

- 4 **Announcement(s) of the Chair.**
- 5 **Public Questions**
Questions must be submitted in writing to Democratic Services democracy@swansea.gov.uk no later than noon on the working day prior to the meeting. Questions must relate to items on the agenda. Questions will be dealt with in a 10 minute period.
- 6 **Digital Infrastructure Update. (For Information)** 5 - 12
- 7 **Swansea Bay City Deal Quarterly Monitoring Report(s) / Highlight Report.** 13 - 75
- 8 **Swansea Bay City Deal Financial Monitoring 2021/22 - Provisional Outturn Position Quarter 4.** 76 - 83
- 9 **Joint Committee Revised Budget 2022/2023.** 84 - 89
- 10 **Internal Audit Report.** 90 - 99
- 11 **Audit Wales - Audit Plan 2021/22.** 100 - 112
- 12 **Swansea Bay City Deal Showcase Event Feedback. (For Information)** 113 - 125
- 13 **Joint Committee Provision of Documentation.** 126 - 127

Next Meeting: Thursday, 28 July 2022 at 10.30 am



Huw Evans
Head of Democratic Services
Friday, 17 June 2022

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, 10 March 2022 at 10.30 am

Present:

Councillors:

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

Co-opted Voting Reps:

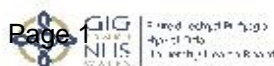
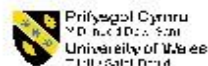
Stephen Baldwin	University of Wales Trinity St David
	Interim Chair of Swansea Economic Strategy Board

Officers:

William Bramble	Chief Executive (Pembrokeshire Council)
Jonathan Burnes	Director (Swansea Bay City Region)
Tracey Meredith	Joint Committee Monitoring Officer (Swansea Council)
Nicola Pearce	Director of Environment (Neath Port Talbot Council)
Phil Roberts	Chief Executive (Swansea Council)
Phil Ryder	Swansea Bay City Deal Programme Office
Wendy Walters	Chief Executive (Carmarthenshire Council)
Ian Williams	Portfolio Development Manager (Swansea Bay City Region)
Samantha Woon	Democratic Services Officer (Swansea Council)

Apologies for Absence:

Councillor(s) R S Stewart
Maria Battle (Hywel Dda University Health Board) and Medwin Hughes (University of Wales Trinity Saint David)
Jon Haswell (S151 Officer (Pembrokeshire Council))
David Helliwell
Karen Jones, Chief Executive (Neath Port Talbot Council)
Steve Wilks, Swansea University



35 Election of Chair Pro Tem.

Resolved that Councillor Emlyn Dole be elected as Chair of the Joint Committee Pro Tem.

Councillor Emlyn Dole (Chair) presided.

36 Disclosures of Personal and Prejudicial Interests.

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

37 Minutes.

Resolved that the Minutes of the Swansea Bay City Region Joint Committee held on 10 February, 2022 be approved and signed as a correct record.

38 Announcement(s) of the Chair.

The Chair proposed that Agenda Item 7 – Swansea Bay City Deal Portfolio Gateway Assurance Arrangements be deferred for consideration at the next meeting.

The Chair sought approval for Agenda Item 9 – Swansea Bay City Deal Portfolio Business Case to be considered following the announcements of the Chair.

Resolved that the above amendments to the agenda be agreed.

39 Public Questions

There were no public questions.

40 Swansea Bay City Deal Portfolio Business Case.

Ian Williams, Portfolio Development Manager (Swansea Bay City Region) presented an updated City Deal Portfolio Business Case which was required for submission to Welsh and UK Governments.

He detailed the background and highlighted the significant changes which included:

- Updated information on the strategic alignment of the portfolio with UK, Wales and Regional policy / strategy and current public sector initiatives with the inclusion of the South West Wales Economic Delivery Plan, the Regional Economic Framework and the Levelling Up / Shared Prosperity Fund initiatives
- Case for Change section updated with the regional economic policy priorities and evidence base in the SWW Economic Delivery Plan. Current trends, needs and opportunities identified
- Revised business case development and approval status with all programmes and projects now having received regional and government approval and the SBCD Portfolio is now in full delivery
- Revised economic appraisal information for portfolio, programmes and projects

- Updated funding and investment information with the overall SBCD portfolio forecasted investment now at £1.241bn
- Updated Monitoring and Evaluation information for the portfolio including an updated Monitoring and Evaluation plan and current information for risks, issues, benefits and financial monitoring
- Proposed independent assurance arrangements for the portfolio and arrangements for the development and approval of Full Business Cases
- Updated Communications and Marketing Plan and schedule
- Current Portfolio delivery roadmap for all programmes and projects

The Committee noted the draft consultation version of the Portfolio Business Case was circulated to all Senior Responsible Owners (SROs) and programme / project leads on 14 January for comment and feedback. The feedback received has been considered and incorporated into the business case where appropriate. The draft business case and appendices were circulated to members of Programme Board, Joint Committee, and key officers in Welsh and UK Governments on 18 February. Briefing sessions on the content of the business case were also offered to stakeholders.

The Business Case was considered and agreed at Programme (Portfolio) Board on 1 March.

The Business Case incorporates stakeholder feedback and, subject to approval by Joint Committee, will be the final version to be sent to the Welsh and UK Governments.

Resolved that the Joint Committee approves the SBCD Portfolio Business Case attached at Appendix A to the report.

41 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:

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

The Committee congratulated the organisers of the recent successful showcase event at Parc y Scarlets.

The Chair thanked Mr Ryder for the updates.

42 Swansea Bay City Deal Portfolio Gateway Assurance Arrangements.

Resolved that the report be deferred for consideration at the next meeting.

43 Joint Committee Agreement - Schedule 15.

Jon Burnes (SBCD Portfolio Director) sought approval of the Joint Committee Agreement – Schedule 15 Roles and Responsibilities of the SBCD and PoMO.

The Committee noted the roles and responsibilities of the SBCD Management Office which were a deed of variation requirement as requested by the Joint Committee following the external Actica Review.

Resolved that the JCA – Schedule 15 as detailed in Appendix A to the report be approved.

The meeting ended at 10.56 am

Chair

Agenda Item 6



Swansea Bay City Region Joint Committee - 23 June 2022

Digital Infrastructure Update

Purpose:	To inform Joint Committee of the progress made and status of the SBCD Digital Infrastructure Programme
Policy Framework:	Swansea Bay City Deal Region Joint Committee Agreement
Report Author:	Gareth Jones (Digital Programme Manager)
Finance Officer:	Chris Moore (SBCR S151 Officer)
Legal Officer:	Tracey Meredith (SBCR Monitoring Officer)
For Information	

1. Introduction

- 1.1 The Digital Infrastructure Programme of the Swansea Bay City Deal is an investment in the digital connectivity and associated telecommunications infrastructure of the region. This includes but is not limited to full fibre fixed connectivity, 4G Advanced, 5G, Internet of Things (IoT) Digital Innovation Network and use cases. In essence it is the deployment of enabling technology that will allow quality digital services to be delivered and accessed over future-proofed fixed line networks or wireless networks.
- 1.2 The programme will deliver the underlying Infrastructure required to support and underpin the regions broader digital economy. It will ensure that the region is equipped with future-proofed digital infrastructure that will provide the transformative foundations for City Deal interventions and wider regional growth. The programme will aid social inclusion and cohesion in a post Covid-19 world.
- 1.3 Gigabit capable ultra-reliable connectivity will ensure that the region capitalises on opportunities to accelerate economic growth and establish itself as a centre of excellence in the key sectors of, energy, life science and well-being and smart manufacturing. Future proofed digital infrastructure will create a paradigm shift in the design, development, and application of technology within these key sectors across the region.

- 1.4 The breadth and quality of digital infrastructure available in Wales has fallen behind that found in many other parts of the UK. This is compounded by the fact that there are significant differences within Wales itself. The reasons for this do not only rest with the topology of the region and the fact that it is heavily rural, but it is also a deeper issue related to digital awareness, affordability, and commercial appetite for investment by the communications service providers (CSPs).
- 1.5 There is broad and proven recognition that the provision of digital services drives economic growth and enables social inclusion and cohesion. There is also a growing recognition that the availability of world class digital connectivity stimulates innovation and the creation of new business streams. The clear conclusion is that the Swansea Bay City Deal (SBCD) must address any shortfall in the availability of digital connectivity in the region. It must invest in digital connectivity to obtain a competitive advantage and it must drive the uptake and quality of those services that are already available.
- 1.6 Improving the digital infrastructure of the region is critical as it has suffered from a lack of commercial investment that has consequently resulted in an underlying gap in delivery capability. These gaps need to be closed for the SBCD and the region to achieve its goals.

2. Digital Programme Status

2.1 Business Case

- A comprehensive Digital Infrastructure Programme Business Case was produced during Spring/Summer 2020 in collaboration with appointed consultants and local, regional, and national stakeholders.
- Significant stakeholder engagement and consultation of the Business Case took place throughout Summer/Autumn 2020.
- The Business Case and all associated plans were scrutinised and refined locally, regionally, and nationally during Summer/Autumn 2020.
- A comprehensive stage gate review of the Digital Infrastructure Programme was conducted by Government appointed external experts in November 2020. The Programme was awarded amber/green status.
- Local & Regional endorsement for the Digital Infrastructure Programme and its Business Case was achieved in November 2020.
- In March 2021, the Digital Programme received Ministerial endorsement from both the Welsh Government & UK Government.
- Updating and refinement of the Business Case is ongoing throughout the lifetime of the 5 year Programme. The latest updated version was presented to and endorsed by the SBCD Digital Infrastructure Programme Board in April 2022.

2.2 Governance

- Both the Digital Infrastructure Programme and overarching City Deal Portfolio Governance is fully established and functioning. These governance structures ensure robust, effective regional decision making and accountability.
- A Digital Infrastructure Programme Board has been fully established. Membership of the Board comprises senior representation from the Programmes key regional partners with the opportunity to co-opt representation from additional key stakeholders as and when required. Terms of reference are in place, agreed upon and reviewed monthly.
- A Senior Responsible Officer for the Programme is in place along with a Programme Board Chair and Vice Chair.
- The Programme Risk Register is fully operational and scrutinised monthly by the Digital Infrastructure Programme Board.
- The Digital Infrastructure Programme is represented at several national forums of relevance i.e., Welsh Governments Digital infrastructure barrier busting taskforce and UK Governments Digital Connectivity Infrastructure Accelerator early adopter group.
- The Programme has a comprehensive Integrated Assurance and Approval Plan (IAAP) and Risk Potential Assurance (RPA) Matrix in place which follows regional and national formats and requirements. Both the IAAP and RPA are regularly reviewed in consultation with the City Deal PMO.

2.3 Funding

- Access to £25M City Deal funding for the Programme is secured with operational budgets confirmed and managed through monthly budget monitoring.
- The primary funding agreement for the Digital Infrastructure Programme has been signed. This was developed in consultation with the 4 Local Authorities and in accordance with all relevant financial and legal requirements. This enables the Programme to draw down funding for expenditure incurred from the Regional City Deal PMO.
- A collaboration agreement between the 4 Local Authorities and the central Programme team has been drafted and is currently out for consultation with lawyers in each authority. Once all parties are content these agreements will be signed, enabling local authorities to draw down direct costs incurred in delivery of the Programme at a local level from the central Programme team, most significantly for recruitment of local resources defined within the Programme.
- The following additional public sector funding has been secured across the region, helping to achieve the aims and objectives of the Digital Infrastructure Programme:
 - £3.5M from regional partners for demand stimulation, supplier engagement, barrier busting and infrastructure deployment support and facilitation.

- £9.2M Superfast Cymru funding for rural infill procurement of gigabit broadband across the Swansea Bay City Region.
 - £1M from the Welsh Governments local broadband fund to address remaining non superfast premises.
 - > £500K for community broadband projects via UK Governments Gigabit Voucher scheme.
 - £400K for an open access wireless “Internet of Things” innovation network across the region.
- Lobbying for, facilitating, and supporting further public and private sector investment in digital infrastructure across the region is ongoing. The delivery of Programme procurements will commit substantial amounts of additional private sector funding in the region which is already being delivered with significant success.

2.4 Resources

- Appointment of specialist advisors Spirit Public Sector to the Digital Infrastructure Programme is complete. Spirit provides all necessary technical and commercial advice and support as required by the Programme in achieving its objectives.
- Recruitment of a central Digital Infrastructure Programme team is complete:
 - 1 x Digital Programme Manager (Appointed March 2020)
 - 2 x Digital Project Managers (Appointed Summer/Autumn 2021)
- SBCD Regional Portfolio Office resources are in place and fully supporting the Digital Infrastructure Programme.
- Local Authority resource recruitment to support local delivery of specific Projects within the regional Programme is ongoing. Job profiles have been drafted and approved by the Digital Programme Board for:
 - 4 x Next Generation Infrastructure Managers (1 per Local Authority)
 - 4 x Digital Connectivity Support and Engagement Officers (1 per Local Authority)
- Each authority is currently taking the roles through their internal HR processes.

3. Digital Programme Delivery Summary

3.1 Connected Places Workstream

Project 1. Hub Sites Procurement.

Description: Procurement of ultrafast fibre infrastructure to public sector sites and assets across the region, future proofing public services and stimulating significant investment in additional fibre build to business and residential premises.

Status: Mobilisation Phase

Final site lists are currently being collated from regional partners. The case for investment and commercial approach are being refined with procurement planned for Summer 2022.

Project 2. Duct build and commercialisation.

Description: Potential commercialisation of existing public sector owned duct and building of new duct for use by the public sector and telecoms industry for deployment of full fibre infrastructure.

Status: Pending

Market engagement for Project 1 – Hub sites procurement (above) will determine the scope of this project through testing and assessing the commercial appetite and / or requirements for duct across the region. A decision will be required from the Digital Infrastructure Programme Board at that point regarding whether this project is required.

Project 3. Regional Digital Strategy & Opportunities Portfolio.

Description: A recommendation was made during the last Governmental stage gate review that the region should develop a digital strategy to help maximise the economic opportunities that gigabit capable and next generation digital infrastructure presents for the region.

Status: In Delivery

A scope was developed and subsequently authorised by SBCD Digital Infrastructure Board in December 2021 and Regional Directors in February 2022. An exception report has been authorised to award this work to SQW given the importance of close alignment between a Regional Digital Strategy and the opportunities and priorities already identified in the SWW Regional Economic Development Plan produced by SQW in late 2021. The work is now in delivery with stakeholder and partner engagement ongoing. The work will be ready for scrutiny and endorsement by Summer 2022. This will ensure strong alignment with the region's investment plan for the Shared Prosperity Fund as they will be developed concurrently.

3.2 Rural Workstream

Project 1. Rural In-fill Broadband Procurement

Description: Procurement of broadband for some of the hardest to reach, worst served premises of the region with a superfast connection as a minimum.

Status: Pending

Currently in discussion with UK Government and Welsh Government to ensure this procurement is subsidy control compliant and complementary to national programmes currently being planned. An OMR is currently out for public review which, once complete, will further inform the relevance and/or scope of running a regional scheme of this nature.

Project 2. Supplier & Government engagement

Description: A programme of telecoms industry supply side engagement to stimulate and facilitate investment in digital infrastructure across our region.

Status: In Delivery

This project has been in delivery for some time. Led by the Digital Programme Manager, regional partners and Digital Infrastructure leads it is proving fruitful with significant additional private and public sector investment attracted and ongoing. This investment is making significant contributions towards our overall programme objectives and benefits and those of individual Local Authorities and partner organisations. This work will continue for the duration of the programme and will be further enhanced through the appointment of two local resources in each authority.

Project 3. Connectivity Support & Engagement

Description: A coordinated demand stimulation, support, and engagement programme to raise awareness and drive adoption of ultrafast connectivity in businesses and residential consumers.

Status: Partial Delivery

This project is partially in delivery and ongoing across some of the worst served parts of our region. The work of partner local authorities and the regional team is proving to be highly successful in stimulating voucher scheme funded projects and helping communities and businesses to access improved digital connectivity via various means. The work is being led and steered by the Digital Infrastructure boards nominated lead for our Rural workstream and various resource contributions from Local Authorities. This work will be significantly enhanced and expanded as one of the additional local authority resources being recruited and funded by our programme is dedicated to delivering this workstream in their County.

3.3 Next Gen Wireless Workstream

Project 1. SBCD Digital Infrastructure Accelerator

Description: Establishing a dedicated specialist team of Next Generation Infrastructure Managers within each of the 4 local authorities to act as the single point of contact for mobile and fibre operators, Welsh and UK Government and internal departments to streamline and improve processes for deploying digital infrastructure. These 4 people will be employed by the individual local authorities but funded by and work to the regional Digital Infrastructure Programme. They will be tasked with driving and facilitating the industries investment in mobile and fibre infrastructure and delivering a programme of work to address strategic and operational issues designed to accelerate and facilitate the deployment of fixed and mobile infrastructure across their relevant county. This work will ensure that the Swansea Bay City Region and its partner organisations are recognised as a proactive partner by industry and Government in all matters relating to digital infrastructure improvements, thereby accelerating improved connectivity for businesses and residents.

Status: Mobilisation Phase

Job profiles have been produced in collaboration with all relevant partners and stakeholders and authorised by the Digital Infrastructure Programme board. Each of the 4 local authorities will now recruit over the next 3 months with support from the central Digital Infrastructure Programme team. A structured programme of work is being prepared to ensure a coordinated and collaborative approach across the region.

Project 2. 5G Use Cases, Trials & Testbeds

Description: Funded intervention to deliver 5G connectivity and/or use cases in key selected locations across the region.

Status: Mobilisation

Planning and scoping is ongoing. The scale of opportunity across the region significantly exceeds the allocated £2.5 million budget for this project. Assessing the growing list of opportunities against the priorities and objectives of the region is ongoing. A recommendation on the most beneficial investments is expected in the next 3 months.

Project 3. Regional IoT Digital Innovation Network

Description: Deployment of an Internet of Things (IoT) wireless Digital Innovation Network across the Swansea Bay City Region.

Status: In Delivery

The Programme is working in collaboration with the Welsh Government and regional Local Authorities to deploy an Internet of Things (IoT) Digital Innovation Network across the Swansea Bay City Region. £400K of funding was secured from the Welsh Government with Local Authorities' contributing by installing and hosting the necessary infrastructure. This Digital Infrastructure Programme has allocated £100K of funding to facilitate the building of the network with strategic and technical contributions from the Programme team. A joint plan is being developed for marketing and promoting the network, the benefits, and potential uses. A launch event is planned for Autumn 2022.

4. Digital Programme Risks

The Digital Infrastructure Programme has a comprehensive risk register which is used to identify, record, monitor and mitigate against all Programme and individual Project risks. There are currently 26 live risks being managed across the Programme, of which the following 2 are classified as red:

Title	Risk description	Control actions
Lack of available Local Authority, University and Health Board resources to support the Programme and it's individual Projects due to Covid response and their	IF there is a lack of resource availability within Local Authorities, Universities and Health Boards to assist with Programme/Project delivery because of the response to Covid19 and other workload pressures THEN there is a risk that timescales and deadlines	1. Continue to work closely with LA's, Uni's and Health Boards to understand resource pressures and ensure requests for resource commitment are discussed as early as possible and with as much clarity as possible.

own competing priorities.	will not be achievable and that the benefits of the Programme may not be fully realised.	<p>2. Proposal to embed 2 x human resources within each of the 4 Local Authorities of the Region to assist delivery of individual Digital Projects authorised by Board. LA's to prioritise recruitment.</p> <p>3. Continue to propose a resourcing structure for the individual Projects of the Programme which clarifies exactly what additional resource commitments if any are required from each of the partner organisations.</p>
Regional funding and collaboration agreements.	IF the Region does not agree templates and protocol for funding and collaboration agreements to facilitate Regional City Deal Programmes (Digital, Skills and HAPS) THEN the Digital Programme cannot recruit and fund resources for individual Projects within the Regions Local Authorities and potentially cannot deliver the Programme on behalf of the Region.	<p>1. Continue to engage with regional finance and legal leads to ensure timely production of and amendments to funding and collaboration agreement templates.</p> <p>2. Escalate the risk to Portfolio level for relevant action and control.</p> <p>3. Escalate to the relevant Digital Board member for action within their own Local Authorities.</p>

5. Financial Implications

- 5.1 Risks will be managed through monitoring and evaluation at both Project and Programme level and reported, via the Swansea Bay City Deal's Programme Management Office, to the Joint Committee, where appropriate.
- 5.2 Specific Programme financial risks are outlined within the strategic case component of the Digital Infrastructure Business Case.
- 5.3 The procedures around the management of City Deal funding are detailed within the Joint Committee Agreement.

6. Legal Implications

- 6.1 There are no additional legal implications associated with the report.

Background Papers: None

Appendices: None

Agenda Item 7



Swansea Bay City Region Joint Committee - 23 June 2022

Swansea Bay City Deal Quarterly Monitoring Report(s) / Highlight Report

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

1. Introduction

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

Appendix A: Highlight Report

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

Appendix B: Dashboard Quarterly Monitoring

A summary of all the Quarterly Reporting documentation.

Appendix C: 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

Appendix D: 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.

Appendix E: Portfolio Risk Register

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

Appendix F: Covid-19 Impact Assessment

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

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

Appendix G: 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

Appendix H: 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

Appendix I: Portfolio Issues Log

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

Appendix J: Benefits Realisation

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

Appendix K: Construction Impact Summary

The purpose of the combined risk/issues assessment and impact assessment is to highlight and quantify the specific risks/issues currently being experienced throughout the construction industry.

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: Highlight Report
- B: Dashboard Quarterly Monitoring
- C: SBCD Quarterly Monitoring Report
- D: IAAP Portfolio Level
- E: Portfolio Risk Register
- F: Covid-19 Impact Assessment
- G: Portfolio Gateway 0 Action Plan
- H: Procurement Pipeline
- I: Portfolio Issues Log
- J: Benefits Realisation
- K: Construction Impact Assessment



Bargen Ddinesig
BAE ABERTAWE
SWANSEA BAY
City Deal

SBCD Highlight Report

May 2022



Business Engagement

SBCD Portfolio Office April - May 2022



Peter Austin
Business Engagement
Manager

Activities Completed

Activities

- ESB meeting at Oriol Science to consider HAPs supply chain

Attendances:

- IntroBiz network event Swansea
- Pentre Awel community Benefits with Bouygues
- Attendance at DCW launch event
- 4th Regions skills event
- Business Wales Supply chain Webinar
- Green Industries Steering group – no regional rep available due to elections

Meetings

- Tallarna – supporting HAPs
- Pembs LEAP meeting
- Alex Williams – Global Maritime Services
- Gino Bawn – RWE, exploring opportunities for engagement with SBCD projects

- NOTE: Bank holidays and annual leave taken during this period.

Activities Planned/Ongoing

Current

- Planning for demonstration of Beauhurst investment platform to PL's & stakeholders – limited take up for date proposed during Easter holidays, now rearranged for 9/6/22
- Planning event with IOD and PDM 26/4/22
- Developing proposal for Business News Wales marketing support
- Business Engagement support for programmes and projects, Skills, Pentre Awel, HAPS, Campuses & Yr Egin
- Exploring opportunities for engagement with Princes Trust across portfolio
- Exploring potential for use of Blockchain as pilot in portfolio.

Ongoing

- Coordinating ESB meetings with Chris Foxall
- Monitoring Portfolio procurement pipeline
- Managing SBCD LinkedIn account
- Attendance at CEIC steering group meetings
- Meetings with WG Relationship Management Team
- Developing joint work programme SBCD & Wales Co-op

Risks

- Ongoing alignment of Regional Strategy development to development of E&I framework leading to lack of coordinated approach to engagement and investment across portfolio
- Projects adopting silo approach to business engagement
- Potential cost increases during construction phases of projects
- Poor take up of offer of support from ESB to assist projects with supply chain creation, private sector investment or building sectoral eco systems could cause opportunities to be missed.

Issues

None



Communications and Marketing



Heidi Harries
Communications
and Marketing Officer

SBCD Portfolio Office April – May 2021/22

Activities Completed

- Represented the City Deal in the IntroBiz Event in Swansea and a Renewable Energy Event in Pembroke Dock and social posts to promote the events.
- Social posts the Innovation Matrix Meet the Buyer Event, Oonagh in HAPS, and the vacant Project Assistant role
- Finalised draft 1 of the Annual Report for Programme Board approval.
- Finalised draft 1 of the Marketing and Communications plan for Campuses which was approved by the Campuses Board.



Activities Planned/Ongoing

- Working with PM on a list of key milestones that should be included in PR
- Evaluating the Business News Wales proposal and planning a schedule of activity.
- PR on Vortex for SILCG (once post election period has ended)
- Draft 2 of the Annual Report
- PR for the Skills / Pembrokeshire College Renewable Energy pilot project
- Launch Event for the Skills project (10th June)
- Representing the City Deal in the Welsh Business Show (1st June)

Risks

Increases in constructions costs may have implications to overall project budgets/timelines/quality which may create variance from the figures that the press have already publicised.

Issues

None



Pembroke Dock Marine



Steve Edwards
Commercial Director
Port of Milford Haven

Project Partner Lead: Pembroke Dock Marine Board

16 March to 19 May



Activities Completed

All: Partners attended MEW conference in Llandudno in March

PDI:

- Annex 4: New roof complete, footings and concrete pour for foundations complete in readiness for new link building, 1st Fix M & E, and dry lining all underway.
- Annex 3: New roof complete, Concrete repairs complete, External underpinning completed
- Lot 1: Main Contractor ECC Contract issued for workboat pontoons/pickling pond infill and demolition works. SAB Approval received
- Lot 2A: 100% "For Construction" design issued for pricing. Both applications for the Phase 2a Reserved Matters application and the Phase 2a Discharge of Conditions application have now been submitted.

META:

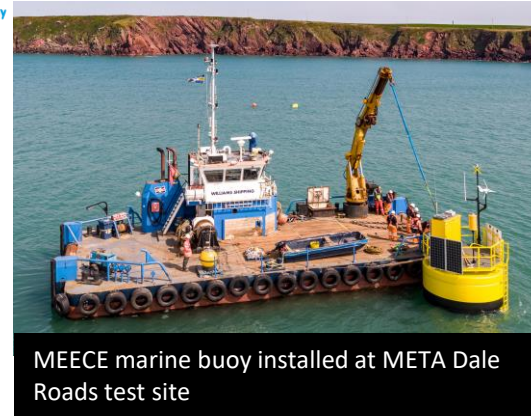
- Attend, exhibit and present at Marine Energy Wales Conference
- Town and Country Planning consents for site improvements permitted
- MEECE marine buoy installed at Dale Roads test site

MEECE:

- MEECE marine buoy installed with research two projects
- New innovation manager starting
- Attended MEW conference, delivering meet the expert session

PDZ:

- Team will be increasing to 4 as of 1st of June, 5th role being advertised. (IP6a)
- Environmental Scoping and Technical Procurement Awarded.
- CSP Hosted FLOW summit in Exeter April 27th



MEECE marine buoy installed at META Dale Roads test site

Activities Planned

- IOD briefing on SBCD and PDM at Milford Haven 26th May

PDI:

- Lot 1: Review of slipway redesign to be finalised, costed and then instructed. Main contractor to mobilise to site and commence works
- Lot 2A: Main contractor to return price and programme for ECC contract
- Lot 3: Commence programme and costing review.
- Holistic Network Design due for consultation.
- Responding to OFGEM's Minded to Decision around Shared Assets and Anticipatory Investment.

Risks

- Ongoing material costs increases presenting a risk to deliver IP1 to budget.
- Due to the issue raised around redesign work for slipway (noted below) there is a risk this may impact completion date – currently Dec 2023
- PDI Lot 1 Construction Programme end date (see below)
- Floating Offshore Wind requirements presenting significant opportunity but further intervention in transmission infrastructure and multiple regional ports needed in order to connect the projects to the UK energy system & compete with European ports to capture benefit.
- Mitigations – Ongoing dialogue with contract partners and funding bodies. Early collaboration discussions with Regional Ports ongoing

Issues

- Annex 4: Asbestos contaminated ground work completed. Hangar Annexes completion delayed to Q1 2023
- Redesign work underway for slipway to address increasing costs due to inflation/commodities increases and availability
- Capital cost increase PDI project budget. Further phases are at different stages in the PDI development plan but MHPA continue to work to inform options to mitigate (IP1)
- Ensuring appropriate level of project and program governance / reporting is established to maintain the projects value to the SBCD whilst ensuring the project remains delivery and impact focused.
- PDI Lot 1 ECI design stage prolongation will result in delayed start to Lot 1 Slipway/workboat pontoons and extended completion dates (Jan 2024)

Digital Infrastructure



Gareth Jones
Programme Manager

Programme Partner Lead: Carmarthenshire County Council



Activities Planned

Activities Completed

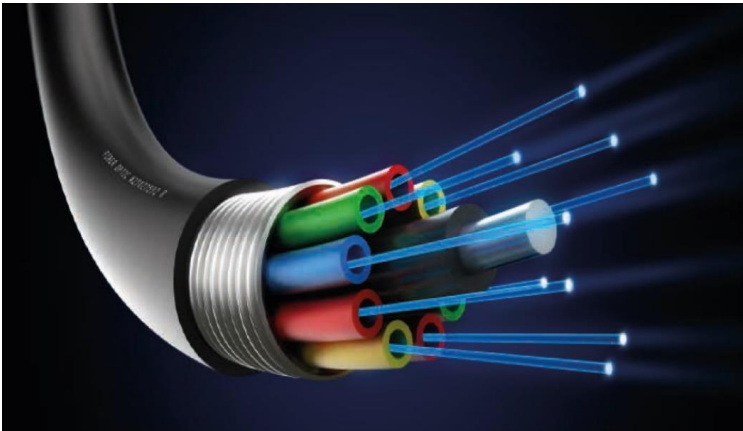
Programme business case, delivery dates and financial spend reprofiled via regional change management process to reflect current delivery position.

