conducting multi-disciplinary, world-leading, applied performance science projects that enhance the performance of Welsh athletes and businesses. It is a three-way partnership between Sport Wales, leading academic sport scientists and relevant industry partners and could be regarded as an exemplar for the Life-science, Well-Being and Sport campuses project.

Additionally, WIPHAS uses the transformative power of physical activity and sport to change the lives of people in Wales. Working across the nation, and with Swansea University at the forefront, WIPHAS brings together academia, those who are facilitating physical activity and sport, policy makers, and the public, to develop and answer key questions on the nation's wellbeing and health. The project aims to translate research into practice; to bring together

diverse knowledge and experience; and to create insight that transforms the health and wellbeing of Wales.

Both of these projects have been made possible by the significant and established links with key people at Swansea University. Sport Wales staff regularly exchange views, ideas and sit on various committees and project boards with the University. The possibility of strengthening such ties through an innovative new project is an exciting one and Sport Wales wishes to play its part in assisting with this exciting new project, either through contributing as part of the steering group, or helping to shape the project as it develops through existing insight, knowledge and shared partnerships.

Furthermore, we also see the opportunity for some potential involvement in relation to our Regionalisation model for community sport. This new model establishes Regional Sport Partnerships across Wales, including one in the west, whose purpose is to strengthen the voice of sport in each region, raising the profile and wider benefits of sport. This prominent advocacy role will also allow for a place at the table with other regional boards – such as relevant regional economic partnerships or education consortia. The Regional Partnership will champion the power of sport, demonstrating the benefits to local health, community cohesion, reduction in crime and anti-social behaviour, skills and learning.

In summary, a pro-active relationship between Sport Wales, the proposed Regional Partnership and this Swansea Bay City Deal project can only strengthen and grow the impact of a Life Science, Well-being and Sport economy in South Wales, and we look forward to playing our part and also to any other ongoing collaboration.

Yours sincerely



Sarah Powell
Chief Executive Officer

Professor K Lloyd
Executive Dean
Swansea University
Swansea University Medical School
Singleton Park
Swansea
SA2 8PP

15th August 2021

Dear Professor Lloyd,

Life Science, Well-being and Sport Campuses project

Thank you for discussing your plans for the Life Science, Well-being and Sport initiative being developed as part of the Swansea Bay City Deal portfolio. We believe this to be an exciting opportunity that will drive innovation in Sports Tech and Med Tech, which will have lasting impacts and benefits on population health and the wider economy.

Cognizant, as major player in the Digital world is particularly interested in the development of innovation in Med Tech. We also have substantial involvement in Sports Tech, not least our recent high profile engagement with the Aston Martin Formula 1 team.

With a substantial presence in the healthcare market in the USA and a growing brand recognition in the UK with the NHS, we see opportunities to develop value for citizens in this field. Our work with the AIM listed Sensyne, for example, on the LFT pilot for the DHSC is an example of the innovation we can successfully deliver.

Currently we have a few ongoing engagements with the University. We support the School of Management with occasional guest lectures on strategy, including a summer session dedicated to how business responded to the pandemic. In addition a member of our team has been engaged with the Medical School and other partners in the initial development of the Digital Healthcare Technology Centre.

Cognizant is interested in exploring further the scope for involvement in the Swansea Bay City Deal, and will discuss participation in relevant steering groups, access to facilities, where appropriate, and the sharing of, knowledge from our organisation across the globe in both Sports Tech and Med Tech.

We anticipate benefits in access to R&D, localised and relevant digital skills and the ability to jointly develop new solutions for UK wide and global use. Our belief is that the project concept has value in its potential to lead the growth of a Life Science, Well-being and the Sports economy in South Wales, supporting start-ups, new jobs and economic impact.

We wish you every success with the application and look forward to potentially working with you in this exciting initiative.

Yours sincerely,



Yatin Mahandru
Head of UKI Public Sector

Cognizant

Economic Strategy Board Report to Joint Committee

Life Science, Wellbeing and Sports Campuses project business case.

1 Background:

This report contains specific Economic Strategy Board (ESB) feedback on the **Life Science, Wellbeing and Sports Campuses project**.

The ESB received a presentation on the revised Life Science, Wellbeing and Sports Campuses project at its meeting on 11th February 2021. Responses to queries raised at that meeting were returned to the Board in April 2021.

The full business case was formally presented to the Economic Strategy Board at its meeting on **21st June 2021**.

Members of the project team returned to the Board on the **8th of July 2021** to discuss the observations arising from the June meeting and to note that the University had accommodated a productive visit from Minister David TC Davies which provided an opportunity to demonstrate the practical realities of the Campuses concept with contributions being made by private sector advocates as well as the University and Health Board.

Subsequently members of the Board also had a site visit to understand the project concept in **August 2021**.

This has enabled the ESB to engage with project development and hold focused discussions with partner leads around the opportunities and concerns that the ESB had identified in relation to the project business case.

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.

2 Conclusion

The ESB formally recommend the Life Science, Wellbeing and Sports Campuses project.

In addition, the Board has recommended a number of opportunities that could be considered going forward.

3 Areas of Opportunity

It is recommended that the project team should:

1. Consider how low carbon building technologies could be used for the facilities being provided.
2. Carry out an assessment of the potential benefits that can be achieved via procurement, especially opportunities for local supply chain development, given the synergies with the Pentre Awel project
3. Incorporate the delivery of business support, either directly or through partners, for the companies hosted as part of the offering. This would include opportunities to collaborate with the university, help with commercialisation, provide access to corporates, access to investment, employment opportunities, and developing local manufacturing capabilities.

4 Project SWOT analysis

<p>Strengths – e.g. why does the project demonstrate good value for money?</p> <ul style="list-style-type: none"> • BCR of 2.33 • Strong, proven partnership and track record • Additional benefits in terms of impact of community health • Attraction of 300+ cluster firms to the region • Attraction of inward investment • Strengthens Life Science innovation in the region • Involves multinational organisations, with potential to grow this network 	<p>Weaknesses – e.g. where could the aspirations of the project go further?</p> <ul style="list-style-type: none"> • If more funding was available sooner, the project could bring forward its phase 2 plans and could also invest in additional revenue/delivery activities (R&D, skills, training) • Site and budget constraints require a phased approach to delivery • Scale of phase 2 expansion (options appraisal considers three sites, including at Hywel Dda; project is limited to 2) • Connectivity across the region: work is ongoing to understand collaborative opportunities and synergies with other projects. • Current lack of confirmed investment for phase 2
<p>Opportunities – e.g. what are the key areas for greater investment?</p> <ul style="list-style-type: none"> • Developing a Sports Tech economy in the region – unique in the UK • Harnessing MedTech and Sport Tech to deliver significant benefits to population health • Expansion of collaborations with private sector stakeholders • Growing the regional skills base 	<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"> • Impact of post-Covid recovery on availability of funding to support co-financing and inward investment • Timescales involved in securing the funding and developing the sites • Total funding package available to support Phase 1 development, especially given recent price increases in the construction sector • Increasing construction costs and supply chain delays arising from Brexit and Covid



Programme/Project Assessment Review (PAR)

Programme/project Title:	Swansea Bay City Deal, Life Science, Well-being and Sports Campuses
IAH ID number:	AH/21/70

Version number:	Draft v1.0 (final)
Senior Responsible Owner (SRO)	Professor Keith Lloyd
Date of issue to SRO:	Monday 23rd August 2021
Department/Organisation of the programme/Project	Swansea University
Programme/Project Director (or equivalent)	Dr. Naomi Joyce
Business Case stage reached:	Pre-Approval of Outline Business Case (OBC)
Review dates:	Wednesday 11 th August – Friday 13 th August 2021
Review Team Leader:	Julie Palmer
Review Team Member(s):	Alison Tang (Welsh Government) Elaine Randall (ONS)
Departmental Representative:	n/a
Previous Review:	n/a
Security Classification	Official

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[Please remember to click on “update table” once the report is completed to ensure that the contents table above is accurate]

About this report

This report is an evidence-based snapshot of the programme’s/project's status at the time of the review. It reflects the views of the independent review team, based on information evaluated over the review period, and is delivered to the SRO immediately at the conclusion of the review.

This assurance review was arranged and managed by:

Welsh Government Integrated Assurance Hub (IAH)
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1. Executive Summary

This Project Assessment Review (PAR) focused on the Terms of Reference as presented by the SRO, the aim being to provide assurance in the region and to UK and Welsh Government (funding sponsors) that the Life Science, Well-being and Sport Campuses project (Campuses project) is viable and suitable to progress in terms of approval and draw down of City Deal funding.

The Project is one of 9 projects in the Swansea Bay City Deal (SBCD) Portfolio.

The vision is to integrate life sciences, med-tech, sport-tech and well-being to transform services provided in Swansea to drive economic growth and job creation, and to attract significant inward investment into the region. The Morriston site will become the leading specialist tertiary services, clinical research and trials centre and the Singleton site will focus on the provision of sport and sport tech, and well-being - including prevention of ill-health and rehab provision. The ambition is for the project to create 1,000 – 1,120 jobs, attract significant inward and private sector investment, and contribute an additional £150m - £153m to regional GVA.

The investment required to deliver the whole Life Science, Wellbeing and Sport Campuses project will be £161m. Through direct investment of £15m from SBCD, the Campuses project is projected to generate an additional investment of c. £146m over the 15 year period to 2032/33. This is delivered through c. £31m from Phase 1 (£16m Public investment and £15m Private investment) and c. £115m from Phase 2 capital inward investment from private sector partners and developers, the project will create lasting and sustainable economic growth within the region.

The Review Team found that the Campuses Project is well presented, with a comprehensive Outline Business case (OBC) being the primary document that details all elements of the project. The scope, spending objectives, potential benefits and rationale for the preferred option is well understood and there is evidence of effective partnership working across Swansea University, the University Health Boards (Hywel Dda and Swansea Bay), and the Swansea Council. The Project has recently appointed a full time Project manager and has access to considerable support services within the University (Programme Office, Finance, Procurement, Estates) and from the SBCD PMO.

There was detailed understanding of Phase1 (Ph1) of the Project and what was required to get the OBC through the Approvals route, and into the procurement/delivery stage for both the Singleton and Morriston elements. In parallel, the team is working on refining the scope and requirements for Phase 2 (Ph2) of the Campuses Project as it already forms part of the Business case (highlighting the full extent of the ambition) The focus for this Review is Phase 1.

The project has an effective governance structure, meeting the needs of both the SBCD and Swansea University. There are clear routes for reporting and escalation laid out in Terms of Reference associated with the relevant Boards. Meeting actions are recorded.

The project benefits from the close engagement of three stakeholder partners, representing the technology, health and sport sectors, Vodafone, Novo Nordisk and Sports Wales who have all written letters of support.

In terms of procurement, at the time of the Review plans were being developed in readiness for OBC approval. There are two separate procurements for Ph1, reflecting the two sites and the frameworks available to SBUHB and to the University. In addition Ph1 will also include the planning/feasibility element of a potential new access road to the Morriston Hospital site from the M4.

2. Delivery Confidence Assessment (DCA)

<u>Delivery Confidence Assessment:</u>	Amber/Green
<p>The Review Team (RT) finds that the conditions to support successful delivery of Phase 1 of the Life Science, Well-being and Sports Campuses Project (Campuses Project) are evident. Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.</p> <p>The project is at pre-approval stage, and has completed a very detailed draft of the Outline Business case which addresses both Phase 1 and Phase 2 throughout. There is sufficient detail and evidence of thorough analysis to provide a high degree of confidence that this is a viable project with clear business need that will achieve approval from The Welsh Government for the £15million capital funding from the Swansea Bay City Deal (SBCD).</p> <p>The risks to Phase 1 in terms of revenue generation are minimal and the business case has provided sufficient clarity against the affordability challenge, and where this revenue will come from. This revenue also part supports the development and delivery of Phase 2 although the level of investment is considerable and will need funding from inward investment, both public and private.</p> <p>The interviewees, without exception, voiced support for the project as the vision and objective of the project is a good fit for the Region and will deliver positive outcomes. Once Phase 1 is delivered it has the potential to attract c.£115m Phase 2 capital inward investment from private sector partners and developers.</p> <p>There is evidence of effective partnership working across Swansea University, the University Health Boards (Hywel Dda and Swansea Bay), and the Swansea Council. In addition, the project has secured the support from 3 three stakeholder partners, representing the technology, health and sport sectors, Vodafone, Novo Nordisk and Sports Wales, who have all written letters of support.</p> <p>There is a risk associated with increased costs to develop the two sites and therefore the requirements and design need to be managed carefully throughout to ensure that Ph1 remains affordable within the funding envelope.</p> <p>A key risk associated with the Campuses Project come from the level of Investment required to secure the Phase 2 element of the project. Whilst the ToRs for this Review focused on Ph1, the Business Case deals with both Phase 1 and Phase 2 . The RT acknowledge the strength of Phase 1, but it proved difficult to separate out the fact that realisation of the full benefits remain dependent on the ability to fund and successfully implement Ph2.</p> <p>The key areas to focus on are:</p> <ul style="list-style-type: none">• Achieving the Phase 1 capital funding• Delivery of Phase 1 (Sketty Lane build and Morrison refurbishment)• Managing the cost associated with the design and build element.• Using the success of Ph1 delivery to attract further inward investment in order to deliver Phase 2.	

3. Summary of report recommendations

The Review Team makes the following recommendations which are prioritised using the definitions below:

Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification (Please enter the categorisation number from the list provided here)
1.	To enhance readability of the business case, consideration should be given to moving the lower level detail of the policy alignment to an appendix.	E- Essential	Pre-OBC submission	Context, Aims and Scope 8.3 Business case
2.	The project should seek to formalise the involvement of the project delivery partners at the earliest possibility in order to secure investment and partnership working.	R - Recommended	Post-OBC approval and throughout delivery as potential partners come on board.	Stakeholder Management 2.3 Relationship management across organisational boundaries
3.	Complete a stakeholder mapping exercise to understand and document the impact and influence of each key stakeholder (or stakeholder group where necessary) in order to prepare a targeted and detailed communications plan as part of the overall stakeholder engagement strategy	E- Essential	Pre-OBC approval	Stakeholder management 2.1 Engagement Strategy and Planning
4.	Develop a Benefits plan in line with the FBC, outlining base-line measures, target measures, timescales and owners	E- Essential	In line with FBC development	Benefits Management and Realisation 6 Benefits Management and Realisation
5.	Re-evaluate benefits at regular milestones throughout delivery to ensure that the FBC has access to all potential benefits	E- Essential	Throughout project	6 Benefits Management and Realisation
6.	Update the Economic case to describe each one of the CSFs	E- Essential	Pre OBC submission	Context Aims and Scope 8.3 Business case
7.	Campuses Project manager and the two Procurement teams to work together to manage costs effectively at every stage of	E- Essential	Post-OBC approval, delivery stage	Programme and Project management 3.1 Planning

Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification (Please enter the categorisation number from the list provided here)
	the procurement to ensure that there is minimal risk of cost overrun			
8.	Develop a risk strategy incorporating best practice approaches to risk management, thus strengthening the effectiveness of the risk log	R - Recommended	Pre-OBC approval	Risks, Issues and Dependency Management 9.2 Management of Risks
9.	Create a standard Action/Decision Log to support the effective management, tracking and reporting of progress at the project board	R - Recommended	Pre-OBC approval	Programme and Project management 3.1 Controls
10.	Ensure that the Communication to all stakeholders (industry, academia, public, etc) is effective and relevant by bringing the benefits to life through case studies and real-life examples.	E- Essential	Pre-OBC approval	Programme and Project Management 3.6 Communication

Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the programme/project should take action immediately

Essential (Do By) – To increase the likelihood of a successful outcome the programme/project should take action in the near future.

Recommended – The programme/project should benefit from the uptake of this recommendation.

4. Areas of good practice and lessons learnt

- Successful Track Record of Swansea University's ILS ensures that proposals and benefits are based on sound foundation and experience
- Engaged SRO and Project team
- Engaged and fully supportive stakeholders with strong partnerships evident
- Effective support from experts in Swansea Uni and SBCD PMO that are available to the Project team
- Active engagement with Industry partners
- Extensive stakeholder engagement and workshop approach to establish need and requirements for Ph1 and Ph2, with evidence of additional papers and research in support of the business case development

5. Areas of concern

- In general, the ability to maintain focus on achieving the vision over the period of the Business case, to ensure that benefits are delivered as planned.
- The level of Investment required to deliver the benefits in the remaining SBCD timescale (up to 2033) is significant to create the ecosystem which is critical to realising the benefits for the long term.

6. Acknowledgement

The Review Team would like to thank the Life Science, Well-being and Sport Campuses SRO, Project Team and interviewees for their support and openness which contributed to our understanding of the Project and the outcome of this review. Particular thanks to Naomi Joyce and Sarah Davies for their excellent administration, organising the interviews and documentation and ongoing support throughout the period of the review.

7. Comments from the SRO

On behalf of the The Campuses project team, I would like to thank the Review Team, all who took part in the interviews and, more broadly, our partner organisations in this exciting venture particularly Hywel Dda University Health Board, Swansea Bay University Health Board, and Swansea Council.

Our industry and community partners have indicated their support for the project and I especially look forward to deepening our links with them. Life Sciences Hub Wales, The Economic Strategy Board and David TC Davies Wales Office Minister have also all provide valuable input and advice on the project together with other colleagues from UK and Welsh Governments

I particularly note the Review Team's recognition of the strengths of Phase1 as this is both the phase of the project to which the City Deal Funding is attached and that acts as a catalyst for Phase 2. We also recognise that Phase 2 is inherently more risky due to the scale of the separate external investment required and will work with the Review Team and others to ensure focus is maintained to ensure benefits are delivered as planned

The Life Science, Well-being and Sport Campuses project will deliver community benefits beyond med -tech and sports tech, jobs, skills, education, innovation and research. As well as elite sport, there will be benefits for community health and wellbeing, and community participation and engagement in sport.

The Project Team will address the recommendations and these will help enrich the Campuses project if approved for funding.

Finally, thank you once more to the Review Team for their professionalism and attention to detail both of which are much appreciated.

8. Summary of the Programme/Project

Background and context:

The project harnesses unique capabilities and the thriving Institute of Life Science (ILS) and health (NHS) ecosystem in the Swansea Bay City Region to establish an international centre for innovation in life science, well-being and sport, supporting interventions in healthcare and medicine and driving the growth of a globally significant Sports Tech industry. As part of the South Wales Health and Life Sciences Corridor, the project will contribute complementary and unique capabilities to enhance regional and UK sector-leading presence.

The project builds on the impact and credibility of the Institute of Life Science, and the proven ecosystem fostered by the partners to deliver academic, industry and NHS-led innovation and economic growth. To date, ILS has created 30 companies and 800 jobs, attracting £36 million in inward investment, and delivering a return of £3 for every £1 in public money received.

The project will deliver R&D, trials and testing facilities, enabling co-location of research and industry alongside clinical infrastructure and investment opportunities. An emphasis on digital and data-driven innovation at the intersection of life sciences, health, well-being and sport is a key differentiator for this project within the South Wales health and life sciences innovation corridor described.

The vision is to integrate life sciences, med tech, sport and well-being to transform services provided in Swansea to drive economic growth and job creation, and to attract significant inward investment into the region. The project will link into the wider ecosystem of provision for the benefit of the local population, and for the development of regional and national excellence in sports and life sciences. As a result, the Morriston site will become the leading specialist tertiary services, clinical research and trials centre and the Singleton site will focus

on the provision of sport and well-being - including prevention of ill-health and rehab provision. The ambition is for the project to create 1,000 – 1,120 jobs, attract significant inward and private sector investment, and contribute an additional £150m - £153m to regional GVA.

The link between sport and population well-being is well documented. The opportunity is to create the conditions that enable technology innovation that supports population health and sporting endeavour, across the life course and inclusive of disadvantaged communities and able/disabled people. The project spans preventative health and public participation in sport through to personalised medicine and elite performance and will lead the growth of the UK Sports Tech sector.

