

**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, 10 February 2022  
**Time:** 10.30 am  
**Chair:** Councillor Rob Stewart (Swansea Council)

**Watch Online:** <https://bit.ly/3IVStfD>

**Membership:**

Councillors:

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

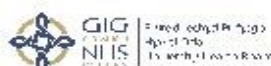
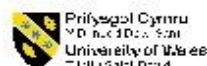
Co-opted Non-Voting Representatives:

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**

**Page No.**

- 1 Apologies for Absence.**
- 2 Disclosures of Personal and Prejudicial Interests.**  
[www.swansea.gov.uk/disclosuresofinterests](http://www.swansea.gov.uk/disclosuresofinterests)
- 3 Minutes.** **1 - 3**  
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](mailto: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.

- |   |   |                 |
|---|---|-----------------|
| 6 | <b>Swansea Bay City Deal Portfolio Quarterly Monitoring.</b>      | <b>4 - 70</b>   |
| 7 | <b>Swansea Bay City Deal Quarterly Financial Monitoring.</b>      | <b>71 - 78</b>  |
| 8 | <b>Apportionment of National Non Domestic Rates (NNDR).</b>       | <b>79 - 83</b>  |
| 9 | <b>Swansea Bay City Deal Communications &amp; Marketing Plan.</b> | <b>84 - 118</b> |

**Next Meeting:** Thursday, 10 March 2022 at 10.30 am



**Huw Evans**

**Head of Democratic Services**

**Friday, 4 February 2022**

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**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, 9 December 2021 at 10.30 am

**Present:** Councillor Rob Stewart (Swansea Council) Presided

### Councillors:

Councillor Emlyn Dole Carmarthenshire Council  
Councillor Ted Latham Neath Port Talbot Council

### Co-opted Non-Voting Representatives:

Chris Foxall Chair of Swansea Economic Strategy Board  
Emma Woollett Swansea Bay University Health Board

### Officers:

Richard Arnold Finance Manager (Swansea Bay City Region)  
Jonathan Burnes Director (Swansea Bay City Region)  
Geraint Flowers Project Lead (Carmarthenshire Council)  
Matthew Holder Head of Internal Audit (Swansea Bay City Region)  
Karen Jones Chief Executive (Neath Port Talbot Council)  
Allison Lowe Democratic Services Officer (Swansea Council)  
Tracey Meredith Joint Committee Monitoring Officer (Swansea Council)  
Chris Moore Joint S151 Officer (Carmarthenshire Council)  
Phil Ryder Swansea Bay City Deal Programme Office  
Wendy Walters Chief Executive (Carmarthenshire Council)

### Apologies for Absence:

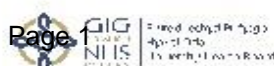
Councillor(s) Councillor David Simpson (Pembrokeshire Council)  
Maria Battle (Hywel Dda University Health Board), Medwin Hughes (University of Wales Trinity Saint David) and Steve Wilks (Swansea University)  
Jon Haswell (S151 Officer (Pembrokeshire Council))

## 15 Disclosures of Personal and Prejudicial Interests.

In accordance with the Code of Conduct, no interests were declared.

## 16 Minutes.

**Resolved** that the Minutes of the Swansea Bay City Region Joint Committee held on 14 October 2021 be approved and signed as a correct record.



**17 Announcement(s) of the Chair.**

There were no announcements.

**18 Public Questions**

There were no public questions.

**19 Internal Audit Terms of Reference 2021-22.**

Matthew Holder, Head of Internal Audit provided a report to consider and approve the internal Audit Terms of Reference.

He reported that the Joint Scrutiny Committee would also be included in the 'Reporting Arrangements' outlined in Appendix A.

**Resolved** that the Swansea Bay City Region Joint Committee reviews and approves the Internal Audit Terms of Reference 2021-22.

**20 Yr Egin Gateway 5 Review Report.**

Geraint Flowers (Yr Egin Project Lead) provided a report to inform the Swansea Bay City Region Joint Committee of the recent Gateway 5 Review for Yr Egin.

**Resolved** that the Swansea Bay City Region Joint Committee note the DCA Rating of Green awarded and the recommendations resulting from the Gateway 5 Review.

**21 Swansea City & Waterfront Digital District Innovation Matrix Change Request Update.**

Geraint Flowers provided a "For Information" report to update the Swansea Bay City Region Joint Committee on the Swansea City & Waterfront Digital District Innovation Matrix Change Request.

The Chair thanked Mr Flowers for the update.

**22 Quarterly Monitoring & Monthly Swansea Bay City Deal Highlight Report.**

Phil Ryder (Swansea Bay City Deal Programme Office) provided a "For Information" report to inform Swansea Bay City Region Joint Committee of the Swansea Bay City Deal Quarterly Monitoring & Monthly Highlight Report for both the Swansea Bay City Deal Portfolio and its constituent programmes / projects.

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

- Business Engagement;
- Yr Egin;
- Pembroke Dock Marine;



- Swansea City & Waterfront Digital District;
- Pentre Awel;
- Homes as Power Stations;
- Digital Infrastructure;
- Supporting Innovation & Low Carbon Growth;
- Skills & Talent.
- SBCD Campuses.

It was noted that the Tan15 potential changes in relation to flood areas in Wales proposed changes had been deferred by the Welsh Government by 18 months.

The Chair thanked Mr Ryder for the updates.

### **23 Financial Monitoring Report 2021/22 - Forecast Outturn Position Quarter 2.**

Richard Arnold, Finance Manager (Swansea Bay City Region) provided the Swansea Bay City Region Joint Committee with an update on the latest financial position of the Swansea Bay City Region.

**Resolved** that the Swansea Bay City Region review and approve the financial monitoring update report.

### **24 Joint Committee Forward Work Plan.**

Jonathan Burns, Director (Swansea Bay City Region) provided a report to inform Swansea Bay City Region Joint Committee of the latest forward work plan.

**Resolved** that the Swansea Bay City Region Joint Committee reviews and agrees the proposed forward work plan.

### **25 Swansea Bay City Deal Showcase Event.**

Jonathan Burns, Director (Swansea Bay City Region) provided a "For Information" report to update the Swansea Bay City Region Joint Committee on proposals for a Swansea Bay City Deal Showcase Event in 2022.

It was proposed that the event would 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 could be involved.

This proposal was caveated by noting that the situation regarding COVID-19 restrictions might have bearing on its delivery and other options such as part live / part digital or fully digital would be planned for.

The meeting ended at 11.14 am

**Chair**

# Agenda Item 6



## Swansea Bay City Deal Joint Committee

10 February 2022

### SBCD Quarterly Monitoring Report

<b>Purpose:</b>	To inform Joint Committee of the SBCD Quarterly Monitoring Report for both the SBCD Portfolio and its constituent programmes / projects
<b>Policy Framework:</b>	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
<b>Recommendation(s):</b>	It is recommended that Joint Committee: -  1) Notes the Quarterly Monitoring Report for the SBCD Portfolio and its constituent programmes / projects
<b>Report Author:</b>	Amanda Burns (SBCD Senior Portfolio Support Officer)
<b>Finance Officer:</b>	Chris Moore (SBCD S151 Officer)
<b>Legal Officer:</b>	Tracey Meredith (SBCD Monitoring Officer)

## **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.

## **2. Background**

### **Annex A: 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
  - Outputs

### **Annex B: 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.

### **Annex C: 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.

### **Annex D: 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.

### **Annex E: Portfolio Gateway 0 Review Action Plan**

The SBCD Portfolio Action Plan available in Appendix E has been developed in response to the recommendations made in the Gateway 0 review undertaken in July 2021

The Action Plan is a 'live' document, updated on a monthly basis with the potential to expand the scope of the plan to incorporate other work areas of the PoMO. As such it will

be the Portfolio Action Plan and a key operational document for overseeing the timely and effective delivery of the forward work programme of the SBCD PoMO.

Considerable progress has been made on the actions identified in response to the Recommendations. Whilst two of the actions have been completed, the majority of the other actions are well underway and are due to be closed off with the submission of the updated Portfolio Business Case by the end of March 2022

#### **Annex F: Community Benefits Register**

The Community Benefits register is owned and maintained by the SBCD Portfolio Management Office. It is a working document that will be updated on a quarterly basis with information provided by Project Leads as programmes / projects progress through procurement, construction and delivery.

The Accounting Officer Review undertaken by Welsh Government and UK Government during September 2020 recommended that the next iteration of the Portfolio Business Case (PoBC) is updated to include the identification of project level community benefits.

#### **Annex G: Procurement Pipeline**

The SBCD has an agreed set of procurement principles that outline the expected approach for its programmes and projects to follow. Achieving the maximum of community benefit and social value are primary considerations of these principles.

This procedure accepts that there is an obligation in the WPPS for the public sector to report community benefits annually for projects over £1m, utilising an acceptable method such as the WG community benefits toolkit. The SBCD procurement principles acknowledge this requirement.

The SBCD Procurement Pipeline details the route of procurement, start and completion date and contract value which covers the design and construction phase of the SBCD Programmes and Projects

#### **Annex H: 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

### **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:**

A: SBCD Quarterly Monitoring Report

B: IAAP Portfolio Level

C: Portfolio Risk Register

D: Covid-19 Impact Assessment

E: Portfolio Gateway 0 Action Plan

F: Community Benefits Register

G: Procurement Pipeline

H: Benefits Realisation

# **Swansea Bay City Deal Portfolio Quarterly Monitoring Report January 2022**

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.	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
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.	Yellow	Yellow	Yellow	Red	Yellow	Red
Pentre Awel	Delivery – Progression of procurement exercise following Business Case approval. Contractor and client-side support services contracts awarded. MoUs signed with academic institutions HoT under development – aligned with business case outputs.	Yellow	Green	Green	Green	Green	Yellow
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).	Green	Yellow	Green	Yellow	Green	Yellow
Campuses Page 9	The Project has received approval from both U.K. and Welsh Governments so now officially enters the Delivery phase. Scope of the project remains as per the Business case however particular focus is on the affordability of both builds at Morryston and Singleton. Project resources are continuously under review however an appointment of a Communication manager has strengthened the structure of the project team with a focus on stakeholder engagement. Work streams have been identified and appointments made to the delivery team surrounding commercial and operational elements of the project. The overall rating of the project is extremely strong, following funding approval, appointment of the project board and additional resources have ensured the project moves into delivery at the desired level	Green	Green	Green	Green	Green	Green
Homes As Power Stations	Project Manager in post Nov 2021 Scope agreed and fund guidance in development Project Team to be appointed in Q4 Funding agreements in progress Ongoing stakeholder mapping and engagement Monthly HAPS project board meetings	Yellow	Green	Yellow	Yellow	Yellow	Yellow
Supporting Innovation & Low Carbon Growth	Two projects in delivery Programme implementation and delivery plan live Programme Manager recruitment underway SILCG Programme Board meets monthly PAR June 2020 & CFR Oct 2020 – recommendations monitored by Programme Board Engagement with public, private and academia on-going	Yellow	Green	Yellow	Yellow	Green	Yellow
Skills & Talent	Waiting for HR approval for recruitment of remainder of team, which is currently a resource challenge.	Green	Green	Yellow	Green	Green	Green
Swansea City & Waterfront Digital District	Funding agreement discussions are on-going between Swansea Council & UWTSD 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. Tickets are on sale for a number of events post March 2022.	Yellow	Green	Green	Green	Green	Yellow

<b>Title</b>	Portfolio Management Office (Communications & Marketing)	<b>Reporting Period</b>	Jan 2022
<b>Officer</b>	Heidi Harries (SBCD Communications & Marketing Officer)		

**Summary of last 3 months – October, November and December**

- Continuation of City Deal communications and marketing via press releases, website content, social media content, and media/stakeholder liaison
- Business Case approval for Skills & Talent and Campuses. All Business Cases have now been approved by the Welsh Government and UK Government and the focus can switch to delivery.

**Key achievements**

- 75 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 Skills & Talent and Campuses, Small Business Saturday, Bouygues UK named as contractor to Pentre Awel, 20m facility for decarbonisation, 3000 apprenticeships created, work starts on 71/72 the Kingsway, work beginning on Pembroke Dock Marine, Fleet of electric vehicles bought for Port of Milford Haven, Technology Centre on target for completion
- Twitter - From 1<sup>st</sup> October to 31<sup>st</sup> December 'reach' was 221.7k – this is the number of people that saw the posts, engaged, clicked on, re-tweeted, commented or liked. Number of followers is 1,530
- Facebook - From 1<sup>st</sup> October to 31<sup>st</sup> December 'reach' was 29.7k – this is the number of people that saw the posts, engaged, clicked on, re-tweeted, commented or liked. Number of followers is 891.
- Ministerial visit from UK Governments David T C Davis for Skills and Campuses approval at the University of Wales Trinity Saint David and Gower College. This was also attended by BBC Cymru and ITV with coverage on the TV as well as online and print media.
- Built a strong relationship with the communications teams in the 3 regions and wrote a joint piece - 2021 Highlights in Growth Deals across Wales
- Caught up with tenants at Yr Egin for a press release, which can be developed into a case study

**Key Activities planned – January, February and March**

- Finalise and issue the Communications and Marketing Plan
- Continue to update the Communications and Engagement Schedule
- Press Release to support that all projects and programmes are all in delivery. Additional Press Releases that are timely and on topic.
- Potential Ministerial visit for Campuses
- Create a suite of Infographics to be used across the portfolio.
- Begin work on the Annual Report
- Organise marketing collateral, attend and support in the Showcase Event
- Organise marketing collateral, attend and support in the 4 The Region Event
- Create Bios on key City Deal people
- Develop a template for Case Studies
- Continued updates of the website and social media



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

<b>Budget</b>	
<b>Total Budget</b>	£175.35m
<b>City Deal</b>	£50m
<b>Public</b>	£85.38m
<b>Private</b>	£39.97m
<b>Description</b>	
<ul style="list-style-type: none"> <li>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:</li> <li>A digitally enabled indoor arena in the city centre for concerts, exhibitions, conferences and other events</li> <li>A 'digital village' development in the city centre to accommodate the city's growing tech and digital business sector</li> <li>Innovation Matrix development at the University of Wales Trinity Saint David's new Swansea waterfront campus to enable start-up company support and growth</li> </ul>	

<b>Key achievements in Q3</b>
<b>Business Case &amp; Project Development</b> <ul style="list-style-type: none"> <li>Arena cladding and install of LEDs complete.</li> <li>Arena internal finishers and M &amp; E equipment install commenced.</li> <li>Tickets have gone on sale for the Arena.</li> <li>Coastal Parkland hard and soft landscaping commenced.</li> <li>71/72 Kingsway - Contractor appointed and start date being agreed.</li> </ul>
<b>Key Activities planned Q4</b>
<b>Arena</b> <ul style="list-style-type: none"> <li>Practical completion by February 2022.</li> <li>Agree terms and conclude the agreement with commercial tenants.</li> <li>Continue to explore Hotel delivery options.</li> </ul> <b>71/72 Kingsway</b> <ul style="list-style-type: none"> <li>The Business case to be updated to reflect the 71-72 moving to FBC.</li> <li>Construction has commenced.</li> <li>Further detailed letting/operator discussions continue for 71/72 The Kingsway</li> </ul> <b>Innovation Matrix</b> <ul style="list-style-type: none"> <li>Professional team has been appointed and planning application is being progressed.</li> </ul>

<b>Outputs</b>
<p>Physical delivery of arena (circa 80,000 square feet with a 3,500-capacity), along with digital square is on track.</p> <p>Cabinet approved funding for 71/72 The Kingsway, which will comprise circa 115,000 square feet of office space.</p> <p>Discussions on-going with UWTSB about their element of the project (Innovation Matrix).</p> <p>Caveat: Covid 19 could have an impact on jobs and GVA.</p>

<b>Project Title</b>	Digital Infrastructure Programme	<b>Programme / Project Lead</b>	Gareth Jones
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	Carmarthenshire County Council	<b>Reporting Period</b>	Q3
<b>SRO</b>	Jason Jones		

Budget	
<b>Total Budget</b>	£55m
<b>City Deal</b>	£25m
<b>Public</b>	£13.5m
<b>Private</b>	£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"> <li>• Connected Places</li> <li>• Rural connectivity</li> <li>• Next generation wireless (5G and IOT networks)</li> </ul>	

Key achievements
<ul style="list-style-type: none"> <li>• Programme risks and issues being managed with mitigation ongoing.</li> <li>• Appointment of specialist advisors to the Digital Programme is complete.</li> <li>• Recruitment of central Programme team complete.</li> <li>• Supplier engagement ongoing.</li> <li>• Commercial options assessment commenced.</li> <li>• Delivery workshops &amp; engagements for individual project plans.</li> <li>• Submission of Regional DCIA funding bid to UK Government to accelerate mobile deployment.</li> </ul>

Key Activities planned
<ul style="list-style-type: none"> <li>• Fully transitioning all elements of the Programme from planning and preparation to delivery.</li> <li>• Supporting Local Authorities with ongoing Digital Infrastructure interventions and investment.</li> <li>• Programme risk mitigation ongoing.</li> <li>• Market engagement ongoing.</li> <li>• Pursuit of further additional Public Sector funding via UK and Welsh Government.</li> <li>• Additional lobbying for, facilitating, and supporting of private sector investment.</li> <li>• Digital Programme funding agreements drafted and being consulted upon with the 4 Local Authorities.</li> <li>• Human resource recruitment for individual revenue funded Projects.</li> <li>• Procurement strategies finalised for first capital funded Projects.</li> <li>• Arrange next Programme stage gate review.</li> </ul>

<b>Project Title</b>	Pembroke Dock Marine	<b>Programme / Project Lead</b>	Steve Edwards
<b>Local Authority Lead</b>	Pembrokeshire County Council		
<b>Project Delivery Lead</b>	Milford Haven Port Authority	<b>Reporting Period</b>	Jan 22
<b>SRO</b>	Steven Jones		

<b>Budget</b>	
<b>Total Budget</b>	£60.47m
<b>City Deal</b>	£28m
<b>Public</b>	£16.35m
<b>Private</b>	£16.12m
<b>Description</b>	
<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"> <li>• Pembroke Dock Infrastructure (PDI) improvements</li> <li>• A Marine Energy Engineering Centre of Excellence (MEECE)</li> <li>• Marine Energy Test Area (META) developments</li> <li>• The Pembrokeshire Demonstration Zone (PDZ)</li> </ul>	

<b>Key achievements (Overall Objective ID shown in brackets)</b>
<p><b>PDI update</b></p> <ul style="list-style-type: none"> <li>• Hanger Annexes (IP1) has commenced. 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.</li> <li>• We have engaged with WEFO about additional funding opportunities and are awaiting its response.</li> <li>• We have participated in the Welsh Government Deep Dive on renewable energy and positively some of the feedback has been included within the Welsh Government published recommendations</li> <li>• We have engaged with a number of FLOW developers during Q4 and a number are really encouraged by the infrastructure to be developed by PDI</li> <li>• Partner collaboration agreement and formal governance has all been executed</li> <li>• We have submitted our first claims to PCC.</li> </ul> <p><b>PDZ update</b></p> <ul style="list-style-type: none"> <li>• PDZ project definition, key Stakeholder engagement and early procurement commenced. Permitting and technical pathway notes delivered, providing basis for work in early 2022.</li> <li>• PDZ recruitment underway, with 1FTE appointed in Pembroke and two more in process.</li> </ul>

**META update**

- Swansea University have deployed a device for testing at the Warrior Way site at META as part of the SELKIE project (IP5a)
- A drop down video survey was completed at the Dale Roads and Warrior way META test sites using a local survey company Haven Marine Surveys. The data collective is part of the ongoing campaign to further characterise the sites. (IP5a)
- Members of staff from Marine Energy Wales and the META project attended the Ocean Energy Europe conference in Brussels as part of the Welsh Government trade delegation. Marine Energy Wales exhibited on the Welsh Government stand and promotional materials were distributed promoting the Pembroke Dock Marine project. (IP5a, OP16, OP11)
- Marine Space was selected as the contractor to undertake the marine licence consents variation work package for the META project. (IP5b)

**MEECE update**

- MEECE has submitted its final reprofile documents to WEFO (Delivery Profile and updated Business Plan) expecting final sign off by WEFO in the week beginning 24<sup>th</sup> January 2022.
- Recruitment activity: 1 new and one replacement Innovation Manager, advertised, interviewed and appointed in this period. 1 replacement engineer advertised this period. 1 new Project Admin role appointed for the MH:EK project.
- Buoy refurbishment completed by Mainstay Engineering, and transported to Williams Shipping in Pembroke Dock ready for deployment in META

**Key Activities planned**

- PDI – Delivery of Hanger Annexes and also further development of all other phases
- PDI - Further engagement with WEFO to assess options once funding decisions received
- PDI – Animation of Slipway development being progressed to share with stakeholders
- PDI – Recruitment to replace Tim James at MHPA
- PDZ - Procurement and commencement of environmental scoping works, technical feasibility, and options. Concept selection and design review expected to be complete by end Q2/22.
- PDZ - Planning for offshore surveys with a view to commencement mid-summer 2022.
- META - Further deployments are planned with Swansea University at the Warrior Way site at META as part of the SELKIE project (IP5a)
- META - Marine Energy Wales Conference is planned for 22<sup>nd</sup> – 23<sup>rd</sup> March (OP16, OP11)
- MEECE - Deployment of the Buoy in META, gathering baseline information before testing IMS mooring load reduction device.
- MEECE - Signing of MEECE collaboration agreement with Swansea, Cardiff, Bangor and Cardiff Met universities.
- MEECE - Attendance, presentation and Exhibition at MEW Annual Conference in Llandudno in March 2022.

<b>Project Title</b>	Pentre Awel	<b>Programme / Project Lead</b>	Sharon Burford
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	Carmarthenshire County Council	<b>Reporting Period</b>	Q3 2021/22
<b>SRO</b>	Chris Moore		

<b>Budget</b>	
<b>Total Budget</b>	£199.19m
<b>City Deal</b>	£40m
<b>Public</b>	£51
<b>Private</b>	£108.19
<b>Description</b>	
<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>	

<b>Key achievements in Q3</b>
<p><b>Project development</b></p> <ul style="list-style-type: none"> <li>• Tender awarded to Gleeds to support the Authority in the management of the Zone 1 Contractor and the delivery of the build.</li> <li>• 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. The Authority has entered into a two stage contract with Bouyges. The first stage is the detailed design phase, this is underway with the confirmed tenants. This discharge will also include the discharge of planning conditions.</li> <li>• Officers appointed to lead the construction contact the construction management is embedded into the project governance structure.</li> <li>• A revised project governance structure has been developed to take the project into implementation.</li> <li>• The community Benefits structure has been established with the contractor to ensure scrutiny and optimisation of community benefits. There is multidisciplinary membership including academic, health representation and community representation.</li> <li>• AHR architects have been appointed to undertake the design development of Zone 3. This includes the first zone of assisted living and the business expansion space.</li> <li>• Planning confirmed to deliver the innovation aspects of the zone 1, including Living Laboratory.</li> <li>• 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 has commenced meeting and will look at the way the outside space can be used to help achieve the overall project outputs and facilitate movement around the site.</li> <li>• Policy developed for Third sector involvement within Pentre Awel, with mapping against the core frameworks of the 5 Life Stages and the Strong Recommendations of the Health Impact Assessment.</li> </ul>

Key Activities planned Q4
<ul style="list-style-type: none"> <li>• Complete first stage of the two-stage contract with Bouyges.</li> <li>• Confirmation of Hydrotherapy Pool charity funding – Q4 2021/22.</li> <li>• Complete Head of Terms with partners.</li> <li>• Secure private funding as required.</li> <li>• A reprofiling of the spend will be undertaken to reflect the accurate proportionality of spend on the zone one construction contract.</li> </ul>

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.