Regional Digital Funding Agreement signed by City Deal and lead local authority (Carmarthenshire)

4-year programme of work and comms plan completed for rural support and engagement resources.

4-year programme of work complete for Next Gen Wireless workstream resources.

Programme measures, outputs and outcomes refined to ensure accurate programme benefits realisation.



Refine regional hub site lists for fiber infrastructure investment.

Establish specific revenue implications for partner organisations as a result of hub site procurements.

Fully understand latest subsidy control constraints for hub site fiber investment.

Develop memorandums of understanding for hub site procurements.

Refine the commercial case for procurement of hub sites.

Begin recruitment of resources in local authorities.

Assess viability of a SBCD rural superfast procurement.



Risks

Delay in recruitment of local human resources allocated to the programme. Job profiles and primary funding agreements have now been approved by Board. Collaboration agreements including schedules detailing human resource requirements drafted and shared with local lawyers for comment ahead of formal submission to Board

Visibility of commercial investment plans across the Region. Continued engagement with fibre and mobile infrastructure providers to establish plans for infrastructure investment in the region. Ongoing lobbying of both UKG and WG for further clarity on plans and timescales for roll out of digital infrastructure projects including GIS and Project Gigabit and for early sight of results of the OMR and clarity on USO

Issues

Limits on internal resources to support the Programme and its individual Projects due to Covid response and their own competing priorities are highlighted and compounded by the continued lack of endorsed Regional funding and collaboration agreements and associated delayed recruitment of additional local resources.

Pentre Awel

Project Partner Lead: Carmarthenshire County Council



Dr Sharon Burford
Project Manager

Activities Completed

- Reserve Matters Application submitted 8th April 2022
- Successful Meet the Buyer event held at Parc Y Scarlets on 30th March 2022. Over 120 businesses were in attendance, with good turnout from local suppliers: around 60% from SBCR and nearly 40% from Carmarthenshire
- Ecology and Ground/Site Investigation work onsite in support of Zone 1.
- Heads of terms in draft with three tenants.
- Detailed design workshops held with these tenants to develop internal design.
- Strategic Partnership in place with Cardiff University to lead on Innovation and Business development. This will link with the Hywel Dda clinical research and engineering which will be located within Pentre Awel.
- Education Skills and Training Implementation Group and two task and finish sub group operational. Mapping exercise underway to consider new courses and existing courses that could be developed in Pentre Awel with inks to City Deal Skills and Talent and RLSP. Discussions re curriculum development in allied health professions.
- Health Implementation groups ToR established.
- Community Benefits stakeholder meeting ongoing with multi stakeholder representation. CCC internal meeting to give oversight and assurance.
- Stage 1 design for Zone 3 completed

Activities Planned

- Design freeze of health, leisure and research areas to enable work packages to be finalised and tendered between June – September
- Reserve Matters Application to be determined at June planning committee
- Discharging pre-commencement planning conditions for Zone 1.
- Potential for early enabling works to be undertaken onsite over the summer months
- Finalise TOMs (Themes, Outcomes and Measures) to be adopted by Bouygues UK as part of their community benefits programme for Zone 1
- Development of whole operating model including catering.
- RIBA Stage 2 and 3 design development of Zone 3 (assisted living)
- Potential to expand Schools Engagement underway to promote widening access under discussion within the Authority.
- Health Implementation Group to hold first meeting July
- Gateway Review targeted September/October 2022



Risks

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



Swansea City & Waterfront Digital District

Project Partner Lead: City & County of Swansea



Huw Mowbray
Project Manager

Activities Completed

Arena

The Arena has been operational since March and has held a number of successful events.

Hotel: Consultants JLL reported the offer from Cairns which is the best reasonable obtainable in the market. Funding support is required & pursuing funding options.

71/72 Kingsway

Construction programme continuing. The first of 2 tower cranes was erected May 7th and 8th. Commercial updates – discussions continuing on HoT's with flex tenants - dialogue with their legal in hand.

Innovation Matrix

Planning "reserved matters" was submitted on April 20th 2022
Funding agreement finalized between CCoS and UWTSO
Good progress has been made with tenant and partner engagement

Activities Planned

Arena

Hotel – Delivery reports being progressed and finance discussions continue.

71/72 Kingsway

Comms plan in progress.
Construction continues and piling advanced.
Second crane tower is anticipated for July..
Further detailed letting/operator discussions continue for 71/72 The Kingsway

Innovation Matrix

Detailed design and market testing are underway as the project progresses through RIBA Stage 4
Business/operational model to be developed further
More detailed engagement with potential tenants and partners
Public information session planned for Thursday 16th June

Risks

- Effect of Covid-19 and Material shortage on construction, including programme slowdown and impact on costs
- Inflationary pressures cited by BYUK arising from cost pressures experienced by themselves & sub-contractors on supply/availability/cost of fuel/materials attributed to Brexit, Covid, Ukraine situation:
- Effect of Covid-19 upon level and type of commercial demand for 71/72 Kingsway, Box Village and Innovation Precinct, also concerns about tenant fit-out contributions.
- Hotel: difficulties in funding are impacting delivery timescales.
- TAN15 may impact the Innovation Matrix.

Issues

Impacts of Covid and effects on redevelopment including timescales, costs and occupier demand.



Homes as Power Stations

Project Partner Lead: Neath Port Talbot Council



Oonagh Gavigan
Project Manager

Activities Completed

Continuing introduction meetings with Private companies, LA and RSL colleagues across the region and Welsh Government to ensure collaboration and maximising opportunities.

Finalised collaborative Financial Agreement to enable dissemination of funding between NPT (lead) and partner authorities.

Attended

- Site visit to Swansea Council development of 25 HAPS concept houses in Morriston.
- Presented at SBCD Showcase Event to raise awareness of upcoming HAPS funding opportunities.
- Met Climate Change Committee and attended skills workshop.
- Attended 4 The Region Event in Swansea Arena to promote HAPS and meet RSL's.
- Attended WG Innovative Housing Learning Event
- SWIC – Regional & Local area energy planning
- Gas operators working to Net Zero
- Presented at Neath Port Talbot College, to Heads of Curriculum.
- Electricity – Powering Wales to Net Zero
- SWIC – Leading by example
- Beyond the Cluster & Deployment Plans
- Met with Economic Strategy Board, initial discussions around HAPS Supply Chain Fund.

Activities Planned

Welsh Government Project Assessment Review (PAR) planned for 11th – 13th June 2022

Advertise Project Team posts, Technical Co-ordinator and HAPS Supply Chain Lead.

Finalise Monitoring and Evaluation Specification for discussion and approval at Project Board.

Seek to ensure best fit for HAPS Skills Group and seek opportunities for collaboration before finalising membership and scope of group, to discuss at Project Board.

Gain approval of proposed membership for Technical Advisory Group and draft Terms of Reference via Project Board.

Complete draft Financial Incentives Fund application form, technical advice and scoring criteria for discussion and input at Project Board.

Continue discussions to ensure a breadth of attendees and input into the pending Lessons Learned Group.

Risks

Cost increases and supply issues in relation to technologies.

TAN 15 – Updated TAN may have potential implications for the location of some assets and wider implications not yet known

Ensure alignment to other energy efficiency in housing programmes. This is in progress with on-going engagement.

Issues



Supporting Innovation & Low Carbon Growth

Project Partner Lead: Neath Port Talbot Council

Activities Completed

SWITCH NPT/Swansea University Working Group meetings held to progress Design & Build specification and regular catch ups on a fortnightly basis

SILCG Programme Board met end of March

Met with Industry Wales to progress links with industry

SWITCH SLA and Heads of Terms with NPT legal team to be finalised and signed before tender released

Hydrogen Stimulus project - USW funding agreement with legal team ready by end of June

Property Development Fund publicised on 30th March

Attended Introbiz Swansea & West Wales Expo Guildhall, Swansea attending seminars and being on SBCD stand to promote SILCG Programme

Marketing & Communications meeting held with SBCD representatives to plan promotional activities

Attended 'Preparing learners for the Renewable Revolution' on 27th April at Pembroke Dock

On-going engagement with industry, academia and government

UK Climate Change Committee visit to Bay Technology Centre

Low Emission Vehicle recruited Nigel Morris who started on 28th March

Air Quality Monitoring project advertised post for data analyst

Activities Planned

Advanced Manufacturing Production Facility – private sector engagement and Technical Advisory Group to develop specification

On-going engagement with industry, academia and government

Delivery plans to be revised and updated

Visit of the National Infrastructure Commission Wales

SWITCH SLA and Heads of Terms to be finalised and signed before tender released & supporting documentation for Tender being collated by Swansea University

Bay Technology Centre viewings with potential tenants



Dr Brett Suddell
Programme Manager

April, 2022

Risks

TAN 15 – Updated TAN 15 may have potential implications for the location of some assets and wider implications not yet known

Issues

To ensure SILCG specialist facilities meet the needs and demands of the decarbonisation agenda – on-going consultation with government, industry and academia. Technical Advisory Group to review specification prior to tender exercise.



UK Climate Change Committee
visit to Bay Technology Centre

Yr Egin – May 2022



Project Partner Lead: UWTSD



Activities Completed

Following the completion of the creative sector analysis for Phase 2 UWTSD has been developing an appropriate delivery strategy based around the sector analysis, the SBCD aims and objectives and the strategic aspirations of the University.

University engaged with SBCD to agree IAAP process & timeline for developing Egin Phase 2 model.

Activities Planned

University senior internal team has mobilised and will now work on development of Egin Phase 2. University is engaging with expert consultancy support on an ongoing basis to develop new Egin Phase 2 proposal.

Development of Egin Phase 2 operational model has commenced with an assessment of industry need and will be built around a service delivery model. Senior University staff meeting this month to build workable proposal around '4 Pillars' approach.

University engaging with SBCD to develop anticipated change control process in line with new approach.

Risks

Effect of Covid-19 on the Welsh/UK/global economies and the creative sector, and the implications for future level and nature of demand for Yr Egin

Major cost increases in construction industry through inflationary pressure.

Issues

Implications of the recently announced Welsh Government strategy to achieve much increased levels of permanent remote working post Covid-19 and to develop a network of local, community-based working hubs



SBCD Campuses

Project Partner Lead: Swansea University



Clare Henson
Project Manager



Activities Completed

Varsity conference engagement session – attended by project partners, Sport Wales, UK Government, Swansea Council, ARCH, Swansea City, Scarlets, Ospreys, Vodafone and more.

A series of meetings held with potential incubator businesses for both the Singleton and Morriston sites along with potential anchor partners

Activities Planned

Recruitment of core team – 3 posts (project administrator, Project support assistant, business development and communications manager).

Follow up meetings with all workstreams and leads

Continued work in relation to Primary Funding agreement, under review

Continued Stakeholder engagement activity with potential incubator businesses

WS2: Sketty Lane Cost estimate being carried out to inform affordability

Risks

Student income benefit under threat of not achieving 2022 (5 year) target due to programme development and delays, workstream established to plan mitigating actions.

Increases in construction costs has raised a number of related risks such as material availability and affordability.

Issues

Delays in receipt of the draft funding agreement may have an effect on the Morriston management centre refurbishment timeline, as a secondary agreement needs to be produced between SU and SBUHB before work begins.



Skills and Talent

Samantha Cutlan
Programme Manager

Project Partner Lead: Carmarthenshire County Council



Activities Completed

First Pilot Project Application approved.

Skills Solution group now accepting pilot applications.

Working with Schools on ideas for pilot projects to develop Career Pathways.

Ongoing work with Pentre Awel EST to develop pilot project to meet their skills needs.



Activities Planned

Planning and preparation taking place for school engagement events to take place in Autumn term to highlight opportunities through the City Deal.

Pilot project launch event to be held in June.

Review of the Skills Barometer

Receipt of Pilot project Applications.



Risks

Lack of staff resources to deliver the programme could have consequences of the timescale of delivery of key skills required by the other 8 City deal projects. To be monitored and moving forward appointment via Agency if required.

Issues

Impact of Covid-19 on the training landscape and the changing needs of businesses as a result of the pandemic could result in the need to identify new ways of upskilling individuals. These issues will be identified within the pilot projects developed.



Swansea Bay City Deal

Progress/Reporting Dashboard

Quarter 4 2021/22 F.Y.

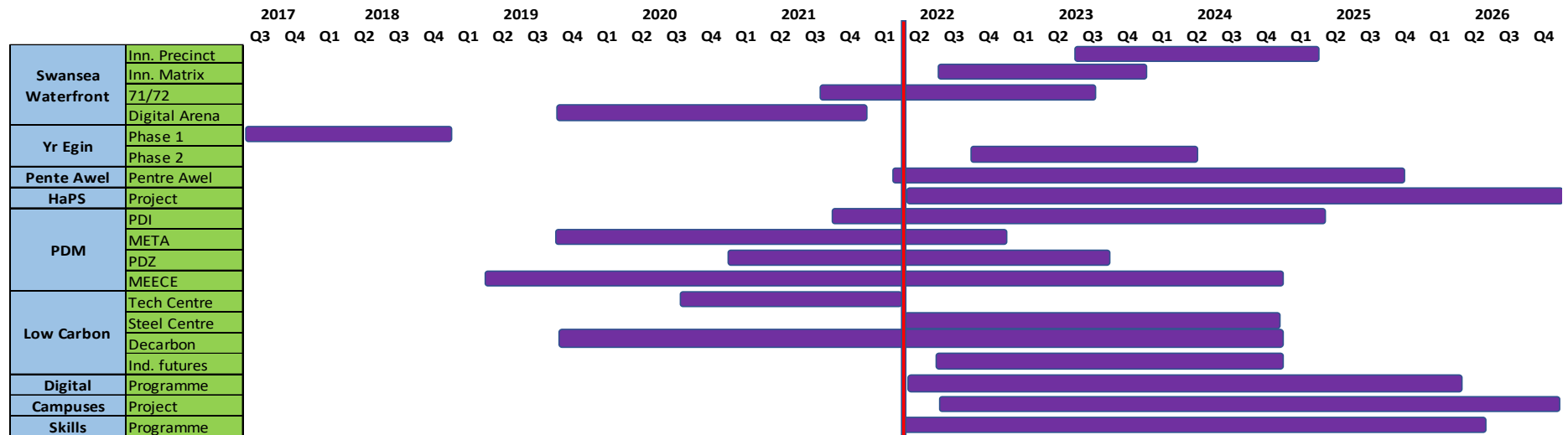


Drafted by:	Phil Ryder
Date:	14/04/2022

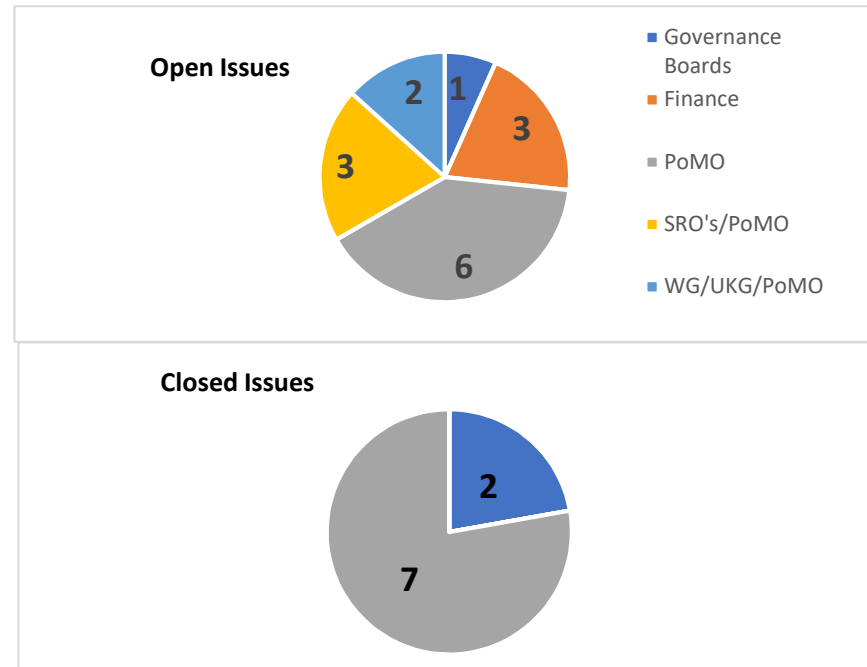
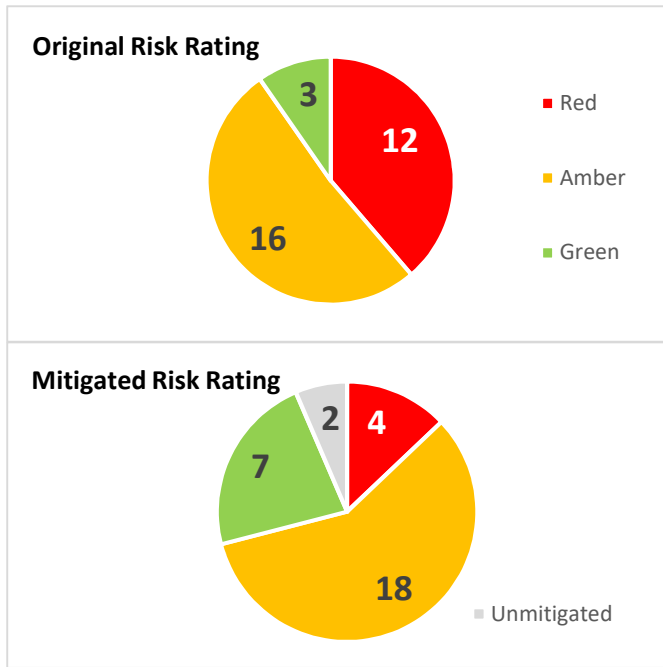
1. Project/Programme RAG status

Project/Programme	Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	RAG Status
Pentre Awel	Green	Green	Green	Green	Green	Green
Campuses	Yellow	Green	Green	Yellow	Green	Yellow
Waterfront & Digital District	Yellow	Green	Green	Green	Green	Yellow
Yr Egin	Green	Yellow	Green	Yellow	Green	Yellow
Digital Infrastructure	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Skills and Talent	Green	Green	Yellow	Green	Green	Green
Pembroke Dock Marine	Yellow	Yellow	Yellow	Red	Yellow	Red
Supporting Innovation & Low Carbon Growth	Yellow	Green	Green	Yellow	Green	Yellow
Homes as Power Stations	Yellow	Green	Yellow	Green	Yellow	Yellow

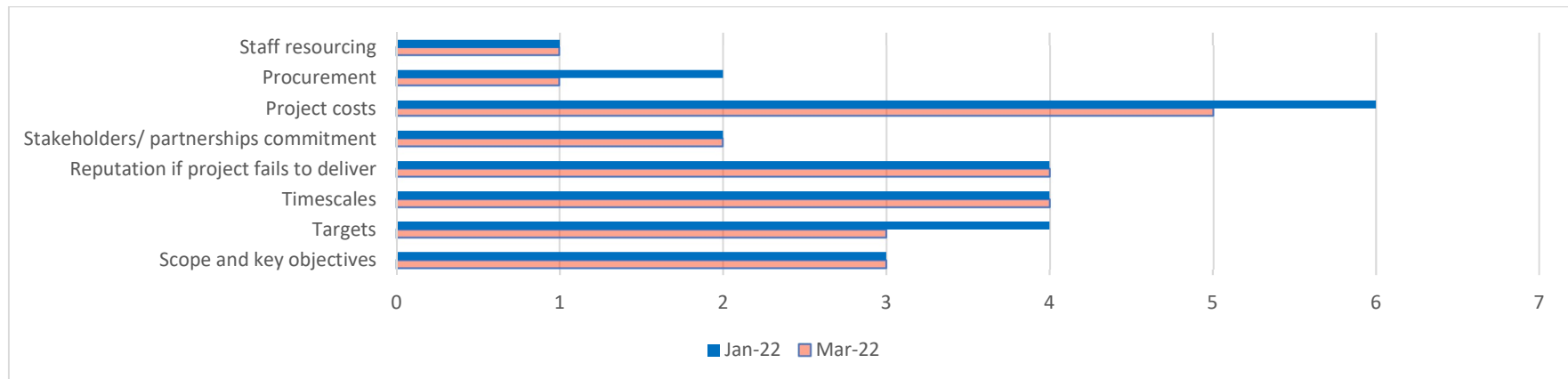
2. Portfolio Delivery Timeline



3. Portfolio Risk & Issue Management



4. Risk Management – COVID Impact Assessment Red Risks



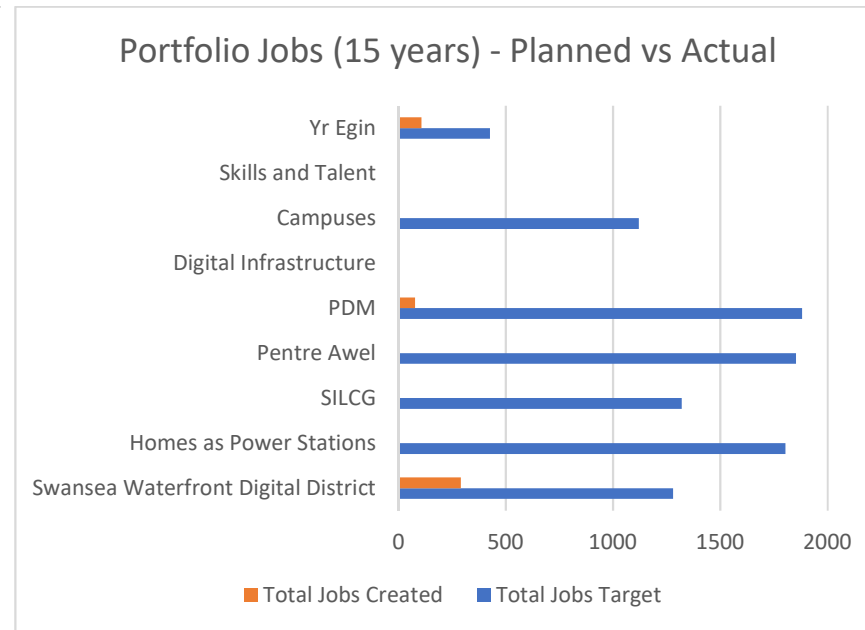
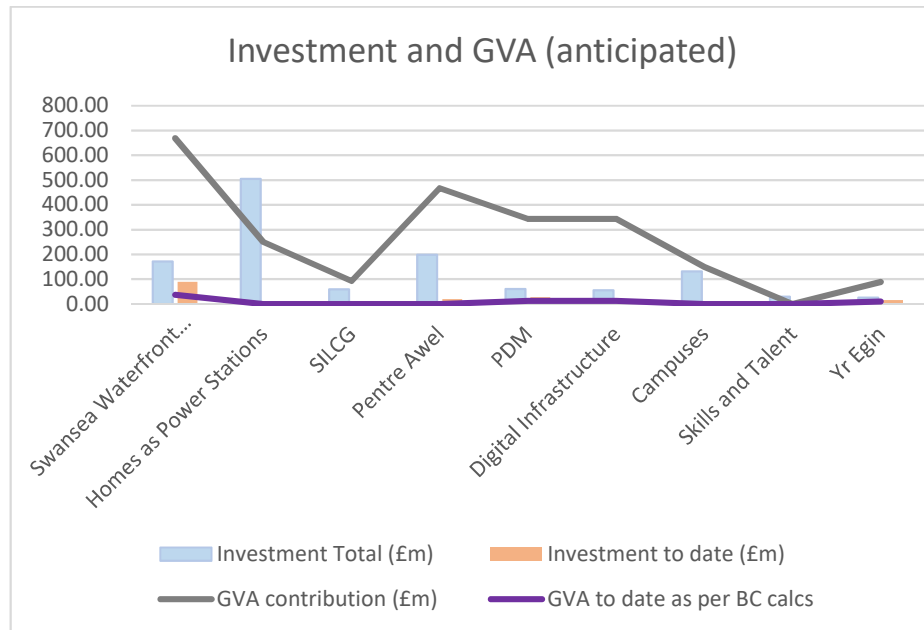
5. Risk Management – Top Red Risks

REF.	Title	Description	Current Control Actions	Residual Probability	Residual Impact	Residual Rank
26	Private sector funding contribution/s not realised in line with business case projections.	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.	05/04/22 The Portfolio is on track to realise the Private Sector funding however it is acknowledged that the timescales have slipped marginally due to macroeconomic events, Business Case development and approval process.	4	4	16
31	Increase in cost of construction.	Risk that cost of construction may increase impacting on budgets set out in Programme / Project Businesses resulting in an overspend.	05/04/22 PoMO presented the Construction Impact Assessment to Programme Board on 29th March 2022. 3 completed returns, 3 returned with rationales for nil responses and 3 nil responses. Continued ongoing evaluation quarterly until all procurement activity is completed, will then be reviewed accordingly. PoMO facilitated an Event on 14th February 2022 hosted by Civil Engineering Construction Association (CECA) and Constructing Excellence in Wales (CEW). All Programme / Project Leads, SRO's and other City Growth Deals in Wales were invited to attend.	5	3	15
33	Welsh Government 2021 update of Technical Advice Note (TAN) 15 development risk of flooding and coastal erosion and associated flood planning maps.	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 landowners and local authorities to potentially achieve planning permission and ultimately develop land affected by the 2021 updates.	05/04/22 SBCD Programme (Portfolio) Board identified there is still a potential impact associated with TAN 15. It has been agreed that the PoMO will escalate this to Joint Committee following the elections with the intention that the Local Authority Leads will pick up the conflicting information in relation to the implementation of the proposed changes with the WLGA. The PoMO have engaged with Programmes / Projects to determine potential areas that are affected by the new maps	4	4	16
43	Slippage in delivery of programmes / projects against key milestones	As all City Deal Business Cases have now been approved the risk that City Deal doesn't achieve the outcomes intended within the timescales agree due to slippage in delivery of programme against key milestones resulting in borrowing and recouperation not accurately reflecting spend. Has been re-assessed following the closing of Risk ID SBCD013.	The City Deal Finance Manager and PoMO Manager are now working with the Programme / Project Leads, to identify changes to plan and report them through the Change Control Process. Procurement Pipeline is now part of the Quarterly Monitoring process that is presented to Governance Boards. PoMO have created a Dashboard to summarise activity and risk across the Portfolio which is presented quarterly through the Governance Boards.	4	4	16