MedTech and Sports Tech are synergistic industries. Devices and sensors developed for use in sport (e.g. for gait analysis) can find application in healthcare (e.g. for physiotherapy). “Smart clothing” (e.g. printed, heated garments) are being developed for elite sport but have application in healthcare settings. Wearables that monitor heart rate, oxygen saturation, cadence, balance and impact from falls/collisions have clear value for both medical and sport/well-being purposes. Technologies developed to help athletes recover after training are relevant to patient rehabilitation, while innovations in wound care and reablement can help elite athletes monitor healing from injury, enabling them to return to competition sooner.

The project is a partnership between Swansea Council, Swansea Bay University Health Board, and Swansea University alongside Hywel Dda University Health Board and supported by the ARCH (A Regional Collaboration for Health) Partnership. It benefits from the close engagement of three project delivery partners, representing the technology, health and sport sectors.

The project builds on the impact and credibility of the Institute of Life Science, and the proven ecosystem fostered by the partners to deliver academic, industry and NHS-led innovation and economic growth aligned with planned development of the major regional hospital at Morriston. At its core, this project seeks to

1. Expand the current infrastructure to support a widening of the ecosystem into new, targeted areas (including digital innovation in sensors, devices and materials, with applications in health, well-being and sports settings), and
2. Attract private investment into the Swansea Bay City Region from multinational companies and SMEs in the MedTech and Sports Tech sector.

Aims and objectives:

The project seeks to harness innovations in Life Science, MedTech and Sports Tech to enable the population to be fit and active – thereby improving quality of life and mental well-being, contributing to GVA, jobs and economic performance, and reducing the economic burden on the National Health Service. As such, the project’s three, primary organisational drivers are:

- Growing the regional economy.
- Improving the nation’s health.
- Growing the sport economy in Wales.

The project is demonstrably aligned to the UK, national (Wales) and regional strategic and policy context, particularly:

- The ambition for the UK to be the world's most innovative economy, with emphasis on research-led life sciences, digital innovation and the AI revolution.
- Support to enable a healthier, active and productive population, harnessing digital technology and innovation across the life course, and from general population health to targeted interventions.
- The creation of high quality jobs, skills and training opportunities to strengthen the regional economic base and enhance the competitiveness of the regional economy.
- The need to create opportunities to foster innovation and entrepreneurship in high-value research, development and innovation initiatives.

The project is also a key component in the SBCD portfolio, and the differentiating and synergistic characteristics with the Pentre Awel initiative are described.

The case for change sets out how the project builds on the distinct ecosystem and partners' track record of success to create a unique testbed within the Swansea Bay City Region, driving innovation and entrepreneurship and attracting commercial investment. The project spending objectives are:

- **Employment:** To support the growth of high value employment within the sector by creating in excess of 1000 jobs across the region by 2033.
- **High Growth Facilities:** To expand the specialist facilities and pipeline of new enterprises in the sector through the creation of 12,000m² of mixed laboratory, office and test-bed space within the region over the 15 year period.
- **Regionalisation:** To enhance the regional Innovation ecosystem by expanding the ILS infrastructure to include two further sites by 2025.
- **Ecosystem:** Enhance the region and UK sector profile by capturing major international opportunities through capturing 4 major inward investment opportunities and developing a cluster of 300 firms within the cluster by 2033.
- **Commercialisation:** To expand the pipeline of innovation opportunities to include the supporting in excess of 100 new innovation and commercialisation opportunities during the project period with a £48m co-investment into enterprise partnerships by 2033.

The project responds to unmet need to deliver key outputs across two phases. Supported by the City Deal, the first phase encompasses establishment of ILS activities (~700sqm) at the Morriston Regional Hospital site, design, planning, submission of planning permission, and procurement framework for new road access to unlock the site's investment potential, and creating ~2,000sqm of dedicated research & innovation space within the Sketty Lane Sports Park. The second phase (not funded by the City Deal) will deliver the development of a 55-acre Innovation Park and a national centre of excellence with performance sport infrastructure.

The project targets 1,000 - 1,120 jobs created and a Gross Value Added of £150m - £153m. It will further enable 100+ new commercialisation opportunities, four significant inward investments and the development of a related cluster of 300 enterprises.

The Case shows there is an industry demand for

- **Facilities:** The ILS ecosystem is oversubscribed, with trend lines showing a current shortfall of physical space (~2,800 square metres) and capacity to develop industry collaborations.
- **Scale:** Expanded facilities and a new focus on Sports Tech will ensure that the region's research remains globally competitive to attract further investment and collaborations.
- **Skills:** The need to ensure a sustained pipeline of talent coming into the life sciences, well-being and sport innovation sector at every level, from school leaver through to industry professional.

By addressing these three imperatives, the project will contribute to the City Deal's core objectives to grow GVA and create jobs.

The potential project scope is therefore to establish an ILS footprint at Morriston and to expand the ILS infrastructure at Singleton to create a novel focus on technology/data-led innovation in sport, well-being and life science research and skills, and to harness this regional infrastructure to leverage investment that supports the development of a larger life science park at Morriston in addition to investment in the Sketty Lane Sports Village.

Key Milestones:

Milestone	Date (dd/mm/yy)
OBC Approval	Q4 2021
Funding agreements signed	Q1 2022
Project Manager appointed	Q3 2021
SBCD Business Plan Approved	Q4 2021
Establish additional ILS Innovation Centre at Singleton	Q1 2025
Establish additional ILS Innovation Centre at Morriston	Q1 2023
Submit planning application to unlock the wider Morriston site	Q3 2023
Development of the Swansea Bay Sports Park at Singleton	Q2 2027
Development of the Health and Life Science Park at Morriston	Q2 2030
Develop strategic partnerships securing 3 strategic anchor partners	Q2 2027
Realise the creation of 1000-1120 jobs	Q1 2033
Attract 4 significant inward investments	Q1 2029
Realise £150—153m cumulative increase in GVA (*Please refer to the Economic Case for treatment of this time horizon)	Q1 2033*
£78.8m (£6000 per job against Welsh average) wage premium	Q1 2033
Citizen receives one additional year of perfect health valued at £15,000 (est population impact 250,000 people)	Q1 2033
Develop a cluster in excess of 300 firms	Q1 2033
Develop inn excess of 100 new innovation and commercialisation opportunities	Q1 2033

Approval milestones.

Hywel Dda R&I Sub Committee endorsement 13/09/21
 ARCH Partnership Board endorsement 21/09/21
 SBUHB Health Board endorsement 19/08/21
 SU University Council 04/10/21
 SC Cabinet 16/09/21
 City Deal Joint Committee 14/10/21
 WGCGIB and Gov approval target Q4 21

9. Scope/Terms of Reference of the Review

The Project Assessment Review (PAR) will provide assurance to the region and to the UK and Welsh Governments (the funding sponsors) that the Life Science, Wellbeing and Sport Campuses project is viable and suitable to progress in terms of approval and draw down of City Deal funding.

The PAR will engage with all key stakeholders to gather information and views to test and challenge the project and ensure that the Life Science, Wellbeing and Sport Campuses project undergoes a Delivery Confidence Assessment that demonstrates that the business case is:

1. Aligned to UK and Welsh Government policy
2. Remains a regional priority for Swansea Bay City Region stakeholders
3. Based on sound evidence and input, confirming the objectives and deliverables set out in the Benefits Plan are identified, clearly defined and achievable.
4. Viable for an investment decision by Welsh and UK Government
5. Able to develop and implement a competitive procurement strategy to ensure adequate response from the market
6. Financially viable in terms of affordability over the 15-year programme lifecycle
7. Governed appropriately with controls and measures in place to manage and mitigate project risks, milestones and deliverables

10. Detailed Review Team findings in line with Terms of Reference

10.1 Aligned to UK and Welsh Government policy

A comprehensive description of the project's alignment to multiple strategic objectives and policies has been included within the strategic case and is widely understood by stakeholders.

Stakeholders recognise that the more recent addition of the 'SportsTech' element to the business case was an exciting prospect that had strengthened the overall proposition, presenting a unique opportunity to develop the Swansea Bay area into a leader in this field, and to build on existing reputation.

The OBC has an 8 page series of tables referencing all of the strategy and policy drivers associated with this Project (3.2.5). The RT was of a view that the amount of information in the strategic case could potentially detract the reader/approver from the key points and would advise that the elements are listed in a simple table with reference to an Annex containing the detailed information.

Recommendation 1: To enhance readability of the business case, consideration should be given to moving the lower level detail of the policy alignment to an appendix.

10.2 Remains a regional priority for Swansea Bay City Region stakeholders

The RT had sufficient evidence that the project benefits from strong support and a shared common vision across a broad range of stakeholders.

The engagement of 3 project delivery partners representing the technology, health and sport sectors (Vodafone, Novo-Nordisk, Sport Wales) is clearly evident and has been agreed to date via letters of support that broadly state their intent for involvement with the project. The RT learnt that all partners are keen to engage with the Project, although at this stage, not committing any investment. They can support the project by providing access to technical expertise, potential test-beds, their marketing and data analytical expertise, and in addition provide access to their own organisation's stakeholders and partners. It will be crucial to maintain the engagement and dialogue with these partners, as the project progresses through approval of the OBC. Some interviewees were keen to see a more formal agreement at this stage.

Recommendation 2: The project should seek to formalise the involvement of the project delivery partners at the earliest possibility in order to secure investment and partnership working.

Swansea University as a whole benefits from partnerships and relationships with a wide range of private sector organisations. Consideration should be given as to whether any of these existing partners could be brought into this project.

The project has prepared a market engagement strategy and plan, and a more formal stakeholder engagement strategy is in development. This will be critical for the promotional and outreach activities planned to attract investment and to ensure that commitment is retained over time as the project moves forward into delivery and implementation.

Recommendation 3: Complete a stakeholder mapping exercise to understand and document the impact and influence of each key stakeholder (or stakeholder group where necessary) in order to prepare a targeted and detailed communications plan as part of the overall stakeholder engagement strategy.

The business engagement and communication roles outlined within the project delivery team structure will be crucial and it is not clear when recruitment against these roles will commence.

10.3 Based on sound evidence and input, confirming the objectives and deliverables set out in the Benefits Plan are identified, clearly defined and achievable.

The main focus for the Campuses project to date has been on the development of the OBC in order to secure the City Deal funding whilst referencing both Ph1 and Ph2 throughout. The RT recognise that this has involved a considerable amount of work over a long period of time, with changes having been made to many aspects of the project including the scope (by including the Sport tech element alongside the ILS elements). The project has sought input from a wide range of stakeholders on all aspects (agreeing scope, objectives, outcomes, requirements, identifying and assessing benefits etc) and from supporting services within the University to develop a compelling document. The resulting OBC is recognised as a high quality proposal by key stakeholders, highlighting the foundation behind the ambition, accompanied by detailed costs and benefits.

The Welsh Government approval of the OBC is planned for Dec 2021. Prior to that point, there are a number of additional Boards that will need to have sight of the OBC, either for information, endorsement or approval (at Joint Committee). The Approvals route appears complex, but is well understood and the Project has a timeline which will enable them to achieve the final approval milestone.

The SRO is fully engaged and committed to achieving the vision as laid out in the OBC.

Swansea University and in particular ILS, has an excellent track record in achieving successful outcomes (to date ILS has created 30 companies and 800 jobs, attracting £36million in inward investment), and this was highlighted by many interviewees who expressed confidence in the ability of this project to achieve its vision and benefits. In addition Sports Science in Swansea has an excellent reputation.

The project is preparing for the next phase of delivery, with the recent appointment of a full-time Project Manager (PM). Plans are already being developed for the post-approvals phase of the project, and the PM will add detail to these plans as the activities and timescales required are all identified and confirmed. The PM needs to work with the wider Swansea University support teams and with the SBUHB Procurement Team to ensure that there is a single view of all project activity that can then be used to monitor progress effectively. The PM role will also take day to day project workload away from the SRO and current Project lead, allowing them to focus on key stakeholder engagement, investment plans and Phase 2.

Benefits.

The Benefits Register (appendix A4) clearly outlines the benefits from both Ph1 and Ph2 of the Campuses Project. These were scoped during initial project development and accounted for in the options appraisal and in the cost benefit analysis work. The benefits cover quantitative indicators for the implementational and operational phases, along with qualitative indicators, and these are summarised in the OBC Executive Summary.

The Benefits align to the many strategies referenced in the OBC e.g. Taking Wales Forward 2016-21, and the register indicates when the benefits are due to be realised, at a high level and associated with either Ph 1 or Ph 2. The project would benefit from a Benefits Plan as a product to be developed in line with the Full Business Case (FBC), which will detail when the benefits will be realised, along with allocation of owners for each of the key benefits. The benefits will continue to be achieved beyond this SBCD milestone.

Benefits were identified and mapped to outcomes/outputs during a number of stakeholder workshops and as a result there is evidence of sound analysis behind each benefit. The document also states where the benefits will come from (fees, rental, research grants etc). Sensitivity analysis in the Financial Case ensures that for various scenarios (cost increase/reduced revenue) the benefit profile remained positive. The RT were told by a number of interviewees that the benefits were considered conservative at this stage and this may need to be re-evaluated in line with development of a Full Business Case and the associated Benefits Plan.

Recommendation 4: Develop a Benefits plan in line with the FBC, outlining base-line measures, target measures, timescales and owners.

Recommendation 5: Re-evaluate benefits at regular milestones throughout delivery to ensure that the FBC has access to all potential benefits.

Benefits tracking will form part of the quarterly report required for the City Deal Projects (feeding in to the SBCD Annual performance review). The RT acknowledge that the City Deal PMO, and Project Board will provide an effective assurance role throughout the project ensuring that the benefits remain on track and achievable.

10.4 Business Case – viability for an investment decision by Welsh Government.

Overview:

Overall the OBC was very comprehensive and contained sufficient evidence that makes a compelling and persuasive business case. However the RT found that the key objective and deliverables of the project did not stand out clearly enough in the

introduction section or the Executive summary. The project team can enhance the introduction to the OBC by incorporating a more powerful statement about what this project will deliver.

Strategic case:

The Review Team found the Strategic Case and overall objectives of the Campuses Project are strong and it aligns well with the multiple strategic objectives.

The project is a partnership between City and County of Swansea, Swansea Bay University Health Board, and Swansea University alongside Hywel Dda University Health Board and is supported by the ARCH (A Regional Collaboration for Health) Partnership. It also benefits from the close engagement of three project delivery partners, representing the technology, health and sport sectors.

The project is a key priority for Swansea University and fits well with the University aims and objectives, and is supported by the Vice Chancellor (VC) and Senior Leaders.

The interviewees, without exception, voiced support for the project as the vision and objective of the project is a good fit for the Region and will deliver positive outcomes. Once Phase 1 is delivered it has the potential to attract c.£115m Phase 2 capital inward investment from private sector partners and developers.

Economic Case:

The economic case was comprehensive and thorough enabling the Review Team to understand how the short list of options was developed and subsequently how the preferred option for a mixed - dual site incremental development and focused major development was selected. Evidence provided in the OBC supporting the preferred option makes it a compelling and strong economic case.

The preferred option supports the vision of integrating life sciences, med tech, sport tech and well-being to transform services, which will drive economic growth, job creation, improve health and well-being, and attract significant inward investment.

The critical success factors (CSF) as listed in the Economic Case are not aligned with measurable Project outputs and outcomes. For example in the table 4.5, one of the CSF is Business Needs and the response is 'Aligns broadly with identified requirements' for the preferred option. It is not clear what the CSF means and how it will be measured.

CSF descriptions should be developed in order to demonstrate what success will look like when Phase 1 is delivered. This will provide the clarity required to be able to base-line, track and measure the CSF.

RECOMMENDATION 6: Update the Economic case to describe each one of the CSFs.

Commercial / Financial Case:

The financial case is comprehensive, and a number of assumptions have been specified to justify the Revenue element of the Project and therefore the affordability. The RT heard from some interviewees who felt that the Revenue figures are conservative. This reflects the work done on the sensitivity analysis where the worst case, best case and most likely cases were developed and the financial case reflects the most-likely case scenario.

The capital expenditure of £15m over 5 years for Phase 1 is to come from Swansea Bay City Deal with a further £16m from private investment.

The RT received sufficient evidence that Ph1 has been subject to robust sensitivity analysis, testing its financial robustness and this was proven against all scenarios.

It is more difficult at this stage to comment on the long term financial viability over the 15 year programme lifecycle. This is dependent on the successful delivery of Phase 2 and the on-going commercialisation and partnership activities to attract new SMEs and larger organisations to the region, providing the necessary tools and support for start-ups and supporting the enduring sustainability for their businesses to grow and expand so that they will remain in the region.

However, the RT acknowledge that the Project is set up for successful delivery, and that this uncertainty is common across similar projects at this stage in the lifecycle.

Management Case:

The management case contains all the relevant information on how the project will be managed.

The project delivery team numbers appear low for the size of the project. However the Review team understand that they can draw upon existing resources within Swansea University via a support network for Procurement, Financial, PPM support, as and when required.

The newly appointed Project Manager will focus on developing detailed plans to include all activities across project including procurement, to make certain the project is ready to move to delivery stage once the OBC is approved, thus maintaining the momentum and drive of the project.

The OBC identified some initial project risks with notes as to mitigating actions, these are not all reflected in the project risk register. The RT acknowledge that these were identified at a time when the workshops were taking place and recommend that reference is made to this in the business case.

The delivery approach as described in the OBC is a two phased approach. The Review Team learnt that Phase 1 can be a standalone project however to ensure wider benefit realisation to the economy in the region and being a viable financial investment it will require the successful delivery of Phase 2 as well, and it was difficult to separate the two phases as the long term success of the Campuses project is dependent on both Phases, and this is the thread throughout the OBC. It was clear that the successful delivery of Phase 1 acts as an enabler for the longer-term vision and strategy.

10.5 Commercial / Procurement Approach (linked to ToR 5)

Commercial / Procurement Approach

The commercial case for the capital expenditure provides in depth details on the procurement strategy, principles and route. It was clear to the Review Team that the procurement route would be separate for the two different sites delivered under Phase 1 of the project.

Swansea Bay University Health Board (SBUHB) will lead the procurement activities for the re-development / refurbishment of the Management Centre (~ 700sqm Institute of Life Science (ILS) space) at Morriston Regional Hospital site and planning for new road access from the M4 directly to the 55-acre site. Contract value of up to £2.5m.

Whilst Swansea University will lead on the procurement activities for the development (~2,000sqm) of new facility for dedicated research & innovation space within the Sketty Lane Sports Park. Contract value of up to £12.75m.

The RT were made aware of a risk to the affordability of the Ph1 build due to increased costs in construction and materials and this is reflected in the Risk Register. The Campuses project manager and both procurement teams will need to work together to ensure that the requirements and design into Procurement remain mindful of this risk.

RECOMMENDATION 7 – The Campuses Project manager and the two Procurement teams to work together to manage costs effectively at every stage of the procurement to ensure that there is minimal risk of cost overrun.

10.6 Governed appropriately with controls and measures in place to manage and mitigate project risks, milestones and deliverables.

The project benefits from a clearly defined governance structure, with key stakeholders already attending relevant boards as necessary. There is a need to ensure that there are opportunities to change membership as appropriate based on the lifecycle phase.

The approval route for the Business Case is complex but is well understood and a visual representation of the timelines for the various stages of approval has been prepared. The project team will need to be mindful of any re-work or re-submission that may be needed following each stage of approval, and ensure that adequate time is built into the plan in order to meet these timelines.

The project has prepared a risk log that has been populated with an initial set of risks. However there is a need to develop the register to assign risks to specific owners rather than groups, and to show an update against the mitigating actions (with dates) to demonstrate that the risks are being actively managed.

Recommendation 8: Develop a risk strategy incorporating best practice approaches to risk management, thus strengthening the effectiveness of the risk log.