<b>Project Title</b>	Supporting Innovation and Low Carbon Growth	<b>Programme / Project Lead</b>	Lisa Willis
<b>Local Authority Lead</b>	Neath Port Talbot County Borough Council		
<b>Project Delivery Lead</b>	Neath Port Talbot County Borough Council	<b>Reporting Period</b>	2021/22 Q3
<b>SRO</b>	Nicola Pearce		

Budget	
<b>Total Budget</b>	£58.7 m
<b>City Deal</b>	£47.7 m
<b>Public</b>	£5.5 m
<b>Private</b>	£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"> <li>• Bay Technology Centre</li> <li>• South Wales Industrial Transition from Carbon Hub (SWITCH) with Swansea University</li> <li>• Hydrogen Stimulus Project with University of South Wales</li> <li>• Air Quality Monitoring Project</li> <li>• Low Emission Vehicle Charging Infrastructure</li> <li>• Advanced Manufacturing Production Facility</li> <li>• Property Development Fund</li> </ul>

**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
- Update to FLEXIS Advisory Board Nov 2021
- Project delivery / implementation plan developed – live document
- Attended skills solution group Nov 2021

**Bay Technology Centre**

- Working group meets monthly

**SWITCH**

- Working group meets to develop building specification (NPT/SU)

**Advanced Manufacturing Production Facility**

- Developing building specification
- Site visit to Manufacturing Technology Centre - Oct 2021

**Property Development Fund**

- Scheme guidance prepared
- Live pipeline of enquiries

**Hydrogen Stimulus Project**

- Delivery plan in development
- Site works commenced

**Air Quality Monitoring Project**

- Sensors installed
- Data collection in progress

**Low Emission Vehicle Charging Infrastructure**

- Strategy development underway
- Dedicated resource to be appointed

**Key Activities planned**

**Business Case Development**

**Project Development**

- Appoint project manager Q4
- Primary and Secondary Funding Agreements to be agreed Q4

**Bay Technology Centre**

- Due for completion Jan 2022
- 'fly through' video in development
- Prospective tenants visits taken place and planned – Q4
- Working group to continue to meet

**SWITCH**

- Commence D&B Process – Q4
- Agree lease documentation – Q4

**Advanced Manufacturing Production Facility**

- Preparing procurement documentation for operator
- Preparing specification for design and build construction contract

**Property Development Fund**

- Launch PDF – Q4

**Hydrogen Stimulus Project**

- Procurement of equipment – Q4

<p><b>Air Quality Monitoring Project</b></p> <ul style="list-style-type: none"> <li>• Data collection ongoing</li> <li>• Appointment of Data Collection Officer – Q4</li> </ul> <p><b>Low Emission Vehicle Charging Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Progress Strategy development</li> <li>• Appointment of EV Officer – Q4</li> </ul>
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Outputs	
Project component	Expected 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)

<b>Project Title</b>	Yr Egin - Creative Digital Cluster	<b>Programme / Project Lead</b>	Geraint Flowers
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	University of Wales Trinity Saint David	<b>Reporting Period</b>	Q4
<b>SRO</b>	Prof. Medwin Hughes (Vice Chancellor)		

Budget	
<b>Total Budget</b>	£25.17m
<b>City Deal</b>	£5m
<b>Public</b>	£18.67m
<b>Private</b>	£1.5m



<b>Description</b>
<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"> <li>• National creative sector anchor tenants</li> <li>• World class office space for local and regional creative sector SMEs, with opportunities for expansion</li> <li>• Facilities for the community and business networking</li> </ul> <p>Facilitating engagement between businesses and students as well as accommodating dynamic growth of the creative and digital industries within Carmarthenshire and SW Wales.</p>

<b>Key achievements</b>
<p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>• Phase 2 – Q4</li> </ul>
<b>Key Activities planned</b>
<ul style="list-style-type: none"> <li>• 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.</li> <li>• University continues to refine scope to accommodate new requirements from industry.</li> </ul>

<b>Project Title</b>	SBCD Campuses Project	<b>Programme / Project Lead</b>	Tony Harris
<b>Local Authority Lead</b>	City and County of Swansea		
<b>Project Delivery Lead</b>	Swansea University	<b>Reporting Period</b>	Q4: Oct – Dec 2021
<b>SRO</b>	Keith Lloyd		

<b>Budget</b>	
<b>Total Budget</b>	£49.41m
<b>City Deal</b>	£15.00m
<b>Public</b>	£11.39m
<b>Private</b>	£23.02m

<b>Description</b>
<p>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&amp;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.</p>

<b>Key achievements</b>
<ul style="list-style-type: none"> <li>• Approval granted by Welsh and U.K. Governments.</li> <li>• Project delivery board appointments made.</li> </ul>

- All Gateway review recommendations have been addressed, 7 currently completed and 4 ongoing actions.
- Communication and relationship manager appointment (Richard Lancaster)
- Ministerial visit confirmed by M.P. David T.C. Davies to mark project approval – Date TBC.
- Project moves into “Start-up” (SU) Delivery phase.
- Draft funding agreement received and currently under reviewed.

**Key Activities planned**

- Design team appointments “Morrison management centre”
- Phase One project plan finalised and signed off by project board.
- Private sector engagement and work streams commence with Industry Wales, E.S.B, and Department of International Trade.
- Branding exercise signed off
- Procurement stage starts for “Morrison management centre”

<b>Project Title</b>	Homes as Power Stations	<b>Programme / Project Lead</b>	Oonagh Gavigan
<b>Local Authority Lead</b>	Neath Port Talbot County Borough Council		
<b>Project Delivery Lead</b>	Neath Port Talbot County Borough Council	<b>Reporting Period</b>	2021/22 Q3
<b>SRO</b>	Nicola Pearce		

<b>Budget</b>	
<b>Total Budget</b>	£505.5m
<b>City Deal</b>	£15m
<b>Public</b>	£114.6m
<b>Private</b>	£375.9m
<b>Description</b>	
<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"> <li>• Facilitate the take up of renewable technologies and energy efficient design in new build and existing housing stock</li> <li>• Support the regional supply chain</li> <li>• Establish an open access knowledge sharing hub to share the project findings with all sectors</li> <li>• Tackle fuel poverty</li> <li>• Further decarbonise the regional economy</li> <li>• Improve residents’ health and well-being</li> </ul>	

**Key achievements**

**Business Case Development**

- OBC approved by UKG and WG July 2021

**Project Development**

- 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**

**Project Development**

- 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
- Establish HAPS Skills Group – Q4
- HAPS Project financial reprofile based on development and timescales associated with financial incentives and supply chain schemes and on-going engagement with Welsh Government in relation to previous complimentary programmes – Q4

**Outputs**

**Project Outcomes**

- 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 Outputs**

- Reduction in energy use as a result of the additional technologies funded by HAPS for new build and retrofit homes, New build = £564 per home Retrofit = £758 per home by 2033
- Reduction in greenhouse gas (GHG) emissions as a result of reduction in energy use, New build = £71 per home Retrofit = £99 per home by 2033

<b>Project Title</b>	Skills and Talent	<b>Programme / Project Lead</b>	Jane Lewis
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	South West Wales Regional & Skills Partnership	<b>Reporting Period</b>	Q4
<b>SRO</b>	Barry Liles		

**Budget**

<b>Total Budget</b>	£30m
<b>City Deal</b>	£10m
<b>Public</b>	£16m
<b>Private</b>	£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.

### Key achievements

#### Business Case Development

- Business Case submitted to UK and Welsh Government and approved on 18<sup>th</sup> October 2021.

### Key Activities planned

- Completion of Skills Caromenter Feb 2022.
- Appoint the remainder of the Skills Team.
- Skills Solution Group second meeting Feb 2022.
- Second Gateway Review March/April 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.

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><b>Escalate to programme / project sponsor for support to resolve.</b></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><b>Highlight to programme / project sponsor for visibility and awareness.</b></p>
G	<p><i>Programme / Project is proceeding according to plan. Risks/issues are being managed within the programme / project.</i></p> <p><b>No need to escalate to next level.</b></p>

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**SBCD Campuses**  
**Integrated Assurance and Approval Plan**

Assurance / approval / Reporting	Activity/Product	Primary client	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	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<b>Governance</b>																																							
<b>Project Level</b>																																							
<b>Meetings</b>																																							
Delivery Team	Meetings	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	Meetings increased to weekly to align with "Start up" and delivery phase.	
Steering Group	Meetings	Project Leads, Internal Partners	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	Bi weekly meetings		
External Reference Group	Meetings	Project Leads, Internal and External Partners	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	Bi weekly meetings		
City Deal Strategic Oversight Group	Meetings	PLA							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. Two meetings in October and November.			
CSS Governance	Meetings																																						
Health Board Governance	Meetings																																						
Joint Committee	Meetings	SRO, JC, PMO	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, PMO	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. Two meetings in June 2020. August 2020 meeting cancelled.			
Economic Strategy Board	Meetings	SRO, ESB, PMO	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, PMO	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.			
PMO/Project Leads	Meetings	PMO, 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	Bi-weekly meetings			
<b>Key Documentation Review</b>																																							
Integrated Assurance & Approval Plan	Live document	SRO, PB, PMO, JC		x																																	June 2020 approval at JC. IAAP review every quarter		
Business Case	Live document	SRO, PB, PMO, JC		x	x	x	x																														Approval from Welsh and U.K. Government received Dec 21		
Implementation Plan	Live document	SRO, PMO, PB, JC, JSC		x	x																																Revised plan to be approved by PB Feb 2022		
Highlight Report	Live document	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	monthly			
Quarterly Monitoring Report	Live document	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	Quarterly			
Issues Log	Live document	SRO, PMO, 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	Quarterly			
Risk Register	#NAME?	SRO, PMO, 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	Quarterly			
Benefits Register																																							
M & E plan	Live document	SRO, PMO		x	x																															Quarterly			
Covid-19 Impact Assessment	Live document	SRO, PMO		x	x																															Updated quarterly as part of quarterly monitoring report.			
<b>Assurance</b>																																							
<b>Project Level</b>																																							
<b>Level 1 - Functional Assurance (Internal)</b>																																							
Technical, due diligence, data security and financial	Internal procedures	PLA, Project Leads								x																										Annual review to ensure fit for purpose			
<b>Level 2 - Independent</b>																																							
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO		x																																SRO appointment in June 2020. RPA			
OGC Gateway Process	Gate 1 Programme Strategic Assessment	SRO, PB, PMO, JC			x	x																																	
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC				x																																	
OGC Gateway Process	PAR																																						
PMO Project Health Check	Health Check	SRO, PB, PMO, JC																									x												
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC																																					
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC																																					
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PMO, JC																																					
OGC Gateway Process	Gate 5 Operations Review &	SRO, PB, PMO, JC																																					
<b>Approvals</b>																																							
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																																					
<b>Consequential Assurance</b>																																							
OGC Gateway Process	Gate 1 Programme Strategic Assessment	PMO, SRO, PB, JC				x	x																																
<b>Level 3 - Audit</b>																																							
Audit	Audit	SRO, PB, PMO, JC																																					
Lessons learned workshop	Meetings	Partners																																					
Comms group	Meetings	Partners				x	x																																

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	
<b>Governance</b>																											
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	x	x	x	x	x	x	Monthly Programme Board meetings
Carmarthenshire County Council	Council Meetings	CCC		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	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	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	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		x	Meeting every two months - Documentation provided as requested
<b>Assurance</b>																											
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMo						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																	Completed October 20. Next one planned for January 22
Programme Business Case	Live document	SRO, PoMo, PB, JC, JSC								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	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	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		x		x		x		x	Several policy meetings have taken place to inform Business Case. Policy discussions ongoing quarterly.
<b>Audit and risk</b>																											
Audit	Audit	SRO, PB, PoMo, JC																									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		
<b>Governance</b>																													
<b>Project Level</b>																													
<b>Meetings</b>																													
HAPS Regional Project Board	Meetings	SRO,CCC, PCC, CCS, NPT	Jan-22						x	x	x	x	x	x	x	x	x	x	x	x								x	Monthly meetings
HAPS Regional Technical / Advisory group	Meetings	CCC, PCC, CCS, NPT & Plans	Jan-22																									x	To be established.
Neath Port Talbot Council - RSD	Council Meetings	NPT	Jan-22	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
CC Swansea	Council Meetings	CCS	Jan-22																										frequency tbc
Camarthenshire CC	Council Meetings	CCC	Jan-22																										frequency tbc
Pembrokeshire CC	Council Meetings	PCC	Jan-22																										frequency tbc
SBOD Joint Committee	Meetings	SRO, JC, PMO	Jan-22	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	
SBOD Programme Board	Meetings	SRO, PB, PMO	Jan-22	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	
SBOD Economic Strategy Board	Meetings	SRO,ESB,PMO	Jan-22	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	
SBOD JSC	Meetings	SRO, JSC, PMO	Jan-22	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	
<b>Key Documentation Review</b>																													
Integrated Assurance & Approval Plan	Live document	SRO, HAPS PB, PMO	Jan-22			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly review
Project Business Case	Live document	SRO, HAPS PB, PMO, PB,JC,JSC	Jan-22				x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	OBC approved July 2021
Project Implementation Plan	Live document	SRO, HAPS PB, PMO, PB, JC, JSC	Jan-22				x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	regular review / update
Benefits Realisation Plan	Live document	SRO, HAPS PB, PMO, PB, JC, JSC	Jan-22																										To review / monitor / update on a regular basis
Project issues log	Live document	SRO, HAPS PB, PMO, PB, JC, JSC	Jan-22			x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	regular review
Project risk register	Live document	SRO, HAPS PB, PMO, PB, JC, JSC	Jan-22				x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	regular review
Project M & E plan	Live document	SRO, HAPS PB, PMO, PB, JC, JSC	Jan-22																										regular review
Project Communications Strategy	Live document	SRO, HAPS PB, PMO, PB, JC, JSC	Jan-22																										regular review
Covid-19 Impact Assessment	Live document	SRO, HAPS PB, PMO, PB, JC, JSC	Jan-22																										regular review
Project Progress Reports	Live document	SRO, HAPS PB, PMO, PB, JC, JSC	Jan-22																										monthly (highlight), quarterly & annual
<b>Key Documentation Approvals</b>																													
Project Integrated Assurance & Approval Plan		SRO, HAPS PB, PMO, PB, JC, JSC																											Live document / on-going review / update
Project Business Case		SRO, HAPS PB, PMO, PB,JC,JSC																											OBC approved July 2021
Project Implementation Plan		SRO, HAPS PB, PMO, PB, JC, JSC																											Live document / on-going review / update
Benefits Realisation Strategy		SRO, HAPS PB, PMO, PB, JC, JSC																											Live document / on-going review / update
Project issues log		SRO, HAPS PB, PMO, PB, JC, JSC																											Live document / on-going review / update
Project risk register		SRO, HAPS PB, PMO, PB, JC, JSC																											Live document / on-going review / update
Project M&E Plan		SRO, HAPS PB, PMO, PB, JC, JSC																											Live document / on-going review / update
Project Communications Strategy		SRO, HAPS PB, PMO, PB, JC, JSC																											Live document / on-going review / update
Project Covid 19 Impact Assessment		SRO, HAPS PB, PMO, PB, JC, JSC																											Live document / on-going review / update
Project Progress Reports		SRO, HAPS PB, PMO, PB, JC, JSC																											Live document / on-going review / update
<b>Assurance</b>																													
<b>Project Level</b>																													
<b>Level 1 - Functional Assurance (Internal)</b>																													
Technical, due diligence, data security and financial	Internal procedures	SRO, HAPS PB, PMO, PB, JC, JSC																											
<b>Level 2 - Independent</b>																													
OGC Gateway Process	Risk Potential Assessment	SRO, HAPS PB, PMO, PB, JC, JSC	Jan-22				x																					x	
OGC Gateway Process	PAR	SRO, HAPS PB, PMO, PB, JC, JSC	Jan-22				x																						Gateway review to be confirmed once PM & team in post
OGC Gateway Process	CFR	SRO, HAPS PB, PMO, PB, JC, JSC	Jan-22																										
<b>Approvals</b>																													
<b>Consequential Assurance</b>																													
<b>Level 3 - Audit</b>																													
External Audit		SRO, HAPS PB, PMO, PB, JC, JSC																											tbc
Internal Audit		SRO, HAPS PB, PMO, PB, JC, JSC																											tbc
Risk Critical Friends		SRO, HAPS PB, PMO, PB, JC, JSC																											tbc

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			
<b>Governance</b>																														
<b>Project Level</b>																														
<b>Meetings</b>																														
SILCG Programme Board	Meetings	SRO, Partners, PMO	Jan-22						x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meetings	
Project Working Group - BTC	Meetings	NPT, Partners	Jan-22	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	
Project Working Group - SWITCH	Meetings	NPT, SU, Partners	Jan-22	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	
Project Working Group - Decarb	Meetings	NPT, Partners	Jan-22	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	
Project Working Group - AMPF	Meetings	NPT, Partners	Jan-22	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	
Technical / Advisory Group	Meetings	NPT, Partners	Jan-22																										x	to be established
Neath Port Talbot Council - Cabinet	Council Meetings	NPT	Jan-22	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
Neath Port Talbot Council - RSD Board	Council Meetings	NPT	Jan-22	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
SBCD Joint Committee	Meetings	SRO, JC, PMO	Jan-22																											monthly meetings
SBCD Programme Board	Meetings	SRO, PB, PMO	Jan-22																											monthly meetings
SBCD Economic Strategy Board	Meetings	SRO, ESB, PMO	Jan-22																											monthly meetings
SBCD_JSC	Meetings	SRO, JSC, PMO	Jan-22																											monthly meetings
<b>Key Documentation Review</b>																														
Integrated Assurance & Approval Plan	Live document	SRO, SILCG PB, PMO	Jan-22		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	regular review
SILCG Programme Business Case	Live document	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											PBC approved Aug 2021
Programme Implementation Plan	Live document	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											regular review
Benefits Realisation Strategy	Live document	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											regular review
Programme Issues Log	Live document	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											regular review
Programme Risk Register	Live document	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											regular review
M&E Plan	Live document	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											regular review
Programme Communications Strategy	Live document	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											regular review
Covid 19 Impact Assessment	Live document	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22		x	x	x	x	x	x	x																			regular review
Programme Progress Reports	Live document	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											Annual, quarterly monitoring, highlight
<b>Key Documentation Approvals</b>																														
Integrated Assurance & Approval Plan		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											Live document / on-going review / update
SILCG Programme Business Case		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											PBC approved Aug 21
Programme Implementation Plan		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											Live document / on-going review / update
Benefits Realisation Strategy		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											Live document / on-going review / update
Programme Issues Log		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											Live document / on-going review / update
Programme Risk Register		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											Live document / on-going review / update
M&E Plan		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											Live document / on-going review / update
Programme Communications Strategy		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											Live document / on-going review / update
Covid 19 Impact Assessment		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											Live document / on-going review / update
Programme Progress Reports		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											Live document / on-going review / update
<b>Assurance</b>																														
<b>Project Level</b>																														
<b>Level 1 - Functional Assurance (Internal)</b>																														
Technical, due diligence, data security and financial	Internal procedures	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											To plan with NPT internal audit for 2022
<b>Level 2 - Independent</b>																														
OGC Gateway Process	Risk Potential Assessment	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22		x																									Meeting with WG Jan 2022
OGC Gateway Process	PAR	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22		x																									planning meeting with PoMO & WG Jan 2022
OGC Gateway Process	CFR	SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											
<b>Approvals</b>																														
<b>Consequential Assurance</b>																														
<b>Level 3 - Audit</b>																														
External Audit		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											tbc
Internal Audit		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											To plan with NPT internal audit Jan 2022
Risk Critical Friends		SRO, SILCG PB, PMO, PB, JC, JSC	Jan-22																											tbc







**Yr Egin - Phase 1**  
**Integrated Assurance and Approval Plan**

Assurance / approval / Reporting	Activity/Product	Primary client	2019/2020												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	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar														
<b>Governance</b>																																																				
Project Board	Live document	CCC											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						
Clairmontshire County Council	Council Meetings	CCC											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						
DWYSD	Meetings	DWYSD											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 Committee	Meetings	SRO, JC, PMO											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						
Programme Board	Meetings	SRO, PB, PMO											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					
ES Strategy Board	Meetings	SRO, ESB, PMO											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					
JSC	Meetings	SRO, JSC, PMO											x																																		monthly meeting					
<b>Assurance</b>																																																				
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO																																															Project Approval, Build and Sign Off Completed prior to 2019			
OGC Gateway Process	Gate 1 Programme Strategy, Assessment	SRO, PB, PMO, JC																																																Project Approval, Build and Sign Off Completed prior to 2019		
OGC Gateway Process	Gate 1 Business justification	SRO, PB, PMO, JC																																																Project Approval, Build and Sign Off Completed prior to 2019		
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC																																																Project Approval, Build and Sign Off Completed prior to 2019		
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC																																																	Project Approval, Build and Sign Off Completed prior to 2019	
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PMO, JC																																																	Project Approval, Build and Sign Off Completed prior to 2019	
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO, PB, PMO, JC																																																	Formal Gateway 5 Review completed - Green Standard Awarded	
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC																																															Completed and approved prior to operational phase			
Project business case	Live document	SRO, PMO, PB, JC, JSC																																															Business case completed but will be updated in line with requirements from I&M going forward			
Project issues log	Live document	SRO, PMO, PB, JC, JSC																																															Operational Issues Register now utilized			
Project risk reg	Live document	SRO, PMO, PB, JC, JSC																																																Operational Risk Register now utilized		
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																																																Project MAE plan completed, but will be reviewed in line with requirements of I&M - Provisional Date for review inputted		
UK and Welsh Gov Policy Workshops	Meetings	SRO, PMO																																																Project in operational phase		
<b>Audit and risk</b>																																																				
Audit	Audit	SRO, PB, PMO, JC																																																	annual audit	
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk																																																		
Lessons learned workshop	Meetings	Partners																																																		Lessons Learned Workshop has informed Egin Phase 2 Progress
Comms group	Meetings	Partners																																																		







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	
<b>Governance</b>																												
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	x	x	monthly meeting
Caerdyddentwre 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	x	x	monthly meeting
RLSP	Meetings	RLSP	Jan-20	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
Regional Lia	Council Meetings	CCC, SOC, NPTC, PCC	Jan-20	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
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	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	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	x	x	monthly meeting
Ev Strategy Board	Meetings	SRO, ESS, 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	x	x	monthly meeting
JSC	Meetings	SRO, JSC, 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	x	x	monthly meeting
<b>Assurance</b>																												
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO																										
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	Jun-21																									x
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			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		x	
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Jan-20		x		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																									
<b>Audit and risk</b>																												
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																										

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	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. 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. 08/12/21 Letters have been sent to non Joint Committee partner organisations to sign up to committing to supporting the delivery of the programme / project outcomes. Expected to be in receipt of all signatures by year end.	2	3	6	↔	Mar-22
	Risk	SBCD005	Delay in approval of Programme / Project business cases	Mar-18	C11	PoMO JC/ Gov	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 effect 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.	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 testing 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 01/07/21 Low Carbon and HAPS currently awaiting Ministerial approval. Skills & Talent and Campuses current 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. 08/12/21 Low Carbon, HAPS and Skills and Talent Business Cases have all received Ministerial approval. Campuses has received a delivery confidence assessment rating of Amber / Green in the recent Gateway Review and the Business Case is awaiting Ministerial approval.	2	3	6	↓ (3.3)	Mar-22
Implementation	Risk	SBCD006	Portfolio / Programme / Project Business cases not approved	Mar-18	C3 C11	PoMO / Delivery Lead/ W/LK Govern- ment	Risk of Business Cases not being approved due to lack of engagement / direction from authorities resulting in programme / 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.	08/04/21 PoMO continue to engage with UKWG 01/07/21 Consultants engaged to support sign off of the Economic appraisals 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. 08/12/21 Low Carbon, HAPS and Skills and Talent Business Cases have all received Ministerial approval. Campuses has received a delivery confidence assessment rating of Amber / Green in the recent Gateway Review and the Business Case is awaiting Ministerial approval.	1	3	6	↔	Mar-22
	Risk	SBCD008	Changes to approved Business Cases and what they will deliver	Mar-18	C11 C6	Delivery lead	Risk of changes to approved Business Cases due to no longer requiring same amount of funding or change of timescale, cost, quality, programme / project benefits and portfolio level benefits causing the programme / 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	08/04/21 Pentre Avel 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. 01/07/21 Change Control process approved by Governance Boards and implemented. 08/12/21 Swansea City Waterfront & Digital District - Innovation Matrix has been through the Change Control process via Governance Boards and approved. Lack of engagement from stakeholders with this process, PoMO to emphasise to Programme (Portfolio) Board and Joint Committee the importance of going through the Change Control process that all members have signed up to. This will form part of the Quarterly Monitoring Reports. PoMO are also progressing with putting an Assurance Framework in place.	4	3	6	↔	Mar-22
Implementation	Risk	SBCD010	Cancellation of meetings	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	Monthly meetings of ESB and Joint Committee now taking place at the same venue and on the same day. Programme Board meetings precede these meetings by a fortnight. Meetings of Joint Scrutiny Committee take place throughout the City Region every two months	08/04/21 Forward planning for meeting schedule in place. No issues to report. Continue to monitor. 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 are and post have taken place. 08/12/21 During 2021 8 Joint Committee meetings have taken place where TOR sets out they are to take place quarterly so have more than adequately satisfied expectations. Programme (Portfolio) Board have met 9 times during 2021, Joint Scrutiny ... and ESB ...TOR for Joint Scrutiny currently with the Monitoring Officer to change quorate from 8 to 6 members.	2	2	4	↔	Nov-21
	Risk	SBCD012	Withdrawal of Partners	Mar-18	C3 C6 C11	JC	Risk of withdrawal of Partners 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	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. 08/12/21 Commitment letters have been signed by all 4 partners as per Audit recommendation.	2	3	6	↔	Mar-22
Delivery	Risk	SBCD013	Slippage in delivery of programmes / projects against key milestones	Mar-18	C3 C6 C11	JC	Risk that City Deal doesn't achieve the outcomes intended with the timescales agreed due to slippage in delivery of programmes against key milestones resulting in borrowing and reoperation 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 51 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 Avel 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 Project Leads currently assessing PSM Tooling to accommodate plans. Quarterly Monitoring templates in place for Leads to identify and report on slippage / change to time frames. 08/12/21 Due to numerous factors, there has been some slippage in the original forecast investment, there will likely be some delays in delivery across the Portfolio for various reasons, including COVID restrictions, Postponements in business case submissions and approvals and other factors such as resource and material availability may need to be monitored and mitigated as infrastructure elements move further into delivery. The portfolio level benefits have now been forecast for the remaining duration of the portfolio, however regular review will be required in order to ensure risks do not become issues and appropriate mitigation measures are adopted by the programmes and projects to meet the delivery commitments of the wider portfolio. PoMO are now monitoring the Procurement Pipeline	3	5	15	↔	Mar-22
	Risk	SBCD015	Failing to adopt the SBCD Procurement Principles including Community Benefits	Mar-18	C6 C7 C13	All	Risk of programmes / projects failing to adopt 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 WRFQ 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/UC to endorse principles.	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. 13/12/21 PoMO to engage with Programme / Project Leads to ensure all are adhering to regulations set out in SBCD procurement principles. Quarterly monitoring of Community Benefits continues.	2	4	8	↔	Mar-22
Operational	Risk	SBCD016	Negative media coverage	Mar-18	C13	PoMO	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 follow-up questions / diary markers to scrutinise City Deal progress / previous statements.	3	4	12	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 Pembroke/Heritage media. Media coverage for the Pentre Avel's project approval has been overwhelmingly positive. Also positive media coverage on the Procurement Pipeline Event and further Digital District funding. 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. 13/12/21 Due to the local elections soon to be held probability of the risk happening slightly increased due to reporting actions being outside of the control of the PoMO. Impact slightly raised as there are several SBCD Projects moving into delivery which will attract media coverage.	3	3	9	↑ (1.2)	Mar-22	
	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.	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. 13/12/21 As we move into a period of delivery, there is potential for missed opportunities for the programmes / projects to work together. Since Skills & Talent Programme receiving ministerial approval, a Skills solution working group has been set up to reduce silo working involving the other programmes and projects within the City Deal.	2	2	4	↔	Nov-21
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 of 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 use in all City Deal comms.	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. 13/12/21 Regular reports continue to be provided to the Governance Boards such as Highlight Report, Quarterly monitoring, financial management, SBCD Monitoring Officer currently looking into how we can develop a portal for partners to access to share reports, decisions and communications. PoMO are in the process of procuring Project Management Software to be used across the SBCD Portfolio which will also strengthen communications. Communications Plan to be updated in the next quarter in line with the recommendation resulting from the last Portfolio Gateway Review. Risk rising due to turnover of senior stakeholders, lack of representation from organisations at 2 consecutive Governance Boards and covid related work pressures on organisations. Work is being done to shape Corporate Joint Committees (CJC's).	3	3	9	↑ (1.3)	Mar-22
	Risk	SBCD019	Change in project scope post Outline Business Case approval	Mar-18	C11 C6	Delivery lead	Risk that project no longer requires same amount of funding due to change in project scope post Outline 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.	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. 13/12/21 Swansea City Waterfront & Digital District - Innovation Matrix has gone through the Change Control process and approved by Governance Boards and UK & WG. PoMO continue to manage the process by engaging with Programme / Project Leads and report change to Governance Boards and scrutiny.	4	3	12	↔	Mar-22
Operational	Risk	SBCD021	Governance policies and legislation	Sep-20	C6		Lack of robust measures to monitor 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/rights and hospitality for all Senior Officers and Members	08/03/21 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. 13/12/21 Since last reported several Policies and Guidelines have been approved by Governance Boards namely: Anti-Fraud and Anti-Corruption Strategy, Anti-theft Bribery and Corruption Policy, SBCD Meeting Protocol, SBCD Welsh Language Guidelines, Role of a Programme / Project SRO. Declarations of Interest (DOI) now implemented. Financial statements have been visually amended to ensure DOI compliant in terms of accessibility.	1	2	2	↓ (2.2)	Mar-22