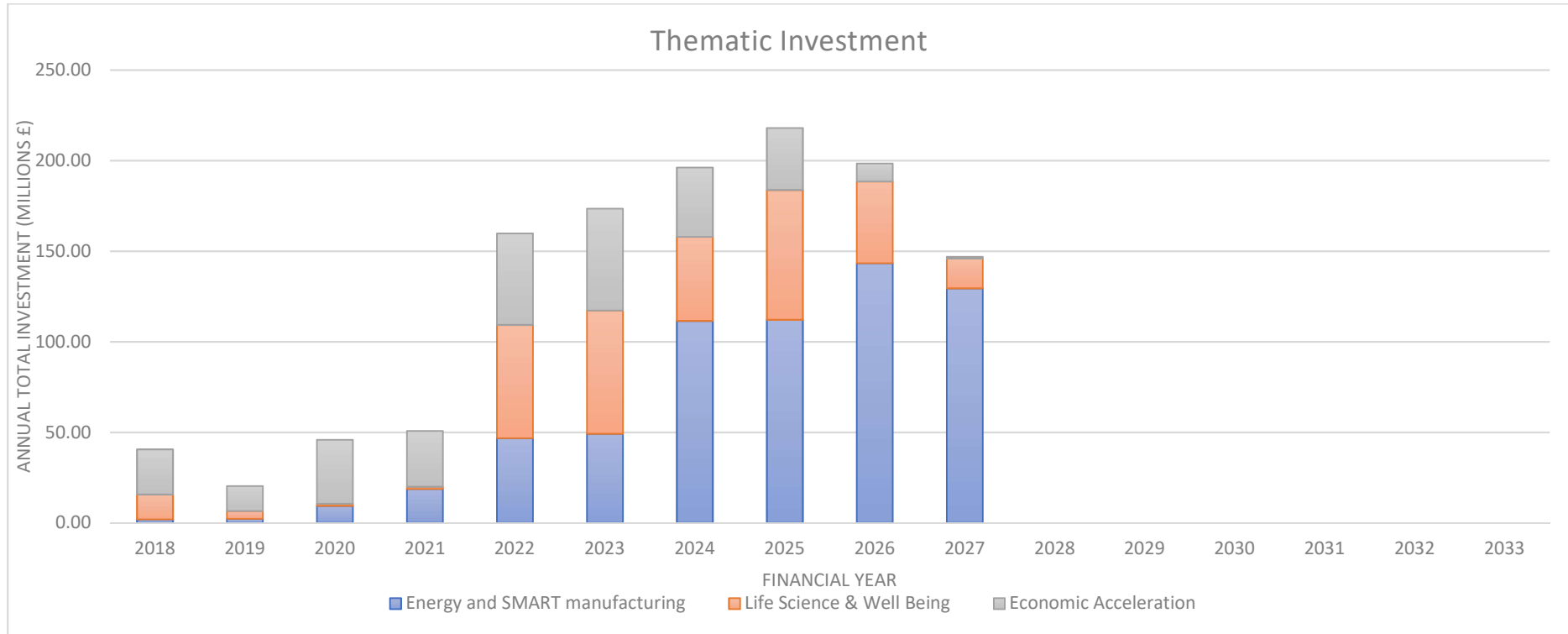
6. Benefits Realisation

Project/ Programme	Investment Target (£m)	Investment to Date (£m)	Jobs Target	Jobs Created	GVA Target (£m)	Anticipated GVA YE21/22 (£m)
Swansea Waterfront	171.54	89.37	1281	291	669.00	36.97
HaPS	505.50	0.05	1804	5	251.00	0.00
SILCG	58.70	10.30	1320	1	93.00	0.00
Pentre Awel	199.19	19.17	1853	2	467.00	0.00
PDM	60.47	21.96	1881	77	343.00	12.60
Digital Infrastructure	55.30	0.54	0	3	318.80	0.00
Campuses	131.98	1.14	1120	2	150.00	0.04
Skills and Talent	30.00	0.20	0	2	0	0.00
Yr Egin	25.17	14.87	427	107	89.00	9.72
Total (number)	1237.85	157.59	9686	490	2380.80	59.33
Total (%)		12.73%		5.06%		2.49%

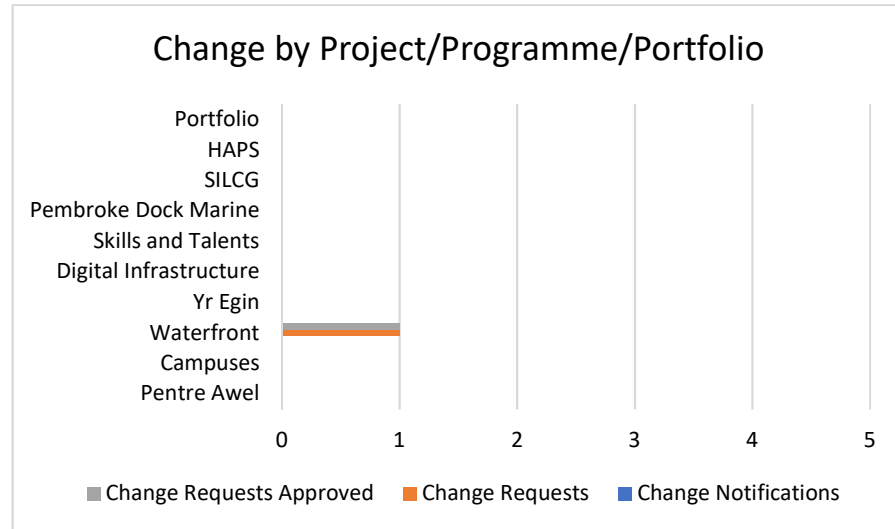
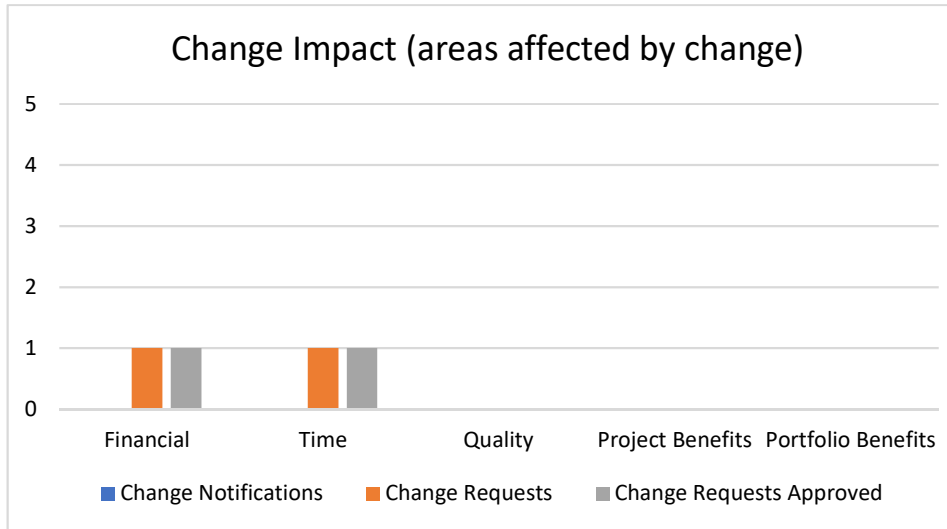
Page 33



7. Financial Management

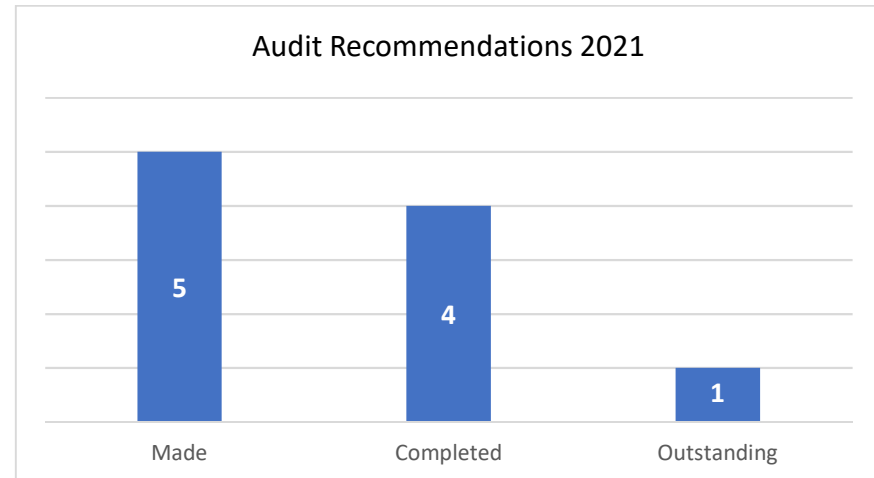
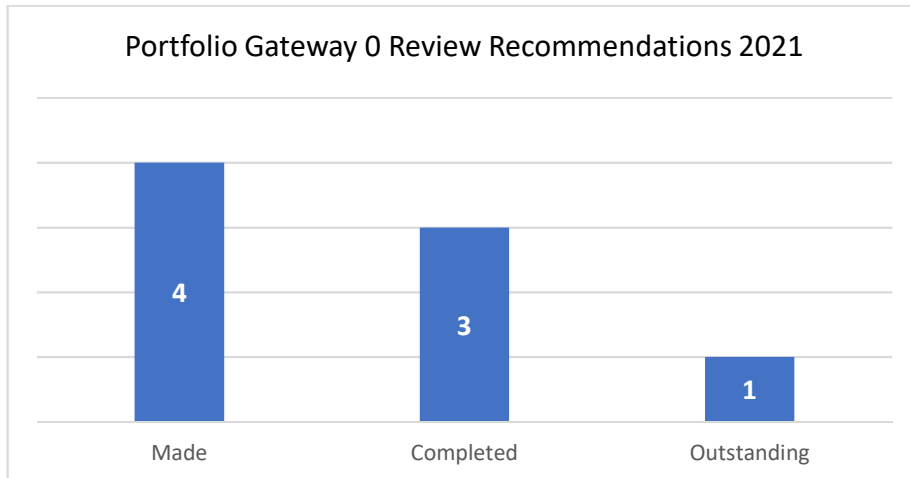


8. Change Management

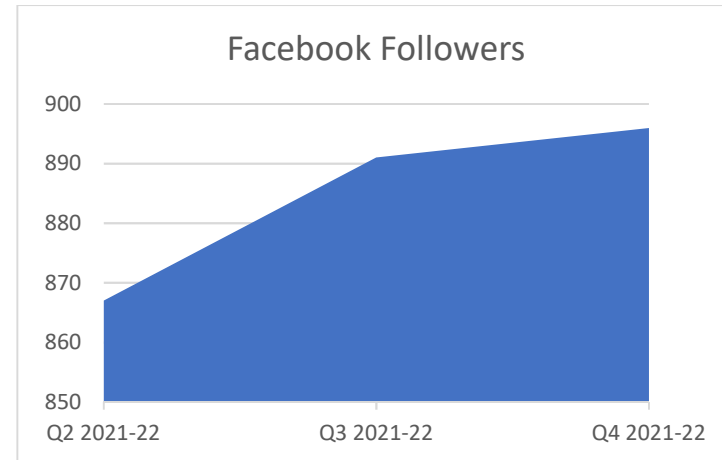
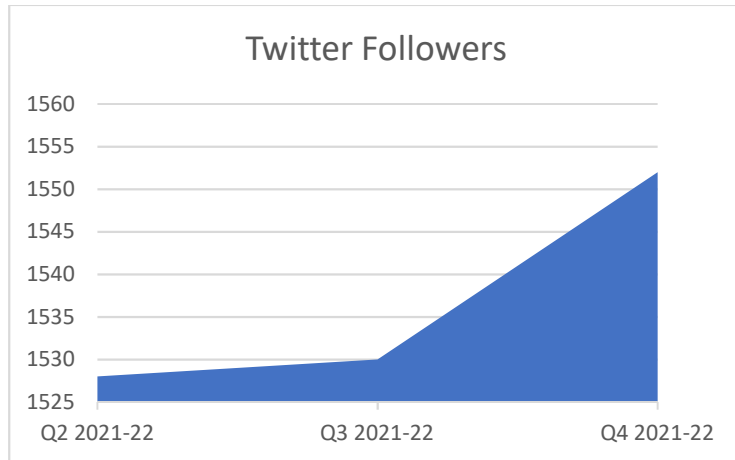
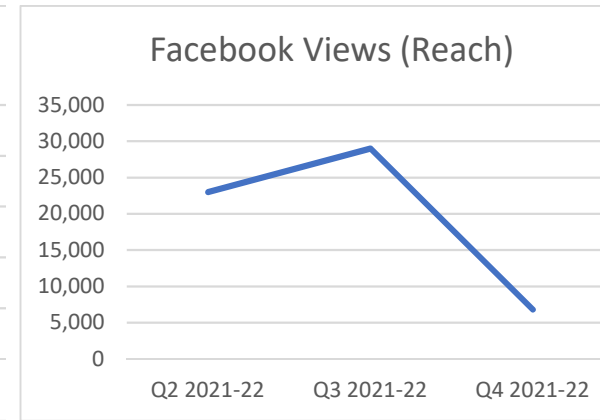
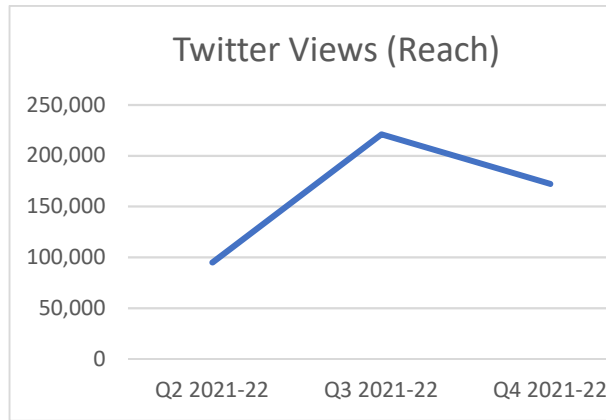
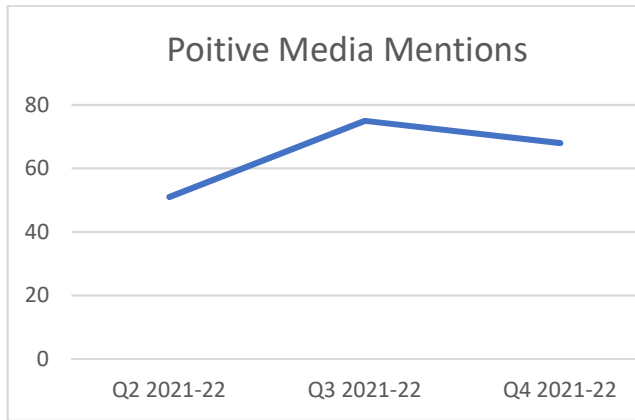


Page 35

9. Assurance & Audit Reviews



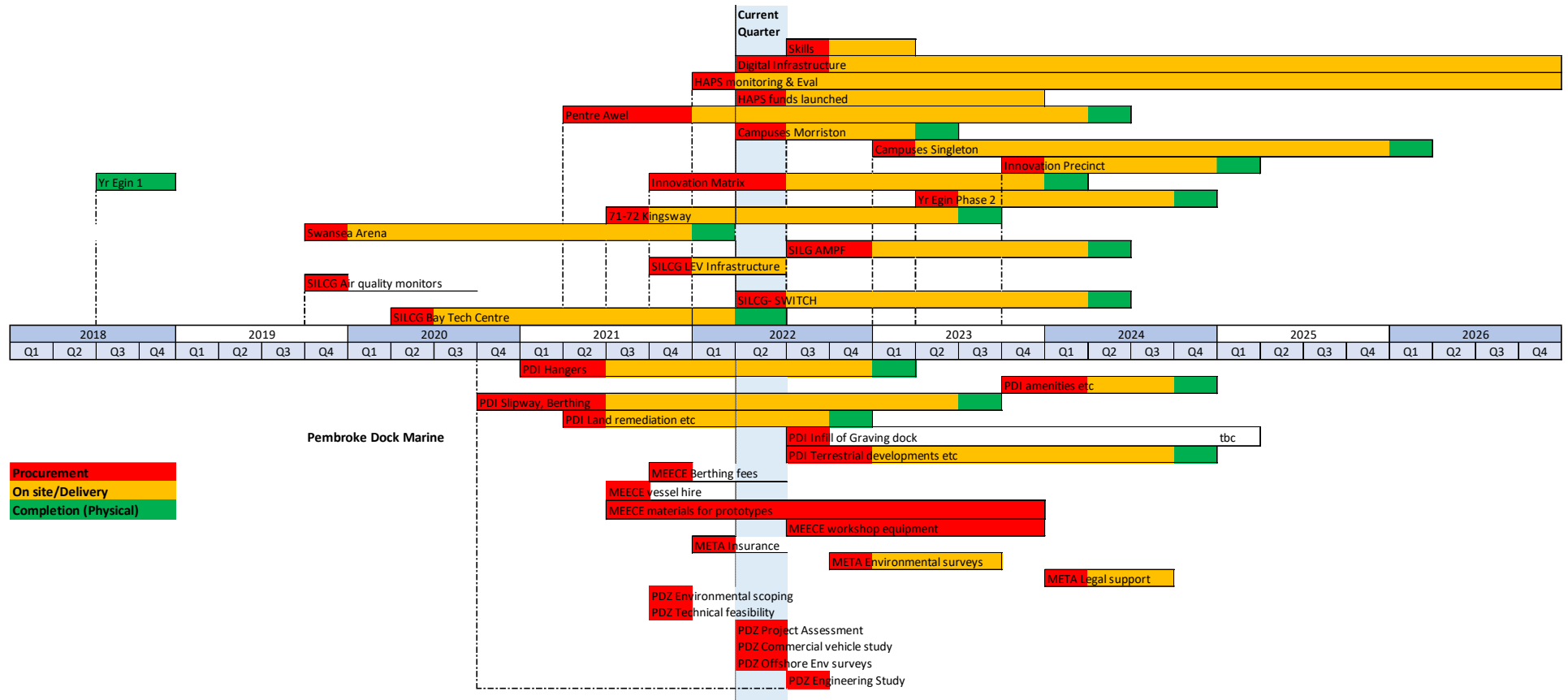
10. Communications and Engagement



11. Procurement Pipeline

Below is a pictorial representation of key procurement activity as of 31st March 2022, across the Programmes and Projects making up the Portfolio.

Page 37



12. Future inclusions

There are several additional aspects of reporting that the PoMO will look to include in coming iterations, initially, these will include:

- Resource (people) management – this is the resources required by each deliverer, identified within the respective business cases to deliver the SBCD schemes and the current levels of staffing against this commitment.
- Further breakdowns of financials as recently requested at JC.
- Quarterly updates on forecasted benefits, do the actual vs planed show progress being ahead, behind or as forecast.
- LinkedIn reach/stats
- Visits and Event info
- Delivery timeline has been set for 2022 Portfolio Business Case update, any movement to delivery timelines will be shown in future reports.

Swansea Bay City Deal Portfolio Quarterly Monitoring Report April 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.						
Pembroke Dock Marine	Overall status Red due to cost increases being realised portfolio wide. Project Partners are mitigating and appraising options to de-risk project, whilst balancing the need to commence delivery post funding and collaboration agreement execution.						
Pentre Awel	<p>Delivery – Updated from Amber to Green following the appointment of Bouygues UK as preferred contractor for Zone 1 and commencement of pre-construction activities. A maximum price has been secured and presented to CCC full Council in March.</p> <p>Finance – Remains Green as lease agreements with proposed tenants for Zone 1 are progressing. Risks relating to build costs, inflation and materials are being managed by Bouygues and Gleeds.</p>						
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). Project team now moving forward with Change Identification Notice for Egin Phase 2.						
Campuses	Project approved DEC 2021 so currently in Delivery phase. Delays with the funding agreement have started to effect the timeline of the project, work is currently being carried out to define an appropriate formal change request. Scope of the project remains currently as per the Business case however particular focus is on the affordability of the phase 1 Singleton development. Mitigating actions formulated and pending project board approval.						
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						
Supporting Innovation & Low Carbon Growth	<p>Two projects in delivery</p> <p>Programme implementation and delivery plan live</p> <p>Programme Manager recruitment completed and new Programme Manager in post since 10th March 2022</p> <p>SILCG Programme Board meets monthly</p> <p>PAR June 2020 & CFR Oct 2020 – recommendations monitored by Programme Board</p> <p>Engagement with public, private and academia on-going</p>						
Skills & Talent	Waiting for HR approval for recruitment of remainder of team, which is currently a resource challenge.						
Swansea City & Waterfront Digital District	<p>Arena opened on March 3rd and Coastal Park and Car Park completed March 15th.</p> <p>71-72 Kingsway (Digital Village) in construction phase.</p> <p>Swansea Waterfront Business Case is being updated and plan to go through change request in May to reflect 71-72 going to FBC. Gateway Review zero agreed for Sept 2022.</p> <p>Discussions ongoing between Swansea Council & UWTSO about the delivery of the Innovation Precinct</p>						

Title	Portfolio Management Office (Communications & Marketing)	Reporting Period	April 2022
Officer	Heidi Harries (SBCD Communications & Marketing Officer)		

Key achievements over the last 3 months – January, February, and March

- Approval of all projects and programmes by the Welsh Government and UK Government.
- 68 positive mentions in the local, regional, national and specialist media for the SBCD portfolio and its programmes/projects. This included coverage on Wales Online, Western Mail the South Wales Evening Post, Wales Business Insider, Business News Wales, Wales 247, Inside Media, and specialist publications. Topics covered included All Projects and Programmes being approved by UK Government and Welsh Government, Low Carbon Property Development Fund launched, Swansea Arena now open, Universities join ORE Catapult Centres of Excellence.
- Twitter posts - From 1st January to 31st March 'reach' was 172.1k – this is the number of people that saw the posts, engaged, clicked on, re-tweeted, commented or liked. Number of followers is 1,552
- Facebook posts - From 1st October to 31st December 'reach' was 6.8k – this is the number of people that saw the posts, engaged, clicked on, re-tweeted, commented or liked. Number of followers is 896.
- Ministerial visit from UK Governments David T C Davis for Campuses business case approval at Swansea University
- Planned and attended the City Deal Showcase Event at Parc Y Scarlets
- Created new marketing materials including a brochure, 10 pop up stands, pens, and lanyards for use in exhibitions and events.
- Created a suite of Infographics for all projects and programmes, and for the headline portfolio.
- Approval of Version 5 of the Marketing and Communications Plan by Programme Board and Joint Committee
- Attended a variety of events to liaise with stakeholders, businesses, and the public, including 4theRegion Event, Introbiz Expo 2022 and a Meet the Buyer Event for Pentre Awel.
- Worked in collaboration with the Project Team to create a draft version of the Campuses Marketing and Communications Plan which was approved by the Campuses board.
- Attended Marketing and Communications subgroup meetings with the Pembroke Dock Marie project.

Key Activities planned – April, May and June

- Produce the 2021 - 2022 Annual Report
- Create Marketing and Communications subgroups for the remaining projects and programmes
- Start to create Marketing and Communications plans for the remaining projects and programmes
- Explore the marketing proposition from Business News Wales
- Visit to Swansea Arena and Pembroke Dock
- Press Release on updates to the Swansea Project and Air Quality Monitoring sensors for Supporting Low Carbon. Other PR on timely activities.
- Schedule of key milestones for projects and programmes to plan future activity.
- Continued updates of the website and social media

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

Budget

Total Budget	£175.35m
---------------------	----------

City Deal	£50m
Public	£85.38m
Private	£39.97m

Description

- To boost Swansea city centre's economic well-being at the heart of the City Region's economy, while retaining local tech, digital and entrepreneurial talent. This project includes:
- A digitally enabled indoor arena in the city centre for concerts, exhibitions, conferences and other events
- A 'digital village' development in the city centre to accommodate the city's growing tech and digital business sector
- Innovation Matrix development at the University of Wales Trinity Saint David's new Swansea waterfront campus to enable start-up company support and growth

Key achievements in Q4**Business Case & Project Development**

- Arena completed and opened by the WG First Minister and SC Leader on March 3rd.
- Coastal Park completed and opened. Royal visit took place on March 10th as part of Swansea being named Queen's Canopy Champion City.
- A number of events have been successfully held at the Arena- encompassing music, comedy, conference and convention events. Press has reported increased sales and footfall around the city centre due to the Arena opening.
- 71/72 Kingsway - Construction underway and piling commenced. Detailed letting and operator discussions continuing.
- Innovation Matrix RIBA stage 3 complete and initial tenant/partner discussions commenced.

Key Activities planned Q1**Arena**

- Continue to explore Hotel delivery options.

71/72 Kingsway

- The Business case to be updated to reflect the 71-72 moving to FBC.
- Construction continues on programme.
- Further detailed letting/operator discussions continue for 71/72 The Kingsway

Innovation Matrix

- RIBA stage 3 completed and continuing with delivery.
- Planning to be submitted May 2022.

Project Title	Digital Infrastructure Programme	Programme / Project Lead	Gareth Jones
Local Authority Lead	Carmarthenshire County Council		
Project Delivery Lead	Carmarthenshire County Council	Reporting Period	April 2022
SRO	Jason Jones		

Budget

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

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:

- Connected Places
- Rural connectivity
- Next generation wireless (5G and IOT networks)

Key achievements

- Site lists submitted from most partners for hub site procurements.
- Significant private sector investment announcements made by Openreach & Ogi across the region. Lobbying, dialogue and facilitation ongoing.
- Several community voucher scheme projects now either in delivery or awaiting approval from DCMS across the region. Specific data to be presented to board Q1 22/23
- Regional Digital Strategy approved and in delivery.
- DCIA bid to UK Government was unsuccessful however feedback has been positive with the Regional Digital Team now represented on the DCIA Programmes early adopter group.
- Several new mobile cell sites being planned across the region and existing structures being upgraded. Detail to be reported Q1 22/23
- LoRaWAN Gateways being deployed weekly across the Region. Joint procurement agreed between NPT and Swansea to appoint a contractor to install all remaining Gateways.

Key Activities planned

- Fully transitioning all elements of the Programme from planning and preparation to delivery.
- Supporting Local Authorities with ongoing Digital Infrastructure interventions and investment.
- Programme risk mitigation ongoing.
- Market engagement ongoing.
- Pursuit of further additional Public Sector funding via UK and Welsh Government.
- Additional lobbying for, facilitating, and supporting of private sector investment.
- Digital Programme collaboration agreements with the 4 Local Authorities to be signed.
- Human resource recruitment for individual revenue funded Projects completed.
- Procurement strategies finalised for first capital funded Projects.
- Site lists for our connected places procurement to be submitted by partners and refined with programme team.
- Detailed scope and paperwork for hub-site procurements to be developed, based on site lists submitted.
- Establish a baseline of benefits measures for the programme and collate performance figures for Q1 22/23
- Begin quantifying investment for 21/22 financial year, including baselining of metrics
- Obtain clarity from DCMS and Welsh Government regarding the need for SBCD regional funding to be utilised to address the “final few percent” of poorly connected premises, taking account of OMR data and Project Gigabit plans.
- Continue to scope 5G priorities and opportunities.

Project Title	Pentre Awel	Programme / Project Lead	Sharon Burford
Local Authority Lead	Carmarthenshire County Council		
Project Delivery Lead	Carmarthenshire County Council	Reporting Period	April 2022
SRO	Chris Moore		

Budget	
Total Budget	£199.19m
City Deal	£40m
Public	£51
Private	£108.19
Description	
<p>Proposed for an 83-acre site at Delta Lakes in Llanelli, Pentre Awel will be the first development of its kind in Wales. The project will include the co-location of academic, public, business and health facilities to boost employment, education, leisure provision, health research and delivery, and skills and training.</p> <p>City Deal will provide the requisite investment for business incubation and acceleration facilities, laboratory space, testbed capabilities, a well-being skills centre, clinical research centre and a clinical delivery centre to deliver multi-disciplinary care closer to home. The design for Zone 1 will create an 'ecosystem' by facilitating joint working across traditional boundaries, integrating education and training programmes within a clinical setting and fostering interface between health and leisure for the benefit of population health.</p> <p>Pentre Awel will include state-of-the-art leisure centre funded by Carmarthenshire County Council.</p> <p>A network of integrated care and rehabilitation facilities will also be provided on site to enable the testing and piloting of life science technologies aimed at enhancing independent and assisted living.</p> <p>Assisted living accommodation will also feature, along with a nursing home, a hotel, expansion space for businesses, and elements of both open market and social and affordable housing.</p>	

Key achievements in Q4
<p>Project development</p> <ul style="list-style-type: none"> • Bouygues UK have commenced their pre-construction programme for Zone 1 of the Pentre Awel scheme, undertaking design reviews with tenants, preparing a Reserve Matters Application and discharging pre-commencement planning conditions through ecology surveys and GI works • CCC and Bouygues UK have agreed a Guaranteed Maximum Price for the Zone 1 works, informed by early market engagement • First meetings of the Community Benefits stakeholder group held with representation from BYUK, further and higher education, RLSP, employability programmes, Hywel Dda, corporate procurement and community groups. This along with the internal community benefits groups will provide direction and scrutiny for the delivery of Community Benefits. • Meet the Buyer event held at Parc y Scarlets on 30/03/22, attended by over 100 suppliers. Over half of businesses (57%) were from the Swansea Bay City Region, with a third based in Carmarthenshire. Bouygues held appointments with suppliers to advise of the tendering opportunities / work packages. • A revised project governance structure has been operationalised. • RIBA Stage 1 report for Zone 3 produced by consultants which sets out the concept design for 144 units of assisted living and 10,000m² of business expansion space • Strategic partnership with Cardiff University in place to lead on innovation and business development functions building on their innovation partnership and expertise. • Planning confirmed to deliver the innovation aspects of the zone 1, including Living Laboratory. • 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. • Gateway 2 Assessment for Department for International Trade underway
Key Activities planned Q1 2022/23
<ul style="list-style-type: none"> • Submission of Reserve Matters Application and determination at Planning Committee • RIBA Stage 4 designs for Zone 1 • Confirmation of Hydrotherapy Pool charity funding • Complete Lease Agreements with partners. • Secure private funding as required. • RIBA Stage 2 design development of Zone 3

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

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

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

Key achievements (Overall Objective ID shown in brackets)

<p>PDI update</p> <ul style="list-style-type: none"> • Cost impact remains a significant project risk, this is under continuous review. • WEFO has awarded an additional £1.1m for the hangar annexes. (IP1) • Phase 2a Ecological plan submitted. (IP1) • Marine license variations (slipway and workboat pontoons) resolved. (IP1) • Hangar Annex 4 (Eastern Hangar) progressing well. Fitting new roof so it's watertight, Steel frame to go up for link building. (IP1) • Samples received of finished lime render; Conservation Officer has signed it off. (IP1) • Hangar Annex contractor (R&M Williams) connecting with Pembroke Dock Sunderland Trust and Pembrokeshire College for community engagement activities. They have purchased a site defibrillator. (IP1) • New marketing material has been produced for the Hangar Annexes. With supporting site signage underway. (OP16) • Tenant networking event held onsite for sharing information and strengthening project awareness. • Showcased the annexes at the Marine Energy Wales conference. (OP11) • Hosted Blue Gem and Sec State for Wales to showcase Blue Gem operation using site facilities. (OP16) • Hosted WG Deputy Climate Change Minister, Lee Waters AM (March 7) to discuss future energy opportunities with the Haven Waterway Future Energy Cluster. (OP16) <p>PDZ update</p> <ul style="list-style-type: none"> • Tim James has been appointed as Infrastructure Development Director; Brad Davies has been appointed as Survey & Consents Manager Nigel Jones appoints as Technical Manager. This completes the output target of (IP6D)
--

- Currently advertising to recruit a Finance and Administration coordinator, 50% funded out of the PDM budget. (IP6d)
- Considering recruiting for other possible roles to ensure deliverables within the condensed timeline possible (IP6d)
- Positive feedback from consultation with Celtic Sea Developers Alliance was received following consultation in January
- Environmental scoping review tender process is underway to update the 2018 work. (IP4)
- The technical review tender was issues on 01.04.22. (IP4)
- external procurement support services, grid specialists and legal support has also been procured. (IP4)
- CSP Team are engaging with relevant Offshore Transmission Network Review (OTNR) and Offshore Transmission Operator (OFTO) stakeholders to promote and align PDZ concept with these influential UK wide strategies.

