

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, 9 December 2021
Time: 10.30 am
Chair: Councillor Rob Stewart (Swansea Council)

Watch Online: <https://bit.ly/3HFJK1k>

Membership:

Councillors:

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

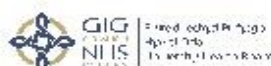
Co-opted Non-Voting Representatives:

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

Agenda

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- 1 Apologies for Absence.**
- 2 Disclosures of Personal and Prejudicial Interests.**
www.swansea.gov.uk/disclosuresofinterests
- 3 Minutes.** **1 - 4**
 To approve & sign the Minutes of the previous meeting(s) as a correct record.
- 4 Announcement(s) of the Chair.**



5 Public Questions

Questions must be submitted in writing to Democratic Services democracy@swansea.gov.uk 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.

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Next Meeting: Thursday, 13 January 2022 at 10.30 am



Huw Evans
Head of Democratic Services
Thursday, 2 December 2021

Contact: Democratic Services - (01792) 636923

Agenda Item 3



City and County of Swansea

Minutes of the Swansea Bay City Region Joint Committee

Remotely via Microsoft Teams

Thursday, 14 October 2021 at 10.30 am

Present:

Councillors:

Councillor Emlyn Dole	Carmarthenshire Council
Councillor Ted Latham	Neath Port Talbot Council
Councillor R C Stewart	Swansea Council

Co-opted Non-Voting Representatives:

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

Officers:

Richard Arnold	Finance Manager (Swansea Bay City Region)
Jonathan Burnes	Director (Swansea Bay City Region)
Karen Jones	Chief Executive (Neath Port Talbot Council)
Tracey Meredith	Joint Committee Monitoring Officer (Swansea Council)
Chris Moore	Joint S151 Officer (Carmarthenshire Council)
Phil Roberts	Chief Executive (Swansea Council)
Phil Ryder	Swansea Bay City Deal Programme Office
Wendy Walters	Chief Executive (Carmarthenshire Council)

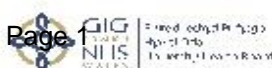
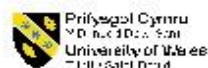
Apologies for Absence:

Councillor(s) Councillor David Simpson (Pembrokeshire Council)
Maria Battle (Hywel Dda University Health Board) and Medwin Hughes (University of Wales Trinity Saint David)

1 Election of Swansea Bay City Region Joint Committee Chair.

Resolved that Councillor R C Stewart be elected as Chair of the Swansea Bay City Region Joint Committee.

Councillor R C Stewart (Chair) presided.



2 Disclosures of Personal and Prejudicial Interests.

In accordance with the Code of Conduct, the following interests were declared;

Chris Foxall – Minute No. 6 - Review of Chair of the Economic Strategy Board
Personal & Prejudicial Interest. Chris Foxall left the meeting during consideration of
Minute no. 6.

Steve Wilks – Minute No 7. - Swansea Bay City Deal Campuses Business Case –
personal interest.

3 Minutes.

Resolved that the Minutes of the Joint Consultative Committee held on 8 July, 2021
and 28 July 2021 be signed and approved as correct records.

4 Announcement(s) of the Chair.

There were no announcements.

5 Public Questions

There were no public questions.

6 Review of Chair of the Economic Strategy Board.

The Chair presented a report seeking approval for the nominations for Chair and
Vice Chair of the Economic Strategy Board.

Resolved that:

- 1) Chris Foxall be appointed as Chair of the Economic Strategy Board; and
- 2) Amanda Davies as Vice Chair of the Economic Strategy Board.

7 Swansea Bay City Deal Campuses Business Case.

Keith Lloyd (Project Lead/SRO) provided a report/presentation which sought
approval of the Life Sciences, Well-being and Sports Outline Business Case for
submission to the UK and Welsh Governments with a view to drawing down £15m of
capital investment.

Resolved that:

- 1) The Business Case for the submission to UK Government and Welsh
Government be formally approved.

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

Resolved that consideration of the report be deferred to the next meeting.

9 Swansea Bay City Deal Highlight Report.

Phillip Ryder (Swansea Bay City Deal Programme Office) provided a 'for information' update on the progress of programmes/projects that form part of the Swansea City Deal Portfolio.

He outlined and updated the Joint Committee on the progress relating to the following:

- Business Engagement.
- Yr Egin.
- Swansea City & Waterfront Digital District.
- Pentre Awel.
- Homes as Power Stations.
- Digital Infrastructure.
- Pembroke Dock Marine.
- Supporting Innovation & Low Carbon Growth.
- Skills & Talent.
- SBCD Campuses.

The Chair thanked Mr Ryder for his informative presentation and expressed his thanks.

10 Swansea Bay City Deal Portfolio Gateway Review and Action Plan.

Ian Williams (SBCD Portfolio Development Manager) presented a report which sought approval of the Action Plan in response to the Gateway 0 Review Recommendations.

Resolved that:

- 1) The Gateway Review Action Plan (detailed in Appendix A) be approved as the response to the Gateway 0 Review Recommendations (detailed in Appendix B).

11 Anti-Fraud and Anti-Corruption Strategy.

Richard Arnold (Finance Manager Swansea Bay City Region) presented the Anti-Fraud and Anti-Corruption Strategy for the Swansea Bay City Deal.

Resolved

- 1) The Anti-Fraud and Anti-Corruption Strategy be approved.

12 Swansea Bay City Deal Financial Monitoring 2020/21 - Forecast Outturn Position.

Richard Arnold (Finance Manager Swansea Bay City Region) presented an update report of the latest financial position of the Swansea Bay City Region.

Resolved that:

- 1) The Joint Committee reviewed the financial monitoring update report.

13 Swansea Bay City Deal Welsh Language Guidance.

Amanda Burns (Senior Portfolio Support Officer) presented a report which detailed the SBCD Portfolio Welsh Language Guidance.

Resolved that:

- 1) The Guidance set out by the SBCD PoMO (detailed at Appendix A) be approved.

14 Swansea Bay City Deal Meeting Protocol.

Jonathan Burnes, Director (Swansea Bay City Region) presented a report detailing the SBCD Governance Board Meeting Protocol.

Resolved that:

- 1) The SBCD Governance Board Meeting Protocol be approved.

The meeting ended at 11.27 am

Chair

Agenda Item 6



Swansea Bay City Region Joint Committee - 9 December 2021

Internal Audit Terms of Reference 2021-22

Purpose:	To consider and approve the Internal Audit Terms of Reference
Policy Framework:	Internal Audit Governance Arrangements Internal Audit Charter
Recommendation(s):	It is recommended that the Joint Committee: 1) Reviews and approves the Internal Audit Terms of Reference 2021-22 attached at Appendix A.
Report Author:	Matthew Holder, Head of Internal Audit, SBCD
Finance Officer:	Chris Moore, Section 151 Officer, SBCD
Legal Officer:	Tracey Meredith, Monitoring Officer, SBCD
Access to Services Officer:	N/A

1. Introduction

The Internal Audit Terms of Reference 2021-22 sets out the arrangements for the 2021-22 Internal Audit review of the Swansea Bay City Deal and are attached at Appendix A.

2. Financial Implications

Consideration and approval of the Internal Audit work programme for 2021-22, namely the financial issues included.

3. Legal Implications

The Joint Committee Agreement provides that the Accountable Body will ensure that the finances and discharge of functions relating to the Swansea Bay City Deal are audited.

Background papers: None

Appendices:

Appendix A Internal Audit Terms of Reference 2021-22

AUDIT TERMS OF REFERENCE (Appendix A)

Swansea Bay City Deal

1. Introduction

As part of the annual internal audit plan, a review of the Swansea Bay City Deal will be undertaken.

2. Objectives

To provide assurance that the Swansea Bay City Deal has adequate governance, internal control, risk management and financial management arrangements in place, which are operating effectively and assisting it to achieve its objectives.

3. Scope

The review will cover the following key areas:

Governance

- Follow Up of Previous Recommendations
- Follow Up of Gateway Review Recommendations
- Decision Making
- Assurance, Monitoring and Evaluation Arrangements
- Registers of Interests and Related Parties

Project Management & Monitoring

- Project Management, Process and Monitoring
- Project Outcomes and Benefit Realisation

Financial Management

- Budgetary Control
- Investments
- Grant Claims Process

Risk Management

- Risk Management Arrangements

4. Audit Approach

The auditor undertaking this review will be Charlotte Hodges, Principal Auditor and will involve:

- Interviews with the relevant officers
- Examining relevant documents
- Recording the system in operation
- Evaluation of the adequacy of internal controls
- Compliance and substantive testing
- Reporting to management and making recommendations where appropriate

5. Reporting Arrangements

The draft report will be issued to the Swansea Bay City Deal Section 151 Officer, Portfolio Director, Finance Manager, and Monitoring Officer. Discussions will then take place to approve the report and agree action in respect of any recommendations for improvement that may be made. Upon approval of the draft report, the final report will be issued to the Swansea Bay City Deal Section 151 Officer, Portfolio Director, Finance Manager, and Monitoring Officer (and will be reported to the Programme Board and the Joint Committee).

Matthew Holder

Head of Internal Audit

Date: 17 November 2021

Agenda Item 7



Swansea Bay City Region Joint Committee – 9 December 2021

Yr Egin Gateway 5 Review Report

Purpose:	To inform Joint Committee of the recent Gateway 5 Review for Yr Egin
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Consultation:	Joint Committee Programme Board
Recommendation:	It is recommended that Joint Committee members note the DCA Rating of Green awarded and the recommendations resulting from the Gateway 5 Review
Report Author:	Geraint Flowers (Yr Egin Project Lead)
Financial Officer:	Chris Moore (SEC151 Officer)
Legal Officer:	Tracey Meredith (Monitoring Officer)

1. Introduction

As part of the assurance arrangements for the SBCD Portfolio, an independent Gateway 5 Review was undertaken in November 2021 on Yr Egin where 15 stakeholders had conversations with the review team.

The primary purposes of the OGC Gateway 5 Review are to assess whether the anticipated benefits are being delivered and that the ongoing contractual arrangements meet the business need.

2. Background

The Review was undertaken by an independent, external team in accordance with the Welsh Government Integrated Assurance Hub Guidelines.

The SBCD Project Yr Egin received a Green Delivery Confidence Assessment (DCA) rating with 7 recommendations.

The Review Team finds that Yr Egin Phase1 (Ph1) has been delivered successfully and is on track to meet its Investment Objectives, recognising that some of these remain reliant on Phase 2 (Ph2).

Yr Egin is clearly a vibrant and well supported facility providing the creative hub for the local and wider community. Yr Egin is providing the opportunity to raise the status of the Welsh language and its culture in Carmarthen and wider area and is seen as a destination space to fulfil this objective.

All tenants (including the anchor tenant, S4C) expressed the benefits of the ability to collaborate and access excellent digital and production services.

COVID and lockdown had a major impact on the facility and its local presence, however the number of tenants is already back to almost pre-Covid numbers and the public and performance spaces are being well used.

It is acknowledged that full delivery of some of the investment objectives and the business case targets will not be fulfilled until completion of Ph2, however the RT received sufficient evidence to provide a Green delivery confidence based on the success of Ph1 to date, in relation to all of the ongoing objectives and targets.

This is all supported by a real willingness to learn from a variety of reviews and external research, and the awareness of all staff and stakeholders of the need to carefully consider what Ph2 outcomes need to be in order to meet the strategic needs in an ever-changing environment.

All interviewees were enthusiastic about the project and fully understood the vision, investment objectives and final outcome of Ph1. There was also acknowledgment of challenging times during project development and following completion due to Covid.

3. Financial Implications

There are no financial implications associated with this report.

4. Legal Implications

There are no legal implications associated with this report.

Background papers: None

Appendices:

Appendix A: Gateway 5 Review

Appendix A

OGC Gateway™ Review 5: Operations Review

& Benefits Realisation



Llywodraeth Cymru
Welsh Government

Project Title:	Yr Egin
IAH ID number:	AH/21/88

Version number:	V1.0 (final)
Senior Responsible Owner (SRO):	Stephen Baldwin
Date of issue to SRO:	10 th November 2021
Department/Organisation of the Project	University of Wales Trinity St.Davids
Review dates:	[2/11/2021 – 4/11/2021
Review Team Leader:	Julie Palmer
Review Team Members:	Joyce Foster Stacey Wilkins
Previous Review:	n/a
Security Classification:	Official

This assurance review was arranged and managed by:

Welsh Government Integrated Assurance Hub (IAH)
Cathays Park 2
Cathays
Cardiff
CF10 3NQ

IAH helpdesk: Assurance@gov.wales

1.0 Delivery Confidence Assessment (DCA)

Delivery Confidence Assessment:	Green
<p>The Review Team finds that Yr Egin Phase1 (Ph1) has been delivered successfully and is on track to meet its Investment Objectives, recognising that some of these remain reliant on Phase 2 (Ph2).</p> <p>Yr Egin is clearly a vibrant and well supported facility providing the creative hub for the local and wider community. Yr Egin is providing the opportunity to raise the status of the Welsh language and its culture in Carmarthen and wider area and is seen as a destination space to fulfil this objective. All tenants (including the anchor tenant, S4C) expressed the benefits of the ability to collaborate and access excellent digital and production services.</p> <p>COVID and lockdown had a major impact on the facility and its local presence, however the number of tenants is already back to almost pre-Covid numbers and the public and performance spaces are being well used.</p> <p>It is acknowledged that full delivery of some of the investment objectives and the business case targets will not be fulfilled until completion of Ph2, however the RT received sufficient evidence to provide a Green delivery confidence based on the success of Ph1 to date, in relation to all of the ongoing objectives and targets.</p> <p>This is all supported by a real willingness to learn from a variety of reviews and external research, and the awareness of all staff and stakeholders of the need to carefully consider what Ph2 outcomes need to be in order to meet the strategic needs in an ever-changing environment.</p> <p>All interviewees were enthusiastic about the project and fully understood the vision, investment objectives and final outcome of Ph1. There was also acknowledgment of challenging times during project development and following completion due to Covid.</p>	

1.1 Delivery Confidence Assessment

The Delivery Confidence assessment RAG status should use the definitions below:

RAG	Criteria Description
Green	Successful delivery of the project 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 project 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 project appears to be unachievable. There are major issues which, at this stage, do not appear to be manageable or resolvable. The project may need re-baselining and/or overall viability re-assessed.

2.0 Summary of Report Recommendations

The Review Team makes the following recommendations .

Ref . No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification (Please enter the categorisation number from the list provided here)
1.	Do not lose sight of the intended outcomes and subsequent benefits that are outstanding at this point between Ph1 becoming operational and commencing the strategic planning for Phase 2. Full consideration is needed to focus on whether the remaining benefits are achievable.	E - Essential	Ongoing and ahead of Ph2.	6. Benefits management and Realisation.
2.	Review staffing requirements for Yr Egin ensuring that functions such as Marketing and Communications, Operations Management and Strategic Leadership are appropriately resourced thus enabling Yr Egin to achieve its full potential.	R - Recommended	As soon as possible	10. Resources and Skills Management. 10.5 Organisation
3.	Continue to review the usage requirements of Yr Egin, accepting that changes may be required, and investment needed to maximise the performance.	R - Recommended	Ongoing	10. Resources and Skills Management. 10.2 Capacity Planning and management
4.	In addition to current service users, ensure wider engagement with the community in any discussion regarding Ph2 (Creative Carmarthen, creative industry, UWTSO, Coleg Sir Gar, schools, etc.)	E- Essential	In advance of Ph2 planning	Stakeholder Management 2.1 Engagement Strategy and Planning
5.	UWTSO and key stakeholders to continue to work collaboratively to develop the requirements for PH2, accepting that the assumptions made in the early documented business cases and bids are unlikely to be valid given changing working practices and rapid technical advances.	R - Recommended	In advance of Ph2	Context, Aim and Scope 8.1 Vision, Aims and Objectives 8.2 Alignment of Delivery to Policy
6.	Review the Ph2 SRO role at the point where strategic direction is agreed, to ensure that the most appropriate person is appointed to this critical leadership position.	E- Essential	In advance of Ph 2	Governance 1.1 Governance Structure and Processes
7.	Consider developing an Operational Risk Management Process and subsequent Risk	R - Recommended	As soon as possible and ongoing.	Risks, issues and Dependency Management

Ref . No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification (Please enter the categorisation number from the list provided here)
	Register, for discussion at MCC and to feed into Ph2.			9.2 management of Risks

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.

[Note to Review Teams – if possible Recommended Recommendations should be linked to project milestones e.g. before contract signature and/or a specified timeframe e.g. within the next three months.]

3.0 Comments from the SRO

The review team have worked in an admirable way with the University's team to ensure an efficient, effective and informative running of the review process against the background of a fully operational building. The Gateway 5 review has been a robust and incredibly helpful process, which has proved that the project to date, has delivered on the vision and business objectives, and ensured that a real business need has been addressed.

The green status awarded by the review team is testament to the hard work of both the Yr Egin Project Team and Yr Egin Operational Team, and speaks volumes about the significant positive opportunity that the Yr Egin has generated for creative industry growth and wider economic impact in South West Wales.

The University is delighted that that review team have endorsed the strategy to give careful consideration to ongoing viability of Yr Egin Phase 2, to ensure that the delivered solution meets the needs of the Carmarthenshire creative sector in the most appropriate manner.

The University will continue to ensure that Yr Egin projects are resourced in a way that will allow them to deliver on their time, cost and quality constraints and ultimately to meet their business objectives and projected benefits. We recognise the change and challenges in the Creative sector but remain focused and determined to develop infrastructure and services relevant to the community and demand.

4.0 Background

The aims of the project:

The project aimed to develop a digital and creative industry centre (Yr Egin) within the Carmarthenshire region with a corresponding development of a Creative Sector cluster to further support the economic regeneration of the City Region. The opportunity to deliver the project arose directly from the decision by S4C, the native language broadcaster, to establish a significant presence in Carmarthen directly adjacent to the University's existing Carmarthen Campus. S4C would become the anchor tenant in the building, surrounded by multiple companies working in the creative and digital industry, providing a service not only for S4C but for other broadcasters, corporate producers, brands and public services.

The centre would invite companies that complement each other to form a creative and digital cluster, encouraging collaboration for mutual benefit and promoting the effect of 'innovative and creative collision'. This union of co-located, complementary expertise would organically harness new ideas, provide access to networks and create an opportunity to share knowledge in a productive and meaningful way.

The majority of the expected occupiers would be small/start-up businesses who (to become sustainable), will require extensive support and 'curation' services including provision of external expertise, training resources and access to finance. The University would put in place a dedicated resource team and provide access to its wider expertise to ensure the necessary curation support is provided including a commitment to enhancing training provision and fostering innovation partnerships.

A key requirement for successful development of the cluster would be the physical proximity between S4C, the other major occupiers, the start-up/SME occupiers and the University.

The driving force for the project:

The principal objectives of the project were,

- To establish an internationally renowned vibrant and connected creative cluster in two Phases with S4C, the national broadcaster, as the key anchor tenant by 2018 (Phase 1). Directly utilising maximising the potential of the decision by S4C to establish a significant presence in Carmarthen directly adjacent to the University's existing Carmarthen Campus.
- Phase 1 will create a 3,912 sq. m, BREEAM excellent cluster driven creative and digital media centre with a net lettable area of 2,080 sq. m. Phase 2 would support and develop the Carmarthenshire creative cluster based on the specific outcomes and lessons learned from Phase 1
- To establish a creative cluster of some 25+ creative and digital companies and organisations, co-located within the creative hub, to facilitate knowledge exchange between the University and related industry sectors across Wales and beyond
- To initiate investment and economic benefit in Carmarthenshire and beyond, and to ensure that the S4C 'halo' effect is maximized across the region through the creation of increased Net Additional Employment and GVA and by linking Carmarthen with the University's existing creative cluster in Swansea to create a digitally focused creative eco-system
- To raise the status of the Welsh language and its culture in Carmarthen and the surrounding area in a public, contemporary and exciting way.

The procurement/delivery status:

N/A – Project delivered – Procured from the SEWSCAP framework.

UWTSD utilised a two-stage Early Contractor Involvement (ECI) procurement route to appoint a Contractor to work with the University in finalising the design and other pre-construction services to advance the Construction Project. The ECI Appointment included the commissioning of all necessary surveys, completion of technical and procurement design, and the award of the Construction Contract made following the successful completion of the ECI Appointment

Current position regarding previous assurance reviews:

N/A

5.0 Purposes and conduct of the OGC Gateway Review

The primary purposes of an OGC Gateway Review 5: Operations review & benefits realisation, are to assess whether the anticipated benefits are being delivered and that the ongoing contractual arrangements meet the business need.

Annex A gives the full purposes statement for an OGC Gateway Review 5.

Annex B lists the people who were interviewed during the review.

6.0 Acknowledgement

The Review Team would like to thank Stephen Baldwin, SRO, and all interviewees for their support and openness which contributed to our understanding of the Project and the outcome of this review. Particular thanks to Geraint Flowers and Sharon Lovell for their excellent administration, organising the interviews and documentation and ongoing support throughout the period of the review. We'd also like to thank Carys Ifans and her team for looking after us so well during our time at Yr Egin.

7.0 Scope of the Review

This is a Gateway™ Review 5: Operations review & benefits realisation, refer to Annex A for the purpose and content of the Review. Yr Egin project delivered in September 2018, this has been the first opportunity to conduct a Gate 5 review.

8.0 Review Team findings and recommendations

8.1: Review of operating phase

Yr Egin Ph1 was successfully delivered in July 2018 and occupied by tenants in September 2018.

Securing the anchor tenant, S4C was pivotal to the whole project and construction of the new building, and Yr Egin is now the location for a number of tenant companies and organisations from the creative sector, either as new businesses or through relocation to the centre.

The project was managed by the University of Wales Trinity St.Davids (UWTSD), working with S4C, the creative sector, Carmarthenshire County Council (CCC) and other key stakeholders to develop and agree the requirements and subsequent design. The construction phase was contracted to Keir and Mott McDonald, and the building was formally handed to UWTSD in September 2019, one year after opening, in line with their contract.

Whilst initial stages of the project were not part of the Swansea Bay City Deal, it became one of the SBCD projects in 2017, and the Full Business Case was developed in line with the 5 case business case model to secure the Welsh Government funding. The SBCD PMO continues to work closely with Yr Egin team, on benefits realisation and support for Ph2.

Version 2

February 2019

Yr Egin is owned by UWTSO, and located alongside other University buildings, and is leased to S4C and other tenants via a company, Menter Creadigol Cymru (MCC). Signage on the road and walkways approaching the building refers to it as Yr Egin, S4C, with no reference to the University or other tenants.

