

## **Cyd-Bwyllgor Dinas-Ranbarth Bae Abertawe**

**Lleoliad:** O bell drwy Microsoft Teams

**Dyddiad:** Dydd Iau, 8 Chwefror 2024

**Amser:** 10.30 am

**Cadeirydd:** Cynghorwyr Rob Stewart (Cyngor Abertawe)

### **Aelodaeth:**

Cynghorwyr:

Councillor Steve Hunt

Cyngor Castell-nedd Port Talbot

Councillor Darren Price

Cyngor Sir Gar

Councillor David Simpson

Cyngor Sir Benfro

Cynrychiolwyr Cyfetholedig Heb bleidlais:

Paul Boyle

Prifysgol Abertawe

Professor Elwen Evans

University of Wales Trinity St. David's

Chris Foxall

Cadeirydd dros dro Bwrdd Strategaeth Economaidd Abertawe

Judith Hardisty

Bwrdd Iechyd Prifysgol Hywel Dda

Emma Woollett

Bwrdd Iechyd Prifysgol Bae Abertawe

**Gwyllo ar-lein:** <http://tiny.cc/SBCRJc>

## **Agenda**

**Rhif y Dudalen**

**1 Ymddiheuriadau am absenoldeb.**

**2 Datgeliadau o fuddiannau personol a rhagfarnol.**

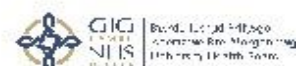
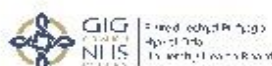
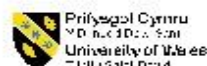
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**3 Cofnodion.**

**1 - 4**

Cymeradwyo a llofnodi, fel cofnod cywir, gofnodion y cyfarfod blaenorol.

**4 Cyhoeddiad/Cyhoeddiadau'r Cadeirydd.**



## **5 Cwestiynau gan y Cyhoedd**

Gellir cyflwyno cwestiynau'n ysgrifenedig i'r Gwasanaethau Democraidd Democratiaeth@abertawe.gov.uk hyd at ganol dydd y diwrnod cyn y cyfarfod. Bydd cwestiynau ysgrifenedig yn cael eu blaenoriaethu. Gall y cyhoedd ddod a gofyn cwestiynau'n uniongyrchol os bydd amser. Rhaid i gwestiynau fod yn berthnasol i'r eitemau ar ran agored yr agenda ac ymdrinnir â nhw o fewn cyfnod o 10 munud.

- |          |  |                |
|----------|--|----------------|
| <b>6</b> | <b>Y diweddaraf am y Matrics Arloesi a'r Ardal Arloesi. (Er Gwybodaeth)</b>  | <b>5 - 27</b>  |
| <b>7</b> | <b>Blaengynllun Gwaith y Cydbwyllgor.</b>  | <b>28 - 32</b> |
| <b>8</b> | <b>Monitro Ariannol Bargen Ddinesig Bae Abertawe 2023/24 - Sefyllfa Alldro Dros dro ar gyfer Chwarter 3 (Hydref - Rhagfyr 2023).</b> | <b>33 - 40</b> |
| <b>9</b> | <b>Adroddiad Monitro Chwarterol Bargen Ddinesig Bae Abertawe 2023/24. (Er Gwybodaeth)</b>  | <b>41 - 82</b> |

**Cyfarfod nesaf:** Dydd Iau, 11 Ebrill 2024 am 10.30 am

*Huw Evans*

**Huw Evans**  
**Pennaeth y Gwasanaethau Democraidd**  
**Dydd Gwener, 2 Chwefror 2024**

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**Cyswllt: Gwasanaethau Democraidd - 01792 636923**

# Agenda Item 3

City and County of Swansea



## Minutes of the Swansea Bay City Region Joint Committee

Remotely via Microsoft Teams

Thursday, 16 November 2023 at 9.00 am

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

### Councillors:

Steve Hunt	Neath Port Talbot Council
Darren Price	Carmarthenshire County Council
David Simpson	Pembrokeshire Council

### Co-opted Non-Voting Representatives:

Elwen Evans	University of Wales Trinity St. David's
Judith Hardisty	Hywel Dda University Health Board

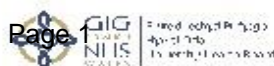
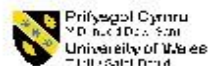
### Officers:

Steven TO Aldred-Jones	Carmarthenshire Council
Carys Bates	Wales Audit Office
Jason Blewitt	Audit Wales
William Bramble	Chief Executive (Pembrokeshire Council)
Matthew Holder	Swansea Bay City Region
Karen Jones	Chief Executive (Neath Port Talbot Council)
Jane Lewis	Regional Office (Carmarthenshire Council)
Allison Lowe	Swansea Council
Chris Moore	Joint S151 Officer (Carmarthenshire Council)
Martin Nicholls	Chief Executive (Swansea Council)
Anthony Parnell	Carmarthenshire County Council
Nicola Pearce	Neath Port Talbot Council
Debbie Smith	Deputy Monitoring Officer (Swansea Council)
Ian Williams	Swansea Bay City Region
Lisa Willis	Neath Port Talbot Council

### Apologies for Absence:

Paul Boyle (Swansea University) and Emma Woollett (Swansea Bay University Health Board)

Jon Haswell (S151 Officer (Pembrokeshire Council)) and Wendy Walters (Chief Executive (Carmarthenshire Council))



**22 Disclosures of Personal and Prejudicial Interests.**

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

**23 Minutes.**

**Resolved** that the Minutes of the Swansea Bay City Region Joint Committee held on 12 October 2023 be approved and signed as a correct record.

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

The following announcements were made:

- a) Condolences - Huw Mowbray - Development and Physical Regeneration Strategic Manager  
The Leader of the Council referred with sadness to the recent death of Huw Mowbray. Huw was the Council's Development & Physical Regeneration Strategic Manager. Huw was a great friend and colleague to many and was widely respected by Councillors & Officers for his professionalism and dedication.

For many years, Huw helped shape the regeneration of the City Centre and had been held in the highest esteem by our Partners and Developers. Huw's impact on the City can be seen today in the many developments that have helped transform the City Centre.

Our thoughts and condolences are with Huw's family, friends, and colleagues.

- b) The Chair welcomed Professor Elwen Evans, proposed replacement University of Wales Trinity Saint David co-opted member and Judith Hardisty, proposed replacement Hywel Dda University Health Board co-opted member to the Committee.

**25 Public Questions**

There were no public questions.

**26 Swansea Bay City Region Joint Committee Co-opted Membership.**

Debbie Smith, Deputy Monitoring Officer presented a report to review and agree the recommended Joint Committee Co-Opted Members.

**Resolved** that Joint Committee approves the appointment of:

- 1) Professor Elwen Evans as the replacement University of Wales Trinity Saint David co-opted member;
- 2) Judith Hardisty as the replacement Hywel Dda University Health Board co-opted member.

**27 Internal Audit Terms of Reference 2023-24.**

Matthew Holder, Head of Internal Audit presented a report to consider and endorse the Internal Audit Terms of Reference.

**Resolved** that:

- 1) Joint Committee approves the Internal Audit Terms of Reference 2023-24.

**28 Audit of Accounts Report (ISA260) 2022/23.**

Jason Blewitt, Audit Wales presented the audit of Accounts Report (ISA 260) 2022/23 report in respect of the Swansea Bay City Deal Joint Committee as at 31 March 2023.

**Resolved** that:

- 1) Joint Committee receives the Audit Wales audit of the 2022/2023 Statement of Accounts report for the Swansea Bay City Deal Joint Committee.

**29 Swansea Bay City Deal Statement of Accounts 2022/23.**

Chris Moore, Section 151 Officer presented a report which sought approval for the Swansea Bay City Deal Programme's Annual Statement of Accounts for the 2022/2023 financial year.

**Resolved** that:

- 1) Joint Committee approves the 2022/2023 post-audit Swansea Bay City Deal Statement of Accounts.

**30 Letter of Representation to Audit Wales.**

Chris Moore, Section 151 Officer presented a "For Information" report in order to receive Joint Committee's formal acknowledgement of the Swansea Bay City Deal Section 151 Officer's Letter of Representation to Audit Wales.

The letter to be signed by the Section 151 Officer and Chair of the Swansea Bay City Region Joint Committee following the meeting.

**31 Supporting Innovation & Low Carbon Growth Programme - Change Request to Incorporate the National Net Zero Skills Centre of Excellence.**

Nicola Pearce, supported by Lisa Willis and Jane Lewis presented a report which sought approval from Joint Committee for a change request to the Supporting Innovation and Low Carbon Growth (SILCG) Programme to incorporate the National Net Zero Skills Centre of Excellence (NZSCoE) into the approved Advance Manufacturing Production Facility (AMPF) project.

**Resolved** that:

- 1) Joint Committee approves the Change Request at Appendix A for the incorporation of the National Net Zero Skills Centre of Excellence into the SILCG programme as detailed in the Outline Business Case in Appendix B.

**32 Financial Monitoring Report 2023/24 - Provisional Outturn Position Quarter 2 (July - Sept 2023).**

Chris Moore, Section 151 Officer provided an update on the latest financial position of the Swansea Bay City Region.

**Resolved** that:

- 1) Joint Committee approves the financial monitoring update report.

**33 Swansea Bay City Deal Quarterly Portfolio Monitoring. (For Information)**

Ian Williams, Swansea Bay City Deal Portfolio Development Manager presented a "For Information" report to inform Joint Committee of the SBCD Quarterly Monitoring Report for both the SBCD Portfolio and its constituent programmes / projects.

**34 Update on Gross Value Added (GVA) for Portfolio Monitoring and Evaluation.**

Ian Williams, Swansea Bay City Deal Portfolio Development Manager presented a "For Information" report to inform Joint Committee of the receipt of confirmation from Governments that the SBCD portfolio is not required to directly track and associate Gross Value Added (GVA) as part of its regular monitoring and reporting.

The Committee notes:

- 1) The confirmation from Governments that the Portfolio is not required to monitor and attribute GVA to programme and project interventions;
- 2) That SBCD PoMo will work with programmes and projects to develop alternative and appropriate SMART economic metrics for monitoring and evaluation.

The meeting ended at 10.00 am

**Chair**

# Agenda Item 6



Swansea Bay City Region Joint Committee - 8 February 2024

## Innovation Matrix & Precinct Update

<b>Purpose:</b>	To update Joint Committee on progress on the Innovation Matrix Project and the outcomes of the recent external Gateway Review
<b>Policy Framework:</b>	Swansea Bay City Deal
<b>Report Authors:</b>	Ian Walsh (Innovation Matrix SRO) and Geraint Flowers (Innovation Matrix Project Lead)
<b>Finance Officer:</b>	Chris Moore, Section 151 Officer, SBCD
<b>Legal Officer:</b>	Debbie Smith, Monitoring Officer, SBCD
<b>FOR INFORMATION</b>	

### 1. Introduction

- 1.1 The Innovation Matrix is a key component of the Swansea Bay City Deal's vision to establish a digital future for Swansea. The project will deliver an initial 2,200m<sup>2</sup> of high-quality floor space and complement the University's existing IQ and Y Fforwm buildings, in the heart of UWTSU's Innovation Quarter.
- 1.2 The project team have progressed the project to Construction Stage (RIBA 5) and the Project has recently been subject to an external PAR Gateway Review.
- 1.3 The Project Team will provide an update on progress and also note the intended actions to address the outcomes of the review process.