The risk log can also be expanded into a RAID log, with the inclusion of assumptions, issues and dependencies.

The OBC contains an initial list of risks generated via a risk workshop, however the scoring of these risks differs from the scoring mechanism used within the project's risk log. The RT acknowledge the timing and recommend that reference is made to this in the business case.

A key risk discussed throughout the review relates to the potential need for a new access road from the M4 to the Morriston site. This risk does not yet appear within the risk log and should therefore be included. It is evident that this is a dynamic risk that has evolved since the OBC was drafted and is potentially not the 'showstopper' that is currently described within the OBC. The description of this risk within the OBC should be updated to represent the latest position, highlighting the ongoing discussions and that there is a need for a feasibility study to look at all options.

A review of the project board documentation provided has highlighted that the minutes from the project board include a set of actions, however it is unclear which of these actions are open or closed, and there is no overall audit trail against the full set of actions arising from the board.

Recommendation 9: Create a standard Action/Decision Log to support the effective management, tracking and reporting of progress at the project board.

10.7 Readiness for next Phase

The RT looked at this through two lenses, the first in relation to Phase 1 of the Project which is subject to City Deal funding, and the second, in relation to Phase 2, which is where the ambition for the Campuses project will be achieved.

For Phase 1, the delivery approach once the OBC has been approved is well understood and all areas who need to be involved have been engaged. There are high level plans in the Management case for both the Morriston refurbishment and the new building at Sketty lane (Design/Procurement/construction activities). The RT did not have sight of any detailed plans at this stage, but learned that these are being developed. Plans need to take account of all the activities associated with Phase 1, (requirements gathering, stakeholder engagement, communication, marketing to name but a few) and the newly appointed PM is well placed to develop the existing plan into a level of detail that can be effectively monitored. The two Procurement Teams will maintain their own plans once Procurement commences, but they will need to feed into the overall plan to ensure that Risks, Issues, Dependencies and any assumptions are managed effectively.

The RT learned that plans to develop further relevant Project documentation is in hand, this will include a Communications Plan, Benefits Plan etc. The project is able to draw on additional support from the many services available at Swansea University and the SBCD PMO.

The Communication Strategy and Plan needs to take account of how this project will be shared with the local community as there will be a need to provide press briefing and regular updates. The balance to achieve is to stimulate interest from prospective companies and partners whilst at the same time highlighting the advantages that this focus on Well-being and Sport will bring to the Region. The RT recognise the many benefits associated with the project and recommend that all parties work together to create an effective narrative.

Recommendation 10: Ensure that the Communication to all stakeholders (industry, academia, public, etc) is effective and relevant by bringing the benefits to life through case studies and real-life examples.

The final element of Phase 1 is the planning and feasibility study associated with a new road access from the M4 to the Morriston site. The OBC highlights this as an essential deliverable for Phase 2 and the development of the 55 acre site. The feasibility study and alignment to the SBUHB services strategy will ensure that the correct decisions are made regarding the requirement for this access road.

Phase 2 will deliver a Health and Innovation Park as part of a 55 acre development on the Morriston site with provision for SMEs, and larger companies, again attracted by the proven ecosystem fostered by the partners to deliver academic, industry and NHS-led innovation and economic growth.

In addition Ph2 will deliver a national Centre of Excellence with performance sports infrastructure, attracting Sports Tech and related companies, along with a centre for community sport and leisure.

The full range of benefits outlined in the OBC are dependent on Phase 2.

It is evident from the interviewees and from documents that a significant amount of work has been put into shaping Ph2, as it was essential to ensure a comprehensive OBC, highlighting costs and benefits. This work will continue in line with the delivery phase associated with Ph1.

The new PM can maintain focus on Phase 1, allowing the SRO and others to continue to scope out Phase 2.

10.8 Blockers

n/a

11. Next assurance review

PHASE 1 milestones plan shows delivery in 2023 and 2025. The RT recommend a further review ahead of these dates and advise the Project team to consult with the SBCD PMO to review the Integrated Assurance Plan (IAAP). The RT would recommend a further Gateway prior to FBC submission.

ANNEX A - List of Interviewees

The following stakeholders were interviewed during the review:

Name	Organisation and role
Professor Keith Lloyd	SRO, Executive Dean PVC, Faculty of Medicine, Health and Life Science
Dr.Naomi Joyce	Senior Lecturer, Biomedical Science and Project Manager
Gareth Davies	Associate Professor, Deputy Head of Department, School of Management
Gareth Stratton	Chair in Paediatric Exercise Science, Sport and Exercise Sciences
Richard Arnold	Finance Manager, Swansea Bay City Deal
Phil Kloer	Hywel Dda University Health Board. Deputy Chief Executive and Executive Medical Director
Sarah Jones	Director of Finance, Swansea University
Mark Hackett	Deputy Chief Executive and Executive Medical Director, Swansea Bay University Health Board
Rhodri Griffiths	Innovation Adoption Director
Chris Foxall	Interim Chair of the Economic Strategy Board for Swansea Bay City Deal
Paul Morton	Senior Business Manager, Vodafone
Brian Davies	Director Sports System, Sports Wales
Avideh Narzeri	Novo Nordisk, Vice President Clinical Development, Medical and Regulatory Affairs
Owen Cullen	Deputy Head of Procurement, Swansea University
Jon Burnes	Portfolio Director, Swansea Bay City Deal
Councillor Rob Stewart	Chair of Swansea Bay City Deal Joint Committee and Leader of the City and County of Swansea

Appendix J

Ref. No.	Recommendation	Urgency	Target date	Classification	Ower / Allocated to	Status - Open / Complete	Comments / Progress
1.	To enhance readability of the business case, consideration should be given to moving the lower level detail of the policy alignment to an appendix.	E- Essential	Pre-OBC submission	Context, Aims and Scope 8.3 Business case	Tony	Complete	Chris Marshal actioned the readability of the business case, as instructed lower level detail moved to appendices.
2.	The project should seek to formalise the involvement of the project delivery partners at the earliest possibility in order to secure investment and partnership working.	R - Recommended	Post-OBC approval and throughout delivery as potential partners come on board.	Stakeholder Management 2.3 Relationship management across organisational boundaries	Tony	Open/ Ongoing	Partners and stakeholders identified in Stakeholder mapping, work packages will commence following OBC approval - prior to Q1 2022.
3.	Complete a stakeholder mapping exercise to understand and document the impact and influence of each key stakeholder (or stakeholder group where necessary) in order to prepare a targeted and detailed communications plan as part of the overall stakeholder engagement strategy	E- Essential	Pre-OBC approval	Stakeholder management 2.1 Engagement Strategy and Planning	Tony / Exec	complete	Stakeholder mapping exercise complete, refine the parties to the relevant communication section.
4.	Develop a Benefits plan in line with the FBC, outlining base-line measures, target measures, timescales and owners	E- Essential	In line with FBC development	Benefits Management and Realisation 6 Benefits Management and Realisation	Tony / Exec	Complete	Benefits Plan Uploaded as Benefits register - Access via project controls
5.	Re-evaluate benefits at regular milestones throughout delivery to ensure that the FBC has access to all potential benefits	E- Essential	Throughout project	6 Benefits Management and Realisation	Tony	Open / Ongoing	Ongoing, each delivery stage will identify and updates included within Highlight reports
6.	Update the Economic case to describe each one of the CSFs	E- Essential	Pre OBC submission	Context Aims and Scope 8.3 Business case	Tony / Gareth	Complete	Details completed.
7.	Campuses Project manager and the two Procurement teams to work together to manage costs effectively at every stage of the procurement to ensure that there is minimal risk of cost overrun	E- Essential	Post-OBC approval, delivery stage	Programme and Project management 3.1 Planning	Tony	Open / Ongoing	Contact has been made with both Procurement teams - Sian Charles (Arch) Morrison and Uni Team, estates, Ben Lucas, Tom Gronow, a number of upcoming meetings have been pencilled in to work on the procurement plans.
8.	Develop a risk strategy incorporating best practice approaches to risk management, thus strengthening the effectiveness of the risk log	R - Recommended	Pre-OBC approval	Risks, Issues and Dependency Management 9.2 Management of Risks	Tony	Complete	Risk Strategy adopted from Uni PMO, this is included within the OBC and a Risk register / Raid log has been set up and maintained by PM.
9.	Align the risks and scoring within the OBC with the Project Risk register, making the Project Risk Register the master copy that can supply information into other project documents	E- Essential	Pre-OBC submission	Risks, Issues and Dependency Management 9.2 Management of Risks	Tony	Complete	Master Copy uploaded and maintained by PM via Campuses Onedrive.
10.	Create a standard Action/Decision Log to support the effective management, tracking and reporting of progress at the project board	R - Recommended	Pre-OBC approval	Programme and Project management 3.1 Controls	Tony / Exec	Complete	Raid Log set up, maintained with access via Onedrive which incorporates, Risk register, Action Log, Issue log and Change register.
11.	Ensure that the Communication to all stakeholders (Industry, academia, public, etc) is effective and relevant by bringing the benefits to life through case studies and real-life examples.	E- Essential	Pre-OBC approval	Programme and Project Management 3.6 Communication	Exec	Open / Ongoing	Communication management approach has been set up (Onedrive), work has commenced via stakeholder mapping to identify all stakeholders and formulate a structured comms plan in conjunction with UNI and PoMO, a work package has been setup to identify relating case studies and examples of the projects benefits to incorporate within communications however this will only commence post OBC approval to the audiences identified within the review.

12.	Hi Tony, Are you able to co-ordinate with Caroline to make sure we get the business case through the R&I sub committee in Hywel Dda please as per the most recent governance plan ? Best wishes, Naomi					Complete	
13.	ARCH board 21/09/21 – SBUIHB paper to be used as the baseline – Tony to follow up with Sion to make sure paper is co-ordinated					complete	
14.	find out from Miles if the OBC needs to go to a scrutiny panel before the council and submission to cabinet					Complete	
15.	Miles - Find out when SOPB Paper needs to be submitted.					complete	
SLT Paper							
Action	What?	Who?	By When?	Why?			
1	Submit student numbers and associated financials	Cath	AM 15th			complete	
2	Circulate student financials to Keith, Ken and Elwyn	Tony (poss follow-up by Keith if read)	AM 15th	To ensure no surprises at SLT		Complete	
3	Add student financials narrative to body of paper	Miles	AM 15th			Complete	
4	Submit final draft to Keith and Steve	Tony	Midday 15th			complete	
5	Receive feedback from KL and SW and amend	Tony/Miles	Afternoon 15th (depending on availability)			complete	
6	Submit final copy to SOPB	Tony/Keith	CoB 15th	Current deadline however I am seeking extension		complete	
7	Council away-day slides	Miles/Gavin	Slides done. Presented by VC on 17th	To ensure Council understand what is coming to them on 4 th Oct		complete	
8	Feedback from SOPB incorporated into SLT paper	Tony/Miles	After SOPB 20th			Complete	
9	Submit paper to SLT	Tony/Miles/Keith	CoB Mon 20th	Submission extension from Fri 17th		complete	
10	Feedback from SLT incorporated into F&SC paper	Tony/Miles	PM 22nd			complete	
11	Submit F&SC and Council paper	Tony/Miles/Keith	CoB 22nd	Submission extension sought.		complete	



Swansea Bay City Region Joint Committee - 14 October 2021

Swansea City & Waterfront Digital District - Innovation Matrix Change Request

Purpose:	To update Joint Committee on the Swansea City & Waterfront Digital District Innovation Matrix Change Request
Policy Framework:	Swansea Bay City Deal
Consultation:	Programme (Portfolio) Board Joint Committee
Report Author:	Geraint Flowers
Finance Officer:	Chris Moore, Section 151 Officer, SBCD
Legal Officer	Tracey Meredith, Monitoring Officer, SBCD
For Information	

1. Introduction

- 1.1 This report is for information purposes only and provides Joint Committee with an update on progress made since the Innovation Matrix Change request was submitted to members and approved at the last Joint Committee

2. Background

- 2.1 The Innovation Matrix Project seeks to develop a c. 3,200m² highly flexible and modular facility in the University's existing Swansea SA1 development. This project is intended to replace the original Box Village project within the University's part of the Swansea Bay City Deal (SBCD) Digital District Programme and has been the subject of a successful recent change request from the SBCD which effectively provided approval for the following:

- Box Village to become the Innovation Matrix. A slightly larger space that will allow for greater flexibility and use from tenants
- A reallocation of existing approved business case funds to enable the delivery of the Innovation Matrix to the approved timescales

- A reaffirmation of the University's commitment to deliver the both the Innovation Matrix and Innovation Precinct projects
- A reaffirmation of the University's commitment to deliver the approved benefits/outcomes/outputs associated with both project

2.2 In August 2021 Joint Committee agreed the above principles on the condition that further (and final) approved was secured from both Welsh and UK Governments. This update will confirm this required approval as well as outlining the next steps in relation to:

- Design development
- Indicative construction timescales
- Development of a supporting localised funding agreement with City and County of Swansea
- Business Operating Model development

3. Financial Implications

3.1 Financial implications exist within the amendment to the allocation profile. There is no change to the overall project costs or investment.

3.2 Implications exist in the achievement of the private sector investment component as previous commitment has now been withdrawn and the change request allocates the full investment allocation to the Innovation Precinct element of the project.

3.3 Whilst there is an allocation amendment to the City Deal grant between the project elements this has no effect over all to the total grant award. The deliverables associated with the grant are still expected to be achieved or bettered as demonstrated in the economic appraisal activity commissioned by the University.

3.4 Risks associated with the project and its amendments will be managed through the projects risk register with mitigating actions included.

4. Legal implications

4.1 There are no legal implications.

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

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

Background Papers: None

Appendices: None

Agenda Item 10



Swansea Bay City Region Joint Committee – 14 October 2021

Swansea Bay City Deal Highlight Report

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

1. Introduction

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

2. Financial Implications

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

3. Legal implications

- 3.1 There are no legal implications.

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

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

Background Papers: None

Appendices:

Appendix A: Swansea Bay City Deal Highlight Report



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BAE ABERTAWE
SWANSEA BAY
City Deal

Appendix A

Programmes / Projects Update

September 2021



Business Engagement



Peter Austin
Business Engagement
Manager

SBCD Portfolio Office - July/September 2021



Activities Completed

- Coordinated monthly and extraordinary ESB meetings with Hollie & Chris Foxall
- Assist Heidi Harries initiation to SBCD PoMO
- Follow up meetings with meeting with Deb Bowen-Rees new IOD Regional Chair
- Steering group meetings with SERCO – DWP Restart scheme
- Promote and attend Wales Start-up Awards
- Attended CCP networking event
- Attended National Procurement policy meeting
- Attended digital transformation webinar
- Met with DCW Insights – shared info Swansea CC
- Met with Scaffolding Association – shared regional contacts
- Met with Route Media – forwarded info to Swansea CC
- Met with Evolve Raybotics – forwarded info to PL's



Activities Planned/Ongoing

- Coordinating ESB arrangements for Chair and Vice Chair
- Arranging SBCD stakeholder engagement meeting with Hollie.
- Developing joint work programme SBCD & Wales Co-op
- Developing proposal for Business News Wales marketing support
- Working with CECA and CEW to hold construction costs workshop with PLs/SROs
- Engagement meetings with project teams
- Add procurement page to SBCD Website
- Developing portfolio forward plan
- Attend CEIC steering group meeting
- Attend Celtic Sea ORE cluster launch



Risks

Ongoing alignment of Regional Strategy development to development of E&I framework leading to lack of coordinated approach to engagement and investment across portfolio

Issues

Potential cost increases during construction phases of projects





Activities Completed

Creative Sector Demand Study formally completed

- Phase 1 - analyse the size and strength of the creative workforce and business base in the Swansea City Bay Region
- Phase 2 – Engagement and consultation with the sector to understand their needs

Formal report now available on request.

Project reported to ESB. Several queries to be answered – Mainly around phase 2 demand.

Phase 1 Gateway Review now underway.



Activities Planned

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

Preliminary outputs from the creative sector demand study are indicating a potential change to the business case. Pending confirmation of this, a change control notification is in draft with possible implications for a revised business case

University senior internal team has mobilised and will now work on development of Egin Phase 2. University is engaging with expert consultancy support.



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

Potential change to current business case due to outcomes of Creative Sector Demand study

Issues

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



Swansea City & Waterfront Digital District

Project Partner Lead: City & County of Swansea

Activities Completed

Arena

Arena cladding and install of LEDs in progress.
Arena internal finishers and M & E equipment install commenced.
Coastal Parkland hard and soft landscaping commenced.

71/72 Kingsway

Contractor appointed.

Innovation Matrix

Change request submitted and approved by joint committee.



Arena - from the East

Activities Planned

Arena

Complete install of external arena LED's.
Practical completion in Autumn..
Agree terms and conclude the agreement with commercial tenants.
Hotel difficulties in funding are impacting delivery timescales.

71/72 Kingsway

The Business case to be updated to reflect the 71-72 moving to FBC.

Construction to commence Q3

Further detailed letting/operator discussions continue for 71/72 The Kingsway

Innovation Matrix

Pre application discussions on planning.



Huw Mowbray
Project Manager

Risks

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

Effect of Covid-19 upon level and type of commercial demand for 71/72 Kingsway, Box Village and Innovation Precinct–
Hotel: difficulties in funding are impacting delivery timescales.

Issues

Delivery of outputs likely to be affected by Covid-19



Pentre Awel

Project Partner Lead: Carmarthenshire County Council



Dr Sharon Burford
Project Manager

Activities Completed

- Memorandum of Understanding prepared and issued to Financial Markets – Two expression of interest received.
- Tenders
 - Zone 1 client side services contact awarded
 - Zone 1 main contractor contract notified of outcome – contract award in preparation.
 - Zone 3 design development tender closed - assessment in progress
- Initial workshops/meetings held
 - Clinical delivery areas confirmed through workshop and individual service consultations.
 - HDUHB proposals confirmed
 - Research/Business Group initial meeting held and plans currently being refined.
- Communications and Engagement Group reconvened with stakeholder representation.
- Welsh Language action plan developed.
- Continued engagement within stakeholder governance structures.

Page 6 of 10



Activities Planned

- Confirm optimal finance option for CCC from Institutional bids. **Institutional investment not required for zone 1**
- Confirm education space requirements.
- Heads of terms development in progress.
- Complete community/third sector engagement plan.
- Widen links with Life Science Hub Wales planning.
- Further develop Hub and Spoke proposals.
- Wider engagement and participation within the Authority Economic Development Strategy
- Arup commissioned to undertake further work on a potential Heat Network, looking at delivery models.



Risks

- Failure to maximise whole system benefits across all training providers on site due to individual confidentiality agreements. **Mitigation** – Project Board approval gained for the establishment of an Education Skills and Training Implementation Group.
- Infrastructure - public transport doesn't meet the needs of end users. Mitigation - Scoping work underway including community based provision.



Homes as Power Stations

Project Partner Lead: Neath Port Talbot Council



Activities Completed

- On-going engagement with Industry Wales
- On-going research into supply chain development
- On-going research into incentives fund
- On-going recruitment of Project Manager

Activities Planned

- Recruitment of HAPS Project Manager
- Finalise Funding Agreements (Primary/Secondary and Third Party)
- To commence project delivery
- To establish formal engagement with WG
- HAPS Project Board to meet September 2021
- HAPS regional funds criteria to be developed
- Brand development activity

Risks

Need to recruit suitably qualified and experienced Project Manager to enter delivery phase.

Issues

Ensure alignment to other energy efficiency in housing programmes. This is in progress with on-going engagement.