Yr Egin is fully operational, it is evident to the RT that the building offers a welcoming venue for the creative sector and the public and is already recognised as a hub for the creative industries and the Welsh language. It is well used by schools and local community groups (Merched y Wawr as an example), as a venue for creative workshops and as a local meeting point. It also attracts audiences to the central performance and theatre spaces, the popular chat show 'Jonathan' is recorded in the centre, attracting an enthusiastic audience. The café has reopened and was busy throughout the review period. In addition, the technical services available on the ground floor – Editing studio, sound studio, broadcasting are fully utilised and provide innovative and up to date digital service.

Several targets and investment objectives were agreed as part of the Business Case and these are detailed, reviewed, and analysed in the Project Evaluation Review document (PER – July 2020). Some of these targets are reliant on Ph2 being delivered. At the time of this review there is strong evidence that the targets are being monitored, with a good understanding of what has been achieved and what remains outstanding, which is in line with expectations.

Covid-19 and the subsequent lockdown had a considerable impact on Yr Egin, with temporary closure and tenants being forced to work from home. The impact is well documented in the various papers provided for the review, along with evidence of the excellent online outreach style work that continued throughout. There is sufficient evidence to acknowledge the recovery, and tenancy is almost back to pre-Covid levels; the café is thriving, and production re-commenced.

All interviewees acknowledged that working practices, service requirement and location needs have changed, and this must be a major consideration for Ph2 planning, and for the ongoing assessment of usage of Yr Egin. The RT were hosted in a large, currently unoccupied space and learnt that tenants and potential tenants are requesting smaller spaces, shared working spaces, rather than the big units. There have already been some adaptations to one large room to divide into smaller units.

This space requirement and purpose needs to be assessed at regular intervals and where necessary investment made to maximise usage and meet tenant needs.

Support contracts and maintenance agreement with UWSTD are in place and feedback from Yr Egin tenants and staff indicate that this is working well.

The Senior Responsible Officer (SRO) for Phase 1 remains in place, and it is appropriate that it sits with Stephen Baldwin as Director of Resources and Business Planning for UWTSO. Requirements for Phase 2 are being considered at the time of this Review, and a number of stakeholders are being consulted as part of this process. It is evident that it will look very different from what was stated in the original bids for Yr Egin Ph1 and Ph2. The experience and learning from Ph1, evidence from the key stakeholders, S4C and tenants, the wider creative community and research (Swansea Bay City Region Creative Industries Analysis), along with changing working practices and requirements (pre and post-Covid) are demanding this re-think and the RT is encouraged to see the level of thought and consideration being given to Ph2.

In terms of the ideal role to be the SRO, this needs to be agreed in line with the strategic direction and outcomes being considered for Ph2, as this role will be accountable for the success of Ph2.

Recommendation 6: Review the Ph2 SRO role at the point where strategic direction is agreed, to ensure that the most appropriate person is appointed to this critical leadership position.

(Further detail available in section 6 of this report)

The Centre Director appointment has been a key to the success of Yr Egin in this early operational phase, and it is widely acknowledged that Carys Ifans is more than fulfilling this role and is highly regarded by all. This is a strategic leadership role that requires support to drive the marketing and communications for the centre, and from an operational day to day manager. This will enable the Centre Director to develop the creative strategy for both Yr Egin and the region, promoting Creative Carmarthen, working with partners to develop bids and secure additional funding to fulfil the Creative strategy.

UWSTD has professional services that can support the centre's needs as mentioned above, but it is worth considering having dedicated roles to fulfil these functions.

The RT heard evidence of the positive impact on the Welsh language, one of the Investment objectives. Reference was made to a venue where Welsh speakers could meet. Many interviewees also acknowledged the importance of ensuring that Yr Egin, whilst being the Welsh hub, is also welcoming to all, and encourages learners and non-Welsh speakers to want to immerse themselves in the culture and experiences offered.

There is evidence of effective collaboration between Yr Egin, UWSTD, S4C, CCC, SBCD and other key stakeholders.

Tenants have official and unofficial forums, and despite Covid restrictions can keep in touch with each other. The tenants have access to technology and expertise that they may not otherwise be able to afford or access, this is the benefit of the co-location and the investment in technology. This should be used to support the marketing for Yr Egin as it is a clear mark of success and again helps to meet another of the Investment objectives in developing the hub for creative industries.

The S4C move was not without its challenges particularly in terms of relocation of some roles and employees, however the RT learnt that this had also enabled local recruitment.

In summing up, Ph1 has been strategically and operationally successful, and there is evidence of numerous initiatives that will help to promote and expand the creative focus being considered for Carmarthen, all aided and encouraged by this initial creative hub. The RT also found a strong sense of realism amongst those interviewed and the willingness to learn through the various reviews and research carried out.

8.2: Business Case and benefits management

The Full Business Case (FBC) was approved in December 2018 and provided the vehicle to secure the £3m Welsh Government (WG) funding which, although earmarked for Yr Egin Phase 1 as part of the Swansea Bay City Deal (SBCD), had not been previously provided to the project and had been subsidised by UWSTD on an interim basis.

Previous Bids and Proposals dating back to 2013 had been produced to document the Vision and Objectives, justify the development, articulate benefits and outcomes and support funding requests. There is recognition and acceptance that the project being brought into the SBCD Portfolio has validated Yr Egin initiative as a valuable part of the strategic plan for the area and as such, this governance has allowed for wider benefits to be considered.

The RT was provided with consistent evidence that the original Vision and Objectives of the project are still valid and on track to being realised. The original outputs were delivered to time with initial objectives achieved.

Benefits identified in the FBC are being tracked as far as possible. Many of the WG terms and conditions of Phase 1 funding have already been met. Despite the Covid Pandemic resulting in delays to benefits realisation, there is now clear evidence of an upward trajectory which, if maintained, will result in Phase 1 achieving or exceeding expectations. There is also an evident

commitment from all involved in Yr Egin project and Centre Operation to continue to ensure all benefits are realised. The experience of Phase 1 development, project management and operations provides a sound basis for planning for the next phase of the project.

Some of the Benefits signed up to are dependent on Ph2 of Yr Egin and there is recognition that, to meet the changing requirements of the local (and global) creative Industry, the scope and approach will need to be reassessed and the current agreed benefits may therefore be affected. This is seen by all involved, as an opportunity to revisit the original benefits, and ensure that any new forecasts are realistic and that return on investment can be achieved or enhanced in financial, economic, cultural and social terms.

Recommendation 1: Do not lose sight of the intended outcomes and subsequent benefits that are outstanding at this point between Ph1 becoming operational and commencing the strategic planning for Phase 2. Full consideration is needed to focus on whether the remaining benefits are achievable.

There is also an understanding that a formal Change Request to articulate this thinking along with the recommended way forward will need to be submitted to SBCD for approval and it must be based on sound evidence along with full stakeholder collaboration. The RT also heard that there was a short window in which to achieve approval of the Change Request before delays to Yr Egin Phase 2 affects the ability to realise benefits in line with the 15 Year SBCD Benefits Realisation period which commenced in 2017.

The RT heard concerns that some of the benefits, particularly those relating to the local culture and economy as well as the SBCD Portfolio will be very difficult to measure and specifically attribute to Yr Egin. The mechanism for this evaluation is not yet defined at a strategic level and, as such, outcomes and impacts of the development may not be fully articulated. The PER has a recommendation to establish a consistent methodology to be able to measure Gross Value added (GVA), whilst acknowledging that this is a City Deal wide challenge.

8.3: Plans for ongoing improvements in value for money

The RT acknowledge the pride that those involved in Yr Egin have for the centre and achievements to date under unforeseen and difficult circumstances, and commitment to build on its success and maximise the outcomes and benefits. There is also a clear understanding that Value for Money includes qualitative as well as quantitative outcomes. The cultural and social outcomes of Yr Egin are at the heart of the development justification and there is a drive to exceed expectations going forward.

The RT heard that the way the space in Yr Egin is utilised needs to be considered at frequent intervals to ensure it remains fit for purpose and flexible to support changing requirements. There are challenges to either physically alter the accommodation (e.g. financial, environmental) or widen the target cliental (political, challenge to objectives), but these are well understood.

The Covid Pandemic meant that engagement plans were put on hold and events have not gone ahead as anticipated., however they adapted to provide online events and continued to reach out to schools and the community. There is a commitment to pick up and enhance previous engagement plans but Health and Safety considerations still play a big part in organising large events.

Many interviewees accepted that Marketing and Engagement activities could be strengthened and be more far reaching. Significant commitment was evidenced to address this with recruitment with the appointment of a Director of Marketing and Communications. Yr Egin has access to UWTSO professional services, however there may be a need for more focused resource to support future plans and this should be kept under review.

It was also noted that, now that the Centre is operational, there is a clear requirement for strategic growth and development which should be separate from ongoing operational management. Investment in resources is seen as a challenge to achieving this but is recognised as an effective approach to ensuring ongoing growth.

Recommendation 2: Review staffing requirements for Yr Egin ensuring that functions such as Marketing and Communications, Operations Management and Strategic Leadership are appropriately resourced thus enabling Yr Egin to achieve its full potential.

As previously stated, there is now an opportunity to shape Ph2 of Yr Egin and identify additional or enhanced outcomes to further evidence Value for Money.

8.4: Plans for ongoing improvements in performance and innovation

Yr Egin has a vibrant feel to it with the café area being a real heart for collaboration and planning. Prior to Covid there was evidence of collaboration due to the shared location and opportunities to meet informally. As the covid recovery continues these opportunities will likely increase. The team at Yr Egin continue to plan and draw in people to utilise the facilities and maximise its potential as recovery from lockdown continues. The RT heard that the pandemic resulted in a clear shift in the way services were being used, with some changes made to the space available happening before the pandemic. There are a variety of service users currently accessing the space in Yr Egin, and as previously mentioned there is a need to balance best use of empty space with investment to achieve maximum usage, e.g. the RT were given a large open space for the review which is currently unoccupied. The current ventilation and layout of the room does not lend itself to smaller units without a redesign and investment, however this may be more beneficial than leaving it unoccupied.

Recommendation 3: Continue to review the usage requirements of Yr Egin, accepting that changes may be required, and investment needed to maximise the performance.

There is clearly good work ongoing to increase the use of the facility as well as raising the profile of creative industries in Carmarthen. Collaboration between all parties is evident and the RT heard of a variety of initiatives that have resulted from use of not just facilities but also the anchor tenants S4C, e.g. Shwmae Sir Gar has been one of the most successful local TV initiatives.

Yr Egin team can now focus on increasing their outreach activities, wider than just the local community. There is real opportunity to make Yr Egin a destination that service users will travel far and wide to attend. The S4C being on site is a real selling point that could bring in service users from across Wales, and this was always the stated Vision for Yr Egin.

The Digital Services are being engaged on phase 2 and it was good to hear of the plans to enhance and create more digital services on site. The RT heard that there emerging collaboration with industry and the project team for phase 2 around potential services. Meeting the current and future digital services needs is a critical requirement of Ph2. Planning and shaping Ph2 must involve current tenants and wider creative sector stakeholders to inform these requirements.

Recommendation 4: In addition to current service users, ensure wider engagement with the community in any discussion regarding Ph2 (Creative Carmarthen, creative industry, UWTSO, Coleg Sir Gar, schools, etc.)

8.5: Review of organisational learning and maturity targets of current outcomes

The RT found sufficient evidence to confirm the willingness of all staff and stakeholders to review and learn from Ph1.

The RT had sight of the Lessons Learnt Report, the Project Evaluation Review, research findings from a Creative Industry Analysis (BOP consulting), and the ARAD research into the impact of S4C in Wales and the UK. Interviewees were sighted on the outcomes and findings from these reports and are actively working on the recommendations made throughout.

Ph2 planning is taking full account of these, alongside other ongoing conversations and workshops involving all stakeholders.

8.6: Readiness for the future – Plans for future service provision

The RT were reassured to find that the project team are reviewing the original plans for the next phase of Yr Egin following a significant period of changing working practices and needs, accelerated by the pandemic. There is widespread understanding across all stakeholders that the future service provision needs to be carefully considered and well understood before moving into the next phase. The research undertaken by BOP is a demonstration that the creative industry needs are being assessed and considered to help inform the next phase. The ARAD report provides evidence of the positive impact Yr Egin with S4C as the anchor tenant has had in Wales.

It is understood that S4C were involved at all stages of phase 1 as the anchor tenant and they clearly have the building they had hoped for and are happy with the result. Although Ph2 doesn't include a building that S4C will be utilising, their expertise and understanding of the creative industry needs would prove extremely valuable as the requirements are outlined and understood.

The benefits outlined for phase 1&2 in the original business case will need to be reviewed and this was widely acknowledged. The RT heard of many benefits that were being identified that were not necessarily documented in the original FBC. Capturing these will help support any decision to change the planned scope of phase 2.

Recommendation 5: UWTSO and key stakeholders to continue to work collaboratively to develop the requirements for PH2, accepting that the assumptions made in the early documented business cases and bids are unlikely to be valid given changing working practices and rapid technical advances.

It is critical that the right stakeholders are involved in the requirements gathering for phase 2. In terms of the ideal role to be the SRO, this needs to be agreed in line with the strategic direction and outcomes being considered for Ph2, as this role will be accountable for shaping Ph2, achieving the investment required and be the strategic leader throughout the project.

Recommendation 6: Review the Ph2 SRO role at the point where strategic direction is agreed, to ensure that the most appropriate person is appointed to this critical leadership position.

Yr Egin reports to the MCC as its Governing Body. The RT were not sighted on the type of reports presented. At this stage in operational running and with Ph2 pending it would be worth considering introducing an operational Risk Register as part of the reporting. This would help formalise risk management, encouraging identification, scoring, and recording the actions taken to manage and potentially reduce any risks. Reporting into MCC could highlight any key risks.

Recommendation 7: Consider developing an Operational Risk Management Process and subsequent Risk Register, for discussion at MCC and to feed into Ph2.

8.7: Blockers -
N/A

9.0 Next Assurance Review

The RT recommend that the next assurance review is planned to align with the point at which the strategic case for Phase 2 is defined and well understood by all stakeholders, and options for delivering Phase 2 have been identified. This could be in the form of a Project Assessment Review (PAR), where the SRO can define the Terms of Reference for the Review, and/or a Gateway 1 – Business Justification (in line with the initial Business Justification case). In terms of timing, the ideal point for the review would be end of Academic year 2022 (July 2022), with engagement with Welsh Government commencing in April 2022.

ANNEX A

Purposes of OGC Gateway™ Review 5: Operations review & benefits realisation

- Assess whether the Business Case justification for the project at OGC Gateway Review 3: Investment decision was realistic.
- Confirm that there is still a business need for the investment
- Assess whether the benefits anticipated at this stage are actually being delivered.
- Assess the effectiveness of the ongoing contract management processes.
- Confirm that the client side continues to have the necessary resources to manage the contract successfully.
- Confirm continuity of key personnel involved in contract management/‘intelligent customer’ roles.
- Where changes have been agreed, check that they do not compromise the original delivery strategy.
- Assess the ongoing requirement for the contract to meet business need. Ensure that if circumstances have changed, the service delivery and contract are adapting to the new situation. Changing circumstances could affect: partner management; relationship management; service management; change management; contract management; benefits management; performance management.
- Check that there is ongoing contract development to improve value for money.
- Confirm that there are plans to manage the contract to its conclusion.
- Where applicable, confirm the validity of exit strategy and arrangements for re-competition.

ANNEX B

List of Interviewees

The following stakeholders were interviewed during the review:

Name	Organisation and role
Carys Ifans	Centre Director (Yr Egin)
Helen Morgan	Economic Development Manager (CCC)
Niall Maxwell	Consultant Architect (ROA)
Stephen Baldwin	SRO, Director of Resource and Business Planning (UWTSD)
Hywel Davies	Principal Research and Development Officer (UWTSD)
Dylan Jones	Deputy Vice Chancellor (UWTSD)
Jonathan Burnes	Portfolio Director (Swansea Bay City Deal)
Anthony Swallow	Business case Development Consultant (Swallow Consultancy)
Rhidian Dafydd	Director of Projects (S4C)
Geraint Flowers	Executive Head of Capital Projects (UWTSD)
Osian Evans	Moilin, Yr Egin
Catrin Evans	Senior Project Manager (UWTSD)
Elin Morris	Chief Operating Officer (S4C)
James Cale	Director of Digital Services (UWTSD)
Gwilym Dyfri-Jones	Provost – Carmarthen and Lampeter (UWTSD)

ANNEX C

Progress against previous assurance review ([insert review dates](#)) recommendations:

Recommendation	Progress/Status

[\[Add or delete rows as required\]](#)

Agenda Item 8



Swansea Bay City Region Joint Committee - 9 December 2021

Swansea City & Waterfront Digital District Innovation Matrix Change Request Update

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

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

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

In August 2021 Joint Committee agreed the above principles on the condition that further (and final) approval 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

Financial implications exist within the amendment to the allocation profile. There is no change to the overall project costs or investment.

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.

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.

Risks associated with the project and its amendments will be managed through the projects risk register with mitigating actions included.

4. Legal implications

There are no legal implications.

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

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



Swansea Bay City Region Joint Committee - 9 December 2021

Quarterly Monitoring & Monthly Swansea Bay City Deal Highlight Report

Purpose:	To inform Joint Committee of the SBCD Quarterly Monitoring & Monthly Highlight Report for both the SBCD Portfolio and its constituent programmes / projects
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Report Author:	Amanda Burns (SBCD Senior Portfolio Support Officer)
Finance Officer:	Chris Moore (SBCD S151 Officer)
Legal Officer:	Tracey Meredith (SBCD Monitoring Officer)
For Information	

1. Introduction

SBCD Quarterly Monitoring Report for the SBCD Portfolio and its constituent projects provides the Programme (Portfolio) Board with a summary of key activity for the last 3 months and current quarter planned activity. Attached to this report are the following appendices:

The SBCD Highlight Report details the monthly progress made and activities planned for the SBCD Portfolio's constituent programmes and projects.

2. Background

Appendix A: SBCD Monthly Highlight Report

Captures monthly Programme / Project Updates and activities planned

Appendix B: The SBCD Quarterly Monitoring Report is made up of 2 levels with several components

- Portfolio

- Communications and Marketing
- Programmes / Project
 - Scorecard with status summary
 - Previous quarter achievements and current quarter planned activities
 - Key Risks
- The following Annexes will accompany the report:

Appendix C: Benefits Realisation

The SBCD Benefits Register captures the annualisation of Portfolio benefits for Investment, GVA and Jobs that will be delivered up to 2032/33.

Appendix D: Portfolio Risk Register

The Swansea Bay City Deal portfolio risk register captures and monitors key portfolio level risks to the delivery of the City Deal and achievement of its aims and objectives.

Appendix E: Covid-19 Impact Assessment

The Covid-19 impact assessment is the method used by the Swansea Bay City Deal to assess the potential impact that the Covid-19 crisis has on each of nine programmes / projects and overarching City Deal portfolio.

The assessment will assure the viability and successful delivery of the City Deal programmes / projects during the crisis and recovery stages of the Covid-19 pandemic.

Appendix F: Integrated Assurance and Approval Plan

The Integrated Assurance and Approval Plan (IAAP) is a tool to plan assurance and approval points from discovery to the final stage of delivery of the Programme/Project lifecycle.

The IAAP has been developed in line with the WG Integrated Assurance Strategy, is a living document and reviewed and updated on a quarterly basis.

3. Financial Implications

There are no financial implications associated with this report. Portfolio financial monitoring will be reported separately through the Accountable Body.

4. Legal Implications

There are no legal implications associated with this report.

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

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 Highlight Report

Appendix B: SBCD Portfolio Report

Appendix C: Benefits Realisation

Appendix D: Portfolio Risk Register

Appendix E: Covid-19 Impact Assessment

Appendix F: Integrated Assurance & Approval Plan



Bargen Ddinesig
BAE ABERTAWE
SWANSEA BAY
City Deal

Programmes / Projects Update
SBCD Joint Committee

9th December 2021



Business Engagement



Peter Austin
Business Engagement
Manager

SBCD Portfolio Office October – November 2021



Activities Completed

- Coordinated monthly and extraordinary ESB meetings with Hollie & Chris Foxall
- ESB arrangements for Chair and Vice Chair
- Facilitated ESB meeting with regional Directors
- Engagement meetings with project teams
- Steering group meetings with SERCO – DWP Restart scheme
- Attended Global Welsh Diaspora Investment event
- Attended CCP networking event
- Attended Network Rail REF meeting
- Attended CEIC Preston Model event
- Attend Celtic Sea ORE cluster launch

- Met with David Keefe – Innovation Engineering System
- Met with DCW Insights – shared info Swansea CC
- Met with Lisa Mart – ARENA
- Met with Cansense – forwarded info to Campuses PL's
- Met with Colin Webb – RACS
- Met with Donna Griffiths - BOUYGUES



Activities Planned/Ongoing

- Early planning for Portfolio Showcase event in 2022
- Early planning for participation in Swansea City Conference 2022 with 4thRegion
- 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
- Add procurement page to SBCD Website
- Developing portfolio forward plan
- Attendance at CEIC steering group meetings
- Meetings with WG RMT



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

Potential cost increases during construction phases of projects

Issues

none



Yr Egin - November 2021



Project Partner Lead: UWTSD



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. Queries have now been answered and ESB is keen to assist.

Phase 1 Gateway Review now completed. Phase 1 received Green status.



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

University senior internal team has mobilised and will now work on development of Egin Phase 2. University is engaging with expert consultancy support.

Development of Egin Phase 2 operational model will now be taken forward along with agreed path of Egin Phase 2 adopting a service delivery model in conjunction with capital project.



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 Egin Phase 2 operational model

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



Pembroke Dock Marine – Oct / Nov 21



Tim James
Head of Commercial
and Energy
Port of Milford Haven

Project Partner Lead: Pembroke Dock Marine Board



Activities Completed

R&M Williams Mobilising on site for the commencement of the Hangar Annex Refurbishments (IP1)

MHPA engaged with WEFO for additional support to help mitigate the potential cost increases to IP1 related deliverables. (IP1)

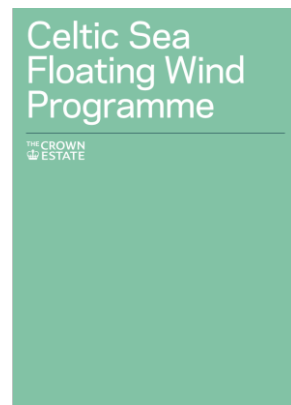
Celtic Sea Power hosted collaborative ports workshop with regional ports attending to help focus the issues and opportunities around FLOW. BEIS and TCE attended.

MEECE Employed Innovation Manager In North Wales to pull strengthening cross regional links with the NW Ambition Board, when tidal stream technology grows.