### 2. PAR Review

- 2.1 In accordance with the PDM project Integrated Assurance and Approval Plan (IAAP), a PAR Gateway Review was scheduled and undertaken from the 19<sup>th</sup>-21<sup>st</sup> September. The review was undertaken by an independent team led by Julie Palmer who undertook seventeen 'conversations' with stakeholders. The review was framed by a Terms of Reference provided by the project team.

2.2 The project received an Amber-Green Delivery Confidence Assessment (DCA) rating recognising that the Innovation Matrix project is on track for successful delivery whilst acknowledging that there are risks that will need careful attention.

2.3 The summary finding of the Review were:

- Construction is well advanced, and on track, with effective project management and assurance methodologies in place.
- A highly experienced University Project Team who have a track record of successful builds and lettings, e.g., Yr Egin.
- An innovative and well thought through operational model offering benefits for both Business and Academia through partnership and collaboration.
- Enthusiastic and widespread buy-in for the Matrix operating model.
- The University has invested in a dedicated team (INSPIRE) to connect University staff, students and knowledge centres with businesses and organisations, Resource is allocated to the Matrix in support of the partnering model.
- Very positive working relationships across all areas associated with the project, and this is being seen a 'single' team.
- Lessons have been learned from previous projects and where possible incorporated into the design of the Matrix build.
- Potential occupancy forecast is positive with some 75% of the space under contract or Head of Terms (HoT) type agreements.
- Partners/Tenants being able to work with Architects to ensure the design meets their needs.
- Flexible internal layout can cater for short, and longer-term partner needs.
- Sound and supportive Governance structure

2.4 With regard to the Precinct element of the project, the Review Team did not consider it appropriate or helpful to the SROs to consider a Delivery Confidence rating at this Gateway Review as there is insufficient clarity around the future direction to be able to provide a full and fair assessment.

2.5 The Review Team made seven recommendations to the SRO to ensure that the project is positioned for effective management and delivery. The recommendations relate to the appointment of a SRO, organisational capability, customer engagement, benefits realisation, lessons learned and planning for the Precinct project. The detailed recommendations are presented the full Review report, attached at Appendix A. The Review team recommend that the Innovation Precinct undergoes a Project Assurance Review (PAR) once the change process concludes to assess the delivery plans and the revised Business case.

### **3. Financial Implications**

3.1 Risks and issues are managed through monitoring and evaluation at both Project and Portfolio level and reported, via the Swansea Bay City Deal's Portfolio Management Office, to the Joint Committee, where appropriate.

3.2 Specific Programme financial risks are outlined within the strategic case component of the Business Case.

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



#### **4. Legal implications**

4.1 There are no legal implications.

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

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

**Background Papers:** None

#### **Appendices:**

Appendix A: Innovation Matrix & Precinct PAR



## Programme/Project Assessment Review (PAR)

<b>Programme/project Title:</b>	<b>Innovation Matrix and Innovation Precinct Project</b>
<b>IAH ID number:</b>	<b>AH/24</b>

<b>Version number:</b>	V1.0 (final)
<b>Senior Responsible Owner (SRO)</b>	Ian Walsh and Geraint Flowers (acting)
<b>Date of issue to SRO:</b>	25th September 2023
<b>Department/Organisation of the programme/Project</b>	University of Wales Trinity Saint David's Swansea Bay City Deal
<b>Programme/Project Director (or equivalent)</b>	Jonathan Burnes (SBCD) Martin Nicholls (Digital District)
<b>Business Case stage reached:</b>	FBC for SBCD approved
<b>Review dates:</b>	19 – 21 <sup>st</sup> September 2023
<b>Review Team Leader:</b>	Julie Palmer
<b>Review Team Member(s):</b>	Rachel Davies Rhian Hamer
<b>Departmental Representative:</b>	Sharon Lovell
<b>Previous Review:</b>	N/A
<b>Security Classification</b>	Official

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[Please remember to click on “update table” once the report is completed to ensure that the contents table above is accurate]

### About this report

This report is an evidence-based snapshot of the programme’s/project's status at the time of the review. It reflects the views of the independent review team, based on information evaluated over the review period, and is delivered to the SRO immediately at the conclusion of the review.

**This assurance review was arranged and managed by:**

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

**IAH helpdesk: [OfficeForProjectDelivery@gov.wales](mailto:OfficeForProjectDelivery@gov.wales)**

# **1. Executive Summary**

The Innovation Matrix and Innovation Precinct Project sits within the Digital District Programme (DDP) as part of the overall Swansea Bay City Deal (SBCD). Work has commenced on the Matrix build and is on schedule to complete by May 2024, with occupancy commencing from July 2024. The Matrix will provide a new platform for the University research and knowledge exchange to connect with and support a range of businesses to stimulate commercial growth and the economy of Wales.

The Matrix is funded through a strategic partnership between the University and the SBCD. A change request was raised to divert funding from the Precinct element of the Project to expedite the Matrix when private sector funding was withdrawn. It was recognised that this put a large financial risk on the Precinct, which is covered in more detail in this report, but it has enabled the Matrix which was always considered to be the first part of the project.

Construction of the Matrix is progressing to plan, and tenants/partners have either been secured or at advanced discussion stage. The early partners have been able to contribute to the design of the building to ensure the space is fit for their needs. The design has built in flexibility to be able to adjust room sizes as required by partners. There is positive support for the operating model and a confidence that the building will be close to full occupancy by July 2024. This confidence is supported by learning from other University projects which have full occupancy and, in some cases, waiting lists. The open design of the shared space encourages networking and collaboration between the occupants with the planned café being central to this.

Work has commenced on the handover planning stage, and again, the Project Team have experience of implementing similar projects and are able to bring this to the table. The scale of this implementation (and potential for specialist equipment requirements) must not be underestimated.

There is considerable support for the project, and its outcomes, from all parties and widespread acknowledgment of the strength and expertise of the team driving the vision and delivering the project.

Risks remain, as with every construction project of this nature given the many challenges impacting the construction industry. Risks are known and mitigation has been considered in each case. Key risks are part of every project report (whether from the construction Project Manager or the Project Team), and there is an up-to-date project risk register.

At first sight, the governance structure appears heavy, with numerous Boards and reports, up through the University, into the Digital Programme, into SBCD and the Joint Committee, along with Scrutiny and Audit panels. However, governance and reporting is well understood and well managed, with recognition that it works in practice. Good use is made of the Project Board and a recently established Digital District project forum encourages collaboration between the Matrix, Precinct and 71/72 Kingsway.

There has been a recent change in the leadership at the University with the appointment of a new Vice Chancellor, and it will be important to understand the priorities going forward and how they might impact the Matrix and eventually the Precinct. There has also been a recent change in leadership of this project with regard to the Senior Responsible Owner (SROs). This review worked successfully with the acting SROs.

The Precinct element of this project remains in an embryonic stage, and a considerable effort is now required to identify the vision for the Precinct, along with the best delivery options and finally how to bridge the funding gap created by the loss of private investment and the diversion of funding to the Matrix. Work has commenced on all of these aspects.

The Terms of Reference for this Project Assurance Review (PAR) specified that the effort required is 80% on the Matrix and 20% on the Precinct.

## 2. Delivery Confidence Assessment (DCA)

<b><u>Delivery Confidence Assessment:</u></b>	<b>Amber/Green</b>
<p>The Review Team finds that the Innovation Matrix element of this project is on track for successful delivery whilst acknowledging that at this stage in the project there remain risks that will need careful attention.</p> <p>The Gateway definition follows “Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.”</p> <p>This is based on the following:</p> <ul style="list-style-type: none"><li>• Construction is well advanced, and on track, with effective project management and assurance methodologies in place.</li><li>• A highly experienced University Project Team who have a track record of successful builds and lettings, e.g., Yr Egin.</li><li>• An innovative and well thought through operational model offering benefits for both Business and Academia through partnership and collaboration.</li><li>• Enthusiastic and widespread buy-in for the Matrix operating model.</li><li>• The University has invested in a dedicated team (INSPIRE) to connect University staff, students and knowledge centres with businesses and organisations, Resource is allocated to the Matrix in support of the partnering model.</li><li>• Very positive working relationships across all areas associated with the project, and this is being seen a ‘single’ team.</li><li>• Lessons have been learned from previous projects and where possible incorporated into the design of the Matrix build.</li><li>• Potential occupancy forecast is positive with some 75% of the space under contract or Head of Terms (HoT) type agreements.</li><li>• Partners/Tenants being able to work with Architects to ensure the design meets their needs.</li><li>• Flexible internal layout can cater for short, and longer-term partner needs.</li><li>• Sound and supportive Governance structure</li></ul> <p>Whilst this is a very positive Delivery Confidence Assessment attention needs to be paid to the following:</p> <ul style="list-style-type: none"><li>• The budget for the construction has very little flexibility and constant focus is required to minimise over-spend or design change at construction phase.</li><li>• Handover Planning to continue at pace to take account of the post-construction/pre-occupancy stage and beyond.</li><li>• Turning the HoTs into firm contracts with prospective partners/tenants.</li><li>• Conclude the procurement for the onsite café.</li><li>• Maintain communication and engagement at all levels within the University, ensuring staff and students have the opportunity to understand what the Matrix offering could offer them.</li><li>• Maintain focus on the benefits realisation and outcomes agreed in the FBC.</li></ul> <p>With regard to the Precinct element of the project, the Review Team did not consider it appropriate or helpful to the SROs to consider a Delivery Confidence rating at this Gateway Review, there is insufficient clarity around the future direction to be able to provide a full and fair assessment.</p> <p>There is a wide understanding of the reasons why the Precinct is in its current position, and there remains positive support for the Precinct despite this hiatus. We were encouraged by the workshops that have commenced and the early change notification and options</p>	

appraisal documents made available to us, The Precinct can be subject to a separate PAR at a more appropriate date when delivery plans and the business case can be fully assessed.

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

<b>RAG</b>	<b>Criteria Description</b>
<b>Green</b>	Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
<b>Amber/Green</b>	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
<b>Amber</b>	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
<b>Amber/Red</b>	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed and establish whether resolution is feasible.
<b>Red</b>	Successful delivery of the project/programme appears to be unachievable. There are major issues which, at this stage, do not appear to be manageable or resolvable. The project/programme may need re-base lining and/or overall viability re-assessed.