Digital Infrastructure



Gareth Jones
Programme Manager

Programme Partner Lead: Carmarthenshire County Council



Activities Completed

2 x Digital Project Managers appointed

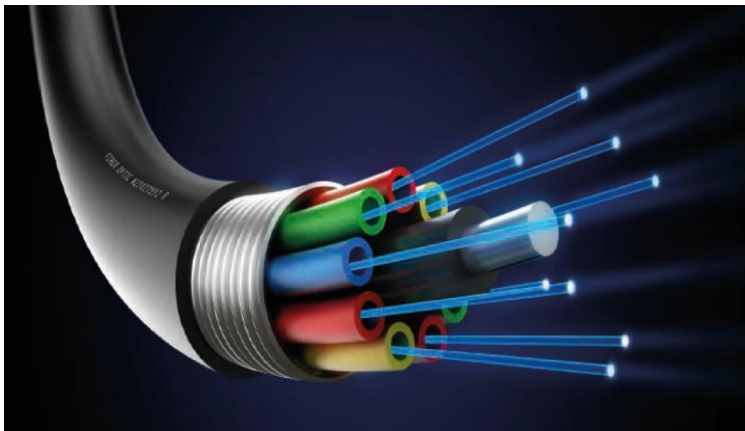
External Digital Infrastructure specialist advisors appointed

Regional Programme Funding agreements drafted

Regional 5G workshops arranged

Participation in 5G Accelerator Programme

Lobbying, support and facilitation of significant public and private sector regional investment in Digital Infrastructure



Activities Planned

Onboard appointed Programme resources

Regional Digital funding agreements agreed by Digital Board.

Regional 5G workshops to inform investment.

Detailed scoping of specific individual Projects within the Digital Programme.

Further develop procurement and state aid strategy.

Continue to lobby for, support and facilitate ongoing public and private sector investment in Digital Infrastructure



Risks

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

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

Visibility of commercial investment plans across the Region.

Issues

Lack of human resource allocated to the Programme.

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



Pembroke Dock Marine

Project Partner Lead: Pembroke Dock Marine Board



Tim James
Head of Commercial
and Energy
Port of Milford Haven



Wave Hub



Risks

- Material costs increases presenting a risk to deliver IP1 to budget.
- Floating Offshore Wind Requirements presenting significant opportunity but further intervention in multiple regional ports needed in order to compete with European ports to capture benefit.

Issues

Capital cost increase for Hangar Annexes of £1.65m against PDI project budget. Further phases are at different stages in the the PDI development plan but MHPA working to inform options to mitigate (IP1)

Activities Completed

- Listed Building Consents received from CADW for the Graving Dock and Slipways (IP1)
- Modification to the Marine Licence for slipway and berthing design changes have been submitted to NRW for determination.

Hangar Annexes have been tendered and contractor selected and notified. (Will become public in due course)

Slipway and Berthing's designs have been finalised and working with BAM for final prices. ETA commencement on site January 2022.

Partners and Stakeholders attending Floating Offshore Wind Aberdeen 2021

Collaboration Agreement expected to be signed WC 20th of September (deadline – 1st October)

ORE Catapult release [Industrial Leadership, Unlocking the UK's Floating Wind Potential](#) , outlining potential to deliver £43bn and 29,000 jobs for UK Economy.

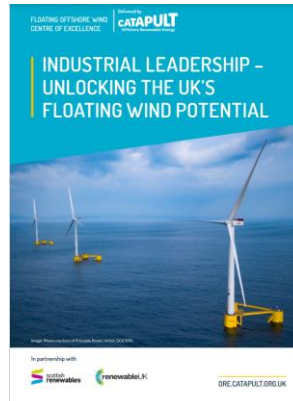
Activities Planned

Ongoing management of PDI Condition Discharge and Marine Licence Variations (IP1)

First claims are being submitted to PCC for funding following funding agreement

Celtic Sea Cluster Launch (September 28th) Cardiff.

Jamie and Oisian have commenced their apprenticeship with Williams Shipping



Supporting Innovation & Low Carbon Growth

Project Partner Lead: Neath Port Talbot Council



Lisa Willis
Programme Manager



Activities Completed

Business case approved by UK and Welsh government

SWITCH – fortnightly NPT/SU working group meetings.

Day Technology Centre – monthly working group meetings

On-going engagement with industry, academia and government



Activities Planned

Funding Agreements and MoU to be agreed

Strategic Advisory Group to be formalised

SILCG Programme Board to next meet in October

Meeting with Skills & Talent project re: skills for the green economy

Advanced Manufacturing Production Facility – pre-market engagement event planning

Preparation for launch of Property Development Fund.

Meeting with SWIC



Risks

Need to appoint suitably qualified and experienced Programme Manager to drive the delivery of the SILCG Programme.

Issues

To ensure SILCG specialist facilities meet the needs and demands of the decarbonisation agenda – on-going consultation with government, industry and academia



Skills and Talent

Project Partner Lead: Carmarthenshire County Council



Jane Lewis
Programme Manager

Activities Completed

Business Case presented to the Joint Committee-
Approval gained

Business case submitted to the Welsh and UK
Government in July for approval

Gateway Zero review complete and a Green Delivery
confidence assessment given to the programme.

Appointment of the Programme Manager.

Activities Planned

Awaiting approval of the programme by the
Governments.

Meeting of the Skills Solution Group.

Ongoing consultation with stakeholders.

Working with Schools across the region to highlight
opportunities through the City Deal.

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



SBCD Campuses

Keith Lloyd - SRO

Tony Harris
Project Lead

Project Partner Lead: Swansea University



Activities Completed

Collaborative research and innovation activities continues

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

Endorsement / Approval has been received from

- SBUHB
- Scrutiny Panel
- ESB

Project Manager – Tony Harris has taken up appointment..

Gateway Review completed and Project issued – Amber Green rating, with 11 Recommendations

Activities Planned

Work continues to Define comms and engagement material and progress structured private sector engagement activities/plan

Rebranding exercise with Waters – rescheduled after mixed Feedback from project board and delivery team, on going exercise.

Project rebranded as “ SBCD Campuses Project”

Work commenced to set project controls in place along with tackling the 11 gateway review recommendations

Papers compiled along with Financial information to submit to SOPB and SLT Boards prior to going to Finance and Strategy ,University Council for sign off before Joint committee submission.

Risks

Potential delays in submission of OBC for approval by various Governance boards

Limited resources within PMO to finalise the development of the OBC and related papers prior to submission.

Issues

Communication relating to New Access Road planning and Justification for work commencing.



Agenda Item 11



Swansea Bay City Region Joint Committee - 14 October 2021

Swansea Bay City Deal Portfolio Gateway Review and Action Plan

Purpose:	To agree the Action Plan in response to the Gateway 0 Review Recommendations
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Consultation:	Joint Committee Programme Board
Recommendation(s):	It is recommended that:
1)	Joint Committee approves the Gateway Review Action Plan available in Appendix A as the response to the Gateway 0 review recommendations (Appendices B)
Report Author:	Ian Williams (SBCD Portfolio Development Manager)
Financial Officer:	Chris Moore (SEC151 Officer)
Legal Officer:	Tracey Meredith (Monitoring Officer)

1. Introduction

- 1.1 The SBCD Portfolio Gateway Review Action Plan available in Appendix A has been developed in response to the recommendations made in the Gateway 0 review undertaken in July 2021.

2. Background

- 2.1 As part of the assurance arrangements for the SBCD Portfolio, an independent Gateway 0 Review was undertaken in July 2021.
- 2.2 The Review was undertaken by an independent, external team in accordance with the Welsh Government Integrated Assurance Hub Guidelines. Seventeen 'conversations' were held with stakeholders between 19th-21st July together with a workshop session with the four local authority Leaders.

2.3 The SBCD Portfolio received an Amber-Green Delivery Confidence Assessment (DCA) rating. The summary finding of the Review were:

1. Swansea Bay City Deal Portfolio has made significant progress in the past 12 months.
2. The establishment of a professional, well-resourced Portfolio Management Office has been key to the progress, as has the dedication and commitment of the SRO in evolving the governance arrangements.
3. It is also evident that the leadership of the individual programmes and projects has been key to successful delivery in these regards.
4. There is strong stakeholder support and optimism across all sectors and a commitment from the Joint Committee to spending wisely now that the funding has come on stream from UKG/WG.

2.4 The Review Team made four prioritised recommendations to the Portfolio SRO to ensure that the portfolio is positioned for effective management and delivery. There were also a number of advisory comments made to further support the delivery of Portfolio. The full Review report is attached as Appendix B. The next Gateway 0 Review for the Portfolio will be held in July 2022.

3. Gateway Review Action Plan

3.1 The Portfolio Gateway Review Action Plan combines both the formal and advisory recommendations and provides detail on the specific actions required to fulfil these recommendations together with the priority, timing, ownership, status and dependencies for each action.

3.2 To facilitate the completion of the Action Plan recommendations, the PoMO is engaging with partners across the Portfolio through its governance meetings and targeted engagement. A survey has recently been circulated to all SROs and Programme / Project leads for specific feedback on improvements to governance, reporting and communication arrangements.

3.3 Progress on implementing the Action Plan will be reported to future Programme (Portfolio) Board meetings. The completed Action Plan will also be forwarded to UK and Welsh Governments with the updated Portfolio Business Case in March 2022 in readiness for the next drawdown of City Deal funding.

4. Financial Implications

4.1 There are no financial implications associated with this report. Recommendations from the previous AOR and gateway review have been implemented.

5. Legal Implications

5.1 There are no legal implications associated with this report.

Background Papers: None

Appendices:

Appendix A: Gateway 0 Action Plan

Appendix B: Gateway 0 Review Report July 2021

Portfolio Gateway Review 2021-22 Recommendation Action Plan

ID	Recommendation	Priority	Report Section	Actions	Target Date	Lead	Sign Off	Status	Dependencies	Update
Gate001a	Update the stakeholder map, engagement strategy and communications plan	Recommended	8.2 Stakeholders and Communications	Review and update stakeholder map, engagement strategy and communication plan	Nov-21	HH	PB/JC	In Progress	Commencement of Comms and Marketing Officer	Comms and Marketing Officer is in post and action in progress
Gate001b	Establish the potential to make greater use of dashboard information to convey updates to different stakeholder groups	Recommended	8.2 Stakeholders and Communications	Development of P3M tooling and a dashboard of key information for stakeholders	Nov-21	PR	PB/JC	In Progress	Establishment of P3M tooling	Trial of P3M tooling is ongoing and will be completed during September. A preferred solution has been identified and a final demo of the software from the provider will take place w/c 20/09/21. Following this a final report will be created, recommending the software to be adopted, which will be followed by procurement. A survey has been forwarded to all SROs and programme/project leads which includes a question on the information to be included on the dashboard
				Consultation with stakeholders re: scope and presentation of information to be presented in the dashboard						
Gate002	Confirm that the intended Outcomes and Benefits remain realistic given the impact of Covid and Brexit and the shortening of the UKG funding timeframe.	Essential	8.3 Outcomes and Benefits	Clarify UKG funding timeframe and any implications for benefit realisation	Oct-21	PR	PB/JC	In Progress	Dashboard information linked to completion of Gate001b	UKG confirmed on 5/8/21 that benefits realisation timeline remains 2017-33 even though funding profile from UKG ends 2028 due to accelerated drawdown. Portfolio level spending objective benefits have been confirmed and will be reported for the first time in the October quarterly report and updated every quarter thereafter. Following this the wider programme and project benefits will be templated and prepared for report in the next quarter. Work is ongoing to profile the anticipated realisation on an annual basis and reported accordingly
				Review and agree benefits at a Po/Pg/Pj level and establish a framework for the management and realisation of benefits across the Portfolio						
				Incorporate reporting of benefits in dashboard information developed in action Gate001b above						
Gate003	Update the Terms of Reference for, and membership of, the Portfolio Board and ensure that all Members and Attendees understand their respective roles	Essential	8.3 Governance	Review and update ToR for PoB Engagement with PoB members to clarify purpose and roles	Feb-22	PR	PB	In Progress		The Terms of Reference for SBGD Governance Boards will co-incide with the development of Corporate Joint Committees. Direction will be provided by local authority Chief Execs.
Gate004	Identify opportunities for the PoMO to extend its targeted support to constituent Programmes/Projects to reduce the PMO burden on those Programmes/Projects	Recommended	8.5 Portfolio Management and Resources	Completion of Skills Audit with all Pr/Pj	Oct-21	PR	PB/JC	In Progress		A skills audit was completed in early 2021. All required results have now been submitted and an initial report will be completed prior to the October 21 quarterly monitoring report. A survey has been designed and circulated on 14/09/21 to all SROs and Programme/Project leads for feedback on areas of support to be considered by the PoMO
				Review and record the extent of PoMO targeted support to Pr/Pj.						
				Engagement with Pr/Pj Leads and SROs through a survey and direct engagement to identify areas where PoMO could offer support to facilitate development / delivery						
				Review reporting requirements for Pr/Pj and identify any duplication and potential areas for streamlining						

ID	Advisory	Priority		Actions	Target Date	Lead	Sign Off	Status	Dependencies	Update
Gate005	Programme Board and Joint Committee to use the PoBC to maintain alignment with strategic priorities and evolving operational environment changes	Advisory	8.2 Business Case Status	Strategic alignment of PoBC to be reviewed in context of establishment of CJs and updated SBCR Economic Regeneration Strategy and Wales / UK policy priorities Engagement with Chairs of PB / JC / ESB and partner organisations to discuss and agree Portfolio policy alignment priorities	Mar-22	IW	PB/JC	Not Actioned	Progression of political and policy priorities	To be part of the CEX and Leader discussions moving forwards and reported to SBCD governance Boards when appropriate. PoBC will be updated in Q3/4 2021-22 where a review of the priorities and policy alignment will take place.
Gate006	Review of protocols in relation to communications by Pg / Pj community through the PoMO to other stakeholders	Advisory	8.2 Stakeholders and Communications	Engagement with Pg/Pj community to clarify and agree communication protocols Incorporate in updated stakeholder engagement strategy and communication plan	Nov-21	HH	PB/JC	In Progress	Incorporate as part of review of stakeholder engagement strategy in Gate001a action	Feedback on communications has been incorporated into the survey to all SROs and Programme / Project leads
Gate007	Ensure that the JC and PgB have sufficient flexibility to vire funding across Pg/Pj to ensure continued balance between funding availability and delivery pace	Advisory	8.3 Governance	Confirm arrangements for the allocation and virement of funding as contained in the JCA Utilise change control process to agree any changes to Pr/Pj budget requirements Utilisation funding agreements for the allocation of funding to constituent Pr/Pj	Oct-21	RA	PB/JC	Completed		Financial Manager confirmed that the allocation of funds is set per project/programme as outlined within the JCA. Where these funds remain unutilised by a project/programme the Joint Committee has authority to repurpose these funds as appropriate with approval from both UK and Welsh Governments.
Gate008	Simplify and streamline risk register with potential to apply RAIDO Management techniques	Advisory	8.4 Risk Management	Review presentation of information in risk register Review potential to close lower level, managed risks and the introduction of a risk proximity date to identify issues Incorporate risk information in dashboard presentation in action Gate001	Oct-21	PR	PB/JC	In Progress	Dashboard information linked to completion of Gate001b	Further review to be undertaken on the presentation and content of the Risk Register. RAIDO has recently been adopted with the addition of opportunities added to the risk register
Gate009	More could be done to attract private sector investment on a larger scale across the portfolio, with the Engagement Framework and the Economic Strategy Board being key to this aspect of the SBCD	Advisory	8.5 Review of Current Phase	Finalise and adopt Engagement Framework Identify potential opportunities to attract further private sector investment to the Portfolio eg: Investment Fund	Oct-21	PA	PB/JC	In Progress	Progression of Engagement Framework dependant on finalisation of SBCR Strategy by SQW / Regional Directors	Final draft of Engagement Strategy has been presented to Programme Board. Programme Board recommended deferring approval until the SQW work on the Regional Economic Framework has been completed
Gate010	Closer networking recommended between the PoMO and regional project offices, perhaps evolving organically so that oversight and support go hand in glove, rather than resulting in a negative / burden or 'extra' layer	Advisory	8.6 Readiness for the next phase	Refer to actions under Gate004	Oct-21	PR	PB/JC	In Progress	To be incorporated into actions identified under Gate004	Continued development of networking opportunities such as events. Dedicated PoMO point of contact for Project Leads / SROs in relation to their governance activities ie: programme and project boards. Further opportunities will be identified and actioned from Gate004



OGC Gateway™ Review 0: Strategic assessment

Portfolio Title:	Swansea Bay City Deal
IAH ID number:	AH/21/46

Version number:	Final v1.0
Senior Responsible Owner (SRO):	Wendy Walters
Date of issue to SRO:	26/07/2021
Department/Organisation of the Programme	Swansea Bay City Region
Review dates:	19/07/2021 to 21/07/2021
Review Team Leader:	David Wilkin
Review Team Members:	Gez Martin Andy Thomas Linda Weaver
Previous Review:	Gateway 0 15/07/2020 to 17/07/2020 Delivery Confidence Assessment – Amber
Security Classification:	Official

This assurance review was arranged and managed by:

Welsh Government Integrated Assurance Hub (IAH)

Cathays Park 2

Cathays

Cardiff

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1.0 Delivery Confidence Assessment (DCA)

Delivery Confidence Assessment:	Amber/Green
<p>The Review Team finds that the Swansea Bay City Deal Portfolio has made significant progress in the past 12 months.</p> <p>The establishment of a professional, well-resourced Portfolio Management Office has been key to that progress, as has the dedication and commitment of the SRO in evolving the governance arrangements. It is also evident that the leadership of the individual programmes and projects has been key to successful delivery in these regards.</p> <p>It should be noted that the Delivery Confidence Assessment does not imply that all programmes and projects within the portfolio discretely carry the same rating: they are subject to their own, more detailed Assurance via individual Gateway Reviews.</p> <p>The Review team observes strong stakeholder support and optimism across all sectors and a commitment from the Joint Committee to spending wisely now that the funding has come on stream from UKG/WG.</p> <p>The Review Team makes a small number of recommendations in the areas of:</p> <ul style="list-style-type: none"> • Stakeholder engagement and communications; • Outcomes and Benefits; • Evolving governance; and • Support to constituent Programmes and Projects <p>The Portfolio is very well placed to progress towards success, but constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.</p>	

The Delivery Confidence assessment RAG status should use the definitions below:

RAG	Criteria Description
Green	Successful delivery of the programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
Amber/Green	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Amber	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
Amber/Red	Successful delivery of the programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
Red	Successful delivery of the programme appears to be unachievable. There are major issues which, at this stage, do not appear to be manageable or resolvable. The programme may need re-baselining and/or overall viability re-assessed.

2.0 Summary of Report Recommendations

The Review Team makes the following recommendations which are prioritised using the definitions below:

Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification (Please enter the categorisation number from the list provided here)
1.	Update the stakeholder map, engagement strategy and communications plan and establish the potential to make greater use of dashboard information to convey updates to different stakeholder groups.	R - Recommended	End of November 2021	2.1
2.	Confirm that the intended Outcomes and Benefits remain realistic given the impact of Covid and Brexit and the shortening of the UKG funding timeframe.	E- Essential	End of October 2021	5
3.	Update the Terms of Reference for, and membership of, the Portfolio Board and ensure that all Members and Attendees understand their respective roles.	E- Essential	End of October 2021	1.1
4.	Identify opportunities for the PoMO to extend its targeted support to constituent Programmes/Projects to reduce the PMO burden on those Programmes/Projects.	R - Recommended	End of October 2021	3.5

Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the programme should take action immediately

Essential (Do By) – To increase the likelihood of a successful outcome the programme/ project should take action in the near future.

Recommended – The programme should benefit from the uptake of this recommendation.

3.0 Comments from the SRO

This Review is timely and recognises the significant progress that has been achieved during the past 12 months and that the SBCD Portfolio and governance arrangements are well placed to further progress its delivery and successful outcomes. It is pleasing that the Review Team have recognised that the establishment of the PoMO has been key to this progress as well as the commitment of key stakeholders, relationships with Governments and the effective operation of the City Deal governance arrangements.

Funding is now flowing from both Governments to the projects and the Portfolio has transitioned into delivery for many projects with focus very much on realising the economic and community level benefits to the region.