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 and provide updates to political leaders and monitor election periods.	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. 08/12/21 Acknowledgement that there potentially could be a change in political stakeholder across the Governance Boards. PoMO to consider putting training programmes in place for new members. Risk to be reviewed in June post elections.	3	3	9	↔	Mar-22
Financial	Risk	SBCD023	Failure to achieve full funding package	Mar-18	C3	All	Risk of failing to achieve the full funding package resulting in portfolio 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 case business plan. Effective and timely procurement activity. Establishment of robust contracts. Ongoing dialogue to resolve issues relating to revenue funding.	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 13/12/21 Awaiting approval of the Campuses Business Case. Despite all other SBCD Business Cases having been approved, there is a continued risk which is being mitigated through financial monitoring.	3	3	9	↔	Mar-22
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. 13/12/21 Ongoing. Section 151 Officers are due to have discussions with Government.	3	4	12	↔	Mar-22
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	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. 13/12/21 NNDR Report drafted. Due to be submitted to Programme Board in January 2022.	3	3	9	↔	Mar-22
Financial	Risk	SBCD026	Private sector funding contributions not realised in line with business case projections	Mar-18	C3	Delivery Lead	Risk that private sector funding is not realised as per portfolio business case projections that will impact on the deliverability of outputs and outcomes of the SBCD	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.	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. 21/12/21	2	2	4	↓	Mar-22
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	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 13/12/21 Deadline set for end of December. Funding agreements for PDM signed and Programme Board now in place. Programme now in development and expected to spend European funding by the imposed deadline. Discussions being held with WEFO on the flexibility of the funding profiles in 2023.	3	3	9	↓ (4,4)	Mar-22
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 expertise 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.	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. 13/12/21	2	3	6	↔	Mar-22
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.	13/12/21 Construction Impact Assessment currently with Programme / Project Leads and SRO's for completion in readiness for the January Governance Boards.	5	3	15	↔	Mar-22
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.	13/12/21 Discussions to be held with WG. Awaiting formal decision on their approach for advancement of grant.					Mar-22
Operational	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	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		Mar-22	
Operational	Risk	SBCD034	GVA Calculation / Measurement	08/12/21	C3 C6	PoMO Leads	There is a risk that the expectations of what GVA would be measured, monitored and reported on might not be achievable as originally anticipated.	3	3	9	GVA has been listed in the Heads of Terms and as a Portfolio investment Objective as a measure which will provide a positive impact across SBCR, whilst this will be true, the SBCD PoMO have been unable to achieve a conclusive answer from numerous sources as to how this measurement can be achieved at a Portfolio level. Advice and guidance of what is expected in relation to the measurement of GVA is currently being sought from Colleagues in Welsh and UK government					Mar-22	
Operational	Risk	SBCD035	Ineffective engagement with and involvement of important stakeholders	08/12/21	C6 C13	PoMO Leads	Failure to effectively engage important stakeholders including industry, third and private sector across the portfolio resulting in missed opportunities or potential outputs and outcomes not being fully achieved. Programmes and Projects (P&Ps) will have their individual approach to stakeholder engagement throughout the lifetime of the projects. In some cases opportunities may exist for collaborative working across the portfolio to generate maximum regional benefit from stakeholder involvement. P&Ps should work together to ensure effective use of stakeholders. Note: A stakeholder is deemed to be important if a lack of effective engagement at any stage of planning or delivery could be detrimental to the Portfolio, Programme or Projects achieving their objectives or could lead to that stakeholder being reputationally disruptive.	3	3	9	P&Ps will report on engagement progress via the Portfolio governance and reporting system. The Economic Strategy Board is keen to assist P&Ps with engagement at all levels. Portfolio Business Engagement Manager will support P&Ps in this activity including being a point of contact for SBCD enquiries, supporting meet the buyer events during construction period, arranging and attending events and meetings etc. A Portfolio Engagement and Investment Framework has been drafted to aid the process (currently deferred until SQW Regional Plan is adopted by LA)	3	3	9		Mar-22	
Operational	Risk	SBCD036	Turn over of Staff	08/12/21	C7	All	Risk of losing key strategic business partners due to high turn over of staff in the business sector resulting in possible change in priorities, having to rebuild working relationships and knowledge sharing	3	3	9	PoMO to work with stakeholder to build relationships and support with delivery of projects.		3	3	9		Mar-22
Operational	Risk	SBCD037	Assurance Framework	08/12/21	C6	JC	Risk of non acceptance and approval of the Assurance Framework causing the PoMO additional by having to carry out an unmanageable number of reviews per annum.	3	4	12	PoMO working with Welsh Government to draft the Framework along with gaining input / comments from key stakeholders.		3	4	12		Mar-22
Financial	Opportunity	SBCD038	Unallocated £5.3m underspend	08/12/21	C3 C6	Accountable Body	Confirm £5.3m allocation of remaining £5.3m funding to be allocated.	3	3	9	Review on completion of quarter 3 financial monitoring.		3	3	9		Mar-22
Operational	Risk	SBCD039	Ability to update the JCA	08/12/21	C6 C12	Legal	There is a risk that due to outside factors further delays in the updating of the JCA will prevent the audit recommendations being completely closed and may cause some functional restrictions in the requirements of the various boards and committees and the Portfolio Management Office in discharging their governance requirements for the City Deal	3	4	12	The JCA requires updating following audit recommendations, in order to ensure the agreement is fit for purpose following the bedding in period of the Portfolio Management team, coupled with the progress made across the Portfolio with Programmes and Projects moving past approval and into delivery.		3	4	12		Mar-22
Financial	Risk	SBCD040	Operations of the SBCD PoMO	08/12/21	C3 C6	Accountable Body	Risk of having no funding available for the continuation of the SBCD PoMO post 7 years, resulting in no PoMO in place to continue with Governance arrangements and monitoring / reporting of the Portfolio	3	4	12	Options and requirement to be discussed at next S15's working group.		3	4	12		Mar-22
Financial	Risk	SBCD041	In Year Underspend	08/12/21	C3 C6	Accountable Body	Having undertaken a reprofiling and baselining exercise across the Portfolio, there is a risk of an in year underspend of circa 10% of the portfolio value, however this has no effect on the overall investment of the Portfolio or the wider benefits and deliverables.	4	3	12	Review of investment components and timelines has been completed in conjunction with the Programme / Project Leads. These reviews have resulted in a more realistic investment forecast which will allow for Quarterly and Annual review and scrutiny to ensure continued progress towards this profile. This is the first reprofiling exercise that's been undertaken following the approval of all project/programme business cases and will be actively managed going forward to business case updates and the change management strategy.		4	3	12		Mar-22

Risk Group	Risk Ref	Date Closed	Risk Title	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Control Actions	Residual Probability	Residual Impact	Residual Rank
Development	SBCD000	31/01/20	Delay in establishment of ESB	C14	JC / UKG & WC	Formal governance structure incomplete. Unable to begin formal review of business cases. Last 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	
Development	SBCD001	14/05/20	Delay in approval of JCA	C3 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	6	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	
Development	SBCD002	31/01/20	Delay in approval of Implementation Plan	C3 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	
Implementation	SBCD009	21/09/20	Swansea University withdrawal from programme (added January 2019)	C3, 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	10	<b>FINANCIAL</b> Confirmed senior Swansea University representation at joint Committee. Swansea University working on a business case for the Campus project. Working on the Deal and Media Swansea Institute at Swansea University, the National and Innovation Centre forms part of NPI's wider programme of projects (Supporting Innovation and Low Carbon Growth) H40520 Campaigns project meetings continuing remotely. D115200 Swansea University agreement with Dores Asset available.	2	2	4
Implementation	SBCD003	11/12/20	Slippage in delivery of portfolio	C3 C14	JC	Risk of City Deal not achieving the outcomes intended within the timescales agreed. Borrowing and re-occupation does not accurately reflect spend resulting in slippage in delivery of the portfolio	4	4	10	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
Development	SBCD002	18/12/20	Stakeholders misunderstand the objectives / benefits / purpose of the City Deal	C13 C3	PolMo	Risk that Stakeholders misunderstand the objectives / benefits / purpose of the City Deal showing lack of support and disengagement caused by inaccurate understanding from the effort. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives.	1	3	3	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 contact officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure where appropriate, a response is issued promptly. Regular practice centres and marketing of the City Deal keeping stakeholders up to date with activities, coverage and outcomes.	2	2	4
Implementation	SBCD007	04/01/21	Programme / Project infrastructure fails to meet to objectives	C13 C3 C11	JC / Delivery Leads	Risk of programme / projects infrastructure fails to meet objectives causing City Deal to not achieve the anticipated long term change / outcomes and/or 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 targeted business engagement officer to kick start 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 to legacy. Launch 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/industry events.	2	2	2
Financial	SBCD003	Jul-21	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 area.	2	2	4
Implementation/Op	SBCD004	08/12/21	Delay in development of Programme / Project business cases	C11 C14	PolMo / 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 (RPA).	2	2	4
Operational	SBCD011	08/12/21	Withdrawal of Local Authority Partner	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.	2	3	6
Operational	SBCD014	08/12/21	Engagement and buy in of critical stakeholders	C13 C6	PolMo / 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.	3	3	9
Operational	SBCD020	13/12/21	Failure to establish a robust baseline	C6	Delivery Leads / PolMo	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	2	2	4
Financial	SBCD027	13/12/21	EU match funding contributions not in line with initial business case projections	C3	Delivery Leads	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.	2	3	6

Review Update/Control Actions	Review Rank	Review Date	Review Update	Review Probability	Review Impact	Review Rank	Review Date	Review Update/Control Actions	Review Rank	Review Date	Review Update/Control Actions	Review Probability	Review Impact	Review Rank	Review Date
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 (see more frequently) as required to establish momentum in anticipation of a number of business cases coming forward.	Green						01 Jan 19	As previous update	1	1	15 Apr 19			Green	01 Jul 19
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							01 Jan 19	As previous update	1	1	15 Apr 19		3	2	01 Jul 19
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							01 Jan 19	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		2	2	01 Jul 19
<p>11/01/20 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</p> <p>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.</p> <p>01/10/20 Implementation of all Actica, internal and external reviews to be reviewed by UKG &amp; 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/SLCG / Penrre level undertaken. Covid-19 impact is being assessed with project leads and stakeholders.</p> <p>04/01/21 Monitoring &amp; Evaluation Plan in place, quarterly monitoring report established and presented to J / PB quarterly updating on key achievements, prog / prog risk and outputs / outcomes, IAAP developed and now a live document for Portfolio and Prog / Proj level.</p> <p>Risk moved to closed, further updates to be picked up in Risk ID 013 for delivery phase.</p> <p>31/01/20 Significant media coverage on the release of the first £18 million of SBDC funding, the submission of the POM project to both governments for approval, the submission of the revised NPT programme to both governments for approval, and the appointment of the new SBDC Programme Director. Regular, impactful social media activity on-going, and a newsletter for the regional business community due for imminent distribution. Comms, marketing and business engagement on-going.</p> <p>14/05/20 Programme Business Case and Monitoring &amp; Evaluation Plan under development. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community.</p> <p>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 SBDC. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community.</p> <p>17/12/20 All primary stakeholders now fully engaged. Risk closed. Any risk associated with the wider stakeholder group to be picked up under other Risk.</p> <p>07/07/20 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 presence, 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 events and promotional materials.</p> <p>14/05/20 Newsletter distributed to the regional business community at the start of March. Communications and business engagement on-going remains, 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.</p> <p>01/10/20 See previous</p> <p>04/01/21</p> <p>14/05/20 JCA signed by all four regional LAs, outlining commitment to regional projects. Details of regional LA obligations outlined in regional full business cases.</p> <p>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 raised</p> <p>11/01/2021 Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement.</p> <p>04/01/21 Changes to the HAPS Business Case implemented and being presented to J / PB January. Changes to Low Carbon Business Case due to be presented to PB March. 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 BCs 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 CSC 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 UKWG. Skills &amp; Talent &amp; Campuses have been developed to draft CBC stage.</p> <p>08/12/21 Low Carbon and Skills and Talent Business Cases now approved. Campuses is awaiting approval, no longer a requirement to monitor the risk.</p> <p>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.</p> <p>08/04/21 On going no issues to report. Continue monitoring.</p> <p>01/07/21 As per previous updates. No issues to report.</p> <p>08/12/21 Covered in the JCA. Risk closed.</p> <p>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 SBDC engagement to further raise awareness of SBDC 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 SBDC in the regional media and beyond, as well as in the specialist media. The SBDC social media presence will be strengthened and expanded, and bi-monthly newsletters will be circulated to key stakeholders and the regional business community.</p> <p>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 Penrre 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.</p> <p>Stakeholders continue to attend SBDC Governance meetings, the PoMO continue to engage with UKWGWS, SBDC Procurement Pipeline Events held March 2021. JC forward work plan includes holding a bi-annual seminar with Governance Board members. SBDC PoMO are looking to schedule this for June 2021.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>01/07/21 Portfolio Benefits Profiles developed, cascading to all Programmes / Projects to establish baseline and monitoring process.</p> <p>13/12/21 Portfolio Business Case fully established. Benefits established, baselined and reported quarterly. Risk closed.</p> <p>11/01/2021 WFO deadlines and amounts are principally agreed for the two SBDC programmes in receipt of funding. WFO funding requires to be expended by Supporting Innovation and Low Carbon Growth - June 2023 Penrre Dock Marine - December 2023</p> <p>07/04/2021 Programmes/projects will manage European funding inline with business case approved budgets. Two projects are in receipt of EU funding. POM has been approved and SBDCG has been incurring spend at risk.</p> <p>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.</p> <p>13/12/21 Risk closed</p>															

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
This risk is no longer live and will be removed from future updates.	-	-		21 Oct 19	This risk is no longer live and will be removed from future updates.	-	-		31 Jan 20	Two new specialist advisers have been appointed to assist the Economic Strategy Board, representing the sectors of micro business and skills & talent	1	1		14 May 20	ESB and specialist advisors in place. Risk can be removed.					
Further to the findings and recommendations of the two SBOD 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 subsequent projects.	3	2		21 Oct 19	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		31 Jan 20	As per previous update -ASSAX09	1	1		14 May 20	No longer a Risk can be removed, given the updated JCA's approval.	1	1			Risk identified. JCA is in place and will continue to monitor. Review for update.
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 JCA will need to formally review and approve the Implementation Plan.	2	2		21 Oct 19	Regional Office is working on a revised Implementation Plan for submission to Joint Committee for decision.	2	2		31 Jan 20	Implementation Plan approved at Joint Committee on January 29th, 2020. The Implementation Plan, however, is a live document that will continue to evolve with time	1	1		14 May 20	This is a live document that will continue to be updated, with annual report to JCA.	1	1			Implementation Plan approved by JCA in July 20. Now approved.

## 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 (A)	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 <u>may</u> be accepted, subject to approval of Joint Committee and Programme Board, based on rigorous control measures and regular evidenced reporting of control effectiveness by SBCD PoMo

		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
	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: 12/03/21

Review date(s): 01/07/21

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 October 2021									
	0	5	10	20	FDM	Yr Egin	Campus	Digital	HRPS	SECS	Private Asset	Swansea Waterfront	Skills	
Scope and key objectives	No change to project	limited and minor changes to project	Widepread 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 on achievement	Widepread, but relatively short term impact on achievement	Significant, long-lasting impact on achievement	10	10	5	5	5	5	5		5	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (>12 months)	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/partnership commitment	No issues	limited and minor issues	Widepread and major issues	Significant issues	10	0	5	5	0	0	5	10	0	
Project costs	No variance	0-50% variance	50-100% 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	Widepread and major impact	Significant impact	0	5	5	5	5	5	5	5	5	
				TOTAL	45	40	40	40	40	40	40	50	35	
					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/partnership commitment	Project costs	Procurement	Staff resourcing	
Oct-21	4	4	4	4	2	6	2	1	27
Jan-22	3	4	4	4	2	6	2	1	26
Change	✓	-	-	-	-	-	-	-	✓

ASSESSMENT CRITERIA	Scoring guide				Impact score January 2022									
	0	5	10	20	FDM	Yr Egin	Campus	Digital	HRPS	SECS	Private Asset	Swansea Waterfront	Skills	
Scope and key objectives	No change to project	limited and minor changes to project	Widepread 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 on achievement	Widepread, 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 (>12 months)	5	5	0	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/partnership commitment	No issues	limited and minor issues	Widepread and major issues	Significant issues	10	0	5	5	0	0	5	5	0	
Project costs	No variance	0-50% variance	50-100% 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	0	5	
Staff resourcing	No impact	Limited impact	Widepread and major impact	Significant impact	0	5	5	5	5	5	5	5	5	
				TOTAL	45	40	35	35	40	40	40	40	35	
					C	C	C	C	C	C	C	C	C	
				Intevention Movement	-	-	✓	-	-	-	-	✓	-	

Suggested project categories relating to the risk and impact assessment score are as follows:

Project Risk and Impact Score	Suggested Project Category	Intervention
100+	A	Board & Committee intervention required
50-99	B	Senior management intervention required
25-49	C	Senior management response required
0-24	D	Senior management response not required

Intervention score will be calculated alongside the impact score via



Covid-19 Risk Assessment

Identify project risks associated with the Covid-19 in the table below and determine to what extent they affect the impact criteria (blue shaded section):