Marine Energy Wales have established and are chairing the Celtic Sea Developer's Alliance. A collaboration of 15 offshore wind developers.

MHPA engaged BEIS over Governments £160m Port fund for Celtic Sea.

Crown Estate launch [Position Paper](#) outlining and ambition of 4GW of operational Floating Wind by 2035.



- ✓ **Late 2021 - Mid 2022**
Engagement with market and stakeholders to inform spatial and tender design
- ✓ **Mid 2022**
Draft project areas published
Commence detailed spatial design / refinement and integrate HRA
- ✓ **Mid 2023**
Tender Process
- ✓ **Late 2023**
Conformity check to ensure compliance with HRA, prior to award of rights
- ✓ **End 2023**
Agreements for Lease awarded

Activities Planned

PDM partners attending Celtic Sea APPG Reception: Unlocking the Potential of Floating Wind in the Celtic Sea, 22.11.21

MHPA and PCF attending R-UK's Future Energy Wales conference 25.11.21

Marine Energy Wales conference has been confirmed for 22nd and 23rd March 2022.

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.

NB Early discussions with Regional Ports underway.

Issues

Capital cost increase PDI project budget. Further phases are at different stages in the the PDI development plan but MHPA working to inform options to mitigate (IP1)

Ensuring appropriate level of project and program governance / reporting is established to maintain the projects value to the SBCD whilst ensuring the project remains delivery and impact focused.

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.
Partial handover to ATG on Monday Nov 22nd.
Practical completion Q4
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 November 21st

Further detailed letting/operator discussions continue for 71/72 The Kingsway

Innovation Matrix

Pre application discussions on planning ongoing
Funding agreement in process between CCoS and UWTS
Design development (RIBA 3) ongoing – to be completed by the new year



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.

TAN15 may impact the Innovation Matrix.

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

- Bouygues UK appointed to undertake final design and construction of Zone 1. Pre-construction period commenced in October with technical workshops on design, programme, ecology and planning
- Gleeds appointed as lead 'client side' consultants to support CCC to deliver Zone 1
- Establishment of a Construction Board and Community Benefits Working Group to oversee the Zone 1 development. Pentre Awel governance structure updated accordingly.
- Review of designs for Clinical Delivery Centre, Clinical Research Centre and Leisure areas
- Following a procurement exercise, AHR Architects appointed as lead consultant to undertake the design development of Zone 3
- Draft Communications and Engagement Plan developed
- Multi-stakeholder workshop convened to scope activities and initiatives for the green/outdoor spaces at Pentre Awel



Activities Planned

- Continuation of pre-construction activities for Zone 1, including RIBA Stage 4 design, Reserve Matters Application, SAB application and discharging pre-commencement planning conditions
- Confirm details of education and innovation activities
- Agree Heads of Terms with Zone 1 tenants
- Design development of Zone 3 (assisted living and expansion business centre) by April 2022, including submission of Reserve Matters Application
- Whole site funding appraisal to confirm optimal finance option for CCC to deliver other Zones
- Widen links with Life Science Hub Wales planning.
- Further develop Hub and Spoke proposals.
- Review of heat network study to determine feasibility and optimal delivery models.



Risks

- Zone 1 not delivered to programme and budget.
Mitigation - Bouygues UK appointed; Construction Board established; stakeholders engaged to review designs; technical working groups underway; Gleeds and Arup providing design adjudication, cost consultancy, NEC3 PM and supervisor roles
- Failure to maximise whole system benefits.
Mitigation – workstream groups (incl. education, health, research and leisure; Community Benefits Group formed to monitor and facilitate Bouygues Community Benefits Programme



Homes as Power Stations

Project Partner Lead: Neath Port Talbot Council



Oonagh Gavigan
Project Manager

Activities Completed

- Project Manager appointed and in post
- On-going engagement with stakeholders
- On-going research into supply chain development
- On-going research into incentives fund

Activities Planned

- Finalise Primary Funding Agreement
- Develop and agree Collaborative Funding Agreement with local authority partners
- To establish formal engagement with WG
- HAPS regional funds criteria to be developed

Risks

Cost increases and supply issues in relation to technologies.

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

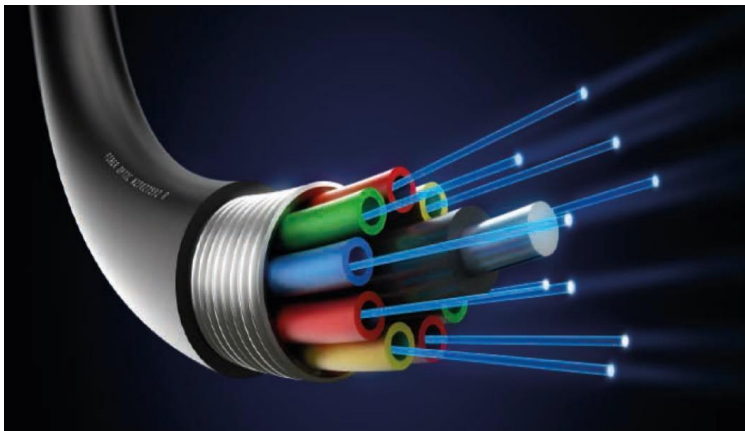
External Digital Infrastructure specialist advisors appointed

Regional Programme Funding agreements drafted

Regional 5G workshops delivered

Participation in 5prinG 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.

Final Regional delivery workshops.

Final scoping of delivery details for specific individual Projects.

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.



Supporting Innovation & Low Carbon Growth



Project Partner Lead: Neath Port Talbot Council



Activities Completed

SILCG Programme Manager post advertised

Bay Technology Centre – marketing information prepared and advertised

On-going engagement with industry, academia and government

SILCG Programme Board met in October

Met with Skills & Talent project to discuss how to progress skills for the green economy

Site visit in relation to Advanced Manufacturing Production Facility



Activities Planned

Appointment of Programme Manager

Funding Agreements and MoU to be agreed

Strategic Advisory Group to be formalised

SILCG Programme Board to next meet in November

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

Skills and Talent programme approved by UK and Welsh Governments in October.

Programme Manager has started in post and working with the * City Deal projects to identify key skills needs.

Minister David T C Davies visited Swansea University and Gower College to meet with pupils of Maes y Gwendraeth and Ysgol Bro Myrddin and Apprentices in the college. The schools have been running a successful pilot project delivering Level 2 and Level 3 qualifications in Engineering and Digital.

Activities Planned

To support the Skills Barometer, a Programme / Project skills scan is being undertaken and due for completion by February 2022.

Hold the first 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 projects through the stakeholders could impact on the ability of contractors to meet the needs of the 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

The "Delivery Project Board" as been designed and individuals appointed

Branding work packages has reconvened and progress made – On going exercise

Gateway recommendations have been addressed, 7 completed and 4 ongoing actions

Project approved at Joint Committee and submitted to Welsh and UK Government for final approval prior to delivery.

Activities Planned

Work Streams identified relating to Operational and commercial phases of project.

Rebranding exercise to be progressed. Final draft options to be completed prior to New year

Draft funding agreement to be available Mid / Late November.

Delivery teams to be designed and engagement with procurement teams in anticipation of Ministerial approval.

Department of International Trade engagement and compilation of supporting documentation to progress initial application

Risks

Potential delays in Ministerial approval having a knock on effect with delivery phase.

Increase in construction costs have raised a number of related risks such as material costs, availability and affordability.

Issues

Communication relating to New Access Road planning and Justification for work commencing.

D.I.T. Engagement and sufficient resources to progress the application.



Swansea Bay City Deal Portfolio Quarterly Monitoring Report October 2021

Programme / Project Scorecard

Prog / Proj	Status Update	Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall
Digital Infrastructure	The programme has been assessed as Amber / Green via a thorough external peer stage gate review.						
Pembroke Dock Marine	Overall status Red due to cost increases being realised portfolio wide. Project Partners are mitigating and appraising options to de-risk project, whilst balancing the need to commence delivery post funding and collaboration agreement execution.						
Pentre Awel	<u>Delivery</u> – Progression of procurement exercise following Business Case approval. MoUs signed with academic institutions HoT under development – aligned with business case outputs.						
Yr Egin	Increasing economic uncertainty and Covid implications impacting on levels and nature of demand. Following Phase 1 Lessons Learned exercise, an updated Creative Sector demand analysis has identified a significant change in the type of target companies (by financial size) and nature of provision required (bespoke support services rather than leased floorspace).						
Campuses Page 42	OBC has progressed via all partner approval stages including Joint committee and is now awaiting approval from UK and Welsh Governments. Project resource is continuously under review, Project Manager appointed in August and Board membership is currently under review to align with the delivery stages and the projects natural evolution. Stakeholder engagement continues to identify user requirements within both the capitol and operational phases of the project.						
Homes As Power Stations	Business case approved Funding agreements in progress Regional funds guidance in development Project Manager appointed PAR review recommendations completed Monthly HAPS project board meetings Ongoing stakeholder mapping and engagement						
Supporting Innovation & Low Carbon Growth	PBC approved Aug 2021 SILCG Programme Board meets monthly PAR June 2020 & CFR Oct 2020 – recommendations monitored by Programme Board Two projects in delivery Programme Manager to be appointed in Q3						
Skills & Talent	Delay in implementing the Skills and Talent programme could impact on the delivery of the skills required by the approved projects. This could lead to projects implementing their own skills plans, which could affect the Skills and Talent initiative, while creating duplication. The project will also not be fully staffed until it has been approved, which is currently a resource challenge						
Swansea City & Waterfront Digital District	Funding agreement discussions are on-going between Swansea Council & UWSTD about the delivery of the Innovation Precinct element of the project. The impact of Covid-19 on delivery timeframes, construction costs and tenancy interest in 71/72 The Kingsway (Digital Village). UWSTD change request has been approved. All projects: Covid 19 could impact on outputs on the project which is being continually monitored.						

Title	Portfolio Management Office (Communications & Marketing)	Reporting Period	Oct 2021
Officer	Heidi Harries (SBCD Communications & Marketing Officer) Hollie Ryan (SBCD Portfolio Management Office Assistant)		

Summary of last 3 months – July, August and September

- Continuation of City Deal communications and marketing via press releases, website content, social media content, and media/stakeholder liaison
- Appointment of Communications and Marketing Officer
- Business Case approval for Supporting Innovation and Low Carbon Growth and Homes and Power Stations

Key achievements

- 51 positive mentions in the local, regional, national and specialist media for the SBCD portfolio and its programmes/projects. This included coverage on Wales Online, the South Wales Evening Post, Wales Business Insider, Business News Wales, Wales 247, Inside Media, the Llanelli Star, the Carmarthen Journal, the Western Telegraph, and specialist publications. Topics covered included the UKG/WG approval of Supporting Innovation and Low Carbon Growth and Homes as Power Stations projects; Swansea Arena updates; Appointment of contractor for Pentre Awel; Name a Historic Building in Pembroke Dock.
- Twitter - From July 1st to September 30th 'reach' was 95.1k – this is the number of people that saw the posts, engaged, clicked on, re-tweeted, commented or liked. Number of followers is 1,528
- Facebook - From July 1st to September 30th 'reach' was 23.1k – this is the number of people that saw the posts, engaged, clicked on, re-tweeted, commented or liked. Number of followers is 867.
- Attendance at the Wales Start-Up of the Year awards with sponsorship of the Swansea Bay Region Start-Up. Follow up interview and PR with Dean Ward from DCW Insights

Key Activities planned – October, November & December

- Update the Communications and Marketing Plan
- Update and monitor the Communications and Engagement Schedule
- Communications to support the business case approval of Skills (Oct TBC) and Campuses (Dec TBC)
- Potential Ministerial visit for Skills and launch of project
- Communications to support the next Drawdown of Funds; New appointments for Digital, Skills and HAPS: All programmes & Projects now approved;
- Create a suite of Infographics to be used across the portfolio
- Continued updates of the website and social media

Project Title	Pembroke Dock Marine	Programme / Project Lead	Tim James
Local Authority Lead	Pembrokeshire County Council		
Project Delivery Lead	Milford Haven Port Authority	Reporting Period	Oct 2021
SRO	Steven Jones		

Budget	
Total Budget	£60.47m
City Deal	£28m
Public	£16.35m
Private	£16.12m

Description
<p>This Programme will place Pembrokeshire at the heart of UK and global zero carbon, marine and offshore energy innovation, building on the expertise of a marine energy cluster in Pembroke Dock. Facilities will be provided for marine energy innovators to build, test and commercialise their technologies. Project features include:</p> <ul style="list-style-type: none"> • Pembroke Dock Infrastructure (PDI) improvements • A Marine Energy Engineering Centre of Excellence (MEECE) • Marine Energy Test Area (META) developments • The Pembrokeshire Demonstration Zone (PDZ)

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						Overall status Red due to cost increases being realised portfolio wide. Project Partners are mitigating and appraising options to de-risk project, whilst balancing the need to commence delivery post funding and collaboration agreement execution.

Key achievements (Overall Objective ID shown in brackets)

- PDI (IP1) has all necessary consents for development secured. Representations to discharge conditions on the main infrastructure project elements are being worked through.
- R&M Williams won the construction contract and are mobilising to commence the Hangar Annexes (IP1) mobilising following Board Approval to proceed.
- The tendered price exceeded the budget as set out in the approved business plan but these are in line with general increases being experienced across the SBCD portfolio. The Port’s delivery team are working through multiple options in close communication with both PCC and the PoMo to mitigate this whilst maintaining the transformational impact of the project.
- META has completed its tidal resource assessment, has completed its Crown Estate leases and is in the process of procuring consent variation support for its open water sites to continue to meet the long term needs of developers. (IP5b)
- OREC produce Floating Wind in Wales substructure and port review for Welsh Government. Milford Haven & Port Talbot both heavily featured in the report. Need to collaborate to realise the potential. (OP16)
- Port of Milford Haven identified by ORE Catapult’s FOW Centre of Excellence as one of UK’s top 10 Ports with Potential to support FOW commercialisation. PoMH engaged in workshops to inform next stage of this work. (OP16)
- Tuesday 28 September 2021, Offshore Renewable Energy Catapult, Celtic Sea Power (formerly Wavehub) and Marine Energy Wales formally launched the Celtic Sea Cluster in Cardiff to help drive market creation for floating wind, accelerate supply chain readiness and develop a strategy for upgrading regional infrastructure.
- The PDM enabled collaboration (Milford Haven: Energy Kingdom) launched its two pilot projects in Milford Waterfront on 7th October. Senior officials from OREC, Port of MH, Innovate UK and Political leaders attended and spoke about the features that made the Milford Haven Waterway the most advantageous place to focus UK efforts as a green hydrogen hub for the UK.

Key Activities planned

- Hangar Annexes formal construction commencement (IP1)
- Condition discharge planned for other IP1 related activity. (IP1)
- PoMH engaging PoMo and Co funders to assess options to mitigate cost increase and potential impacts on Output related deliverables. (IP1)
- Partner collaboration agreement and formal governance post funding agreement execution

Project Title	Digital Infrastructure Programme	Programme / Project Lead	Gareth Jones
Local Authority Lead	Carmarthenshire County Council		
Project Delivery Lead	Carmarthenshire County Council	Reporting Period	Q2
SRO	Jason Jones		

Budget	
Total Budget	£55m
City Deal	£25m
Public	£13.5m
Private	£16.5m

Description
<p>To significantly improve digital connectivity throughout the City Region for the benefit of businesses and residents, also helping to attract inward investment. The project is made of up of three Project workstreams:</p> <ul style="list-style-type: none"> • Connected Places • Rural connectivity • Next generation wireless (5G and IOT networks)

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						In November 2020 the project was assessed as Amber / Green via a thorough external peer stage gate review. Scorecard remains Amber whilst the recommendations from the review are considered and implemented.

Key achievements
<ul style="list-style-type: none"> • Digital Infrastructure Programme Business Case approved by both Governments. • Digital Programme and City Deal Portfolio Governance is established and functioning. • Digital Programme Board is established with key partners and stakeholders represented. • Terms of reference are in place, agreed upon and reviewed monthly. • A Senior Responsible Officer is in place along with a Digital Programme Board Chair and Vice Chair. • Operational Budgets have been established. • Programme risk and issues being managed with mitigation ongoing. • Appointment of specialist advisors to the Digital Programme is complete. • Recruitment of central Programme team complete. • Supplier engagement ongoing. • Commercial options assessment commenced. • £13M of additional Public Sector funding secured. • Successfully lobbying for, facilitating, and supporting significant private sector investment ongoing.

Key Activities planned
<ul style="list-style-type: none"> Final delivery workshops for individual projects. Fully transitioning all elements of the Programme from planning and preparation to delivery. Supporting Local Authorities with ongoing Digital Infrastructure interventions and investment. Programme risk mitigation ongoing. Market engagement ongoing. Pursuit of further additional Public Sector funding via UK and Welsh Government. Additional lobbying for, facilitating, and supporting of private sector investment. Digital Programme funding agreements drafted and being consulted upon with the 4 Local Authorities. Local Authority devolved resource recruitment ongoing. (1 x Digital Infrastructure lead per Local Authority). Procurement strategies finalised for individual Projects.

Project Title	Yr Egin - Creative Digital Cluster	Programme / Project Lead	Geraint Flowers
Local Authority Lead	Carmarthenshire County Council		
Project Delivery Lead	University of Wales Trinity Saint David	Reporting Period	October 2021
SRO	Prof. Medwin Hughes (Vice Chancellor)		

Budget	
Total Budget	£25.17m
City Deal	£5m
Public	£18.67m
Private	£1.5m

Description
<p>To support and further develop the region’s creative industry sector and Welsh language culture, led by University of Wales Trinity Saint David campus in Carmarthen. Phase 1 was completed in September 2018 and features:</p> <ul style="list-style-type: none"> National creative sector anchor tenants World class office space for local and regional creative sector SMEs, with opportunities for expansion Facilities for the community and business networking <p>Facilitating engagement between businesses and students</p>

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						Increasing economic uncertainty and Covid implications impacting on levels and nature of demand. Following Phase 1 Lessons Learned exercise, an updated Creative Sector demand analysis has identified a significant change in the type of target companies (by financial size) and nature of provision required (bespoke support services rather than leased floorspace).

Key achievements
<p>Project Development</p> <ul style="list-style-type: none"> Phase 2 – Q4 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 now complete. University senior internal team has mobilised and will now work on development of Egin Phase 2
Key Activities planned
<ul style="list-style-type: none"> Sector demand study completed August 2021. Ongoing discussion is taking place involving the ESB, regional stakeholders and industry to define any revisions to the project scope to accommodate these changes.

Project Title	Pentre Awel	Programme / Project Lead	Sharon Burford
Local Authority Lead	Carmarthenshire County Council		
Project Delivery Lead	Carmarthenshire County Council	Reporting Period	October 2021
SRO	Chris Moore		

Budget	
Total Budget	£199.19m
City Deal	£40m
Public	£51
Private	£108.19

Description
<p>Proposed for an 83-acre site at Delta Lakes in Llanelli, Pentre Awel will be the first development of its kind in Wales. The project will include the co-location of academic, public, business and health facilities to boost employment, education, leisure provision, health research and delivery, and skills and training.</p> <p>City Deal will provide the requisite investment for business incubation and acceleration facilities, laboratory space, testbed capabilities, a well-being skills centre, clinical research centre and a clinical delivery centre to deliver multi-disciplinary care closer to home. The design for Zone 1 will create an ‘ecosystem’ by facilitating joint working across traditional boundaries, integrating education and training programmes within a clinical setting and fostering interface between health and leisure for the benefit of population health.</p> <p>Pentre Awel will include state-of-the-art leisure centre funded by Carmarthenshire County Council.</p> <p>A network of integrated care and rehabilitation facilities will also be provided on site to enable the testing and piloting of life science technologies aimed at enhancing independent and assisted living.</p> <p>Assisted living accommodation will also feature, along with a nursing home, a hotel, expansion space for businesses, and elements of both open market and social and affordable housing.</p>

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						<u>Delivery</u> – Progression of procurement exercise following Business Case approval.

						<p>MoUs signed with academic institutions HoT under development – aligned with business case outputs.</p> <p><u>Finance</u> – Updated from Amber to Green as City Deal Business Case approved by UK and Welsh Governments. Funding Agreement drafted. Institutional investors and funding model to be finalised (n.b. institutional investment not required for Zone 1)</p>
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Key achievements in Q2

Project development

- Tender awarded to Gleeds to support the Authority in the management of the Zone 1 Contractor and the delivery of the build.
- Tender awarded to Bouyges for the construction of Zone 1. This includes the City Deal components of business, education skills and training, along with clinical delivery and research. Zone 1 also includes the Authority elements of dry sports and aquatics centre.
- Initial meetings have been held with Gleeds and Bouyges to commence the process forward and agree the project implementation plan.
- A revised project governance structure has been developed to take the project into implementation.
- A community Benefits group has been established to ensure that community benefits are optimised through the entire life cycle of the pre-construction and construction elements of the contract.
- A tender process has been completed to undertake the design development of Zone 3.
- Health and Wellbeing Implementation Group was established in March 2021 – a workshop was held and individual service level discussions undertaken to ensure that the Health Board space is optimised. These plans have now been signed off through the governance structure of Hywel Dda University Health Board.
- A multidisciplinary group has been established to consider how the outdoor space can be used to align with the project objectives of health promotion, prevention and facilitating independence. This group will include the proposals to develop social prescribing linked with both academia and a local community pharmacist.
- Heads of Terms development underway with Tenants.

Key Activities planned Q3

- Confirmation of Hydrotherapy Pool charity funding – Q3 2021/22
- Complete Head of Terms with partners
- Undertake the pre-construction phase of the zone 1 build including the discharge of planning conditions.
- Secure private funding as required.
- Ensure that the wider county benefits can be mapped and maximised through integration with appropriate partner developments.

Outputs

Output measurement will commence during the pre-construction phase linked to the Community Benefits. Framework developed to ensure appropriate opportunities are maximised, the outputs will be managed by a multidisciplinary workstream which will link both with the construction management team and with the overall project management process.