The four recommendations within the report, and the other advisory and supportive comments, will all help us to achieve this and will be shared and discussed with our key stakeholders.. The Review report and outcome provides the assurance to me as SRO, the City Deal team and all our key stakeholders that the Portfolio is heading in the right direction, whilst clearly highlighting the main challenges ahead. This for me is a significant achievement in view of the challenges faced over the last year as a result of the Covid 19 pandemic. There are uncertainties and risks associated with the economic context in which we operate and we will need to remain attentive and flexible in coming months/years to ensure successful delivery of the Portfolio.

As a team we will strive to ensure that the momentum is maintained to the high standards that have been set as the Portfolio moves into full state of delivery and operations in 2021/22. I would like to thank the Review Team for the professional, constructive and thorough manner in which the Review was undertaken.

4.0 Background

The background and aims of the Portfolio are set out in the Portfolio Business Case (March 2021).

Background

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

The Swansea Bay City Region spans across four local authority areas with a combined population of approximately 698,000 people.

The City Region published an economic regeneration strategy in 2013 with a common vision to enhance the long-term prospects of the region's economy, businesses and communities. The strategy will co-ordinate collective action and identify routes and initiatives to respond to the structural challenges that are holding back the SBCR economy.

The creation of the SBCR in July 2013 was based on evidence that shows City Regions of more than 500,000 people are in a better combined position than individual local authority areas to stimulate economic growth through attracting investment and generating high-value job opportunities. The population has grown by just over 1.1% (7,651) over the last five years and is expected to grow by a further 1.1% (7,850) over the next five years from 2020.

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

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

Strategic Driver

The strategic context for the Swansea Bay City Deal is outlined in the Swansea Bay City Region Economic Regeneration Strategy 2013 – 2030, which represents an ambitious strategic framework to support South West Wales and its future economic development. The document sets out that framework, which is intended to stimulate and shape the work of all our stakeholders as we come together behind a common vision, to enhance the long-term prospects of our City Region economy, its businesses, and communities.

The SBCD Portfolio consist of 9 programmes and projects that together will have a significant impact on the regional economy in terms of Gross Value Added (GVA) and jobs created. The Portfolio is to be delivered over a 15 year timescale 2017-2033.

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

The table below shows the intended economic impact of each of the 9 programmes and projects:

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

Current position regarding previous assurance reviews:

This is the second Gateway Review of the Portfolio. The recommendations of that review have been actioned.

A summary of recommendations, progress and status from the previous assurance review can be found in **Annex C**.

5.0 Purposes and conduct of the OGC Gateway Review

The primary purposes of a Gateway Review 0: Strategic assessment are to review the outcomes and objectives for the programme (and the way they fit together) and confirm that they make the necessary contribution to Ministers' or the departments' overall strategy.

Annex A gives the full purposes statement for a Gateway Review 0.

Annex B lists the people who were interviewed during the review.

6.0 Acknowledgement

The Review Team would like to thank all participants for their contributions to this review. The assistance provided by Ian Williams was particularly appreciated.

7.0 Scope of the Review

This a mid-cycle Gateway 0 Review.

Additionally, the Review Team was given a number of areas for focus:

1. Review progress on the previous Gateway recommendations
2. Implementation of Monitoring and Evaluation arrangements and particularly the arrangements for Benefit Realisation
3. Portfolio governance and assurance arrangements, particularly:
 - risk / issues
 - change control
 - audit and scrutiny
4. Securing the anticipated private sector investment in the delivery of the programmes and projects
5. Lessons learned through the Regional / Government approval process
6. The changing economic context and the alignment / impact on the portfolio eg: Corporate Joint Committees (CJCs), Post Covid / Brexit, SBCR Strategy Review, Green Growth priorities, Regional Economic Framework, involvement with wider regional / national initiatives
7. Arrangements for the delivery phase of Portfolio including procurement and programme / project start up process
8. Effectiveness of stakeholder engagement and the opportunities for engagement with the wider community in the delivery of the Portfolio.

8.0 Review Team findings and recommendations

8.1: Policy and business context

Strategic Context

The Swansea Bay City Deal (SBCD) is being delivered via a collection of related projects. SBCD has been variously referred to as a 'Programme' and latterly as a 'Portfolio'. This terminology was the subject of discussion at the last Gateway Review and, currently, both terms are in circulation (e.g. Programme Board / Portfolio Management Office – PoMO). For the purposes of this Gateway Review, the Review Team will use the terms interchangeably to refer to SBCD.

SBCD is jointly funded by the UK Government (UKG) and Welsh Government (WG) as a Capital Scheme and is subject to robust governance being enacted for the Region. In this case, the Region is defined as the geographical area covered by:

- City and County of Swansea Council;
- Carmarthenshire County Council;
- Neath Port Talbot County Borough Council; and
- Pembrokeshire County Council.

The SBCD is firmly anchored in supporting overarching policy intent for both UKG and WG. SBCD supports UK Government strategies including the Industrial Strategy and Clean Growth Strategy, as well clear alignment with Wales' Wellbeing of Future Generations Act.

The Portfolio is complex in its content, and needs to be delivered against a changing political backdrop in both Governments, further exacerbated by the advent of Covid-19 and the inevitable economic challenges that will present. SBCD is scoped to be delivered over a 15-year period, during which many events could influence investment priorities: the structure and control of the Portfolio will need to cater for momentum to be maintained through periods of change, yet also provide the ability to absorb change in emphasis according to the prevailing strategic direction.

In the context of Covid-19, there is much talk of the need to invest in infrastructure to revive the economy. As such, Portfolios such as SBCD would appear to be strong candidates to receive firm support from both UKG and WG.

8.2: Business Case and stakeholders

Business Case Status

At the time of the previous Gateway Review (July 2020), the Portfolio Business Case was in the early stages of construction. It acts as a strategic 'wrapper' for the Programmes and Projects within SBCD. Each Programme/Project (Pg/Pj) Business Case justifies the case for their respective investments and funding requirements. Each Business Case follows the standard 'five case' model.

The Review Team observed a significant progress in the intervening year, with a high-quality Portfolio Business Case having been assembled by the PoMO.

At this juncture, the Portfolio Business Case (v2.1, dated 11 March 2021) has been approved by both UKG and WG and is a live control tool for the constituent Pg/Pj. It is important now that the Portfolio Business Case is used routinely by the Programme Board and Joint Committee to maintain alignment with strategic priorities and evolving operational environment changes.

Several Pg/Pj Business Cases have been approved in the past 12 months and work is well underway.

Funding

The funding mechanism for SBCD is not directly linked to the approval of individual Pg/Pj business cases. The SBCD is a 15-year Portfolio of work, and has been running for over 3 years with a total funding envelope of £241m from UKG/WG. This funding is to be released in annual tranches, to fund across all projects in the Deal Region. Additionally, there is an element of WEFO funding which is time bounded, which appears to be on track for spend.

At this juncture, the funding appears to be flowing satisfactorily to enable the Pg/Pj to progress. The previous Gateway Review explored the sensitivities surrounding contractual commitments and the cost of interest incurred by individual Local Authorities in relation to specific projects. This Gateway review will not re-visit that topic as it appears to have dissipated in prominence from the attentions of stakeholders. The Review Team observes that a healthy relationship appears to exist among Section 151 Officers and the PoMO.

The Review Team heard that the UKG funding element is to be shortened from 15 years to 10 years, though the total funding amount is to remain unchanged. Interviewees were unable to substantiate the detail of this proposed change, but it will have an impact on the phasing of the funding. In theory, acceleration is positive, as it should enable Pg/Pj to progress more rapidly, though in practice there could be a number of constraints introducing impediments to progress and subsequent reduction of benefits, especially if a 'use it or lose it' principle is applied.

Stakeholders & Communications

The SBCD stakeholders include (but are not limited to):

- UKG and WG;
- Local Authorities;
- Universities;
- Private Sector;
- Health Boards; and
- The Public.

There are portfolio-level Communications and Marketing Plans which include a basic stakeholder analysis, and an Engagement and Investment Framework aimed at engaging private sector businesses. In addition to this, a stakeholder Strategy and Plan exists. Whilst various stakeholder groups are identified, the Review Team believes that it may be advantageous if identification was extended to an individual level.

The current governance structure and composition has evolved as the portfolio has taken shape and greater disciplines and better-resourced standardisation of processes have been embedded. As such, the governance membership has served a dual purpose of decision-making and stakeholder communications, but continues its evolution as the Portfolio Management Office (PoMO) grows in prominence as the primary P3M professional 'powerhouse' of the SBCD.

Interviewees observed that SBCD papers are professionally presented, but that it is not always clear to them what information they need to focus on. There is an opportunity for further tuning in this regard, particularly with graphical synopsis to provide key information 'at a glance'.

Some frustration was expressed that the PoMO maintains a tight grip on controlled communications, which hinders pace and resolution of enquiries coming from stakeholders outside the immediate circle of the core Portfolio Management team. Whilst appreciating the need to keep track of Portfolio messaging, particularly in respect of alignment across the Pg/Pj communities, the Review Team encourages pragmatism where respectful protocols can be adopted.

Overall, however, most interviewees are of the view that stakeholder engagement is positive. There is an appetite for greater, more responsive, communications, perhaps exacerbated by the departure of the comms staff member, yet to be replaced. Furthermore, there is a desire amongst university and health board sectors to have tighter coupling between their executive boards and the SBCD to add value to complementary strategic planning.

In summary, stakeholder engagement and communications are well underway, and there is an opportunity to seek further improvements on an ongoing basis as the delivery of the Portfolio progresses.

Recommendation 1: Update the stakeholder map, engagement strategy and communications plan and establish the potential to make greater use of dashboard information to convey updates to different stakeholder groups. (Recommended)

8.3: Management of intended outcomes

Outcomes & Benefits

The Portfolio investment Objectives include a number of targeted outcomes as shown below:

1. To create over 9,000 skilled jobs aligned to economic acceleration, energy, life sciences and smart manufacturing across the region within 15 years (2017-33)
2. To increase the Swansea Bay City Region GVA by £1.8-2.4 billion through the SBCD by 2033 and contribute to the region achieving 90% of UK productivity levels by 2033
3. To deliver a total investment in the region of £1.15-1.3 billion in the South West Wales Regional economy by 2033

In addition to the above outcomes, the City Deal will also have wider social and economic benefits at both a programme wide and project specific level. The full detail of all City Deal outcomes and benefits will be set out in a Monitoring and Evaluation Plan that will provide details on the capturing, monitoring and evaluation of key information throughout the City Deal programme."

The Review Team has seen references to benefits in various Pg/Pj documents, and there is an SBCD Benefits Profile. However, the benefits are not particularly prominent to some Programme Board (PgB) members who have little time to devote to their role and feel that they have little input in the prioritisation of benefits. The Review Team also understands that benefits are not seen by Joint Committee (JC) or they are 'buried' in the documents shared with PgB and JC. To enhance visibility and awareness of benefits, they should be dealt with by PgB and escalated to JC if necessary. This could be, for example, in a visual and easy-to-digest format such as a dashboard or other suitable presentation.

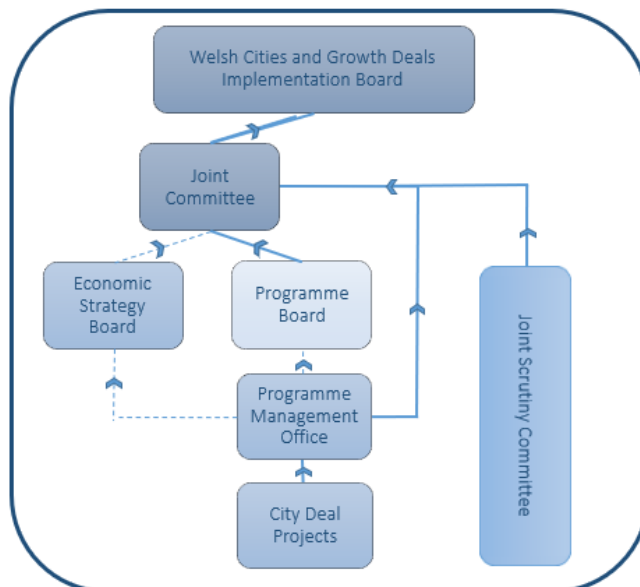
In relation to benefits realisation, there are some specific impacts which will affect budgets and could dilute benefits in the future; these include: Covid, the increased costs of materials and lack of skills available for construction in the wake of Brexit, and the reduction of the UKG funding timeframe. This may also undermine current business cases. This should be mitigated by agile management (as far as possible within the constraints of public sector requirements) and dynamically adapting to the changing landscape.

The Review Team heard that a new change management process has been introduced and is currently being tested across the portfolio. If proven to be efficient and effective, this new process should ensure that all stakeholders are aware of and understand the impacts. This understanding needs to be coupled with good communications and engagement. Together, these should contribute to keeping benefits projections realistic and achievable, including those for social value (for example, health, environment, skills, etc.).

Recommendation 2: Confirm that the intended Outcomes and Benefits remain realistic given the impact of Covid and Brexit and the shortening of the UKG funding timeframe. (Essential – Do by end Oct 2021)

Governance

The Portfolio Business Case (March 2021) defines the governance arrangement for the SBCD Portfolio as shown diagrammatically below:



Joint Committee / Programme Board / Economic Strategy Board

The Joint Committee comprises the Leaders of the four Local Authorities. It is, ultimately, the sponsoring group for the Portfolio and maintains strategic oversight, policy alignment with UKG/WG.

The Programme Board (soon to be re-branded as Portfolio Board) is chaired by the SRO, who is accountable for ensuring the success of the Portfolio.

The Economic Strategy Board (ESB) provides insights from the private sector and is seen as a strength in the governance of SBCD.

The previous Gateway Review highlighted the need for greater specificity in the division of accountabilities between the JC and the PgB, particularly in relation to empowerment of the SRO and the avoidance of unnecessary escalations to the JC for decisions. At this juncture, the Review Team observes that this has largely been achieved, though the emergence of potential 'Corporate Joint Committees' in Wales could introduce a further iteration of fine tuning for the governance of SBCD.

The SRO now appears to be appropriately empowered, and the Review Team observes a good working relationship between the PgB / JC, with harmony also demonstrated across the constituent Local Authorities.

Several interviewees expressed concern that the volume and complexity of SBCD could be leading to overstretch within the JC, and more-targeted meetings centred around 'decisions sought' could be of merit. Overall, however, governance is working well.

Given the disconnected nature between funding flow and Pg/Pj business cases (and the overarching Portfolio business case), there is a keenness to ensure that the JC and PgB have sufficient flexibility to vire funding across Pg/Pj to ensure continued balance between funding availability and delivery pace.

Governance reporting is said to have improved dramatically in the past 12 months, with standardised templates and documents working well. There is an appetite, however, for greater use of dashboard and summary information that is easily accessible to multiple audiences, instantly informative and results in much reduced duplication of narrative across the documentation set.

PgB composition is somewhat unclear, with several 'Programme Board Members' unsure of whether they are a (decision-making, vote-holding) 'Member' or an 'Attendee' for stakeholder representation. Clarity is required and should be easily addressed.

As the CJC proposals progress, the PgB composition and purpose could also evolve, particularly as the constituent Pg/Pj gain traction. This could see (as one example) all Pg/PJ SROs as members of the PgB. Given the complexity of the Portfolio and the need for all SROs to have a solid understanding of their accountabilities (not all SROs do, especially if they do not have a P3M background). The WG P3M Head of Profession ought to be well placed to facilitate SRO coaching and training sessions if required and it could be worthwhile for SBCD to explore this option.

It is clear that, as a minimum, the Terms of Reference for the Programme Board (as it re-brands into the Portfolio Board) will need revision to ensure that it has the correct composition and that all participants are clear on, and committed to undertaking, their roles

Recommendation 3: Update the Terms of Reference for, and membership of, the Portfolio Board and ensure that all Members and Attendees understand their respective roles. (Essential – Do by end Oct 2021)

8.4: Risk management

Risk Management Practices

There was clear evidence of sound Risk Management practices, with many interviewees demonstrating and articulating a clear understanding of the major risks facing SBCD and confidence that they were being managed as effectively as possible.

Stakeholders expressed the view that they welcomed the description of risks, impacts and mitigations, although the format of the current Risk Register could be difficult to follow. There were comments that the Register was also extremely busy in terms of content. The PoMO could find it useful to introduce a target risk resolution rating which would allow the Portfolio to close lower level, managed risks, thus de-cluttering the Register, whilst the introduction of a risk proximity date would identify whether a risk had developed into an issue; thereby facilitating a different management strategy. A dashboard flagging more imminent or severe risks would also highlight where more management attention is required.

In summary, Risk Management practices are effective, but there is always scope to embrace some of the more esoteric techniques in the application of RAIDO (Risks, Assumptions, Issues, Dependencies, Opportunities) Management.

8.5: Review of current phase

Progress

The SBCD is collection of nine Programmes/Projects, grouped thematically as follows:

- Economic Acceleration
 - o Swansea Waterfront
 - o Yr Egin
 - o Skills and Talent
 - o Digital Infrastructure
- Life Science & Wellbeing
 - o Life Science and Wellbeing Village
 - o Life Science, Wellbeing and Sports Campuses
- Energy & Smart Manufacturing
 - o Homes As Power Stations
 - o Pembroke Dock Marine
 - o Supporting Innovation & Low Carbon

The Review Team heard that currently the regional economic strategy is being reviewed and that there is significant interest and participation. Several interviewees expressed strong optimism around the potential for the reviewed strategy to boost regional cohesion with the attending support for the SBCD as a regional portfolio.

The Review Team believes that inter-regional working relationships and engagement have strengthened significantly since the previous review and are in a good position to evolve further supported by the regional economic strategy.

The Review Team recognises that much work has gone into supporting private sector investment, such as tailoring procurement within the limits of regulations, to enable smaller businesses to participate and strengthen regional and local, sustainable supply chains. Based on the conversations and available documentation, the Review Team is of the view that more could be done to attract private sector investment on a larger scale across the portfolio, with the Engagement Framework and the Economic Strategy Board being key to this aspect of the SBCD.

- Economic Acceleration
 - o Swansea Waterfront: The Review Team heard that the project is progressing well and that procurement and planning around the innovation matrix are on track. There appears to be strong optimism with building work progressing and therefore some very tangible signs of progress. The Review Team understands that changes to the Innovation Matrix component of this project required a change request which is currently being considered via the new change process.
 - o Yr Egin: The Review Team understands that Phase 1 of this project is progressing well including having attracted tenants and also there are very tangible and highly visible sign of progress.
 - o Skills and Talent: The Review Team heard that regional learning and skills is in the process of being reshaped and that it is aiming to align its footprint with the portfolio footprint with a focus on vocational and education regarding key skills development; bringing all partners together in a pan-regional footprint has the potential to greatly enhance the benefits the programme can realise.

- Life Science & Wellbeing
 - o Life Science and Wellbeing Village (Pentre Awel): A business case is being developed which aims to gain stronger links across the portfolio to increase opportunities. Tender for Zone 1 contractors has been issued and will be evaluated in July. The plan is to begin construction in September. The outlook remains optimistic though there is recognition that the rising costs of construction have a tangible impact on this project.
 - o Life Science and Wellbeing Campus: Attracting private sector investment has been impacted by impact of Covid on the economic landscape. There is strong optimism that the project can adapt and recover any ground lost to Covid.

- Energy & Smart Manufacturing
 - o Homes As Power Stations: Business Case has been approved. The Review Team heard that this project / programme is affected by the costs of construction and challenges around attracting labour and appropriate skills.
 - o Pembroke Dock Marine: Funding agreements have been resolved. This means a major and fundamental milestone has been achieved, relieving significant funding pressures on both the private sector partners and on Pembrokeshire County Council who had committed to fund interest costs.

- o Supporting Innovation & Low Carbon: The Review Team heard that the programme has significant interest from UKG and WG, and that delivery is underway with strong partnership working between academia, industry and the public sector.