META update

- Swansea Uni’s device has been successfully deployed and recovered from Warrior Way test site. (IP5b)
- Berthing agreement sign with ORE catapult for MEECE buoy deployment. (IP5b)
- Engaging with other interested parties and a few tidal energy developers.
- META have contracted an environmental consultant to undertaken Marine License variations to increase the project design envelope and make the sites more attractive to developers. (IP5b)
- Bi-weekly meeting being set up between members of the Port to boost communication.
- MEW conference has taken place. META presented with MEECE and promotion of PDM.(OP16)
- Recruitment ongoing for Marine Energy Wales programme manager maternity cover.(IP6c)
- META marine license variations work submitted to relevant planning bodies, awaiting determination. (IP5b)
- META communications manager recruited (IP6c)

MEECE update

- With Covid rules relaxing, the MEECE team are starting to return to the office, on a hybrid working basis, with most people still working from home most of the time.
- We have signed a lease with Pembrokeshire County Council to take on the Workshop Unit 25 in the Bridge Innovation Centre, for use of storage of technical equipment and light engineering activities.
- All universities are now signed up to the MEECE collaboration agreement.
- Many university projects are now in the pipeline, in the final stages of approval.
With the agreements now signed, MEECE now has five to ten times more resource available to work on projects.
- We have recruited an Innovation Manager in North Wales (Rebecca Jeffrey), and leased a small office in M-SParc, on Anglesey, as her base. One MEECE Innovation Manager (Dai Lewis) has left the project and moved to another role within ORE Catapult and an additional Innovation Manager in South Wales (Marie Kelly) has been recruited to start in early April 2022. (IP6b)
- Following delays caused by unavailability of a vessel at Williams Shipping, the MEECE buoy will be deployed 15th/16th April.
- MEECE delivered a ½ day “Research Room” session, at the MEW Annual Conference. (OP16)

Key Activities planned

PDI

- Hangar Annex works continuing. (IP1)
- Royal Haskoning is producing new drawings for slipway. (Ground investigation works will inform new design.). Physical slipway completion anticipated in August 2023. WEFO notified. (IP1)
- Demolition of units in preparation for Access Infrastructure elements in June. End date- December 2023. (IP1)
- Lot 2 - land remediation (Millforge). Projected to commence in June (reserved matters before starting). Contractor identified. (IP1)
- Ongoing preparation works for the demolition of Annex 1 scheduled for beginning of May. (IP1)
- The Aloud Charity engagement is underway with dates in May identified. (OP16)

PDZ

- Environmental scoping review and procure surveys and EIA production (IP4)

- Complete technical review and procure pre-feed **(IP4)**
- Procure commercial and regulatory scope of works **(OP9)**
- Produce updated budget and schedule for agreement with SBCD and WEFO
- Strategies funding legacy beyond June 2023. **(OP9)**

META

- Deployment of MEECE buoy at Dale Roads test site **(IP5b)**
- Marine licence variation consents granted (42 day consultation period) **(IP5b)**
- Town and country planning variation granted **(IP5b)**
- Ongoing site characterisation and data collection **(IP5b)**

MEECE

- MEECE to support Neath Port Talbot Council through a webinar delivered to supply chain companies, introducing the MEECE support available, and wider ORE Catapult support initiatives such as OWGP, Fit4OR, Launch Academy and the Celtic Sea Cluster. **(OP11)**
- In advanced talks with a Celtic Sea Developer to fund a South Wales cohort of Fit4OR.

Project Title	Supporting Innovation and Low Carbon Growth	Programme / Project Lead	Brett Suddell
Local Authority Lead	Neath Port Talbot County Borough Council		
Project Delivery Lead	Neath Port Talbot County Borough Council	Reporting Period	April 2022
SRO	Nicola Pearce		

Budget	
Total Budget	£58.7 m
City Deal	£47.7 m
Public	£5.5 m
Private	£5.5 m
Description	
<p>The Supporting Innovation and Low Carbon Growth (SILCG) programme has been developed to deliver sustainable growth and job creation in the Swansea Bay City Region, with a targeted focus on the Port Talbot Waterfront Enterprise Zone area. It aims to create the right environment for a decarbonised and innovative economy.</p> <p>The programme will support the green industrial revolution and will be delivered in partnership with industry, academia and government.</p> <p>The Programme of interlinked projects comprises:</p> <ul style="list-style-type: none"> • Bay Technology Centre • South Wales Industrial Transition from Carbon Hub (SWITCH) with Swansea University • Hydrogen Stimulus Project with University of South Wales • Air Quality Monitoring Project • Low Emission Vehicle Charging Infrastructure • Advanced Manufacturing Production Facility • Property Development Fund 	

Key achievements
<p>Business Case Development</p> <ul style="list-style-type: none"> • Agreed Primary Funding Agreements between CCC and NPT

Project Development

- Programme Board meets monthly
- Regular stakeholder engagement – stakeholder engagement plan live document
- Project delivery / implementation plan developed – live document
- Attended Technology Enabled Manufacturing And Service Campus proposal (TEMASC) stakeholder event to ensure alignment to Advanced Manufacturing Production Facility
- Met with WG Assurance Team to plan next Assurance reviews for SILCG Programme
- Met with Industry Wales to progress links with industry
- Attended skills solution group meeting on 10th February representing SILCG
- Commissioned and completed videos on SILCG and HAPS for the Swansea Bay City Deal showcase event
- Team attended the Swansea Bay City Deal showcase event with promotional material

Bay Technology Centre

- Working group meets monthly
- Hosted UK Climate Change Committee visit on site on 16th March

SWITCH

- Working group meets regularly to develop building specification (NPT/SU)
- Equipment lists for legacy and new equipment being prepared by SU for SWITCH building

Advanced Manufacturing Production Facility

- Discussions with Industry Wales and other interested parties

Property Development Fund

- Scheme guidance prepared
- Press release issued March 2022
- Live pipeline of enquiries

Hydrogen Stimulus Project

- Delivery plan in development
- Site works commenced

Air Quality Monitoring Project

- Sensors installed
- Data collection in progress
- External review of gathered data by Ricardo consulting
- Data Analyst recruitment process completed, person appointed March 2022

Low Emission Vehicle Charging Infrastructure

- Strategy development underway
- Dedicated resource appointed and started 28th March

Key Activities planned

Business Case Development

Project Development

- Primary and Secondary Funding Agreements to be agreed 2022/23 Q1

Bay Technology Centre

- Due for Handover by building contractor - Q1
- 'fly through' video prepared and to be signed off in Q1
- Prospective tenants visits taken place and planned
- Working group to continue to meet

SWITCH

- Continue D&B Process
- Tender for D&B released 2022/23 Q1
- Agree lease documentation – Q1
- Heads of terms and SLA to be signed off – Q1

Advanced Manufacturing Production Facility

- Working group to meet to discuss requirements with involvement of UK/WG, academia and industry input Q1
- Pre-market engagement event with end users/operators – Q1
- Developing building specification –Q1

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

Property Development Fund

- PDF open – Q1
- Agree governance procedures – Q1
- Assess and shortlist applications – Q1

Hydrogen Stimulus Project

- Funding agreement between NPT and USW to be signed off – Q1
- Procurement of equipment – Q1

Air Quality Monitoring Project

- Data collection ongoing

Low Emission Vehicle Charging Infrastructure

- Progress Strategy development
- Activity progressing with appointment of EV Officer at end of Q4

Project Title	Homes as Power Stations	Programme / Project Lead	Lisa Willis
Local Authority Lead	Neath Port Talbot County Borough Council		
Project Delivery Lead	Neath Port Talbot County Borough Council	Reporting Period	April 2022
SRO	Nicola Pearce		

Budget	
Total Budget	£505.5m
City Deal	£15m
Public	£114.6m
Private	£375.9m
Description	
<p>A regional project to facilitate the take up of energy efficient design and renewable technologies in new build and existing housing stock in the public, RSL and private sector across the City Region. The project will support the renewable technology in housing supply chain and will share the learning via an open access knowledge sharing hub.</p> <p>The project will:</p> <ul style="list-style-type: none"> • Facilitate the take up of renewable technologies and energy efficient design in new build and existing housing stock • Support the regional supply chain • Establish an open access knowledge sharing hub to share the project findings with all sectors • Tackle fuel poverty • Further decarbonise the regional economy • Improve residents’ health and well-being 	
Key achievements	
<p>Business Case Development</p> <ul style="list-style-type: none"> • OBC approved by UKG and WG July 2021 <p>Project Development</p> <ul style="list-style-type: none"> • Established formal governance in place - HAPS Project Board • Project Manager in post • Primary Funding Agreement signed 	

- Inter Funding agreements now finalised
- Regional funds guidance in development – Financial Incentive
- Formalised stakeholder engagement plan (live document)
- Formalised project delivery / implementation plan (live document)
- Completed PAR recommendations action plan

Key Activities planned

Business Case Development

Project Development

- Finalise Technical Specification for M & E Procurement – Q1 22/23
- Advertise / recruit additional team members Q4 21/22
- Establish Technical Advisory Group – Q1 22/23
- Establish knowledge sharing hub – Q2 22/23
- Finalise financial incentives scheme – Q2 22/23
- Establish supply chain fund - ongoing
- Establish HAPS Skills Group – Q4 21/22

Project Title	Yr Egin - Creative Digital Cluster	Programme / Project Lead	Geraint Flowers
Local Authority Lead	Carmarthenshire County Council		
Project Delivery Lead	University of Wales Trinity Saint David	Reporting Period	April 2022
SRO	Prof. Medwin Hughes (Vice Chancellor)		

Budget

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

Description

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:

- National creative sector anchor tenants
- World class office space for local and regional creative sector SMEs, with opportunities for expansion
- Facilities for the community and business networking

Facilitating engagement between businesses and students as well as accommodating dynamic growth of the creative and digital industries within Carmarthenshire and SW Wales.

Key achievements

Project Development

- Phase 2 – Q4

Key Activities planned

- 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.

- University continues to refine scope to accommodate new requirements from industry.
- Project team has now undertaken Change Identification Notice process to formalise changes to the Egin Phase 2 project and is working in conjunction with PoMo to develop new scheme.

Project Title	Skills and Talent	Programme / Project Lead	Jane Lewis
Local Authority Lead	Carmarthenshire County Council		
Project Delivery Lead	South West Wales Regional & Skills Partnership	Reporting Period	April 2022
SRO	Barry Liles		

Budget	
Total Budget	£30m
City Deal	£10m
Public	£16m
Private	£4m
Description	
To develop a sustainable pipeline of regional talent to benefit from the high-value jobs City Deal projects will generate in growth sectors for the region. This includes the potential to develop skills through courses and training and apprenticeship opportunities aligned to City Deal projects and regional priorities, as well as a partnership approach involving schools, universities, businesses and training providers across the region to identify need and resolve skills development gaps.	

Key achievements
<p>Business Case Development</p> <ul style="list-style-type: none"> • Business Case submitted to UK and Welsh Government and approved on 18th October 2021. • Skills Barometer Completed • Launch event been held in March • First pilot project application received and approved.
Key Activities planned
<ul style="list-style-type: none"> • Appoint the remainder of the Skills Team. • Receive and review further pilot project applications. • School engagement events planned for Autumn term. • Second Gateway Review October 2022

Project Title	SBCD Campuses Project	Programme / Project Lead	Tony Harris
Local Authority Lead	City and County of Swansea		
Project Delivery Lead	Swansea University	Reporting Period	April 2022
SRO	Keith Lloyd		

Budget

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

Description

The project harnesses unique capabilities and the thriving life science ecosystem in the Swansea Bay City Region to establish an international centre for innovation in life science, wellbeing and sport, supporting preventative interventions in healthcare and medicine and driving the growth of a globally significant Sports Tech industry. The project will deliver R&D, trials and testing facilities, enabling co-location of research and industry alongside clinical infrastructure and investment opportunities. An emphasis on digital and data-driven innovation at the intersection of life sciences, health, wellbeing and sport is a key differentiator for this project within the South Wales health and life sciences sector.

Key achievements

- Approval granted by Welsh and U.K. Governments.
- Project delivery board appointments made.
- All Gateway review recommendations have been addressed, 7 currently completed and 4 ongoing actions.
- Communication and relationship manager appointment (Richard Lancaster)
- Ministerial visit completed by M.P. David T.C. Davies to mark project approval.
- Draft funding agreement received and currently under review.
- Project management plan and stage plan approval at project board level.

Key Activities planned

- Design team appointments “Morrison Management Centre”
- Private sector engagement and work streams commence with Industry Wales, E.S.B, and Department of International Trade.
- Formal change request submitted.
- Funding agreement completed
- Singleton phase 1 design agreed.
- Morrison Management centre design signed off.
- Procurement stage starts for “Morrison management centre”

ANNEX 1

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

Page 53

Risk Theme	Risk Opportunity	Ref	Title	Date Raised	Category	Owner	Risk Description	Theme	Priority	Inherent Risk	Residual Risk	Original Control Actions	Review Update/Control Actions	Residual Probability	Risk Impact	Risk/Inn Rank	Revised Change	Next Review Date	
Implementation	Risk	SBCD008	Changes to approved Business Cases and what they will deliver	Mar-18	C11 C6	Delivery lead	Risk of changes approved Business Cases due to no longer requiring same amount of funding or change in 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	4	16	Continuous dialogue with delivery leads and PMO post business case development to ensure consistency with original scope. In terms of identification of concerns to be raised and notified. Where changes in scope are identified close working with PMO, 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	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. PMO to emphasise to Programme (Portfolio) Board and Joint Committee the importance of going through the Change Control process for all meetings having signed up to. This will form part of the Quarterly Monitoring Reports. PMO are also progressing with putting an Assurance Framework in place. 05/04/22 The PMO are working with Programme / Project Leads to update Business Cases in preparation for the Gateway Review and develop the Full Business Case where appropriate.	4	3	12	↔	Jul-22
Implementation	Risk	SBCD010	Cancellation of meetings	Apr-19	C14 C11 C6	JC / PB / ESB / PMO	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 to delivery.	3	3	9	3	9	Monthly meetings of ESB and Joint Committee now taking place at the same venue and on the same day. Programme Board meetings proceed these meetings by a fortnight. Meetings of Joint Scrutiny Committee take place throughout the City Region every two months	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 query from 6 to 6 members. 04/02/22 An un-validated schedule of Governance Boards has now been established. Joint Committee, Joint Scrutiny and Economic Strategy Board meetings are now bi-monthly (JC from June 2022). Programme (Portfolio) Board remains monthly.	2	2	4	↔	Jul-22
Operational	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	3	12	Develop arrangements with other partners who are not subject to the JCA to reflect projects for withdrawal	01/07/21 As previous updates, no issues to report. 12/04/22 Commitment letters have been signed by all 4 partners as per Audit recommendation.	2	3	6	↔	Jul-22
Operational	Risk	SBCD015	Failing to adopt the SBCD Procurement Principles including Community Benefits	Mar-18	05 C7 C13	AI	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 of City Deal and related projects. Potential for negative publicity and loss of credibility.	3	5	15	3	15	Procurement Action Plan developed. Programme Procurement Principles drafted. Procurement Principles aligned to the WFG Act. Industry engagement has identified key concerns to be addressed in the Principles. Project Lead meetings planned with key stakeholders on key topics of concern. Industry E2B events to be held. ESJUB to endorse principles.	01/07/21 Procedure in place to record Community Benefits which is monitored via quarterly reviews. 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 170465. 13/12/21 PMO to engage with Programme / Project Leads to ensure all adhering to regulations raised out in SBCD procurement principles. Quarterly monitoring of Community Benefits continues. 12/04/22 Lead deliverers are adhering to procurement principles as well as community benefits. Continued engagement with Programme / Project Leads and monitored via the quarterly monitoring reports.	2	4	8	↔	Jul-22
Operational	Risk	SBCD016	Negative media coverage	Mar-18	C13 C6	PMO	Risk of City Deal image being portrayed negatively to all stakeholders and consequently the opportunities afforded by the City Deal are not realised at all levels. Resulting in disengagement of industry, business and social stakeholders alike. Potential for further negative coverage from other media, given damage to City Deal reputation and the opportunity for follow-up questions / diary markers to scrutinise City Deal progress / previous statements.	3	4	12	3	12	Dedicated communications officer in place to manage media enquiries, monitor all press releases, posts etc relating to City Deal and develop appropriate response where necessary. Ensure regular press releases on positive news and progress. Further develop relationships with key journalists across the region. Develop relationships with local 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, where appropriate. Regular proactive comms updates to key identified stakeholders across the region. Approved statements to be sent in response to media queries on deadline, accompanied by discussions with the reporter asking the question/s. Discussions with news editors/editors to try to influence the tone of coverage. Approved press releases and statements to be sent to identified stakeholders in advance of online or offline publication. City Deal newsletters to be regularly added to the City Deal website	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 occasions 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 breaking actions being outside of the control of the PMO. Impact slightly raised as there are several SBCD projects moving into delivery which will attract media coverage. 12/04/22 Media coverage largely positive, will continue to monitor.	3	3	9	↔	Jul-22
Operational	Risk	SBCD017	Silo mentality / working	Mar-18	C13 C6	AI	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 reviewed and delivered in silos rather than challenging and positively transforming the delivery of industry and public services in the region.	4	3	12	4	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.	01/07/21 PMO 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 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 amount of senior stakeholders, lack of representation from organisations at 2 consecutive Governance Boards and could result work pressures on organisations. Work is being done to shape Corporate Joint Committees (CJC's). 12/04/22 Onboarding new Programme / Project team members. More face to face engagement will assist in alignment of communications. SBCD training being delivered to ensure consistent knowledge and understanding across the portfolio.	2	2	4	↔	Jul-22
Operational	Risk	SBCD018	Lack of alignment of communications between partners	Mar-18	C13 C6	PMO	Risk of confused / inconsistent / unclear messages given out due to lack of alignment of communication between partners resulting in potential negative media and social media coverage, undermining the City Deal brand and objectives	4	5	20	4	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. Regular update updates to all partners on programme and project progress. Monitor trends, 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 logs, statements, questions etc for use in all City Deal comms.	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. PMO to schedule bi-annual engagement meetings with lead delivery partners and a bi-annual stakeholder event with Governance groups. 13/12/21 Report requires continue to be provided to the Governance Boards such as Highlight Report, Quarterly monitoring, financial management, SBCD Monitoring Officer currently leading in how we can develop a portal for partners to access to share reports, decisions and communications. PMO 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 amount of senior stakeholders, lack of representation from organisations at 2 consecutive Governance Boards and could result work pressures on organisations. Work is being done to shape Corporate Joint Committees (CJC's). 12/04/22 Onboarding new Programme / Project team members. More face to face engagement will assist in alignment of communications. SBCD training being delivered to ensure consistent knowledge and understanding across the portfolio.	3	3	9	↔	Jul-22
Operational	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	4	16	Establish robust project monitoring and evaluation to ensure project remains on track to deliver scope outlined in approved business case and objectives aims of the City Deal in terms of growth and jobs.	01/07/21 Change Control process approved by Governance Boards and implemented. 13/12/21 Swansea City Waterfront & Digital District - Innovation Matrix has been through the Change Control process and approved by Governance Boards and UK & WFG. PMO to continue to manage the process by engaging with Programme / Project Leads and report change to Governance Boards and scrutiny. 05/04/22 The Change Control Process has been implemented, any change that has a detrimental impact on scope must follow the process and achieve relevant approval prior to implementation.	4	3	12	↔	Jul-22
Operational	Risk	SBCD021	Governance policies and legislation	Sep-20	C6 C1	AI	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 challenges, reputational damage and threat to SBCD portfolio delivery	3	3	9	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-bribery arrangements, and recording of decisions of interests and hospitality for all Senior Officers and Members	01/07/21 PMO 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 Whistleblowing Protocol, SBCD Welsh Language Guidelines. Role of the Programme (Portfolio) Board, Declarations of Interest (DOI) now implemented. Financial statements have been visually amended to ensure DOI compliant in terms of accessibility. 12/04/22 PMO continue to monitor through Governance process. Recent Portfolio Audit has recently returned a rating of Substantial (Green). This will continue annually for the life of the Portfolio.	1	2	2	↔	Jul-22
Operational	Risk	SBCD022	Political Changes	Oct-20	C9 C1	AI	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 impact the current portfolio	3	3	9	3	9	Portfolio elections across both Governments and locally. SBCD stakeholders frequently engage with and provide updates to political leaders and monitor election periods.	01/07/21 Vaughan Gething is now responsible for City & Growth Deals across Wales. The establishment of separate Joint Committees is underway for SBCD 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. PMO to consider putting training programmes in place for new members. Risk to be reviewed in June post elections. 12/04/22 On-going, as previous. PMO update Business Case briefing sessions to include information for new members when there is a change in political leaders.	3	3	9	↔	Jul-22
Financial	Risk	SBCD023	Failure to achieve full funding package	Mar-18	C3 C1	AI	Risk of failing to achieve the full funding package resulting in project potentially unable to deliver or to deliver full scale of anticipated project outcomes.	3	5	15	3	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 final cost business plan. Effective and timely procurement activity. Establishment of robust contracts. Ongoing dialogue to resolve issues relating to revenue funding.	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. 12/04/22 Portfolio Business Case has been submitted for draw down 2022/23. All Business Cases have now been approved at OBC. Private sector funding being monitored via SBCD026.	3	3	9	↔	Jul-22
Financial	Risk	SBCD024	Failure to identify / secure revenue funding	Mar-18	C3 C1 C14	Account able Body	Risk of failing to identify / secure revenue funding resulting in four projects, including one regional project, unable to proceed.	5	5	25	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.	01/07/21 Ongoing. Section 151 Officers are due to have discussions with Government. 05/04/22 Government have provisionally agreed to extend the flexible capital use directive to 31st March 2025. This supports Authorities to realise revenue requirements where possible.	2	3	6	↔	Jul-22
Financial	Risk	SBCD025	Failure to agree NNDR (rates retention) flexibility resulting in Local authorities unable to borrow required amount for projects	Mar-18	C3	Account able Body	Risk of failing to agree NNDR (Rates Retention) flexibility resulting in Local authorities unable to borrow required amount for projects	4	5	20	4	20	Ongoing dialogue with government to explore opportunities for rate retention	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. 12/04/22 The process is currently in development, working with WG using Y1 Egh as a pilot to assess the implications of the rates.	3	3	9	↔	Jul-22
Financial	Risk	SBCD026	Private sector funding contribution 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. This impact on the deliverability of outputs and outcomes with specific connection to jobs target of the SBCD	5	5	25	5	25	Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income.	01/07/21 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. 05/04/22 The Portfolio is on track to realise the Private Sector funding however it is acknowledged that the timescales have slipped marginally due to macroeconomic events. Business Case development and approval process.	4	4	16	↔	Jul-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	AI	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	3	9	Early dialogue with all funders including Governments and WFG. Project lead to accelerate business case development	01/07/21 As per financial monitoring E2B of European funding has currently been committed. Programmes/projects will manage European funding in line with business case approved budgets. Two projects are in receipt of EU funding. PDM has been approved and SBCG has been incurring spend at risk. 13/12/21 Decided 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 WFG on the feasibility of the funding profiles in 2023. 12/04/22 Certainly no indication that we are not going to meet the timelines. PDM have agreed an approach to spend WFG funding within the time period.	3	3	9	↔	Jul-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 requirement costs into financial profiling. Regular dialogue between delivery lead and project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform project lead authority of any changes to financial profile. Section 151 officer group to look at City Deal funding for consideration and agreement by Joint Committee	07/04/2021 Regional S11 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 [sic] will fall short of any borrowing requirement. Principles around regional borrowing have been agreed provisionally, and will be formalised Q2. 13/12/21 Borrowing is still being considered on Regional Projects with a paper use to be submitted to Joint Committee in Q1.	2	3	6	↔	Jul-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 over-spend	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	05/04/22 PoMo presented the Construction Impact Assessment to Programme Board on 29th March 2022. 3 completed returns, 3 returned with rationales for all responses and 3 nil responses. Continued ongoing evaluation quarterly until all procurement activity is completed, will then be reviewed accordingly. PoMo facilitated an Event on 14th February 2022 hosted by Civil Engineering Construction Association (CECA) and Constructing Excellence in Wales (CEW). All Programme / Project Leads, SROs and other City Deal Deals in Wales were invited to attend. 13/12/21 Discussions to be held with WG. Awaiting formal decision on their approach for advancement of grant.	5	3	15	↔	Jul-22
Financial	Opportunity	SBCD032	Advancement of SBCD grant from Welsh Government	01/07/21	C3	All	Advancement of SBCD grant from Welsh Government aligned to UK Government accelerated draw down from 15-10 years. This will reduce the borrowing requirement for the Portfolio.	3	2	6	Awaiting SBCD grant profile to be formalised.	12/04/22 As previous.	3	2	6	↔	Jul-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	C6 C12	Accountable Body	Proposed updates to the TAN and maps have categorised the vulnerability of certain developments, increased the extent of the flood maps and the ability of land owners and local authorities to generally achieve planning permission and ultimately develop land affected by the 2021 updates.	4	4	16	Welsh Government are monitoring effectiveness of Planning Policy Wales (PPW) and Technical Advice Note (TAN) 15 through a notification direction and sustainable development indicators. Coordinated challenge (Lead by WLG) 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. Programs 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.	25/01/22 WRFW have issued a letter to local authorities stating their flood maps are to be considered when contemplating planning applications between now and June 2023. 05/04/22 SBCD Programme (Portfolio) Board identified there is still a potential impact associated with TAN 15. It has been agreed that the PoMo will escalate this to Joint Committee following the elections with the intention that the Local Authority Leaders will pick up the conflicting information in relation to the implementation of the proposed changes with the WLG. The PoMo have engaged with Programme / Projects to determine potential areas that are affected by the new maps	4	4	16	↔	Jul-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 currently being sought from Colleagues in Welsh and UK government. 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.	12/04/22 Welsh Treasury agree that GVA is not a suitable metric to measure as a Programme / Project level due to the various factors outside of the Programme / Project control. It has therefore been agreed in principle that GVA should not be monitored or reported as a Portfolio / Programme / Project benefit and the PoMo in discussions with UKG & WG currently being sought from Colleagues in Welsh and UK government. P&Ps will report on engagement progress via the Portfolio governance and reporting system.	3	3	9	↔	Jul-22
Operational	Risk	SBCD035	Ineffective engagement with and involvement of important SBCD collaborators / partners of Industry, Third and Private Sector.	08/12/21	C6 C13	PoMo Leads	Failure to effectively engage important collaborators / partners including industry, third and private sector across the portfolio resulting in missed opportunities and 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 damaged.	3	3	9	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, arrange and attend events and meetings, etc. A Portfolio Engagement and Investment Framework has been drafted to set the process (currently deferred until SOW Regional Plan is adopted by LA)	12/04/22 Programme / Project Leads report to Governance Boards via the monthly Highlight Report on engagement with Stakeholders. SBCD Showcase Event held 3rd March 2022 with over 200 attendees from private and other sectors. Wales Co-op, ROM and RUSP led on breakout session at the event. PoMo attended Meet the Buyer Event for P&Ps and other Region and Intozib networking events supported by Programme / Project leads. Engagement and Investment Framework still deferred until SOW Regional Plan approved by CJC in May 2022. ESB engaging with H&PS and Capuses Projects during this period.	3	3	9	↔	Jul-22
Operational	Risk	SBCD036	Turn over of Staff within key strategic business partners and organisations	08/12/21	C7	All	Risk of losing key strategic business partners and organisations 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 stakeholders to build relationships and support with delivery of projects.	12/04/22 PoMo to work with Programmes / Projects to identify key strategic business partners and organisations to be included in their Communications & Marketing Plans.	3	3	9	↔	Jul-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.	05/04/22 Risk now escalated to an issue and will be monitored via the SBCD Issues Log.	3	4	12	↔	Jul-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.	13/04/22 To be reviewed after Local Elections.	3	3	9	↔	Jul-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 in place for purposes following the holding 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.	13/04/2022 It has been agreed that any updates that were proposed as a result of audit or assurance will be included, any further updates will need to be agreed and updated with a deed of variation by Joint Committee following the local elections taking place on 5th May 2022	3	4	12	↔	Jul-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 / reports of the Portfolio	3	4	12	Options and requirement to be discussed at next S11 working group.	12/04/22 Options and requirement to be discussed at next S11 working group post year-end closure	3	4	12	↔	Jul-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 water benefits and deliverables.	4	3	12	Review of investment components and timeliness 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 the profile. This is the first reprofiling exercise that has 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.	13/04/22 This will continue to be reviewed and future change will be managed through the change management strategy and business case updates.	4	3	12	↔	Jul-22
Delivery	Risk	SBCD042	Release of Regional Development Plan	17/02/22	C6		the ongoing delay in releasing the Regional Development Plan may compromise some elements of the portfolio	3	3	9			3	3	9	↔	Jul-22
Delivery	Risk	SBCD043	Slippage in delivery of programmes / projects against key milestones	Mar-22	C6 C11	JC	As all City Deal Business Cases have now been approved the risk that City Deal doesn't achieve the outcomes intended within the timescales agreed due to slippage in delivery of programme against key milestones resulting in borrowing and recouperation not accurately reflecting spend. Has been re-assessed following the closing of Risk ID SBCD013.	4	4	16	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, Positionments 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 overall however has 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	05/04/22 The City Deal Finance Manager and PoMo Manager are now working with the Programme / Project Leads, to identify changes to plan and report them through the Change Control Process. Procurement Pipeline is now part of the Quarterly Monitoring process that is presented to Governance Boards. PoMo have created a Dashboard to summarise activity and risk across the Portfolio which is presented quarterly through the Governance Boards.	4	4	16		Jul-22
Delivery	Risk	SBCD044	Delay in updating and receiving localSRO approval of Programme / Project Business Cases moving from C&C to F&C	12/04/22	C11 C14	PoMo Delivery Lead, JC, Gov	Risk of delay in completion of Full Business cases which depending on critical timescale could impact programmes / projects ability to deliver proposed outcomes, resulting in potential knock on affect for other programmes / projects ability to deliver and achieve outcomes.	2	3	6	Ensure all relevant stakeholders have early sight of relevant business cases. Narrative process with regional stakeholders and governments to enable them to review early drafts to minimise the amount of review required for final version. Develop and agree process and timescale for final business case review.		2	3	6		Jul-22
Delivery	Risk	SBCD045	Delay in approval of annual Portfolio Business Case	12/04/22	C3 C11	PoMo Delivery Lead / WLGK Government	Risk of delay in approval of annual Portfolio Business Case due to potential lack of engagement / direction from authorities and length of process resulting in potential delay in draw down of SBCD funding.	1	3	3	Ensure local authorities / WLG&UKG are fully involved in the review process. Provide briefings where appropriate. Annual gateway assurance ongoing for the duration of the Portfolio in order to ensure governance is appropriate and provide external assurance of the progress towards delivery of outcomes at a Portfolio level. Annual audit conducted by Pembrokeshire to ensure governance, policies, processes are in place and being followed and to identify any areas of concern. Audit 2022 received a rating of Substantial (Green).		1	3	3		Jul-22