### **3. Summary of report recommendations**

The Review Team makes the following recommendations which are prioritised using the definitions below:

***[N.B. When assigning a classification to a recommendation, reviewers will need to consult the “Guide to the Classification of Recommendations” where they will find a list of the classifications and their meanings.]***

<b>Ref. No.</b>	<b>Recommendation</b>	<b>Urgency (C/E/R)</b>	<b>Target date for completion</b>	<b>Classification (Please enter the categorisation number from the list provided here)</b>
1.	<b>Appoint an appropriate and accountable SRO, supported by the project team in the first instance, and enable the person to access the appropriate training.</b>	C- Critical	Do now.	1.1 Governance Structures and Processes.
2.	<b>Develop enduring change and engagement capability that will ensure the vision for the Matrix and eventually the</b>	E- Essential	In advance of occupation (July 2024)	4.2 Organisational Capability

Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification  (Please enter the categorisation number from the list provided here)
	<b>Precinct is successful and sustainable.</b>			
3.	<b>To consider what benefit existing partners can offer to the assessment of suitability, and subsequent negotiation with prospective partners.</b>	R - Recommended	November 2024.	4.4 Customer Engagement
4.	<b>Review the benefit of creating and maintaining a pipeline of potential partners and consider how this would work in practice in order to manage expectations.</b>	R - Recommended	In line with operating model plans.	4.4 Customer Engagement
5.	<b>As the project moves into next phase, emphasis should be given to a greater focus on benefits management and monitoring of outcomes.</b>	E- Essential	Post July 2024 as the Matrix is occupied.	6 Benefits management and Realisation
6.	<b>Develop a more formal lessons learned process to identify, discuss, capture, and act on these as part of the Project delivery process. Include all parties in this process.</b>	R - Recommended	Commence now, and maintain throughout the project.	11.2 Lessons Learnt
7.	<b>Establish a clear purpose/requirement for the Innovation Precinct, ensuring that this forms the base information for the delivery options workshops.</b>	E- Essential	Ahead of the detailed options analysis work.	3.8 Planning

**Critical (Do Now)** – To increase the likelihood of a successful outcome it is of the greatest importance that the programme/project should take action immediately

**Essential (Do By)** – To increase the likelihood of a successful outcome the programme/project should take action in the near future.

**Recommended** – The programme/project should benefit from the uptake of this recommendation.



## **4. Areas of good practice and lessons learnt**

- There is strong buy-in and level of understanding for the Project.
- The concept of the Industry/Academia partnership was widely understood and acknowledged as the best approach for the Matrix.
- Experienced and highly regarded staff across the project and within teams associated with the Project.
- One-Team ethos is evident and effective.
- Experience and learning from previous projects have been considered in both the operating model design and the design and build phase.
- Recognition of the need to avoid any conflict and duplication with other construction projects in the Programme, and being able to offer a different model, to maximise occupancy for all builds.

## **5. Areas of concern**

- Securing Private Sector funding for the Precinct.
- Agreeing the vision for the Precinct
- Rising costs in construction and managing expectation of prospective partners/tenants
- University effort required to sustain the operating model.
- Ability to achieve benefits as detailed in the original SBCD business case (2016), by 2033, considering the challenges in the intervening years (Brexit, Covid, Inflation, European conflict, supply chains).

## **6. Acknowledgement**

The Review Team would like to thank the Innovation Matrix and Precinct Project Senior Responsible Owners (SROs), and all interviewees for their support and openness through the review process, which contributed to our understanding of the project and the outcome of this review.

We also thank Sharon Lovell for organising the documentation and interviews and supporting us throughout the review period.

## **7. Comments from the SRO**

The review team have worked in an admirable way with the University's team to ensure an efficient, effective and informative running of the review process against the background created by the imminent change control process for the Innovation Precinct and challenging financial landscapes. The review has been a robust and incredibly helpful process, which has proved that the project to date, has an excellent chance of delivering on the vision and business objectives. The benefits of having such a thorough external review of the project has proven to be invaluable in providing a level of assurance to the SROs that the planning and delivery of the project is of the highest standard.

The amber/green status awarded by the review team is a testament to the dedicated and experienced project team's hard work. The University takes great encouragement from being commended for its "one team" approach and is committed to maintaining this collaborative ethos throughout the project's continuation to ensure the realisation of benefits. This could not have been achieved without the professionalism and commitment of both the internal and external members of the project team.

The Senior Responsible Officers (SROs) fully endorse and acknowledge the recommendations made by the Review Team. Their focus now shifts towards the implementation of these recommendations and the achievement of concrete outcomes by allocating appropriate resources.

The University is fully aware of the challenges associated with both implementing the groundbreaking Innovation Matrix business model and obtaining the necessary approvals for the proposed changes to the Innovation Precinct through the relevant governance channels.

The SROs would welcome future engagement with the review process at significant milestones in the progress of the Innovation Matrix and Innovation Precinct projects.

## **8. Summary of the Programme/Project (as provided by the Project Team).**

### **Background and context:**

As part of the overall Digital District Business Case (owned by Swansea Council), Innovation Matrix and Innovation Precinct are the 2 of the 3 University led projects in the Swansea Bay City Deal – The other being the Egin 2 in Carmarthenshire.

**Innovation Matrix** is currently at delivery stage with the principal contractor (Kier) on site. Due to the previous governance structure of Swansea Bay City Deal, Innovation Matrix has not been reviewed previously under the IAAP framework. It was with this in mind that the external Gateway Review Team were engaged to ranging assess both the delivery methodology. The broad scope of the review was agreed as follows:

- An assessment of the overall business case and process by which it was compiled
- The delivery model of Innovation Matrix and design process
- Procurement of the principal contractor, with particular reference to lessons learned through previous projects with the same contractor.
- The Change Notification Request and process by which this was developed.
- Tenant selection and engagement success, with particular reference to the creation of the IM ecosystem and the suitability of the Innovation Matrix Operational Plan
- The benefits of the Innovation Matrix to the wider Digital District Business Case

**The Innovation Precinct** is significantly less advanced than Innovation Matrix and is currently under a Change Notification Request process to adjust the delivery model. Whilst development is continuing on Innovation Precinct, the University is currently in a period of negotiation with both the Local Authority and a potential Private Sector Partner to assess the feasibility of delivering the scheme under a new methodology. As a result, the Review Team scope was agreed as follows:

- An assessment of the early Change Notification Request and the process by which this was undertaken.

- Proposed changes to the initial Swansea Waterfront business case to reflect the change in delivery methodology.
- A review of the new direction of travel, to assess suitability.

Given the significantly differing levels of development between Innovation Matrix and Innovation Precinct, **it was also agreed that the review would have an 80/20% in favour of Innovation Matrix**

**Aims and objectives:**

**The University’s two projects within the Digital District Programme are Innovation Matrix and Innovation Precinct, two spaces that will deliver state-of-the-art, curated and high-quality accommodation for both new and existing businesses within the Swansea Bay Region**

**The Innovation Matrix** will connect, through co-location and partnership, the University’s research and knowledge exchange activities between staff, students and graduates with cross-sector MNEs, SMEs, micro-enterprises, entrepreneurs and investors. The resulting collaborations will generate new graduate start-ups, University spin-outs, new IP that leads to the creation of new products, processes, and services, to stimulate economic development and employment.

The original delivery model for the **Innovation precinct** was a 64,00sqft new build in at SA1. However, this delivery model has been unachievable for some time for the following reasons:

- Unprecedented inflation since original business case was agreed
- Market demand has changed

As well as this, significant opportunities have emerged that have impacted the proposed delivery model

- Partnership and joint working opportunities
- The University’s strategy has evolved considerably
- Alternative property/estates solutions have emerged

To address these issues, the University must make a significant change to the Innovation Precinct project to ensure that corresponding benefits are adhered to as closely as possible.

To capture, inform and progress the above:

- An initial CCN has been issued to the City Deal
- Options appraisal workshops have been conducted and recorded
- Appropriate advisors have been appointed

**Key Milestones:**

Innovation Matrix Milestones	Date (dd/mm/yy)
Final procurement of tenant	Oct 23 – Mar 24

<b>Innovation Matrix Milestones</b>	<b>Date (dd/mm/yy)</b>
Construction completion	May 24
Building familiarisation and fitout	May – June 24
Operational Go-Live	June 2024
Academic engagement and commencement of benefits delivery	Sep 24 - Onwards

<b>Innovation Precinct Milestones*</b>	<b>Date (dd/mm/yy)</b>
Work with the consultancy team and partners to develop the proposed direction of travel	Sep – Dec 23
Update Business Case and complete change control request	Jan 23 – Mar 24
SBCD Approval Process	Mar 24 – Sep 24
Design, Procurement Construction	Oct 24 – Mar 24
Construction	Apr 24 – Apr 25
Innovation Precinct “goes live”	May 26

\*Highly indicative and based on assumptions around internal and external approvals

## **9. Scope/Terms of Reference of the Review**

See Annex b for the full Terms of Reference (TORs) presented to the Review Team.

The Review Team will consider the full ToRs throughout the review period, the areas that the University have highlighted for additional attention and focus would be:

### **Innovation Matrix (80%)**

- Is the number/mix of tenants in the Innovation Matrix appropriate to deliver on the aims and ambitions of the project?
- Has the design process been conducted in a way that is appropriate to the scheme? Would there be any changes in hindsight that could be put forward to Innovation Precinct?
- Has the Innovation Matrix been developed in a way sufficient to fulfil the ongoing requirements of the Digital District programme?

### **Innovation Precinct (20%)**

- How effectively has the Change Control process been utilised to describe the change in direction for Innovation Precinct?
- Are there any particular lessons learned from Innovation Matrix that could be included in the Innovation Precinct project?

In addition the Review Team will consider readiness for next phase for both elements of the project.

## **10. Detailed Review Team findings**

### **Governance**

It was clear to the Review Team that there are effective governance and reporting structures in place enabling the right level of scrutiny of the project. Interviewees and the documentation provided visibly demonstrated the effectiveness of the broader governance framework and how members are able to inform decision-making. It also validates good working relations, accountability, and transparency.

The Review Team had sight of Project Board papers and minutes, quarterly monitoring reports, minutes from the Digital District project teams meeting, etc. The August Project Board minutes reflect the fact that the Board have an increased awareness of the tight timescales and the proximity of the completion date, and the requests for further information and actions from the Project team was evident. Mott McDonald (the Construction Project Managers) also report to this Board.

The minutes of the Estates Committee also indicate their commitment to the Matrix and Precinct projects.

The FBC management case highlights the various Governance Boards and the flow of information between them, both within UWSTD, Swansea Council, to the SBCD Board and into the joint committee. Interviewees were able to clearly articulate the governance arrangements and acknowledged their effectiveness.

The Review Team were advised of changes to project leadership in that the incumbent SRO would no longer be in the role, and that Ian Walsh (Provost) and Geraint Flowers (Head of Capital projects) would act in this capacity for the duration of the Review. This arrangement worked well, and there was no negative impact associated with this late change. It is important that the SRO

situation is resolved as soon as possible and is ideally placed with a business owner who has accountability for the project's objectives and realisation of the benefits. In this case the Review Team and interviewees consider the obvious candidate to be Ian Walsh, acknowledging his impact on the design of the project, his ownership of the operational plan for the IM development, and his role as Academic Provost for the Swansea and Cardiff campuses. However, this decision remains with the University.