Portfolio Management & Resources

Whilst stakeholder relationships were, on the whole positive within this community, the Review Team found that opinions could vary depending on circumstance. There was clear evidence that interviewees found that structured control in general had improved as a result of enhanced PoMO mobilisation, which is now almost at full strength.

The Review Team noted that there was a difference in staffing levels and some specialist skills between PoMO and the constituent SBCD projects, with some interviewees having to balance SBCD duties against their normal day to day operational roles. Although not unusual, this disparity can lead to a demand for higher levels of response from those projects to PoMO. At a Portfolio level, it would seem to be advantageous for these relationships to be progressed to further embed standards across all Pg/Pj but balanced against respective workloads.

The reasonably broad geographical area covered by SBCD, combined with the diverse nature of many of the projects led to some concerns being expressed at the demands placed on them by the PoMO. The Review Team recognises that a level of standardisation is required to facilitate effective reporting, escalation of risk and ensuring compliance with standards etc. However, given the resourcing levels of some projects mean that some flexibility could be considered where possible and appropriate to support enhanced collaboration through the PoMO 'extending its reach' to provide assistance at Pg/Pj level.

Recommendation 4: Identify opportunities for the PoMO to extend its targeted support to constituent Programmes/Projects to reduce the PMO burden on those Programmes/Projects. (Recommended)

8.6: Readiness for the next phase

A Look Ahead

The SBCD Portfolio is well placed for the next phase, however the next phase might be defined. The past 12 months have seen the establishment of a well-resourced professional PoMO and the implementation of professional standards across all constituent Pg/Pj.

As each constituent Pg/Pj progresses and the Portfolio 'wrapper' maintains strategic alignment with both UKG and WG Policy evolution and funding, interviewees identified areas for ongoing attention to build on the already achieved step change in P3M Capability:

- There could be closer networking between the PoMO and regional project offices, perhaps evolving organically so that oversight and support go hand in glove, rather than resulting in a negative / burden or 'extra' layer
- There will be a need to continue managing inter-governmental and pan-regional relationships and the tension between the pan-regional and national (UK and Wales) strategic and social change ambition vs the range of regional conditions and influences / risks

- There is an opportunity to strengthen regional skills partnerships, with a need to focus on digital and construction in order to address skills shortages and supply chains for materials.

In summary, the SBCD SRO and team have achieved a significant leap forward since the last Gateway Review. Momentum and professional standards should be maintained, along with a quest to further a 'one team ethos' across all stakeholder groups.

9.0 Next Assurance Review

The next Gateway 0 Review (Strategic Assessment) of the Portfolio should be undertaken in 12 months' time – **around July 2022**.

ANNEX A

Purposes of the OGC Gateway Review 0: Strategic assessment:

- Review the outcomes and objectives for the programme (and the way they fit together) and confirm that they make the necessary contribution to overall strategy of the organisation and its senior management.
- Ensure that the programme is supported by key stakeholders.
- Confirm that the programme's potential to succeed has been considered in the wider context of Government policy and procurement objectives, the organisation's delivery plans and change programmes, and any interdependencies with other programmes or projects in the organisation's portfolio and, where relevant, those of other organisations.
- Review the arrangements for leading, managing and monitoring the programme as a whole and the links to individual parts of it (e.g. to any existing projects in the programme's portfolio).
- Review the arrangements for identifying and managing the main programme risks (and the individual project risks), including external risks such as changing business priorities.
- Check that provision for financial and other resources has been made for the programme (initially identified at programme initiation and committed later) and that plans for the work to be done through to the next stage are realistic, properly resourced with sufficient people of appropriate experience, and authorised.
- After the initial Review, check progress against plans and the expected achievement of outcomes.
- Check that there is engagement with the market as appropriate on the feasibility of achieving the required outcome.
- Where relevant, check that the programme takes account of joining up with other programmes, internal and external.
- Evaluation of actions to implement recommendations made in any earlier assessment of deliverability.

ANNEX B

List of Interviewees

The following stakeholders were interviewed during the review:

Name	Organisation and role
Philip Ryder	SBCD PoMO Manager
Sian Harrop-Griffiths	SBUHB Director of Strategy
Tracey Meredith	SBCD Monitoring Officer and Programme Board Member
Wendy Walters	SBCD SRO, Chief Executive of Carmarthenshire Council, Chair of Programme Board
Richard Brown	Interim Chief Executive, Pembrokeshire Council
Phil Roberts	Chief Executive Swansea Council and Vice Chair of SBCD Programme Board
Chris Moore	SBCD S151 Officer. Director of Corporate Services CCC, Programme Board Member, Project SRO
Martin Nicholls	Director of Place, Swansea Council and SBCD Programme Board Member, Project SRO.
Professor Steve Wilks	Swansea University Provost and SBCD Programme Board Member
Paul Williams	Hywel Dda UHB Head of Property Performance and SBCD Programme Board Member
Nicola Pearce	NPT Director of Environment and Regeneration, and SBCD Programme Board Member, Project SRO
Helen Davies	WG Head of City and Growth Deals, Mid and South West Wales and SBCD Programme Board Member
Gareth Ashman	UKG Programme and Project Management Lead, SBCD Programme Board Member
Jason Jones	CCC Head of Regeneration, Project SRO
Chris Foxall	Chair of SBCD Economic Strategy Board
Jonathan Burnes	SBCD Portfolio Director
Stephen Baldwin	UWTSD – Director of Resources and Business Planning
WORKSHOP SESSION	
Cllr Rob Stewart	SBCD Joint Committee Chairman and Leader of Swansea Council
Cllr Emlyn Dole	SBCD Joint Committee Member and Carmarthenshire Council Leader
Cllr Edward Latham	SBCD Joint Committee Member and Neath Port Talbot Council Leader
Cllr David Simpson	SBCD Joint Committee Member and Pembrokeshire Council Leader

ANNEX C

Progress against previous assurance review (15/07/2020 to 17/07/2020 recommendations:

Recommendation	Progress/Status
Resolve the inertia introduced by Portfolio/Programme terminology and agree with UKG/WG the <i>purpose</i> of the business case to drive its rapid approval and set the framework for constituent Project Business Case approvals.	Complete
Obtain written confirmation from UKG/WG of explicit description of the conditions required to trigger SBCD funding to flow and negate the need for any further reference other than normal reporting mechanisms.	Complete
Evaluate the merit of differentiating the accountabilities for strategic oversight and delivery control, thus empowering the Programme Board to exercise its function with agility and in line with the delivery tempo of the programme.	Complete
Obtain written confirmation from UKG/WG of the acceptance criteria for closing down the response to the external review of February 2019.	Complete
Reinforce the importance of a strong and well-resourced PMO to provide a solid engine room for SBCD – the ‘information power house’ that underpins momentum.	Complete
Promote the merit of discovery funding within the Growth Deal approach for project feasibility and innovation work in order to accelerate viable projects and avoid protracted start-up of non-viable projects.	Complete

Agenda Item 12



Swansea Bay City Region Joint Committee - 14 October 2021

Anti-Fraud and Anti-Corruption Strategy

Purpose:	The purpose of this report is to inform Joint Committee of the Anti-Fraud and Anti-Corruption Strategy for the Swansea Bay City Deal.
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Recommendation(s):	It is recommended that Joint Committee: 1) Receive and approve the Anti-Fraud and Anti-Corruption Strategy
Report Author:	Chris Moore (SBCD S151 Officer)
Finance Officer:	Chris Moore (SBCD S151 Officer)
Legal Officer:	Tracey Meredith (SBCD Monitoring Officer)

1. Introduction

- 1.1 Carmarthenshire County Council as the Accountable Body is responsible for the financial stewardship of the Swansea Bay City Deal. As per an internal audit recommendation an anti-fraud and anti-corruption strategy has been developed to provide detail and clarity on expectations of members, employees and stakeholders and reporting routes should fraud or corruption be identified.

2. Background

- 2.1 As part of the Swansea Bay City Deal internal audit a recommendation was made to implement an anti-fraud and anti-corruption strategy to embed process and mitigate fraud, bribery and corruption as far as possible to safeguard the portfolio's assets and resources.
- 2.2 The Joint Committee is aligned to the CIPFA/SOLACE Governance Framework and will work alongside partner authorities to adopt this strategy to outline expectation of all those involve with the Swansea Bay City deal and clear routes of reporting should and u fraud or corruption be identified.

- 2.3 The Joint Committee does not tolerate fraud, bribery and corruption by its members, employees, suppliers, contractors, partners and takes a zero-tolerance approach to all forms of fraud, bribery and corruption. The Joint Committee will take steps to investigate all allegations of fraud, bribery and corruption, and pursue sanctions available in each case, including the removal of office, disciplinary action, civil action for recovery and/or referral to the appropriate police force and/or other agencies.
- 2.4 The role of the Joint Committee will play an important part to ensure the implementation and adherence of the 7 principles of Good Governance set out by the Chartered Institute of Public Finance and Accountancy (CIPFA) by behaving with Integrity, demonstrating strong commitment to ethical values and respecting the rule of law. Managing risks and performance through robust internal control and strong public finance management. Implementing good practices in transparency, reporting and audit to deliver effective accountability.

3. Financial Implications

- 3.1 There are no financial implications within this report.

4. Legal Implications

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

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

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

Background Papers: None

Appendices:

Appendix A: Anti-Fraud and Anti-Corruption Strategy



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Chris Moore FCCA

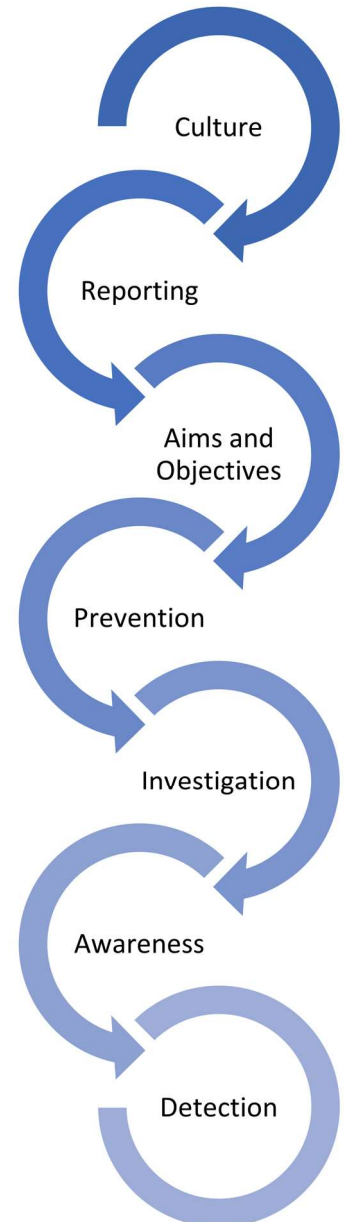
Swansea Bay City Deal Section 151 Officer

Carmarthenshire County Council

Carmarthen

SA1 1JB

ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY 2020-2025



1. Introduction

The Swansea Bay City Deal is a £1.2bn investment in 9 major projects across the Swansea Bay City Region – which is made up of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea. Over the next 15 years, the City Deal will boost the regional economy by £1.8bn and generate almost 9,000 new, high-quality jobs. The Portfolio through Lead Partner Authorities operate a range of systems and deal on a day to day basis with a wide range of contractors and customers. The diverse range and nature of services and activities coupled with the size of project/programme operations and budgets inevitably put the Portfolio at risk of fraud, bribery and corruption, from both internal and external sources.

Fraud is not a victimless crime and can affect us all.

The monetary cost – in monetary terms, fraud costs the country billions of pounds a year. It also affects the amount of money available to spend on delivering Swansea Bay City Deal programmes.

The human cost – There are other not so obvious costs as a consequence of some frauds.

The Joint Committee is aligned to the CIPFA/SOLACE Governance Framework and will work alongside partner authorities to embed process and mitigate fraud, bribery and corruption as far as possible to safeguard the portfolio's assets and resources. The Joint Committee does **not** tolerate fraud, bribery and corruption by its members, employees, suppliers, contractors, partners and takes a zero-tolerance approach to all forms of fraud, bribery and corruption. The Joint Committee will take steps to investigate all allegations of fraud, bribery and corruption, and pursue sanctions available in each case, including the removal of office, disciplinary action, civil action for recovery and/or referral to the appropriate police force and/or other agencies. The collaborative agreement of the Swansea Bay City Deal requires the Joint Committee to oversee sustainable development, which means the process of improving the economic, social, environmental and cultural well-being of Wales. The role of the Joint Committee will play an important part to ensure the implementation and adherence of the 7 principles of Good Governance set out by the Chartered Institute of Public Finance and Accountancy (CIPFA) by behaving with Integrity, demonstrating strong commitment to ethical values and respecting the rule of law. Managing risks and performance through robust internal control and strong public finance management. Implementing good practices in transparency, reporting and audit to deliver effective accountability.

The Joint Committee has a high degree of external scrutiny of its affairs by a variety of bodies including:

- Audit Wales
- Central Government Departments and Parliamentary Commissions
- Welsh Government

2. Definitions - Fraud and Corruption

2.1. What is Fraud?

Fraud is a criminal act or omission of deception intended for personal gain or to cause a loss to another person or organisation (Fraud Act 2006, UK Legislation) this includes:

- Knowingly making a false representation – where an individual dishonestly and knowingly makes a representation that is untrue or misleading.
- Failing to disclose information – where an individual wrongfully and dishonestly fails to disclose information to another person when they have a legal duty to disclose it, or where the information is of a kind that they are trusted to disclose it, or they would be reasonably expected to disclose it.
- Abuse of position – Where an individual who has been given a position in which they are expected to safeguard another person's financial interests dishonestly and secretly abuses that position of trust without the other person's knowledge.

Fraud may be committed against individuals, businesses, or other organisations.

Fraud may be committed by persons internal or external to the Joint Committee, either acting alone or as part of a group. In all 3 classes of fraud, it requires that for an offence to have occurred, the person must have acted dishonestly, and that they had to have acted with the intent of making a gain for themselves or anyone else, or inflicting a loss (or a risk of loss) on another.

2.2. What is Corruption?

Corruption is regarded as:

- The offering, giving, soliciting or accepting of any inducement or reward, which would influence the actions taken by the body, its members or officers.

Corruption is any unlawful or improper behaviour that seeks to gain an advantage through illegitimate means, and Bribery is giving someone a financial advantage to encourage that person to perform their functions or activities improperly or to reward that person for already doing so.

2.3. What is Bribery?

The Bribery Act 2010, UK Legislation identifies the criminal offence of bribery and identifies 4 key offences:

- Bribing another person – A person commits an offence by offering, promising or giving a financial or other advantage to another person, directly or through an intermediary: intending that advantage to induce a person to perform improperly a function or to reward a person for so doing (whether or not it is the same person to whom the advantage is offered) or knowing or believing that accepting the advantage would itself be improper performance of a function.
- Being bribed – A person commits this offence by requesting, agreeing to receive or accepting a financial or other advantage, directly or through a third party, for his or her own or someone else's benefit: that person intends that, as a consequence, there is improper performance of a function or there is improper performance of a Function (whether as a reward, in anticipation of or as a consequence of the request, agreement or acceptance). The request, agreement or acceptance itself may be the improper performance of a function.
- Bribery of a Foreign Public Figure – This offence will be committed if a person offers or gives a financial or other advantage to a foreign public official with the intention of influencing the foreign public official and obtaining or retaining business, where the foreign public official was neither permitted nor required by written law to be so influenced; and

- Failing to prevent Bribery – A company is ‘strictly liable’ for any bribe paid by a person performing services on its behalf, unless the organisation proves that adequate anti-bribery procedures were in place.

2.4. What is Theft?

A person is guilty of theft if he dishonestly appropriates property belonging to another with the intention of permanently depriving the other of it; and “thief” and “steal” shall be construed accordingly.

It is immaterial whether the appropriation is made with a view to gain or is made for the thief’s own benefit.

([The Theft Act 1968.Legislation.gov.uk](https://www.legislation.gov.uk/ukpga/1968/27))

2.5. What is Money Laundering?

Money Laundering is the process by which criminals attempt to ‘recycle’ the proceeds of their criminal activities in order to conceal its origin and ownership whilst retaining use of the funds.

Any service that receives money from an external person or body is potentially vulnerable to a money laundering operation.

The Joint Committee, Accountable Body and Portfolio Management Office recognise their responsibilities under the Money Laundering Regulations 2007 and the Proceeds of Crime Act 2002.

3. Culture

The culture of the Swansea Bay City Deal Joint Committee has always been one of openness and the core values of Integrity, Taking Responsibility and Excellence support this. The Joint Committee is committed to the highest ethical and moral standards and is determined that the culture encompassing the Swansea Bay City Deal is that of honesty, integrity and transparency and fundamental to these core values is its commitment to combat fraud and corruption.

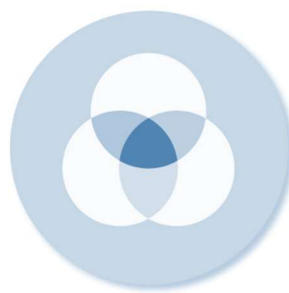
The prevention/detection of fraud, bribery and corruption and the protection of the public purse are responsibilities of everyone, both internal and external to the Joint Committee. The Joint Committee's Elected Members and supporting employees play an important role in creating this culture. They are positively encouraged to raise concerns regarding fraud and corruption, immaterial of seniority. The public also has a role to play in this process and should inform the Accountable Body if they feel that fraud/corruption may have occurred.

Swansea Bay City Deal's Joint Committee will continue to be committed to a policy of zero tolerance in relation to Fraud and Corruption. The public has a right to expect that public funds are spent appropriately, transparently and on essential services in an efficient, effective and economic manner. The Committee is determined to protect itself and the public from fraud and corruption. It is committed to the rigorous maintenance of a strategy for the prevention and detection of fraud and corruption, which is designed to:

- Raise awareness of fraud and corruption,
- Encourage prevention,
- Promote detection,
- Perform investigations and facilitate recovery,
- Act as a deterrent against future fraud and corruption,
- Allow the Committee to act in the strongest way against any wrongdoing,
- Maintain, monitor and communicate policies and related procedures,
- Not tolerate false accusations of fraud.



HONESTY

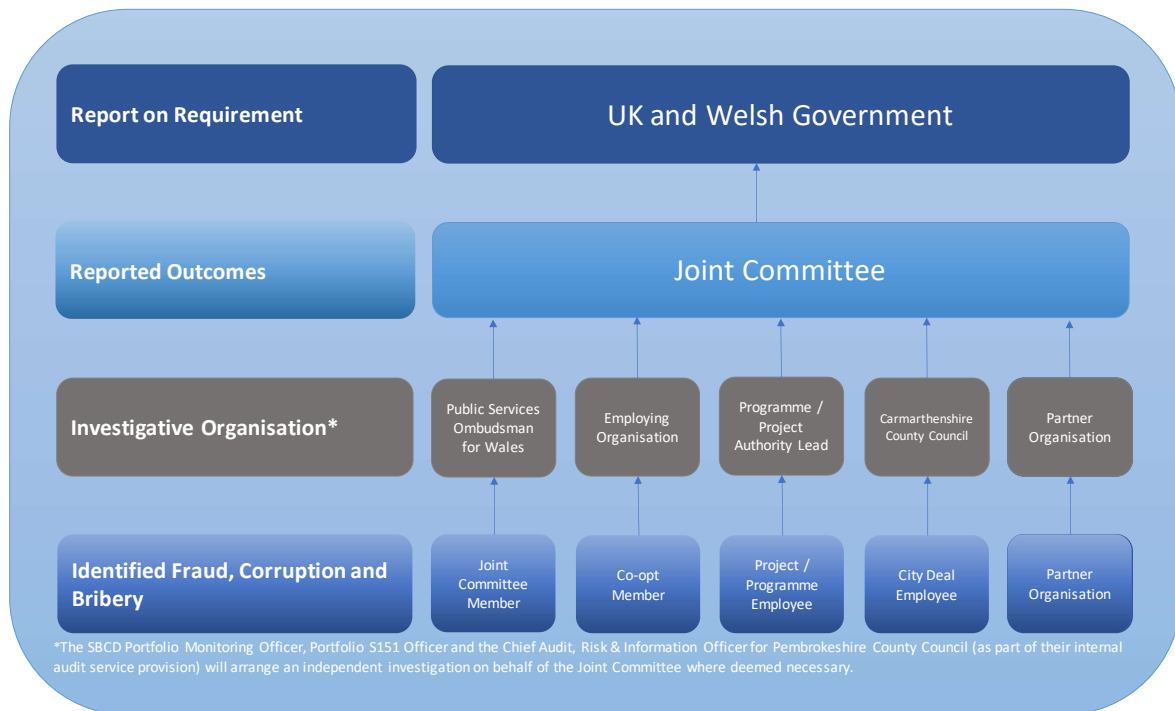


TRANSPARENCY



RESPECT

4. Reporting Fraud and Corruption



All Councillors must comply with the Members Code of Conduct in accordance with Welsh Government requirements. Any suspicion of fraud for individual members of the Joint Committee will be referred to the constituent authorities to work within their own policies. Fraud or corruption by any member of the Joint Committee must be reported immediately to the Public Service Ombudsman for Wales or directly to the relevant Police department dependant on its nature and seriousness.