Item 71

ASSESSMENT CRITERIA	SCORING				Impact score January 2022									
	0	5	10	20	PDM	W Egn	Compass	Digital	H&S	SICG	People Aware	Swemera Value/Invest	Skills	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5	10	0	0	5	5	0	0	10	
Timelines	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/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	5	5	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	0	5	5	5	5	5	0	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	5	5	5	5	5	5	5	5	
					TOTAL	45	40	30	35	40	35	35	40	30
						C	C	C	C	C	C	C	C	C

ASSESSMENT CRITERIA	Scoring guide				Impact score April 2022									
	0	5	10	20	PDM	W Egn	Compass	Digital	H&S	SICG	People Aware	Swemera Value/Invest	Skills	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5	10	5	0	5	5	0	0	10	
Targets	No risk to achievement	Short-term, limited impact on achievement	Widespread, but relatively short-term impact on achievement	Significant, long-lasting impact on achievement	10	10	10	5	5	5	5	5	5	
Timelines	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	5	10	10	10	10	5	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	5	5	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	0	5	5	5	5	0	0	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	0	5	5	5	5	5	5	5	
					TOTAL	35	45	35	40	40	35	30	35	
					Intervention	C	C	C	C	C	C	C	C	
					Movement	-	↓	↑	-	-	↓	↓	-	

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

	Number of Red Risks Identified by Impact Criteria									Total Red Risks
	Scope and key objectives	Targets	Timescales	Reputation if project fails to deliver	Stakeholders/partnerships commitment	Project costs	Procurement	Staff resourcing		
Jan-22	3	4	4	4	2	6	2	1		26
Apr-22	3	3	4	4	2	5	1	1		23
Change	-	↓	-	-	-	↓	↓	-		↓

Project Risk and Impact Score	Suggested Project Category	Intervention
100+	A	Joint Commission
50-99	B	Intervention required
25-49	C	No intervention required. Continue to
0-24	D	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.

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	Completed	Commencement of Comms and Marketing Officer	Comms and Marketing Officer appointed. Updated Communications and Marketing Plan presented to Programme Board on 01/03/22 and approved at Joint Committee on 10/03/22
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	Completed	Establishment of P3M tooling	Programme (Portfolio) Board members approved the components for the Dashboard at the meeting held 1st March and approved at Joint Committee on 10th March. A visual preview on the Dashboard display was reported to Programme Board on 29th March. This will form part of the Quarterly Monitoring Reports and will also go forward to Joint Committee for information The intention is still to procure a P3M Software, however due to delays with procurement, the PoMO will introduce the approved dashboard in the interim.
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 SBDC 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 SBDC 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 found 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.

**Item 7h Swansea Bay City Deal Programme and Project Procurement Pipeline
Design and Construction phase**

Updated 20/04/22

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	Swansea Council	Indoor arena and digital square	Swansea Council	£105m	Buckingham Group Contracting Ltd appointed	2018	Q4 2019	Q4 2019	Q1 2022
		Arena (ATG) Food and Drink Building services	ATG / Swansea Council	various	Sell2Wales, tbc		Q2 2020		Q4 2021
		71-72 Kingsway office accommodation	Swansea Council	Circa £49.6m	Bouygues UK appointed via SWWRC Framework	2020	Q3 2021	Q4 2021	Q3 2023
		Innovation Matrix	UWTSD	Circa £8m	Procured - Kier SWWRC Framework	2022	Q4 2021	Q1 2022	Q1 2024
		Innovation Precinct	UWTSD	Circa £17.42m	SWWRC Framework (TBC)	2023	Q4 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	Creative Business Hub Phase 1	UWTSD	Circa £10.48m	KIER – via SEWSCAP2 Completed	Dec 2015	March 2016	March 2017	Completed July 2018
		Creative Business Hub Phase 2	UWTSD	tbc	tbc	Q3 2022 – Q1 2023	Q2 2023 (anticipated)	2023 (anticipated)	2024 (anticipated)

Item 7h Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated 20/04/22

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	Open procurement	Q2-Q4 2021	Q2 2022	tbc	tbc
		Rural connectivity	TBC	£25.5m	tbc	Q1-Q2 2022	Q3 2022	tbc	tbc
		Next generation wireless (5G and IOT networks)	TBC	£9.5m	tbc	Q1 – Q2 2022	Q3 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	Q2 2022	Q3 2022	Q4 - 2022	Q1 - 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)
SBCD Campuses	Swansea University	Phase 1a Morryston refurbishment	SU/SBUHB	Circa £1.25m	SWWRFC/Sell to Wales	Q2 2022	Q2 2022	Q3 2022	Q2 2023
		Phase 1b Campuses Building	Swansea University	Circa £12.75m	Design and Build SWWRFC/SEWSCAP	Stage 2 Q3 2022	Stage 3 Q1 2023	Stage 4 Q2 2023	Q1 2026

**Item 7h Swansea Bay City Deal Programme and Project Procurement Pipeline
Design and Construction phase**

Updated 20/04/22

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	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	2020	Q2/3 2021	Q1 2022	Completion Zone 1 Q2 2024
		Carmarthenshire County Council funded: Leisure and aquatics centre and communal infrastructure			Client side services contract – Gleeds Appointed through WPA framework				
		Zone 3 procurement of design development – outside City Deal Scope.			Appointed through WPA framework – AHR				
				Circa 3600k		2021	Q3 2021	N/A	Q3 2022

**Item 7h Swansea Bay City Deal Programme and Project Procurement Pipeline
Design and Construction phase**

Updated 20/04/22

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		
		HAPS regional supply chain fund	NPTCBC	£7m	Fund – to be advertised to all	2021 Q4	2022 Q2 – fund launch		

**Item 7h Swansea Bay City Deal Programme and Project Procurement Pipeline
Design and Construction phase**

Updated 20/04/22

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 63 Supporting Innovation and Low Carbon Growth	Neath Port Talbot CBC	Bay Technology Centre	NPTCBC	Circa £7.9m	SWWRC Framework Morgan Sindall (main contractor)	Q3 2019	Q2 2020	Q3 2020	Q2 2022
		SWITCH Specialist facility (construction)	NPTCBC	Circa £15m	SWWRC Framework	Q2 2021	Q2 2022	Q3 2022	Q3 2024
		SWITCH Specialist equipment	NPTCBC	Circa £5m	tbc	Q2 2021	Q2 2022	Q2 2023	Q2 2024
		Low emission vehicle charging infrastructure	NPTCBC	Circa £0.5m	tbc				
		Air quality monitoring sensors	NPTCBC	Circa £0.5m	Procured	Q4 2019	-	-	-
		Hydrogen stimulus project	NPTCBC	Circa £1m	tbc	Q3 2021	Q2 2022		
		Advanced manufacturing Production facility (construction)	NPTCBC	Circa £12m	SWWRC Framework	Q3 2021	Q3 2022	Q3 2023	Q2 2024
		Advanced manufacturing Production facility Specialist equipment	NPTCBC	Circa £5m	Tbc	Q3 2021	Q3 2022	Q3 2023	Q2 2024

**Item 7h Swansea Bay City Deal Programme and Project Procurement Pipeline
Design and Construction phase**

Updated 20/04/22

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

**Item 7h Swansea Bay City Deal Programme and Project Procurement Pipeline
Design and Construction phase**

Updated 20/04/22

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	Pembroke Dock Infrastructure							
		a) Hanger Annex Renovations	MHPA	£5.2m	MHPA Procedures (Design) only Sell2Wales - 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 Q4 2021	Q4 2020 to Q2 2021	Q1 2022	Q3 2023
		d) Land Remediation and laydown at south of site	MHPA	£6m	Sell2Wales	Q3 2020	Q2 2021	Q2 2022	Q4 2022
		e) Infilling of the Graving dock	MHPA	£3m	Sell2Wales	Q1 2021	Q3 2022	TBA	TBA
		f) Terrestrial development, demolitions, levelling, transportation corridor and Utility provisions.	MHPA	£6.4m	Sell2Wales	Q2 2022	Q3 2022	Q4 2022	Q4 2024
		Marine Energy Engineering Centre of Excellence							
		Materials for prototypes	OREC	£900k	Sell to Wales / Find a Contract (value dependant)		Q3&4 2021 Q1-4 2022 Q1-4 2023		

**Item 7h Swansea Bay City Deal Programme and Project Procurement Pipeline
Design and Construction phase**

Updated 20/04/22

Page 66		Vessel hire for deployments in META		£26k	Sell2Wales		Q3 2021			
		Meta berthing fees		£196k	SSJ		Q4 2021			
		Workshop equipment inc 3d printers		£60k	Sell to Wales / Find a Contract (value dependant)		Q3 2022			
		Marine Energy Test Area Developments								
		Environmental surveys		£30k	Sell to Wales / Find a Contract (value dependant)		Q3 2022			
		Insurance		£30k	Sell to Wales / Find a Contract (value dependant)		Q1 2022			
		Legal support		£10k	Sell to Wales / Find a Contract (value dependant)		Q1 2024			
		The Pembrokeshire Demonstration Zone								
		Environmental scoping – Defining the scope of the Environmental Surveys that will inform the EIA.	Celtic Sea Power	£150,000	Services Contract Open Below threshold – Sell2Wales		14/02/22 (Scope in development)			
		Technical feasibility and concept design, initial engineering design of the MOS, on and offshore cabling arrangements to feed into the EIA process.	Celtic Sea Power	£150,000	Services Contract Open Below threshold – Sell2Wales		14/02/22 (Scope in Development)			

**Item 7h Swansea Bay City Deal Programme and Project Procurement Pipeline
Design and Construction phase**

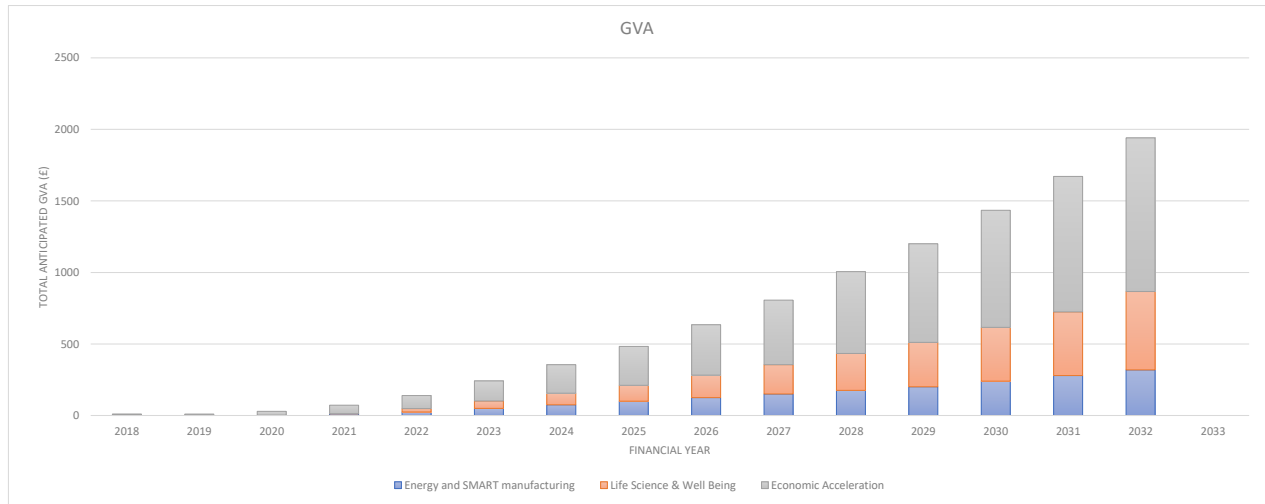
Updated 20/04/22

		Project Summative Assessment. Evaluation of project performance against outputs as required by Welsh European Funding Office	Celtic Sea Power	£30,000	Services Contract Open Below threshold -- Sell2Wales		01/05/22		
Page 67		Commercial vehicle study – Detailing the route to commercialising the PDZ concept into a financeable and deliverable solution.	Celtic Sea Power	£100,000	Services Contract Open Below threshold -- Sell2Wales		15/05/22		
		Offshore surveys – environmental surveys to inform the offshore EIA.	Celtic Sea Power	£1,100,000	Service Contract OJEU Open above threshold with PIN – My Tenders & Sell2Wales		31/05/22		
		Pre-Front Engineering Study (design package to prove the feasibility in technical and economic terms)	Celtic Sea Power	£800,000	Service Contract OJEU Open above threshold with PIN – MyTenders & Sell2Wales		01/08/22		

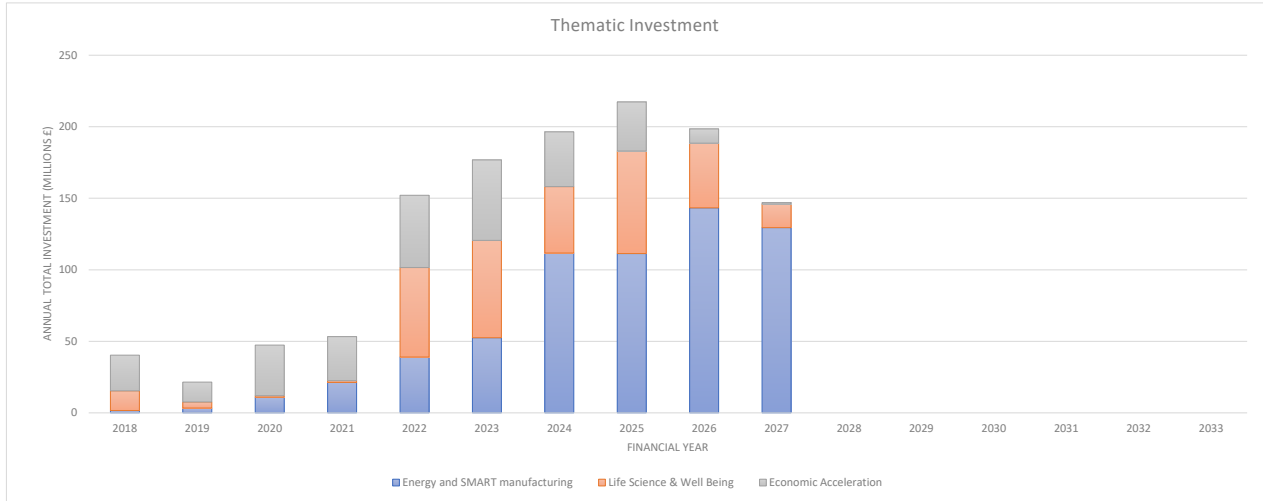
Programme / Project Name										
SBCD Portfolio Management Office										
Director / Programme / Project Lead Name										
Jonathan Burnes										
Last Updated										
Q4 31-Mar-22										
ID	Risk ID (if applicable)	Date Identified	Status	Priority	Issue Description	Owner	Escalation Needed (Y/N/Z)	Impact	Original Action	Follow-on actions & Final Resolution
SBCD003		19/11/20	Work in progress	Medium	Attendance of Governance Board members and sending representations from their organisations that may not be as familiar with the SBCD.	Governance Boards	Y	Contributions maybe limited from all key stakeholders and representatives from their organisations which may lead to less informed decisions and discussion. Ability to make a decision maybe impacted if the correct level of representation is not in place.	19/11/20 - PoMO will work with Board / Committee members to produce a delegate list where only authorised personnel can attend meetings and have the same level of authority PoMO will share an annual meeting schedule and work with key stakeholder organisations to identify clashes in advance.	16/02/21 PoMO have now developed a delegate list for Governance Board members PoMO to include a communication to all attendees in the Chair's note, to confirm all members have provided the name of a delegate in their absence, and the expectation is for either the member or the representative to ensure they attend the full duration of the meeting. 12/01/22 Meeting attendees continue to be inconsistent and don't always have the main contact present. Remains an issue and will be monitored now all the Programmes / Projects are in delivery. 31/03/22 On-going monitoring of attendees and PoMO support outside of the board meetings
SBCD012		19/11/20	Open	Medium	Challenging to obtain robust and timely financial information from programme / projects	Finance	N	Impacts reporting timescales and delays in submitting reports	26/11/20 - Finance Manager is working with key stakeholders for them to provide timely and quality information.	16/02/21 Financial information received from all Programme / Project Leads. SBCD Finance Manager now holds monthly 1-1's with Leads. Quarterly Financial Report to be provided to Programme (Portfolio) Board and Joint Committee in March 2021. 31/03/2022 Q4 financial reporting will be delayed by a month to May due to year end. This will recur for each Q4 reporting period going forward.
SBCD015		14/02/22	Open	Medium	Delay in ability to procure P3M Software impacting on ability to record and track programme / project plans, not having a live reporting process, inability to create streamlined dashboards	PoMO	N	Not able to record and track portfolio, programme / project plans via one mechanism, not having a live reporting process, inability to create streamlined dashboards	Procure a programme management software to roll out across the portfolio	31/03/22 Issues have been escalated to the CCC Section 151 Officer for resolution. PoMO are awaiting a response.
SBCD016		14/02/22	Open	Medium	No central administrative support role from 10th March within the PoMO	PoMO	N	Role will need to be covered by PoMO until replacement is recruited. Impacting on staff and deliverables. No central support to the PoMO Leads	Start recruitment process for like for like replacement Split existing roll amongst PoMO until vacancy is filled PoMO will work together to prioritise workload	31/03/22 Recruitment process to shortlist and interview will be completed in April-22
SBCD017		14/02/22	Open	High	Approval of Governance Board documentation outside the timescales set out in the Meeting Protocol approved by JC	PoMO	N	PoMO spending unnecessary time chasing approval of documentation. Governance Board members receive papers later than anticipated allowing less time to digest. Also a chance of not being able to publish papers meaning they will slip to the following month due to the legal amount of time set to release documents	Request approvers set aside time in their diaries each month to review documentation Raise with Portfolio SRO PoMO to tweak Guidance document PoMO to meet with S151 and Monitoring Officer during the review period to discuss process for signing off documentation.	31/03/22 Board documents are shared asap with Monitoring and Section 151 Officers. Meeting with Monitoring Officer with suggested improvements which have been subsequently implemented by PoMO.
SBCD018		14/02/22	Open	Medium	Business cases not being updated and progressed to FBC stage resulting in out of date business cases and lack of information particularly relating to procurement and cost details at project level. No SBCD consideration / approval prior to projects proceeding with delivery	PoMO / Project SROs	Y	Lack of information on current status of the programme/project business cases particularly relating to costs, funding and value for money.	One to one meetings held with project leads to request updated business cases. Arrangements for developing business cases to FBC stage outlined in Portfolio Business Case Schedule to be drafted to show FBC status and schedule.	31/03/22 No update to original action on 14/02/22.
SBCD019		14/02/22	Open	Medium	Projects not meeting agreed timescales for undertaking Integrated Assurance & Approval Plan (IAAP) activity	PoMO / Project SROs	Y	Independent assurance is not undertaken at key decision points for specific projects which could affect affordability and achievability. PoMO SBCD Governance Boards unsighted on delivery status of projects at key milestones	Requests made to project leads to arrange assessment meetings with WG Integrated Assurance Hub to assess the need, timescale and scope of the next Gateway Review SRO training for all programmes and projects to take place. Assurance Framework developed and currently going through Governance Boards.	31/03/22 All Project and Programme leads have updated their IAAPs and have been reviewed by the PoMO and are currently with the WG Integrated Assurance Hub for review.
SBCD020		14/02/22	Open	Medium	Lack of systematic independent assurance arrangements for the lower level projects as workstreams	PoMO / Project SROs	Y	No systematic independent assurance process for lower level projects and workstreams. Increased risk in projects not delivering specified benefits and meeting investment objectives	Development of SBCD Assurance Framework to ensure independent assurance arrangements with WG Integrated Assurance Hub across the whole of the portfolio.	31/03/22 Delays to approving and implementing the SBCD Assurance Framework continue as dialogue with WG take place.
SBCD021		16/02/22	Open	High	Rising construction costs in the last few months - it has become common knowledge that the construction industry is experiencing rising costs and issues in relation to resource availability. The current issue for the PoMO is the unknown quantification of the impact of this issue at a Programme and Project Level for all SBCD schemes meaning a Portfolio level impact is unknown.	PoMO	Y	Potential delays to delivery, cost of delivery and quality of final product which in turn will likely affect the level of benefits realised at a Programme and Project level, resulting in a reduction of Portfolio benefits during the Portfolio lifecycle.	Quarter 2/3 reporting schedule 21-22 the PoMO have devised a construction impact assessment, this document requests information from the Project Leads in order to provide a current and accurate picture of the Construction industry Challenges faced by each Project. It has been confirmed that returns are required Feb 2022 to allow an initial position to be determined. Nil return will be highlighted as such.	31/03/22 The updated construction impact assessment was presented to PB in March 22.
SBCD022		16/02/22	Open	High	Measuring of GVA at a programme and Project level - The PoMO has confirmed that currently GVA cannot be measured as an indicator. This is due to the nature of GVA and it being a Macro measure i.e. regional, an accurate measure at a micro level e.g. proj. or prog. is not achievable	W/UKG & PoMO	N	One of the HoT requirements is GVA contribution, whilst the Portfolio will deliver uplifts in GVA it's quantification method is still unknown	UKG/WG have been tasked with confirming with their economists how this can be calculated. If this is not an achievable metric, quantification method is still unknown (if required)	31/03/22 The appropriateness of using GVA, which is a Macro economic indicator as a measure of success at Portfolio, Programme and Project level are on-going with WG and UKG.
SBCD023		16/02/22	Open	Medium	SBCD Communications & Marketing Officer could be unaware of some key PR opportunities / planned activity for Programmes / Projects due to not having visibility of Communications & Marketing Plans in place at Programme / Project level.	PoMO	N	Missed PR opportunities, lack of visibility of key activity	Comms schedule to be standardised. Comms & Marketing Officer to work with Programme / Project Leads to develop all Comms & Marketing Plans. Once P3M Software procured, comms activity can be populated into the system.	31/03/22 Work is ongoing with project and programme leads to roll out Marketing and Comms Plans.
SBCD024		18/02/22	Open	Medium	Uncertainty as to when UK & WG government funding is to be received and award amount.	Finance	N	Impacts on disbursement to projects and cashflow monitoring. Potentially additional borrowing costs.	Ongoing dialogue with WG	31/03/22 A funding offer letter was received by the Section 151 officer at the end of March. Confirmation on WGS draw down of funding that is aligned to UKGS 10 year profile is ongoing.
SBCD025		14/02/22	Open	Medium	Delay in funding agreements being approved	Finance	N	Impacts on disbursement of grant. Delay to delivery of projects. Knock on effect with ability to recruit. Potentially impacting on benefits realisation.	Ongoing liaison with legal officers and programmes/projects	31/03/22 Funding and collaborative agreements for HAPS and Digital Infrastructure are still ongoing and could cause a delay to delivery if not resolved soon.
SBCD026		18/02/22	Open	High	SBCD Website no longer fit for purpose	PoMO	N	Information is inaccurate providing the reader with out of date information	Website to be reviewed and updated and made more accessible	31/03/22 This will form part of the Marketing and Comms work programme in Q1/Q2 2022/23.
SBCD027		29/03/22	Open	Medium	Assurance framework has not been accepted in its current form by W/UKG. This has resulted in delays in having a clear strategy in place for the portfolio and its constituent programmes and projects as the direction on what level of assurance needs to be external is ambiguous and the office of integrated assurance in WG have requested different review requirements on multiple occasions, each delaying the implementation of any assurance below programme level on every occurrence	W/UKG & PoMO	Y	Potential to miss opportunities; the most appropriate times meaning opportunities for change may be missed resulting in a negative impact or loss of potential for the benefits delivered. Loss of support for assurance activities from SBCD partners and deliverers if the requirement from WG IAH is perceived as onerous or disproportionate	Proposed assurance framework in collaboration with W/UKG Dec/Jan 21/22, approved by Portfolio Board Feb 22, deferred from JC approval March 2022 following WG IAH staff change. PoMO updated IAAP to include 24 months of activity. Meet with W/UKG 8th April to confirm proposed approach, this resulted in WG IAH requesting further info not previously been requested for digital infrastructure programme in order to allow IAH to propose the most appropriate way forward. IAH have confirmed that all high risk, high value procurements should be subject to assurance/assessment for assurance, however they do not wish to receive RPA forms for each project/workstream as they are unable to deliver this level of assurance. Instead a hybrid approach is proposed by IAH which will assess which elements of programme procurement require assurance.	