**Recommendation 1: Appoint an appropriate and accountable SRO, supported by the project team in the first instance, and enable the person to access the appropriate training.**

### **Strategic fit with Digital District Programme**

The Strategic Case within the Swansea City and Waterfront Digital District Full Business Case demonstrates the strategic fit of the Digital District Programme with National, Regional, and Local policies and strategies, helping to deliver against these.

The projects within the programme support the SBCD aims of raising productivity levels by enabling growth of higher value activities, and in particular providing the much needed digitally enabled space.

The objectives for both the Matrix and the Precinct focus on an innovative partnership model between business and academia, whilst 71/72 Kingsway (SCC), offers the more traditional, but high end digitally enabled office space. The linkage between them is that they are focused on Digital growth and are therefore complimentary whilst avoiding duplication, and all support economic growth.

The Review team heard from interviewees that the Matrix and Precinct vision of collaborative working was a conscious decision to be able to provide a different offering to that being provided by 71/72 Kingsway and ensure that the projects would not be targeting the same customers, whilst maintaining the digital linkages.

Swansea City Council, UWSTD and the SBCD have always been aware of the different elements of the Programme. Whilst previously seeing the projects as separate entities they have now established a formal meeting, chaired by the SCC Chief Executive to ensure that they work together and that they have a better understanding of progress and plans associated with the individual projects and their alignment. Whilst introducing an additional meeting, interviewees involved in the meetings already recognise the benefits of this forum.

### **Risk Management**

The Review Team recognise that there is a well-managed risk management process across all partners, with appropriate risk registers in place covering the full scope of deliverables from planning, utilities, design & construction through to contract, procurement and wider SBCD risks.

The majority of the interviewees highlighted the following as the key risks to the Project:

- Delays to the completion of the Matrix build by May 2024 (for any number of reasons including adverse weather conditions) and may not be completed/handed over within the specified timescale.
- Securing the right mix of partners/tenants to deliver the desired outcomes which are documented as crucial to the success of the project.
- Delays caused by being unable to secure private sector investment and overall funding of the Precinct. This has a dependency on the outcome of the dispute with MOBH (the original private investor who withdrew from the Project) and has led to the requirement to seek further private investment to cover the loss.
- Development of the commercial and academic model for the Precinct due to lack of a clear vision.

Risks are included in all reports (project dashboard, monitoring reports, MM reports, etc.), and well understood. The only red risk on the Project risk register is "failure to agree a revised approach to the Precinct Project with the City Deal" and this aligns with last two risks above.

## Innovation Matrix

There is evidence of a clear vision for the innovation matrix concept which has come a long way since the “creative shed” and the Box Village concepts. Interviewees expressed a shared view of creating an ecosystem of like-minded communities who come together in a space that they occupy to share ideas and knowledge, collaborate, and exploit research opportunities.

The Review Team were advised that whilst there is strong support for the model, there was evidence of some nervousness around how the proposed operational model will work in practice. It is important that potential partners (who have expressed interest in occupying a space within the matrix) progress through to contract signing and be able to access the “on the ground” support that university staff will be providing to support to Matrix partners. We were encouraged to learn that the University has established a dedicated team, INSPIRE, to link external business with the University staff and student (research and development opportunities as well as commercial development).

There is strong belief that this is not just a build and rent project like some of the existing University buildings (Yr Egin, Technium 1 and 2, etc). Put simply, the vision for the Matrix and the Precinct Project is to enable mutually beneficial collaboration between business and academia, and also between the businesses themselves, thus achieving the economic growth laid out in the FBC. The Review Team were made aware that as this project moves to the next phase, consideration should be given to establishing enduring change capability (through effective and experienced resourcing) to oversee the cultural, behavioural changes that will be needed to ensure the vision remains successful and sustainable.

### **Recommendation 2: Develop enduring change and engagement capability that will ensure the vision for the Matrix and eventually the Precinct is successful and sustainable.**

The Review Team had sight of the operational plan which provided detailed explanation of how the business/academia model will work, along with the commercial opportunities and the associated risks. The partnership model and the various level of member packages and offering to potential partners are well understood and there is confidence that the operational plan is both realistic and achievable. In addition, in terms of lessons for the future, the Matrix development and model will help inform the Precinct.

Throughout the process there was strong evidence of the key partners working collaboratively to realise the Matrix vision and anticipated benefits. There was a “one team approach” to making things happen with ability to draw upon expertise as and when required. This is to be commended.

There was recognition that the Matrix would not be a competitor to 71/72 Kingsway development, and we were advised of lessons learned from earlier builds such as Yr Egin, Technium 1 and 2, and reference was made to challenges associated with the Energy and Automotive Techniums. The location of the Matrix on the SA1 campus is deemed to be of considerable benefit to the partnership approach, and key to achieving the vision.

The 1<sup>st</sup> iteration of the design is now fixed for this phase, with some partners/tenants having been able to influence the design in support of their needs. There is an effective change control process in place to manage any design changes from this point (i.e., changes to the base design and any incurred costs). Such costs would need to be met by the partner/tenant and would be for negotiation between the partners and the University.

Some interviewees expressed a desire to move away from the word “tenant” – even using this word internally may be giving wrong impression. Whilst difficult to change terminology at this stage, all involved with the Matrix now need to adopt the term ‘partner’ to reflect the strength of the relationship and the operating model vision.

Partners advised the Review Team of some of their expectations, these include the ability to enhance collaboration with university experts and support their growth, research opportunities through Master and PhD students and internships, and opportunity to co-host networking events. Alongside these expectations there was great enthusiasm for the partnership model, and interviewees would welcome an opportunity to explore synergies between themselves and other potential partners. This is something for the University team responsible for letting the spaces to suitable tenant/partner to consider as it could add value and encourage further collaboration and growth.

**Recommendation 3: To consider what benefit existing partners can offer to the assessment of suitability, and subsequent negotiation with prospective partners.**

The University has an excellent track record of graduate start-ups and spin-off businesses and is recognised as a sector leader. A significant percentage of the start-ups remain in business for 3+ years. The University focus on encouraging entrepreneurship and commercialisation is seen as a key factor in being able to validate the Vision for the project and attract suitable partners.

**Preparing for Occupancy**

The Review Team were advised that 3 tenants/partners have signed up to the Matrix, 4 potential partners are currently at HoT status and engagement with 3 other potential partners is taken place. Whilst there was an overall confidence in the ability to fill the Matrix space, it was also recognised that HoT status needed to be converted into formal contract, and this was pointed out in the August Project Board minutes.

The majority of the contracted partners (and the potential partners which the University have engaged with) hold existing relationships with the University and as such there has not been a need to “market” the concept at this stage. There was recognition from the interviewees that this may change over time and there may be a need to market the Matrix concept and partnership offering in the future in order to create a pipeline of digital-based companies who would benefit (mutually) from a partnership with the University. This pipeline would inform the Precinct options work. The Review Team had sight of the Marketing brochure/Partnership Guide and understand that there are further events planned.

We understand that whilst the contracts involved a 3-year lease, a contractual break has been built into this to afford some flexibility in lease terms for start-ups and small businesses. Creating a pipeline of potential partners through active engagement and marketing will therefore become important should such contractual breaks come into fruition.

**Recommendation 4: Review the benefit of creating and maintaining a pipeline of potential partners and consider how this would work in practice in order to manage expectations.**

The matrix has been designed to be flexible and adaptable from the onset. This has been detailed within the partnership guide.

In terms of desired outcomes for Matrix the wider social and economic benefits, are widely understood whilst recognising that these need to be achieved. We were told that the project is on track to deliver the expected outcomes and realise benefits set over the next 15-year period which is evidenced in the monitoring report. Whilst recognising that the operational plan references the benefits strategy, framework and benefits ownership, there was also recognition of the ongoing need to firm up on monitoring of identified benefits (such as how growth is defined and how to manage those tenants who fail to grow through the partnership opportunities).

**Recommendation 5: As the project moves into next phase, emphasis should be given to a greater focus on benefits management and monitoring of outcomes.**

Several of the interviewees expressed the importance of the café as a collaborative space to encourage conversations between IM partners, university colleagues and students. Despite there being evidence of the plans to develop the café facility there was some concern that the café has not yet been let out. Ensure that the procurement progresses to plan.

**Construction and Implementation preparation**

The construction phase of the Matrix commenced following a re-appraisal of the approach and the approval of change request and FBC by the SBCD Executive Committee. The re-appraisal document builds on the operating plan and provides assurance on the strategic, economic, commercial, and financial rationale for the delivery of the Matrix. The Change Control was to move from Box Village concept to a more permanent build and divert money to Matrix from Precinct to cover the shortfall caused by withdrawal of private investment, and the remaining shortfall in funds of £336k was covered by the University.

The Review team did not have sight of any adverse impacts regarding the change control process which was a collaborative process between all parties. The re-appraisal document takes this into consideration along with factors that sit outside of the control of the programme and SBCD (i.e Brexit, inflation, pandemic, European conflict, and unprecedented pressure on the supply change caused by these events).



The matrix is progressing to time and quality, and revised costs, and is on track for construction to complete in May 24 and for occupancy to commence from July 24. It was evident that there is a high level of confidence that this progress will continue, and the project is on track to deliver to the revised timescales and within the financial envelope. However, there is a need to ensure that the building is made watertight as the winter period approaches.

The Review Team have confidence that lessons from previous projects/builds are being considered and there is evidence of some documented lessons and a lot of discussion about the ongoing lessons as they are being identified for this Project, and the way these will also influence the Precinct. However, we have not had sight of a more formal lessons learned process being adopted across all parties, recognising that lessons are about what went well, and what could be improved.

**Recommendation 6 – Develop a more formal lessons learned process to identify, discuss, capture and act on these as part of the Project delivery process. Include all parties in this process.**

Mott McDonald (MM) are employed by the university to Project Manage the Kier Construction phase. The thoroughness of the assurance they provide, and the quality of their reporting was evident and progress/risks/defect resolution are reported on a monthly basis via the dashboards and a monthly report through the Project Boards. Mott employ a range of methods to assess the progress and quality associated with the Kier construction, include regular supervisory visits, and onsite meetings, use of their own quantity surveyors to scrutinise the work and hold Kier to account via the programming of work, looking at plans v actual, and forecast plans. The Review Team are assured that this is an effective process.

With regard to the procurement of the main contractor, Kier, the project considered different procurement options, and based on previous experience selected from the existing PAGABO framework. Kier was selected from the framework and is seen as a trusted partner who has been involved in a number of university construction projects with a proven track record of delivery and have the 'local' knowledge.

## **Innovation Precinct**

At the point of this Assurance Review the position of the Innovation Precinct element of the project remains unresolved. For reasons described in the Matrix Change Control Document (June 2021), and in the revised FBC (Oct 2022) (the need to commence the project, increased costs of construction, change from the Box Village concept to higher quality space, and withdrawal of private sector funding) city deal funding of £5.7m allocated to the Precinct was diverted to enable the commencement of the Matrix.