Ref No.	Risk	Impact Criteria								Risk mitigation	Corrective action	Review date
		Year and delivery	Target	Resources	Implementation progress	Completion	Performance	Value	Cost			
1	Project funding is reduced or removed as a result of COVID-19 and is essential to the project.	High	High	High	High	High	High	High	High	Seek assurance from regional, Welsh and UK Government regarding Project funding.	Electronic reports with no return to better inform at all times.	Apr-22
2	The Digital Project is no longer treated as a priority by the region and/or individual partners.	Low	Low	Medium	Medium	Low	Low	Low	Low	Continue to engage and build effective relationships with all partners and stakeholders, ensuring alignment with their priorities.	Clear regional commitment to investment in Digital Infrastructure Programme.	Apr-22
3	Telecommunications providers reduce activity and investment in Digital Infrastructure as a result of the economic downturn.	Low	Low	Medium	Medium	Low	Medium	Low	Low	Continued to engage with telecommunications industry, monitor the market and it's activity.	Continued or increased activity and investment from telecommunications sector ongoing.	Apr-22
4	Delay in the approval of the business case through partner governance and regional office.	Low	Low	Medium	Medium	Low	Medium	Low	Medium	Pathway mapping and scheduling to ensure approval at required governance meetings is being undertaken.	Urging adherence to Governance structure, pathways and timelines.	Apr-22
5	Reduction in working flexibility from home prevents an effective working model.	Low	Low	Low	Medium	Low	Medium	Low	Medium	Programme to continue as planned.	Programme continuing as planned.	Apr-22
6	Risk of not completing the PDR delivery component by the end of the current RFP period.	Low	Low	Medium	Low	Low	High	Low	Medium	Could push completion of defects liability period outside December 2022 meaning any bills received outside this period would be eligible for RFPV funding. RFPV quantifying the potential cost of this based on the current delivery profile. Potential to use consultants' availability costs to pull forward activities. Potential to use ready delivery construction method to achieve result quicker. These measures will be implemented once Principle Contractor is procured after detailed design at the end of 2021-22.	These partners are working through a number of options including value engineering and engaging contractors to mitigate costs increase and ability to deliver against funding targets.	Apr-22
7	Delay in progress from key industry stakeholders and inward investors.	Medium	Low	Low	Low	Medium	Low	Low	Low	Continued dialogue with project developers and public stakeholders (TIC, BEIS, Treasury) to maintain momentum.	Continue to engage on PDR in all areas of opportunity and work collaboratively with stakeholders to ensure the business case is achieved and the potential to secure further regional opportunities realised.	Apr-22
8	Supply chain companies go into 'hibernation' making it difficult for M&E and META to engage in innovation support activities.	Low	Medium	Low	Low	Low	Low	Low	Low	Concentrate on 'active' companies, such as grant-funded or equity-funded organisations. Focus on innovation projects that require little direct input from target companies, but that can provide them with benefits when they 'hibernate'.	ME&E and META making good progress on engaging with supply chain. Projects like One Alliance and META adding relevance to ME&E's offering therefore mitigating the risk. Targets still at risk but more associated with the limited time the uncertainties have to be limited in the event of funding agreement delay.	Apr-22
9	Universities do not sign up to M&E2 collaboration agreement because of uncertainty of, or late confirmation of M&E2 funding.	Medium	Medium	Low	Medium	Medium	Low	Low	Medium	M&E2 Contract continues without university partners, with a smaller project, narrower scope and less likelihood of a long-term presence.	Good progress on revision to targets.	Apr-22
10	Fluctuating wind Project Developers delay or cancel potential projects. Risk arises due to inability to make progress on technical aspects due to supply chain fluctuation.	Low	Low	Low	Low	Low	Low	Low	Low	Continued dialogue with project developers and public stakeholders (TIC, BEIS, Treasury) to maintain momentum.	Significant ramp up and interest from PDR Developers in Q1 2022 and also Abellion from Crown estate published for Celtic Sea which has added significant positivity for PDR. We are also seeing significant recruitment opportunities being advertised in the region.	Apr-22
11	PDR alignment with significant M&E2 approval delay. Fluctuating offshore wind PDRVWV market leaves PDR behind and public sector money impact is significantly diluted.	Medium	Medium	High	High	Medium	Low	Low	Medium	Consider PDR PDRVWV fit in terms of delay, and be prepared to adjust project objectives and business plan, through Project Change Request (PCR).	Review PDR PDRVWV programme in the light of PDRVWV market analysis, and adjust programme to conform with RFPV funding timeline.	Apr-22
12	Delay in consent to use the third party resource issues to review and respond within statutory time limits.	Low	Medium	Medium	Low	Medium	High	Low	Low	Business dialogue with stakeholders throughout consent process & manage expectation and key messaging around need for timely determination.	Some PDR elements reviewed - including consent not causing any delays or issues and expected to be completed.	Apr-22
13	Ability to progress with submission of consents due to need to meet current and future law not completed.	Low	Low	Medium	Low	Medium	Low	Low	Low	Not currently an issue but potentially could be if the situation continues for more than 6 months.	Will update next quarter.	Apr-22
14	Increase in cost due to having to pay for consultation charges from consultants to maintain delivery timelines.	Low	Low	Medium	Low	Medium	High	Medium	Medium	Review project timeline to see if delay in project and date possible. If not, assess the need to use third party consultation and make case to stakeholders for additional consultation if required.	No change - will bring cost processes and waiting for latest update on costs to be delivered on site. This has been included in the PDR to account current impact.	Apr-22
15	Delay in progress towards finalising terms and conditions and associated documentation (jobshare agreement etc).	Low	Low	Low	Low	Low	Low	Low	Low	Maintain regular dialogue with PDR partners and job stakeholders via Teams etc to maintain progress on project governance work during restrictions.	Collaboration agreements all signed and executed.	Apr-22
16	Insurance costs.	Low	Medium	Low	Low	Low	Medium	Low	Low	Insurance cover maintained with COVID-19 response leading to a delay in response. Could delay activity on site if timely insurance not in place. Also cost factor.	Will update next quarter.	Apr-22
17	Partners' need											
18	The Further and Higher Education programmes at Penrhyn need an end aligned with project objectives and local skills shortages.	Medium	Medium	Low	Medium	Medium	Low	Low	Medium	The courses under development for Penrhyn need an end in areas of targeted skills shortages and which have been critical to the COVID-19 effort. Courses to be included in the Further and Higher Education programme. Subsequently, projected student numbers throughout at the Village are likely to be maintained. We will engage with the relevant partners to understand and manage any impact and to ensure that the project benefits from any limited growth in student numbers. Research, Skills and Training programmes on an approved course number of HE providers about the need arise.	Draft Head of Terms issued to education partners detailing the scope to be delivered on site. This has been included in the education bid and strong pipeline and the overall outcomes for Penrhyn West.	Apr-22
19	Ability to secure institutional funding.	Medium	Medium	Medium	High	Low	Low	Low	Low	Plan to conduct a market review from selected funders. One of which will be engaged and a currently preparing funding bid. The understanding is that this type of investment is likely to be more attractive going forward than for example off-shore investment. Financial consultant maintained to ensure a proactive approach to securing institutional investment.	Conversations have been held with additional organisations to ensure that an optimal outcome can be achieved.	Apr-22
20	Shortage of construction labour/contractors.	Low	Low	Medium	Low	Low	Medium	Medium	Low	The construction of phase one will be procured through the South West Wales Construction Framework, lot 1. The companies have been assessed ahead of selection on the framework and there is no indication that this situation has changed. Negotiations are that price competition will be keen in the framework proposed. Contractors also will be able to undertake informal pre-market engagement with contractors to ascertain their recovery period and ability to mobilise within the current project programme.	Calculation of costs in progress.	Apr-22
21	Delays in project programme.	Low	Medium	Medium	Medium	Low	Low	Low	Low	Workload has been maintained. RIBA stage 3 work has been submitted. Distribution of report has commenced to Directors and will be sent for specialist internal oversight as appropriate. Existing work commissioned and assessed for initial disbursement to ensure the requisite surveys and pre-construction works can be undertaken over the summer months. This will avoid any delay in construction commencing on site. COVID-19 may have an impact on construction contractors ability to mobilise to current project programme.	Internal resources identified to manage the construction contracts. Revised governance structure implemented Programme developed.	Apr-22
22	Change partner priorities owing to COVID-19.	Low	Low	Low	Low	Low	Low	Low	Low	The areas of work under consideration are those focused on health research (e.g. respiratory).	Defined and managed. Incorporated into draft Heads of Terms.	Apr-22
23	Design/contract/unknown economic impacts.	Medium	Medium	Medium	Low	Low	Medium	Low	Low	Working/industry analysis.	Recent cost being identified with associated financial consequences ongoing and to be managed.	Apr-22
24	Reduced supplier demand.	High	High	Low	Medium	Medium	Low	Low	Low	Dialogue with industry/contractors. Change of project delivery rate and scope potentially necessary.	Business recovery from COVID ongoing and to be managed.	Apr-22
25	Availability of external funding.	Medium	Medium	Low	Low	Low	Low	Low	Low	Initial report but maintain dialogue with funders.	Review of funding of course in progress. From sector demand study to further dialogue with sector demand.	Apr-22
26	Risk in construction costs.	Medium	Medium	Low	Low	Low	Medium	Low	Low	Review scope to ensure value added.	Construction cost review for mitigation.	Apr-22
27	Delays in project programme.	Low	Low	Low	Low	Low	Low	Low	Low	Maintain current programme. Use live view.	Project programme overall not changed but.	Apr-22
28	Ability to collaborate effectively with partners.	Low	Low	Low	Medium	Medium	Low	Low	Low	Maintain current effective dialogue with partners. Use live view.	Ongoing dialogue with stakeholders ongoing.	Apr-22
29	Skills and capacity issues in terms of project delivery.	Low	Low	Low	Medium	Medium	Medium	Low	Low	Monitor project team capacity.	Project team capacity seems to be good with.	Apr-22
30	Changed industry requirements.	High	High	Low	Low	Low	Low	Low	Low	Dialogue with industry/contractors. Potentially change scope in line with new requirements.	Industry continues to adapt project needs to satisfy industry requirements.	Apr-22
31	Reduction in service needs and commercial opportunities.	Medium	Medium	Medium	Medium	Low	Low	Low	Low	Dialogue with industry/contractors. Potentially change scope in line with new requirements.	Industry understands change in nature of service requirements.	Apr-22
32	Delay in obtaining relevant approvals.	Low	Low	Medium	Low	Low	Medium	Low	Low	Maintain current project planning. Low risk. feedback.	No change anticipated.	Apr-22
33	There is a risk that project partners will be less engaged with the project development and governance due to competing priorities.	Low	Low	Medium	Medium	Medium	Low	Medium	Medium	A new Campus project governance and working group structure has been established and we are working with our colleagues particularly in health to ensure continued engagement and participation is facilitated virtually at suitable and convenient times.	Project Board has been reviewed and work packages identified to align with the delivery phase. Project approval panel and stakeholder meeting receive complete along with new appointments of a Campus and Relationship Manager to the project to continue direct stakeholder engagement thus reducing the possibility of delay.	Apr-22
34	There is a risk that wider stakeholders including private sector will be less engaged with the project.	Medium	Medium	Medium	Medium	Medium	Low	Medium	Low	An engagement strategy is being developed with regards to private sector supported by Life Science Hub Wales. This remains a priority.	Relationship Manager appointed and work packages and teams constructed to ensure engagement strategy is utilised to maximum effect.	Apr-22
35	There is a risk of under demand of incubation space.	Medium	Medium	Low	Medium	Medium	Low	Low	Low	Continued engagement of private sector demand for incubation space in line with the developing private sector engagement strategy. Maintaining continuous of renewed support of incubation space within developments.	Additional market research to be commissioned along with additional stakeholder focus groups to interact with commercial clientele and assess demand and availability of services for the planned activities.	Apr-22
36	There is a risk that there will be a delay in the preparation of the business case.	Low	Low	Low	Low	Low	Low	Low	Low	A new working group has been formed to bring together the efforts to support the project goal to develop a successful business case.	Business case approved by U.K. and Welsh Government. See New Cluster.	Apr-22
37	There is a risk that there will be a delay in the approval of the finalised business case through partner governance and regional office governance.	Low	Low	Medium	Medium	Medium	Low	Low	Low	Continuous mapping and scheduling to ensure approval at required governance meetings is up to date and being undertaken.	Business case approved by U.K. and Welsh Government. See New Cluster.	Apr-22
38	There is a risk that there will be insufficient resourcing to progress the project including human resource.	Low	Low	Low	Medium	Low	Low	Low	Medium	A review will be undertaken to ensure where possible there is sufficient resourcing to progress the project in line with plan.	Operational resourcing allocated to the project, including appointment of a Communication and Relationship Manager along with a restructured Project Board and delivery teams.	Apr-22
39	There is a risk that there will be significant unmet requirements for digital connectivity of an development.	Medium	Low	Low	Medium	Low	Medium	Medium	Low	Further engagement will be undertaken with the Digital theme to ensure that all requirements are captured. Link in with existing digital projects.	Discussions continue with digital project leads and delivery partners such as Vodafone and other stakeholders.	Apr-22



	There is a risk that collating of later stages may be delayed/reduced due to weakened economy	Medium	Medium	Medium	Medium	Low	Low	Medium	Low	Continued engagement with key stakeholders and scope maximised to attract investment opportunities	Work streams identified in relation to commercial investment opportunities along with engagement with DfE, ESB, Business Wales and private sector investors.	Apr-22
<b>Theme 2: Private Sector</b>												
1	Economic downturn - housing market decline	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Close engagement with private and public sector	Close engagement with private and public sector	Apr-22
2	Economic downturn - affects the supply chain	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Close engagement with private and public sector - establish regional supply chain to ensure sustainability	Close engagement with private and public sector - establish regional supply chain to ensure sustainability	Apr-22
3	Economic downturn - building cost increases / less able to afford technology due to ability issues	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Flexible technology package - ensure affordability	Flexible technology package - ensure affordability	Apr-22
<b>Supporting Innovation &amp; Low Carbon Growth</b>												
1	Economic downturn	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Low Carbon in C-50 recovery plan	No change	Apr-22
2	Reduced demand for business premises	Medium	Medium	Low	Medium	Low	Low	Low	Low	Review of demand - Private Sector engagement plan in place and regular contact	Continuing demand for facilities	Apr-22
3	Availability of external funding	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Policy alignment to ensure funding is available	No change	Apr-22
4	Risk to construction costs	Medium	Medium	Low	Medium	Low	Medium	Medium	Low	Close engagement with contractors	Review of increases in costs	Apr-22
5	Changes to product programme	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Product management	No change	Apr-22
6	Risks and capacity issues in terms of project delivery	Low	Low	Medium	Medium	Low	Low	Low	Medium	Project management	No change	Apr-22
7	Reduced industry requirements	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Working engagement with industry	No change	Apr-22
8	Alignment to funding needs and commercial opportunities	Medium	Medium	Low	Medium	Low	Low	Low	Low	Subscribed / private sector engagement plan	No change	Apr-22
9	Ways to obtaining relevant approvals	Medium	Medium	Medium	Medium	Low	Low	Low	Low	Policy alignment / decision making process	Need to review Economic Case in line with V&T meetings	Apr-22
10	Technology advancements	Medium	Medium	Low	Low	Low	Low	Low	Low	Engaging engagement with industry	No change	Apr-22
<b>Skills &amp; Talent</b>												
1	Ability of training providers to deliver necessary training both for new vocations following on from Covid 19 restrictions	Medium	Low	Medium	Medium	Medium	Low	Low	Medium	Identify new ways of delivering training	Capital funding for equipment to allow for on the delivery of training.	Apr-22
2	Percentage of teachers/lecturers qualified to teach the level of new technology courses required by businesses	Medium	Medium	Medium	High	High	Low	Low	Medium	Develop training immediately for the teachers and lecturers utilising existing courses prepared in colleges and universities outside of Wales and work in partnership to upskill the staff	Funding and the willingness of teacher/lecturers to be upskilled.	Apr-22
<b>Resilience City &amp; Workforce Digital District</b>												
1	Construction Delay	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Work with contractor	Working on site	Apr-22
2	Construction Failure	Low	Medium	Medium	Medium	Low	Low	Low	Medium	Order ahead with Covid	Open ASAP	Apr-22
3	Resilient Market	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Work regularly	Monitor	Apr-22
4	Other Resilience	Medium	Medium	Medium	Medium	Medium	Low	Medium	Medium	Marketing process	Lockdown released	Apr-22
5	Resilient Outlook	Medium	High	Medium	Medium	Medium	Low	Medium	Medium	Review and monitor	Economic recovery	Apr-22

50-99	<b>B</b>	Intervention required. Monitored and supported by the Regional Programme Office in conjunction with Project Team
25-49	<b>C</b>	No intervention required. Continue to monitor locally with support from the Regional Programme Office
0-24	<b>D</b>	No intervention required. Continue to monitor at a project level

The context in which the project operates and an element of common sense will be considered alongside the impact score to ensure that the right level of intervention and monitoring is in place for the successful delivery of the project.

## Portfolio Gateway Review 2021-22 Recommendation Action Plan

ID	Recommendation	Priority	Report Section	Actions	Target Date	Lead	Sign Off	Status	Dependencies	Update
Gate001a	Update the stakeholder map, engagement strategy and communications plan	Recommended	8.2 Stakeholders and Communications	Review and update stakeholder map, engagement strategy and communication plan	Nov-21	HH	PB/JC	In Progress	Commencement of Comms and Marketing Officer	Comms and Marketing Officer is in post and action in progress. Draft Communications and Marketing Plan to be presented to Programme Board on 25/01/22
Gate001b	Establish the potential to make greater use of dashboard information to convey updates to different stakeholder groups	Recommended	8.2 Stakeholders and Communications	Development of P3M tooling and a dashboard of key information for stakeholders Consultation with stakeholders re: scope and presentation of information to be presented in the dashboard	Nov-21	PR	PB/JC	In Progress	Establishment of P3M tooling	Trialing of P3M tooling was completed during September. A preferred solution has been identified and a final demo of the software has taken place. A final report is being prepared recommending the software to be adopted, which will be followed by procurement. PoMO presented in October 2021, Quarterly Monitoring report, which includes Portfolio level benefits dashboard. This has been created and demonstrates annualised forecasts and completion to date information for the Portfolio level benefits namely Jobs, anticipated GVA contribution, investment.
Gate002	Confirm that the intended Outcomes and Benefits remain realistic given the impact of Covid and Brexit and the shortening of the UKG funding timeframe.	Essential	8.3 Outcomes and Benefits	Clarify UKG funding timeframe and any implications for benefit realisation Review and agree benefits at a Po/Pg/PJ level and establish a framework for the management and realisation of benefits across the Portfolio Incorporate reporting of benefits in dashboard information developed in action Gate001b above	Nov-21	PR	PB/JC	Completed	Dashboard information linked to completion of Gate001b	UKG confirmed on 5/8/21 that benefits realisation timeline remains 2017-33 even though funding profile from UKG ends 2028 due to accelerated drawdown. Portfolio level spending objective benefits have been confirmed and will be updated and reported on a quarterly basis. The wider programme and project benefits will be templated and prepared for report in the next quarter. Work is ongoing to profile the anticipated realisation on an annual basis and reported accordingly. Throughout 2021 the PoMO and project leads completed Covid Impact Assessments on a quarterly basis in order to monitor any potential impact of the pandemic on the Portfolio. From January 2022 the PoMO has implemented a similar Construction Impact Assessment in order to specifically monitor the impact of these and other factors on the infrastructure delivery elements of the Portfolio. As per the Quarterly Monitoring report October 2021 it was confirmed that Portfolio level benefits realisation is still realistic by completion 2033.
Gate003	Update the Terms of Reference for, and membership of, the Portfolio Board and ensure that all Members and Attendees understand their respective roles	Essential	8.3 Governance	Review and update ToR for PoB Engagement with PoB members to clarify purpose and roles	Feb-22	PR	PB	In Progress		The Terms of Reference for SBCD Governance Boards will co-incide with the development of Corporate Joint Committees. Direction will be provided by local authority Chief Execs. PoMO are working with members of SBCD governance groups and SROs to ensure complete understanding of their respective roles.
Gate004	Identify opportunities for the PoMO to extend its targeted support to constituent Programmes/Projects to reduce the PMO burden on those Programmes/Projects	Recommended	8.5 Portfolio Management and Resources	Completion of Skills Audit with all Pr/Pj Review and record the extent of PoMO targeted support to Pr/Pj. Engagement with Pr/Pj Leads and SROs through a survey and direct engagement to identify areas where PoMO could offer support to facilitate development / delivery Review reporting requirements for Pr/Pj and identify any duplication and potential areas for streamlining	Oct-21	PR	PB/JC	Completed		A skills audit was completed in early 2021 and required results have now been submitted and further review will be undertaken early in 2022 to ensure that any skills requirements or training opportunities are actioned accordingly. A survey has been completed by SROs and Programme/Project leads for feedback on areas of support to be considered by the PoMO. The results of this survey no significant concerns or failures of the support offered by the PoMO and ongoing review and support will be offered for the duration of the Portfolio.


**Community Benefits Register - Programmes and Projects**

Version	FINAL V2
Date	Updated 16/02/2021
Owner	Jonathan Burnes

The Community Benefits register is owned and maintained by the SBDC Portfolio Management Office. It is a working document that will be updated on a quarterly basis with information provided by Project Leads as programmes / projects progress through procurement, construction and delivery. As defined in Welsh Government's "Community Benefits - Delivering Maximum Value for the Welsh Pound - 2014", the primary focuses of Community Benefits policy are:

Requirement	Example Actions
1. Recruiting and training of economically inactive people -Targeted Recruitment and Training (TR&T)	Apprenticeships & Pathways to Apprenticeships traineeships. work experience / internships. graduate placements. work trials. voluntary work opportunities. National Vocational Qualifications. training of retained staff.
2. Supply chain initiatives, covering:	maximising the opportunities for smaller and more local suppliers and contractors to compete for tenders. sub-contract or supply chain opportunities. measures to ensure prompt and fair payment terms.
2a. the following should be considered where these can add value:	retention of existing workforce. training for the existing workforce. the promotion of the Third Sector including Supported Businesses.
3. Community initiatives	donations of equipment; donation of in-kind labour; landscaping, building services support to regenerate communal areas community consultation; sponsorships and cash donations to organisations/charities based in Wales
4. Contributions to education	work placements – secondary school and college students; visits to primary schools to engage younger children, H&S, the 'world of work'; landscaping & building services in school grounds – playgrounds, wild life areas; links to the Welsh Government's Numeracy Employer Engagement Programme; curriculum support – donations of equipment, classroom resources/lesson plans; development of bespoke qualifications with colleges.
5. Environmental initiatives	micro-energy generation; reduced waste to landfill; recycling of eligible materials; reduced water consumption; managing business mileage
6. Equality and Diversity objectives*	Supports and encourages social cohesion Supports minority groups in achieving potential activities encouraging women into STEM subjects / Engineering

\* SBDC examples

Benefits Summary	Economic Acceleration				Life Sciences and Wellbeing		Energy and Smart Manufacturing		
	Swansea City and Waterfront	Yr Egin	Digital Infrastructure	Skills and Talent	Life Science and Wellbeing Campuses	Pentre Awel	Homes as Power Stations	Pembroke Dock Marine	Supporting Innovation and Low Carbon Growth
<b>Requirement</b>									
<b>1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&amp;T)</b>									
<b>2. Supply chain initiatives</b>									
<b>2a. the following should be considered where these can add value: retention of existing workforce, training for the existing workforce, promotion of the Third Sector including</b>									
<b>3. Community initiatives</b>									
<b>4. Contributions to education</b>									
<b>5. Environmental initiatives</b>									
<b>6. Equality and Diversity objectives</b>									



Project	Digital Arena		71 - 72 Kingsway		Innovation Matrix	
Project Duration						
Category	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
other:	Completion of the Welsh Government's Community Benefits Tool					
1. Recruiting and training of economically inactive people – Targeted Recruitment and Training (TR&T)	4325 person weeks	2539 person weeks	52 weeks Targeted Recruitment and Training per £1million pound spend			
	3028 (70%) New Trainees, Apprentices and other trainees	2079 New Trainees, Apprentices and other trainees				
	1297 (30%) Existing Apprentices	460 Existing Apprentices				
2. Supply chain initiatives	17% - Local (SA Postcode)	33% - Local (SA Postcode)	tenders are asked how they will create opportunities and provide support for SME's to bid for work through your supply chain for this project.			
	38% - Wales	30% - Wales	Also there is a reference to PBA and fair payments.			
	45% - UK & EU	36% - UK & EU				
	MTB events 3	3				
2a. considered where adding value: retention of existing workforce, training for the existing workforce, the promotion of the Third Sector including Supported Businesses						
3. Community initiatives	social benefits can be delivered directly to the community in which the successful contractor will operate		The successful Contractor will also be encouraged to secure other value-added, positive outcomes that would benefit the community they operate within. (including school engagement activities)			
4. Contributions to education	The contractor is expected to engage positively with school age children					
5. Environmental initiatives						
6. Equality and Diversity objectives						

Project	Phase 1		Phase 2	
Project Duration				
Category	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)				
2. Supply chain initiatives				
2a. considered where adding value: retention of existing workforce, training for the existing workforce, the promotion of the Third Sector including Supported Businesses.				
3. Community initiatives				
4. Contributions to education				
5. Environmental initiatives				
6. Equality and Diversity objectives				

### Digital Infrastructure

Project Project Duration	Connected Places		Rural connectivity		Next generation wireless	
	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
1. Recruiting and training of economically inactive people - Targeted Recruitment and Training (TR&T)						
2. Supply chain initiatives						
2a. considered where adding value: retention of existing workforce, training for the existing workforce, the promotion of the Third Sector including Supported Businesses.						
3. Community initiatives						
4. Contributions to education						
5. Environmental initiatives						
6. Equality and Diversity objectives						

## Skills and Talent Initiative Community Benefit Register

Project	Skills & Talent	
Project Duration		
Category	Contracted / Agreed Activity Target	Activity Delivered
<b>1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&amp;T)</b>		
<b>2. Supply chain initiatives</b>		
<b>2a. considered where adding value:</b> retention of existing workforce, training for the existing workforce, the promotion of the Third Sector including Supported Businesses.		
<b>3. Community initiatives</b>		
<b>4. Contributions to education</b>		
<b>5. Environmental initiatives</b>		
<b>6. Equality and Diversity objectives</b>		

### Life Science and Wellbeing Campuses

Project	Phase 1 - Singleton		Phase 2 - Morriston	
Project Duration				
Category	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&T)				
2. Supply chain initiatives				
2a. considered where adding value: retention of existing workforce, training for the existing workforce, the promotion of the Third Sector including Supported Businesses.				
3. Community initiatives				
4. Contributions to education				
5. Environmental initiatives				
6. Equality and Diversity objectives				



Project	Community Health Hub	
Project Duration		
Category	Contracted / Agreed Activity Target	Activity Delivered
<b>1. Recruiting and training of economically inactive people –Targeted Recruitment and Training (TR&amp;T)</b>		
<b>2. Supply chain initiatives</b>		
<b>2a. considered where adding value:</b> retention of existing workforce, training for the existing workforce, the promotion of the Third Sector including Supported Businesses.		
<b>3. Community initiatives</b>		
<b>4. Contributions to education</b>		
<b>5. Environmental initiatives</b>		
<b>6. Equality and Diversity objectives</b>		

Homes as Power Stations

Project						
Project Duration						
Category	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
1. Recruiting and training of economically inactive people - Targeted Recruitment and Training (TR&T)						
2. Supply chain initiatives						
2a. considered where adding value: retention of existing workforce, training for the existing workforce, the promotion of the Third Sector including Supported Businesses						
3. Community initiatives						
4. Contributions to education						
5. Environmental initiatives						
6. Equality and Diversity objectives						



Pembroke Dock Marine

Project	Pembroke Dock Infrastructure		MEICE		META		PO2	
Project Duration								
Category	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered	Contracted / Agreed Activity Target	Activity Delivered
<b>1. Recruiting and training of economically inactive people – Targeted Recruitment and Training (TR&amp;T)</b>								
<b>2. Supply chain initiatives</b>								
<b>3a. considered where adding value: education of existing workforce, training for the existing workforce, Businesses.</b>								
<b>3. Community initiatives</b>								
<b>4. Contributions to education</b>								
<b>5. Environmental initiatives</b>								
<b>6. Equality and Diversity objectives</b>								





Programme	Lead body	Project(s)	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Swansea City & Waterfront Digital District Page 60	Swansea Council	<b>Indoor arena and digital square</b>	Swansea Council	£105m	Buckingham Group Contracting Ltd appointed	2018	Q3 2018	Q4 2019	Q4 2021
		<b>Arena (ATG)</b> Food and Drink Building services	ATG / Swansea Council	various	Sell2Wales, tbc		Q2 2021 Q1 2021		Q4 2021
		<b>71-72 Kingsway office accommodation</b>	Swansea Council	Circa £49.6m	Bouygues UK appointed via SWWRC Framework	2020	Q1 2021	Q3 2021	Q1/2 2023
		<b>Innovation Matrix</b>	UWTSD	Circa £7.1m	SWWRC Framework	2018	Q4 2021	Q4 2021	Q1 2023
		<b>Innovation Precinct</b>	UWTSD	Circa £17.42m	SWWRC Framework (TBC)	Q3 2022	Q2 2023 (Predicted)	Q1 2024 (Predicted)	Q1 2025 (Predicted)