Item 7j

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Energy and SMART manufacturing	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
(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
Life Science & Well Being	0.00	0.00	0.00	0.04	24.04	52.04	81.00	111.00	157.00	205.00	258.00	310.00	376.00	445.00	548.00	0.00
(Pentre Awel)	0.00	0.00	0.00	0.00	22.00	44.00	65.00	85.00	121.00	161.00	204.00	246.00	286.00	325.00	398.00	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
Economic Acceleration	6.00	7.82	26.76	59.29	90.90	139.91	199.24	271.85	352.23	451.08	572.10	689.38	818.40	946.79	1073.55	0.00
(Digital)	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
(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

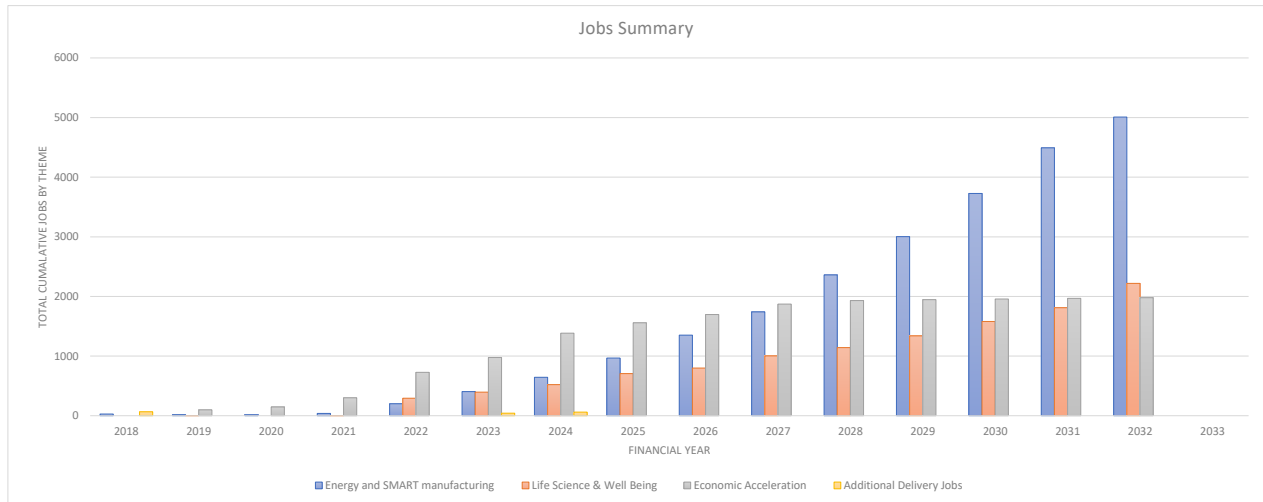


	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Energy and SMART manufacturing	1.64	3.39	10.92	21.26	39.04	52.53	111.75	111.37	143.32	129.50	0.00	0.00	0.00	0.00	0.00	0.00
(SILCG)	0.00	0.00	3.00	7.30	10.77	26.38	11.09	0.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(PDM)	1.64	3.39	7.92	13.91	20.80	11.03	1.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	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
Life Science & Well Being	13.76	4.22	1.09	1.24	62.55	68.03	46.42	71.67	45.18	16.47	0.00	0.00	0.00	0.00	0.00	0.00
(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
Economic Acceleration	24.93	13.89	35.36	30.79	50.49	56.23	38.26	34.27	9.96	1.00	0.00	0.00	0.00	0.00	0.00	0.00
(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



Variance shown is difference from Q2 2021-22 original baselined annualised benefits - Blue = increase in yearly investment Red = reduction in yearly investment

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Energy and SMART manufacturing	28.00	15.00	13.00	38.00	200.00	404.00	644.00	967.00	1351.00	1741.00	2361.00	3003.00	3727.00	4492.00	5009.00	0.00
(SILCG)	0.00	1.00	0.00	11.00	21.00	41.00	81.00	184.00	328.00	478.00	658.00	861.00	1071.00	1321.00	1321.00	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	32.00	66.00	116.00	186.00	276.00	366.00	654.00	942.00	1230.00	1519.00	1807.00	0.00
Life Science & Well Being	0.00	2.00	0.00	1.00	293.00	395.00	521.00	706.00	799.00	1003.00	1142.00	1339.00	1580.00	1811.00	2219.00	0.00
(Pentre Awel)	0.00	1.00	0.00	0.00	236.00	266.00	317.00	412.00	425.00	529.00	618.00	725.00	850.00	981.00	1099.00	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
Economic Acceleration	0.00	97.00	146.00	300.00	727.00	976.00	1384.00	1558.00	1697.00	1872.00	1931.00	1946.00	1957.00	1968.00	1979.00	0.00
(Digital)	0.00	1.00	0.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	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
Additional Delivery Jobs	65.00	0.00	0.00	0.00	0.00	42.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	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
(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



Item 7k

Swansea Bay City Deal

Construction impact assessment summary report



Date	April 2022
Version	V2.0

Construction Impact Assessment Summary Report

1.0 Introduction

The purpose of the combined risk/issues assessment and impact assessment is to highlight and quantify the specific risks/issues currently being experienced throughout the construction industry. SBCD Programme Board and Joint Committee have requested that all programmes and projects assess their current status and ongoing monitoring with regards the potential impact these construction challenges will have on the successful delivery of the portfolio and the constituent programmes and projects.

2.0 Returns

As of 14th April 2022 following multiple discussions and requests for completion of the SBCD construction impact assessment, below is the status of returns.

Programme/Project	Status of Return
Swansea Waterfront	Complete
Swansea Campuses	Complete
SILCG	Complete
Skills and Talent	Nil return – not currently a direct issue
Yr Egin Phase 2	Nil return – current review of delivery strategy and strategic alignment will complete within next few months once strategy complete and approved.
Pentre Awel	Complete
PDM	Complete
Digital infrastructure	Nil return – on-going BC updates will complete within next few months once BC updates complete.
HaPs	Nil return

3.0 Construction impact assessment (CIA) Requirements

The CIA has been developed with 9 key questions listed below, whilst providing projects the opportunity to highlight specific risks or issues under question 10:

		Identify as Risk or Issue
	People	
1	Decreased available labour and/or suitable subcontractors and suppliers	
2	main contractor delivery/management team - skills and capacity issues in terms of project delivery	
	Materials	
3	Lack of availability of construction materials	

4	Quality of materials (due to lack of stock of preferred option)	
	Finance	
5	Rising construction costs results in exceeding/increasing programme / project budget	
6	Contractor / subcontractor / supplier going bankrupt/experiencing financial difficulty	
	Timelines	
7	Delays in project programme due to traditional infrastructure project factors such as ground/weather/construction site issues etc.	
8	delay in obtaining relevant construction related / operational approvals	
	Policy/political	
9	revised industry/governmental statutory & mandatory requirements - including technological/policy/political advancements since initial planning phases	
	Other	
10	Please highlight any other risks/issues in relation to construction not highlighted above	

These questions are scored across 8 fields of potential impact of low/medium/high (probability x impact). The fields of impact are:

Scope and key objectives	Targets	Timescales	Reputation if project fails to deliver	Stakeholders/partnerships commitment	Project costs	Procurement	Staff resourcing
--------------------------	---------	------------	--	--------------------------------------	---------------	-------------	------------------

Once completed the author must then identify mitigations that are/will be put in place along with any resource requirements in enacting these mitigations.

4.0 Summary of Risks identified in returns

Risks	Impact Field	Scope	Targets	Time	Reputation	Stakeholder/Partnerships	Proj. Costs	Procurement	Resources
Red		3	0	10	0	0	4	0	0
Amber		12	21	13	22	11	28	18	2
Green		29	23	21	22	33	12	26	42

5.0 Quantification of impact

Once known the impact of these risks becoming issues will likely result in a change, the CIA has been developed so that all quantification links to the 5 categories of change derived in the SBCD change procedures, namely:

- Financial/costs
- Timescales
- Quality
- Programme and/or project benefits are impacted

- Portfolio benefits are impacted

6.0 Summary/status

Areas of High concern

There are currently 3 areas of high concern, these being:

- Scope
- Time
- Proj. costs

All of these areas will be continually monitored and over time as any issues arise along with associated change requirements, change notifications and change requests will be submitted to the PoMO and reported/escalated accordingly to stakeholders as per the SBCD change procedures.

Areas of Medium concern

There are currently 3 areas of medium concern, these being:

- Delivery of targets
- Potential reputational damage
- Proj. costs

As projects and programmes develop, all areas of concern will continually be monitored through the construction impact assessment, in order to ensure that all change is reported, recorded, escalated and approved appropriately, any mitigations required are implemented and the overall success of outcomes, outputs and impacts are not affected.

Agenda Item 8



Swansea Bay City Region Joint Committee – 23 June 2022

Swansea Bay City Deal Financial Monitoring 2021/22 - Provisional Outturn Position Quarter 4

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

1. Introduction

This report details the provisional year end 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 £184k. 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.

The accrued interest in residual cash balances is invested inline with Carmarthenshire County Council's approved Treasury Management Strategy. Any interest accrued on such cash balances is dispersed back to projects on an appropriate apportionment methodology (JC – 11 June 2020). The accounting management of this has been amended to clearly demonstrate the interest accrued and paid out.

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 31st March 2022 the expenditure is estimated at £535k. The PoMO staffing cost is estimated at £462k. There is a small positive variance against budget, this is due to all posts being budgeted at the top of grade, savings due to an in year temporary staffing vacancy and a small recharge in respect of the Finance Manager for work outside the SBCD.

Training is estimated at £1k, which included Better Business Case training for regional programme/project managers. Rents and service charges in respect of office space total £22k, fees including consultancy and gateway reviews have been forecast at £10k and conferences, marketing and advertising estimated at £17k in respect of the SBCD annual event. Central Recharges of £25k has been included to contribute to Carmarthenshire County Council as the host Authority's costs for supporting the PoMO. These include payroll, Pensions, Creditors, Debtors, Human Resources support, Information Technology Support, financial systems support, Chief executive administration support, employee support and all necessary insurances.

2.5. Provision for Unwinding

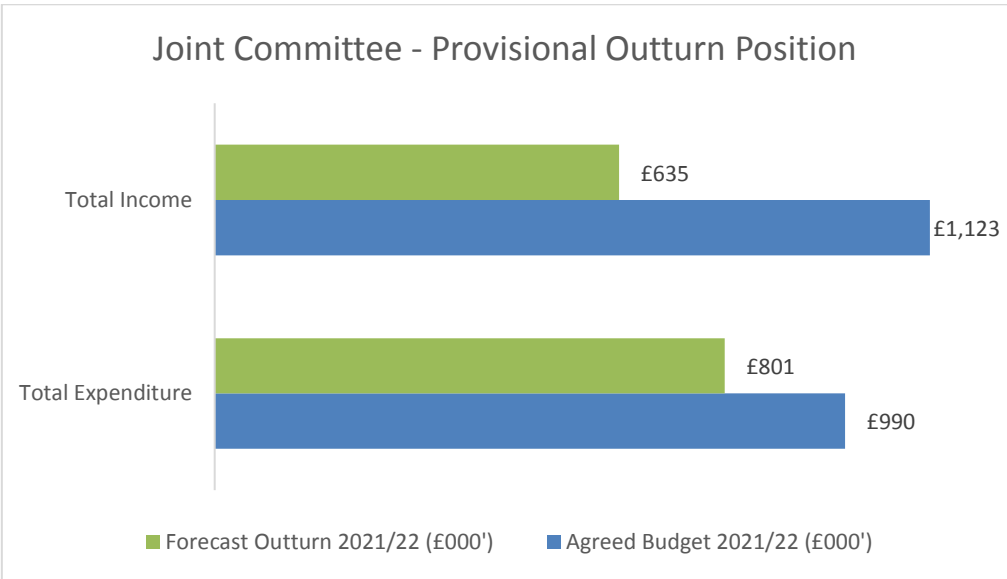
This is an annual provision for the unwinding of the PMO at the end of its five-year operational requirement. Currently the total estimate is £152k, however it is demonstrated as 2/5th (£61k) within the financial monitoring due to an accounting policy treatment.

2.6. Income

Total income for the year demonstrates £365k. This consists of partner contributions (£50k per partner) £400k, anticipated drawdown of 'Top Slice' of £199k from the dispersed grant awards and estimated interest derived from cash balances £36k.

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 £166k. 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 £49k at year end.



3. Portfolio Investment Fund – Forecast Outturn Position

Revised Budget

The Swansea Bay City deal was incorporated on 20th 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.

Programme	Approved Budget Total (£m)	Revised Budget (Q3) Total (£m)	Variance (m)	Variance
Digital Infrastructure	55.30	55.30	- 0.00	0.00%
Homes as Power Stations	505.50	505.50	-	0.00%
LS&WB Campuses	130.43	130.44	0.01	0.01%
Pembroke Dock Marine	60.47	60.53	0.06	0.10%
Pentre Awel	199.19	200.48	1.30	0.65%
Skills & Talent	30.00	30.00	-	0.00%
Supporting Innovation and Low Carbon Growth	58.70	58.70	-	0.00%
Swansea Waterfront	175.35	175.28	- 0.07	-0.04%
Yr Egin	25.17	25.17	- 0.00	0.00%
Grand Total	1,240.11	1,241.40	1.29	0.10%

Provisional Portfolio Investment Outturn Position

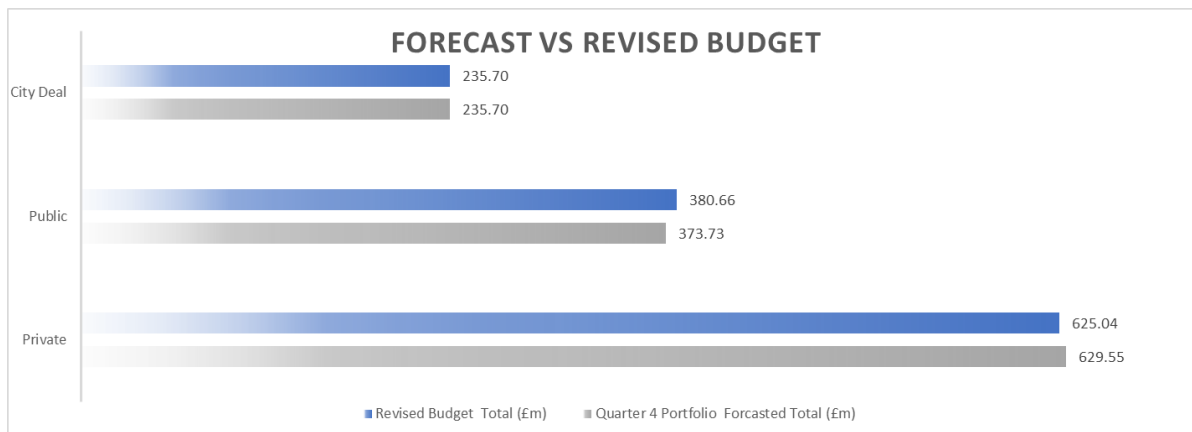
The overall estimated investment position is demonstrated at £1.239bn (Quarter 3 2021/22 - £1.251b) over the fifteen-year life of the portfolio. The revised budget (as outlined within programme/project business cases) comprised of a total investment of £1.241b, currently the City Deal is presenting underinvestment against the revised budget of £2m. Details of significant variances are outlined below:

Swansea Arena is currently demonstrating an underinvestment of £6m against budget due to the reappropriation of costs across the whole Copr Bay site. This in total demonstrated a movement of £16m in comparison to last period due to the site becoming active and a full site review of apportionment rates to better reflect accounting estimates being undertaken. Work on final costs is being undertaken and will be reported on in Quarter1/2 in line with the amended programme being agreed with the contractor.

Campuses has reported additional investment against budget (£5m) to include the project management team costs and associated interest cost for delivering the project.

Prior Quarter Portfolio Forecasted Total (£m)	Investment Component	Revised Budget Total (£m)	Quarter 4 Portfolio Forecasted Total (£m)	Variance (£m)	Variance
235.70	City Deal	235.70	235.70	0.00	0.00%
390.15	Public	380.66	373.73	- 6.94	-1.82%
625.04	Private	625.04	629.55	4.51	0.72%
1,250.89	Grand Total	1,241.40	1,238.97	- 2.43	-0.20%

Prior Quarter Programme/Project Forecast Total (£m)	Programme/Projects	Quarter 4 Forecast			Programme/Project Total (£m)	Revised Budget Total (£m)	Sum of Variance (£m)	Sum of Variance (%)
		City Deal Investment (£m)	Public Sector Investment (£m)	Private Sector Investment (£m)				
55.30	Digital Infrastructure	25.00	13.80	16.50	55.30	55.30	0.00	0.00%
505.50	Homes as Power Stations	15.00	114.60	375.90	505.50	505.50	-	0.00%
130.44	LS&WB Campuses	15.00	58.01	61.94	134.95	130.44	4.51	3.46%
60.53	Pembroke Dock Marine	28.00	16.35	16.12	60.47	60.53	- 0.06	-0.10%
200.48	Pentre Awel	40.00	52.30	108.19	200.48	200.48	-	0.00%
30.00	Skills & Talent	10.00	16.00	4.00	30.00	30.00	-	0.00%
58.70	Supporting Innovation and Low Carbon Growth	47.70	5.50	5.50	58.70	58.70	-	0.00%
184.77	Swansea Waterfront	50.00	78.50	39.90	168.40	175.28	- 6.88	-3.93%
25.17	Yr Egin	5.00	18.67	1.50	25.17	25.17	-	0.00%
1,250.89	Grand Total	235.70	373.73	629.55	1,238.97	1,241.40	- 2.43	-0.20%



Provisional Annual Investment Forecast 2021/22

The provisional estimated investment for the financial year ended March 2022 is demonstrated at £30m (Quarter 3 2021/22 - £51m). The revised budget was based on quarter 3 financial information with the exception of Swansea Waterfront which is based on their approved business case due to undergoing a financial review.

The PDM project is continuing to review spend profiles on their public and private sector investment which could potentially affect the current year estimates. Currently public and private sector investment has been slipped forward into future years demonstrating a £10m underinvestment in-year. This is not expected to have an impact on the total investment.

Swansea Waterfront is demonstrating an in-year underinvestment due to slippage in project delivery in respect of the innovation precinct (£12m) and the Innovation Matrix (£6m). This this is not expected to have an impact on the total investment for these two projects.

Portfolio Summary							
Prior Quarter Forecast Total (£)	Description	Revised Budget (£)	Quarter 4 Provisional Outturn Position				Variance (£)
			Actuals (to Date) (£)	Commitments (£)	Forecast Commitments (£)	Total Annual Forecast (£)	
	City Deal Investment						
21,873,551	Capital	23,016,384	18,480,866	-	-	18,480,866	- 4,535,518
957,274	Revenue Expenditure (where capital receipts directive applied)	757,274	585,616	-	-	585,616	- 171,658
22,830,825	City Deal Total	23,773,658	19,066,482	-	-	19,066,482	- 4,707,176
	Public Sector Investment						
22,031,625	Capital	26,151,024	10,514,256	-	-	10,514,256	- 15,636,768
2,023,960	Revenue	2,023,960	194,045	-	-	194,045	- 1,829,915
24,055,585	Public Sector Total	28,174,984	10,708,301	-	-	10,708,301	- 17,466,683
	Private Sector Investment						
3,727,090	Capital	5,645,090	550,000	-	-	550,000	- 5,095,090
494,216	Revenue	494,216	5,036	-	-	5,036	- 489,180
4,221,306	Private Sector Total	6,139,306	555,036	-	-	555,036	- 5,584,269
	Project Total						
47,632,266	Capital	54,812,498	29,545,123	-	-	29,545,123	- 25,267,376
3,475,449	Revenue	3,275,449	784,697	-	-	784,697	- 2,490,752
50,704,715	Project Total	58,087,948	30,329,820	-	-	30,329,820	- 27,758,128

Annual Programme Investment Breakdown 2021/22 (Estimated)							
Prior Quarter Forecast Total (£)	Description	Revised Budget (£)	Quarter 4 Provisional Outturn Position				Variance (£)
			Actuals (to Date) (£)	Commitments (£)	Forecast Commitments (£)	Total Annual Forecast (£)	
185,063	Digital Infrastructure	185,063	196,791	-	-	196,791	11,728
50,000	Homes as Power Stations	50,000	1,947	-	-	1,947	- 48,053
347,000	LS&WB Campuses	347,000	212,748	-	-	212,748	- 134,252
11,377,522	Pembroke Dock Marine	11,377,522	1,275,049	-	-	1,275,049	- 10,102,473
896,639	Pentre Awel	896,639	1,550,817	-	-	1,550,817	654,178
173,890	Skills & Talent	173,890	176,411	-	-	176,411	2,521
7,251,000	Supporting Innovation and Low Carbon Growth	7,251,000	7,651,000	-	-	7,651,000	400,000
30,423,601	Swansea Waterfront*	37,806,833	19,265,056	-	-	19,265,056	- 18,541,777
-	Yr Egin	-	-	-	-	-	-
50,704,715	Total	58,087,948	30,329,820	-	-	30,329,820	- 27,758,128

*budget as per business case

Capital and Revenue Apportionment

There is currently an estimated revenue requirement of £60m (5%) to deliver the city deal projects. This will be supported through the use of the Local Authorities flexible capital receipts directive, and alternative public and private sector commitment. The revenue requirement demonstrates a small change compared with the prior period (Quarter 3 2021/22 - £55m), this is as a result of further investment in the campuses project and will be managed by Swansea University.

Investment Component	Capital Forecast (£m)	Revenue Forecast (£m)	Total Forecast (£m)	Revenue Proportion
City Deal	217.98	17.72	235.70	7.52%
Public	344.35	29.37	373.73	7.86%
Private	616.74	12.81	629.55	2.04%
Grand Total	1,179.07	59.91	1,238.97	4.84%

Private and Public sector Commitment

Over the life span of the portfolio the private sector engagement is expected to increase and develop as projects establish themselves and move into completion. A timeline of the revised budget is demonstrated within the Finance Case of the Portfolio Business Case.

The presentation and detail of the commitment of the public and private sector will be reviewed during quarter 1 2022/23.

The current estimated public sector commitment is demonstrated at £374m with stakeholders and partners still in early engagement continued to be supportive of projects.

Private sector investment formally commitment is small at present demonstrating £20m. However, as per the financial profile the private sector is not expected to accelerate until year 7 (2024/25) when programmes and projects are maturing and becoming operational.

The estimated funding commitment currently confirmed for the portfolio is demonstrated below:

<u>Description</u>	<u>Public</u>	<u>Private</u>
Formally Committed	£ 299.79	£ 20.06
Final Approval	£ -	£ -
Advanced Engagement	£ -	£ 517.16
Early Engagement	£ 73.93	£ 92.33
Total	£ 373.73	£ 629.55

4. Financial Implications

The forecasted Joint Committee year end out-turn position (as at 31st March 2022) indicates a deficit of £166k, which will be supported by the Swansea Bay City Deal ring-fenced reserve at the year end. Expenditure is forecasted at £801k, which is offset by income through partner contributions of £400k and the ‘Top Slice’ of dispersed Government grants of £199k and interest income of £36k. 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 revised budget has been compiled for the portfolio demonstrating £1.241billion. The estimated portfolio forecasted investment position (as at 31st March 2022) demonstrates underinvestment against the revised budget of £2m. Currently the portfolio is presenting a total investment over the fifteen-year life span of the Swansea Bay City Region Deal of £1.239billion. This is subject to fluctuation over the life span of the project and will be monitored quarterly through financial templates and through the Portfolio risk register.


5. Legal Implications

There are no legal implications associated with this report.

Background Papers: None

Appendices:

Appendix A Joint Committee Provisional Outturn Position – Quarter 4

		Joint Committee - Provisional Outturn Position Financial Year 2021/22 <i>as at 31st March 2022</i>			
Description	Actuals 2020/21 (£)	Account Code	Revised Budget 2020/21 (£)	Forecast Outturn 2021/22 (£)	Variance (£)
Joint Committee and Accountable Body					
Room Hire	-	3501	1,854	-	1,854
Subsistence & Meeting Expenses	-	5601	3,427	-	3,427
Democratic Services - CCS	20,430		25,893	27,483	(1,590)
Monitoring Officer & Legal Services	34,705	7114	35,659	35,659	0
External Legal Advisory Fees	495	5402	25,000	-	25,000
Internal Audit Support	20,000		20,550	19,462	1,088
Staff Recruitment Expenses	-	3020	-	-	0
External Audit Fees	11,993	5412	25,000	10,925	14,075
Section 151 Officer	54,244	0	55,329	55,329	0
Interest paid over	-	7113	-	35,000	(35,000)
Joint Committee and Accountable Body Total	141,867	CC 1933	192,713	183,859	8,854
Joint Scrutiny Committee					
Subsistence & Meeting Expenses	-	5601	6,875	-	6,875
Travel	-	4702	1,224	-	1,224
Democratic Services - NPT	21,332	5402	20,658	21,332	(674)
Joint Scrutiny Committee Total	21,332	CC 1934	28,757	21,332	7,425
Portfolio Management Office					
Salary (Inc. On-costs)	366,284		536,759	-	536,759
Recharges - Employee costs Grant (direct)	5,259	1898	-	461,842	(461,842)
Staff Recruitment Expenses	-	3020	-	-	0
Training of Staff	-	3042	26,010	1,220	24,790
Response Maintenance	-	3100	-	-	0
Electricity	-	3404	-	-	0
Gas	-	3405	-	-	0
Rents (The Beacon)	14,889	3501	15,796	14,889	907
Rates (The Beacon)	6,688	3601	6,975	6,688	288
Public Transport - Staff	-	4601	2,040	-	2,040
Staff Travelling Expenses	-	4702	16,320	76	16,244
Admin, Office & Operational Consumables	269	4948	2,550	-	2,550
Furniture	-	4948	1,000	-	1,000
Fees (including Gateway Reviews)	4,712	5402	25,500	4,950	20,550
ICT Computer Hardware & Software	-	5542	2,500	43	2,457
Subsistence & Meetings Expenses	-	5601	8,160	10	8,150
Conferences, Marketing & Advertising	1,200	5810	76,500	17,151	59,349
Projects & Activities Expenditure	32,465		14,280	-	14,280
Translation/Interpret Services	2,444	5527	10,200	3,317	6,883
Printing & Copying	130	5301	4,590	-	4,590
Photocopying Recharge	-	7142	-	84	(84)
Fees - Evaluation and Assurance	14,850		-	-	0
Central Recharge	28,365		-	24,607	(24,607)
Portfolio Management Office Total	477,554	CC 1924	749,180	534,876	214,305
Provision for Unwinding of PMO					
Redundancies	-		19,684	60,957	(41,273)
Provision for Unwinding Total	-		19,684	60,957	(41,273)
Total Expenditure	640,752		990,334	801,023	189,311
Funding Contributions					
Welsh Government - Revenue Grant	(14,850)		0	0	0
SBCD Grant Revenue Contribution	(168,050)	7703	(723,000)	(198,645)	(524,355)
Partner Contributions	(400,000)	7703	(400,000)	(400,000)	0
Interest Income	0	8703	0	(36,471)	36,471
Total Income	(582,900)		(1,123,000)	(635,116)	(487,884)
Provision of Service - (Surplus) / Deficit	57,852		(132,666)	165,907	(298,573)

Movement to Reserves		
Description	2020/21 (£)	2021/22 (£)
Balance Brought Forward from previous year - (Surplus) / Deficit	(272,668)	(214,816)
Net Provision of Service - (Surplus) / Deficit	57,852	165,907
Balance Carry Forward - (Surplus) / Deficit	(214,816)	(48,910)

Agenda Item 9



Swansea Bay City Region Joint Committee - 23 June 2022

Joint Committee Revised Budget 2022/2023

Purpose:	To inform Joint Committee of a revised budget in respect of the administration and support functions for the Swansea Bay City Deal portfolio.
Policy Framework:	Swansea Bay City Region Joint Committee Agreement
Consultation:	Programme (Portfolio) Board
Recommendation(s):	It is recommended that Joint Committee 1) Considers and agrees the revised budget in respect of the administration required to support and deliver the Swansea Bay City Deal
Report Author:	Chris Moore, Section 151 Officer, SBCR
Finance Officer:	Chris Moore, Section 151 Officer, SBCR
Legal Officer:	Tracey Meredith, Monitoring Officer, SBCR

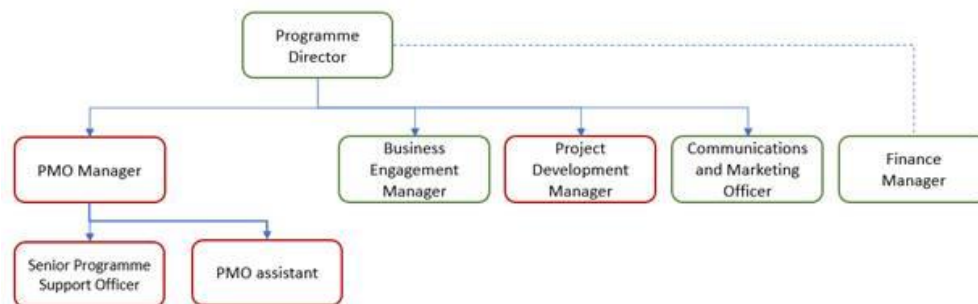
1. Introduction

- 1.1 Joint Committee has previously agreed and set a five-year operational budget which has been revised on a continual basis as the City. The Joint Committee received and agreed the last budget proposed on 9th July 2020.
- 1.2 This report brings the Joint Committee budget up to date. Changes have only been made in respect of the redundancy provision and inflationary adjustments.