The Precinct is currently subject to an open change request that has the potential to change the delivery model of the project. The Review Team had sight on an Options Appraisal document following a workshop held in April 2023, where a long and short list of options were identified and considered. The paper stressed that this exercise was at a very high level, and further workshops and full options appraisal and economic analysis is required. There are ongoing discussions regarding potential locations, looking at the original SA1 and also city centre, with useful discussions already underway with Swansea Council and their regeneration partners.

The Precinct model remains as space for academia and business to co-locate for mutual benefit, and reference is also made to the concept of a 'grow-on' space to the matrix project. These could be seen as two very different models, and it is key for the University to consider and decide what it is they want the Precinct to be. This is key to ensuring that ongoing workshops have the correct focus and make the best use of time.

**Recommendation 7: Establish a clear purpose/requirement for the Innovation Precinct, ensuring that this forms the base information for the delivery options workshops.**

The Review Team understand that there remains a requirement for £8.9m of private sector funding to meet the total cost of the Precinct (£17m), and that the withdrawal of MoBH as investors is still subject to ongoing negotiations to resolve the dispute. This should not impact the next steps required to complete the options analysis and change request but has to be part of any discussion and economic analysis. It was encouraging that the Digital District projects have additional support from the partnership arrangements between Swansea Council and Urban Splash/Mulligans, who are engaged to look at city centre regeneration and are actively seeking private sector funding.

The Review Team are encouraged by the level of knowledge and determination observed throughout the review to complete the Change Request and subsequent business case ahead of being able to start the project. A number of interviewees recognise the risk to the achievement of the benefits as stated in the SBCD business case but did not see achievement of said benefits as out of reach at this stage.

### **Readiness for next phase.**

There are two key elements to the next phases:

- Complete the construction, partner/tenant contracts, fit out and occupation of the Matrix building.
- Agree the vision for the Precinct and develop the change request and business case based on the options appraisal work which has commenced at a high level.

In relation to the Matrix, handover meetings are already taking place and plans are being developed to ensure that all aspect of implementation are taken account of, with clear owners assigned to all tasks. We acknowledge that this work is ongoing, and it is important not to underestimate the scale of the change management exercise required to successfully land the Matrix. It is worth noting that the project team have experience from similar projects and can use best practice and learning from these previous projects to ensure success.

In relation to the Precinct, this report has documented the situation and what the plans are for the next phase, the first thing to focus on is identifying and agreeing the vision.

The RT gained confidence that the next phases are in hand. This is helped considerably by the calibre of personnel involved at all levels of the project, and the one-team ethos.

## **11. Next assurance review**

The Review team recommend that the Innovation Precinct undergoes a Project Assurance Review (PAR) once the change process concludes to assess the delivery plans and the revised Business case.

The Innovation Matrix, given the proximity of the completion and occupation of the building (May 2024 and from July 2025), the recommendation is to have a Gateway 5 / PAR within 6 – 12 months as an operational and benefits realisation review.

## ANNEX A - List of Interviewees

The following stakeholders were interviewed during the review:

Name	Organisation and role
Geraint Flowers	UWSTD – Acting SRO
Martin Nicholls	CEO City and County of Swansea and SRO for Swansea’s City Deal projects
Rowland Jones	Chair of UWSTD Estates Committee
Chris Holtom	UWSTD, INSPIRE Project manager
Duncan Gardner	UWSTD Property Manager
James Cale	UWSTD, Director of Digital Services
Darren Clayman	MD of IDNS, Audio Vision equipment supplier and future tenant of Innovation Matrix (IM)
Emyr Jones	Executive Head of Property and Estate Development
Ian Walsh	UWSTD Academic Provost for Swansea and Cardiff campuses
Dr. Sean Jenkins	Associate Professor of Industrial Design at UWSTD. Head of ATiC (Assistive Technologies Innovation Centre and future tenant of IM)
Richard Croydon	Innovation Matrix Project Architect (Stride Treglown)
Steve Nicholls	Kier, Contractor Design Manager
David Johnson	Mott McDonald, PM and QS
John Cain	Rockfield Global, future tenant of IM
Stuart Harris	CEO of Milligan, specialists in town centre regeneration
Anthony Swallow	External Business case consultant.
Jonathan Burnes	SBCD Programme Director

## Programme/Project name/Enw'r rhaglen/Prosiect

### Swansea Waterfront – Innovation Matrix and Innovation Precinct

## Scope of Review/Cwmpas Adolygiad

### Innovation Matrix

Innovation Matrix is currently at delivery stage with our principal contractor (Kier) on site. Due to the previous governance structure of Swansea Bay City Deal, Innovation Matrix has not been reviewed previously under the IAAP framework. It would thus benefit from a wide ranging review that assesses both the delivery methodology and the administrative and decision making process that led to the preferred option. We therefore see the scope of the review as follows:

- An assessment of the overall business case and process by which it was compiled
- The delivery model of Innovation Matrix and design process
- Procurement of the principal contractor, with particular reference to lessons learned through previous projects with the same contractor
- The Change Notification Request and process by which this was developed
- Tenant selection and engagement success, with particular reference to the creation of the IM ecosystem and the suitability of the Innovation Matrix Operational Plan
- The benefits of the Innovation Matrix to the wider Digital District Business Case

### Innovation Precinct

Innovation Precinct is significantly less advanced than Innovation Matrix and is currently under a Change Notification Request process to adjust the delivery model. Whilst development is continuing on Innovation Precinct, the University is currently in a period of negotiation with both the Local Authority and a potential Private Sector Partner to assess the feasibility of delivering the scheme under a new methodology. As a result, at this early stage we see the scope of the review as follows:

- An assessment of the early Change Notification Request and the process by which this was undertaken
- Proposed changes to the initial Swansea Waterfront business case to reflect the change in delivery methodology
- A review of the new direction of travel, to assess suitability

Given the significantly differing levels of development between Innovation Matrix and Innovation Precinct, we would suggest a weighted balance of time of 80/20% in favour of Innovation Matrix for this review but are happy to discuss should the review team feel this is inappropriate. This is in anticipation of a further, more focussed review of the Innovation Precinct once development has reached a sufficient level of detail.

## Why is a review needed? *Pam bod angen adolygiad?*

As previously stated, neither Innovation Matrix or Innovation Precinct have been subjected to a Gateway Review thus far and it is the University's strong belief that at this stage of development both schemes would benefit greatly from an impartial assessment.

Innovation Matrix has now started on site which presents a natural point in the development for a review, whilst still retaining the ability to act on any recommendations that are suggested as a result. This also facilitates the development of Innovation Precinct, which can take advantage of any particular lessons learned from the Innovation Matrix review.

The review will also assist in satisfying the requirements of Swansea Bay City Deal to include a series of Gateway Reviews in line with the IAAP process. As the University's projects sit underneath the overarching Swansea Waterfront bid (through City and County of Swansea), the review will form an ideal close look at the projects as opposed to the programme.

## What areas should the Review team focus on? *Ar ba feysydd y dylai'r Tîm Adolygu ganolbwyntio arnynt?*

Whilst the University does feel it would be advantageous to have a 'general' review of both Innovation Matrix and Innovation Precinct, the areas that the University would highlight for additional attention and focus would be:

### **Innovation Matrix**

- Is the number/mix of tenants in the Innovation Matrix appropriate to deliver on the aims and ambitions of the project?
- Has the design process been conducted in a way that is appropriate to the scheme? Would there be any changes in hindsight that could be put forward to Innovation Precinct?
- Has the Innovation Matrix been developed in a way sufficient to fulfil the ongoing requirements of the Digital District programme?

### **Innovation Precinct**

- How effectively has the Change Control process been utilised to describe the change in direction for Innovation Precinct?
- Are there any particular lessons learned from Innovation Matrix that could be included in the Innovation Precinct project?

**Signed/Llofnodi:**



**Dated/Dyddiedig:- 7<sup>th</sup> August 2023**

# Agenda Item 7



Swansea Bay City Region Joint Committee - 8 February 2024

## Joint Committee Forward Work Plan

<b>Purpose:</b>	To inform Joint Committee of the latest Forward Work Plan
<b>Policy Framework:</b>	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
<b>Recommendation(s):</b>	It is recommended that Joint Committee 1) Reviews and agrees the proposed Forward Work Plan as at Appendix A
<b>Report Author:</b>	Amanda Halfhide (Senior Portfolio Support Officer)
<b>Finance Officer:</b>	Chris Moore, Section 151 Officer, SBCD
<b>Legal Officer:</b>	Debbie Smith Deputy Monitoring Officer, SBCD

### 1. Introduction

- 1.1 The Joint Committee (JC) work programme, attached at Appendix A, summarises the planned activity for the SBCD Portfolio over the next 6/12 months This document will be revised every 6 months and presented to Joint Committee members.

### 2. Background

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

### 3. Financial Implications

- 3.1 There are no financial implications associated with this report

### 4. Legal Implications

- 4.1 There are no legal implications associated with this report

**Background Papers:**  
**Appendices:**

Appendix A: Joint Committee Forward Work Plan

## Joint Committee Work Plan February 2024

## Appendix A

Category	Action	Development Timeframe	JC Board Date	Responsibility
Governance	SBCD Highlight Report	Monthly	All	PoMO / PB / JC
	Joint Committee Meetings	Bi Monthly	Bi Monthly	SBCD PoMO / Democratic Services
	Review PB Chair	TBC	TBC	PoMO / PB / JC
	Joint Committee Forward Work Plan	January 2024`	February 2024	PoMO / JC
	Review Joint Committee Terms of Reference	TBC	TBC	SBCD PoMO /JC
	Declarations of interest - Status Update	November 2023	February 2024	PoMO / PB / ESB / JSC / JC
	Innovation Matrix & Precinct Update	November 2023	February 2024	PoMO / PB / JC
	Revised Monitoring & Evaluation Plan	March 2023	April 2024	PoMO / PB / JC
	Risk Management Strategy	January 2023	April 2024	PoMO / PB / JC
	Evaluation Framework	December 2023	April 2024	PoMO / PB / JC
	Portfolio Business Case Updated	Jan-Mar 24	April 2024	PoMO / PB / JC / UKG&WG
	Campuses Update	February 2024	April 2024	PoMO / PB / JC
	PDM Update	February 2024	April 2024	PoMO / PB / JC
	HAPS Update	March 2024	April 2024	PoMO / PB / JC
	Elect Joint Committee Chair (Annual Basis)	July 2024	June 2024	PoMO / JC
	SBCD Portfolio Gateway Review Recommendation Report	July 2024	September 2024	PoMO / PB / JC
	HAPS Gateway Review	July 2024	September 2024	PoMO / PB / JC
	Review ESB Chair (Annual basis)	October2024	November 2024	PoMO / PB / JC
	SBCD Portfolio Gateway Review Action Plan	September 2024	Quarterly	PoMO / PB / JC
	SBCD Quarterly Monitoring Report	Q1 (April – June), Q2		SBCD PoMO / JC