All Co-Opted members are required to comply with the Co-opted Members Rules of Conduct (Schedule 13 of the Joint Committee Agreement). Employing organisations of Co-Opted members are responsible for implementing their own anti-fraud and anti-corruption policies and report as appropriate to the Joint Committee. The SBCD Portfolio Monitoring Officer, Portfolio S151 Officer and the SBCD Head of Internal Audit will arrange an independent investigation on behalf of the Joint Committee where deemed necessary.

Fraud and corruption by any officer within a City Deal project or programme should be reported through the policies and strategies of the Project/Programme Lead Authority. Lead Authorities are responsible for programme/project delivery with management for programme/project delivery in line with their individual corruption, fraud and bribery policies and strategies. In the event of fraud, corruption and bribery the Project/Programme Lead Authority and/or the Partner Organisation should immediately inform and regularly update the SBCD Monitoring Officer, SBCD Section 151 Officer and the SBCD Head of Internal Audit and make any documentation available as appropriate.

Employees of the City Deal are employed through Carmarthenshire County Council, and as such are bound by the contractual and ethical standards of the Council. Any case of suspected fraud and corruption identified will be investigated and reported through the governance structure and in line with the policies and strategies of Carmarthenshire County Council.

Within the engaged funding agreements, partner organisations, legally without charge, permit any officer of the Project Authority Lead, Accountable Body, Welsh Government, UK Government, Wales Audit Office or the Council undertaking the audit function for the Swansea Bay City Deal at any reasonable time and on reasonable notice, to visit the Recipient's premises or inspect any of the Project's activities or to examine and take copies of the Recipient's books of account and such other documents or records as in such officer's reasonable view may relate in any way to the Recipient's use of the Project Funding.

Pembrokeshire County Council Internal Audit Service is not expected undertake any investigations on behalf of the Joint Committee. The Portfolio Section 151 officer, Monitoring Officer and Head of Internal Audit on identification of any case of fraud, corruption and bribery will determine whether an independent investigation is required on behalf of the Joint Committee to gain assurance. Any deemed investigation would be instructed by the Joint Committee.

Staff and public are able to report fraud confidentially through the below:

If you would like to speak to someone about frauds perpetrated against the Swansea Bay City Deal Joint Committee, you can contact the Carmarthenshire County Council's Head of Revenues and Financial Compliance on 01267 246223.

The Public can also make an appointment at one of our Carmarthenshire County Council's Customer Service Centre's in Ammanford, Carmarthen or Llanelli. If you are deaf or hard of hearing a sign language interpreter can be provided, please inform when making an appointment.

You can also email direct@carmarthenshire.gov.uk.

5. Detection and Investigation

Internal Audit, provided by Pembrokeshire County Council plays an important role in the detection of fraud, bribery and corruption. Included in their strategic plan are reviews of system controls including financial controls and specific fraud and corruption tests and will make spot checks. Internal Audit undertakes extensive data matching exercises to detect potential fraud comparing data sets between and within systems to identify discrepancies, which may indicate fraudulent activity.

In addition to Internal Audit, there are numerous systems and management controls in place to deter fraud and corruption, but it is often the vigilance of employees and members of the public that aids detection.

Any decision to refer a matter to the Police of suspected fraud or corruption for a criminal investigation will require the instruction of the Portfolio Section 151 Officer.

Under the Joint Committee's **zero tolerance** approach, all cases of Fraud and Corruption are discussed with the Police with a view to progressing the prosecution.

Depending on the nature of the allegation the Head of Revenues and Financial Compliance will work closely with the Portfolio Monitoring Officer concerned to ensure that all allegations are thoroughly investigated and reported upon.

Carmarthenshire County Council's [Disciplinary Procedures](#) will be used to facilitate a thorough investigation of any allegations of improper behaviour by employees or officers. Cases in respect of Elected Members will be referred to the Public Services Ombudsman for Wales.

Investigations are undertaken by suitably qualified staff within, who are aware of Data Protection and Human Rights issues and in particular the Regulation of Investigatory Powers Act 2016. Under this Act strict conditions are imposed when undertaking observations and surveillance and these require specific approval.

6. Prevention

Our aim is to stop fraud and corruption from happening in the first place. In line with the Well-being of Future Generations (Wales) Act 2015, the Joint Committee will act to prevent problems occurring or getting worse, by understanding the root cause of the issue and preventing reoccurrence, ensuring:

- There are clear rules and procedures within which Members, employees and customers can work; these are maintained, communicated and enforced.
- There is a robust Internal Control Environment established and there are appropriate levels of internal checks included in working practices, particularly financial procedures.
- The Joint Committee will work with other organisations/partners to prevent and detect fraud and corruption.
- The Joint Committee will establish an effective Code of Conduct for Members and staff.
- The Joint Committee will work with partners to prevent fraud and improve intelligence.
- That the Joint Committee's strategy on Anti-Fraud and Anti-Corruption is promoted to all parties including members, staff, service users and customers.
- Fraud Risks are included in the Corporate and Service Risk Registers.
- The Joint Committee will provide appropriate training to staff and Members on the prevention and detection of fraud and corruption.

A robust Internal Control Environment must be embedded within the Joint Committee whereby Management ensure that effective controls are in place within all systems to reduce the risk of fraud or corruption.

Internal and External Audit provide support to management by undertaking an independent evaluation of internal controls and reporting to management.

6.1. Members

Members are required to adhere to the 'Code of Conduct for Members and co-opted Members'. This code provides rules on the declaration of interest, gifts and hospitality. A register is maintained and Member Declarations of Interest are formally recorded in the minutes.

6.2. Staff

Employees must abide by the Joint Committee's Code of Conduct for Employees Code details the standards all employees must uphold to maintain the integrity of the Committees activities. The Code includes rules regarding relationships, gifts and hospitality, confidentiality, personal conduct and conflicts of interest.

7. Aims and Objectives of the Strategy

The Joint Committee will aim to:

Make better use of resources

Protect the Joint Committees valuable resources by ensuring they are not lost through fraud but are used for improving and enriching regional residents and visitors.

Prevent Fraud, through understanding the root cause of problems and driving improvements for long-term impact

Create and promote an 'anti-fraud' culture which highlights the Joint Committees' zero tolerance of fraud, bribery, corruption and theft.

Provide recommendations to inform policy, system, risk management and control improvements, thereby reducing the Joint Committees' exposure to fraudulent activity.

Create an environment that enables the reporting of any genuine suspicions of fraudulent activity. However, the Joint Committee will not tolerate malicious or vexatious allegations or those motivated by personal gain and if proven and may take disciplinary or legal action.

Work with others in a collaborative way to find shared, sustainable solutions

Work with our partners and other investigative bodies to strengthen and continuously improve our arrangements to prevent fraud and corruption.

8. Conclusion

The Joint Committee prides itself on setting and maintaining high standards and a culture of openness, with core values of Integrity, Taking Responsibility and Excellence. This Strategy fully supports the Committees' desire to maintain an honest authority, free from fraud and corruption.

The Joint Committee is committed to zero tolerance in relation to fraud and corruption and has in place a network of systems and procedures to assist it in dealing with fraud and corruption when it occurs. It is determined that these arrangements will keep pace with any future developments in both preventative and detection techniques regarding fraudulent or corrupt activity that may affect its operation to safeguard the interests of the Joint Committee and its customers.

The Joint Committee will maintain a continuous review of all these systems and procedures to ensure their relevance and effectiveness.

Agenda Item 13



Swansea Bay City Region Joint Committee - 14 October 2021

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

Purpose:	To provide Joint Committee with an update on the latest financial position of the Swansea Bay City Region.
Policy Framework:	Swansea Bay City Deal
Consultation:	Accountable Body
Recommendation(s):	It is recommended that the Joint Committee: 1) Review the financial monitoring update report.
Report Author:	Chris Moore
Finance Officer:	Chris Moore, Section 151 Officer, SBCD
Legal Officer:	Tracey Meredith, Monitoring Officer, SBCD
Access to Services Officer:	N/A

1. Introduction

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

2. Joint Committee – Provisional Forecast Outturn Position

2.1. Supplementary Information

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

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

2.2. Joint Committee and Accountable Body

The Joint Committee and Accountable Body expenditure forecast is estimated at £181k. This is in respect of democratic support, support of the portfolio monitoring officer and legal fees in respect of the funding agreements. Internal audit has been forecasted but is scheduled to be undertaken later within the financial year. 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 has been forecasted at £29k.

2.4. Portfolio Management Office

To the period ended 31st March 2022 the expenditure is estimated at £644k. The PoMO demonstrates one vacancy to date, which is expected to commence occupation in August 2021.

Rents and service charges in respect of office space total £23k, fees including consultancy and gateway reviews have been forecast at £19k and conferences, Marketing and advertising forecasted at £76.5k in respect of event promotion, website updates, bi-annual conferences, business engagement events. Central Recharges of £28k has been included to contribute to Carmarthenshire County Council as the host Authority's costs for supporting the PoMO. These include payroll, Pensions, Creditors, Debtors, Human Resources support, Information Technology Support, financial systems support, Chief executive administration support, employee support and all necessary insurances.

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 £822k. This consists of partner contributions (£50k per partner) £400k and anticipated drawdown of 'Top Slice' of £168k from the dispersed grant awards.

2.7. Financial Monitoring - Statement of Balances

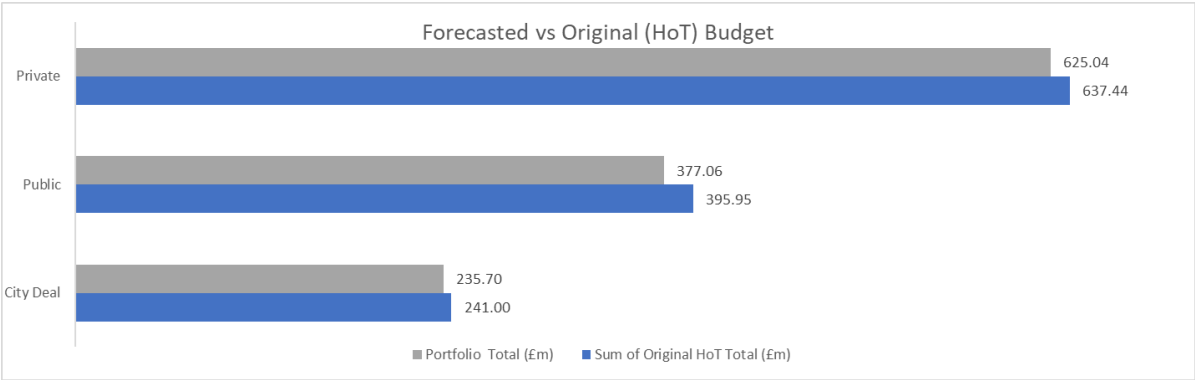
The prior year (2020/21) balance carried forward in reserve demonstrates £215k. Currently the estimated year end position of the City Deal accounts demonstrates a deficit of £92k. This is as a result of a change in presentation of the "Top Slice" slice and a timing effect due to reduced grant being dispersed to projects within the year. This concludes in an anticipated reserve of £123k at year end.

3. Portfolio Investment Fund – Provisional Forecast Outturn Position

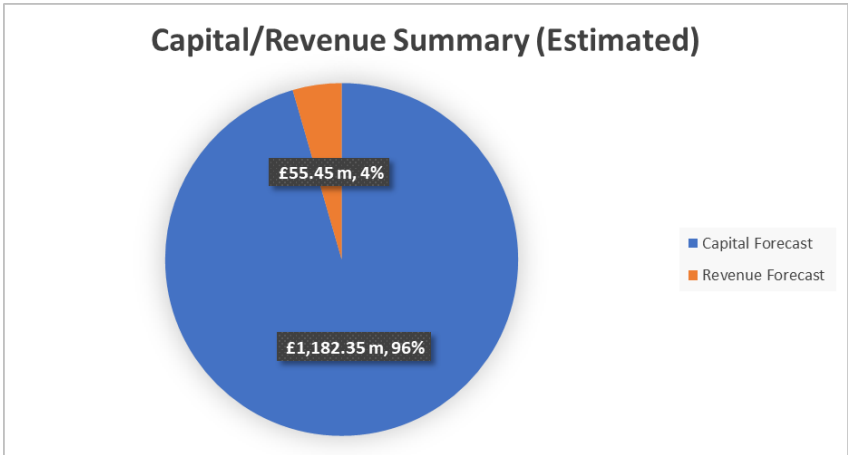
3.1. Portfolio Investment Outturn Position

The overall estimated investment position is demonstrated at £1.238bn over the fifteen year life of the portfolio. The original heads of terms that the region signed up too comprised of an investment of £1.274b, and as such currently the City Deal is presenting an underinvestment in the region of £37m (3%). Investment in the region has increased from the previous quarter due to the reprofile of the Swansea Campuses project (Quarter 4 2020/21 - £1.148b).

Investment Component	Sum of Original HoT Total (£m)	Portfolio Total (£m)	Variance (£m)	Variance
City Deal	241.00	235.70	- 5.30	-2.20%
Public	395.95	377.06	- 18.89	-4.77%
Private	637.44	625.04	- 12.40	-1.95%
Grand Total	1,274.39	1,237.80	- 36.59	-2.87%



There is currently an estimated revenue requirement of £55m (4%) to deliver the city deal projects. This will be supported through the use of the Local Authorities flexible capital receipts directive, and alternative public and private sector commitment. The revenue requirement has decreased compared with the prior period (Quarter 4 2020/21 - £76m) due to detailed. budget being reprofiled for the Swansea Campuses project.



4. Financial Implications

The forecasted Joint Committee year end out-turn position (as at 30th June 2021) indicates a deficit of £92k, which will be supported by the Swansea Bay City Deal ring-fenced reserve at the year end. Expenditure is forecasted at £914k, which is offset by income through partner contributions of £400k and the 'Top Slice' of dispersed Government grants. The deficit is caused by a change to the presentation on top slice income and a timing effect linked to the payment of grants to programmes.

The estimated portfolio forecasted investment position (as at 30th June 2021) demonstrates an under-investment of £37m (3%). Currently the portfolio is presenting a total investment over the fifteen-year life span of the Swansea Bay City Region Deal of £1.238bn, which is less than the original investment the region committed of £1.274bn. This is subject to fluctuation over the life span of the project and will be monitored quarterly through financial templates and through the Portfolio risk register.


5. Legal Implications

There are no legal implications associated with this report.

Background Papers: None

Appendices:

Appendix A Joint Committee – Forecast Outturn Position

		Joint Committee - Outturn Position Financial Year 2021/22 <i>as at 30th June 2021</i>		
Description	Actuals 2020/21 (£)	Agreed Budget 2021/22 (£)	Forecast Outturn 2021/22 (£)	Variance (£)
Joint Committee and Accountable Body				
Room Hire	-	1,854	-	1,854
Subsistence & Meeting Expenses	-	3,427	-	3,427
Democratic Services - CCS	20,430	25,893	25,893	0
Monitoring Officer & Legal Services	34,705	35,659	35,659	0
External Legal Advisory Fees	495	25,000	25,000	0
Internal Audit Support	20,000	20,550	20,550	0
Staff Recruitment Expenses	-	-	-	0
External Audit Fees	11,993	25,000	19,000	6,000
Section 151 Officer	54,244	55,329	55,329	0
Joint Committee and Accountable Body Total	141,867	192,713	181,431	11,281
Joint Scrutiny Committee				
Subsistence & Meeting Expenses	-	6,875	6,875	0
Travel	-	1,224	1,224	0
Democratic Services - NPT	21,332	20,658	20,658	0
Joint Scrutiny Committee Total	21,332	28,757	28,757	0
Portfolio Management Office				
Salary (Inc. On-costs)	366,284	536,759	462,593	74,166
Recharges - Employee costs Grant (direct)	5,259	-	-	0
Staff Recruitment Expenses	-	-	-	0
Training of Staff	-	26,010	10,000	16,010
Response Maintenance	-	-	-	0
Electricity	-	-	-	0
Gas	-	-	-	0
Rents (The Beacon)	14,889	15,796	15,796	0
Rates (The Beacon)	6,688	6,975	6,975	0
Public Transport - Staff	-	2,040	500	1,540
Staff Travelling Expenses	-	16,320	1,500	14,820
Admin, Office & Operational Consumables	269	2,550	1,275	1,275
Furniture	-	1,000	1,000	0
Fees (including Gateway Reviews)	4,712	25,500	19,125	6,375
ICT Computer Hardware & Software	-	2,500	4,000	(1,500)
Subsistence & Meetings Expenses	-	8,160	4,080	4,080
Conferences, Marketing & Advertising	1,200	76,500	76,500	0
Projects & Activities Expenditure	32,465	14,280	-	14,280
Translation/Interpret Services	2,444	10,200	10,200	0
Printing & Copying	130	4,590	2,295	2,295
Photocopying Recharge	-	-	-	0
Fees - Evaluation and Assurance	14,850	-	-	0
Central Recharge	28,365	-	28,365	(28,365)
Portfolio Management Office Total	477,554	749,180	644,204	104,976
Provision for Unwinding of PMO				
Redundancies	-	19,684	59,368	(39,684)
Provision for Unwinding Total	-	19,684	59,368	(39,684)
Total Expenditure	640,752	990,334	913,760	76,574
Funding Contributions				
Welsh Government - Revenue Grant	(14,850)	0	0	0
SBCD Grant Revenue Contribution	(168,050)	(723,000)	(422,024)	(300,976)
Partner Contributions	(400,000)	(400,000)	(400,000)	0
Total Income	(582,900)	(1,123,000)	(822,024)	(300,976)
Provision of Service - (Surplus) / Deficit	57,852	(132,666)	91,736	(224,402)

Movement to Reserves		
Description	2020/21 (£)	2021/22 (£)
Balance Brought Forward from previous year - (Surplus) / Deficit	(272,668)	(214,816)
Net Provision of Service - (Surplus) / Deficit	57,852	91,736
Balance Carry Forward - (Surplus) / Deficit	(214,816)	(123,080)

Agenda Item 14



Swansea Bay City Region Joint Committee - 14 October 2021

Swansea Bay City Deal Welsh Language Guidance

Purpose:	To inform Joint Committee of the SBCD Portfolio Welsh Language Guidance
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Consultation:	Programme (Portfolio) Board Joint Committee Carmarthenshire Policy Manager
Recommendation(s):	It is recommended that Joint Committee: 1) Approve the guidance set out by SBCD PoMO and attached at Appendix A.
Report Author:	Amanda Burns (Senior Portfolio Support Officer)
Finance Officer:	Chris Moore (SBCD S151 Officer)
Legal Officer:	Tracey Meredith (SBCD Monitoring Officer)

1. Introduction

- 1.1 The SBCD Portfolio Welsh language guidance summarises the SBCD Portfolio's approach to incorporating the Welsh Language Standards and outlines how communication and work prepared for public consumption with external audiences in Wales includes the appropriate use of the Welsh language and mainly relates to the Service Delivery Standards of the Welsh Language Standards.