2. Programme Management Office

- 2.1 The agreed budget in relation to the Programme Management Office, Joint Committee, Joint Scrutiny Committee, Legal and Monitoring Officer, Accountable Body and Internal Audit as per Joint Committee is set at £1.123m for the year ending 31st March 2023. The PMO is full operational and aligned with the budget based on the below agreed staffing establishment:

Programme Management Office Structure (Based on Option B2 of the PMO Structure report – Joint Committee 11th June 2020)



2.2 Joint Committee agreed the following in respect of the PMO staffing structure (as per 11th June 2020):

- 1) Option B2 as set out in Appendix A of the PMO Structure Report be approved as the Programme Management Office (PMO) Structure to enable recruitment to the PMO
- 2) The Programme Management Office structure be reviewed on a 12 month basis.

The current PMO budget (including non-staffing expenditure) demonstrates £779,564.

The Finance Manager, who is currently in post, will be directly responsible to the Programme Section 151 Officer.

3. Income Arrangements

- 3.1 There is an agreement to top slice 1.5% of the Government grant funding to support the administration of the City Deal (Agreed at Joint Committee 31st August 2019). This central funding is complemented with contributions of £50k from each of the key City Deal partners.
- 3.2 The current set budget is affordable within allocated budget subject to partner contributions and the front loading of the top slice of Government grant over a further three-year period by constituent Authorities.
- 3.3 Consideration needs to be given to partner contributions from 2023/24 onwards. The Joint Committee will need to discuss the future role and funding for the PMO beyond five years of PMO operations at suitable future date.
- 3.4 The current income allocation is detailed below:

Current Income and Expenditure Summary

Description	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Total Expenditure	818,242	990,334	1,047,566	1,083,034	1,117,462	5,056,636
Funding Contributions						
SBCD Grant Revenue Contribution	723,000	723,000	723,000	723,000	723,000	3,615,000
Partner Contributions	400,000	400,000	400,000	-	-	1,200,000
Total Income	1,123,000	1,123,000	1,123,000	723,000	723,000	4,815,000
Provision of Service - Surplus / (Deficit)	304,758	132,666	75,434	(360,034)	(394,462)	(241,636)

The total deficit of £241,636 will be funded from brought forward reserves, as outlined in Appendix A.

Partner Contribution

Partner*	£
Local Authorities	200,000
Universities**	100,000
Local Health Boards**	100,000
Total	400,000

*Partner contributions set at £50k per organisation for a five-year period to 2022/23.

4. Budget Basis and Assumptions

4.1 Assumptions

- Partner contributions have been included as per the commitment outlined in the JCA up to and including financial year 2022/23.
- Budget underspends will be transferred to a ring-fenced reserve for utilisation in future years.
- Salary costs have been based on the agreed PMO staffing structure (Joint Committee - 11th June 2020) represented at the top of grade, with an inflation rate of 2.75% going forward. The staffing budget is still subject to change as the new roles are subject to Carmarthenshire's Job Evaluation process.
- Redundancy costs have been estimated, the adjustments in years 3-5 are related to the PoMO being fully staffed and based on actual employee information. Surpluses on operational activities could potentially be utilised to support any increases to the current estimation.
- Inflationary rates have been updated to reflect the current economic climate and are included based on the below assumptions:

<u>Description</u>	<u>Inflationary Rates</u>			
	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>
Salary	2.75%	4.00%	2.50%	2.50%
Training	2.00%	4.00%	3.00%	2.50%
Premises	3.00%	4.00%	3.00%	2.50%
Transport	2.00%	4.00%	3.00%	2.50%
Supplies and Serv	2.00%	4.00%	3.00%	2.50%
Support Serv	2.00%	4.00%	3.00%	2.50%

- Costs in respect of the Administration functions have been provided by the Local Authority responsible for providing each function.

4.2 Financial Support Service

This allocation is in relation to the proportion of time charges in respect of the service provision of the Accountable Body function - specifically the Director of Corporate Services and Section 151 Officer (SBCD) and support officers. Costs (provided by Carmarthenshire County Council) are based on the requirement to attend Joint Committee and Programme Board meetings, and Joint Scrutiny Committee when required.

4.3 Audit Support Function

This charge is in respect of the Internal Audit function provided to the City Deal by Pembrokeshire County Council.

4.4 Legal and Democratic Support

This cost (provided by the City and County of Swansea) is broken down into two main areas:

4.5 Democratic – Joint Committee

This cost is based on 12 meetings per annum and the costs of hosting and preparing for these.

4.6 Monitoring Officer

This allocation is in relation to the proportion of time charges in respect of the service provision of the Monitoring Officer function - specifically the Head of Legal Services and SBCD Monitoring Officer, and support officers. Costs are based on the requirement to attend Joint Committee and Programme Board meetings, and Joint Scrutiny Committee when required.

4.7 Joint Scrutiny Committee

This cost (provided by Neath Port Talbot County Borough Council) is based on 6 meetings per annum and the costs of hosting and preparing for these.

5. Financial Implications


- 5.1 The total operational budget for 2022/23 is £1.048m, funding will be provided through partner contributions and the 1.5% top slice of Government grant.
- 5.2 Funding through the top slice of City Deal grant award is reliant upon the full package of the City Deal funding being achieved over the full fifteen-year period. The five-year operational budget is resourced utilising 1.5% of the City Deal grant award of the total grant award of £241m.
- 5.3 The Joint Committee budget is supported subject to the front loading of Government grant by Authorities over five years, due to the award of grant funding over a period of fifteen years.
- 5.4 Inherent financial implications exist with the translation of the top slice element of the City Deal Government grant from a capital grant award to supporting the revenue expenditure of the operational activities of the Joint Committee.
- 5.5 Surpluses that accrue in any year will be contained within the SBCD reserve account and will be utilised for future expenditure. The current five-year operational period of the Joint Committee, based on current estimates, is anticipated to operate within the current agreed funding profile for the full five-year period. This is based on the current staffing structure and will inevitably change as further projects obtain approval. Care needs to be taken to manage the budget within the over resource envelope and the budget should therefore not be fully committed until there is more surety over the income flows and the expenditure. The current forecasted rolling balance will help protect against over and underspends within the early years until the costs and income stabilise.
- 5.6 The budget will be reviewed later in the financial year and revised as appropriate for the next financial year and future years.

6. Legal Implications

- 6.1 There are no legal implications associated with this report.

Background Papers: None

Appendices: Appendix A (Joint Committee Revised Budget 2022/23 – Five Year Operational Budget)

		Joint Committee - Revised Budget					Five Year Operational Budget
		Year 3	Year 4	Year 5	Year 6	Year 7	
Programme Year		Year 1	Year 2	Year 3	Year 4	Year 5	
Operational Year		2020/21	2021/22	2022/23	2023/24	2024/25	Total
Expenditure							
<u>Programme Management Office</u>							
Salary (Inc. On-costs)		354,596	536,759	558,645	580,576	603,385	2,633,962
Training of Staff		25,500	26,010	27,050	27,862	28,558	134,981
Rents (The Beacon)		15,336	15,796	16,428	16,921	17,344	81,825
Rates (The Beacon)		6,772	6,975	7,254	7,472	7,659	36,132
Public Transport - Staff		2,000	2,040	2,122	2,185	2,240	10,587
Staff Travelling Expenses		16,000	16,320	16,973	17,482	17,919	84,694
Admin, Office & Operational Consumables		2,500	2,550	2,652	2,732	2,800	13,233
Furniture		12,000	1,000	1,040	1,071	1,098	16,209
Fees		25,000	25,500	26,520	27,316	27,998	132,334
ICTs & Computer Hardware		10,000	2,500	2,600	2,678	2,745	20,523
Subsistence & Meetings Expenses		8,000	8,160	8,486	8,741	8,960	42,347
Conferences, Marketing & Advertising		75,000	76,500	79,560	81,947	83,995	397,002
Projects & Activities Expenditure		14,000	14,280	14,851	15,297	15,679	74,107
Translation/Interpret Services		10,000	10,200	10,608	10,926	11,199	52,934
Printing & Copying		4,500	4,590	4,774	4,917	5,040	23,820
Programme Management Office Total		581,204	749,180	779,564	808,122	836,619	3,754,689
<u>Accountable Body</u>							
Wales Audit Office Financial Audit		25,000	25,000	26,000	26,780	27,450	130,230
Section 151 Officer		54,244	55,329	57,542	59,268	60,750	287,134
Accountable Body Total		79,244	80,329	83,542	86,048	88,200	417,363
<u>Legal and Governance</u>							
Monitoring Officer		34,705	35,659	37,086	38,198	39,153	184,802
Legal Advisory Fees		25,000	25,000	26,000	26,780	27,450	130,230
Legal and Governance Total		59,705	60,659	63,086	64,978	66,603	315,031
<u>Joint Committee</u>							
Room Hire		1,800	1,854	1,928	1,986	2,036	9,604
Subsistence & Meeting Expenses		3,360	3,427	3,564	3,671	3,763	17,786
Democratic, Scrutiny and Legal Support Costs		25,200	25,893	26,929	27,737	28,430	134,188
Joint Committee Total		30,360	31,174	32,421	33,394	34,229	161,578
<u>Joint Scrutiny Committee</u>							
Subsistence & Meeting Expenses		6,740	6,875	7,150	7,364	7,548	35,677
Travel		1,200	1,224	1,273	1,311	1,344	6,352
Democratic, Scrutiny and Legal Support Costs		20,105	20,658	21,484	22,129	22,682	107,058
Joint Scrutiny Committee Total		28,045	28,757	29,907	30,804	31,574	149,087
<u>Internal Audit</u>							
Audit Support		20,000	20,550	21,372	22,013	22,563	106,499
Internal Audit Total		20,000	20,550	21,372	22,013	22,563	106,499
<u>Provision for Unwinding of PMO</u>							
Redundancies		19,684	19,684	37,674	37,674	37,674	152,390
Provision for Unwinding Total		19,684	19,684	37,674	37,674	37,674	152,390
Total Expenditure		818,242	990,334	1,047,566	1,083,034	1,117,462	5,056,636
<u>Funding Contributions</u>							
SBCD Grant Revenue Contribution		723,000	723,000	723,000	723,000	723,000	3,615,000
Partner Contributions		400,000	400,000	400,000	-	-	1,200,000
Total Income		1,123,000	1,123,000	1,123,000	723,000	723,000	4,815,000
Provision of Service - Surplus / (Deficit)		304,758	132,666	75,434	(360,034)	(394,462)	(241,636)
<u>Movement to Reserves</u>							
Description	£	£	£	£	£	£	
Balance Brought Forward from previous year	272,668	577,426	710,093	785,527	425,493		
Net Provision of Service - Surplus / (Deficit)	304,758	132,666	75,434	(360,034)	(394,462)		
Balance Carry Forward	577,426	710,093	785,527	425,493	31,032		

Agenda Item 10



Swansea Bay City Region Joint Committee - 23 June 2022

Internal Audit Report

Purpose:	To seek approval from Joint Committee of the findings and actions of an internal audit review into the SBCD Portfolio
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Consultation:	Programme Board
Recommendation(s):	It is recommended that Joint Committee: 1) Approves the findings and actions of the internal audit review into the SBCD Portfolio as at Annex A
Report Author:	Chris Moore (SBCD S151 Officer)
Finance Officer:	Chris Moore (SBCD S151 Officer)
Legal Officer:	Tracey Meredith (SBCD Monitoring Officer)

1. Introduction

An audit review of the Swansea Bay City Deal (SBCD) has been carried out as agreed by the Swansea Bay City Deal Joint Committee.

2. Internal Audit

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

2.1 Audit Scope

<u>Area</u>	<u>Description</u>
Governance:	<ul style="list-style-type: none"> • Follow Up of Previous Recommendations • Follow Up of Gateway Review Recommendations • Decision Making • Assurance, Monitoring and Evaluation Arrangements • Registers of Interests and Related Parties
Financial Management:	<ul style="list-style-type: none"> • Budgetary Control • Investments • Grant Claims Process
Risk Management:	<ul style="list-style-type: none"> • Risk Management Arrangements
Project Management & Monitoring	<ul style="list-style-type: none"> • Project Management, Process and Monitoring • Project Outcomes and Benefit Realisation

The internal audit report has determined an audit assurance rating of 'Substantial'; There are none or few weaknesses in the adequacy and/or effectiveness of the governance, internal control, risk management and financial management arrangements, and they would either be unlikely to occur or their impact is not likely to affect the achievement of the SBCD objectives. This report will be presented to the Joint Committee within the 2022/23 financial year and was subject to delay in financial year 2021/22 due to the COVID-19 crisis and local elections.

The Strategic and Annual Audit Plans are approved by Joint Committee annually and regular reports are made to the Joint Committee throughout the year on progress and any significant weaknesses identified.

In addition to the planned work, the Internal Audit Unit undertakes fraud investigation and proactive fraud detection work.

2.2 The internal audit review into the Swansea Bay City Deal concluded the following recommendations:

<u>Audit Element</u>	<u>Recommendation</u>	<u>Timescale for Action</u>
Formal agreements should be signed with partners who have not signed up as part of the Joint Committee Agreement (i.e. Universities and Health Boards). All contributions due should then be paid or appropriate escalation/action taken. Not Complete – Swansea Bay City Deal are awaiting the signed formal agreement from one partner, who have requested further information. Confirmation was received that all partners are paid up to date.	Formal agreements should be signed with partners who have not signed up as part of the Joint Committee Agreement (i.e. Universities and Health Boards).	30 June 2022 (end of Q1 2022-23)
A procurement exercise has been undertaken to purchase project management software. Internal Audit were advised that there have been delays in concluding the procurement exercise, with an issue relating to insurance requiring resolution. Along with providing enhanced dashboard data, and formalising and providing consistency in reporting, the introduction of the software could release efficiencies within the Portfolio Management Office (and within Programmes/Projects) through reducing both duplication and the current administrative burden when consolidating Programme/Project level data to Portfolio level data.	Discussions to resolve the issue relating to the purchase of the Portfolio Management Software should be expedited, allowing efficiencies to be realised within the Portfolio Management Office.	30 June 2022 (end of Q1 2022-23)

<p>Reliance is placed upon Project Authority Lead’s to ensure the accuracy of transactions contained within the grant claim forms received from grant recipients. Testing confirmed that transaction lists are provided to the Finance Manager which supported entries contained within grant claims.</p> <p>It was noted that the Joint Committee Agreement states in Section 20.7 “if any Council provided with funding from the Government Funding to implement a project in the Swansea Bay City Deal it shall audit the finances and the discharge of functions relating to that project”.</p> <p>Currently, there is no consistent process in place to allow Swansea Bay City Deal to receive such assurance from Project Authority Leads. The introduction of a process whereby internal audit review results are communicated to Swansea Bay City Deal would allow the Section 151 Officer to receive a greater level of assurance when certifying grant claim forms.</p>	<p>Consultation should be undertaken with Project Authority Lead’s to ensure internal audit reviews are undertaken on the Headline Programmes/ Projects on a rolling basis. Swansea Bay City Deal should request that the outcome of any subsequent internal audit review is provided to the Section 151 Officer and Portfolio Management Office.</p>	<p>30 Sept 2021 (end of Q2 2021-22)</p>
<p>The Joint Committee approved the five-year budget (2020-21 to 2024-25) for the administration and support functions of the Swansea Bay City Deal on 09 July 2020. Quarterly updates on spend against budget, and the expected outturn position, have been provided during both 2020-21 and 2021-22. It was noted that the annual budget for 2021-22 was not submitted to Joint Committee for approval. The annual budget for 2022-23 has recently been reviewed by the Programme (Portfolio) Board, and is due to be presented to the next meeting of the Joint Committee for approval</p>	<p>To ensure the requirements outlined within the Joint Committee Agreement are complied with, the annual budget for Swansea Bay City Deal must be approved by the Joint Committee. This will ensure there is openness and transparency in the budget setting process, and allow the opportunity for Joint Committee to scrutinise any budget variations prior to the annual budget being set.</p>	<p>30 June 2022 (end of Q1 2022-23)</p>

3. Financial Implications

Financial implications as appropriate are detailed within the report and are linked to the recommendations.

4. Legal Implications

There are no legal implications associated with the 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:

Annex A: Internal Audit Report 2021/22

SWANSEA BAY CITY DEAL

Annex A

Report Issued to:

Chris Moore, Swansea Bay City Deal Section 151 Officer

Report Copied to:

Jon Burnes, Swansea Bay City Deal Portfolio Director

Report Copied to:

Richard Arnold, Swansea Bay City Deal Finance Manager

Report Copied to:

Tracey Meredith, Swansea Bay City Deal Monitoring Officer

Auditor:

Charlotte Hodges, Principal Auditor

Rationale for Audit:

Annual Risk Based Review

Internal Audit Report No:	21063 (2021-22)
Assurance Rating:	Substantial
Fieldwork Completed:	30 March 2022
Draft Report:	31 March 2022
Management Comments:	
Final Report Issued:	

Introduction and Objectives

An audit review of the Swansea Bay City Deal (SBCD) has been carried out as part of the 2021-22 Internal Audit Plan, as agreed by the Swansea Bay City Deal Joint Committee. The audit aims to provide assurance that Swansea Bay City Deal has adequate governance, internal control, risk management and financial management arrangements in place, which are operating effectively and assisting it to achieve its objectives.

Audit Scope

Governance:	<ul style="list-style-type: none">• Follow Up of Previous Recommendations• Decision Making• Assurance, Monitoring & Evaluation Arrangements
Internal Control:	<ul style="list-style-type: none">• Project Management, Process and Monitoring• Project Outcomes and Benefit Realisation
Financial Management:	<ul style="list-style-type: none">• Budgetary Control• Investments• Grant Funding
Risk Management:	<ul style="list-style-type: none">• Risk Management Arrangements

Methodology

<ul style="list-style-type: none">• Interviews with relevant officers
<ul style="list-style-type: none">• Review of systems
<ul style="list-style-type: none">• Reviewing supporting documentation
<ul style="list-style-type: none">• Sample Testing

Executive Summary

Good progress has continued to be made since the previous internal audit review to strengthen arrangements, through the implementation of recommendations made and continued development of the control framework.

An Assurance Framework has been developed to bring structure to the rigour, effectiveness and frequency of assurance activities for the Portfolio, Programmes/Projects and their associated workstreams. Welsh Government approval of the Framework is pending. A Change Control Procedure has been established, and approved by the Joint Committee. This Procedure has been utilised once since it was introduced, with no issues identified from review of the Change Control Request and associated documentation although it is acknowledged that the Change Control Procedure will require further refinement as more Programmes/Projects move through this process.

A standardised process for monitoring outputs, outcomes and impacts has been developed, with the Portfolio Management Office gathering baseline benefit realisation data during 2021-22. Moving forward in 2022-23, benefit realisation data will be collated quarterly, and submitted to the Joint Committee and other Governance Boards for update and scrutiny. It is also intended that an annual benefit realisation report will be produced from 2022-23. The introduction of Project Management Software should be expedited to support, streamline and strengthen processes as well as creating efficiencies within the Portfolio Management Office.

The five-year budget for Swansea Bay City Deal was approved by Joint Committee on 09 July 2020. The budget for 2022-23 has been reviewed by the Programme (Portfolio) Board, and is due to be submitted to the Joint Committee at its next meeting. Business Cases for all nine Headline Programmes/Projects have received Ministerial approval, and are either in delivery or are in the process of moving to delivery stage. For Programmes/Projects which are in delivery, funding agreements are in place, with funding being released to aid delivery. A grant claim process has been developed to support the movement of funding to Project Authority Leads. There is an opportunity to strengthen the assurance received by the Section 151 Officer when signing grant claims through the use of local internal audit reviews.

FOLLOW UP OF PREVIOUS RECOMMENDATIONS

Of the five recommendations made (and accepted) during the previous audit review in 2020-21, three have been addressed. The risk resulting from one recommendation has been accepted, and is included as an item on the Portfolio Risk Register. The remaining recommendation is partially complete:

- Formal agreements should be signed with partners who have not signed up as part of the Joint Committee Agreement (i.e. Universities and Health Boards). All contributions due should then be paid or appropriate escalation/action taken. *Not Complete – Swansea Bay City Deal are awaiting the signed formal agreement from one partner, who have requested further information. Confirmation was received that all partners are paid up to date.*

RECOMMENDATION

Formal agreements should be signed with partners who have not signed up as part of the Joint Committee Agreement (i.e. Universities and Health Boards).

Grade: Important

MANAGEMENT RESPONSE

Further information has been provided to the remaining partner. Confirmation has been received that the partner is content to sign and will forward imminently.

Responsible Officer

Chris Moore

Timescale for Action

April 22

PROJECT MANAGEMENT, PROCESS AND MONITORING

A procurement exercise has been undertaken to purchase project management software. Internal Audit were advised that there have been delays in concluding the procurement exercise, with an issue relating to insurance requiring resolution. Along with providing enhanced dashboard data, and formalising and providing consistency in reporting, the introduction of the software could release efficiencies within the Portfolio Management Office (and within Programmes/Projects) through reducing both duplication and the current administrative burden when consolidating Programme/Project level data to Portfolio level data.

Page 96

RECOMMENDATION

Discussions to resolve the issue relating to the purchase of the Portfolio Management Software should be expedited, allowing efficiencies to be realised within the Portfolio Management Office.

Grade: Important

MANAGEMENT RESPONSE

The PoMO have escalated the issue to the Portfolio SRO and S151 and work is ongoing to resolve the issues as a matter of urgency. Notwithstanding this, the PoMO has also developed a dashboard in order to improve reporting, which will form the basis of the dashboard within the P3M software. The PoMO has also continued to ensure consistency in reporting requirements by undertaking regular reviews, seeking regular feedback from SBCD stakeholders and SRO's and continuing to obtain external assurance at a Portfolio level in order to ensure governance and its processes are appropriate, proportionate and fit for purpose.

Responsible Officer

Jonathan Burnes

Timescale for Action

Quarter 1 2022/23

BUDGETARY CONTROL

The Joint Committee approved the five-year budget (2020-21 to 2024-25) for the administration and support functions of the Swansea Bay City Deal on 09 July 2020. Quarterly updates on spend against budget, and the expected outturn position, have been provided during both 2020-21 and 2021-22. It was noted that the annual budget for 2021-22 was not submitted to Joint Committee for approval. The annual budget for 2022-23 has recently been reviewed by the Programme (Portfolio) Board, and is due to be presented to the next meeting of the Joint Committee for approval. In relation to annual budget setting, the Joint Committee Agreement states:

- Section 7.1(l) states: “The Accountable Body shall: Report to the Joint Committee on the proposed budget for the Accountable Body costs, the Economic Strategy Board costs, Joint Committee costs, Joint Scrutiny costs, Programme Board costs and Portfolio Management Office costs before the commencement of each financial year for agreement”; and
- Section 19.1(a) states: “The Joint Committee shall agree a budget for the Accountable Body Costs, Economic Strategy Board Costs, Joint Committee Costs, Joint Scrutiny Committee Costs, Programme Board Costs and Portfolio Management Office Costs on a rolling 3 year basis. The Joint Committee shall review this budget annually and before the commencement of each financial year and shall agree the Annual Costs Budget each year with year 1 being confirmed and years 2 and 3 being indicative”.

Whilst it is acknowledged that the Joint Committee have approved a five-year budget for Swansea Bay City Deal, approval of the annual budget underpins expected income and expenditure profiles for the distinct financial years, and allows movement from the original budget approval to be ratified by the formally constituted body.

RECOMMENDATION

To ensure the requirements outlined within the Joint Committee Agreement are complied with, the annual budget for Swansea Bay City Deal must be approved by the Joint Committee. This will ensure there is openness and transparency in the budget setting process, and allow the opportunity for Joint Committee to scrutinise any budget variations prior to the annual budget being set.

Grade: Important

MANAGEMENT RESPONSE

The annual budget for 2022/23 has been presented to programme board and will be approved at the next Joint Committee on June 23rd 2022.

Responsible Officer

Chris Moore

Timescale for Action

Quarter 1 2022/23

GRANT FUNDING

Since the last internal audit review, the process of distributing grant funding to Project Authority Lead's on receipt of grant claim forms has commenced. Review of the process developed for receipt of grant claims and supporting documentation, prior to disbursement of funds to Project Authority Lead's did not identify any issues, with the process having evolved during 2021-22 to ensure a suitable control framework is in place.

Reliance is placed upon Project Authority Lead's to ensure the accuracy of transactions contained within the grant claim forms received from grant recipients. Testing confirmed that transaction lists are provided to the Finance Manager which supported entries contained within grant claims.

It was noted that the Joint Committee Agreement states in Section 20.7 "if any Council provided with funding from the Government Funding to implement a project in the Swansea Bay City Deal it shall audit the finances and the discharge of functions relating to that project". Currently, there is no consistent process in place to allow Swansea Bay City Deal to receive such assurance from Project Authority Leads. The introduction of a process whereby internal audit review results are communicated to Swansea Bay City Deal would allow the Section 151 Officer to receive a greater level of assurance when certifying grant claim forms.

RECOMMENDATION

Consultation should be undertaken with Project Authority Lead's to ensure internal audit reviews are undertaken on the Headline Programmes/ Projects on a rolling basis. Swansea Bay City Deal should request that the outcome of any subsequent internal audit review is provided to the Section 151 Officer and Portfolio Management Office.

Grade: Opportunistic

MANAGEMENT RESPONSE

Consultation will be undertaken with Regional Local Authorities to ensure internal audit review's of projects are shared with the Accountable Body and PoMO to strengthen assurance measures upon processing of grant claims.

Responsible Officer

Chris Moore

Timescale for Action

Quarter 2 2022/23

ASSURANCE RATINGS

Level of Assurance	Description	Standard Circulation
Substantial	There are no or few weaknesses in the adequacy and/or effectiveness of the governance, internal control, risk management and financial management arrangements, and they would either be unlikely to occur or their impact is not likely to affect the achievement of the SBCD objectives.	Section 151 Officer/Portfolio Director/Finance Manager/Monitoring Officer Programme (Portfolio) Board/Joint Committee
Moderate	There are some weaknesses in the adequacy and/or effectiveness of the governance, internal control, risk management and financial management arrangements, but these are unlikely to have a significant effect on the achievement of the SBCD objectives.	Section 151 Officer/Portfolio Director/Finance Manager/Monitoring Officer Programme (Portfolio) Board/Joint Committee
Limited	There are a number of weaknesses in the adequacy and/or effectiveness of the governance, internal control, risk management and financial management arrangements, which, in aggregate, could have a significant effect on the achievement of the SBCD Objectives.	Section 151 Officer/Portfolio Director/Finance Manager/Monitoring Officer Programme (Portfolio) Board/Joint Committee

RECOMMENDATION GRADING

Seriousness	Action Required
Critical	High risk that requires prompt strategic or operational action.
Important	Medium risk that requires strategic or operational action.
Opportunistic	Potential to strengthen the service by taking advantage of a situation

Low level findings will be reported during the exit interview.

LIMITATIONS IN ASSURANCE

It should be noted that full testing was not undertaken as part of this audit review, therefore the results should be considered in this context.

ACKNOWLEDGEMENT

We would like to take this opportunity to thank all staff involved for their co-operation during the audit review.

CONTACT DETAILS

If the Internal Audit Service can be of any further assistance please contact:

- Matthew Holder, Audit, Risk & Counter Fraud Manager
- Charlotte Hodges, Principal Auditor

Agenda Item 11



Swansea Bay City Region Joint Committee - 23 June 2022

Audit Wales - Audit Plan 2021/22

Purpose:	The purpose of this report is to inform Joint Committee of the plan and scope in respect of the external audit of the Swansea Bay City Deal Statement of Accounts.
Policy Framework:	Swansea Bay City Deal Joint Committee Agreement
Consultation:	Accountable Body
Recommendation(s):	It is recommended that: 1) Joint Committee review and agree the proposed plan and scope of the external audit (appendix A) to be undertaken by Audit Wales of the Swansea Bay City Deal Joint Committees Statement of Accounts.
Report Author:	Chris Moore
Finance Officer:	Chris Moore, Section 151 Officer, SB CD
Legal Officer:	Tracey Meredith, Monitoring Officer, SB CD

1. Introduction

The Auditor General is the auditor for Carmarthenshire County Council and this plan summarises the work to be carried out to discharge his responsibilities under the Public Audit (Wales) Act 2004.