	<ul style="list-style-type: none"> <li>• Dashboard</li> <li>• Programme / Project activity planned / undertaken</li> <li>• Portfolio Risk Register (Red Risks)</li> <li>• Portfolio Issues Log (Red Issues)</li> <li>• Benefits Realisation Summary</li> <li>• Procurement Pipeline</li> <li>• Communications &amp; Marketing update</li> </ul>	(July – September), Q3 (October – December), Q4 (January – March)		
	Construction Impact Assessment	Monthly	Bi Monthly	PoMO / PB / JC
	SBCD Ministerial Report	Bi Monthly	Bi Monthly	SBCD PoMO / UKG & WG
<b>Comms &amp; Engagement</b>	Comms & Marketing Plan	January 2024	February 2024	PoMO / PB / JC
	SBCD Annual Report	January 2024 - May 2024	July 2024	SBCD PoMO / PB / JC
	SBCD Primary Stakeholder Event / Local roadshows	Oct 2023 - March 2024	TBC	SBCD PoMO / JC
<b>Legal</b>	Joint Committee Agreement amendments	TBC by Monitoring Officer	TBC	PoMO / Legal / JC
<b>Finance</b>	Quarterly Monitoring	Q1, Q2, Q3, Q4	Quarterly	SEC151 Officer / JC
	NNDR Process - Letter confirming approval when process agreed	TBC	TBC	SEC151 Officer / JC
	Wales Audit Outline Plan	July 2024	July 2024	SEC151 Officer / PoMO / JC
	Wales Audit Detailed Plan	October 2024	October 2024	SEC151 Officer / Audit / JC
	Wales Audit Report	TBC	TBC	SEC 151 Officer / JC
	Internal Audit TOR	November 2024	November 2024	SEC151 Officer / PoMO / PB / JC
	Joint Committee Annual	September	November	PoMO / PB /

	Budget	2024	2024	SEC151 Officer / JC
	Financial Statements	April 2024	May 2024	SEC151 Officer / JC
	Operational Revenue Reporting	TBC	TBC	SEC151 Officer / JC

# Agenda Item 8



Swansea Bay City Region Joint Committee - 8 February 2024

## Swansea Bay City Deal Financial Monitoring Report 2023/24 - Provisional Outturn Position Quarter 3 (October - December 2023)

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

### 1. Introduction

This report details the forecasted 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.

### 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.

In June 2022 Joint Committee has previously agreed and set a five-year operational budget which has been revised on a continual basis. Since this period the operational budget has been reviewed and a detailed breakdown of the Joint Committee - Provisional Quarter 3 Outturn Position Financial Year 2023/24 is included in Appendix A.

## **2.2. Joint Committee and Accountable Body**

The Joint Committee and Accountable Body expenditure forecast is estimated at £2,225k. 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. 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 in line 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. The accrued interest for 2023-24 is estimated at £2,112k.

## **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 £22k.

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

For the period ending 31<sup>st</sup> March 2024 the expenditure is estimated at £565k. The PoMO staffing cost is estimated at £476k which includes the 2023-24 pay adjustment. There is an underspend of £104k against budget, this is due to all posts being budgeted at the top of grade and savings due to in year temporary staffing vacancies.

Rents and service charges in respect of office space total £23k, fees including consultancy and gateway reviews have been forecast at £11k which includes project management software purchased and Portfolio Gateway review; and conferences, marketing and advertising estimated at £40k including the SBCD roadshow events.

Central Recharges of £28k has been included being the contribution 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. Income**

Total income for the year demonstrates £2,873k. This consists of anticipated drawdown of 'Top Slice' of £761k from the dispersed grant awards and estimated interest derived from cash balances £2,112k.

## **2.6. Financial Monitoring - Statement of Balances**

The prior year (2022/23) balance carried forward in reserve demonstrates £140.8k. Currently the estimated year end position of the City Deal accounts demonstrates a small deficit of £10.2k. This results in an anticipated reserve of £130.6k at year end.

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

### **3.1. Provisional Portfolio Investment Outturn Position**

The overall estimated investment position is demonstrated at £1.280bn (Quarter 2 2023/24 - £1.279bn) over the fifteen-year life of the portfolio. The revised budget (Quarter 3 2022/23) comprised of a total investment of £1.248bn, currently the City Deal is presenting an over investment against the revised budget of £32m.

Details of significant variances are outlined below:

Digital Infrastructure is demonstrating £15.8m over investment against budget mainly due to additional private sector funding.

Swansea Waterfront: The Arena and Public Realm project is demonstrating an overinvestment of £5m. Swansea Council have completed a reconciliation of costs relating to the Arena and Public Realm and an additional payment of £14.4m is to be allocated between each asset. This brings the total public sector spend to £73.4m against the original business case total of £69m, this £4.4m overspend will be absorbed into the wider Copr Bay project spend and will be covered by the Local Authority. The Arena and Public Realm are part of the wider Copr Bay scheme. There is no overspend on the scheme in totality, but individual elements may be higher or lower than the elements in the original business case. However, the council has not needed to commit any addition funding over and above the amount approved by our cabinet. In addition, the full amount of the city deal funding has been fully committed to the area specific part of the project. The Digital Village project is continuing on track and to forecast spend.

The council is due to submit a change notification to reflect the actual spend and the delivery of the completed Arena works. An updated Business Case will be completed later in the year and will reflect completion of 71-72 Kingsway and updated status of the Hotel. Any change in profiling would be formally recorded as part of this amendment.

Pentre Awel has commenced construction and is demonstrating £6m over investment against budget. Work is estimated to be completed during Autumn 2024.

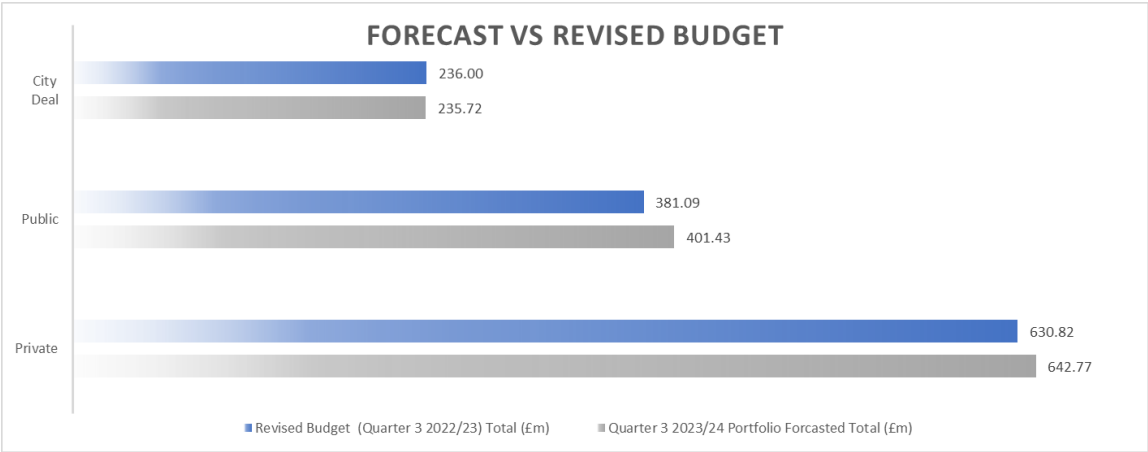
PDM is demonstrating an over investment of £4m. The PDI project is now demonstrating a total investment of £48m project (increased from £41.5m at Approval), the majority of which has come from WEFO (increase from circa £7m to £12m) and the balance from private (port) sources.

**Portfolio Forecast (Estimated)**

Prior Quarter (Quarter 2 2023/24) Portfolio Forecasted Total (£m)	Investment Component	Revised Budget (Quarter 3 2022/23) Total (£m)	Quarter 3 2023/24 Portfolio Forecasted Total (£m)	Variance (£m)	Variance
235.39	City Deal	236.00	235.72	- 0.29	-0.12%
401.11	Public	381.09	401.43	20.34	5.34%
642.75	Private	630.82	642.77	11.95	1.89%
<b>1,279.25</b>	<b>Grand Total</b>	<b>1,247.91</b>	<b>1,279.92</b>	<b>32.00</b>	<b>2.56%</b>

**Programme Breakdown (Estimated)**

Prior Quarter (Quarter 2 2023/24) Programme/Project	Programme/Projects	Quarter 3 2023/24 Forecast				Revised Budget (Quarter 3 2022/23) Total	Variance (£m)	Variance (%)
		City Deal Investment (£m)	Public Sector Investment (£m)	Private Sector Investment (£m)	Programme/Project Total (£m)			
71	Digital Infrastructure	25	18	28	71	55	16	29%
506	Homes as Power Stations	15	115	376	506	506	-	0%
136	LS&WB Campuses	15	59	62	136	135	1	1%
64	Pembroke Dock Marine	28	19	17	64	60	4	7%
206	Pentre Awel	40	58	108	206	200	6	3%
30	Skills & Talent	10	16	4	30	30	-	0%
59	Supporting Innovation and Low Carbon Growth	48	6	6	59	59	0	0%
183	Swansea Waterfront	50	92	41	183	178	5	3%
25	Yr Egin	5	19	2	25	25	0	0%
<b>1,279</b>	<b>Grand Total</b>	<b>236</b>	<b>401</b>	<b>643</b>	<b>1,280</b>	<b>1,248</b>	<b>32</b>	<b>3%</b>



**3.2. Provisional Annual Investment Forecast 2023/24**

The forecast estimated investment for the financial year ending 31<sup>st</sup> March 2024 is demonstrated at £143.8m. The annual investment forecast is currently demonstrating an annual under-investment of £43.4m, in respect of the following:

PDM is demonstrating an over investment of £4m. The PDI project is now demonstrating a total investment of £48m project (increased from £41.5m at Approval), the majority of which has come from WEFO (increase from circa £7m to £12m) and the balance from private (Port) sources.

Digital Infrastructure’s public and private sector spends are behind profile due to funding agreements being signed mid-year. It is expected that accurate public and private sector investment figures for 2022/23 will be established before the end of the 2034/24 financial year following completion of an externally commissioned benefits

realisation exercise which was conducted by Farrpoint. This exercise is undertaken on an annual basis to accurately determine levels of public and private inward investment however, this assessment requires information and data that is not released until the Autumn of the year following which it is reported. This will therefore continue to require retrospective updated investment reporting to reflect the actual and accurate public and private investment.

Yr Egin Phase 2 (the active component of the wider Egin project) is currently going through a change notification process to significantly change the delivery methodology. This will have a significant impact on the project investment once more up to date costings are identified via expert consultants.

The HAPS project recently launched the Financial Incentives Fund (FIF) with payment to successful schemes being made following installation of the HAPS technologies. In some cases, monitoring will take place for up to 12 months prior to technology being installed. This has resulted in moving the profile of defrayed spend for the £5.75m FIF into latter years than originally profiled. The project has now recruited and successfully filled the post of HAPS Supply Chain Lead and will be launching the Supply Chain Fund this year, however it is unlikely there will be spend of over £500k during 2023/24 and therefore the majority of the spend has been reprofiled into next year.