2. Background

- 2.1 All local authorities in Wales have a statutory duty to comply with the Welsh Language (Wales) Measure 2011 and with the Welsh Language Standards imposed by the Measure through the Welsh Language Standards (No 1) Regulations. This duty extends to Joint Committees of local authorities in relation to service delivery, policy delivery, operational delivery and record keeping.

2.2 The intention is to ensure that SBCD Portfolio treat the Welsh language no less favourably than the English language.

3. Financial Implications

3.1 There are no direct financial implications within this report. All financial reports will conform to the Welsh language guidance as appropriate.

4. Legal Implications

4.1 The Joint Committee Agreement provides at clause 31.1 that the Joint Committee and Joint Scrutiny Committee shall undertake their functions in such a way as to comply with each of the Councils compliance notices issued under the Welsh Language Standards (No 1) Regs 2015.

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

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

Background Papers: None

Appendices:

Appendix A: SBCD Portfolio Welsh language guidelines

Swansea Bay City Deal

Welsh Language Guidance

September 2021



1. Introduction

- 1.1 All local authorities in Wales have a statutory duty to comply with the Welsh Language (Wales) Measure 2011 and with the Welsh Language Standards imposed by the Measure through the Welsh Language Standards (No 1) Regulations. This duty extends to Joint Committees of local authorities in relation to service delivery, policy delivery, operational delivery and record keeping.
- 1.2 The Swansea Bay City Deal (SBCD) Joint Agreement also provides at clause 31 that *“the Joint Committee and Joint Scrutiny Committee shall undertake their functions in such a way as to comply with each of the Councils compliance notices issued under the Welsh Language Standards (No 1) Regulations 2015.”*
- 1.3 This guidance summarises the SBCD Portfolio’s approach to incorporating the Welsh Language Standards and outlines how communication and work prepared for public consumption with external audiences, includes the appropriate use of the Welsh language and mainly relates to the Service Delivery Standards of the Welsh Language Standards. Public bodies subject to the Welsh Language Measure must comply with the Standards wherever they exercise those functions.
- 1.4 The SBCD lead and delivery partners must, at a minimum, incorporate these guidelines into SBCD related activity in addition to considering their own Standards.
- 1.5 The SBCD Portfolio commits to treating the Welsh language no less favourably than the English language.
- 1.6 In summary, the Welsh language will not be treated less favourably in terms of:
 - presentation e.g., use of font, size, colour and format
 - position and prominence
 - when and how the material is published, made available or exhibited
 - Promotion and availability

2. Standards relating to SBCD’s website and on-line services

- 2.1 All media releases and information, either printed or online, must be bilingual, with the Welsh language positioned so that it may be read first, as per Welsh Language Standards.
- 2.2 The text of each page of your website is available in Welsh.
- 2.3 Every Welsh language page of SBCD website is fully functional, and the Welsh language is not treated less favourably than the English language on your website.
- 2.4 If you have a Welsh language web page that corresponds to an English language web page, you must state clearly on the English language web page that the page is also available in

Welsh, and you must provide a direct link to the Welsh page on the corresponding English page.

- 2.5 New and amended web pages must be published in Welsh and English at the same time.
- 2.6 The interface and menus of every page of the website will be provided in Welsh and English.

3. Standards relating to SBCD's use of social media

- 3.1 The Welsh language should appear first on bilingual feeds where appropriate. We encourage the use of bilingual feeds to promote the language and increase its visibility. All information should be available in both languages and the feed should allow contributions in both English and Welsh.
- 3.2 Contact and responses to social media posts must be in the same language.
- 3.3 All social media applications must function fully in Welsh, and the Welsh language must be treated no less favourably than the English language.

4. Telephone calls and emails

- 4.1 When answering an external call, you must ensure that the initial greeting is in Welsh and must establish the caller's language preference.
- 4.2 In situations where the caller would like to converse in Welsh, the SBCD employee will state that a Welsh language service is available and converse in Welsh if possible or make alternative arrangements.

5. Standards relating to public meetings arranged by SBCD

- 5.1 People attending meetings that are open to the public are welcome to use the Welsh language at the meeting and any associated advertising material and invitations must clearly offer this. In respect of public meetings you must:
 - (a) ask each person invited to speak whether he or she wishes to use the Welsh language and
 - (b) if that person (or at least one of those persons) has informed you that he or she wishes to use the Welsh language at the meeting, provide a simultaneous translation service from Welsh to English for that purpose (unless you conduct the meeting in Welsh without a translation service)
- 5.2 Invitations for public meetings with public participation must be sent out in Welsh.

- 5.3 When inviting people to a public meeting you must ask each person whether they wish to use the Welsh language at the meeting.

6. Standards relating to sharing SBCD material in public

6.1 The SBCD Governance Committees such as Joint Committee, Joint Scrutiny Committee, Economic Strategy Board and Programme (Portfolio) Board adhere to their own local authority compliance notices issued under the Welsh Language Standards (No 1) Regulations 2011. If you display any written material at a meeting that you arrange which is live streamed to the public, you must ensure that:

- Any written material that is displayed at a meeting must be provided in Welsh and English.
- Welsh language text must not be treated any less favourably than the English language text.
- Welsh language text must be displayed first.
- The size, colour and format of the written text must be the same for both Welsh and English language text.
- Agendas and minutes that are available to the public must be produced in both Welsh and English language.
- Written documents which accompany agenda items are not required to be translated from English to Welsh. These include:
 - item reports
 - appendices
 - supplementary papers or documents to be discussed or to be noted
 - meeting notices, or
 - information papers relating to declarations of interest

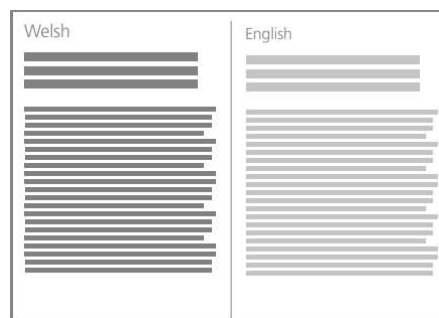


Figure 1.0 Meeting presentation

6.2 When a third party makes presentations available for public meetings, then responsibility for preparing and delivering the items to the appropriate Welsh language compliance lies with those individuals or organisations. This will be explained to the individuals / organisations when making the necessary arrangements. Noting it is the public body who will oversee items and will be subject of a WLC complaint.

- 6.3 Reference to any activity being carried out by a body, or to any service being provided by a body, are to be read as including a reference to that activity being carried out on the body's behalf or to that service being provided on the body's behalf by a third party under arrangements made between the third party and the body. Accordingly, unless a compliance notice provides to the contrary, a body will have failed to comply with a standard in respect of an activity or service it has arranged to be carried out or provided by a third party if that activity or service has not been carried out or provided in accordance with the standard.
- 6.4 Invitations to a public meeting must be sent in the Welsh and English language.

7. Standards relating to public events organised or funded by SBCD

- 7.1 If you organise or significantly contribute (50%) to a public event you must ensure that when promoting the event, the Welsh language is treated no less favourably than the English language.
- 7.2 Any brochure, leaflet, pamphlet or card that you produce in order to provide information to the public must be produced in Welsh.
- 7.3 Any material that you produce and display in public must be displayed in Welsh, and you must not treat any Welsh language version of the material less favourably than the English language version.

8. Standards relating to SBCD and publishing documents, forms & Contracts

- 8.1 Opportunities for individuals to provide feedback via questionnaire feedback form etc must be available in the Welsh language.
- 8.2 Any public facing documents must be available in both Welsh and English if:
- the subject matter requires the document to be produced in Welsh, or
 - the audience expects the document to be produced in Welsh.
- 8.3 If you produce a document or a form in Welsh and in English, you must:
- not treat any Welsh language version less favourably than you treat the English language version (whether separate versions or not);
 - not differentiate between the Welsh and English version in relation to any requirements that are relevant to the document or form (for example in relation to any deadline for submitting the form, or in relation to the time allowed to respond to the content of the document or form); and
 - ensure that the English language version clearly states that the document or form is also available in Welsh.

- 8.4 Any invitations to tender for a contract that is published must be published in English and Welsh. You must comply with Welsh language standard 76 in the following circumstances: (a) If the subject matter of the tender for a contract suggests that it should be produced in Welsh, or (b) If the anticipated audience, and their expectations, suggests that the document should be produced in Welsh.

9. The Welsh Translation Unit

- 9.1 The SBCD Portfolio uses The Welsh Language Translation Unit at Carmarthenshire County Council to ensure consistency with translating documentation from the English language to Welsh language.
- 9.2 The aim is that all correspondence with the public be available in Welsh (Web pages, letters, emails, telephone, social media, consultation face to face).
- 9.3 Requestors need to be aware of timelines of submissions and size of documents to ensure adequate time is allowed for translation. Contact should be made with the Translation Unit from the onset, to discuss requirements and timescales.

10. Summary

This document covers the general requirements likely to be required in the delivery of the SBCD Portfolio. As a summary any public info must be published bi-lingually as above, and all other requirements are to be adhered to. If this guidance does not cover your specific requirements further info can be obtained from:

- A [Welsh Language Standards \(compliance notice City and County of Swansea Council\).pdf](#)
- B [compliance-notice44-carmarthenshire-county-council.pdf \(gov.wales\)](#)
- C [20170925 Hysbysiad Cydymffurfio44 Cyngor Bwrdeistref Sirol Castell nedd Port Talbot _en \(npt.gov.uk\)](#)
- D [20161214 Hysbysiad Cydymffurfio44 Cyngor Sir Penfro \(en\) \(2\).pdf](#)

The SBCD PoMO, who will seek clarity on your behalf citydeal@carmarthenshire.gov.uk

Your respective equality/legal/democratic support service depts

The SBCD POMO will retain a catalogue of Welsh translations and reuse where appropriate to save time and money in future translations.

Agenda Item 15



Swansea Bay City Region Joint Committee - 14 October 2021

Swansea Bay City Deal Governance Board Meeting Protocol

Purpose:	To inform Joint Committee of the SBCD Governance Board Meeting protocol
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Recommendation(s):	It is recommended that Joint Committee: 1) Approves the SBCD Governance Board Meeting protocol
Report Author:	Amanda Burns (SBCD Senior Portfolio Support Officer)
Finance Officer:	Chris Moore (SBCD S151 Officer)
Legal Officer:	Tracey Meredith (SBCD Monitoring Officer)

1. Introduction

- 1.1 The Meeting protocol provides the means and guidance for the preparation, co-ordination, and successful delivery of Swansea Bay City Deal Governance Boards, including Joint Committee, Programme (Portfolio) Board, Economic Strategy Board and Joint Scrutiny Committee.

2. Background

- 2.1 The Meeting protocol should be read in conjunction with the Council's local procedures.

3. Financial Implications

- 3.1 There are no financial implications associated with this report.

4. Legal Implications

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

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

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

Background Papers: None

Appendices:

Appendix A: Swansea Bay City Deal Governance Board Meeting protocol

SBCD Governance Board Meeting protocol



Document Control	
Date:	September 2021
Version:	0.4
Author:	Amanda Burns

Contents

- 1 Introduction
- 2 Notice of Meetings
- 3 Time & Commitment
- 4 Meeting Etiquette
- 5 Agenda setting
- 6 Documentation

1. Introduction

This Protocol provides the means and guidance for the preparation, co-ordination and successful delivery of Swansea Bay City Deal Governance Boards, including Joint Committee, Programme (Portfolio) Board, Economic Strategy Board and Joint Scrutiny Committee. This Protocol should be read in conjunction with the Council's local procedures.

2. Notice of Meetings

- 2.1 The Chair of each Governance Board must first agree potential dates to hold meetings. The SBCD Portfolio Management Office (PoMO) liaises with the Chair of Programme (Portfolio) Board and Economic Strategy Board to determine potential dates. Similarly, Swansea Democratic Services support the set up of SBCD Joint Committee meetings and NPT Democratic Services support the set up of Joint Scrutiny Committee meetings.
- 2.2 A date and time will be set that suits enough members to form a quorum, but also fits with the schedule of the key members and in line with the governance requirements of the SBCD, required to fulfil the purpose of the meeting. Meetings will be scheduled at least 3 months in advance however the aim will be for 6-12 months in advance.
- 2.3 SBCD Programme (Portfolio) Board meetings should be held earlier in the month than Joint Committee meetings with 5 - 7 working days clear in between.
- 2.4 Ordinarily unless there are exceptional circumstances, SBCD Joint Committee and SBCD Programme (Portfolio) Board should not be held in the same week.
- 2.5 A formal meeting notice will be sent to members informing of the date, time and location of the Governance Board meetings. If the meeting is being held digitally a link will be sent out with the meeting notice for members to join. If the meeting is open to the public, the link will be published on the respective Council's website.
- 2.6 Only invitees are permitted to attend meetings. If the meeting is to be extended to additional colleagues, this request must go through SBCD PoMO.

3 Time and commitment

- 3.1 The frequency of Governance Board meetings as set out in their individual Terms of Reference are as follows:

Joint Committee	Monthly but additional meetings may be called
Programme (Portfolio) Board	Monthly before the Joint Committee meeting
Economic Strategy Board	Quarterly in advance of any Joint Committee meeting and when necessary to deal with any business agreed by the Chair of the ESB (ESB are currently meeting monthly)
Joint Scrutiny Committee	Every other month or on a frequency determined by the Joint Scrutiny Committee

- 3.2 Members invited to attend Governance Boards are expected to make every effort to participate in all scheduled meetings.

- 3.3 If unable to attend in person or by video conference, members and other attendees should send apologies to the appropriate Governance Board administrator as soon as they know they are unable to attend and ensure a suitable substitute is appointed. Attendance at Governance Boards is managed by the following:

Joint Committee	Democratic.Services@swansea.gov.uk
Programme (Portfolio) Board	citydeal@carmarthenshire.gov.uk
Economic Strategy Board	citydeal@carmarthenshire.gov.uk
Joint Scrutiny Committee	Democratic.Services@NPT.gov.uk

- 3.4 If the Chair is unable to attend a Chair pro-tem should be elected or the vice chair should chair the meeting.

- 3.5 The Chair supported by SBCD PoMO / Democratic Services must establish quoracy prior to the commencement of a meeting.

- 3.6 The quorum for the Joint Committee meeting is an appropriate representative from three of the four councils, however Joint Committee are not permitted to vote on the approval of a Business Case or any other matter relating to a programme / project if the member representative of a council involved in that programme / project is not present at that meeting.

- 3.7 For the Programme (Portfolio) Board to agree and submit recommendations, the Councils must be represented up to a quorum equivalent to that of half of the representatives of the Councils on the membership of the Programme (Portfolio) Board.

- 3.8 The quorum for the Joint Scrutiny Committee is no less than eight members which must include one member from each of the four authorities.

- 3.9 For the Economic Strategy Board to agree and submit recommendations the quorum for the Economic Strategy Board is the equivalent of half the membership.

4 Meeting Etiquette

- 4.1 During remote attendance at meetings, members are asked to turn off all noise sources (radio, TV, mobile phone). All members and participants will have their microphones muted when not speaking.
- 4.2 Joint Scrutiny meetings are recorded and made public. If there is a request for any other Governance Board to be recorded, this must be raised by the Chair to ensure all members are content.
- 4.3 If using video conferencing, members may use the raise hand function or chat function to be recognized to ask a question. Members should only talk when invited to by the Chair.
- 4.4 Members must refrain from interrupting other members as they speak.
- 4.5 When using video conferencing, ensure there is an appropriate background on display (unless this result in connectivity issues) with no personal items on show to protect your privacy and that of your home in public meetings.
- 4.6 When discussing exempt items please ensure that you are on your own and not in a public place or place where you can be overheard.

5 Agenda Setting

- 5.1 The SBCD Portfolio Management Office (PoMO) in conjunction with democratic services and the respective Chairs will co-ordinate the drafting of Agendas for Joint Committee and Joint Scrutiny Committee. The PoMO will co-ordinate the drafting of Agendas for Programme (Portfolio) Board and Economic Strategy Board meetings in conjunction with the respective Chairs.
- 5.2 Once an Agenda has been agreed, the SBCD PoMO will inform relevant Board members / colleagues of any items they are responsible for drafting / presenting and inform them of the timings in accordance with the deadlines set out in 6.1.
- 5.3 Members may request to submit agenda items for consideration directly to the SBCD PoMO or relevant Chairs.
- 5.4 With regards to Joint Committee and Programme (Portfolio) Board Agendas specifically, once agreed, SBCD PoMO will circulate to the SBCD Section 151 Officer and Monitoring Officer.

- 5.5 All Agenda items for SBCD Joint Committee specifically, will be supported by a concise covering paper summarising the context and noting whether it is for information purposes, or a decision is required. Once report titles have been submitted to Democratic Services for the Joint Committee the titles should not be changed as they would have been forwarded for Welsh translation.
- 5.6 The SBCD PoMO will draft a Chair's Agenda providing further detail on the Agenda items, noting where decisions are required.
- 5.7 The Chair is responsible for ensuring the Governance Boards focus on the purpose of the meeting and they stay on track.

6 Documentation

- 6.1 This section is to ensure those responsible for approving documentation and members receiving documentation have sufficient time to clear and read the papers.
- 6.2 The SBCD PoMO will work with all responsible owners to ensure document sign off and time is set aside in diaries where necessary.
- 6.3 Table (a) provides timings for sufficient sign off of documentation by the appropriate Chair, SBCD Director, Section 151 Officer and Monitoring Officer and shows deadlines for submitting documentation. (Section 151 Officer and Monitoring Officer only sign off documentation relating to Joint Committee and Programme (Portfolio) Board).

Activity	Joint Committee	Programme (Portfolio) Board	Joint Scrutiny Committee	Economic Strategy Board
Submitted to PoMO	10 Working Days	9 Working Days	6 Working Days	6 Working Days
Submitted for Financial & Legal approval	9 Working Days	8 Working Days	N/A	N/A
Financial & Legal approval obtained	6 Working Days	5 Working Days	N/A	N/A
Submitted to Governance Board attendees	5 working Days	5 Working Days	5 Working Days	5 Working Days

Table (a)

- 6.4 Not all standardised reports require sign off by Section 151 Officer / Monitoring Officer. The SBCD PoMO will work with the Section 151 Officer / Monitoring Officer to identify standardized reporting requirements.
- 6.5 Where no or minor amendments have been made to documentation that has received sign off at Programme (Portfolio) Board, no further sign off is required to submit to Joint Committee. If additional sign off is required, this is to be agreed at Programme (Portfolio) Board.

- 6.6 Whilst the legal requirement for publication of agendas and reports is 3 clear working days prior to the meeting, Governance Boards will work to 5 clear working days in advance of the meeting. Reports will only be added to the agenda with less than 3 clear working days in the event that a decision is needed as a matter of urgency ie due to a statutory deadline. The decision as to whether a matter is urgent will be the decision of the Monitoring Officer and Chair.
- 6.7 For non-public meetings, documents submitted after the deadline may only be added by resolution to the agenda, by the chair for the following conditions:
- The agenda item if not acted upon in a timely manner would be compromised and failing to submit to members for consideration by a certain date would have serious consequences.
 - The document is for information purposes only
- 6.8 All Governance Board members should read the Board papers thoroughly to be prepared for the meeting. This is key in running smoothly and making the best use of time.
- 6.9 Minutes must be legibly recorded for all SBCD Governance Boards. Members formally review and authorise the minutes of the previous meeting at each Governance Board meeting.
- 6.10 Minutes for all SBCD Governance Boards will include the date, time and location of meeting, present and absent members, assigned actions and decisions made.