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Yr Egin	UWTSD	<b>Creative Business Hub Phase 1</b>	UWTSD	Circa £10.48m	KIER – via SEWSCAP2 Completed	Dec 2015	March 2016	March 2017	Completed July 2018
		<b>Creative Business Hub Phase 2</b>	UWTSD	tbc	tbc	Q2-Q4 2021	Q1 2022	Q2 2022	Q4 2023

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Digital infrastructure	Carmarthenshire CC	Connected places	TBC	£20m	tbc	Q2-Q4 2021	Q4 2021 Q1 2022	tbc	tbc
		Rural connectivity	TBC	£25.5m	tbc	Q2-Q4 2021	Q1 2022	tbc	tbc
		Next generation wireless (5G and IOT networks)	TBC	£9.5m	tbc	Q2-Q4 2021	Q1 2022	tbc	tbc

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Skills and Talent Initiative	Carmarthenshire CC	Courses, training and apprenticeship opportunities	TBC		tbc	Q1-Q3 2021	Q3 2021	Q4 2021	Q1 2026

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Life Science, Sports & Well-being Campuses	Swansea University	<b>Phase 1a Morryston refurbishment</b>	SU/SBUHB	Circa £1.25m	SWWRFC/Sell to Wales	Q1 2022	Q1 2022	Q2 2022	Q2 2023
		<b>Phase 1b Campuses Building</b>	Swansea University	Circa £12.75m	Design and Build SWWRFC/SEWSCAP	Stage 2 Q3 2022	Stage 3 Q1 2023	Stage 4 Q2 2023	Q1 2026

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Pentre Awel Page 62	Carmarthenshire CC	City Deal funded: Facilities for education, skills and training, business development, clinical delivery and research	Carmarthenshire CC	Circa £70m	Bouygues UK appointed via SWWRC Framework on a two-stage tender process. Pre - Construction Agreement in place.	2021-22	Q2/3 2021	Subject to contractual agreement on conclusion of pre-construction stage - Q3 2022	Subject to agreed construction programme on conclusion of pre-construction stage - Q1 2024
		Carmarthenshire County Council funded: Leisure and aquatics centre and communal infrastructure							

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Homes as Power Stations	Neath Port Talbot CBC	Monitoring and evaluation services	NPTCBC	£1m	tbc	2021 Q4	2022 Q1		
		HAPS financial incentives fund	NPTCBC	£5.75m	Fund – to be advertised to all	2021 Q4	2022 Q2 – fund launch		
		<b>HAPS regional supply chain fund</b>	NPTCBC	£7m	Fund – to be advertised to all	2021 Q4	2022 Q2 – fund launch		


Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Supporting Innovation and Low Carbon Growth	Neath Port Talbot CBC	<b>Bay Technology Centre</b>	NPTCBC	Circa £7.9m	SWWRC Framework Morgan Sindall (main contractor)	Q3 2019	Q2 2020	Q3 2020	Q4 2022
		<b>SWITCH Specialist facility (construction)</b>	NPTCBC	Circa £15m	SWWRC Framework	Q2 2021	Q1 2022	Q1 2023	Q1 2024
		<b>SWITCH Specialist equipment</b>	NPTCBC	Circa £5m	tbc	Q2 2021	Q1 2022	Q1 2023	Q1 2024
		<b>Low emission vehicle charging infrastructure</b>	NPTCBC	Circa £0.5m	tbc	Q2 2021	Q4 2021		
		<b>Air quality monitoring sensors</b>	NPTCBC	Circa £0.5m	Procured	Q4 2019	-	-	-
		<b>Hydrogen stimulus project</b>	NPTCBC	Circa £1m	tbc	Q3 2021	Q4 2021		
		<b>Advanced manufacturing Production facility (construction)</b>	NPTCBC	Circa £12m	SWWRC Framework	Q3 2021	Q2 2022	Q3 2023	Q1 2024
		<b>Advanced manufacturing Production facility Specialist equipment</b>	NPTCBC	Circa £5m	Tbc	Q3 2021	Q2 2022	Q3 2023	Q1 2024

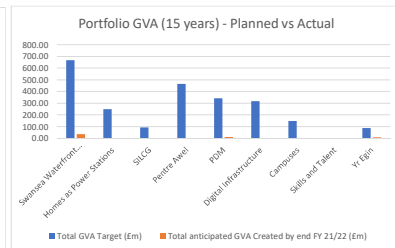
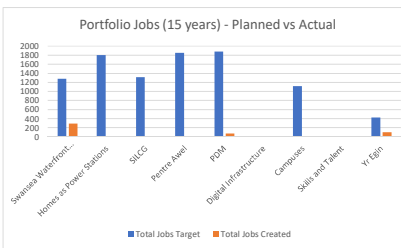
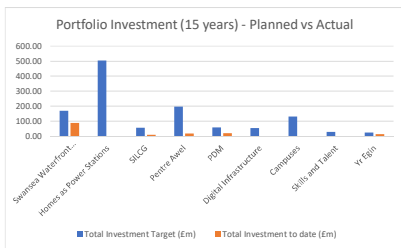
		<b>Advanced manufacturing Production Facility</b> End operator	NPTCBC	Tbc	Sell2wales	Q4 2021	Q2 2022		
		<b>Property Development Fund</b>	NPTCBC	Circa £10m	Fund – to be advertised to all  Third parties to procure construction				

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Page 65  Pembroke Dock Marine	Milford Haven Port Authority	<b>Pembroke Dock Infrastructure</b>							
		a) Hanger Annex Renovations	MHPA	£5.2m	MHPA Procedures (Design) only Sell2 Wales - Construction	Q2 2019/20	Q1 2021	Q3 2021	Q1 2023
		b) Amenity and pocket park	MHPA	£300k	Sell2Wales	Q2 2023	Q4 2023	Q2 2024	Q4 2024
		c) Slipway, berthing & Infilling the Pickling Pond	MHPA	£14m	Sell2Wales	Q4 2019 to Q2 2020	Q4 2020 to Q1 2021	Q3 2021	Q2 2023
		d) Land Remediation and laydown at south of site	MHPA	£6m	Sell2Wales	Q3 2020	Q2 2021	Q3 2021	Q2 2022
		e) Infilling of the Graving dock	MHPA	£3m	Sell2Wales	Q1 2021	Q2 2021	Q4 2021	Q4 2023
		f) Terrestrial development, demolitions, levelling, transportation corridor and Utility provisions.	MHPA	£6.4m	Sell2Wales	Q3 2021	Q1 2022	Q3 2022	Q1 2024
		<b>Marine Energy Engineering Centre of Excellence</b>							
		<b>Bi axial test rig</b>	ORE	£200k	Sell to Wales / Find a Contract (value dependant)		Q3 2021		
		<b>Materials for prototypes</b>	Catapult	£900k	Sell to Wales / Find a Contract (value dependant)		Q3&4 2021 Q1-4 2022 Q1-4 2023		

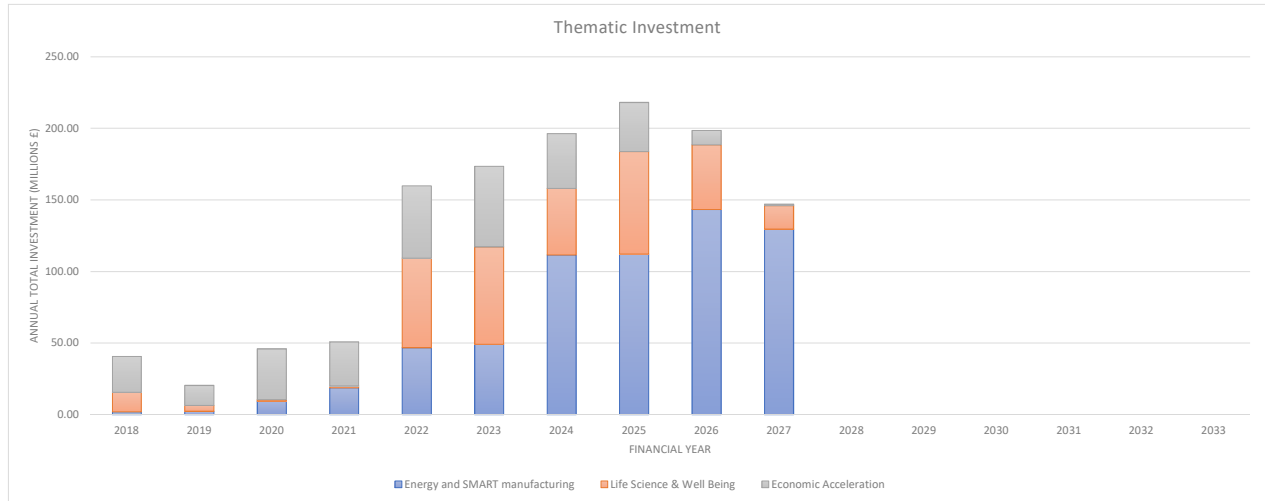
Page 66	<b>Buoys including wave rider buoy</b>		£235K	Sell to Wales / Find a Contract (value dependant)		Q4 2021 – Q3 2023			
	<b>Workshop equipment inc 3d printers</b>		£600k	Sell to Wales / Find a Contract (value dependant)		Q3 2021 – Q4 2023			
	<b>Floating platform</b>		£120k	Sell to Wales / Find a Contract (value dependant)		Q4 2021			
	<b>Marine Energy Test Area Developments</b>								
	<b>Demarcation Bouys</b>	Marine Energy Wales		£90k	Sell to Wales / Find a Contract (value dependant)		Q2 2021		
	<b>Geophysical surveys</b>			£70k	Sell to Wales / Find a Contract (value dependant)		Q2 2021		
	<b>Environmental Support</b>			£30k	Sell to Wales / Find a Contract (value dependant)		Q4 2022		
	<b>Legal support</b>			£30k	Sell to Wales / Find a Contract (value dependant)		Q4 2022		
	<b>The Pembrokeshire Demonstration Zone</b>								
		Wavehub Ltd		tbc	tbc	Q1 2020	Q4 2020	Q1 2021	Q3 2023



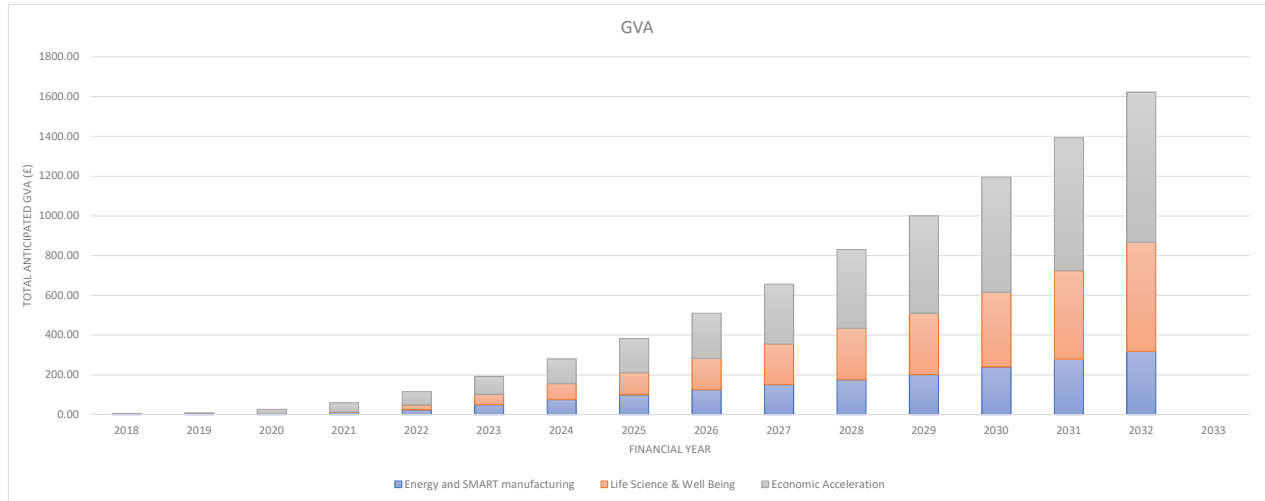
 Swansea Bay City Deal Benefits Recording Register - Portfolio Summary										
Project/Programme	Total Investment Target (£m)	Total Investment to date (£m)	Total Jobs Target	Total Jobs Created	Total GVA Target (£m)	Total anticipated GVA Created by end FY 21/22 (£m)	Business Case Status	Project Stage	Stage Commencement	Stage Completion
Swansea Waterfront Digital District	171.54	89.37	1281	291	669.00	36.97	Approved - FBC	Partial Delivery (2/4)	Oct-19	Q4-2027
Homes as Power Stations	505.50	0.05	1804	5	251.00	0.00	Approved - OBC	Pre-procurement	Jul-21	Q1-2022
SILCG	58.70	10.30	1320	1	93.00	0.00	Approved - OBC	Partial Delivery (2/7)	Nov-20	Q4-2025
Pentre Awel	199.19	19.17	1853	2	467.00	0.00	Approved - OBC	Pre-construction	Oct-21	Q1-2022
PDM	60.47	21.96	1881	77	343.00	12.60	Approved - OBC	Partial Delivery (1/4)	Sep-21	Q1-2024
Digital Infrastructure	55.30	0.54	0	3	318.80	0.00	Approved - OBC	Pre-procurement	Mar-21	Q2-2022
Campuses	131.98	1.14	1120	2	150.00	0.04	OBC regionally approved	Pre-approval	Jul-21	Q1-2022
Skills and Talent	30.00	0.20	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
	<b>1237.85</b>	<b>157.59</b>	<b>9686</b>	<b>490</b>	<b>2380.80</b>	<b>59.33</b>				
		<b>12.73%</b>		<b>5.06%</b>		<b>2.49%</b>				



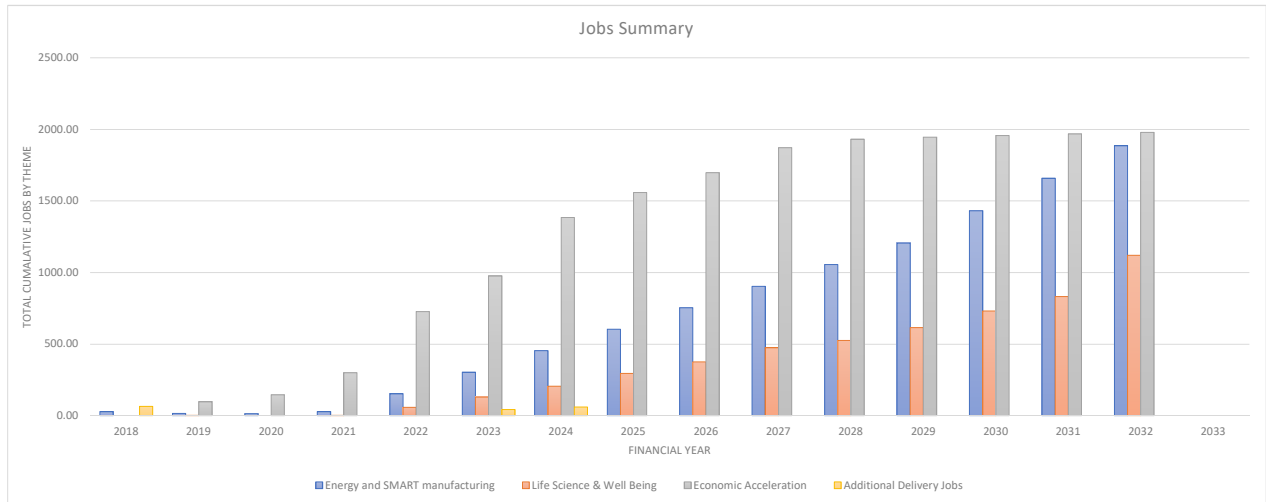
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Energy and SMART manufacturing</b>	<b>1.89</b>	<b>2.27</b>	<b>9.43</b>	<b>18.73</b>	<b>46.76</b>	<b>49.21</b>	<b>111.54</b>	<b>112.14</b>	<b>143.32</b>	<b>129.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
(SILCG)	0.00	0.00	3.00	7.30	10.77	26.38	11.09	0.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(PDM)	1.89	2.27	6.43	11.38	28.53	7.70	1.58	0.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(HaPS)	0.00	0.00	0.00	0.05	7.47	15.12	98.87	111.17	143.32	129.50	0.00	0.00	0.00	0.00	0.00	0.00
<b>Life Science &amp; Well Being</b>	<b>13.76</b>	<b>4.22</b>	<b>1.09</b>	<b>1.24</b>	<b>62.55</b>	<b>68.03</b>	<b>46.42</b>	<b>71.67</b>	<b>45.18</b>	<b>16.47</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
(Pentre Awel)	13.76	3.87	0.65	0.90	57.36	59.53	33.42	30.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(Campuses)	0.00	0.35	0.44	0.35	5.19	8.50	13.00	40.97	45.18	16.47	0.00	0.00	0.00	0.00	0.00	0.00
<b>Economic Acceleration</b>	<b>24.93</b>	<b>13.89</b>	<b>35.36</b>	<b>30.79</b>	<b>50.49</b>	<b>56.23</b>	<b>38.26</b>	<b>34.27</b>	<b>9.96</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
(Digital)	0.22	0.04	0.10	0.19	18.06	15.20	16.62	4.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(Skills)	0.00	0.00	0.02	0.17	5.37	6.70	9.33	8.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(Yr Egin)	14.87	0.00	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)	9.84	13.85	35.24	30.43	21.34	29.75	12.32	21.05	9.96	1.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Portfolio Yearly Investment</b>	<b>40.58</b>	<b>20.37</b>	<b>45.88</b>	<b>50.76</b>	<b>159.80</b>	<b>173.46</b>	<b>196.22</b>	<b>218.07</b>	<b>198.46</b>	<b>146.97</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Change from previous Quarterly</b>	<b>+\$16.4m</b>	<b>-\$11.90m</b>	<b>-\$1.58m</b>	<b>-\$39.4m</b>	<b>-\$48.2m</b>	<b>-\$77.4m</b>	<b>-\$25.3m</b>	<b>-\$44.5m</b>	<b>+\$120.1m</b>	<b>+\$110.3m</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Energy and SMART manufacturing</b>	<b>4.40</b>	<b>2.20</b>	<b>2.20</b>	<b>12.60</b>	<b>24.40</b>	<b>49.60</b>	<b>74.80</b>	<b>100.00</b>	<b>125.20</b>	<b>150.40</b>	<b>175.60</b>	<b>200.80</b>	<b>240.10</b>	<b>279.40</b>	<b>318.80</b>	<b>0.00</b>
(SILCG)	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	0.00
(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	0.00
(HaPS)	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	0.00
<b>Life Science &amp; Well Being</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.04</b>	<b>24.04</b>	<b>52.04</b>	<b>81.00</b>	<b>111.00</b>	<b>157.00</b>	<b>205.00</b>	<b>258.00</b>	<b>310.00</b>	<b>376.00</b>	<b>445.00</b>	<b>548.00</b>	<b>0.00</b>
(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	0.00
(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	0.00
<b>Economic Acceleration</b>	<b>1.60</b>	<b>5.62</b>	<b>24.56</b>	<b>46.69</b>	<b>66.50</b>	<b>90.31</b>	<b>124.44</b>	<b>171.85</b>	<b>227.03</b>	<b>300.68</b>	<b>396.50</b>	<b>488.58</b>	<b>578.30</b>	<b>667.39</b>	<b>754.75</b>	<b>0.00</b>
(Digital)	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	0.00
(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	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	0.00
(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	0.00



	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Energy and SMART manufacturing</b>	<b>28.00</b>	<b>15.00</b>	<b>13.00</b>	<b>28.00</b>	<b>153.00</b>	<b>303.00</b>	<b>453.00</b>	<b>603.00</b>	<b>753.00</b>	<b>903.00</b>	<b>1055.00</b>	<b>1206.00</b>	<b>1432.00</b>	<b>1658.00</b>	<b>1886.00</b>	<b>0.00</b>
(SILCG)	0.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
(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	0.00
(HaPS)	0.00	0.00	0.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00
<b>Life Science &amp; Well Being</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>1.00</b>	<b>58.00</b>	<b>130.00</b>	<b>205.00</b>	<b>295.00</b>	<b>375.00</b>	<b>475.00</b>	<b>525.00</b>	<b>615.00</b>	<b>731.00</b>	<b>831.00</b>	<b>1121.00</b>	<b>0.00</b>
(Pentre Awel)	0.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(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	0.00
<b>Economic Acceleration</b>	<b>0.00</b>	<b>97.00</b>	<b>146.00</b>	<b>300.00</b>	<b>727.00</b>	<b>976.00</b>	<b>1384.00</b>	<b>1558.00</b>	<b>1697.00</b>	<b>1872.00</b>	<b>1931.00</b>	<b>1946.00</b>	<b>1957.00</b>	<b>1968.00</b>	<b>1979.00</b>	<b>0.00</b>
(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	0.00
(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	0.00
(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	0.00
(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	0.00
<b>Additional Delivery Jobs</b>	<b>65.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>42.00</b>	<b>60.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
(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	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	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	0.00



# Agenda Item 7



Swansea Bay City Region Joint Committee – 10<sup>th</sup> February 2022

## Financial Monitoring Report 2020/21 - Forecast Outturn Position Quarter 3

<b>Purpose:</b>	To provide Joint Committee with an update on the latest financial position of the Swansea Bay City Region.
<b>Policy Framework:</b>	Swansea Bay City Deal
<b>Consultation:</b>	Accountable Body
<b>Recommendation(s):</b>	It is recommended that the Joint Committee:  1) Review and approve the financial monitoring update report.
<b>Report Author:</b>	Chris Moore
<b>Finance Officer:</b>	Chris Moore, Section 151 Officer, SBCD
<b>Legal Officer:</b>	Tracey Meredith, Monitoring Officer, SBCD
<b>Access to Services Officer:</b>	

## **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 £155k. 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 £21k.

### **2.4. Portfolio Management Office (PoMO)**

To the period ended 31<sup>st</sup> March 2022 the expenditure is estimated at £570k. The PoMO staffing cost is estimated at £466k. There is a small variance against budget due to a temporary vacancy and all posts being budgeted at the top of grade.

Training is forecasted at £6k, 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 £10k and conferences, marketing and advertising forecasted at £15k (revised from £45k in

the prior quarter) in respect of the SBCD annual event. 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**

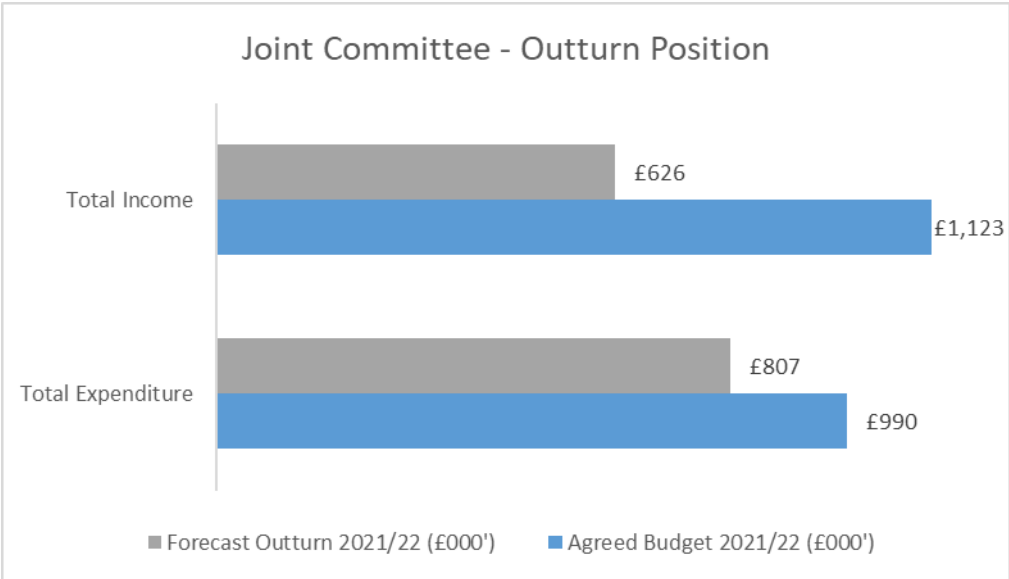
This is an annual provision for the unwinding of the PMO at the end of its five-year operational requirement. Currently the total estimate is £152k, however it is demonstrated as 2/5<sup>th</sup> (£61k) within the financial monitoring due to an accounting policy treatment.

**2.6. Income**

Total income for the year demonstrates £626k. This consists of partner contributions (£50k per partner) £400k and anticipated drawdown of 'Top Slice' of £226k 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 £181k. This is as a result of a timing effect attached to the grant dispersed to projects/programmes within the year. This concludes in an anticipated reserve of £33k at year end.