The Skills and Talent project is demonstrating slippage in delivery within the year. The project has currently awarded funding to six successful school, further and higher education pilot projects and will review the funding mechanism in the new year. This this is not expected to have an impact on the total investment for the project.

Pentre Awel's annual investment profile was estimated as at quarter 3, construction enabling works have commenced and will be completed in Autumn 2024. Whilst slippage has occurred this financial year due to small spend in the preliminary stages, this will accelerate over the remaining 10-month period of construction. This is not expected to have an impact on the total investment for the project.

The SWITCH project has announced Morgan Sindall as the successful contractor on the 2<sup>nd</sup> May with a kick off meeting held mid-May with all parties involved. The first design meeting took place on 8<sup>th</sup> June with subsequent monthly meetings scheduled. The project also met with Swansea University to progress Heads of Terms document.

Swansea Waterfront: The Arena and Public Realm project is demonstrating an overinvestment of £5m. Swansea Council have completed a reconciliation of costs relating to the Arena and Public Realm and an additional payment of £14.4m is to be allocated between each asset. This brings the total public sector spend to £73.4m against the original business case total of £69m, this £4.4m overspend will be absorbed into the wider Copr Bay project spend and will be covered by the Local Authority. The Arena and Public Realm are part of the wider Copr Bay scheme. There is no overspend on the scheme in totality, but individual elements may be higher or lower than the elements in the original business case. However, the council has not needed to commit any addition funding over and above the amount

approved by our cabinet. In addition, the full amount of the city deal funding has been fully committed to the area specific part of the project. The Digital Village project is continuing on track and to forecast spend.

Portfolio Summary 2023/24						
Description	Revised Budget	Quarter 3 2023/24 Provisional Outturn Position				Variance
		Actuals (to Date)	Commitments	Forecast Commitments	Total Annual Forecast	
		(£)	(£)	(£)	(£)	
<b>City Deal Investment</b>						
Capital	76,768,896	26,648,843	3,112,905	26,819,229	56,580,977	- 20,187,919
Revenue Expenditure (where capital receipts directive applied)	5,037,776	846,068	-	1,243,237	2,089,304	- 2,948,471
<b>City Deal Total</b>	<b>81,806,672</b>	<b>27,494,911</b>	<b>3,112,905</b>	<b>28,062,466</b>	<b>58,670,282</b>	<b>- 23,136,390</b>
<b>Public Sector Investment</b>						
Capital	49,736,343	30,710,305	5,005,129	25,855,028	61,570,461	11,834,118
Revenue	6,845,658	2,426,915	39,500	1,482,000	3,948,415	- 2,897,243
<b>Public Sector Total</b>	<b>56,582,001</b>	<b>33,137,220</b>	<b>5,044,629</b>	<b>27,337,028</b>	<b>65,518,876</b>	<b>8,936,875</b>
<b>Private Sector Investment</b>						
Capital	47,007,411	1,596,000	-	16,294,693	17,890,693	- 29,116,719
Revenue	1,721,273	530,649	913,458	229,672	1,673,779	- 47,494
<b>Private Sector Total</b>	<b>48,728,684</b>	<b>2,126,649</b>	<b>913,458</b>	<b>16,524,364</b>	<b>19,564,472</b>	<b>- 29,164,213</b>
<b>Project Total</b>						
Capital	173,512,650	58,955,148	8,118,034	68,968,949	136,042,131	- 37,470,519
Revenue	13,604,707	3,803,632	952,958	2,954,908	7,711,499	- 5,893,208
<b>Project Total</b>	<b>187,117,357</b>	<b>62,758,780</b>	<b>9,070,992</b>	<b>71,923,857</b>	<b>143,753,630</b>	<b>- 43,363,727</b>

Annual Programme Investment Breakdown 2023/24 (Estimated)						
Description	Revised Budget	Quarter 3 2023/24 Provisional Outturn Position				Variance
		Actuals (to Date)	Commitments	Forecast Commitments	Total Annual Forecast	
		(£)	(£)	(£)	(£)	
Digital Infrastructure	15,602,392	253,584	-	10,102,392	10,355,976	- 5,246,416
Homes as Power Stations	17,466,503	5,828,593	-	658,845	6,487,438	- 10,979,065
LS&WB Campuses	8,866,505	583,185	683,856	7,662,272	8,929,313	62,807
Pembroke Dock Marine	8,120,992	11,021,414	70,341	9,554,708	20,646,463	12,525,471
Pentre Awel	59,122,658	11,635,740	-	35,481,260	47,117,000	- 12,005,658
Skills & Talent	6,700,000	359,076	875,264	946,236	2,180,576	- 4,519,424
Supporting Innovation and Low Carbon Growth	28,558,879	245,762	-	1,518,145	1,763,907	- 26,794,972
Swansea Waterfront	36,959,428	32,831,426	7,441,532	6,000,000	46,272,958	9,313,529
Yr Egin	5,720,000	-	-	-	-	- 5,720,000
<b>Total</b>	<b>187,117,357</b>	<b>62,758,780</b>	<b>9,070,992</b>	<b>71,923,857</b>	<b>143,753,630</b>	<b>- 43,363,727</b>

### 3.3. Capital and Revenue Apportionment

There is currently an estimated revenue requirement of £58.07m (4.54%) 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 2 2023/24 - £58.04m), this is as a result of some small fluctuation across several projects.

Capital/Revenue Summary (Estimated)					
Prior Quarter (Quarter 2 2023/24) Portfolio Forecasted Total (£m)	Investment Component	Capital Forecast (£m)	Revenue Forecast (£m)	Total Forecast (£m)	Revenue Proportion
235.39	City Deal	218.26	17.45	235.72	7.40%
401.03	Public	372.82	28.61	401.43	7.13%
642.75	Private	630.76	12.00	642.77	1.87%
<b>1,279.17</b>	<b>Grand Total</b>	<b>1,221.84</b>	<b>58.07</b>	<b>1,279.92</b>	<b>4.54%</b>

## 4. Financial Implications

The forecasted Joint Committee Quarter 3 outturn position (as at 31st December 2023) indicates a small deficit of £10.2k, which will be funded from the Swansea Bay City Deal ring-fenced reserve at the year end. Expenditure is forecasted at £2,883k, which is offset by the 'Top Slice' of dispersed Government grants of £761k and estimated interest derived from cash balances £2,112k.



The business cases of all nine SBCD Portfolio programmes and projects have now been formally approved and a revised budget was compiled in Quarter 3 2022/23 for the portfolio demonstrating £1.248billion. The estimated portfolio forecasted investment position (as at 31<sup>st</sup> December 2023) demonstrates over investment against the revised budget of £32m. Currently the portfolio is presenting a total investment over the fifteen-year life span of the Swansea Bay City Region Deal of £1.280billion. This is subject to fluctuation over the life span of the project and will continue to 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 – Provisional Quarter 3 Outturn Position Financial Year 2023/24

 <b>Joint Committee - Provisional Quarter 3 Outturn Position Financial Year 2023/24</b> <i>as at 31st December 2023</i>			
Description	Budget 2023/24	Forecast Outturn 2023/24	Variance
	£	£	£
<b>Expenditure</b>			
<b><u>Programme Management Office</u></b>			
Salary (Inc. On-costs)	580,576	476,253	- 104,323
Training of Staff	27,862	2,000	- 25,862
Rents (The Beacon)	16,921	15,633	- 1,288
Rates (The Beacon)	7,472	7,624	152
Public Transport - Staff	2,185	-	- 2,185
Staff Travelling Expenses	17,482	2,000	- 15,482
Admin, Office & Operational Consumables	2,732	500	- 2,232
Furniture	1,071	1,000	- 71
Fees	27,316	11,000	- 16,316
ICTs & Computer Hardware	2,678	1,100	- 1,578
Subsistence & Meetings Expenses	8,741	1,000	- 7,741
Conferences, Marketing & Advertising	81,947	40,000	- 41,947
Projects & Activities Expenditure	15,297	-	- 15,297
Translation/Interpret Services	10,296	6,000	- 4,296
Printing & Copying	4,917	500	- 4,417
<b>Programme Management Office Total</b>	<b>807,493</b>	<b>564,610</b>	<b>- 242,883</b>
<b><u>Accountable Body</u></b>			
Audit Wales- Financial Audit	26,780	26,484	- 296
Finance support including Section 151 Officer	59,268	59,258	- 10
Interest paid Out to Projects	-	2,111,816	2,111,816
<b>Accountable Body Total</b>	<b>86,048</b>	<b>2,197,557</b>	<b>2,111,509</b>
<b><u>Legal and Governance</u></b>			
Monitoring Officer	38,198	38,472	274
Legal Advisory Fees	26,780	10,000	- 16,780
<b>Legal and Governance Total</b>	<b>64,978</b>	<b>48,472</b>	<b>- 16,506</b>
<b><u>Joint Committee</u></b>			
Room Hire	1,986	-	- 1,986
Subsistence & Meeting Expenses	3,671	-	- 3,671
Democratic, Scrutiny and Legal Support Costs	27,737	27,935	198
<b>Joint Committee Total</b>	<b>33,394</b>	<b>27,935</b>	<b>- 5,459</b>
<b><u>Joint Scrutiny Committee</u></b>			
Subsistence & Meeting Expenses	7,364	-	- 7,364
Travel	1,311	-	- 1,311
Democratic, Scrutiny and Legal Support Costs	22,129	22,171	42
<b>Joint Scrutiny Committee Total</b>	<b>30,804</b>	<b>22,171</b>	<b>- 8,633</b>
<b><u>Internal Audit</u></b>			
Audit Support	22,013	22,171	158
<b>Internal Audit Total</b>	<b>22,013</b>	<b>22,171</b>	<b>158</b>
<b><u>Provision for Unwinding of PMO</u></b>			
Redundancies	37,674	-	- 37,674
<b>Provision for Unwinding Total</b>	<b>37,674</b>	<b>-</b>	<b>- 37,674</b>
<b>Total Expenditure</b>	<b>1,082,404</b>	<b>2,882,916</b>	<b>1,800,512</b>
<b><u>Funding Contributions</u></b>			
Balance C/F from previous year	-	-	-
SBCD Grant Revenue Contribution	723,000	760,858	37,858
Partner Contributions	-	-	-
Interest Income /- contribution from LA'S	-	2,111,816	2,111,816
<b>Total Income</b>	<b>723,000</b>	<b>2,872,674</b>	<b>2,149,674</b>
<b>Provision of Service - Surplus / (Deficit)</b>	<b>(359,404)</b>	<b>(10,242)</b>	<b>349,162</b>
<b><u>Movement to Reserves</u></b>			
<b>Description</b>	<b>£</b>	<b>£</b>	<b>£</b>
Balance Brought Forward from previous year	140,801	140,801	-
Net Provision of Service - Surplus / (Deficit)	(359,404)	(10,242)	349,162
<b>Balance Carry Forward</b>	<b>(218,603)</b>	<b>130,559</b>	<b>349,162</b>