Project Title	Homes as Power Stations	Programme / Project Lead	Lisa Willis
Local Authority Lead	Neath Port Talbot County Borough Council		
Project Delivery Lead	Neath Port Talbot County Borough Council	Reporting Period	2021/22 Q2
SRO	Nicola Pearce		

Budget	
Total Budget	£505.5m
City Deal	£15m
Public	£114.6m
Private	£375.9m

Description
<p>A regional project to facilitate the take up of energy efficient design and renewable technologies in new build and existing housing stock in the public, RSL and private sector across the City Region. The project will support the renewable technology in housing supply chain and will share the learning via an open access knowledge sharing hub.</p> <p>The project will:</p> <ul style="list-style-type: none"> • Facilitate the take up of renewable technologies and energy efficient design in new build and existing housing stock • Support the regional supply chain • Establish an open access knowledge sharing hub to share the project findings with all sectors • Tackle fuel poverty • Further decarbonise the regional economy • Improve residents’ health and well-being

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						Business case approved Funding agreements in progress Regional funds guidance in development Project Manager appointed PAR review recommendations completed Monthly HAPS project board meetings Ongoing stakeholder mapping and engagement

Key achievements

<p>Business Case Development</p> <ul style="list-style-type: none"> • OBC approved by UKG and WG July 2021 <p>Project Development</p> <ul style="list-style-type: none"> • Established formal governance in place - HAPS Project Board • Funding agreements in progress • Regional funds guidance in development • Appointed Project Manager • Formalised stakeholder engagement plan (live document) • Formalised project delivery / implementation plan (live document) • Completed PAR recommendations action plan

Key Activities planned

<p>Business Case Development</p> <p>Project Development</p> <ul style="list-style-type: none"> • Establish Technical Advisory Group – Q3 • Establish knowledge sharing hub – Q4 • Establish regional supply chain fund & financial incentives scheme – Q4 • Establish monitoring and evaluation process – Q4
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Outputs	
<ul style="list-style-type: none"> Facilitate the adoption of renewable technologies in 10,300 properties Develop a regional supply chain of HAPS related renewable technologies Monitoring and Evaluation - determine the efficacy and impacts of renewable technologies on new build and existing housing stock Establish knowledge sharing hub for all sectors 	

Project Title	Supporting Innovation and Low Carbon Growth	Programme / Project Lead	Lisa Willis
Local Authority Lead	Neath Port Talbot County Borough Council		
Project Delivery Lead	Neath Port Talbot County Borough Council	Reporting Period	2021/22 Q2
SRO	Nicola Pearce		

Budget	
Total Budget	£58.7 m
City Deal	£47.7 m
Public	£5.5 m
Private	£5.5 m

Description
<p>The Supporting Innovation and Low Carbon Growth (SILCG) programme has been developed to deliver sustainable growth and job creation in the Swansea Bay City Region, with a targeted focus on the Port Talbot Waterfront Enterprise Zone area. It aims to create the right environment for a decarbonised and innovative economy.</p> <p>The programme will support the green industrial revolution and will be delivered in partnership with industry, academia and government.</p> <p>The Programme of interlinked projects comprises:</p> <ul style="list-style-type: none"> Bay Technology Centre South Wales Industrial Transition from Carbon Hub (SWITCH) with Swansea University Hydrogen Stimulus Project with University of South Wales Air Quality Monitoring Project Low Emission Vehicle Charging Infrastructure Advanced Manufacturing Production Facility Property Development Fund

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						PBC approved Aug 2021 SILCG Programme Board meets monthly

PAR June 2020 & CFR Oct 2020 – recommendations monitored by Programme Board
 Two projects in delivery
 Programme Manager to be appointed in Q3

Key achievements

- Business Case Development**
 - PBC approved Aug 2021
 - PAR action plan closed
 - CFR Action Plan closed
- Project Development**
 - Programme Board meets monthly
 - Regular stakeholder engagement – stakeholder engagement plan live document
 - Project delivery / implementation plan developed – live document
- Bay Technology Centre**
 - Construction in progress
- SWITCH**
 - Working group established to develop building specification – regular meetings
- Advanced Manufacturing Production Facility**
 - Developing building specification
- Property Development Fund**
 - Scheme guidance prepared
- Hydrogen Stimulus Project**
 - Delivery plan in development
- Air Quality Monitoring Project**
 - Sensors installed
 - Data collection in progress
- Low Emission Vehicle Charging Infrastructure**
 - Strategy development underway

Key Activities planned

- Business Case Development**
- Project Development**
 - Appoint project manager Q3
 - Funding agreements in development Q3
- Bay Technology Centre**
 - Construction due for completion December 2021
- SWITCH**
 - Commence D&B Process
 - Agree lease documentation
- Advanced Manufacturing Production Facility**
 - Preparing procurement documentation for operator
- Property Development Fund**
 - Launch PDF – Q4
- Hydrogen Stimulus Project**
 - Procurement of equipment – Q4
- Air Quality Monitoring Project**
 - Data collection ongoing
 - Appointment of Data Collection Officer – Q4

Low Emission Vehicle Charging Infrastructure

- Progress Strategy development

Outputs	
Technology Centre	Construction of an energy positive hybrid commercial building (2500 m2)
SWITCH	Specialised open access facility created to enhance applied research for steel & metals industry (4000 m2) Provision of specialised equipment to enhance research for steel & metals industry
Hydrogen Stimulus Project	Increase the capacity for hydrogen production at the Hydrogen Centre at Baglan Energy Park
Air Quality Monitoring Project	Procurement & installation of 70 sensors in and around the Port Talbot Air Quality Management Area (AQMA)
LEV Charging Infrastructure	Regional strategy for LEV charging
Advanced Manufacturing Production Facility	Specialist hybrid facility providing a range of industrial / production units with pilot line and office space. (4000 m2) Provision of open access specialist equipment advised by industry with academia input
Property Development Fund	Property Development Fund targeted on the Port Talbot Waterfront Enterprise Zone (expected premises created 6000 m2)

Project Title	SBCD Campuses Project	Programme / Project Lead	Tony Harris
Local Authority Lead	City and County of Swansea		
Project Delivery Lead	Swansea University	Reporting Period	Q2
SRO	Keith Lloyd		

Budget	
Total Budget	£49.41m
City Deal	£15.00m
Public	£11.39m
Private	£23.02m
Description	

The project harnesses unique capabilities and the thriving life science ecosystem in the Swansea Bay City Region to establish an international centre for innovation in life science, wellbeing and sport, supporting preventative interventions in healthcare and medicine and driving the growth of a globally significant Sports Tech industry. 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, wellbeing and sport is a key differentiator for this project within the South Wales health and life sciences sector.

Scorecard

Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						<p>OBC has progressed via all partner approval stages including Joint committee and is now awaiting approval from UK and Welsh Governments.</p> <p>Project resource is continuously under review, Project Manager appointed in August and Board membership is currently under review to align with the delivery stages and the projects natural evolution.</p> <p>Stakeholder engagement continues to identify user requirements within both the capitol and operational phases of the project.</p>

Key achievements

- OBC approved by all partner governance groups, Joint committee and currently with Welsh and UK Governments awaiting final approval.
- Gateway review completed and returned with an Amber green rating and 11 recommendations.
- All Gateway review recommendations have been addressed, 7 currently completed and 4 ongoing actions.
- Continued stakeholder engagement
- Project manager appointed on initial 12-month contract.
- Project controls set up and initiated

Key Activities planned

- Business Case awaiting approval by UK and Welsh Government.
- Project operational requirements identified, and plan developed.
- Private sector engagement discussions continue, including engagement with Industry Wales and Department of International Trade.
- Work continued with branding exercise with completion date set for Nov 21
- Revived appointment of project board members based around delivery phases and designated user groups.

Project Title	Skills and Talent	Programme / Project Lead	Jane Lewis
Local Authority Lead	Carmarthenshire County Council		
Project Delivery Lead	South West Wales Regional & Skills Partnership	Reporting Period	Q3
SRO	Barry Liles		

Budget

Total Budget	£30m
City Deal	£10m
Public	£16m
Private	£4m

Description

To develop a sustainable pipeline of regional talent to benefit from the high-value jobs City Deal projects will generate in growth sectors for the region. This includes the potential to develop skills through courses and training and apprenticeship opportunities aligned to City Deal projects and regional priorities, as well as a partnership approach involving schools, universities, businesses and training providers across the region to identify need and resolve skills development gaps.

Scorecard

Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						Delay in implementing the Skills and Talent programme could impact on the delivery of the skills required by the approved projects. This could lead to projects implementing their own skills plans, which could affect the Skills and Talent initiative, while creating duplication. The project will also not be fully staffed until it has been approved, which is currently a resource challenge.

Key achievements

Business Case Development

- Business Case has gained Ministerial Approval by both UK and Welsh Government

Key Activities planned

- Preparation of Skills Barometer
- Appoint the remainder of the Skills Team
- Establish the Skills Solution Group first meeting in November
- Second Gateway Review Jan/Feb 2022

Outputs

- Create 14,000 individuals with increased level of skills within 10 years
- Create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- Create Centre of Excellence for specific sectors.
- Create a clear career pathway through school, FE, HE and apprenticeship and into the world of work.
- Deliver pilot programmes of new courses and training opportunities to upskill existing workforce in new areas to meet the needs of the City Deal projects.

Project Title	Swansea City & Waterfront Digital District	Programme / Project Lead	Huw Mowbray
Local Authority Lead	Swansea Council		
Project Delivery Lead	Swansea Council	Reporting Period	Q1
SRO	Martin Nicholls		

Budget	
Total Budget	£175.35m
City Deal	£50m
Public	£85.38m
Private	£39.97m

Description
<ul style="list-style-type: none"> To boost Swansea city centre’s economic well-being at the heart of the City Region’s economy, while retaining local tech, digital and entrepreneurial talent. This project includes: A digitally enabled indoor arena in the city centre for concerts, exhibitions, conferences and other events A ‘digital village’ development in the city centre to accommodate the city’s growing tech and digital business sector Innovation Matrix development at the University of Wales Trinity Saint David’s new Swansea waterfront campus to enable start-up company support and growth

Scorecard						
Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall	Status Update
						Funding agreement discussions are on-going between Swansea Council & UWTSO about the delivery of the Innovation Precinct element of the project. The impact of Covid-19 on delivery timeframes, construction costs and tenancy interest in 71/72 The Kingsway (Digital Village). UWSTD change request has been approved. All projects: Covid 19 could impact on outputs on the project which is being continually monitored.

Key achievements in Q4
Business Case & Project Development <ul style="list-style-type: none"> Arena cladding and install of LEDs complete. Arena internal finishers and M & E equipment install commenced. Tickets have gone on sale for the Arena. Coastal Parkland hard and soft landscaping commenced. 71/72 Kingsway - Contractor appointed and start date being agreed.

Key Activities planned Q1
Arena <ul style="list-style-type: none"> Practical completion by end of 2021 Agree terms and conclude the agreement with commercial tenants. Continue to explore Hotel delivery options. 71/72 Kingsway <ul style="list-style-type: none"> The Business case to be updated to reflect the 71-72 moving to FBC. Construction to commence Q4 Further detailed letting/operator discussions continue for 71/72 The Kingsway Innovation Matrix <ul style="list-style-type: none"> Professional team has been appointed and planning application is being progressed.

Outputs

Physical delivery of arena (circa 80,000 square feet with a 3,500-capacity), along with digital square is on track.
Cabinet approved funding for 71/72 The Kingsway, which will comprise circa 100,000 square feet of office space.
Discussions on-going with UWTSB about their element of the project (Innovation Matrix).
Caveat: Covid 19 could have an impact on jobs and GVA.

ANNEX 1

RAG Status	
R	<p><i>Major problems identified which mean the programme / project is unlikely to deliver the agreed scope to the required standard on time or on budget, or to deliver the expected benefits.</i></p> <p><i>Remedial plans are not proving effective.</i></p> <p>Escalate to programme / project sponsor for support to resolve.</p>
A	<p><i>Some problems identified which may put the programme / project's scope, time, cost, and/or benefits at risk. Remedial plans are in place and are being monitored to ensure that risk is mitigated.</i></p> <p>Highlight to programme / project sponsor for visibility and awareness.</p>
G	<p><i>Programme / Project is proceeding according to plan. Risks/issues are being managed within the programme / project.</i></p> <p>No need to escalate to next level.</p>

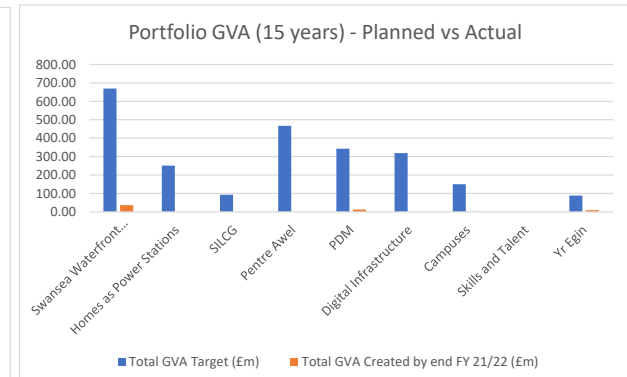
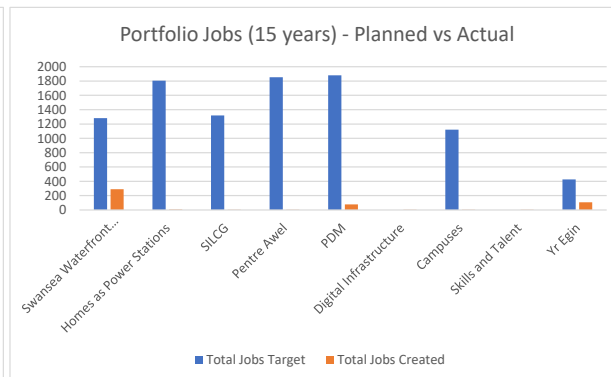
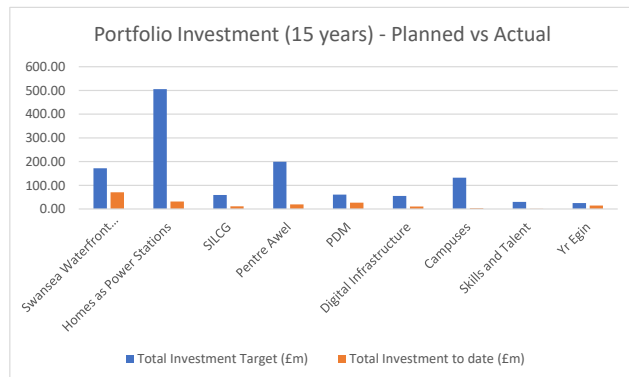
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Swansea Bay City Deal Benefits Recording Register - Portfolio Summary Up to October 2021

Project/Programme	Total Investment Target (£m)	Total Investment to date (£m)	Total Jobs Target	Total Jobs Created	Total GVA Target (£m)	Total GVA Created by end FY 21/22 (£m)	Business Case Status	Project Stage	Stage Commencement	Stage Completion
Swansea Waterfront Digital District	171.54	70.63	1281	291	669.00	36.97	Approved - FBC	Partial Delivery (2/4)	Oct-19	Q4-2027
Homes as Power Stations	505.50	31.44	1804	5	251.00	0.00	Approved - OBC	Pre-procurement	Jul-21	Q1-2022
SILCG	58.70	11.17	1320	1	93.00	0.00	Approved - OBC	Partial Delivery (2/7)	Nov-20	Q4-2025
Pentre Awel	199.19	19.67	1853	2	467.00	0.00	Approved - OBC	Pre-construction	Oct-21	Q1-2022
PDM	60.47	26.86	1881	77	343.00	12.60	Approved - OBC	Partial Delivery (1/4)	Sep-21	Q1-2024
Digital Infrastructure	55.30	10.43	0	3	318.80	0.00	Approved - OBC	Pre-procurement	Mar-21	Q2-2022
Campuses	131.98	2.84	1120	2	150.00	0.04	OBC regionally approved	Pre-approval	Jul-21	Q1-2022
Skills and Talent	30.00	0.43	0	2	0	0.00	Submitted - OBC	Pre-approval	Jul-21	Q4-2021
Yr Egin	25.17	14.87	427	107	89.00	9.72	Approved - FBC	Partial Operation (1/2)	Sep-18	Q4-2023
	1237.85	188.33	9686	490	2380.80	59.33				
		15.21%		5.06%		2.49%				

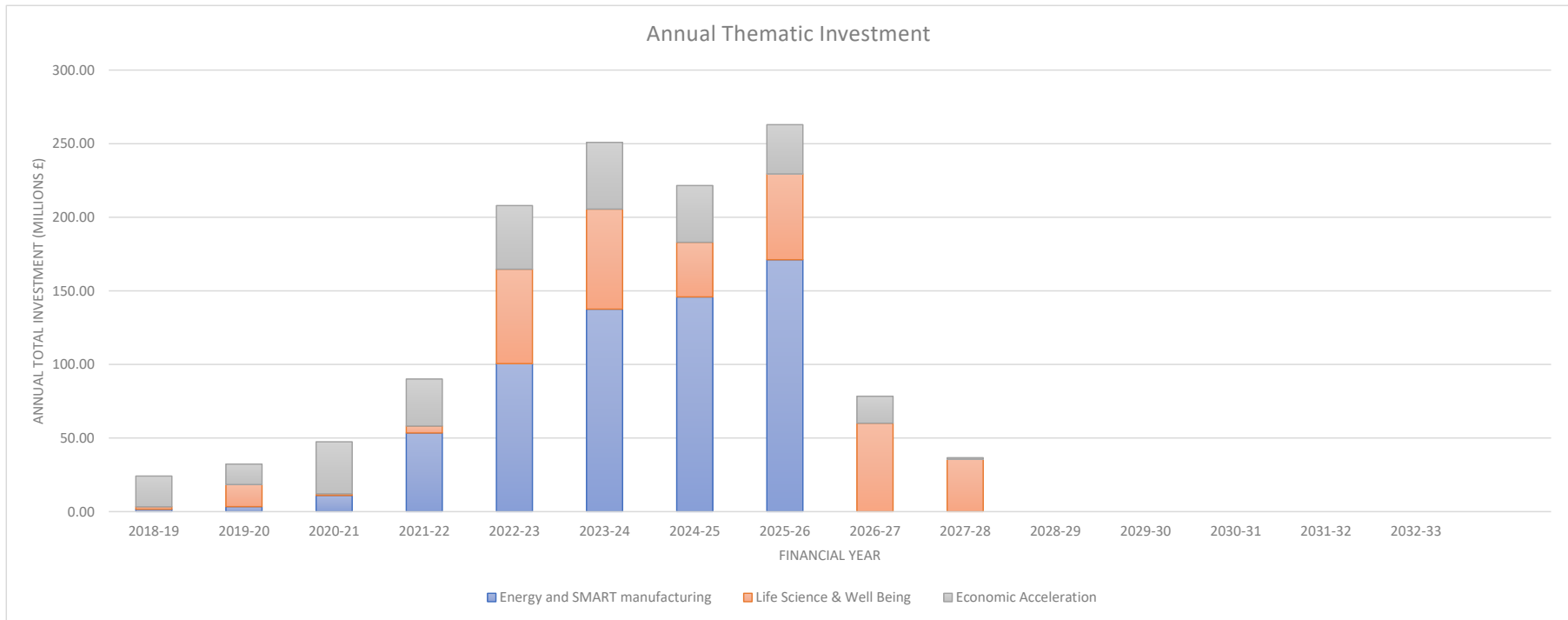
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GVA is only currently reported on construction/delivery activity as the process for measuring wider GVA following delivery is not yet agreed

Swansea Bay City Deal Investment forecast- Portfolio Summary

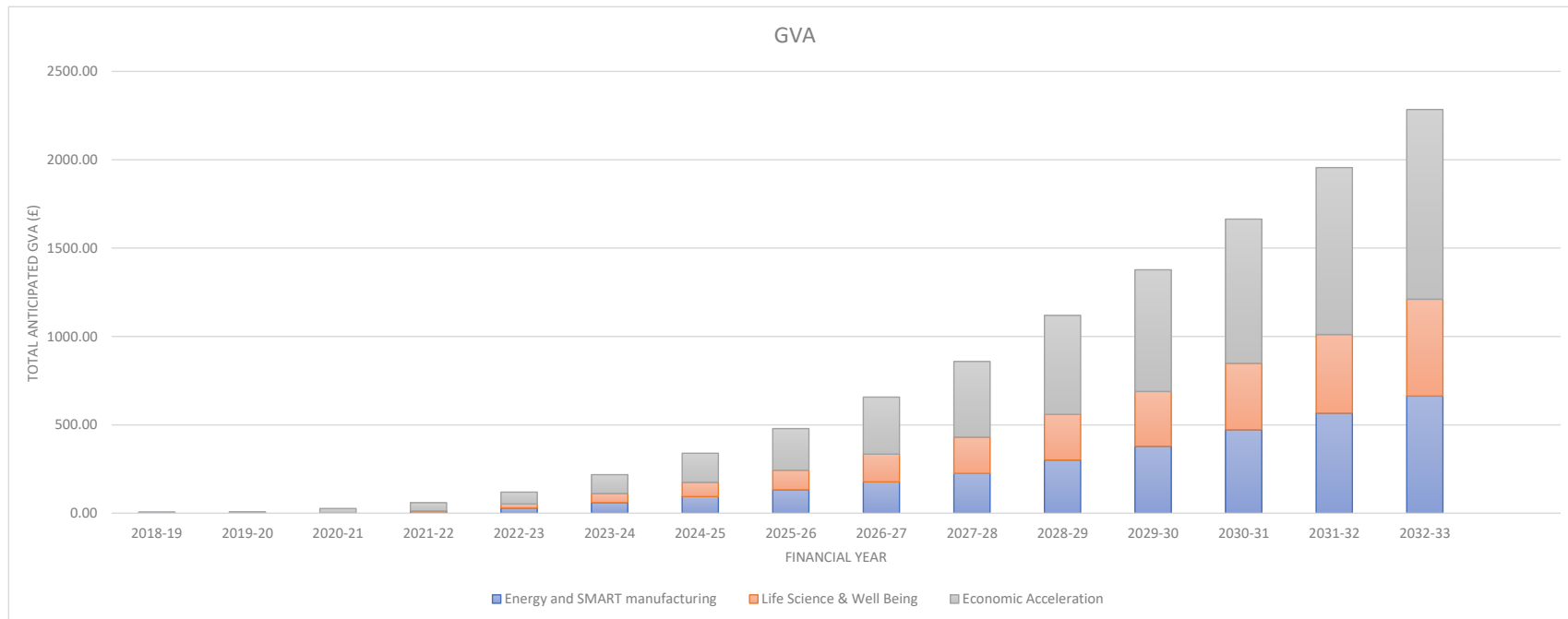
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Energy and SMART manufacturing	1.64	3.39	11.01	53.43	100.59	137.58	145.88	171.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(SILCG)	0.00	0.00	3.08	8.09	13.83	26.85	6.65	0.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(PDM)	1.64	3.39	7.92	13.91	20.80	11.03	1.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(HaPS)	0.00	0.00	0.00	31.44	65.96	99.70	137.45	170.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Life Science & Well Being	1.66	15.03	1.09	4.73	64.12	67.97	37.12	58.31	60.09	35.64	0.00	0.00	0.00	0.00	0.00
(Pentre Awel)	1.66	14.68	0.64	2.69	58.08	57.32	33.42	30.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(Campuses)	0.00	0.35	0.45	2.04	6.04	10.65	3.70	27.61	60.09	35.64	0.00	0.00	0.00	0.00	0.00
Economic Acceleration	20.88	13.89	35.36	31.95	43.24	45.32	38.56	33.46	18.31	1.00	0.00	0.00	0.00	0.00	0.00
(Digital)	0.22	0.04	0.10	10.07	17.04	11.77	11.78	4.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(Skills)	0.00	0.00	0.02	0.41	5.20	6.70	9.33	8.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(Yr Egin)	14.87	0.00	0.00	5.72	4.58	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(Swansea waterfront)	5.79	13.85	35.24	15.74	16.41	26.84	17.46	20.89	18.31	1.00	0.00	0.00	0.00	0.00	0.00