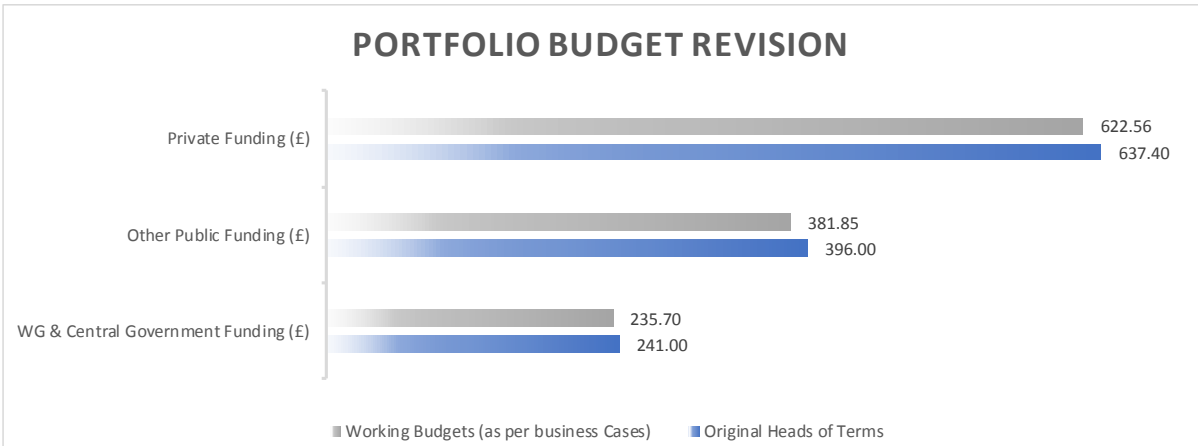
### 3. PORTFOLIO INVESTMENT FUND – Forecast Outturn Position

#### Revised Budget

The Swansea Bay City deal was incorporated on 20<sup>th</sup> March 2017 by the then Prime Minister Theresa May demonstrating an anticipated investment of £1.274billion. The business cases of all nine SBCD Portfolio programmes and projects have now been formally approved by both UK and Welsh Government. Business cases have been reviewed and a revised budget has been compiled demonstrating an approved working budget for the portfolio of £1.24billion.

The City Deal Grant award is demonstrating an under allocation of £5.3million within the portfolio. This is currently under review to establish practical utilisation.

Description	WG & Central Government Funding (£)	Other Public Funding (£)	Private Funding (£)	Total (£)
Original Heads of Terms	241.00	396.00	637.40	<b>1,274.40</b>
Working Budgets (as per business Cases)	235.70	381.85	622.56	<b>1,240.11</b>
Variance	- 5.30	- 14.15	- 14.84	- 34.29

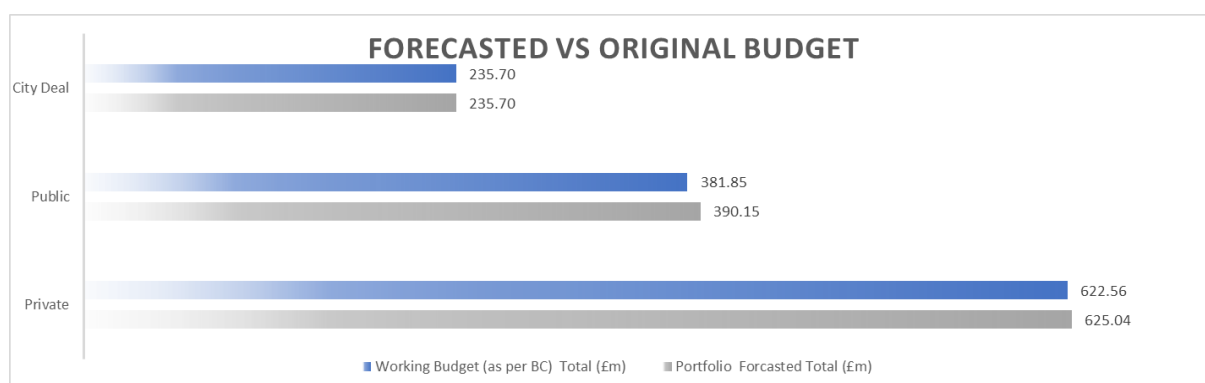




## Portfolio Investment Outturn Position

The overall estimated investment position is demonstrated at £1.251bn (Quarter 2 2021/22 - £1.249b) over the fifteen-year life of the portfolio. The revised budget (as outlined within programme/project business cases) comprised of a total investment of £1.240b, currently the City Deal is presenting investment exceeding this of £11m (Quarter 2 2021/22 - £1.249b). Investment in the region has increased due to the further investment in the Swansea Waterfront project, incorporating additional WEFO funding of £500k, and a small increase on the Pentre Awel Project. A detailed breakdown of investment is outlined in Appendix B.

Investment Component	Working Budget (as per BC) Total (£m)	Portfolio Forecasted Total (£m)	Variance (£m)	Variance
City Deal	235.70	235.70	0.00	0.00%
Public	381.85	390.15	8.30	2.17%
Private	622.56	625.04	2.48	0.40%
<b>Grand Total</b>	<b>1,240.11</b>	<b>1,250.89</b>	<b>10.78</b>	<b>0.87%</b>



Programme	City Deal Investment (£m)	Public Sector Investment (£m)	Private Sector Investment (£m)	Programme Total (£m)	Working Budget Total (£m)	Sum of Variance (£m)	Sum of Variance (%)
Digital Infrastructure	25.00	13.80	16.50	55.30	55.30	0.00	0.00%
Homes as Power Stations	15.00	114.60	375.90	505.50	505.50	-	0.00%
LS&WB Campuses	15.00	58.01	57.43	130.44	130.43	0.01	0.01%
Pembroke Dock Marine	28.00	16.41	16.12	60.53	60.47	0.06	0.10%
Pentre Awel	40.00	52.30	108.19	200.48	199.19	1.30	0.65%
Skills & Talent	10.00	16.00	4.00	30.00	30.00	-	0.00%
Supporting Innovation and Low Carbon Growth	47.70	5.50	5.50	58.70	58.70	-	0.00%
Swansea Waterfront	50.00	94.87	39.90	184.77	175.35	9.41	5.37%
Yr Egin	5.00	18.67	1.50	25.17	25.17	-	0.00%
<b>Grand Total</b>	<b>235.70</b>	<b>390.15</b>	<b>625.04</b>	<b>1,250.89</b>	<b>1,240.11</b>	<b>10.78</b>	<b>0.87%</b>

## Annual Investment Forecast 2021/22

The current investment is demonstrated at estimated £51m (Quarter 2 2021/22 - £51m) to end of March 2022. The PDM project is continuing to review spend profiles on their public and private sector investment which could potentially affect the current year forecast.

<b>Annual Portfolio Investment Summary 2021/22 (Estimated)</b>				
<b>Description</b>	<b>Actuals (to Date) (£)</b>	<b>Commitments (£)</b>	<b>Forecast Commitments (£)</b>	<b>Total (£)</b>
<b><u>City Deal Investment</u></b>				
Capital	12,260,803	-	9,612,748	<b>21,873,551</b>
Revenue Expenditure (where capital receipts directive applied)	228,166	-	729,107	<b>957,274</b>
<b>City Deal Total</b>	<b>12,488,969</b>	<b>-</b>	<b>10,341,855</b>	<b>22,830,825</b>
<b><u>Public Sector Investment</u></b>				
Capital	15,597,989	-	6,433,636	<b>22,031,625</b>
Revenue	-	-	2,023,960	<b>2,023,960</b>
<b>Public Sector Total</b>	<b>15,597,989</b>	<b>-</b>	<b>8,457,596</b>	<b>24,055,585</b>
<b><u>Private Sector Investment</u></b>				
Capital	-	-	3,727,090	<b>3,727,090</b>
Revenue	-	-	494,216	<b>494,216</b>
<b>Private Sector Total</b>	<b>-</b>	<b>-</b>	<b>4,221,306</b>	<b>4,221,306</b>
<b><u>Project Total</u></b>				
Capital	27,858,792	-	19,773,474	<b>47,632,266</b>
Revenue	228,166	-	3,247,283	<b>3,475,449</b>
<b>Project Total</b>	<b>28,086,958</b>	<b>-</b>	<b>22,617,757</b>	<b>50,704,715</b>

<b>Annual Programme Investment Breakdown 2021/22 (Estimated)</b>				
<b>Description</b>	<b>Actuals (to Date) (£)</b>	<b>Commitments (£)</b>	<b>Forecast Commitments (£)</b>	<b>Total (£)</b>
Digital Infrastructure	85,777	-	99,286	<b>185,063</b>
Homes as Power Stations	-	-	50,000	<b>50,000</b>
LS&WB Campuses	-	-	347,000	<b>347,000</b>
Pembroke Dock Marine	849,015	-	10,528,507	<b>11,377,522</b>
Pentre Awel	110,325	-	786,314	<b>896,639</b>
Skills & Talent	25,852	-	148,038	<b>173,890</b>
Supporting Innovation and Low Carbon Growth	-	-	7,251,000	<b>7,251,000</b>
Swansea Waterfront	27,015,989	-	3,407,612	<b>30,423,601</b>
Yr Egin	-	-	-	<b>-</b>
<b>Total</b>	<b>28,086,958</b>	<b>-</b>	<b>22,617,757</b>	<b>50,704,715</b>

#### **4. Financial Implications**

The forecasted Joint Committee year end out-turn position (as at 31<sup>st</sup> December 2022) indicates a deficit of £181k, which will be supported by the Swansea Bay City Deal ring-fenced reserve at the year end. Expenditure is forecasted at £807k, which is offset by income through partner contributions of £400k and the 'Top Slice' of dispersed Government grants. The deficit is as a result of a timing effect attached to the grant dispersed to projects/programmes within the year.

The business cases of all nine SBCD Portfolio programmes and projects have now been formally approved, a working revised budget has been compiled for the portfolio demonstrating £1.240billion. The estimated portfolio forecasted investment position (as at 31<sup>st</sup> December 2021) demonstrates investment exceeding the revised budget by £11m. Currently the portfolio is presenting a total investment over the fifteen-year life span of the Swansea Bay City Region Deal of £1.251bn. 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.


A detailed breakdown of investment is outlined in Appendix B.

#### **4. Legal Implications**

There are no legal implications associated with this report.

**Appendices: These will be included within the report.**

**Appendix A** Joint Committee Outturn Position – Quarter 3

		<b>Joint Committee - Outturn Position</b> <b>Financial Year 2021/22</b> <i>as at 31st December 2021</i>		
Description	Actuals 2020/21 (£)	Revised Budget 2020/21 (£)	Forecast Outturn 2021/22 (£)	Variance (£)
<b>Joint Committee and Accountable Body</b>				
Room Hire	-	1,854	-	1,854
Subsistence & Meeting Expenses	-	3,427	-	3,427
Democratic Services - CCS	20,430	25,893	25,893	0
Monitoring Officer & Legal Services	34,705	35,659	35,659	0
External Legal Advisory Fees	495	25,000	-	25,000
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
<b>Joint Committee and Accountable Body Total</b>	<b>141,867</b>	<b>192,713</b>	<b>155,343</b>	<b>37,369</b>
<b>Joint Scrutiny Committee</b>				
Subsistence & Meeting Expenses	-	6,875	-	6,875
Travel	-	1,224	-	1,224
Democratic Services - NPT	21,332	20,658	21,332	(674)
<b>Joint Scrutiny Committee Total</b>	<b>21,332</b>	<b>28,757</b>	<b>21,332</b>	<b>7,425</b>
<b>Portfolio Management Office</b>				
Salary (Inc. On-costs)	366,284	536,759	466,380	70,379
Recharges - Employee costs Grant (direct)	5,259	-	-	0
Staff Recruitment Expenses	-	-	-	0
Training of Staff	-	26,010	6,000	20,010
Response Maintenance	-	-	-	0
Electricity	-	-	-	0
Gas	-	-	-	0
Rents (The Beacon)	14,889	15,796	15,796	0
Rates (The Beacon)	6,688	6,975	6,688	287
Public Transport - Staff	-	2,040	-	2,040
Staff Travelling Expenses	-	16,320	1,000	15,320
Admin, Office & Operational Consumables	269	2,550	600	1,950
Furniture	-	1,000	1,000	0
Fees (including Gateway Reviews)	4,712	25,500	10,000	15,500
ICT Computer Hardware & Software	-	2,500	7,000	(4,500)
Subsistence & Meetings Expenses	-	8,160	500	7,660
Conferences, Marketing & Advertising	1,200	76,500	15,000	61,500
Projects & Activities Expenditure	32,465	14,280	-	14,280
Translation/Interpret Services	2,444	10,200	9,000	1,200
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)
<b>Portfolio Management Office Total</b>	<b>477,554</b>	<b>749,180</b>	<b>569,624</b>	<b>179,556</b>
<b>Provision for Unwinding of PMO</b>				
Redundancies	-	19,684	60,957	(41,273)
<b>Provision for Unwinding Total</b>	<b>-</b>	<b>19,684</b>	<b>60,957</b>	<b>(41,273)</b>
<b>Total Expenditure</b>	<b>640,752</b>	<b>990,334</b>	<b>807,256</b>	<b>183,078</b>
<b>Funding Contributions</b>				
Welsh Government - Revenue Grant	(14,850)	0	0	0
SBCD Grant Revenue Contribution	(168,050)	(723,000)	(225,694)	(497,306)
Partner Contributions	(400,000)	(400,000)	(400,000)	0
<b>Total Income</b>	<b>(582,900)</b>	<b>(1,123,000)</b>	<b>(625,694)</b>	<b>(497,306)</b>
<b>Provision of Service - (Surplus) / Deficit</b>	<b>57,852</b>	<b>(132,666)</b>	<b>181,562</b>	<b>(314,228)</b>
<b>Movement to Reserves</b>				
<b>Description</b>		<b>2020/21 (£)</b>	<b>2021/22 (£)</b>	
Balance Brought Forward from previous year - (Surplus) / Deficit		(272,668)	(214,816)	
Net Provision of Service - (Surplus) / Deficit		57,852	181,562	
<b>Balance Carry Forward - (Surplus) / Deficit</b>		<b>(214,816)</b>	<b>(33,254)</b>	

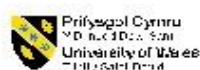
# Agenda Item 8



Swansea Bay City Region Joint Committee – 10<sup>th</sup> February 2022

## Apportionment of National Non Domestic Rates

<b>Purpose:</b>	The purpose of this report is to inform Joint Committee of the arrangements in respect of the retention and distribution of the additional NNDR generated through projects of the Swansea Bay City Deal programme.
<b>Policy Framework:</b>	Swansea Bay City Deal Joint Committee Agreement.
<b>Recommendation(s):</b>	It is recommended that Joint Committee:  Review and agree the proposed officer recommendation of option 1 in respect of the disbursement of the agreed programme retention of NNDR.
<b>Report Author:</b>	Chris Moore
<b>Finance Officer:</b>	Chris Moore
<b>Legal Officer:</b>	Tracey Meredith



## 1. Introduction

This report highlights arrangements in respect of the retention of NNDR by the City Deal Portfolio. Included are several options for consideration which detail the distribution basis of the retained NNDR from the Accountable Body to the Lead Authorities.

It should be acknowledged that for illustrative purposes the projects identified and used in this modelling are the original City Deal Projects. It is recognized that some projects have changed including the projects from NPT.

## 2. Background

NNDR is managed on a national basis. Local Authorities are responsible for collecting rates due from ratepayers in its area but forward the proceeds into the NNDR pool administered by the Welsh Government who redistribute the sums payable back to local authorities on the basis of a fixed amount per head of population as per the RSG settlement.

### **Retention of National Non Domestic Rates**

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

### **Welsh Government (Cabinet Secretary for Finance, 11<sup>th</sup> April 2018)**

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

Welsh Government have further clarified (informally), distribution of the additional net yield generated will be transferred to the Programme in the form a regional grant.

### **NNDR Estimates**

An initial estimate has been attained in respect of the potential yield from the current projects undertaken by the Programme. These are **only** indicative figures, but highlight the potential grant that can be expected to be receipted over the term of the Programme (as per below).

## Estimated NDR Retention Grant Income

Project	Project Detail	Assumptions	Estimated Net Annual NDR Income (£m)*	Estimated 50% Retention (£m)
<b>Swansea</b>				
Swansea Waterfront	Box Village	Assumed 50% exempt due to various reliefs	0.060	0.030
Swansea Waterfront	Innovation Precinct		0.278	0.139
Swansea Waterfront	Digital Village		0.431	0.215
Swansea Waterfront	Digital Square and Arena		0.160	0.080
LS & WB Campus	LS & WB Campus - phase 1		0.078	0.039
LS & WB Campus	LS & WB Campus - Phase 2		0.078	0.039
			<b>1.085</b>	<b>0.542</b>
<b>Neath Port Talbot</b>				
CENGS	Swansea Bay Tech Centre		0.115	0.058
Factory of the Future	FoTF	Floor space split not available - assumed 50% FoTF/ 50% SSC	0.288	0.144
Steel Science Centre	SSC	Floor space split not available - assumed 50% FoTF/ 50% SSC	0.288	0.144
			<b>0.690</b>	<b>0.345</b>
<b>Carmarthenshire</b>				
Yr Egin	Phase 1		0.180	0.090
Yr Egin	Phase 2		0.098	0.049
LS & WB Village	LS & WB Village		0.444	0.222
			<b>0.721</b>	<b>0.361</b>
<b>Pembrokeshire</b>				
Pembroke Dock Marine	Marine Testbed	Assumed no NNDR	-	-
Pembroke Dock Marine	Pembroke Dock Centre	Assumed £100k	0.100	0.050
			<b>0.100</b>	<b>0.050</b>
<b>Total Estimated NNDR</b>			<b>2.596</b>	<b>1.298</b>

\*All figures based on SQM prorated.

## Allocation of Retained National Non Domestic Rates

The retention of NNDR yields generated will be paid to the Accountable Body, with the basis for distribution falling to that of the Joint Committee for decision. Several options for consideration are outlined in *Appendix 1*, the basis of apportionment in respect of each option are detailed below;

### Option 1 - Current Yield

Grant will be dispersed to Local Authorities based on where the yield is generated.

### Option 2 - Allocation of City Deal Grant

Grant will be dispersed to Local Authorities proportionate to the allocation of City Deal grant to the programme.

### **Option 3 - Population Basis**

Grant will be dispersed to Local Authorities, weighted on county population numbers.

### **Recommendation:**

To ensure fairness and equity across the region the Regional Section 151 Officers recommend apportioning retained NNDR using an apportionment method based on Option 1 - Current Yield. This will ensure NNDR is fairly distributed to authorities based on the yield that developments generate within their constituent area.

## **5. Financial Implications**

The impact of any retention would support the projects with delivery and ensure that local authorities are eligible for a fair and equitable proportion of retention generated.

## **6. Legal Implications**

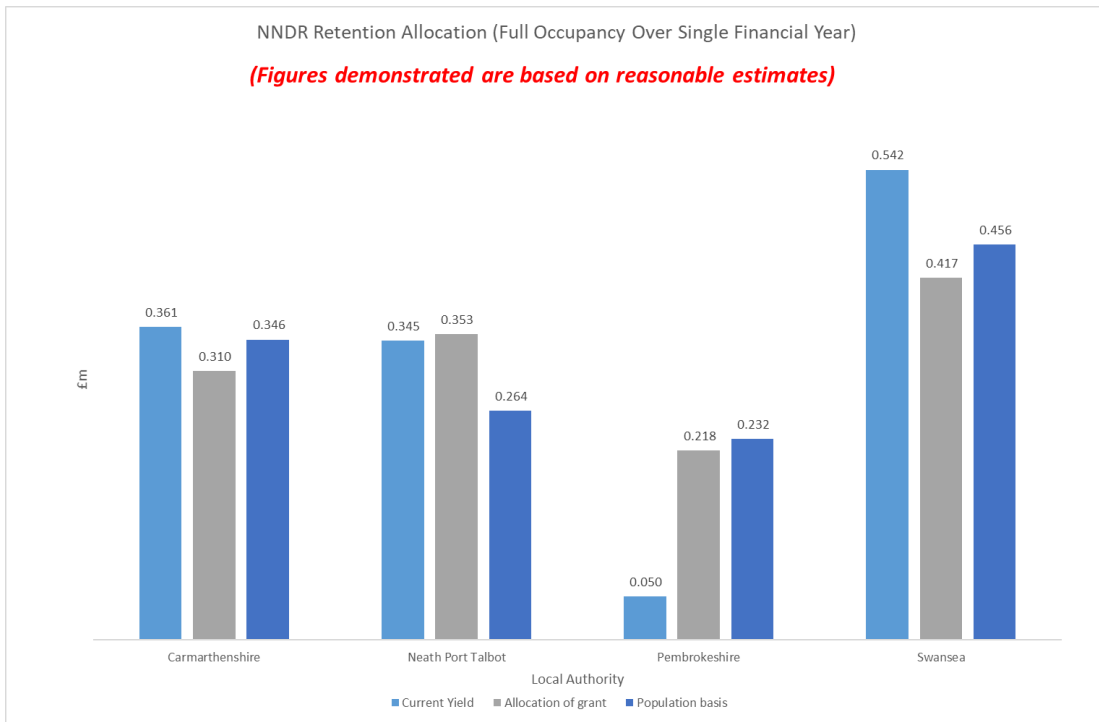
Paragraph 14.3 of the Joint Committee Agreement provides that the retention of 50% of the additional net yield of non-domestic rates from projects in the Swansea Bay City Deal shall be applied across the Swansea Bay City Region proportionate to the Swansea Bay City Deal projects subject to the method of ascertaining the proportions to be determined by the Joint Committee at the relevant time.

## **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.



National Non Domestic Rates – Retention Allocation



*Please note: Regional projects have been apportioned based on 2019 Mid-Year population size as per [www.statswales.gov.wales](http://www.statswales.gov.wales)*



## SWANSEA BAY CITY DEAL Joint Committee

10th February 2022

### SBCD Communications, Marketing & Engagement

<b>Purpose:</b>	To update Joint Committee on communications, marketing and engagement activities for the SBCD portfolio and its constituent projects
<b>Policy Framework:</b>	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
<b>Recommendation(s):</b>	It is recommended that Joint Committee:  1. Note the communications and marketing update including the SBCD Communications and Marketing Plan attached at Appendix A and SBCD Communications & Engagement Schedule attached at Appendix B
<b>Report Author:</b>	Heidi Harries SBCD Communications & Marketing Officer
<b>Finance Officer:</b>	Chris Moore (SEC 151 Officer)
<b>Legal Officer:</b>	Tracey Meredith (Monitoring Officer)

## **1. Introduction**

The SBCD is an unprecedented investment in the Swansea Bay City Region, which has the power to significantly boost regional economic prosperity. Communications, marketing and engagement are essential to raise the profile of the investment portfolio, while keeping residents, businesses and all stakeholders informed of progress and opportunities for benefit.

## **2. Background**

The SBCD Communications and Marketing Officer is part of the SBCD Portfolio Management Office.

An SBCD Communications & Marketing Plan (Appendix A) is in place, which has helped drive significant positive media coverage across the region and beyond. Also in place is an SBCD Communications & Engagement Schedule (Appendix B), which contains a forward plan of communications and marketing activity.

The SBCD Communications & Marketing plan includes:

- Key messaging
- Targeted stakeholders
- Protocols for the media, visits and Business Case approvals
- Guidance on logo usage
- Information on communications and marketing tools being used
- Details on business engagement
- Information on communications sub-groups

The SBCD Communications and Marketing Plan and SBCD Communications & Engagement Schedule have been updated in line with the recommendation from the Portfolio Gateway Review dated July 2021

## **3. Financial Implications**

There are no financial implications associated with this report. All costs in respect of SBCD marketing and promotions will be contained within the approved Portfolio Management Office budget

## **4. Legal Implications**

There are no legal implications associated with this report.

**Background Papers:** None

**Appendices:**

- A: SBCD Communications & Marketing Plan
- B: SBCD Communications & Engagement Schedule

## Portfolio Communications and Marketing Plan



**Heidi Harries,**  
**Communications and Marketing Officer**  
**Issue 5: January 2022**

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## **1. Overview of the Swansea Bay City Deal**

Signed by the Prime Minister Theresa May in March 2017, the Swansea Bay City Deal (SBCD) is an unprecedented investment of up to £1.3 billion in the Swansea Bay City Region, which encompasses Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.

The City Deal consists of a portfolio of 9 transformational programmes and projects that are funded by the UK Government, the Welsh Government, other public sector bodies and the private sector.

The 8 primary stakeholders that constitute the Swansea Bay City Deal are; Swansea County Council, Carmarthenshire County Council, Neath Port Talbot Council, Pembrokeshire County Council, Swansea University, University of Wales Trinity Saint David, Hywel Dda Health Board, Swansea Bay University Health Board.

Planned over a 15-year period, the City Deal will transform the City Region into a centre of excellence for several regional priority sectors, delivering the thematic benefits of Economic Acceleration, Life Science and Well-being, and Renewable Energy and Smart Manufacturing.