Carmarthenshire County Council hold responsibility of the **Accountable Body** function on behalf of the Swansea Bay City Deal Joint Committee.

This report outlines the proposed audit plan and scope of the external audit to be undertaken by Audit Wales of the Swansea Bay City Deal Joint Committees Statement of Accounts.

2. Audit Wales Report

The attached report (appendix A) by the Audit Wales outlines the detailed plan and scope of the external audit assessment to be undertaken of the Joint Committees Statement of accounts.

3. Financial Implications

The presented report is an Audit Wales Report and any implications are detailed within the report.

4. Legal Implications

There are no further implications with this report.

Background Papers: None

Appendices: Appendix A - Wales Audit Office – 2021/22 Audit Plan – Swansea Bay City Deal Region Joint Committee.

2022 Audit Plan – Swansea Bay City Deal Region Joint Committee

Audit year: 2021-22

Date issued: June 2022

Document reference: 3024A2022

This document has been prepared as part of work performed in accordance with statutory functions.

Audit Wales is the non-statutory collective name for the Auditor General for Wales and the Wales Audit Office, which are separate legal entities each with their own legal functions. Audit Wales is not a legal entity and itself does not have any functions.

No responsibility is taken by the Auditor General or the staff of Audit Wales in relation to any member, director, officer or other employee in their individual capacity, or to any third party.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000. The section 45 Code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales, Audit Wales and, where applicable, the auditor acting on behalf of the Auditor General are relevant third parties. Any enquiries regarding disclosure or re-use of this document should be sent to Audit Wales at infoofficer@audit.wales.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

Contents

2022 Audit Plan	
About this document	4
My duties	4
Impact of COVID-19	4
Audit of financial statements	4
Performance audit	6
Statutory audit functions	7
Fee, audit team and timetable	7

2022 Audit Plan

About this document

- 1 This document sets out the work I plan to undertake during 2022 to discharge my statutory responsibilities as your external auditor and to fulfil my obligations under the Code of Audit Practice.

My duties

- 2 I complete work each year to meet the following duties.

Audit of financial statements

- 3 Each year I audit the Joint Committee's financial statements to make sure that public money is being properly accounted for.

Value for money

- 4 The Joint Committee has to put in place arrangements to get value for money for the resources it uses, and I have to be satisfied that it has done this.

Impact of COVID-19

- 5 The COVID-19 pandemic has had an unprecedented impact on the United Kingdom and the work of public sector organisations.
- 6 While Wales is currently at Coronavirus Alert Level 0, Audit Wales will continue to monitor the position and will discuss the implications of any changes in the position with your officers.

Audit of financial statements

- 7 It is my responsibility to issue a certificate and report on the financial statements. This includes:
 - an opinion on the on the 'truth and fairness' of the Joint Committee's financial statements for the financial year ended 31 March 2022; and
 - an assessment as to whether the Joint Committee's Narrative Report and Annual Governance Statement is prepared in line with the CIPFA Code and relevant guidance and is consistent with the financial statements and with my knowledge of the Joint Committee.
- 8 I do not seek to obtain absolute assurance on the truth and fairness of the financial statements and related notes but adopt a concept of materiality. My aim is to identify material misstatements, that is, those that might result in a reader of the

accounts being misled. The levels at which I judge such misstatements to be material will be reported to the Joint Committee prior to completion of the audit.

- 9 Any misstatements below a trivial level (set at 5% of materiality) I judge as not requiring consideration by those charged with governance and therefore will not report them.
- 10 There have been no limitations imposed on me in planning the scope of this audit.
- 11 I will also report by exception on a number of matters which are set out in more detail in our [Statement of Responsibilities](#), along with further information about my work.

Audit of financial statements risks

- 12 The following table sets out the significant risks I have identified for the audit of the Joint Committee.

Exhibit 1: financial statement audit risks

This table summarises the key financial statement audit risks identified at the planning stage of the audit.

Audit risk	Proposed audit response
Significant risks	
<p>Management Override The risk of management override of controls is present in all entities. Due to the unpredictable way in which such override could occur, it is viewed as a significant risk [ISA 240.31-33].</p>	<p>We will:</p> <ul style="list-style-type: none"> • test the appropriateness of journal entries and other adjustments made in preparing the financial statements; • review accounting estimates for biases; and • evaluate the rationale for any significant transactions outside the normal course of business.

Audit risk	Proposed audit response
Significant risks	
<p>Related parties</p> <p>Disclosure of related party transactions are important as these transactions identify relationships that might materially prevent a body pursuing its separate interests or allow the body to prevent another party from pursuing its interests independently.</p> <p>We have identified related party transactions as material to the accounts as they can provide scope to distort financial information and/or obscure the substance of transactions.</p> <p>We have previously reported, in our ISA260 Report, weaknesses in the Joint Committee’s system for identifying and recording related party transactions.</p>	<p>We will review the arrangements in place for monitoring and recording declarations of interest.</p> <p>We will carry out detailed audit testing to ensure that related party transactions are accurately recorded, relate to the financial period.</p>

Performance audit

- 13 In addition to my Audit of Financial Statements, I also carry out a programme of performance audit work to discharge my duties as Auditor General as set out on **page 4** in relation to value for money.
- 14 In response to the pandemic, I adopted a flexible approach to my performance audit work both in terms of topic coverage and methodology. This enabled me to respond to the fast-moving external environment and provide more real-time feedback in a range of formats.
- 15 We also understand that the introduction of Corporate Joint Committees under the Local Government and Elections (Wales) Act 2021 may impact on future organisational structure and governance arrangements for the Joint Committee. This may result in some additional audit work on any newly introduced arrangements. Should this occur, I will discuss any potential fee implications with the Joint Committee.

Exhibit 3: performance audit programme 2022-23

This table summarises the performance audit programme for 2022-23

Performance audit programme	Brief description
Assurance and Risk Assessment	<p>Project to identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Joint Committee putting in place proper arrangements to secure value for money in the use of resources.</p> <p>This year the project is likely to focus on the range and availability of performance information and how the Committee uses this to assure itself that it is making the expected progress and delivering value for money in all its activities.</p>

Statutory audit functions

- 16 In addition to the audit of the accounts, I have statutory responsibilities to receive questions and objections to the accounts from local electors. These responsibilities are set out in the Public Audit (Wales) Act 2004:
- Section 30 Inspection of documents and questions at audit; and
 - Section 31 Right to make objections at audit.
- 17 As this work is reactive, I have made no allowance in the fee table below. If I do receive questions or objections, I will discuss potential audit fees at the time.

Fee, audit team and timetable

- 18 My fees and planned timescales for completion of the audit are based on the following assumptions:
- the financial statements are provided in accordance with a timescale to be agreed taking into account the impact of COVID-19, to the quality expected and have been subject to a robust quality assurance review;
 - information provided to support the financial statements is in accordance with the agreed audit deliverables document;
 - appropriate accommodation and facilities are provided to enable my audit team to deliver the audit in an efficient manner;

- all appropriate officials will be available during the audit;
- you have all the necessary controls and checks in place to enable the Responsible Financial Officer to provide all the assurances that I require in the Letter of Representation addressed to me; and
- Internal Audit's planned programme of work is complete and management has responded to issues that may have affected the financial statements.

19 If I do receive questions or objections, I will discuss potential audit fees at the time.

Fee

20 As set out in our Fee Scheme 2022-23, our fee rates for 2022-23 have increased by an average of 3.7%, as a result of the need to continually invest in audit quality and in response to increasing cost pressures.

21 The estimated fee for 2022 is set out in **Exhibit 2**. This represents a 22.7% increase compared to your 2021 fee. The performance fee has increased beyond the 3.7% fee increase to cover additional work potentially needed to identify the level of audit assurance and/or where further audit work may be required in future years, in relation to risks to the Joint Committee putting in place proper arrangements to secure value for money in the use of resources and the ongoing delivery of City Deal. Given the ongoing discussion on the future arrangements we will keep this fee and associated work in view with the Joint Committee.

Exhibit 2: audit fee

This table sets out the proposed audit fee for 2022, by area of audit work, alongside the actual audit fee for last year.

Audit area	Proposed fee (£) ¹	Estimated fee last year (£)
Audit of accounts ²	11,330	10,925
Performance audit work ³	10,500	6,860
Total fee	21,830	17,785

22 Planning will be ongoing, and changes to my programme of audit work, and therefore my fee, may be required if any key new risks emerge. I shall make no changes without first discussing them with the Joint Committee.

¹ Notes: The fees shown in this document are exclusive of VAT, which is not charged to you.

² Payable November 2021 to October 2022.

³ Payable April 2022 to March 2023.

23 Further information can be found in my [Fee Scheme 2022-23](#).

Audit team

24 The main members of my team, together with their contact details, are summarised in **Exhibit 3**.

Exhibit 3: my audit team

This table lists the members of the local audit team and their contact details.

Name	Role	Contact number	E-mail address
Richard Harries	Engagement Director	07789 397018	Richard.Harries@audit.wales
Jason Blewitt	Audit Manager (Financial Audit)	07970 737478	Jason.Blewitt@audit.wales
Non Jenkins	Audit Manager (Performance Audit)	07879 848671	Non.Jenkins@audit.wales
Lucy Herman	Audit Lead (Financial Audit)	02920 320680	Lucy.Herman@audit.wales

25 We can confirm that team members are all independent of you and your officers.

Timetable

26 The key milestones for the work set out in this plan are shown in **Exhibit 4**.

27 The Public Audit (Wales) Act 2004 provides electors with the right to ask questions and to make objections to the Authority's accounts to the Auditor General. The rights to ask questions and make objections at audit are linked to electors' rights to inspect the accounts that are also set out in the 2004 Act.

Exhibit 4: audit timetable

Planned output	Work undertaken	Report finalised
2022 Audit Plan	June 2022	June 2022
Audit of Financial Statements work: <ul style="list-style-type: none"> • Audit of Financial Statements Report • Opinion on Financial Statements 	June – July 2022	July 2022
Performance audit work: <ul style="list-style-type: none"> • Assurance and Risk Assessment 	Timescales for our work will be discussed with you and detailed within the specific project briefings.	



Audit Wales
24 Cathedral Road
Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: info@audit.wales

Website: www.audit.wales

We welcome correspondence and telephone calls in Welsh and English.
Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

Agenda Item 12



Swansea Bay City Region Joint Committee - 23 June 2022

Swansea Bay City Deal Showcase Event Feedback

Purpose:	To provide Joint Committee with a post event report covering the City Deal Showcase Event held on March 3 rd 2022 as at Annex A
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Report Authors:	Peter Austin (SBCD Business Engagement Manager) Heidi Harries (SBCD Comms and Marketing Officer)
Finance Officer:	Chris Moore (SBCD S151 Officer)
Legal Officer:	Tracey Meredith (SBCD Monitoring Officer)
For Information	

1. Introduction

As previously advised, the SBCD PoMO organised a City Deal Showcase Event on March 3rd 2022 at Parc y Scarlets.

Attended by Minister David TC Davies MP and Minister Rebecca Evans MS, the purpose of the event was to:

- Acknowledge and celebrate that the SBCD Portfolio has been approved by both the Welsh Government and UK Government and is in full delivery through the nine headline programmes and projects
- Provide insights into the portfolio with an emphasis on the opportunities for businesses and other key stakeholders to be informed and involved during delivery
- Allow all guests to network and discuss their roles, organisations and future opportunities

The attached report summarises the event, which includes the preparations, running of the event, it's evaluation by attendees and presenters and lessons learned to incorporate into future events.

The event evaluation indicates that the event was timely, well organised and a resounding success based on attendance levels and positive feedback.

The post event report is attached at Annexe A

2. Financial Implications

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

3. Legal Implications

There are no legal implications associated with this report.

4. 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

Annex A – Swansea Bay City Deal Showcase Event Report



Swansea Bay City Deal

Showcase Event Report

March 3rd 2022, Parc Y Scarlets

Written by:

Peter Austin, Business Engagement Manager,
Heidi Harries, Marketing and Communications Officer

Event Summary



185 attendees,
including Project teams



50% of attendees from
private sector



19% of attendees sent
survey responses



100% of people surveyed
wanted would attend a
future SBCD event



Event rated as 8.3/10 with
37% people surveyed
scoring it 10/10



“The progress made by the Swansea Bay City Deal in the past year is truly inspiring, all projects have made significant advancement, and this is to be applauded given the difficult economic and social climate of recent times. The buzz at the event was palpable and the Leaders of each respective Council and political partners did well to convey that the future is bright, and direction of travel is onwards for the region.”

Adrian Sutton, Managing Director Vortex, part of Marston Holdings

1. Introduction

This report summarises the Swansea Bay City Deal (SBCD) event, which includes the preparations, running of the event, it's evaluation by attendees and presenters and lessons learned to incorporate into future events.

The event evaluation indicates that the event was timely, well organised and a resounding success based on attendance levels and positive feedback.

2. Purpose of the Event

The SBCD Showcase event was run to:

- Acknowledge and celebrate that the SBCD Portfolio has been approved by both the Welsh Government and UK Government and is in full delivery through the nine headline programmes and projects
- Provide insights into the portfolio with an emphasis on the opportunities for businesses and other key stakeholders to be informed and involved during delivery
- Allow all guests to network and discuss their roles, organisations and future opportunities



“It was great to be at the Swansea Bay City Deal showcase event. Excellent to hear that the funding has now been allocated, and all nine projects have now been approved. We are proud to be part of these projects driving economic development and growth.”

Russell Greenslade, Chief Executive, Swansea Business Improvement District (BID)

3. Attendance Numbers and Invites



185 people attended the SBCD Showcase event, which comprised of 165 delegates from the private, public and not for profit sectors and 20 delegates from the SBCD project teams and the Portfolio Management Office.

- 50% of attendees were from private sector
- 21% of attendees were from education sector
- 21% of attendees were from public or other sector associated with projects

309 invitations were issued with 212 registrations. The invitations were compiled from a combination of Portfolio stakeholders, governance groups, programme and project nominees and key regional businesses and business representative organisations. Each project and programme had the opportunity to provide up to 15 invitees.

Ministers from both UK Government and Welsh Government were invited with attendance at the event from Minister David TC Davies MP and Minister Rebecca Evans MS. Both of which spoke at the event.

Eventbrite used for the management and monitoring of invitees.

3. Date and Venue

The half day event took place between 9am and 2pm on Thursday 3rd March 2022. The date was chosen by factoring in the:

- Availability of UK Government and Welsh Government Ministers
- Availability of the Chairs of Joint Committee, Programme Board and Economic Strategy Board (ESB)
- Pre-Election Period restrictions from the 18th March – 6th May 2022
- Availability of a suitable venue

A save the date flyer was sent to the SBCD governance group members, including ESB and project leads and Senior Responsible Owners on the 16th December 2021. Noting that the only significant clash was Pembrokeshire County Council as they had full Council on the same date which meant the Leader and Chief Executive were unable to attend.

The chosen venue was Parc Y Scarlets in Llanelli.

Factors considered in the shortlisting and chosen venue included availability on the 3rd March, ability to accommodate and cater for 200+ attendees with Covid compliancy, cost, facilities to host the breakout sessions and regionally accessible.

The shortlisted options on this basis were Parc Y Scarlets and the Swansea.com stadium.



Wow!, what an incredible event!

The City Deal development, as Cllr Rob Stewart Leader of Swansea Council calls it, is in the “sexy phase”.

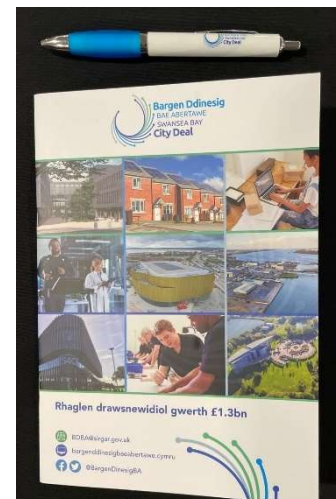
Bernie Davies, Owner, Introbiz

4. Fulfilment Requirements

The fulfilment used to service the event and future events included:

- Portfolio Brochure: Bilingual document with summary of each programme and project, as well as a progress update to date.
- Pull-up Banners: One for the overall City Deal and for each of the 9 programmes and projects.
- Lanyards: Branded with SBCD to hold the delegates name badges.
- Pens: Ballpoint pens branded with SBCD.

Carmarthenshire County Council Graphics department was the chosen supplier for graphic design and production. The SBCD Communications and Marketing Officer led the design and production of the fulfilment items liaising with the project leads for narrative, content and approval.



“What a great turnout for the Swansea Bay City Deal event. It was fantastic to hear about the various projects across the region and we are looking forward to the future.”

Nick Gorvett, Partnerships Manager, 2B Enterprising

5. Event Format

The showcase event was a live physical event within the region and was delivered in four key sections during the five-hour event:

- **Networking:** All nine projects and programmes were set out in the main room as a marketplace approach where attendees were able to visit each stand to engage and ask questions. SBCD colleagues were available in the registration, breaks and lunchtime networking sessions
- **Headline speakers:** Councillor Emlyn Dole, Councillor Rob Stewart, Minister David TC Davies, Minister Rebecca Evans and Chris Foxall
- **Project/programme updates:** Jon Burnes compèred the sessions with a representative from each project and programme providing a five-minute overview
- **Breakout sessions:** Three parallel breakout sessions were run for Skills and Talent, Social Value and Floating Offshore Wind. Further details can be found below

Due to uncertainty in the run up to the even on Covid restrictions a contingency was in place to run the event digitally through a platform called Remo, which was kindly supported by the Wales Co-operative.

A decision was made to make the event as PowerPoint light as possible. Several projects produced and shared video footage of their projects and programmes.

6. Breakout Sessions

Three breakout sessions were run in parallel at the SBCD Showcase event:

- a) Skills & Talent Initiative
- b) Social Value
- c) Floating Offshore Wind (FLOW)



Skills and Talent

This session, delivered by the Regional Learning and Skills Partnership (RLSP), discussed future skills needs and potential delivery models, as this regional project is a golden thread across the portfolio. Topics covered included what the programme aims to deliver, the process to be followed and current status.

The presentation also covered the recently completed skills barometer, the projected key growth areas over the next 10 years and introduced the skills and talent fund.

Social Value

This session, delivered by the Wales Co-op, was titled “What is Social Value and how does it relate to economic regeneration and the foundational economy?”

Panellists chosen from the worlds of construction, SMEs and social business discussed how to maximise the social value of the investments in the region.

The session considered the meaning of social value, approaches to delivery and the positive impact it can have on communities.

Floating Offshore Wind (FLOW)

This session, delivered by Celtic Sea Power discussed the importance and potential of FLOW to the region. It discussed:

- The opportunities for the offshore renewable sector
- Explained the Celtic Sea developer’s alliance and the Celtic Sea Cluster
- The potential for creating a sustainable regional industry from industrial scale FLOW

The table below summarises the number of attendees at each breakout session:

Title	Number of Attendees
Skills and Talent	50
Social Value	32
Floating Offshore Wind (FLOW)	28
Total	110

“An enjoyable and very informative conference one which showed such a variety of projects in particular Pembroke Dock Marine’s green energy and engineering, Homes as Power Stations which could be invaluable in future energy generation and the Digital Infrastructure which is vital South Wales technology development.”

Huw Bala, Project Manager, Tinopolis

7. COVID Precautions

Throughout the planning and running of the event, the PoMO ensured that Covid restrictions and guidelines were followed. The PoMO worked with Carmarthenshire County Council Health and Safety team and Parc y Scarlets, and an event Covid risk assessment was prepared. Caveated by the ongoing announcements from Welsh Government, the assessment considered (not exclusively):

- Ideas to preventing overcrowding
- Access to the event and breakout rooms
- Seating arrangements
- Room flow
- Catering arrangements

Attendees were advised to take a Covid test before attending and not to attend if this was positive or if they had any of the recognised symptoms. Two registered attendees informed us of a positive test and forwarded their apologies.

“Attending the City Deal Showcase Event was a fantastic opportunity to catch up on the excellent progress made on the deal so far and it’s great to hear that all of the projects have now been approved. I’m looking forward to seeing the plans come into reality and the growth and regeneration it will bring to the region.”

Sharon Adams, Commercial Manager, Port of Milford Haven

8. Event Costs

The following table shows the breakdown of the associated event costs:

Item	Quantity	Cost
Venue	1	£7,350
Graphic design	1	£1,845
Brochure print*	1000	£586
Pop up stands*	10	£1,000
Pens*	1000	£744
Lanyards*	300	£605
TOTAL		£12,130

*Promotional materials that will be used for multiple events

9. Event Feedback and Evaluation

Event feedback has been very positive with attendees expressing gratitude for the event taking place in person, rather than digital and highlighting that it feels like we're getting back to a sense of normality following the lifting of Covid restrictions.

The evaluation of the event was done in three parts:

- a) Project leads feedback
- b) Social media feedback (LinkedIn)
- c) Post Event Evaluation Survey

9.1. Project Leads Feedback

Seven project representatives fed back on the event. A summary of their responses to a short survey included:

- Overall, the event was deemed a success with terms such as timely, professional, positive atmosphere and seamless delivery
- The arrangements leading up to the event were largely positive. The only consideration was clarity on what projects were to present, sharing the agenda and invitee list with all project leads prior to the event
- The positives about the event included project and programme updates, networking face to face and the food
- One respondent commented on what could be improved which related to limiting numbers of attendees from each organisation and more consideration given for mobility at the venue
- One respondent commented that in future events it would be better to have a more frequent sight on the attendees during the planning process
- The majority had the opportunity to make new contacts at the event and some which have already led to follow up meetings
- Suggestions for future events included fewer presentations, invite more private sector organisations, more details on individual projects, more breakout session options, more focused areas and success stories
- One respondent suggested running an annual event
- All respondents thought Parc Y Scarlets was a suitable venue
- All respondents thought the breakout sessions were useful and informative

9.2. Social Media Feedback (LinkedIn)

The report has quotes from attendees throughout highlighting feedback on the event. In addition, below are a few further comments that were taken from LinkedIn:

"Many thanks for the kind invitation to the event and apologies that I couldn't stay for the workshops. Very impressed with the scale & scope of the presentations. Lots to digest. Please keep me in mind for any future updates."

Lawrence Bailly, Owner, Whiterock

“Great to see so many! And the progress! Well done all!”

James Davies, CEO, Industry Wales

“Fantastic to hear an update on the Swansea Bay city deal! Congratulations on all the approved projects.”

Jo Price, Nations Manager, Wales Institute of Directors

“It was great to see so many people at the Swansea Bay City Deal event today. Excellent projects being undertaken and in the pipeline within South Wales.”

Kelly Meredith-Jones, Business Development Manager, Knights Brown

9.3. Post Event Evaluation Survey

The post event survey was sent to everyone that attended the event. It contained 16 questions that would determine what attendees thought about the event and guide us for future event planning.















The survey had a 19% response rate or 31 out of the 165 attendees.

Summarised qualitative feedback included:

- Excellent session - great to meet people, learn more and take away new ideas
- Excellently planned event
- Good level of attendance, hectic schedule, and good information and presentations.
- Got important and useful info but would have liked more time to network with others. especially RLSP employers
- Great venue and location. Speakers and updates along with the breakout sessions were very informative
- It was a great event - and my first in-person one since the pandemic. Great content and opportunities to network
- It was a great event - well done
- More time for networking would have been good
- Overall, I found everything good but my expectations in the breakout session wasn't what I expected
- The only reason I didn't score this question higher is on the basis that I would have liked to attend more than one break out session, as they were all very interesting topics
- This was organised well and had a cross section of key stakeholders which encourage conversation and understanding. Well done everyone
- Very useful and well run

City Deal funding opportunities Support update future
projects information Networking understand city deal awareness
understanding

Below are the key quantitative outcomes from the survey:

 <p>19% response rate</p>	 <p>Rated event as 8.3/10 with 37% scoring 10/10</p>
 <p>35% Private 32% Public 13% Education</p>	 <p>100% wanted to attend a future SBCD event</p>
 <p>47% wanted to find out about the projects</p>	 <p>Rated 4.4/5 for project updates</p>
 <p>31% wanted to network</p>	 <p>Rated 4.2/5 for networking opportunities</p>
 <p>Rated 4.5/5 for headline speakers</p>	 <p>74% rated 8+ on how useful the event was</p>
 <p>Rated 4.2/5 for breakout session</p>	 <p>Rated 4.4/5 for event duration</p>
 <p>74% rated the venue as 5/5</p>	 <p>Rated 4.6/5 for the location</p>

10. Lessons Learned

Following preparations, feedback and evaluations, the subsequent lessons learned will be considered for future SBCD run events:

- 10.1. Consider recording the sessions for people to view after the event or as a live stream
- 10.2. Consider a mix of digital and physical events to respond to the needs of the target audiences
- 10.3. Invite a wider audience and include members of the public (noting the Showcase was invitation-only by design)
- 10.4. Consider regionally hosted SBCD events to encourage more local focus and attendance across the region
- 10.5. Be more realistic when ordering food – not everyone stayed for lunch
- 10.6. Sending an agenda to all registered participants and having them available on each table (was considered but didn't do)
- 10.7. Allow more time to run breakout sessions in sequence, rather than parallel, so that people can attend more than one session
- 10.8. Allow more time for networking or to catch up with the project leads
- 10.9. Engage and raise awareness at early as possible to avoid clashes of key events and meetings on the same day e.g., Pembrokeshire County Council Cabinet meeting and The Swansea Arena launch – noting the Arena launch date was decided after the Showcase save the date flier being issued
- 10.10. Ask key representatives and presenters to commit as early as possible
- 10.11. Encourage project teams to be more proactive when planning events

Agenda Item 13



Swansea Bay City Region Joint Committee - 23 June 2022

Joint Committee Provision of Documentation

Purpose:	To seek approval from Joint Committee on the future provision of documentation to the Joint Committee and Joint Scrutiny Committee
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Recommendation:	It is recommended that: 1) Joint Committee approves the proposal set out at section 2 below and the documentation to be provided to Governance Boards
Report Author:	Phil Ryder (SBCD Portfolio Manager)
Finance Officer:	Chris Moore (SBCD S151 Officer)
Legal Officer:	Tracey Meredith (SBCD Monitoring Officer)

1. Introduction

- 1.1 During the last two years the SBCD has received positive feedback and recommendations for external assurance (gateway reviews) and internal audits at a Portfolio level. These include a Green (Substantial) internal audit rating and a Green/Amber Gateway 0 review rating.
- 1.2 It has however been noted that the Portfolio Management Office (PoMO) should provide key information in a concise and clear format to ensure that key stakeholders can clearly understand the status and progress of the Portfolio and its constituent Programmes and Projects. This will also support the SBCD governance boards to make timely and informed decisions.
- 1.3 To support the solution to provide robust and timely information, the PoMO will be implementing a Project Management software solution to assist with consistency, continuity and time saving across the portfolio. All stakeholders are in agreement that this software will be highly beneficial for all partners, and it is anticipated this can be implemented shortly.

- 1.4 An interim dashboard has been developed, in consultation with project/programme leads and Programme (Portfolio) Board. The Project Management software will further enhance the information shared with stakeholders to rationalisation of lengthy documentation from the current reporting suite.
- 1.5 All projects and programmes will continue to provide the information required on a monthly and quarterly basis and will be readily available to relevant stakeholders on request.

2. Proposal

2.1 It is proposed that the monitoring documentation below is provided to all governance boards of the SBCD, including Joint Committee and Joint Scrutiny Committee.

- Monthly highlight report
- Quarterly monitoring report
 - Dashboard
 - Summary of Key points from Quarterly Monitoring (in similar format to Monitoring Report)
 - Risk Register - Only Red and New risks
 - Issues Log - Only Red issues or issues where intervention is required.
 - Financial Monitoring
 - IAAP summary
 - COVID 19 Impact Assessment Summary
 - Construction Impact Assessment Summary
- Annual performance and monitoring report

Endorsed by Programme (Portfolio) Board on 31st May 2022

3. Financial Implications

- 3.1 There are no financial implications associated with this report. All costs in respect of the Project Management Software will be contained within the approved Portfolio Management Office budget.
- 3.2 Quarterly financial monitoring will continue to be provided aligned with the quarterly monitoring report.

4. Legal Implications

4.1 There are no legal implications associated with this report.

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

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

Background Papers: None

Appendices: None