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Swansea Bay City Deal GVA creation forecast- Portfolio Summary

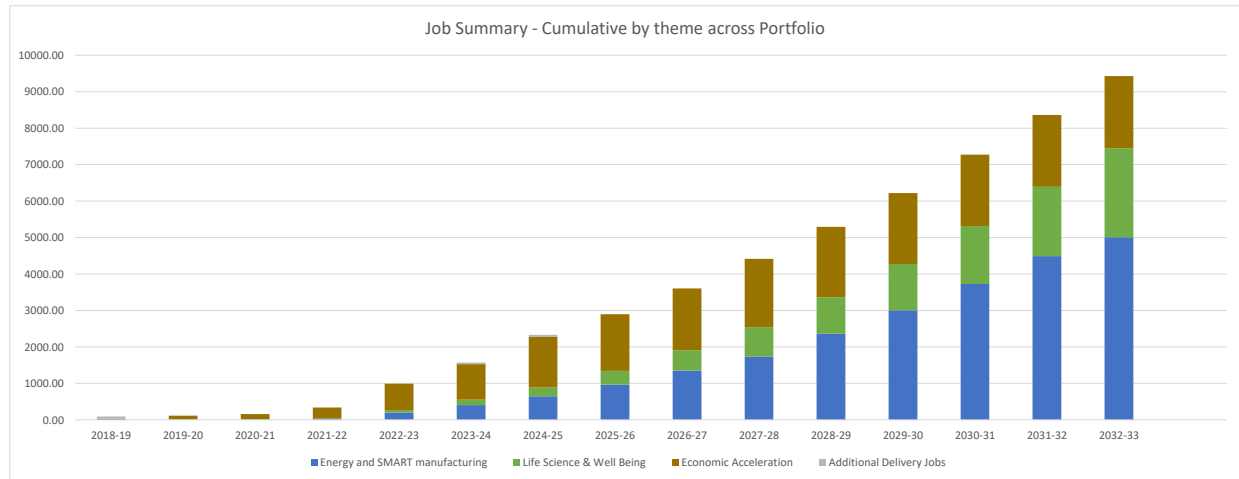
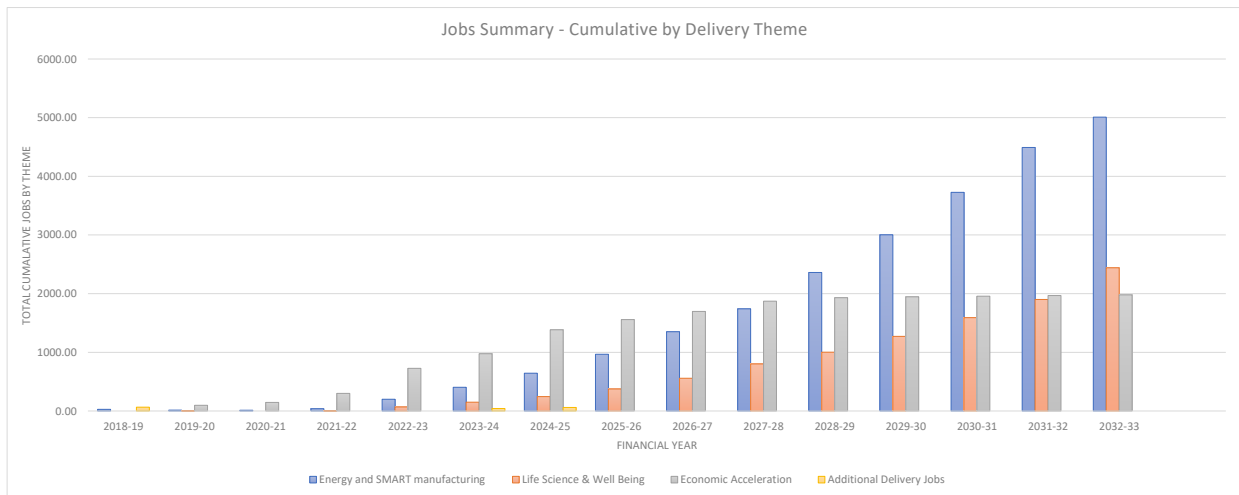
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Energy and SMART manufacturing	4.40	2.20	2.20	12.60	28.91	59.88	94.11	132.35	177.40	225.38	301.09	378.85	472.38	566.38	662.80
(SILCG)	0.00	0.00	0.00	0.00	0.75	1.50	3.00	6.00	13.30	23.53	34.13	46.78	61.10	75.89	93.00
(PDM)	4.40	2.20	2.20	12.60	24.40	49.60	74.80	100.00	125.20	150.40	175.60	200.80	240.10	279.40	318.80
(HaPS)	0.00	0.00	0.00	0.00	3.76	8.78	16.31	26.35	38.90	51.45	91.36	131.27	171.18	211.09	251.00
Life Science & Well Being	0.00	0.00	0.00	0.04	24.04	52.04	81.00	111.00	157.00	205.00	258.00	310.00	376.00	445.00	548.00
(Pentre Awel)	0.00	0.00	0.00	0.00	22.00	44.00	65.00	85.00	121.00	161.00	204.00	246.00	286.00	325.00	398.00
(Campuses)	0.00	0.00	0.00	0.04	2.04	8.04	16.00	26.00	36.00	44.00	54.00	64.00	90.00	120.00	150.00
Economic Acceleration	1.60	5.62	24.56	46.69	66.50	106.25	164.28	235.59	322.65	428.18	560.27	688.62	816.00	944.34	1073.55
(Digital)	0.00	0.00	0.00	0.00	0.00	15.94	39.84	63.74	95.62	127.50	163.77	200.04	237.70	276.95	318.80
(Skills)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(Yr Egin)	1.60	4.15	6.86	9.72	13.53	15.87	18.34	21.59	23.51	30.18	47.50	61.08	72.30	82.89	91.75
(Swansea waterfront)	0.00	1.47	17.70	36.97	52.97	74.44	106.10	150.26	203.52	270.50	349.00	427.50	506.00	584.50	663.00



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Swansea Bay City Deal Jobs creation forecast- Portfolio Summary

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Energy and SMART manufacturing	28.00	15.00	13.00	38.00	200.00	404.00	644.00	967.00	1351.00	1741.00	2361.00	3003.00	3727.00	4492.00	5009.00
(SILCG)	0.00	1.00	0.00	11.00	21.00	41.00	81.00	184.00	328.00	478.00	658.00	861.00	1071.00	1321.00	1321.00
(PDM)	28.00	14.00	13.00	22.00	147.00	297.00	447.00	597.00	747.00	897.00	1049.00	1200.00	1426.00	1652.00	1881.00
(HaPS)	0.00	0.00	0.00	5.00	32.00	66.00	116.00	186.00	276.00	366.00	654.00	942.00	1230.00	1519.00	1807.00
Life Science & Well Being	0.00	2.00	0.00	1.00	68.00	150.00	245.00	375.00	558.00	802.00	1002.00	1272.00	1591.00	1901.00	2441.00
(Pentre Awel)	0.00	1.00	0.00	0.00	11.00	21.00	41.00	81.00	184.00	328.00	478.00	658.00	861.00	1071.00	1321.00
(Campuses)	0.00	1.00	0.00	1.00	57.00	129.00	204.00	294.00	374.00	474.00	524.00	614.00	730.00	830.00	1120.00
Economic Acceleration	0.00	97.00	146.00	300.00	727.00	976.00	1384.00	1558.00	1697.00	1872.00	1931.00	1946.00	1957.00	1968.00	1979.00
(Digital)	0.00	1.00	0.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
(Skills)	0.00	1.00	0.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
(Yr Egin)	0.00	95.00	6.00	6.00	112.00	118.00	125.00	220.00	220.00	295.00	354.00	369.00	380.00	391.00	402.00
(Swansea waterfront)	0.00	0.00	140.00	291.00	610.00	853.00	1254.00	1333.00	1472.00	1572.00	1572.00	1572.00	1572.00	1572.00	1572.00
Additional Delivery Jobs	65.00	0.00	0.00	0.00	0.00	42.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(Other)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(Other)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(Yr Egin)	65.00	0.00	0.00	0.00	0.00	42.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



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Latest Assessment: July 2021

Risk Theme	Risk / Opportunity	Ref	Title	Date Raised	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Original Control Actions	Review Update/Control Actions	Residual Probability	Residual Impact	Residual Rank	Reported Change	Next Review Date
Development	Risk	SBCD001	Competing priorities of partners	Mar-18	C6 C14	JC	There is a risk of competing priorities of partners causing City Deal issues not to be considered a priority and therefore sufficient resources are not dedicated resulting in potential otherwise unnecessary delays in delivery or achievement of outcomes.	4	3	12	Ensure partners are engaged fully from the outset and that the benefits and potential opportunities of the City Deal partnership, and their involvement are clearly articulated. Ensure opportunities for open and honest dialogue regarding competing pressures. Establish support mechanisms to assist partners with competing priorities to allow them to be as involved as possible. Set up annual meeting schedule to enable effective time management for all partners. Provide regular electronic updates and briefings inbetween meetings on progress / key issues	<p>04/01/21 Next iteration of the Portfolio Business Case due March 2021, good progress being made on review recommendations. Governance Boards receive a monthly Highlight Report covering programme / project progress and key risk, and a quarterly monitoring report that looks at key achievements the last 3 months, key activity the next 3 months, main risks and in addition is supplemented with the Portfolio Risk Register, Covid Impact Assessment, Integration, Assurance and Approval Plan, AOR Action Plan progress and financial analysis report.</p> <p>08/04/21 Portfolio Business Case now updated with review recommendations implemented and has been presented to all Board members (JC / PB). Governance arrangements continue to be implemented and PoMO representation at Programme / Project Boards is now underway. Review of JCA will include a review of current TOR for Governance Boards. Regular briefings and updates with key stakeholders and dialogue relating to SBCD commitments, risks and issues.</p> <p>01/07/21 All Governance Boards have been quorate demonstrating commitment from key stakeholders. Embedded PoMO engaging with Programme / Project Leads. JCA currently being reviewed. Amendments have been drafted and due to be presented to Governance Boards.</p>	2	3	6	↓ (3,3)	Nov-21
Implementation	Risk	SBCD004	Delay in development of Programme / Project business cases	Mar-18	C11 C14	PoMO / Delivery Lead	Risk of delay in development of business cases causing delay in programme / project start dates. Depending on critical timescale could impact programme / projects ability to deliver proposed outcomes resulting in a potential knock on affect for other projects ability to deliver and achieve outcome	5	3	15	Iterative review of draft business cases. Open and frequent dialogue between delivery lead and regional project lead authority (RPAL).	<p>04/01/21 Changes to the HAPS Business Case implemented and being presented to JC / PB January. Changes to Low Carbon Business Case due to be presented to PB March 2nd. Skills and Talent Economic Case has been reviewed by the PoMO, with all sections of the Business Case due to be in draft by end of February. All other BC's progressing with the support of the PoMO.</p> <p>08/04/21 HAPS is with Governments for Ministerial approval but has to adapt its economic methodology to account for all monitored benefits. Low Carbon is currently with NPT CBC and being finalised to incorporate PoMO feedback prior to submission to Governments in April. Campuses and Skills are on track to be developed and submitted for regional approval by May. PoMO is working with Programme / Project Leads at early intervention to ensure aligned to Green Book and Better Business Case guidance, Swansea University have sought internal support to support the SRO to finalise development of the Business Case. Skills have appointed a consultant to help support the strategic and economic cases.</p> <p>01/07/21 Low Carbon currently awaiting Ministerial approval with UK/WG. Skills & Talent & Campuses have been developed to draft OBC stage.</p>	2	2	8	↔	Nov-21
Implementation	Risk	SBCD005	Delay in approval of Programme / Project business cases	Mar-18	C11	PoMO / JC / Govs	Risk of delay in approval of Business cases which depending on critical timescale could impact projects ability to deliver proposed outcomes, resulting in potential knock on affect for other projects ability to deliver and achieve outcomes.	3	4	12	Ensure JCA is completed and agreed. Identify robust regional review process / structure. Ensure project authority leads have early sight of relevant business cases. Iterative process with governments to enable them to review early drafts to minimise the amount of review required for final version. Develop and agreed process and timescale for final business case review with Governments.	<p>04/01/21 Pentre Awel and Digital Infrastructure Business Case presented and approved at SBCD Governance Boards. Submitted for Ministerial approval and awaiting feedback.</p> <p>08/04/21 Turnaround time for Governments to approve SBCD Business Cases has reduced from 6 months to 3-4 months. UK & WG have recently introduced a new process for approval. There have been teething issues with this. process in coordinating government official feedback in a timely manner and in seeking ministerial approval at UKG level. The PoMO is working closely with both governments to reduce the approval time even further by providing earlier briefing sessions and information relating to the final Business Case</p> <p>01/07/21 Low Carbon and HAPS currently awaiting Ministerial approval. Skills & Talent and Campuses currently progressing through regional approval process prior to submission to UKG/WG for Ministerial approval. Skills & Talent have received DCA rating of Green in the Stage Gate 0 Review. Campuses are scheduled for a PAR 11th August. Ministerial briefings and Policy Workshops have taken place for HAPS, Low Carbon, Campuses and Skills & Talent. PoMO currently responding to Ministerial questions and individual Government departments.</p>	3	3	9	↔	Nov-21
Implementation	Risk	SBCD006	Portfolio / Programme / Project Business cases not approved	Mar-18	C3 C11	PoMO / Delivery Lead / W/UK Government	Risk of Business Cases not being approved due to lack of engagement / direction from authorities resulting in project failure	3	5	15	Ensure regional project authority lead is fully involved in the development of the business case and has early sight of relevant business cases. Provide Councils with project briefings where appropriate.	<p>04/01/21 Change over of Government officials in the Welsh Office for UK Government. PoMO engaging with them. Workshops held with PoMO and Programme / Project Leads to run through BC when ministerial approval is sought and provide assurance on recommendations resulting from PAR reviews. Portfolio Business Case being revised, PoMO engaging with Welsh Government on the AOR process providing regular progress updates to recommendations.</p> <p>08/04/21 PoMO continue to engage with UK/WG</p> <p>01/07/21 Consultants engaged to support sign off of the Economic proposals for the outstanding Business Cases. Dedicated sessions held with the Minister to discuss Business Cases prior to approvals. PoMO guidance and support with Project Leads to align to Green Book and Better Business Case guidance. Robust regional approval process/ Gateway Reviews in place.</p>	1	3	6	↓	Nov-21
Implementation	Risk	SBCD008	Change in project scope post business case approval	Mar-18	C11 C6	Delivery lead	Risk of change in project scope due to no longer requiring same amount of funding causing the project to no longer achieve the necessary outcomes required for City Deal funding resulting in Project not being approved and therefore unable to proceed as planned.	4	4	16	Continuous dialogue with delivery leads and PoMO post business case development to ensure consistency with original scope in terms of alignment to overarching aims and objectives of the deal. Iterative process of business case review by governments enabling early identification of concerns to be raised and rectified. Where changes in scope are identified close working with PoMO, regional project authority lead and delivery lead to ensure that changes do not compromise the proposed outcomes / outputs of the original project and that revised project scope still achieves overall programme aims and objectives	<p>04/01/21 Portfolio review recommendations progressing, next iteration of the Business Case due 31st March 2021. Digital Infrastructure and Pentre Awel Business Cases awaiting Ministerial approval. Changes to HAPS BC due to be presented at January PB.</p> <p>08/04/21 Pentre Awel and Digital Infrastructure BC now gained Ministerial approval. HAPS and Low Carbon economic methodology is being changed but does not change the deliverables and approach to delivery. Scope creep is not an issue for the planned deliverables on the remaining projects in Business Case development stage.</p> <p>01/07/21 Change Control process approved by Governance Boards and implemented.</p>	4	3	6	↓	Nov-21
Implementation	Risk	SBCD010	Cancellation of meetings (added April 2019)	Apr-19	C14 C11 C6	JC / PB / ESB / PoMO	Risk of Board meetings being cancelled causing implications in signing off documentation including business cases, implementation of review recommendations and key underpinning tasks resulting in delays in delivery.	3	3	9		<p>04/01/21 Meetings continue to go ahead digitally. Delegate list established to ensure members have a suitable representative to attend in their absence.</p> <p>08/04/21 Forward planning for meeting schedule in place. No issues to report. Continue to monitor.</p> <p>01/07/21 To note Joint Scrutiny Committee has not been quorate on 2 occasions during 2021 resulting in cancellation of meetings. All other SBCD Governance Committees have taken place when required / scheduled. One Project Lead / PoMO Team meeting was cancelled due to lack of attendance, all other meetings pre and post have taken place.</p>	2	2	4	↓	Nov-21

Operational	Risk	SBCD011	Withdrawal of Local Authority Partner	Mar-18	C3 C6 C11	JC	Risk of withdrawal of Local Authority partner. Potential for projects to fall as lack of funding / borrowing available from the project lead authority. Loss of funding for regional projects and regional support structures. Potential need to reduce scale of regional projects and / or withdraw scheme from local authority area. Resulting in not achieving outcomes of City Deal.	3	5	15	Ensure JCA is agreed by all local authority partners and includes provisions for such a scenario.	04/01/21 Funding agreements are in the process of being developed with partners including Local Authorities and Lead deliverers and all form part of the JCA 08/04/21 On going no issues to report. Continue monitoring. 01/07/21 As per previous updates. No issues to report.	2	3	6	↔	Nov-21
	Risk	SBCD012	Withdrawal of other partner	Mar-18	C3 C6 C11	JC	Risk of withdrawal of other partner due to reduction in funding for regional support structures, potential impact on ability to achieve broader outcomes of City Deal re: improving public service delivery and other strategic regional functions	3	4	12	Develop arrangements with other partners who are not subject to the JCA to reflect provisions for withdrawal	01/10/20 All Partners currently supportive of SBCD. Funding agreements should be signed with partners who have not signed up as part of the Joint Collaborative Agreement (i.e. universities and health boards).PoMO to review role of co-opt partners 04/01/21 Funding agreements are in the process of being developed with partners including Local Authorities and Lead deliverers and all form part of the JCA. 08/04/21 No issues to report. Continue to monitor. 01/07/21 As previous updates. no issues to report.	2	3	6	↔	Nov-21
Delivery	Risk	SBCD013	Slippage in delivery of programmes / projects against key milestones	Mar-18		JC	Risk that City Deal doesn't achieve the outcomes intended within the timescales agree due to slippage in delivery of programme against key milestones resulting in borrowing and recouperation not accurately reflecting spend	3	4	12	Establish robust monitoring and evaluation framework to ensure programme and project delivery remains within agreed timescales and to ensure that all targeted project outputs and outcomes will be achieved. Regional Team in place to undertake monitoring role. Accountable Body/Section 151 officers will undertake programme level financial profiling to ensure borrowing and distribution of City Deal funding is reflective of programme delivery.	08/04/21 Continuing to monitor timescales with programme / project leads. Government approval for Pentre Awel and Digital Infrastructure were longer than anticipated. Development of Campuses and Skills have been delayed from original timescales but are now on track for refresh timescales. PoMO is working with Programme / Project Leads at early intervention to ensure aligned to Green Book and Better Business Case guidance, Swansea University have sought internal support to support the SRO to finalise development of the Business Case. Skills have appointed a consultant to help support the strategic and economic cases. 01/07/21 Working to get all Programmes / Projects Roadmaps and Plans, we have indication of when key milestones need to be delivered. Working towards having visibility of potential delays and their impact. PoMO and ProjectLeads currently assessing P3M Tooling to accommodate plans. Quarterly Monitoring templates in place for Leads to identify and report on slippage / change to time frames.	3	5	9	↔	Nov-21
Operational	Risk	SBCD014	Engagement and buy in of critical stakeholders	Mar-18	C13 C6	PoMO Delivery Leads	Failure to engage relevant stakeholders including industry and private sector causing lack of support / engagement with City Deal and related projects resulting in City deal not achieving the anticipated long term change / outcomes. .	3	4	12	Employed dedicated communication and marketing officer. Establish dedicated communication group of key partners and project leads. Utilise different mediums and methods of communication to reach a range of audiences / stakeholders. Hold a variety of events appealing to a range of audiences. Work with project leads to identify targeted stakeholders and develop specific marketing tools for engagement with identified groups. Targeting of specific stakeholders on social media. Promotion and regular update of a cutting-edge City Deal website. Number of key partners already engaged. Ensure early and ongoing involvement through public events, procurement and supply events for example.	04/01/21 Communications, Marketing and Engagement Plan presented at Programme Board and now a live document. Focus for next 3 months will be to extend SBCD engagement to further raise awareness of SBCD among immediate stakeholders for cascade within their organisations, as well as among regional businesses and residents. A website update is also imminent, along with continued communications to continue to raise the profile of the SBCD in the regional media and beyond, as well as in the specialist media. The SBCD social media presence will be strengthened and expanded, and bi-monthly newsletters will be circulated to key stakeholders and the regional business community. 08/04/21 The website update is now live reflecting Portfolio / Programme / Project accuracy. Internal and external communications have taken place for announcements including the Pentre Awel project approval and a City Deal Procurement Event. The City Deal LinkedIn account has been strengthened with a link available from the City Deal website. Stakeholders continue to attend SBCD Governance meetings, the PoMO continue to engage with UKG/WG. SBCD Procurement Pipeline Event held March 2021. JC forward work plan includes holding a bi-annual seminar with Governance Board members. SBCD PoMO are looking to schedule this for June 2021. 01/07/21 Based on identification of Risk above plus Private Investment Risk, this risk no longer needs to be separately monitored and can be closed.	3	3	9	↔	Nov-21
Operational	Risk	SBCD015	Failing to implement the SBCD Procurement Principles including Community Benefits	Mar-18	C6 C7 C13	All	Risk of programmes/projects failing to implement programme management principles causing initial procurement exercises failing to benefit the local supply chain resulting in City Deal not achieving the anticipated long term change / outcomes. Lack of support / engagement with City Deal and related projects. Potential for negative publicity and loss of credibility.	3	5	15	Procurement Action Plan developed. Programme Procurement Principles drafted. Procurement Principles aligned to the WbFG Act. Industry engagement has identified key concerns/issues to be addressed in the Principles. Project Lead meetings planned with speakers on key topics of concern. Industry B2B events to be held. ESB/JC to endorse principles.	04/01/21 Procurement principles approved by JC in November 2020. Procurement and community benefits reporting template has been developed and due to be submitted to PB / JC January / February 21 along with procurement procedure document. 08/04/21 SBCD Procurement Pipeline Event held March 2021. Continue to develop programme / project benefits reporting 01/07/21 Procedure in place to record Community Benefits, which is monitored via quarterly reports. Revised Benefits Realisation templates and reporting mechanisms are on going, which will support the implementation of the Procurement Principles. No issues have been identified. Business Engagement Manager is working with Programme / Project Leads to support. Exploratory conversations regarding the application of the Welsh TOMS.	2	4	12	↔	Nov-21
Operational	Risk	SBCD016	Negative media coverage	Mar-18	C13	PoMO	Risk of City Deal image being portrayed negatively to all stakeholders and consequently the opportunities afforded by the City Deal are not realised at all levels. Resulting in disengagement of industry, business and social stakeholders alike. Potential for further negative coverage from other media, given damage to City Deal reputation and the opportunity for follow-up questions / diary markers to scrutinise City Deal progress / previous statements.	3	4	12	Dedicated communications officer in place to manage media enquiries, monitor all press releases, posts etc relating to City Deal and develop appropriate response where necessary. Ensure regular press releases on positive news and progress. Further develop relationships with key journalists across the region Develop contacts with specialist publications and websites Regular, pro-active comms (press releases and social media) on City Deal milestones/updates/facts and good news stories. Inclusion of video and audio content to accompany press releases and social media posts, when appropriate Regular proactive comms updates to key identified stakeholders across the region Approved statements to be sent in response to media queries on deadline, accompanied by discussions with the reporter asking the	08/04/21 There has been very little negative media coverage in 2021 to date, apart from some coverage of the Pembroke Dock Infrastructure planning application, given heritage concerns. The SBCD Communications & Marketing Officer has been working with MHPA to raise awareness of the PDM Programme as a whole on social media and in the Pembrokeshire media. Media coverage for the Pentre Awel's project approval has been overwhelmingly positive. Also positive media coverage on the Procurement Pipeline Event and further £36m draw down of City Deal funds. 01/07/21 Media coverage continues to be positive. Recruitment of the Communications & Marketing Officer underway which will allow us to manage the content of releases based on specific occurrences as the Portfolio develops. Coverage for the Digital Infrastructure Programme in the media has been extremely positive.	1	2	2	↔	Nov-21
Operational	Risk	SBCD017	Silo mentality / working	Mar-18	C13 C6	All	Risk of silo working due to programmes / projects not making the cross connections and the whole system opportunity for change is not realised. Ambitions of the City Deal are not embedded into organisational aims and the transformational potential of the deal is therefore not realised. Resulting in City Deal being viewed and delivered via status quo rather than challenging and positively transforming the delivery of industry and public services in the region	4	3	12	Regular project leads meetings to identify opportunities for cross project working. Digital Infrastructure and Skills and Talent projects to meet with other project leads on a 121 basis to ensure the cross cutting themes of skills and digital are incorporated into all project plans.	04/01/21 PoMO supporting Prog / proj leads in developing Business Cases. Regular Team meeting held fortnightly to share progress and latest developments. Meetings between PoMO and prog / proj leads to provide guidance and assurance on progress of PAR recommendations. Meetings held with prog / proj leads and PoMO to support implementation of standardised risk registers and issues logs. Procurement Workshops in process between PoMO and prog / proj leads to support in development and reporting. 08/04/21 Team meetings are now being held monthly. PoMO representative now attends Programme / Project Boards. Regular presentations and meetings with key stakeholders on Portfolio status and progress updates. 01/07/21 PoMO continue to engage with regional stakeholders and offer support for City Deal and wider initiatives.	2	2	4	↔	Nov-21