A regional economic boost of at least £1.8 billion is projected over the lifespan of the portfolio, with the creation of over 9,000 jobs.

City Deal programmes and projects include 6 localised ones: The Pentre Awel development in Llanelli, Carmarthenshire; a life science, well-being and sport campuses scheme in Swansea; a city and waterfront digital district in Swansea; a low carbon programme in Neath Port Talbot featuring a specialist facility to support the steel and metals industry; a creative digital cluster in Yr Egin, Carmarthen; and an off-shore testing area and associated facilities for marine energy technologies in Pembrokeshire

There is also 3 regional programmes and projects which will run across the whole of Carmarthenshire, Neath Port Talbot, Swansea and Pembrokeshire; A homes as power stations project; a major digital infrastructure improvements programme; and a skills and talent initiative that will give local people a pathway to access the employment opportunities being created.

The City Deal will help address persistent regional challenges including a lack of jobs and skills, poverty, inequality and rurality in a transformational and preventative way. It will also close the economic gap between the Swansea Bay City Region and other more affluent parts of the UK, helping act as a catalyst for further investment and jobs.

## **2. Objectives of Portfolio Plan**

This SBCD Portfolio Communications and Marketing and Plan outlines key information and describes the City Deals' approach towards Communications and Marketing at a Portfolio level. It ensures that marketing and communications is co-ordinated and is delivered efficiently and effectively to SBCD governance groups, partner organisations and wider audiences. Our aim is to keep all stakeholders informed, engaged and to maximise opportunities arising from communications.

The plan also includes various protocols and tools to ensure co-ordination activity across the portfolio and region This plan will be updated on an annual basis.

The SCBD Communications and Engagement Schedule contains a forward plan of communications and marketing activity and is a live document.

### **3. Portfolio Key Messages**

The key messages below refer to the SBCD Portfolio, and will be reference in all communications, wherever possible, to highlight the benefits and importance of the deal. For example, they will be used in the body of the text, in quotations, on social media, marketing collateral and on the website.

The key messages are:

The Swansea Bay City Deal – an investment of up to £1.3 billion – will;

- Accelerate the City Region’s post Covid-19 economic recovery
- Give the City Region an economic boost of at least £1.8 billion over the 15-year lifespan of the portfolio
- Deliver opportunities for regional businesses to benefit from major programme/project procurement
- Create over 9,000 jobs for local people
- Help retain regional talent
- Catalyse further investment
- Transform the City Region into a centre of excellence for sectors including life sciences, smart manufacturing and low carbon energy innovation
- Raise the City Region’s profile throughout the UK and beyond

### **4. Portfolio Facts and Figures**

The following facts and figures should be quoted with all correspondence relating to the SBCD portfolio:

- Total investment: Up to £1.3 billion
- Funding breakdown: The total investment package currently estimated is made up of £235.7 million UK and Welsh Government funding, £330.2 million other public sector investment, and £591.79 million from the private sector.
- Economic impact across the region: At least £1.8 billion over the 15-year lifespan of the portfolio
- Jobs: More than 9,000 jobs over the 15-year lifespan of the portfolio

### **5. Summary of the Programmes and Projects**

Below is a breakdown of the nine programmes and projects that make up the SBCD portfolio. SRO refers to Senior Responsible Owner, PM refers to the Project or Programme Manager.

### **5.1 Digital Infrastructure**

With links to all the City Deal projects, the Digital Infrastructure project aims to support a thriving digital economy across the City Region that will stimulate private sector investment, improve public services, and generate well-paid job opportunities.

Working alongside the UK Government, the Welsh Government and internet service providers, the project will lead to high-quality, full fibre public and private digital services in urban areas.

Internet coverage in rural areas will also be considerably improved for the benefit of residents and businesses, and work is taking place alongside mobile operators to enable early, in-region access to future technology, including 5G.

**Type:** Regional

**Budget:** £55.3m

**SRO:** Jason Jones

**Leading Delivery Organisation:** Carmarthenshire County Council

**Thematic Benefit:** Economic Acceleration

**PM:** Gareth Jones

**Partners:** Neath Port Talbot Council, Swansea Council, Pembrokeshire County Council

### **5.2 Skills & Talent**

The Skills and Talent project aims to deliver a regional solution for the identification and delivery of the skills and training requirements for all City Deal projects.

Working alongside partners from the private sector, higher and further education, schools and the third sector, the project team will map out gaps in current provision and establish the skills and training needed for students, teachers and lecturers both now and in future.

Bespoke education and training solutions will then be introduced, which align to the needs of industry and key City Deal themes. Investment will include funding for equipment and the development of courses to support the projects.

**Type:** Regional

**Budget:** £30m

**SRO:** Barry Liles

**Leading Delivery Organisation:** Regional Learning & Skills Partnership

**Thematic Benefit:** Economic Acceleration

**PM:** Sam Cutlan

**Partners:** Carmarthen County Council, Swansea Council, Neath Port Talbot Council, Pembrokeshire County Council

### **5.3 Homes as Power Stations (HAPS)**

The Homes as Power Stations project aims to deliver smart, low carbon, energy-efficient homes through a co-ordinated approach across the City Region. The project will deliver a programme of new build developments, the retro-fitting of existing buildings and local supply chain development support. The aim of the project is to help tackle fuel poverty, cut carbon emissions, and meet the need for more housing. It will monitor the health and wellbeing aspects of warmer homes and the reduction in fuel poverty.

**Type:** Regional

**Leading Delivery Organisation:** Neath Port Talbot Council



**Budget:** £505.5m  
**SRO:** Nicola Pearce

**Thematic Benefit:** Energy and Smart Manufacturing  
**PM:** Oonagh Gavigan

**Partners:** Carmarthenshire County Council, City and County of Swansea Council, Pembrokeshire County Council

#### **5.4 Swansea City & Waterfront Digital District**

Swansea City and Waterfront Digital District project is made up of three elements - the 3,500-seater Swansea Arena in the city centre that will accommodate concerts, shows, exhibitions, conferences, gaming tournaments and other events.

A state-of-the-art office development in 71/72 Kingsway will provide space for technology and digital businesses, with conference and meeting facilities and act as a catalyst for further development on The Kingsway. The development will benefit from world class digital connectivity and integration with smart city technology.

An Innovation Matrix development at the University of Wales Trinity Saint David SA1 for start-up businesses, which will foster entrepreneurship through close links with academia.

**Type:** Local  
**Budget:** £175.28m  
**SRO:** Martin Nicholls

**Leading Delivery Organisation:** Swansea Council  
**Thematic Benefit:** Economic Acceleration  
**PM:** Huw Mowbray

**Partners:** University of Wales Trinity Saint David

#### **5.5 Yr Egin**

Canolfan S4C Yr Egin is a digital and creative cluster at the University of Wales Trinity Saint David in Carmarthen.

An iconic building with an auditorium, state-of-the-art office spaces and post production facilities, for professional and community activities. The first phase of the project is complete. Welsh language broadcaster S4C has relocated its headquarters to Yr Egin, with several other creative sector businesses taking residency.

A second phase will support the creative industry sector in the region, allowing for cross-sector engagement between new and established businesses in West Wales. It will cater for a range of 'new' technological services that will be made available for the region

**Type:** Local  
**Budget:** £25.17m  
**SRO:** Steve Baldwin

**Leading Delivery Organisation:** University of Wales  
Trinity Saint David  
**Thematic Benefit:** Economic Acceleration  
**PM:** Geraint Flowers

**Partners:** Carmarthenshire County Council

#### **5.6 Supporting Innovation and Low Carbon Growth**

The Supporting Innovation and Low Carbon Growth programme will deliver sustainable jobs and growth to support a decarbonised and innovative economy. It includes:

The Baglan Technology Centre providing flexible office space for start-up companies and businesses, with a focus on the innovation, ICT and R&D sectors.

A specialist facility which will support the steel and metals industry in Port Talbot, Wales and the UK, while reducing carbon footprint.

An Industrial Futures project with a hybrid building providing production units and office space to support start-ups and businesses in the innovation and manufacturing sectors.

Decarbonisation projects including a low emission vehicle charging network, air quality monitoring and a hydrogen stimulus project.

**Type:** Local

**Budget:** £58.7

**SRO:** Nicola Pearce

**Leading Delivery Organisation:** Neath Port Talbot Council

**Thematic Benefit:** Economic Acceleration

**PM:** Lisa Willis

**Partners:** Swansea University, University of South Wales

### **5.7 Campuses**

The Campuses project will deliver two complementary initiatives across two sites in two phases in Swansea, that add value to the regional life science, health and sport sectors.

Advanced research and development facilities will be created, building on the success of the Institute of Life Science at Swansea University's Medical School. Collaboration between Swansea University and its industry and NHS partners will place the Campuses project at the forefront of new technologies to improve healthcare, while creating new life science and sport-tech companies and well as highly skilled jobs.

Projects will include a facility at Swansea University's Singleton Campus, and Morriston Hospital where research will be undertaken alongside world-leading clinical delivery.

**Type:** Local

**Budget:** £130.43m

**SRO:** Keith Lloyd

**Leading Delivery Organisation:** Swansea University

**Thematic Benefit:** Life science and well-being

**PM:** Tony Harris

**Partners:** Swansea Council, Swansea Bay University Health Board, Hywel Dda University Health Board, ARCH Partnership

### **5.8 Pentre Awel**

Combining advanced life science research and business development facilities with a state-of-the-art leisure centre, extra care housing and nursing care, Llanelli's Pentre Awel will be among the first developments of its kind.

Education and training facilities will be at the heart of the project and will focus on training the next generation of healthcare professionals, all set within landscaped green spaces for cycling, walking and other outdoor activities.

Located in an attractive lakeside setting, Pentre Awel is aimed at boosting the local economy, creating new, high-quality jobs and improving people's health and well-being, while also leaving a long-term legacy for local communities and beyond.

**Type:** Local  
**Budget:** £199.19m  
**SRO:** Chris Moore

**Leading Delivery Organisation:** Carmarthenshire County Council  
**Thematic Benefit:** Life science and well-being  
**PM:** Sharon Burford

**Partners:** Hywel Dda University Health Board, Swansea University, Cardiff University, University of Wales Trinity Saint David, Coleg Sir Gar, Pembrokeshire College, Gower College, Swansea University Health Board, ARCH Partnership

### **5.9 Pembroke Dock Marine (PDM)**

Pembroke Dock Marine will create a world class marine engineering fabrication, test and deployment hub, delivering the support and infrastructure needed to further grow Wales' blue economy.

The project expands upon the Swansea Bay City Region's established facilities and extensive skill base, ensuring maximum operational efficiency and increased innovation opportunities, which will help drive down marine energy production costs.

Focusing on the growth of decarbonised energy production, the project includes dedicated early stage and commercial scale test sites, a CATAPULT innovation centre, and industry focused port infrastructure to ensure developers improve the effectiveness, cost efficiencies and installation of their innovative technology.

**Type:** Regional  
**Budget:** £60.47  
**SRO:** Steven Jones

**Leading Delivery Organisation:** Pembrokeshire County Council  
**Thematic Benefit:** Economic Acceleration  
**PMO:** Steven Edwards (Interim)

**Project Partners:** The Port of Milford Haven, Marine Energy Wales, Catapult Network, Wave Hub, Pembrokeshire Coastal Forum

## **6. Bilingual Guidance**

All media releases and information, either printed or online, for the portfolio should be in Welsh and English to comply with the Welsh Language Standards, with the Welsh language positioned so that it may be read first. The Welsh language will not be treated less favorably than the English language, in terms of:

- presentation e.g., use of font, size, colour and format
- position and prominence
- when and how the material is published, made available or exhibited
- Promotion and availability

The SBCD Welsh Language Guidance document (September 2021) outlines the full bilingual guidance.

## **7. Official Spokespeople**

Key people have been identified as official spokespeople for the SBCD Portfolio and should represent the City Deal in radio and TV interviews as well as in press releases and other media relations. The SBCD Communications and Marketing Officer will co-ordinate these requests:

- English language interviews are by Cllr Rob Stewart (Swansea Council Leader and Joint Committee Chairman)
- Welsh language interviews are by Cllr Emlyn Dole (Carmarthenshire Council Leader and Joint Committee Member)

## **8. Protocol for Media Communications**

With multiple partners involved in the SBCD portfolio, a protocol is required for the clear management of press releases, media responses and statements, interview opportunities, social media posts, PR campaigns and events.

### **8.1 Portfolio Level Communications**

The SBCD's Communications and Marketing Officer will lead on all media activity for the City Deal at a portfolio level and this content requires approval from:

1. SBCD Senior Responsible Owner
2. Chair of Joint Committee
3. SBCD Portfolio Director
4. Project/programme lead organisations (where relevant)
5. SBCD Project Senior Responsible Owner and project manager (where relevant)

The importance of the announcement/statement will dictate the seniority of the approval needed, will be determined by the SBCD Portfolio Director via the SBCD Communications and Marketing Officer.

Additionally, UK Government and Welsh Government approval of communications will also be needed in relation to major project/programme milestones and the release of funds to the City Deal portfolio. Opportunities for Ministerial quotes will be made available.

### **8.2 Regional Projects and Programme Communications**

The SBCD's Communications and Marketing Officer will lead and co-ordinate all regional projects and programmes media communications and this content will also require approval from those outlined in **section 8.1**.

Working closely with the project/programme PM and SRO, all lead delivery organisations will be informed and engaged throughout the process. Roles and responsibilities will be outlined by the SBCD Communications and Marketing Officer from the outset and communicated to all relevant stakeholders.

The lead delivery organisations will be requested to display the press releases bilingually on their website and share / like social media posts using the following: Facebook - @SBCityDeal; Twitter - @SBCityDeal; Linked In - @Swansea Bay City Deal @Bargen Ddinesig Bae Abertawe #sbcitydeal

### **8.3 Location Specific Projects and Programme Communications**

For projects and programmes that are location specific within the region, the lead deliver in conjunctions with partner organisations will lead on PR activities. The SBCD Portfolio Management Office (PoMO) must be made aware via the SBCD Communications and Marketing Officer during the planning of the activity and central support can be made available from the PoMO if required. Details of PR activity will be sent to the Joint Committee chairman and other relevant stakeholders for information or approval, as required.

Reference to the Swansea Bay City Deal must be included in the body of the text as a minimum. Further details about the SBCD should also be included in the body of the text or otherwise as a footnote/editor's note.

Suggested text to be used is:

The Swansea Bay City Deal is an investment of up to £1.3 billion in a portfolio of major programmes and projects across the Swansea Bay City Region, which is being funded by the UK Government, the Welsh Government, the public sector and the private sector. Over the 15-year lifespan of the portfolio, the City Deal will boost the regional economy by at least £1.8 billion, while generating over 9,000 jobs. The Swansea Bay City Deal is being led by the four regional local authorities - Carmarthenshire Council, Swansea Council, Neath Port Talbot Council and Pembrokeshire Council - together with the Swansea Bay University and Hywel Dda University Health Boards, Swansea University, the University of Wales Trinity Saint David, and private sector partners.

Partners should include bilingual story content on their websites and should also reference SBCD in social posts where possible: Facebook - @SBCityDeal; Twitter - @SBCityDeal; Linked In - @Swansea Bay City Deal @Bargen Ddinesig Bae Abertawe #sbcitydeal

### **8.4 Additional Media Communication Information**

- All photograph opportunities will include members of relevant City Deal partners. The SBCD Communications and Marketing Officer work with the PM to determine the roles and responsibilities of individuals when photograph opportunities arise. The photographs will be made available for use in all PR related activities, including the website and social media.
- Representatives of all City Deal project and programme partners will have equal opportunity to give interviews to the media. Where only one person is required for interview, all partners should be informed prior to the interview. All interviews should, wherever possible, reference other City Deal partners and be done in Welsh and English.

## **9. Protocol for Official Visits**

All portfolio level ministerial engagements, whether requested by the PoMO or by the ministers' teams will be led by the SBCD Communications and Marketing Officer. They will:

1. Liaise with the Government Officers that support the Minister to determine the purpose of the visit and the logistical requirements (e.g. timeframe, duration, mode of meeting, attendees, etc). Covid 19 meeting restrictions need to be followed if they apply at the time of the visit.
2. Seek approval from the most senior person(s) from the Lead Authority and Lead Deliverer for the visit and ask them to attend. For regional programmes and projects all four Leaders will be invited to attend. If a Leader is unable to attend an alternative date could be considered or suitable political substitute to represent their Local Authority.
3. Ensure that the Senior Responsible Owner is invited to take part and that the Project Manager supports the arrangements, is continually in the communication loop and is in attendance.
4. Raise awareness of the request with the Chairs of the governance boards: Programme Board, Joint Committee and Economic Strategy Board. The chairs will be invited to attend.
5. Raise awareness with the Welsh Government Regional Team and take a course of action if advised to do so. The Welsh Government may be asked to attend.
6. Keep all stakeholders updated with developments.
7. Follow up with Minister and supporting Officers to see if there's any follow-on actions or further information required.
8. Coordinate PR following visit and seek approval in the usual way.

All roles and responsibilities surrounding the visit will be determined by the SBCD Communications and Marketing Officer and Programme/Project Managers and partner organisations will be required to assist.

The PoMO periodically provides the UK Government and the Welsh Government with a list of key project and programme milestones that are identified by the project and programme leads. These will form the basis of a schedule for regional visits.

## **10. Protocol for Business Case Approvals**

All nine SBCD Outline Business Cases have been approved by the Welsh Government and the UK Government. The protocol below was used during the approval process and will continue to be used in conjunction with the SBCD change management process when new business cases are created or when a significant change is presented to an existing business case.

### **10.1 Press Releases**

Press Releases to be prepared by the SBCD Communications and Marketing officer and prior to distribution to the media, they must be approved by the following:

- SBCD Senior Responsible Owner
- Chair of Joint Committee

- SBCD Portfolio Director
- Project/programme lead organisations (where relevant)
- SBCD Project Senior Responsible Owner and project manager (where relevant)
- UK Government and Welsh Government
- Project partners (where appropriate)

Quotes are to be included from:

- The Chairman of Joint Committee
- The relevant senior Joint Committee members of the organisation(s) leading the project (e.g. Council Leaders, University, Health Board)
- UK Government and Welsh Government

Before distribution to the media, all approved press releases of this nature are to be sent for information to the Joint Committee and Economic Strategy Board members, the UK Government and Welsh Government and other key stakeholders relevant to the project or programme. Approved press releases sent to the media must be sent in both Welsh and English as outlined in **section 6**.

### **10.2 Photographs**

The SBCD Communications and Marketing Officer will co-ordinate photograph opportunities and the following people will appear in the photographs

- The Chairman of Joint Committee
- The relevant senior members of the organisation(s) leading the project
- UK Government or Welsh Government Officials

Photographs are to be located, wherever possible, at project sites or at a location appropriate to the project or programme.

### **10.3 Interview Opportunities**

Interviews should be provided bilingually, where possible, and at a SBCD portfolio level be made available to:

- SBCD Official Spokespeople outlined in **section 7** - The Chairman of Joint Committee (English) and Carmarthenshire Council's Leader (Welsh)
- The relevant senior members of the organisation(s) leading the project
- UK Government or Welsh Government Officials

## 11. Use of SBCD Logo

All PR activity and marketing materials, either printed or online, will contain the SBCD logo. Guidelines for use are follows:



### Colours

#### CMYK

 100% cyan
 100% + 60% magenta
 70% cyan + 60% yellow
 30% cyan + 20% black

#### RGB

 0, 159, 227
 0, 92, 169
 69, 179, 132
 162, 195, 214

#### Web

 #009fe3
 #005ca9
 #45b384
 #a2c3d6

#### Pantone

 PMS - 801
 PMS - 300
 PMS - 339
 PMS - 644

### Formats

The logo is available in the following formats:

**JPEG** for desktop publishing (MS Word, PowerPoint, etc.)

**EPS** or **TIFF** for high quality printing, **JPEG** or **PNG** for web.

Requests for the logo should be made to:

**marketing@carmarthenshire.gov.uk**



### Font - 'Ubuntu'

Available from:

<http://font.ubuntu.com>

<https://fonts.google.com/specimen/Ubuntu>

**To be used in web and print projects.**

*Can be downloaded and used freely. Is covered by an Ubuntu Font Licence.*



## Background colours



Try to avoid placing the logo on a coloured background where possible. If this is unavoidable then please use as above or use a white version of the logo on a dark background and a black version on a light background. For electronic usage the logo must appear on a white background.



## Recommended minimum size



To ensure visibility, legibility and accessibility, the logo, wherever possible, should not be used at a width that is less than 40mm as shown left.

## Clear space



Allow for clear space all around the logo equal to the height shown left.

**The logo is bilingual. Regardless of the language of the materials it appears on, neither English or Welsh should be removed.**

## 12. Use of Primary Stakeholder Logos

The SBCD regularly need to display primary stakeholder logos in marketing materials.

The 8 primary stakeholders are; Swansea County Council, Carmarthenshire County Council, Neath Port Talbot Council, Pembrokeshire County Council, Swansea University, University of Wales Trinity Saint David, Hywel Dda Health Board, Swansea Bay University Health Board.

When one stakeholder logo is required, they should be displayed as follows:



When all stakeholder logos are required, they should be displayed as follows:



When all stakeholder logos and UK Government and Welsh Government logos are required, they should be displayed as follows:



The UK Government and the Welsh Government must authorise the use of their logos on any content. Branding approval at the UK Government and Welsh Government should be made by:

- UK Government: Sarah Drew
- Welsh Government: Martyn Williams

### 13. Stakeholder Power & Interest Matrix

The following SBCD stakeholders have been identified and will have engagement throughout the portfolio lifecycle. Depending on the stakeholders' place in the matrix different communications approaches may be needed.

	Keep Satisfied (High Power & Low Interest)		Manage Closely (High Power and High Interest)	
<b>High Power</b>	Regional Local Authority Cabinet Members Regional Council Members (All) Regional AMs and MPs BBC Wales Today ITV Wales BBC Radio Wales BBC Radio Cymru BBC Newyddion	BBC Wales newsgathering UK national media Tata Steel Other major regional employers Milford Haven Port Authority Wales European Funding Office Farmers Union for Wales National Farmers Union	Joint Committee Members Programme Board Members Economic Strategy Board Members Joint Scrutiny Board Members SBCD Project Managers/teams Welsh Government SBCD officials UK Government SBCD officials UKG Secretary of State for Wales UKG Parliamentary Under Secretary of State for Wales	WG Ministers for Economy & Transport WG Minister for Finance Wales Online BBC Online South Wales Evening Post Western Mail Private sector project backers Regional business community Local Authority Ward Members
	Monitor (Low Interest and Low Power)		Keep Informed (High Interest and Low Power)	
<b>Low Power</b>	Regional bloggers Yr Egin tenants South Wales Guardian Towyside Advertiser Tenby Observer Carmarthenshire Times Llanelli Standard Swansea Civic Society Business Wales Carmarthenshire Tourism Association, Carmarthenshire Council economic development team Neath Port Talbot Council business development team	Swansea Council economic development team. Pembrokeshire Council business development team Antur Teifi Discover Carmarthenshire Pembrokeshire Tourism Institute of Welsh Affairs Tourism Swansea Bay Visit Swansea Bay Visit Wales Visit Neath Port Talbot Pembrokeshire Coastal Forum National Trust Regional MEPs Construction Futures Wales	Specialist media Business News Wales Wales 247 Swansea Bay Radio Wales Business Insider Carmarthen Journal Llanelli Star Swansea Bay Business Life Western Telegraph Milford Mercury The Wave & Swansea Sound Heart FM Radio Carmarthenshire Radio Pembrokeshire Herald newspapers 4 The Region Regional Business Improvement Districts	Chambers Wales Federation of Small Businesses Swansea Bay Business Club SA1 Waterfront Business Club Regional Learning and Skills Partnership Lions and Rotary Clubs across the region Marine Energy Wales Regional supply chain businesses Regional Town and Community Councils 3 other Welsh City and Growth Deals Regional Local Authorities (Staff) Regional universities (Staff/students) Regional health boards (Staff) Regional school pupils Oriel Science SWIC (South Wales Industrial Cluster) Welsh Government Energy Service
	<b>Low Interest</b>		<b>High Interest</b>	

## **14. Portfolio Communications and Marketing Activity**

A wide variety of communications and marketing activity will be used by the SBCS Communications and Marketing Officer to raise awareness of the SBCD portfolio. These will include:

- **Press Releases and Feature Articles:** Regular press releases and articles will be written when key milestones are reached or when programmes and projects are topical.

News stories and trends will be monitored daily to establish opportunities to maximise exposure. Articles covering Joint Committee meetings/decisions will also be written, as well as articles on the work of the Economic Strategy Board. Pro-active articles will be written, whenever appropriate, to raise the profile of their work. Partner organisations and private sector companies will be included where appropriate.

Feature pieces that encompass key highlights at a regional level will also be written, by working in collaboration with the Cardiff Capital Region, Ambition North Wales and Growing Mid Wales.

A distribution list is shown in **section 21** of this plan.