up

down

Operational	Risk	SBCD018	Lack of alignment of communications between partners	Mar-18	C13 C6	PoMO	Risk of confused / inconsistent / unclear messages given out due to lack of alignment of communication between partners resulting potential negative media and social media coverage, undermining the City Deal brand and objectives	4	5	20	Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key comms officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issued promptly. Develop and maintain a protocol which requires partners to send press releases and statements to the City Deal Communications officer for consistency and awareness. Develop online portal for partners to access shared logos, statements, quotations etc for us in all City Deal comms.	04/01/21 Monthly Highlight Reports are now circulated to prog / proj leads. Minutes of Programme Boards circulated to prog / proj leads. PoMO representative now sits on the prog / proj boards. 08/04/21 PoMO are now producing Ministerial reports that are produced monthly in line with Joint Committee meetings. Following departure of Comms & Marketing Officer, PoMO are in the process of recruiting a replacement. Contingency plans in place and handover provided, key work areas are being covered by PoMO and close working with Marketing & Comms Officers in key organisations. Continuing reporting arrangements on going such as Highlight Report, Quarterly Monitoring and Annual Report. 01/07/21 Portfolio Gateway Review scheduled for July 2021 that will engage with key stakeholders across the region. Continue to report through Governance groups on opportunities / progress updates. PoMO to scheduled bi-annual engagement meetings with lead delivery organisations and a bi-annual stakeholder event with Governance groups.	1	3	3	↔	Nov-21
	Risk	SBCD019	Change in project scope once in BAU	Mar-18	C11 C6	Delivery lead	Risk that project no longer requires same amount of funding due to change in project scope post business case approval. Project no longer achieves the necessary outcomes required for City Deal funding resulting in project not being approved and therefore unable to proceed / proceed as planned.	4	4	16	Establish robust project monitoring and evaluation to ensure project remains on track to deliver scope outlined in approved business case and overarching aims of the City Deal in terms of growth and jobs.	04/01/21 Portfolio review recommendations progressing, next iteration of the Business Case due 31st March 2021. Digital Infrastructure and Pentre Awel Business Cases awaiting Ministerial approval. Changes to HAPS BC due to be presented at January PB. Risk Strategy signed off at JC and rolled out to all prog / proj leads. Change Control process due to be submitted to PB January 21. 08/04/21 The Change control process has been approved by JC and will be utilised once a programme / project bring forward a proposed change. There are currently no proposed changes that effect heads of terms deliverables that the SBCD are held to. All lead authorities and lead deliverers are held to the delivery of outputs and outcomes that are documented in funding agreements. 01/07/21 Change Control process approved by Governance Boards and implemented.	4	3	12	↔	Nov-21
Operational	Risk	SBCD020	Failure to establish a robust baseline	Mar-18	C6	Delivery leads / PoMO	Risk of failing to establish a robust baseline resulting in inaccurate measuring of impacts of city deal.	3	4	12	Initial impact assessment undertaken to identify headline impacts of the city deal. Need to further develop this to capture the full range baseline indicators that will demonstrate the impact of the city deal	04/01/21 PoMO continue to work with Welsh Government. Good progress being made on AOR recommendations. Risk to remain open until next iteration of Business Case is due 31st March 2021. 08/04/21 Portfolio Business Case updated and approved by JC and forwarded to Governments for consideration. Investment objectives and baselines are now clearly articulated in the Portfolio BC. Will be reviewed once feedback received from Governments. 01/07/21 Portfolio Benefits Profiles developed, cascading to all Programmes / Projects to establish baseline and monitoring process.	2	2	4	↔	Nov-21
	Risk	SBCD021	Government policies and legislation	Sep-20	C6		Lack of robust measures to governance policies and legislation can lead to failure to protect the stakeholders, staff and public funds associated with the City Deal and result in legal challenge, reputational damage and threat to SBCD portfolio delivery	3	3	9	Governance arrangements need to be strengthened further in terms of documenting the risk management methodology and risk appetite, an information sharing protocol, counter fraud procedures, due diligence and anti-money laundering arrangements, and recording of declarations of interest/gifts and hospitality for all Senior Officers and Members	04/01/21 Portfolio Business Case currently being revised, next iteration due March 2021 which will align with policy and legislation. 09/03/21 Declarations of Interest process and template now completed and now embedded. Awaiting feedback to finalise counterfraud and money laundering policy. 01/07/21 PoMO and Programme / Project Leads working closely with both Governments to ensure alignment with policy.	2	2	4	↔	Nov-21
Operational	Risk	SBCD022	Political Changes	Oct-20	C9	All	Changes in Local, Regional or National Government may impact the approach, development and delivery of the SBCD resulting in new ways of working which may impair the current portfolio	3	3	9	Periodic elections across both Governments and locally. SBCD stakeholders frequently engage with with and provide updates to political leaders and monitor election periods.	10/12/2020 Acknowledgement that the next Senedd election is due to be held 6th May 2021 08/04/21 On going. 01/07/21 Vaughan Gethin is now responsible for City & Growth Deals across Wales. The establishment of coporate Joint Committees is underway for SBCR which could impact on the governance arrangements for the SBCD.	3	3	9	↔	Nov-21
Financial	Risk	SBCD023	Failure to achieve full funding package	Mar-18	C3	All	Risk of failing to achieve the full funding package resulting in project potentially unable to deliver or to deliver full scale of anticipated project outcomes	3	5	15	Early engagement with all funders to develop strong relationships. Robust financial planning and clear outline of interdependencies of funding in the business case, ensuring that fundamental aspects of the project are funded through most secure funding sources. Timely review and approval of five case business plan. Effective and timely procurement activity. Establishment of robust contracts. Ongoing dialogue to resolve issues relating to revenue funding.	11/01/2021 A standard quarterly monitoring has been developed further on discussion with WG. This will be updated quarterly with the Portfolio Business Case being updated annually. Funding agreement has been formally updated and approved under the delegated authority by MO and S151. Funding agreements will be engaged over the coming months as project develop 07/04/2021 This is being monitored on a quarterly basis with a forecast position estimated over the lifecycle of the programmes/projects. A business engagement strategy is being developed to support and engage private sector investment. 01/07/21 Awaiting approval of sign off of final Business Cases. Once achieved risk to be revisited and potentially closed	3	4	12	↔	Nov-21
Financial	Risk	SBCD024	Failure to identify / secure revenue funding	Mar-18	C3 C6 C11 C14	Accountable Body	Risk of failing to identify / secure revenue funding resulting in four projects, including one regional project, unable to proceed.	5	5	25	Ongoing dialogue with governments to identify potential solutions including discussions on Capitalisation Direction. Projects with revenue element encouraged to explore alternative funding streams to support revenue elements.	07/04/2021 Revenue funding requirements has been identified and will be actively managed going forward. Local Authorities will use the capital receipts directive where applicable to apply to City Deal and Public Sector investment components as agreed by the regional Section 151 Officers. Revenue investment from private sector will be managed at programme / project level as per their requirements. 01/07/21 Revenue funding requirements has been identified and will be actively managed going forward. Where constraints are identified, SEC 151 Officers will work closely to identify mitigating actions where appropriate.	3	4	12	↓	Nov-21
Financial	Risk	SBCD025	Failure to agree NNDR (rates retention) flexibility	Mar-18	C3	Accountable Body	Risk of failing to agree NNDR (Rates Retention) flexibility resulting in Local authorities unable to borrow required amount for projects	4	5	20	Ongoing dialogue with government to explore opportunities for rate retention	11/01/2021 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body. 07/04/2021 In-principle agreement with WG but further discussions delayed due to Covid-19. Report on apportionment methodology being submitted to May/June governance boards. 01/07/21 Report drafted. Intention to submit to Programme Board July / August.	3	3	9	↔	Nov-21

Financial	Risk	SBCD026	Private sector funding contribution/s not in line with initial business case projections	Mar-18	C3	Delivery Lead	Risk that Private sector funding / contributions is not in line with initial business case projections resulting in overall impact of the City Deal not being realised. Project cannot deliver full scheme. Project is unsustainable	5	5	25	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	31/01/20 Private sector contributions need to be evidenced in all project business cases, which need approval from UKG and WG before release of funds 14/05/20 Quarterly financial monitoring now in place with report to Programme Board and JC in June. Private sector contributions evidenced in project business cases. Covid-19 impact assessment with project leads for completion. 01/10/20 Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met 11/01/2021 This is an inherent risk within the SBCD and will be monitored quarterly. 07/04/2021 A business engagement framework is being developed to support and engage private sector. At present limited private sector funding has been committed, however as the portfolio develops further investment will be stimulated as programmes / projects and supply chains mature. This will be monitored quarterly 21/10/21 At present limited private sector funding has been committed, however as the portfolio develops further investment will be stimulated as programmes / projects and supply chains mature. This will be monitored quarterly..	2	2	4	↓	Nov-21				
Financial	Risk	SBCD027	EU match funding contributions not in line with initial business case projections	Mar-18	C3	Delivery Lead	Risk that EU match funding contributions not in line with initial business case projections resulting in overall impact of the City Deal not being realised. Project cannot deliver full scheme. Project is unsustainable	5	5	25	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	11/01/2021 WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023 Pembroke Dock Marine - December 2023 07/04/2021 Programmes/projects will manage European funding inline with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk. 01/07/21 European funding has been secured between 2 city deal programmes and committed until end 2023. See reference to Risk ID27. Risk closed.	2	3	6	↓	Nov-21				
Financial	Risk	SBCD028	Timeframe for end of current EU funding programmes EU funding is still committed in line with BC profiles	Mar-18	C3	All	Spend profile and delivery of programmes / projects needs to ensure it meets requirements for final date for EU funding, resulting in funding lost if it doesn't meet requirements	3	3	9	Early dialogue with all funders including Governments and WEFO. Project lead to accelerate business case development	11/01/2021 WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023 Pembroke Dock Marine - December 2023 07/04/2021 Programmes/projects will manage European funding inline with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk. 01/07/21 As per financial monitoring £3m of European funding has currently been committed. Programmes/projects will manage European funding inline with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk	2	4	8	↓	Nov-21				
Financial	Risk	SBCD029	Project authority lead unable to borrow amount required to frontload all programmes / projects	Mar-18	C3 C6	LA's	Risk that Project authority lead unable to borrow amount required to frontload all programmes / projects unable to go ahead	3	5	15	Project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform project lead authority of any changes to financial profile. Section 151 officer group to look at schedule of repayment of City Deal funding for consideration and agreement by Joint Committee.	11/01/2021 Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement. 07/04/2021 Regional S151 officers have agreed borrowing principles, UK government has indicated a reduction in the term of the grant award and as such ongoing work to review the impact of this is being undertaken. 01/07/21 Borrowing principles have been provisionally agreed. Will look to formalise July / August. Cashflow forecast monitoring has been undertaken, no indication that locally delivered prog / proj will fall short of any borrowing requirement. Principles around regional borrowing have been agreed provisionally, and will be formalised Q2.	2	3	6	↔	Nov-21				
Financial	Risk	SBCD031	Increase in cost of construction	01/07/21	C3 C6	All	Risk that cost of construction may increase impacting on budgets set out in Programme / Project Businesses resulting in an overspend	5	3	15	The PoMo will work closely with programme / project leads to identify potential impact and determine whether it is managed locally or whether intervention at Portfolio level is required.	Construction Impact Assessment currently being drafted highlighting the impact on all Programmes and Projects across the Portfolio	5	3	15		Nov-21				
Financial	Opportunity	SBCD032	Advancement of SBCD grant from UK Government	01/07/21	C3	All	Advancement of SBCD grant from UK Government from 15-10 years. This will reduce the borrowing requirement for the Portfolio.				Awaiting SBCD grant profile to be formalised.						Nov-21				
	Risk	SBCD033	Welsh Government 2021 update of Technical Advice Note (TAN) 15 development risk of flooding and coastal erosion and associated flood planning maps.	11/10/21	C2 C6	Accountable Body	Proposed updates to the TAN and maps have recategorised the vulnerability of certain developments, increased the extent of the flood maps and the ability of land owners and local authorities to potentially achieve planning permission and ultimately develop land affected by the 2021 updates.	4	4	16	Welsh Government are monitoring effectiveness of Planning Policy Wales (PPW) and Technical Advice Note (TAN) 15 through a notification direction and sustainable development indicators. Coordinated challenge (Lead by WLGA) to Welsh Government to ensure the updating of TAN 15 does not have a negative impact on regeneration activity. Carry out additional Environmental Impact Assessments (EIA) Consultation with Lead Local Flood Authority and planning authorities Flood Map for planning embedded Strategic Flood Consequences Assessment (SFCA) to be undertaken to provide the evidence to inform policies and site selection processes for all strategic and local development plans. Flood consequences Assessment (FCA) to be carried out to assess the risk of development in a flood risk area. Progress as planned across the portfolio, being cautious that future planning applications might be affected and raise any concerns as early as possible Programmes and Projects to review the potential impact of the updated TAN and provide a statement indicating whether or not they believe their schemes could be affected and any other measures they are taking on top of those listed here.						4	4	16		Nov-21

Risk Group	Risk Ref	Date Closed	Risk Title	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Update/Control Actions		
Development	SBCD030	31/01/20	Delay in establishment of ESB	C14	JC / UGK & WG	Formal governance structure incomplete. Unable to begin formal review of business cases. Lost opportunity of private sector direct involvement to inform and assist in the wider economic development of the SBCD Region.	4	5	9	Recruitment process agreed with UK & Welsh Government. Early and frequent communication re regional decisions / recommendations.	3	5	5	ESB Chair and membership approved at first formal Joint Committee meeting on 31st August 2018. Introductory session held on 19th September to assist members in their new role. Future meeting dates for the next 12 months set in advance, with scheduled frequency of ESB meetings increased to a monthly basis (or more frequently as required) to establish momentum in anticipation of a number of business cases coming forward.	1	1						01-Jan-19		
Development	SBCD031	14/05/20	Delay in approval of JCA	C6 C14	All	Unable to formally establish governance structures. Unable to draw down city deal funding. Unable to sign off project business cases. Risk of withdrawal of local authority / other partner from City Deal (see risks below)	3	5	8	Local authority legal and financial working group established and meeting regularly with contractors to ensure agreement reflects requirements of all parties. Regular updates to Joint Committee and drafts regularly submitted to Joint Committee and Governments for review.	2	5	5	JCA formally approved by each of the four local authorities at meetings of the Full Councils in June and July. JCA endorsed by JC at first formal meeting on 31st August 2018	1	1							01-Jan-19	
Development	SBCD032	31/01/20	Delay in approval of Implementation Plan	C6 C14	RO	Delay in overall mobilisation and delivery of City Deal programme and agreement of formal Joint Committee work programme.	3	3	6	IP drafted by RO. Review of draft versions IP by both Govs and speedy iterative process have enabled final version. IP on agenda for sign-off at first formal JC meeting anticipated end of Summer 18.	2	3	3	IP signed off in principle at the first JC on 31st August 2018. Final IP to be reviewed and endorsed by JC at next meeting following approval by UK and Welsh Government	1	1							01-Jan-19	
Implementation	SBCD009	21/10/20	Swansea University withdraw from programme (added January 2019)	C6, C10, C11, C14	Project leads	Risk of Swansea University withdrawing from the programme. Projects unable to deliver at all or to full scope as detailed in heads of terms resulting in not being able to achieve intended programme outputs and outcomes.	3	5	15	31/01/20 Continued senior Swansea University representation at Joint Committee. Swansea University working on a business case for the Campuses project. Building on the Steel and Metals Science Institute at Swansea University, the National and Steel Innovation Centre forms part of NPT's revised programme of projects (Supporting Innovation and Low Carbon Growth) 14/05/20 Campuses project meetings continuing remotely. 01/10/20 Swansea University is engaged with Pentre Awel and is leading the development of the Campuses project. They are also key to the delivery of other projects such as HAPS, SLGC, Skills and Digital.	2	2	4											
Implementation	SBCD003	11/12/20	Slippage in delivery of portfolio	C6 C14	JC	Risk of City Deal not achieving the outcomes intended within the timescales agreed. Borrowing and recoupment does not accurately reflect spend resulting in slippage in delivery of the portfolio	4	4	16	Establish robust monitoring and evaluation framework to ensure programme and project delivery remains within agreed timescales and to ensure that all targeted project outputs and outcomes will be achieved. Regional Team in place to undertake monitoring role. Accountable Body/Section 151 officers will undertake programme level financial profiling to ensure borrowing and distribution of City Deal funding is reflective of programme delivery.	3	3	9	31/01/20 Implementation of all Actica and internal reviews making significant progress. New Programme Director appointed, who will start in post on March 2, 2020. Specialist advisers to ESB appointed 14/05/20 Implementation of all Actica and internal reviews making significant progress. This includes the development of an Integrated Assurance and Approval Plan (IAAP) and a planned Gateway review for the City Deal programme. Potential Covid-19 impact is being assessed with project leads and stakeholders. 01/10/20 Implementation of all Actica, internal and external reviews to be reviewed by UGK & WG 7th Oct 2020. Integrated Assurance and Approval Plan (IAAP) has been developed and approved by WG. Gateway review for the City Deal portfolio and HAPS/SLGC / Pentre Awel undertaken. Covid-19 impact is being assessed with project leads and stakeholders. 04/01/21 Monitoring & Evaluation Plan in place, quarterly monitoring report established and presented to JC / PB quarterly updating on key achievements, prog / proj risk and outputs / outcomes. IAAP developed and now a live document for Portfolio and Prog / Proj level. Risk moved to closed, further updates to be picked up in Risk ID 013 dor delivery phase.	3	3	9							
Development	SBCD002	16/12/20	Stakeholders misunderstand the objectives / benefits / purpose of the City Deal	C13 C6	PoMo	Risk that Stakeholders misunderstand the objectives / benefits / purpose of the City Deal showing lack of support and disengagement caused by inaccurate understanding from the offset. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives	3	3	9	Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key comms officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issued promptly. Regular proactive comms and marketing of the City Deal keeping stakeholders up to date with activities, coverage and outcomes.	2	2	4	31/01/20 Significant media coverage on the release of the first £16 million of SBCD funding, the submission of the PDM project to both governments for approval, the submission of the revised NPT programme to both governments for approval, and the appointment of the new SBCD Programme Director. Regular, impactful social media activity on-going, and e-newsletter for the regional business community due for imminent distribution. Comms, marketing and business engagement on-going. 14/05/20 Programme Business Case and Monitoring & Evaluation Plan under development. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community 01/10/20 Funding Agreements now better reflect the three categories of deliverables. Project Outputs, Outcomes and impact. Portfolio business case has been updated to reflect objectives and benefits of SBCD. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community. 17/12/20 All primary stakeholders now fully engaged. Risk closed. Any risk associated with the wider stakeholder group to be picked up under Risk	2	2	4							
Implementation	SBCD007	04/01/21	Programme / Project infrastructure fails to meet its objectives	C13 C6	JC / Delivery Leads	Risk of programmes / projects infrastructure fails to meet its objectives causing City Deal to not achieve the anticipated long term change / outcomes and programmes / projects do not secure long term sustainability. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives	3	4	12	Employ dedicated business engagement officer to work with projects and industry. Host several industry targeted events / engagement opportunities to ensure business community are clear of the opportunities to engage in the City Deal and its legacy. Ensure clear and consistent communications with industry / business forums about City Deal opportunities and potential for industry. This should include phonecalls, e-marketing, face-to-face meetings, newsletters and social media. Engage with organisations that are representative of the business community and have extensive contact networks that can be used to raise awareness. Tailored communications targeted at specialist business/property media	2	2	2	31/01/20 Regular City Deal attendance of business events throughout the City Region and beyond to raise awareness of the City Deal. Tailored e-newsletter, giving City Deal updates to the regional business community, City Deal articles in specialist media. Growing City Deal social media platforms, attracting the interest of the business community. City Deal attendance at MPM 2020 to raise the profile of City Deal projects and further investment opportunities in SW Wales. City Deal represented in online and offline MPM 2020 promotional materials. 14/05/20 E-newsletter distributed to the regional business community at the start of March. Communications and business engagement on-going remotely, despite Covid-19. This has included discussions with groups including Swansea Bay Business Club, CBI and the South Wales Chamber of Commerce. MPM 2020 and other business engagement events postponed due to Covid-19. 01/10/20 See previous 04/01/21 Mitigation is covered within other risks in the register.	2	2	2							
Financial	SBCD030	Mar-18	Regional project authority lead unable to borrow amount required to frontload regional project funding	C3 C6	LA's	Risk that Regional project authority lead unable to borrow amount required to frontload regional project funding resulting in project potentially unable to deliver or unable to deliver across the whole region.	3	5	15	Regional project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and regional project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform regional project delivery lead of any changes in financial profile. Section 151 officer group to look at proportional borrowing, repayment and benefit / impact of regional projects for each local authority areas.	4	4	4	14/05/20 JCA signed by all four regions LAs, outlining commitment to regional projects. Details of regional LA obligations outlined in regional full business cases 01/10/20 JCA signed by all four regional LAs, outlining commitment to regional projects. Details of regional LA obligations outlined in regional full business cases. Ongoing discussions with projects on how funding will be raised 11/01/2021 Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement.	4	4	4	↔	Apr-21					

Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date
As previous update	1	1		15.Apr.19	This risk is no longer live and will be removed from future updates.	-	-		01 Jul.15	This risk is no longer live and will be removed from future updates.	-	-		#####	This risk is no longer live and will be removed from future updates.	-	-		#####	Two new specialist advisors have been appointed to assist the Economic Strategy Board, representing the sectors of micro business and skills & talent	1	1		#####	ESB and specialist advisors in place. Risk can be removed.									
As previous update	1	1		15.Apr.19	Further to the findings and recommendations of the two SBDCD reviews changes to the JCA will be required. The full scale and requirements of the changes are currently being assessed but will require approval by the Joint Committee, UK and Welsh Government and could require re-submission to the four Councils. This may delay approvals of forthcoming projects.	3	2		01 Jul.15	Further to the findings and recommendations of the two SBDCD reviews changes to the JCA will be required. A draft of the revised JCA will be considered by Programme Board and recommendations made to the Joint Committee in July 2019. The approved revised JCA will then need to be approved by the UK and Welsh Government. This may delay approvals of forthcoming projects.	3	2		#####	Revised JCA has been approved by Joint Committee and all four regional LAs. The revised JCA has also been sent to both Governments for information.	1	1		#####	As per previous update +AS6.AX9	1	1		#####	No longer a Risk can be removed, given the updated JCA's approval.	1	1							Risk eliminated. JC is in place and will continue to monitor fitness for purpose
IP signed off in principle at the first JC on 31st August 2018. IP will need to be reviewed in light of / following programme review due to be completed in Jan 2019.	5	4		15.Apr.19	Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a 'live' document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2		01 Jul.15	Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a 'live' document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2		#####	Regional Office is working on a revised Implementation Plan for the submission to Joint Committee for decision.	2	2		#####	Implementation Plan approved at Joint Committee on January 28th, 2020. The Implementation Plan, however, is a live document that will continue to evolve with time.	1	1		#####	This is a live document that will continue to be updated, with annual report to JC.	1	1							Implementation Plan approved by JC in July 20 Now superseded by Portfolio Business Case as headline document for SBDCD

Swansea Bay City Deal Programme Risk Register - Categories

The Swansea Bay City Deal programme risk register captures and monitors key programme level risks to the delivery of the City Deal and achievement of its aims and objectives. It will be monitored by Joint Committee and Programme Board via circulation prior to each meeting and issues tabled for discussion as necessary.

Category	Ref. No	Description
Contractual	C1	Ineffective use or management of contacts leads to increased costs
Environmental	C2	Environmental incidents
Financial	C3	Financial risks facing the Councils
Health & Safety	C4	Harm to employees / public
IT	C5	Failure of systems / cyber attack
Objectives	C6	Threat to achieving programme objectives
People / Social	C7	Threat to / from society / groups / public
Physical / Assets	C8	Damage to organisational property
Political	C9	Adverse actions caused by changes in local, regional or national governments
Professional	C10	Lack or loss of qualified employees
Projects	C11	Threat to / from individual projects
Regulatory / Legal	C12	Changes to regulations / law
Reputation	C13	Negative publicity
Schedule / Timescales	C14	Threats to timelines / critical path(s)

Swansea Bay City Deal Programme Risk Register - Scoring

Risk Assessment Matrix		Impact				
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Fundamental (5)
Probability	Almost Certain (5)					
	Likely (4)					
	Possible (3)					
	Unlikely (2)					
	Extremely Unlikely (1)					

Status	Management action required
Comfortable (G)	The Joint Committee and Programme Board accepts the level of risk presented as within its' comfort zone
Manageable (M)	The Joint Committee and Programme Board accepts the level of risk presented, subject to suitable and effective risk controls being in place, working and evidenced
Unacceptable (R)	Risks at this level may be accepted, subject to approval of Joint Committee and Programme Board, based on rigorous control measures and regular evidenced reports of control effectiveness by SCR Panels

		Percentage	Description
Probability	Almost Certain (5)	> 80%	Will occur in most circumstances
	Likely (4)	51 - 80%	Strong possibility
	Possible (3)	26 - 50%	Reasonable chance of occurring - has occurred before on occasion
	Unlikely (2)	10 - 25%	Unlikely to occur but potential definitely exists
	Extremely Unlikely (1)	<10%	Will only occur in exceptional circumstances

Impact	Insignificant (1)	No impact on programme success - minimal delay or interruption. No adverse interest from the media
	Minor (2)	Little impact on ability to deliver. Adverse comments confined to local media / stakeholder groups
	Moderate (3)	Moderate impact on the success of programme.
	Major (4)	Potential to damage success of programme and prevent achievement of key outputs / outcomes.
	Fundamental (5)	Potential to prevent programme from delivering at all. Prevent outputs / outcomes from being

Swansea Bay City Deal COVID-19 Economic Impact Assessment

Version control: V1.7

Assessment date: Oct-21

Review date(s): Jan-22

Completed by:

The Covid-19 impact assessment is the method used by the Swansea Bay City Deal to assess the potential impact that the Covid-19 crisis has on each of nine programmes / projects and overarching City Deal portfolio. Recognising that the national and regional economic recovery will rely upon City Deal programmes / projects to support and stimulate national and regional economic growth and attract inward investment during these times of uncertainty.

The assessment will assure the viability and successful delivery of the City Deal programmes / projects during the crisis and recovery stages of the Covid-19 pandemic. This assessment will compliment existing City Deal governance procedures and documentation and any Covid-19 recovery plans for all primary stakeholders. It is envisaged that risks impacting the programmes / project and mitigations to overcome them will be dealt with at programme / project level. Any risks deemed to place significant pressures on the programme / project or overarching portfolio such as significantly changing the programme / project scope, significant variance in the defined programme / project outputs, significant stage gate delays or continued commitment from key stakeholders, will be assessed by the SBCD Portfolio Management Office and escalated to Joint Committee for appropriate intervention and decision. In the event that a programme / project is exposed to have significant risk and impact, a task and finish group will be established to gather evidence, identify mitigations and determine an appropriate course of action.

The process to gather the required information, assess its impact and determine appropriate mitigations and decisions is outlined below:

1. Define assessment scope and areas of focus

2. Identify key risks in the Risk Assessment worksheet and assess the level of risk associated with each

3. Analyse the potential impact of these risks in the Impact assessment worksheet

4. Identify corrective action and level of intervention

5. Report to Joint Committee, Programme Board and Economic Strategy Board

6. Disseminate findings regionally and to Welsh and UK Government

ASSESSMENT CRITERIA	SCORING				Impact score April									
	0	5	10	20	PDM	Yr Egin	Campuses	Digital	HAPS	SI & LCG	Pentre Awel	Swansea Waterfront	Skills	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5	20	5	0	5	5	0	0	10	
Targets	No risk to achievement	Short-term, limited impact to achievement	Widespread, but relatively short term impact on achievement	Significant, long-lasting impact on achievement	10	10	5	5	5	5	5	20	5	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	0	5	0	5	5	5	5	5	
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5	5	10	10	10	10	10	20	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	5	10	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	5	5	5	5	5	5	5	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	0	5	5	5	5	5	10	5	
					TOTAL	45	45	45	40	40	40	40	75	35
					C	C	C	C	C	C	C	C	B	C

	Number of Red Risks Identified by Impact Criteria								total Red Risks
	Scope and key objectives	Targets	Timescales	Reputation if project fails to deliver	Stakeholders/partnerships commitment	Project costs	Procurement	Staff resourcing	
Apr-21	6	8	6	8	8	6	3	2	47
Oct-21	4	4	4	4	2	6	2	1	27
Change	✔	✔	✔	✔	✔	-	✔	✔	✔

ASSESSMENT CRITERIA	Scoring guide				Impact score October									
	0	5	10	20	PDM	Yr Egin	Campuses	Digital	HAPS	SILCG	Pentre Awel	Swansea Waterfront	Skills	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5	10	0	0	5	5	0	0	10	
Targets	No risk to achievement	Short-term, limited impact to achievement	Widespread, but relatively short term impact on achievement	Significant, long-lasting impact on achievement	10	10	5	5	5	5	5	10	5	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	5	5	0	5	5	5	5	5	
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5	5	10	10	10	10	10	10	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	5	10	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	0	5	5	5	5	5	5	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	5	5	5	5	5	5	5	5	
					TOTAL	45	40	40	35	40	40	40	50	35
					Intervention	C	C	C	C	C	C	C	B	C
					Movement	-	✔	✔	✔	-	-	-	✔	-

Assurance / approval / Reporting			Activity/Product		Primary client	2019												2020/2021												2021/2022												2022/2023												Comments
						2019			2020			2021			2022			2023			2024			2025			2026			2027			2028																					
						Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar												
Governance																																																						
Portfolio Level																																																						
Meetings																																																						
Joint Committee	Meetings	SRO, JC, PoMo	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting, August recess.												
Programme Board	Meetings	SRO, PB, PoMo	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting.												
Economic Strategy Board	Meetings	SRO, ESB, PoMo	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting												
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMo	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Meetings every two months.													
Regional S151 officers	Meetings	AB, PoMo	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Quarterly meetings													
WG/UKG/PMO briefing	Meetings	SRO, PoMo, WG, UKG	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meetings													
SB/C/WG/PMO briefing	Meetings	SRO, PoMo, WG	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Weekly meetings													
PoMo Team	Meetings	SRO, PoMo	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Weekly meetings													
PoMo/Project Leads	Meetings	PoMo, Project Leads	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Fortnightly meetings													
Procurement Workshops with Prog / Proj Leads	Meetings	PoMo, Prog / Proj Leads																																							Meetings with all Prog / Proj Leads held													
W/LGA Regional City Deal Directors	Meetings	SRO, W/LGA, WG	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Meetings every two months													
Key Documentation Review																																																						
Integrated Assurance & Approval Plan	Live document. Part of Quarterly Report	SRO, PB, PoMo, JC																																								June 2020 approval at JC / Approval every 6 months. Submitted as part of the Quarterly Monitoring Report to PB and JC												
Portfolio Business Case	Live document	SRO, PB, PoMo, JC																																								ALR recommendations complete. Portfolio B/C Approval gained from JC March 2021. Awaiting approval from UK / WG												
AOR Report	Live document. Part of Quarterly Report	SRO, PB, PoMo, JC, W/CGB																																								Recommendations from Audit												
Implementation Plan	Live document	SRO, PoMo, PB, JC, JSC																																								July 2020 approval at JC. Quarterly Monitoring Report replaces the Implementation Plan												
Portfolio Issues Log	Live document	SRO, PoMo, PB, JC, JSC	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Updated on a quarterly basis in line with Portfolio Risk Register and Covid Impact Assessment													
Portfolio Risk Register	Live document. Part of Quarterly Report	SRO, PoMo, PB, JC, JSC	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Quarterly to JC / PB, JSC in line with Issues Log. Risk management strategy presented at PB November 2020 and signed off at JC November 2020.														
M & E plan	Live document	SRO, PoMo	###																																						Monthly highlight reports in place from Oct 2020. Quarterly monitoring reports in place from Nov 2020.													
Highlight Report	Live document	PoMo, JC, PB																																							Key prog / proj activity and risks presented monthly to JC and PB													
Quarterly Monitoring Report	Live document. Part of Quarterly Report	PoMo, JC, PB																																							Key achievements last 3 months, activity planned next 3 months, also includes appendices: IAAP, Portfolio Risk Register, Covid Impact Assessment, AOR progress, Financial Analysis, Community Benefits.													
Covid-19 Impact Assessment	Live document. Part of Quarterly Report	SRO, PoMo																																							Updated assessments submitted to PB, JC and ESB quarterly.													
Construction Impact Assessment	Live document part of Quarterly Report	SRO, PoMo																																																				
Key Documentation Approvals																																																						
Integrated Assurance & Approval Plan	Live document	SRO, PB, PoMo, JC																																								Submitted as part of the Quarterly Monitoring Report												
Portfolio Business Case	Live document	SRO, PB, PoMo, JC, W/CGB																																								Annually reviewed												
Implementation Plan	Live document	SRO, PoMo, PB, JC, JSC																																								July 2020 approval at JC. Quarterly Monitoring Report has replaced the Implementation Plan												
Portfolio Issues Log	Live document	SRO, PoMo, PB, JC, JSC	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Updated on a quarterly basis in line with Portfolio Risk Register and Covid Impact Assessment													
Portfolio Risk Register	Live document	SRO, PoMo, PB, JC, JSC	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Quarterly to JC / PB, JSC in line with Issues Log. Risk management strategy presented at PB November 2020 and signed off at JC November 2020.													
M & E plan	Live document	SRO, PoMo	###																																							Monthly highlight reports in place from Oct 2020. Quarterly monitoring reports in place from Nov 2020. Annual performance report also planned. ...												
Highlight Report	Live document	PoMo, JC, PB																																								Key prog / proj activity and risks presented monthly to JC and PB												
Quarterly Monitoring Report	Live document. Part of Quarterly Report	PoMo, JC, PB																																								Key achievements last 3 months, activity planned next 3 months, also includes appendices: IAAP, Portfolio Risk Register, Covid Impact Assessment, AOR progress, Financial Analysis, Community Benefits.												
Covid-19 Impact Assessment	Live document	SRO, PoMo																																								Updated assessments submitted to PB and JC quarterly												
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMo																																								SRO appointment in June 2020. RPA submitted												
OGC Gateway Process	Stage Gate 0 Portfolio Strategic Assessment	SRO, PB, PoMo, JC																																																				
Accounting Officer Review (AOR)	AOR	SRO, PB, PoMo, JC, W/CGB																																								AOR is an annual review in line with PBC update. PBC is part of core documentation for annual assessment prior to funding approval												
Approval point for AOR review	AOR	SRO, PB, PoMo, JC, W/CGB																																																				
OGC Gateway Process	Stage Gate 0 Portfolio Strategic Assessment	PoMo, SRO, PB, JC																																								Review report to JC / PB quarterly. PoMo implementing recommendations												
External Audit	Audit	AB, PoMo	IA																																						Annual Wales Audit Report													
Internal Audit	Audit	AB, PoMo																																							Penbroskeshire Council Internal Audit. Report presented to Governance Boards in May 2021													

Assurance / approval / Reporting	Activity/Product	Primary client	2019/2020			2020/2021			2021/2022			2022/2023			Comments												
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Governance																											
Project Level																											
Meetings																											
Delivery Team	Meetings	Project Leads																									Bi weekly meetings, review frequency on submission of DfE
Steering Group	Meetings	Project Leads, Internal																									Bi-weekly meetings
External Reference Group	Meetings	Project Leads, Internal and External Partners																									Bi weekly meetings
City Deal Strategic Oversight Group	Meetings	PLA																									Monthly meetings: Two meetings in October and November
CSS Governance	Meetings																										
Health Board Governance	Meetings																										
Joint Committee	Meetings	SRO, JC, PMO																									Monthly meeting, August recess.
Programme Board	Meetings	SRO, PB, PMO																									Monthly meeting - two meetings in June 2020, August 2020 meeting cancelled.
Economic Strategy Board	Meetings	SRO, ES, PMO																									Monthly meeting
Joint Scrutiny Committee	Meetings	SRO, JSC, PMO																									Meetings every two months.
PMO/Project Leads	Meetings	PMO, Project Leads																									Bi-weekly meetings
Key Documentation Review																											
Integrated Assurance & Approval Plan	Live document	SRO, PB, PMO, JC																									quarter
Business Case	Live document	SRO, PB, PMO, JC																									Submission to jc June 2021
Implementation Plan	Live document	SRO, PMO, PB, JC, JSC																									
Highlight Report	Live document	PoMO, PB, JC, JSC																									monthly
Quarterly Monitoring Report	Live document	PoMO, PB, JC, JSC																									Quarterly
Issues Log	Live document	SRO, PMO, PB, JC, JSC																									Quarterly
Risk Register	Live document	SRO, PMO, PB, JC, JSC																									Quarterly
M & E plan	Live document	SRO, PMO																									
Covid-19 Impact Assessment	Live document	SRO, PMO																									Updated quarterly as part of quarterly monitoring report
Assurance																											
Project Level																											
Level 1 - Functional Assurance (Internal)																											
Technical, due diligence, data security and financial	Internal procedures	PLA, Project Leads																									Annual review to ensure fit for purpose
Level 2 - Independent																											
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO																									SRO appointment in June 2020. RPA
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC																									
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC																									
OGC Gateway Process	PAR																										
PMO Project Health Check	Health Check	SRO, PB, PMO, JC																									
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC																									
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC																									Siketly Lane PAR gateway 3 - Q2 2023.
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PMO, JC																									Set for Qtr1 - 2025
OGC Gateway Process	Gate 5 Operations Review &	SRO, PB, PMO, JC																									Estimate date - 2033
Approvals																											
SBUHB Board	Meeting	SRO, PL, Internal Partner																									
HDUHB R&I Board	Meeting	SRO, PL, Internal Partner																									
Scrutiny Panel	Meeting	SRO, PL, Internal Partner																									
Swansea Council Cabinet	Meeting	SRO, PL, Internal Partner																									
Arch Board	Meeting	SRO, PL, Internal Partner																									
Swansea University - SLT	Meeting	SRO, PL, Internal Partner																									
Swansea University - SOP Board	Meeting	SRO, PL, Internal Partner																									
Swansea University - Finance and Strategy	Meeting	SRO, PL, Internal Partner																									
Swansea University Council	Meeting	SRO, PL, Internal Partner																									
PMO - Programme Board	Meeting	SRO, PL, PMO																									
Joint Committee	Meeting	SRO, PL, PMO, JC																									
Consequential Assurance																											
OGC Gateway Process	Gate 0 Programme Strategic Assessment	PMO, SRO, PB, JC																									
Level 3 - Audit																											
Audit	Audit	SRO, PB, PMO, JC																									Wales Annual Audit
Lessons learned workshop	Meetings	Partners																									
Comms group	Meetings	Partners																									Quarterly into delivery phase

Assurance / approval / Reporting	Activity/Product	Primary client	2020/2021												2021/2022												Comments
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Governance																											
Digital Programme Board	Live document / Meetings	CCC, PCC, CCS, NPT		x	x		x		x	x					x	x	x	x	x	x	x	x	x	x	x	Monthly Programme Board meetings	
Carmarthenshire County Council	Council Meetings	CCC		x				x	x	x					x											Reports and/or presentations taken to CMT/PEB/EB as appropriate for decisions and updates	
Regional Local Authorities	Council Meetings	CCC, SCC, PCC, NPTC						x	x																	Reports/Business Case taken as appropriate for decision and discussion	
Joint Committee	Meetings	SRO, JC, PoMO	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting - Highlight reports/Project updates provided as requested	
SBCD Programme Board	Meetings	SRO, PB, PoMO	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting - Highlight reports/Project updates provided as requested	
Economic Strategy Board	Meetings	SRO,ESB, PoMO	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly meeting - Highlight reports/Project updates provided as requested	
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO		x		x		x	x	x		x		x		x		x		x					x	Meeting every two months - Documentation provided as requested	
Assurance																											
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO			x			x																		Provided to regional office in June 20 and to Welsh Government in September 20	
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC							x																x	Completed October 20. Next one planned for January 22	
Programme Business Case	Live document	SRO, PoMO, PB, JC, JSC							x	x	x														x	Business Case produced, incremental strengthening and amendments ongoing	
Programme Risk Register & Issues Log	Live document	SRO, PoMO, PB, JC, JSC	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Risk register and issues log produced and live. Monthly review and amendments ongoing via Digital Programme Board.	
Programme M & E plan	Live document	SRO, PoMO, PB, JC, JSC	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	M & E Plan produced and live. Monthly review and amendments ongoing.	
UK and Welsh Gov Policy discussions	Meetings	SRO, PoMO		x		x		x	x		x		x				x								x	Several policy meetings have taken place to inform Business Case. Policy discussions ongoing quarterly.	
Audit and risk																											
Audit	Audit	SRO, PB, PoMO, JC	WAO/NAO	WA O/N AO	WAO/NAO																					annual audit	

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2020/2021												2021/2022												Comments
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Governance																												
Project board	Live document	CCC, PCC, CCS, NPT	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
Carmarthenshire County Council	Council Meetings	CCC	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
RLSP	Meetings	RLSP	Jan-20	x	x	x	x		x	x	x	x	x	x	x	x	x											
Regional LAs	Council Meetings	CCC, SCC, NPTC, PCC	Jan-20			x				x																		
Project Partners	Meetings	Partners	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
Joint Committee	Meetings	SRO, JC, PMO	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
Programme Board	Meetings	SRO, PB, PMO	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
Ec Strategy Board	Meetings	SRO,ESB,PMO	Jan-20	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting		
JSC	Meetings	SRO, JSC, PMO	Jan-20		x		x		x		x		x		x		x		x		x		x		x	monthly meeting		
Assurance																												
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO																										
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	Jun-21																									
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	TBC																									
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC	TBC																									
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC	TBC																									
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PMO, JC	TBC																									
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO, PB, PMO, JC	TBC																									
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	Jan-20	x			x			x				x							x							
Project business case	Live document	SRO, PMO, PB, JC, JSC																										
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Jan-20		x		x		x		x		x		x		x		x		x		x		x			
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Jan-20		x		x		x		x		x		x		x		x		x		x		x			
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																										
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	Jan-20																									
Audit and risk																												
Audit	Audit	SRO, PB, PMO, JC																								annual audit		
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk																										
Lessons learned workshop	Meetings	Partners																										
Comms group	Meetings	Partners																										



Swansea Bay City Region Joint Committee – 9 December 2021

Financial Monitoring Report 2021/22 - Forecast Outturn Position Quarter 2

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 and approve 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 – Estimated Forecast Outturn Position

2.1. Supplementary Information

The outturn position includes 'Top Slice' of Government Grants in terms of income. On drawdown of government grants, 1.5% of this will be utilised to support the PoMO 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 £160k. 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 £28k.