All press releases and feature articles will be bilingual and will be feature on the City Deal website and those of relevant partner organisations. They will also be shared on social media. Where possible, videos and MP3 audio files will be created.

- **Social media:** Continue to grow the City Deal's Twitter and Facebook accounts by posting regularly with relevant and engaging content. City Deal hashtags must accompany each post - #SBCityDeal and #BargenDinesgigBA.

Businesses and other key organisations/influencers across the region are being followed and where relevant, their posts will be liked or shared.

A LinkedIn City Deal account has been set up which is monitored by the SBCD Business Engagement Manager, and the use of alternative social media platforms will be explored.

- **Website:** Continue to update and develop the website (which was launched in 2018). The website includes the City Deal video on the homepage, an interactive timeline of key milestones, a news section, a governance area, and links to City Deal social media accounts. A City Deal overview page is also included, as well as pages about each of the programmes and projects.
- **Newsletters:** A summary of key achievements and milestones will be sent to the SBCD database in the form of a newsletter. Partners will be asked to include articles from the newsletter on their versions.
- **Videos and Time Lapse Photography:** Opportunities will be explored for displaying the City Deal promotional video on screens across the region, including Swansea city centre's big screen, in Yr Egin in Carmarthen, and at colleges, universities and council buildings throughout South West Wales. Fly-through videos, drone footage and time lapse photography opportunities will also be explored.

- **Events:** Subject to Covid restrictions, suitable events will be organised by the PoMO, with approval from the Portfolio Director, the Portfolio's SRO and the Joint Committee Chairman.

The PoMO will organise details including sourcing venues, invitation lists and marketing materials. Partners will be kept informed and updated. Where possible, events will be held at different locations around the City Deal region, and dates will be chosen when the Portfolio SRO and Joint Committee Chairman can attend, and well as programme and project SRO's and PM's. Councilors from the four councils will be invited to attend, along with Welsh Government and UK Government Ministers.

The PoMO will also attend and co-ordinate events held by other organisations.

- **Brochures:** Informative booklets and brochures will be created for use at relevant opportunities such as events and meetings.
- **Infographics:** Develop a suite of infographics that can be used across many marketing activities that display portfolio, programme and project key information in a more pictorial format.
- **Case Studies:** Interviews will be conducted with individuals and companies who have benefited from the City Deal to build case studies. The information gained will be used in press releases, the City Deal website and in printed materials.
- **Billboard Sites:** Opportunities will be explored to showcase the City Deal video on digital billboard sites, along with poster opportunities on static billboard sites at key times and locations close to projects sites.
- **Competitions and Community Lead Campaigns:** Opportunities will be explored that will allow the City Deal to engage with a wider audience through competitions and campaigns. Ideas would include a 'name the building' competition like Pembroke Dock Marine project, or campaigns with local schools and universities.
- **Branding of empty units and hoardings:** Vacant premises in town and city centre locations across the City Region could potentially be used to carry branded City Deal content along with hoardings or large format posters on project sites.
- **Endorsement:** Endorsement for the City Deal will be sought from prominent regional businesspeople and well-known regional figures, to help further raise awareness.
- **Stationary:** Folders, pens and letterhead will be produced when required.
- **Presentations:** Visually appealing, PowerPoint presentations will be kept up to date and made available for use in events and meetings.
- **Awards:** Opportunities will be explored for awards that programmes and projects can apply for and take part in. For example, environmental awards, best building awards etc

- **Partnerships with Charities and Sponsorship Opportunities:** Establish a working relationship with relevant charities and promote the partnership where possible. Sponsorship opportunities will also be explored with organisations and projects relevant to City Deal.
- **Radio Advertising:** Explore 10s and 30second radio advertising on local radio stations when key milestones are reached and specific call to actions are required. For example, if the Technology Centre is looking for tenants.
- **Bios:** Written biographies on key people within the City Deal which can be used for information packs for events, added to the website and integrated into press releases.

Project and Programme level Communications and Marketing Plans will be developed that highlights key marketing activities around milestones, and follow-on from this Portfolio Communications and Marketing Plan.

## **15. Communications and Marketing Sub-Groups**

Communications and Marketing sub-groups have previously existed for some projects and programmes. These will be re-introduced or created for all projects and programmes. The SBCD Communications and Marketing Officer will lead communications of these sub-groups and identify the key members, which including project leads and individuals from the partner organisations.

These sub-groups will assist in the development of the Project and Programme level Communications and Marketing Plans, and members will also be involved in carrying out the activities in the plans.

## **16. Internal Communications**

Internal communications with key stakeholders are vital for several reasons, including; Keeping people informed, encouraging 'buy-in' for the City Deal and its purpose, raising further awareness of the SBCD, giving a more holistic view of the City Deal and to facilitate engagement and feedback.

The SBCD's key stakeholders include:

- Joint Committee members
- Programme Board members
- Economic Strategy Board members
- Joint Scrutiny Committee members
- Eight partner organisations (primary stakeholders)
- Regional Local Authority economic development directors
- UK Government (Relevant officials and politicians)
- Welsh Government (Relevant officials and politicians)
- Private sector partners

Along with other members of the PoMO, the SBCD Communications and Marketing Officer will share communications and marketing information to internal stakeholders by using a variety of methods including:

- Face-to-face or digital meetings with senior representatives at all partner organisations. This includes UK Government and Welsh Government Ministers and officials
- Presentations or speeches to key audiences
- SBCD formal governance reports, such as monthly highlight, quarterly monitoring and annual review reports outlining key achievements and milestones
- Video content highlighting progress and opportunities
- Internal newsletters to primary stakeholders
- Inclusion of content on the Intranets of partner organisations
- Team meetings with programme/project leads

## **17. Communications with Regional Businesses and Private Sector**

The SBCD Business Engagement Manager is responsible for engagement with regional businesses the wider private sector and wider business-related networks. A complementary Business Engagement and Investment Framework is in development to support the Portfolio Communications and Marketing Plan.

The SBCD Business Engagement Manager uses a variety of methods to engage with the regional business community, including:

- **Liaising with Business Representative Organisations and Trade Bodies:** Maintaining regular contact and attending meetings with regional business organisations, including Chambers Wales, Federation of Small Businesses, Institute of Directors, Swansea Bay Business Club, SA1 business club, CITB, ECITB and local Chambers of Commerce, Business Improvement Districts (Swansea and Llanelli) and the CCP (Carmarthenshire, Ceredigion and Pembrokeshire) Business networking group.
- **SBCD regional events:**
  - **Procurement Pipeline Event:** The first one was held in March 2021, highlighting the opportunities coming to market over 2021/22 from City Deal funded procurements.
  - **Showcase Event:** A one-off event planned for March 2022 to celebrate the achievement that all business cases have been approved by the UK Government and Welsh Government and that all projects and programmes are all in delivery. Stakeholders and businesses will be invited order to see the progress, as well as looking into upcoming opportunities.
- **Other Business-related Events:** Participation and attendance in events including; The Welsh Business Shows and Welsh Construction shows, Introbiz networking conferences and 4theRegion Swansea City Centre conferences.

- **Partner Newsletters:** Regular progress updates in newsletters distributed by organisations including 4theRegion, the Regional Engagement Team, and the Regional Learning and Skills Partnership. Articles also appear in Chamber Chat magazine – a quarterly publication put together by the Chambers Wales.
- **Articles:** Appearing in publications, websites and e-newsletters including Business News Wales and Wales Business Insider. These e-newsletters are distributed to thousands of businesses throughout the City Region and beyond.
- **Online content:** A procurement page has been added to the City Deal website, which will highlight tendering/contract opportunities

Further approaches to keep the regional business community informed about the City Deal include:

- Direct communications in relation to relevant updates/news
- Further business-focussed communications with specialist business media
- Strengthening of a City Deal LinkedIn account, with regular posts
- Continuous updating of database for regional business contacts

## **18. Communications and Engagement Schedule**

The SCBD Communications and Engagement Schedule complements this SBCD Communications and Marketing Plan and contains a forward plan of communications and marketing activity at a project and programme level. This is a live document and managed by the SBCD PoMO.

## **19. Key Communications and Marketing Contacts**

A list of key SBCD Communications and Marketing contacts are shown below and up-to-date contact details can be requested through the SBCD Communications and Marketing Officer.

<b>Organisation</b>	<b>Name</b>	<b>Job Title</b>
Swansea Bay City Deal	Heidi Harries	Communications and Marketing Officer
Carmarthenshire County Council	Deina Hockenhull	Head of Marketing and Media
Carmarthenshire County Council	Laura Morris	Senior Communications Officer
Swansea County Council	Lee Wenham	Head of Communications
Swansea County Council	Patrick Fletcher	Head of News
Swansea County Council	Greg Jones	Senior Communications & Business Engagement Officer



Neath Port Talbot	Sylvia Griffiths	Strategic Communications and Marketing Adviser
Neath Port Talbot	Robin Turner	Senior Communications Officer
Pembrokeshire County Council	Abby Barton	Head of Communications
Pembrokeshire County Council	Anna Wilson	Communications Officer
UK Government in Wales	Sarah Drew	News and Digital Manager
UK Government in Wales	Sian Evans	Communications and Engagement Officer
UK Government in Wales	Chris Herdman	Head of News and Digital
Welsh Government	Chris Pascoe	Press Officer
Welsh Government	Martyn Williams	Chief Press Officer
Swansea University	Jacqui Bowen	Head of Public Relations
Swansea University	Delyth Purchase	Press Office Manager
Swansea University	Richard Lancaster	Communications and Relationship Manager
University of Wales Trinity Saint David	Eleri Beynon	Head of Corporate Communications & PR
University of Wales Trinity St David	Rebecca Davies	Executive Press and Media Relations Officer
University of Wales Trinity St David	Lowri Thomas	Principal Communications and PR Officer
Gower College	Marie Szymonski	Marketing and Admissions
Hywel Dda University Health Board	Sundeep Sehijpal	Communications Manager
Swansea Bay University Health Board	Susan Bailey	Head of Communications
Port of Milford Haven	Anna Malloy	Engagement and Communications Manager
Port of Milford Haven	Anna Mullarkey	Marketing and Communications Executive
Port of Milford Haven	Sara Aicken	PR and Communications Executive
Marine Energy Wales	Jess Hooper	Programme Manager

Cardiff Capital Region	Suzanne Cheserton	Head of Governance, Policy & Communications
Ambition North Wales	Erin Gwenlli Thomas	Communications and Engagement Officer
Growing Mid Wales	Cathy Martin	Portfolio Office Manager
Growing Mid Wales	Claire Miles	Engagement Manager

## 20. Monitoring and Evaluation

To monitor the effectiveness of our communications and marketing, we will use the following measurement methods, and adapt the approach when necessary.

### 20.1 Social Media Monitoring

The performance data below will be extracted from Crowd Control (the platform used to plan and publish social media).

- **Reach:** The number of people in the target audience who are exposed to the social post. This will be displayed separately for Facebook and Twitter.
- **Followers / Fans:** The number of people who follow (Twitter) or fans (Facebook).
- **Likes:** The number of people who have liked the posts.
- **Shares:** The number of people who have shared the posts.



## 20.2 Press Releases

Press coverage will be monitored and logged daily using google alerts, manually searching for the Swansea Bay City Deal online, and by looking in local newspaper titles.

They will be logged in a table as follows:

Date	Press Release	Project	Media Title	Type	Author
01/12/2021	Small Business Saturday	Egin	Wales 247	Online	Heidi Harries
01/12/2021	Small Business Saturday	Egin	Business News Wales	Online	Heidi Harries
01/12/2021	Small Business Saturday	Egin	UWTSD	Online	Heidi Harries
01/12/2021	Small Business Saturday	Egin	Swansea Bay News	Online	Heidi Harries
01/12/2021	Small Business Saturday	Egin	South Wales in Focus	Online	
03/12/2021	Fleet of electric vehicles for Port of Milford Haven	PDM	Business News Wales	Online	Sara Akin
05/12/2021	First Part of £60 Pembroke Dock Marine Project Begins	PDM	Western Telegraph	Online	Sara Akin
06/12/2021	Swansea Arena being lit up for Christmas	Swansea City & Waterfront	Wales Online	Online	Greg Jones
06/12/2021	Chance for Business to benefit from Kingsway Scheme	Swansea City & Waterfront	Swansea Council	Online	Greg Jones

Additional method could also be used including:

- Press coverage/equivalent advertising value
- Newspaper/online website/specialist media readership
- Booklets/e-marketing brochures distributed
- Website analytics
- Number of people engaged at events (both online and offline)
- Public exposure to marketing tactics
- Enquires through email and calls

## 21. South Wales based Newspapers and Radio Stations

The SBCD distribute press releases to several key newspapers and radio station in the South West Wales region. Below is the circulation figures/reach and geographical areas covered in the main titles which help give an understanding of how many people are exposed to the PR:

Organisation	Frequency	Circulation/Reach	Area	Source
South Wales Evening Post	Daily	10,464	Swansea, Neath Port Talbot and Carmarthenshire	ABC.org.uk
Western Mail	Daily	8,419	Wales	ABC.org.uk
Llanelli Star	Weekly	3,840	Llanelli and surrounding area	ABC.org.uk
Carmarthen Journal	Weekly	5,034	Carmarthen and surrounding area	ABC.org.uk
Western Telegraph	Weekly	unavailable	Pembrokeshire and West Wales	
Wales Online	24/7	2,478,000 unique monthly visitors and 27,275,011 monthly page views	Wales and beyond	Wales Online Media Pack
BBC Radio Wales	24/7	344,000	Wales-wide	RAJAR
BBC Radio Cymru	24/7	119,000	Wales-wide	RAJAR
The Wave	24/7	111,000	Swansea Bay area, including Carmarthenshire and Neath Port Talbot	media.info
Swansea Bay Radio	24/7	24,000	Swansea Bay area, including Carmarthenshire and Neath Port Talbot	RAJAR
Radio Carmarthenshire	24/7	38,700	Carmarthenshire	RAJAR
Radio Pembrokeshire	24/7	31,000	Pembrokeshire	media.info
Heart South Wales	24/7	395,000	South and West Wales	482,000 listeners a week

## **22. Regional/Wales-wide Media Contacts**

A list of key SBCD Media contacts is shown below and contact details are able for each one by request through the SBCD Communications and Marketing Officer. Details will be updated on a quarterly basis.

<b>Title</b>	<b>Name</b>
Wales Online	Richard Youle
Wales Online	Robert Lloyd (News editor)
Wales Online & South Wales Evening Post	Jonathan Roberts
Wales Online	James Arnott (Content editor)
Wales Online & Llanelli Star	Christie Bannon
Wales Online & Carmarthen Journal	Rob Harries
Wales Online & Carmarthen Journal	Ian Lewis
Western Mail	Chris Pyke (Business reporter)
Western Mail	Sion Barry (Business editor)
BBC Online (Wales)	newsonline.wales@bbc.co.uk
BBC Wales newsgathering	newsgathering.wales@bbc.co.uk
BBC	Aled Scourfield
ITV Wales	Dean Thomas (West Wales reporter)
Newsdesk ITV Wales	news@itvwales.com
Western Telegraph & Milford Mercury	Bruce Sinclair (Chief reporter)
Western Telegraph & Milford Mercury	Fiona Phillips
Tenby Observer	editor@thetenbyobserver.co.uk
South Wales Guardian	dla@swguardian.co.uk
South Wales Guardian	Clare Snowdon (Reporter)
South Wales Guardian	news@southwalesguardian.co.uk
Guardian	Daniel Laurie
The Wave (Radio)	news@thewave.co.uk
The Wave (Radio)	Emma Grant (News Editor)
South Wales Radio	news@southwalesradio.com
Business News Wales	news@businessnewswales.com;
Business News Wales	Mark Powney
Wales Business Insider/Inside Media	Douglas Friedli
Wales Business Insider/Inside Media	Laurence Kilgannon
West Wales Chronicle	newsdesk@westwaleschronicle.co.uk
Wales 247	Rhys
Wales 247	requests@wales247.co.uk
Llanelli Online	Alan Evans
Cambrian News	Simon Middlehurst (editor)
Trinity Mirror	Gemma Parry (Evening Post)
Trinity Mirror (Star)	Oliver Roderick
Heart FM	Paula Hughes
The Herald	Jon Cole

The Herald	editor@herald.email
Swansea Bay	news@swanseabay.tv
Tivy-Side Advertiser	tivyside@gwent-wales.co.uk
Western Mail	newsdesk@mediawales.co.uk
Mail on Sunday	news@mailonsunday.co.uk
Radio Carmarthenshire	news@nationbroadcasting.wales
Daily Telegraph	dtnews@telegraph.co.uk
The Independent	newsdesk@independent.co.uk
News Wales Service	news@walesnews.com
The Times	home.news@thetimes.co.uk

Updated January 2022

### Introduction

The communications and engagement schedule set out below is based on estimated SBCD portfolio and programme/project key milestones in FY 2021/2022. This communications and engagement schedule will be guided by:

- The SBCD communications, marketing and engagement plan as endorsed by the SBCD Programme/Portfolio Board on November 26, 2020. The communications, marketing and engagement plan will be refined and updated throughout 2021/2022 as the portfolio's programmes and projects move into delivery.
- The SBCD business engagement Framework and Plan deferred by Programme Board until the SQW regional framework is approved and the situation regarding Corporate Joint committees is clearer.

Additional activities may also arise from:

- the programme/project communications and engagement sub-groups (referred to in the schedule)
- the SBCD Economic Strategy Board, Programme Board or Joint Committee
- The PoMO in response to media, business or stakeholder enquiries.

As part of the communication schedule, wherever possible key milestone announcements will be followed-up with endorsements from business and community leaders, helping generate further positive media coverage and bilingual social media reach for the SBCD portfolio.

Where appropriate, content for the media and social media will include video footage, further bringing the SBCD portfolio to life. This will include animated images, drone footage, fly-throughs, interviews and other visually compelling content.

Some of the proposed engagement activities are dependent on the easing of restrictions related to Covid-19. Alternative, innovative digital events will be planned in their place if face-to-face engagement is not possible.

All written content based on key milestones will be uploaded bilingually to the SBCD website, which was updated in Q4 2020/2021.

Business engagement will consist will focus on:

- Supporting programmes/projects through the procurement phase i.e. meet the buyer, supply chain development and community benefits activities
- providing projects with pre- and post- delivery support
- supporting the ESB with regional initiatives
- responding to business enquiries
- Promoting the SBCD at events and stakeholder meetings

NOTE:

The schedule described below will be subject to a number of factors beyond the control of the Comms & Marketing Officer and the Business Engagement Manager. Should activities be delayed or rescheduled the plan will be adjusted accordingly.

Quarter 1 04 – 06 (21)	Activity (not in chronological order)	Owner	Update
	Release of further £18m to the SBCD portfolio – PR and supporting social media	SBCD comms & marketing officer, working with UKG and WG	completed
	UKG/WG approval for the Pentre Awel project - PR and supporting social media	SBCD comms & marketing officer, working with UKG, WG and CCC	completed
	UKG/WG approval for the Digital Infrastructure programme - PR and supporting social media	SBCD comms & marketing officer, working with UKG, WG, CCC and other regional LAs	completed
	Award of contract for 71/72 The Kingsway construction in Swansea - PR and supporting social media	SBCD comms & marketing officer, working with SCC and successful contractor	completed
	Appointment of contractor for Pentre Awel - PR and supporting social media	SBCD comms & marketing officer, working with CCC and successful contractor	completed
	Supporting PDM contractor and project team as appropriate	Business Engagement Manager (BEM)	Ongoing
	Award of planning consent for PDI element of PDM - PR and supporting social media	SBCD comms & marketing officer, working with MHPA and PCC	completed
	Start of work on the PDZ element of PDM – PR and supporting social media	SBCD comms & marketing officer, working with MHPA, PCC and project partners	ongoing
	Ongoing engagement with Business representative and support groups	BEM	ongoing



Quarter 2 07 – 09 (21)	Activity (not in chronological order)	Owner	Update
	Finalised Business Engagement Framework submitted to PB/JC	Business Engagement Manager (BEM)	Submitted but Deferred by PB until SQW report agreed by LA's and situation with CJC's becomes clearer. Moved to Q4 from Q1/2
	UKG & WG approval for Supporting Innovation and Low Carbon Growth - PR and supporting social media	SBCD comms & marketing officer, working with NPTC and UKG/WG	completed
	UKG & WG approval for HAPS project - PR and supporting social media	SBCD comms & marketing officer, working with NPTC, UKG, WG and all other regional LAs	completed
	Start of Pembroke Dock Infrastructure works forming part of the PDM project - PR and supporting social media	SBCD comms & marketing officer, working with PCC, MHPA and other relevant project partners	ongoing
	Ongoing engagement with Business representative and support groups	BEM	ongoing

Quarter 3 10 – 12 (21)	Activity (not in chronological order)	Owner	Update
	Award of contract for 71/72 The Kingsway Supporting Tier 1 contractor and project team as appropriate	Business Engagement Manager (BEM)	ongoing
	Regional approval of Campuses project - PR and supporting social media	SBCD comms & marketing officer, working with Swansea University, Swansea Council and JC	Approved Dec 21
	Plan SBCD annual conference for Q3	PoMO	underway
	Start of works on Pentre Awel site - PR and supporting social media	SBCD comms & marketing officer, working with CCC and successful contractor	Awaiting start of works
	Pentre Awel Supporting Tier 1 contractor and project team as appropriate	Business Engagement Manager (BEM)	In progress
	SILCG Supporting Tier 1 contractor and project team as appropriate	Business Engagement Manager (BEM)	In progress
	UKG & WG approval for Campuses project - PR and supporting social media	SBCD comms & marketing officer, working with Swansea University, Swansea Council, UKG & WG	Approved Dec 2022
	Regional approval for Skills & Talent project - PR and supporting social media	SBCD comms & marketing officer, working with CCC, RLSP, JC and all regional LAs	Complete
	Start of work for HAPS project, with project team in place	SBCD comms & marketing officer, working with NPTC and all other regional LAs	complete
	HAPS Supporting Tier 1 contractors and project team as appropriate	Business Engagement Manager (BEM)	underway
	Start of delivery for the Digital Infrastructure programme	SBCD comms & marketing officer, working with CCC and other regional LAs	underway
	UKG & WG approval for the Skills and Talent project	SBCD comms & marketing officer, working with CCC, RLSP, UKG and WG	complete

Quarter 4 01-03 (22)	Activity (not in chronological order)	Owner	Update
<b>Q4 - 2021/2022</b>	Construction sector workshop to discuss construction costs and supply chain issue	BEM/ CECA /CEW/ projects	Planning stage
	Assess review of achievements 2021– look ahead to Q4 and 2022 expected milestones & outcomes: PR and supporting social media content – update comms and engagement plans	SBCD comms & marketing officer / BEM / PoMO	
	Complete arrangements and deliver Annual conference	PA/HR/HH & PoMO	3 <sup>rd</sup> March
	Establishment/re-establishment of sub-project/programme communications, engagement and marketing workstreams for Campuses, Low Carbon and HAPS	SBCD comms & marketing officer, BEM, supported by programme/project partners	
	Establishment of comms, engagement and marketing workstream for the Skills & Talent project	SBCD comms & marketing officer, supported by project partners	
	Completion and official opening of the Swansea Arena forming part of the Swansea City & Waterfront Digital District - PR and supporting social media	SBCD comms & marketing officer & BEM working with SCC, ATG, Buckingham Group and other project partners	
	Attend 4thRegion Swansea City Centre Expo	PA/HH/JB	17 <sup>th</sup> March
	Revisit Business Engagement Framework when regional plan approved	Business Engagement Manager (BEM	
	Planning application submitted for Innovation Matrix in Swansea - PR and supporting social media	SBCD comms & marketing officer, working with UWTS and SCC	Subject to Change request process
	Completion of the decarbonisation element of the Low Carbon programme	SBCD comms & marketing officer, working with NPTC	
	Establishment/re-establishment of sub-project/programme communications, engagement, and marketing workstreams for Pentre Awel, Digital, Waterfront and PDM	SBCD comms & marketing officer, supported by programme and project partners and BEM	

Quarter 1 04-06 (22)	Activity (not in chronological order)	Owner	Update
	Start of work for specialist steel & metals industry facility forming part of the Low Carbon programme - PR and supporting social media	SBCD comms & marketing officer, via NPTC	
	Commencement of the Industrial Futures project as part of the Low Carbon programme - PR and supporting social media	SBCD comms & marketing officer, via NPTC	
	Planning application submitted for Innovation Matrix in Swansea - PR and supporting social media	SBCD comms & marketing officer, working with UWTSD and SCC	Subject to Change request process
	Re-establishment of LA business engagement officers group	BEM / LA officers	Discussions underway
	Start of work at the Innovation Matrix forming part of the Swansea City & Waterfront Digital District	SBCD comms & marketing officer & BEM, working with UWTSD and SCC	
	Attend IntroBiz Expo Swansea	PA/HH	7 <sup>th</sup> April
	Completion of the decarbonisation element of the Low Carbon programme	SBCD comms & marketing officer, working with NPTC	
	E-newsletter to the regional business community, as well as business groups	SBCD comms & marketing office	
	Ongoing engagement with Business representative and support groups	BEM	