2.4. Portfolio Management Office (PoMO)

To the period ended 31st March 2022 the expenditure is estimated at £644k. The PoMO is now fully staffed, with an expected staffing cost of £466k. there is a small variance against budget due to a temporary vacancy and all post being budgeted at the top of grade.

Training is forecasted at £12.5k, which included Better Business Case training for regional programme/project managers. 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 £45k (revised from £76k in the prior quarter) 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

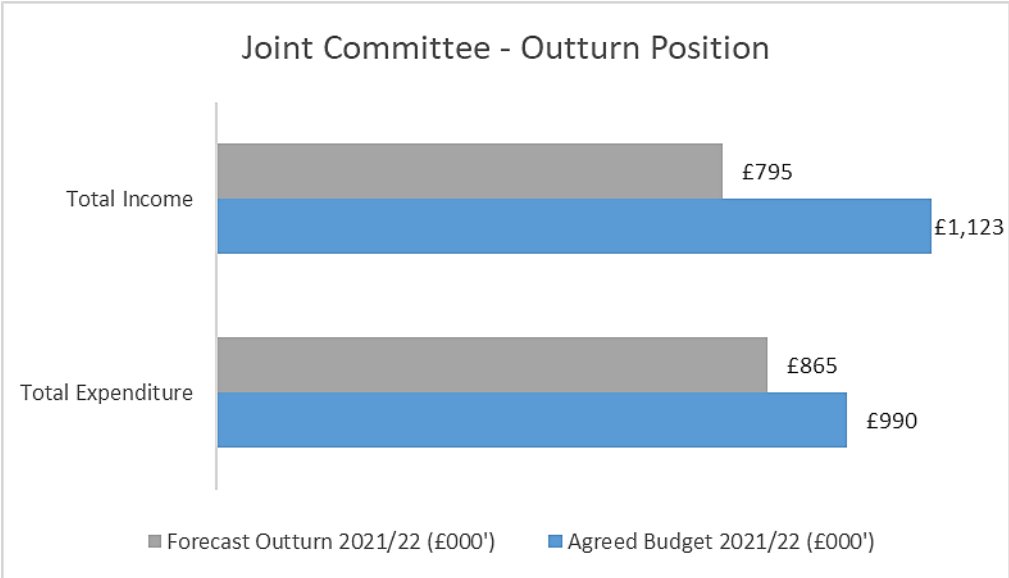
This is an annual provision for the unwinding of the PMO at the end of its five-year operational requirement. Currently the total estimate is £152k, however it is demonstrated as 2/5th (£61k) within the financial monitoring due to an accounting policy treatment.

2.6. Income

Total income for the year demonstrates £795k. This consists of partner contributions (£50k per partner) £400k and anticipated drawdown of 'Top Slice' of £395k 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 £70k. This is as a result of a change in presentation of the “Top Slice” and a timing effect due to reduced grant being dispersed to projects within the year. This concludes in an anticipated reserve of £145k at year end.



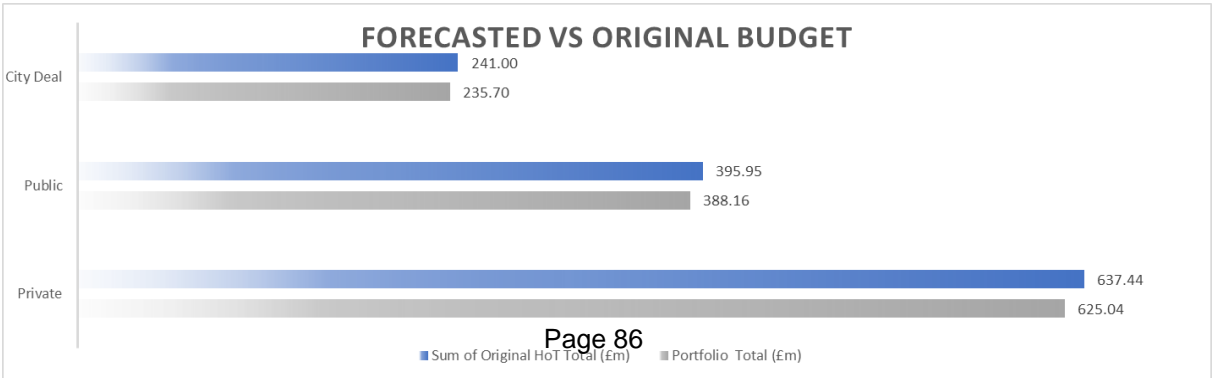
3. PORTFOLIO INVESTMENT FUND – Forecast Outturn Position

3.1. Portfolio Investment Outturn Position

The overall estimated investment position is demonstrated at £1.249bn 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 £25m (2%). Investment in the region has increased from the previous quarter due to the reprofile of the Swansea Waterfront project (Quarter 1 2021/22 - £1.238b). A detailed breakdown of investment is outlined in Appendix B.

Portfolio Forecast (Estimated)

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	388.16	- 7.79	-1.97%
Private	637.44	625.04	- 12.40	-1.95%
Grand Total	1,274.39	1,248.89	- 25.49	-2.00%



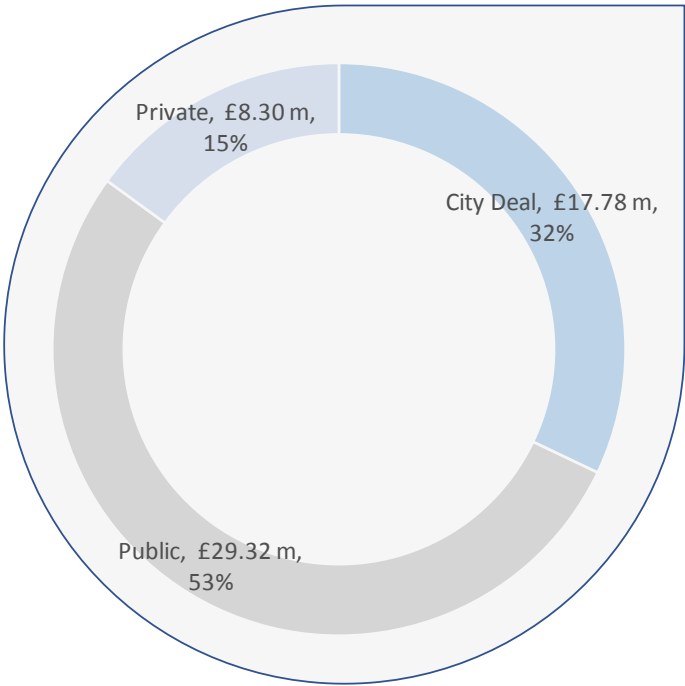
3.2. Capital and Revenue Apportionment

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 demonstrates no change compared with the prior period (Quarter 1 2021/22 - £55m).

Capital/Revenue Summary (Estimated)

Investment Component	Capital Forecast (£m)	Revenue Forecast (£m)	Total Forecast (£m)	Revenue Proportion
City Deal	217.92	17.78	235.70	7.54%
Public	358.83	29.32	388.16	7.55%
Private	616.74	8.30	625.04	1.33%
Grand Total	1,193.49	55.40	1,248.89	4.44%

Estimated Revenue Requirement



4. Financial Implications

The forecasted Joint Committee year end out-turn position (as at 30th September 2021) indicates a deficit of £70k, which will be supported by the Swansea Bay City Deal ring-fenced reserve at the year end. Expenditure is forecasted at £865k, 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 September 2021) demonstrates an under-investment of £25m (2%). Currently the portfolio is presenting a total investment over the fifteen-year life span of the Swansea Bay City Region Deal of £1.249bn, 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 Outturn Position – Quarter 2

 Joint Committee - Outturn Position Financial Year 2021/22 <i>as at 30th September 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	5,000	20,000
Internal Audit Support	20,000	20,550	19,462	1,088
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	160,343	32,369
Joint Scrutiny Committee				
Subsistence & Meeting Expenses	-	6,875	6,875	0
Travel	-	1,224	-	1,224
Democratic Services - NPT	21,332	20,658	20,658	0
Joint Scrutiny Committee Total	21,332	28,757	27,533	1,224
Portfolio Management Office				
Salary (Inc. On-costs)	366,284	536,759	465,689	71,070
Recharges - Employee costs Grant (direct)	5,259	-	-	0
Staff Recruitment Expenses	-	-	-	0
Training of Staff	-	26,010	12,500	13,510
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	2,000	14,320
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	1,750	6,410
Conferences, Marketing & Advertising	1,200	76,500	45,000	31,500
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	616,471	132,710
Provision for Unwinding of PMO				
Redundancies	-	19,684	60,957	(41,273)
Provision for Unwinding Total	-	19,684	60,957	(41,273)
Total Expenditure	640,752	990,334	865,303	125,031
Funding Contributions				
Welsh Government - Revenue Grant	(14,850)	0	0	0
SBCD Grant Revenue Contribution	(168,050)	(723,000)	(395,393)	(327,607)
Partner Contributions	(400,000)	(400,000)	(400,000)	0
Total Income	(582,900)	(1,123,000)	(795,393)	(327,607)
Provision of Service - (Surplus) / Deficit	57,852	(132,666)	69,910	(202,576)
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		69,910
Balance Carry Forward - (Surplus) / Deficit		(214,816)		(144,906)

Agenda Item 11



Swansea Bay City Region Joint Committee - 9 December 2021

Joint Committee Forward Work Plan

Purpose:	To inform Joint Committee of the latest Forward Work Plan
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Recommendation(s):	It is recommended that Joint Committee: 1) Reviews and agrees the proposed Forward Work Plan
Report Author:	Amanda Burns (Senior Portfolio Support Officer)
Finance Officer:	Chris Moore, Section 151 Officer, SBCD
Legal Officer:	Tracey Meredith, Monitoring Officer, SBCD

1. Introduction

The Joint Committee (JC) work programme summarises the planned activity for the SBCD Portfolio over the next 12 months. This document will be revised every 6 months and presented to Joint Committee members.

2. Background

The Joint Committee Forward Work Plan will be monitored by JC and updated by the PoMO to support the planning and communication of SBCD progress.

3. Financial Implications

There are no financial implications associated with this report.

4. Legal Implications

There are no legal implications associated with this report.

Background Papers: None

Appendices: Appendix A: Joint Committee Forward Work Plan

Joint Committee Work Plan November 2021 – Appendix A

Category	Action	Timeframe	Responsibility
Governance & Assurance	Benefits Realisation - Profiles populated at Portfolio	November 2021	SBCD PoMO / JC
	Benefits Realisation - Profiles populated at Portfolio / Programme / Project	January 2022	SBCD PoMO / JC
	Benefits Register	November 2021	SBCD PoMO / JC
	Update of Portfolio Business Case and submission to Welsh and UK Gov	March 2022	SBCD PoMO
	Implementation of Portfolio Gateway Review recommendations	November 2021	SBCD PoMO
	Software agreed for Portfolio / Programme / Project Plans	December 2021	SBCD PoMO PB / JC
	Review SBCD Change Control Procedure	May 2022	SBCD PoMO / PB / JC
	Programme / Project Dashboard and Roadmaps created utilising software	January 2021	SBCD PoMO / PB / JC
	Role of Programme / Project SRO	November 2021	SBCD PoMO / PB
	Review Joint Committee Terms of Reference	TBC (post CJC Implementation)	SBCD PoMO / JC
	Review Joint Committee Work Plan	November 2021	SBCD PoMO / JC
	Joint Committee meetings	Monthly	SBCD PoMO / Democratic Services
	Elect Joint Committee chair (annual basis)	Oct 2022	PoMO / JC
	Review Programme (Portfolio) Board Chair	November 2021	PoMO / PB / JC
	Review ESB Chair	Oct 2022	SBCD PoMO / ESB / JC
	Develop ESB forward work plan	Oct 2021	SBCD PoMO / ESB
	Establishment of Portfolio Gateway Assurance Framework	Nov 2021	SBCD PoMO / JC
SBCD Portfolio Gateway Review	July 2022	SCD PoMO / JC / UKG & WG	
SBCD Programme / Project Development & Procurement	Ministerial approval of Skills & Talent Business Case	October 2021	SBCD PoMO / JC / UKG & WG
	Ministerial approval of Campuses Business Case	December 2021	SBCD PoMO / JC / UKG & WG

Update Swansea Waterfront & Digital District Business Case	February 2022	SBCD PoMO / PB / JC / UK & WG
Update Pentre Awel Business Case	December 2021	PoMO / PB / JC / UKG & WG
Update Yr Egin Business Case	February 2022	PoMO / PB / JC / UKG & WG
Meet the Buyer Event	December	PoMO / PM / PB / JC
Campuses - Start procurement following Ministerial approval with design team appointments	January 2022	PoMO / PM / PB / JC
Campuses - Morriston site, main contractor appointment for £1.25m, 750 sqm office refurbishment of management centre	May 2022	PoMO / PM / PB / JC
Campuses - £12.75m, 2500 sqm, 3 storey new-build, Sketty Lane, Swansea, for Flexible, multi-functional laboratories and offices, industry co-location expected mid 2022	Mid 2022	PoMO / PM / PB / JC
Waterfront, Innovation Matrix - £7.1m commencing construction	Mid 2022	PoMO / PM / PB / JC
HAPS - Regional Financial Incentives - £5.75m fund and Regional Supply Chain Development - £7m fund to Facilitate the take up of energy efficient design and renewable technologies in new build & retrofit homes	Commencing late 2021	PoMO / PM / PB / JC
Pentre Awel - Contract awarded to Bouygues to undertake final design and construction of Zone 1	Mid 2021	PoMO / PM / PB / JC
Digital Infrastructure - Connected Places, Anchor tenant procurement for fibre	Q3/4 2021/22	PoMO / PM / PB / JC
Digital Infrastructure - Rural Connectivity Project, Fibre spine procurement	Q4 2021/22	PoMO / PM / PB / JC
Digital Infrastructure - Next Generation Wireless, IoT Innovation Network (LoRaWAN Gateways), Procured by Welsh Government	September 2021	PoMO / PM / PB / JC
Digital Infrastructure - Funded intervention to deliver 4G/5G connectivity and Use Cases in selected locations	Q4 2021/22	PoMO / PM / PB / JC
Pembroke Dock Marine - Developments ongoing at Pembroke Dock with procurements for construction, specialist consultancy and equipment planned	2021/22	PoMO / PM / PB / JC
Supporting Innovation & Low Carbon Growth - South Wales Transition from Carbon Hub (SWITCH) facility (£20m construction & specialist equipment)	Mid 2022	PoMO / PM / PB / JC

	Supporting Innovation & Low Carbon Growth - Industrial Futures - Advanced Manufacturing Production Facility (£17.2m construction & specialist equipment)	Mid 2022	PoMO / PM / PB / JC
	Supporting Innovation & Low Carbon Growth - Property Development Fund (£10m) to be announced	Late 2021 / early 2022	PoMO / PM / PB / JC
Monitoring & Evaluation	Updated SBCD Procurement Pipeline	December 2021	PoMO / PB / JC
	SBCD Highlight Report	Monthly	SBCD PoMO / JC
	SBCD Quarterly Monitoring Report <ul style="list-style-type: none"> • Programme / Project activity planned / undertaken • Integrated Assurance & Approval Plan • Covid-19 Impact Assessment • Construction Impact Assessment • Portfolio Risk Register • Financial Monitoring • Benefits Realisation • Communications & Marketing 	Q1, Q2, Q3, Q4	SBCD PoMO / JC
	SBCD Ministerial Report	Monthly	SBCD PoMO / UKG & WG
	SBCD Annual Report approved	July 2022	SBCD PoMO / JC
	Annual SBCD Benefits Realisation Report	July 2022	SBCD PoMO / JC
	Revised Monitoring & Evaluation Plan	March 2022	SBCD PoMO / JC
Communications & Marketing	Updated Communications & Marketing Plan	January 2022	SBCD PoMO / JC
	Updated Communications & Engagement Schedule	January 2021	SBCD PoMO / JC
	Suite of Infographics	December 2021	SBCD PoMO / PB / JC
	SBCD Bi-Annual Event	January 2022	PoMO / PB / JC / ESB
	SBCD Programme / Project Communications Plans	March 2022	SBCD PoMO / JC
Legal	Joint Collaborative Agreement	TBC	JC
	Implementation of CJC's	April 2022	SBCD PoMO / PB / JC
Finance	Quarterly Monitoring	Q1, Q2, Q3, Q4	SEC 151 Officer / JC
	Internal Audit Terms of Reference	December 2021	

	Internal Audit	Q4	SEC 151 Officer / PoMO/ JC
	External Wales Audit Plan	April 2022	SEC 151 Officer / JC
	Revised SBCD Portfolio Budget	Q3, Q4	SEC 151 Officer / JC
	Year 4 - Grant Award Drawdown	Q3, Q4	SEC 151 Officer / JC
	Portfolio Business Case – Finance Case Update	Q4	SBCD PoMO / JC
Business & Engagement	Business Engagement & Investment Framework	TBC	SBCD PoMO / JC
	Declarations of Interest	November 2021	SBCD PoMO / JC
	New Portfolio Brochure / Prospectus	Q1 2022	SBCD PoMO
	Programme / Project Engagement Plan	November 2021	SBCD PoMO / JC
	SBCD Primary Stakeholder Engagement Event	2022	SBCD PoMO
	Community Benefits	On going	SBCD PoMO / JC

Agenda Item 12



Swansea Bay City Region Joint Committee - 9 December 2021

Swansea Bay City Deal Showcase Event

Purpose:	To update Joint Committee on proposals for a SBCD Showcase Event in 2022
Policy Framework:	Swansea Bay City Deal
Report Author:	Peter Austin SBCD Business Engagement Manager
Finance Officer:	Chris Moore, Section 151 Officer, SBCD
Legal Officer:	Tracey Meredith, Monitoring Officer, SBCD
For Information	

1. Introduction

The SBCD PoMO is proposing to hold a showcase event to celebrate the progress made by the SBCD Portfolio's constituent programmes and projects with all business cases being approved by both UK Government and Welsh Government.

It is proposed that the event is held in Q1 next year, probably early February. This is important as it falls far enough away from local govt elections in May and the pre-election period and provides the opportunity to acknowledge the contribution of existing elected members should anything change in May.

It is proposed that the event will be a live attendance event, formatted as a "meet the project" showcase event, similar to the 2018 launch event but this time with more focus on procurement pipeline and promotion of assets, investment opportunities and how businesses can be involved.

This proposal is caveated by noting that the situation regarding COVID-19 restrictions may have bearing on its delivery.

The attached outline proposal Appendix A gives more information

2. Financial Implications

The cost of the event will be covered by the Portfolio marketing budget. Primary costs (yet to be established) will be:

- The venue. Likely to be Parc y Scarlets or Swansea.com Stadium or other high-profile venue as the Swansea Arena will not be available at the planned time.
- Refreshment costs
- Design and production of updated promotional material.

3. Legal implications

There are no legal implications.

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

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 Showcase event outline proposal

SBCD Portfolio Showcase Event - proposal outline – Appendix A

Caveat: live event, Covid restrictions permitting.

What -	SBCD event to celebrate the regional portfolio in full delivery with all business cases approved.
Aim -	To provide a platform for: <ol style="list-style-type: none"> 1) City Deal programmes and projects to show progress and discuss needs / opportunities with the business sector. 2) Businesses to: <ul style="list-style-type: none"> • Meet the project teams • Be updated on activities being delivered by City Deal programmes projects • Better understand the opportunities provided by SBCD programmes /projects
When -	Early Q1 next year, This is important as it falls far enough away from local govt elections in May and the pre-election period if we aim for late January/early Feb which provides the opportunity to acknowledge the contribution of existing elected members should anything change in May.
Where -	High profile venue such as Parc y Scarlets or Swansea Stadium (too early for Arena) with ability to cater for circa 200-300 invited guests – open to suggestions.
Format -	Formatted as a “meet the project” showcase event, similar in format to 2018 event but this time with more focus on procurement pipeline and promotion of assets, investment opportunities and how businesses can be involved. <ul style="list-style-type: none"> • Opening speeches from Ministers, Leaders, ESB etc • Each programme/project having bespoke stands and time permitting, stage time • Lunch • Time to meet projects / breakout rooms? / etc yet to be agreed • Close
Stands -	Note : some programmes may need more than one stand now to allow their project components individual space. <ul style="list-style-type: none"> • All project teams, including each delivery organisations – Yr Egin 1, Arena, PDM partners etc • Tier 1 contractors eg Bouygues and other tier 1 suppliers currently delivering projects • WG support organisations – Business Wales, Sell2Wales, Banc etc?
Booking -	Registration via Eventbrite. Link to be made available via comms etc.
Invitees -	<ul style="list-style-type: none"> • All primary and key stakeholders (Govt’s, LA’s, HB’s, Uni’s, governance committees, ESB etc) • Stakeholders’ business contacts • Targeted invitation to key business representative groups and Influential businesses • Other City & Growth deals in Wales? • Open invitation to regionally based businesses
Requirements:	Design and procure fulfilment items (new stand, banners, brochure etc) IT support On the day support, PoMO etc