# Agenda Item 9



Swansea Bay City Region Joint Committee - 8 February 2024

## Swansea Bay City Deal Quarterly Monitoring Report

<b>Purpose:</b>	To inform Joint Committee of the SBCD Quarterly Monitoring Report for both the SBCD Portfolio and its constituent programmes / projects
<b>Policy Framework:</b>	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
<b>Report Author:</b>	Amanda Halfhide (SBCD Senior Portfolio Support Officer)
<b>Finance Officer:</b>	Chris Moore (SBCD S151 Officer)
<b>Legal Officer:</b>	Debbie Smith (Deputy Chief Legal Officer)
<b>FOR INFORMATION</b>	

### 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

#### 2.1 Appendix A: SBCD Portfolio Dashboard

A summary of all the Quarterly Reporting documentation. It was agreed by Joint Committee that the following components would be included in the initial iteration in SBCD Portfolio Dashboard

Item	Theme	Update	Annex
1.	Programme / Project RAG Status	SILCG Finance moved from Green to Amber to reflect funding gap with SWITCH giving an overall RAG of Amber as Delivery also remains Amber. Overall change from Green last quarter. Yr Egin Delivery and Resourcing has moved from Green to Amber	A / B

2.	Portfolio Risk Register	Red Risks decreased from 6 to 5. Pressure on construction industry to meet demand of City Deal and other public sector procurements has reduced from Red to Amber due to the construction industry accepting the current market stability which is becoming more predictable for future projected costings. There is no evidence that tender calls are not being met for major infrastructure projects	A
3.	Issues Log	1 Red Issue around approval of funding agreements. Decreased from 2 to 1	A
4.	Gateway Review Recommendations Action Plan	Action Plan will be included as part of the quarterly update.	D
5.	Change Notifications	Waterfront - Milestone completion date for 71-72 Kingsway (Digital Village) has changed from the business case V003 October 2023 to March 2024. PDM - Following approval CSP have updated PDZ's financial profile to match, extending the City Deal funding profile from the end of FY 23/24 by 36 months out to end FY 2026/2027.	A
6.	Internal Audit Recommendations Report	Update on recommendations	E

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

- Portfolio
  - Communications and Marketing
- Programmes / Project
  - Scorecard with status summary
  - Previous quarter achievements and current quarter planned activities
  - Outputs

## 2.3 Appendix C: Benefits Summary

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

Increase in jobs created from 550 to 567 due to increase with Pentre Awel

Total Investment has increased from £264.8m to £271.86 due to an increase with Skills and HAPS

## 2.4 Appendix D: Portfolio Gateway 0 Review Action Plan

The SBCD Portfolio Action Plan available in Appendix F has been developed in response to the recommendations made in the Gateway 0 review undertaken in July 2023

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.

## 2.5 Appendix E: Internal Audit Action Plan

An Internal Audit was completed April 2023 with a Substantial (Green) rating awarded. The Action Plan highlights progress made on the 5 recommendations listed in the Audit Report.

## 2.6 Appendix F: 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

The Portfolio in Q3 2023/24 is generally on track. Changes reflect that the projects and programmes are in delivery and maturing their procurement plans with more accurate delivery target from contractors.

Project/programme procurement movement this quarter include:

Table 1

Pentre Awel	<ul style="list-style-type: none"><li>• Completion date Zone 1 moved from Q3 2024 to Q4 2024</li></ul>
HAPS	<ul style="list-style-type: none"><li>• Monitoring &amp; Evaluation Services on site date added Q1 2023, completion date added Q4 2027</li><li>• HAPS Incentives Fund – On site date added Q3 2023</li><li>• HAPS Regional supply chain – Procurement date moved from Q2 2023 TO Q2 2024</li></ul>
Innovation Precinct	<ul style="list-style-type: none"><li>• Procurement date moved from Q1 2024 to Q1 2025</li><li>• On site date moved from Q2 2024 to Q2 2025</li><li>• Completion date moved from Q2 2025 to Q3 2026</li></ul>
Yr Egin	<ul style="list-style-type: none"><li>• Created Business Hub Phase 2 procurement date moved from Q4 2023 to Q3 2024</li><li>• On site moved from 2024 to Q1 2025</li><li>• Completion date moved from 2024 to Q4 2025</li></ul>

### **3. Financial Implications**

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

### **4. Legal Implications**

There are no legal implications associated with this report.

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

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

**Background Papers:** None

**Appendices:**

- Appendix A: SBCD Portfolio Dashboard
- Appendix B: SBCD Quarterly Monitoring Report
- Appendix C: Benefits Summary
- Appendix D: Portfolio Gateway 0 Action Plan
- Appendix E: Internal Audit Action Plan
- Appendix F: Procurement Pipeline

SBCD Portfolio RAG Status Appendix A

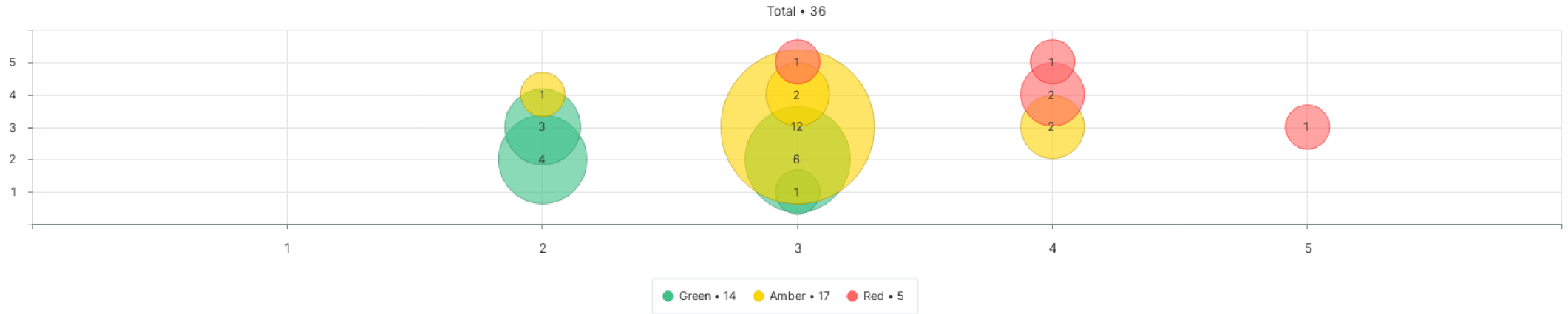
Name ↑	RAG Delivery	RAG Scope	RAG Staffing/resource	RAG Finance	RAG Stakeholder Engagement	RAG Overall Rating
Campuses	Red	Green	Green	Red	Green	Red
Digital Infrastructure	Amber	Amber	Amber	Amber	Green	Amber
HAPS	Amber	Green	Green	Amber	Amber	Amber
PDM	Amber	Green	Green	Green	Green	Green
Pentre Awel	Green	Green	Green	Green	Green	Green
SILCG	Amber	Green	Green	Amber	Green	Amber
Skills & Talent	Green	Green	Green	Green	Green	Green
Swansea Waterfront	Amber	Green	Green	Amber	Green	Amber
Yr Egin	Amber	Amber	Amber	Amber	Green	Amber

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SBCD Red Issues

Issue ID	Issue Rating	Description	Follow on Actions
SBCD025	Red	Delay in funding agreements being approved	<p><b>29/06/23</b> Campuses agreement still outstanding, currently looking at approx 18/24 months delay compared to timeline outlined in Business Case.</p> <p><b>18/10/23</b> Secondary funding agreement with Campuses awaiting confirmation between Swansea University and Swansea Bay University Health Board</p> <p><b>13/12/23</b> Campuses tertiary funding agreement to be signed Dec-23. Primary funding agreement with accountable body an Secondary between lead authority and deliverer.</p>

## Portfolio Risks



## Red Risks

Name	Resid...	Description	Mitigation Plan
Increase in cost of construction Page 46	Red	Risk that cost of construction may increase impacting on budgets set out in Programme / Project Businesses resulting in an overspend	<p><b>15/06/23</b> Programmes / Projects have reported no change in forecast cost increases since Q3 2022/23. Future iterations of the Construction Impact Assessment will include a tab highlighting the previously forecasted funding gap allowing projects to update actual figures once procurement activity has been completed. Finance Manager to review potential inflation impacts of projects to be procured later than this financial year.</p> <p><b>09/10/23</b> Latest Construction Impact Assessment (CIA) summary demonstrates a £36m funding gap which is an increase from £31m in previous month. This is due to Campuses and PDM rising cost of construction. Mitigation in place for both projects as detailed in report. Continue to monitor and update CIA report</p> <p><b>Linked to Issue ID021.</b></p> <p><b>11/12/23</b> Latest report demonstrates an estimated £42.9m overall funding gap which is an increase from £36m in previous month due to an increase with SILCG SWITCH component. Mitigating action being undertaken by NPT to reduce £6.8m increase in costs. Overall portfolio mitigating actions leave a residual impact of £11m to be addressed by lead delivery organisations.</p>
Welsh Government 2021 update of TAN) 15 development risk of flooding, coastal erosion & associated flood	Red	Proposed updates to the TAN and maps have recategorised the vulnerability of certain developments, increased the extent of the flood maps and the ability of land owners and local authorities to potentially	<p><b>15/06/23</b> The focussed consultation on further changes to Technical Advice Note 15 (TAN 15) concluded on 17 April. Analysis of the consultation responses is now underway and there is a</p>



<p>planning maps.</p>	<p>achieve planning permission and ultimately develop land affected by the 2021 updates.</p>	<p>substantial amount of detailed work to be undertaken in analysing the responses. Given the size and complexity of the task in analysing the responses and making further changes to the TAN it is unlikely that the new version of the TAN will come into force before the end of this year.</p> <p><b>09/10/23</b> Awaiting update.</p> <p><b>18/12/23</b> PoMO to raise at SBCD Programme Board on 16th January.</p>
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<p>In Year Underspend</p>	<p><b>Red</b> . Having undertaken a reprofiling and baselining exercise across the Portfolio, there is a risk of an in year underspend of circa 10% of the portfolio value, however this has no effect on the overall investment of the Portfolio or the wider benefits and deliverables.</p>	<p><b>15/06/23</b> Financial reprofile undertaken Q1 2023/24 and will be reported through SBCD Governance Boards.</p> <p><b>09/10/23</b> The reprofile Q1 2023/24 reported a circa £50m slippage for 2023/24. Financial forecasting will continue to be monitored.</p> <p><b>11/12/23</b> Q2 2023/24 reported circa £39m slippage. Digital Infrastructure, HAPS, Pentre Awel and SILCG</p>
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<p>Slippage in delivery of programmes / projects against key milestones</p>	<p><b>Red</b> . As all City Deal Business Cases have now been approved the risk that City Deal doesn't achieve the outcomes intended within the timescales agree due to slippage in delivery of programme against key milestones resulting in borrowing and recuperation not accurately reflecting spend. Has been re-assessed following the closing of Risk ID SBCD013.</p>	<p><b>28/06/23</b> The Portfolio has been tasked with reprofiling following in year slippage and determining accurate spend profiles which will provide more accurate delivery and completion milestones. (Linked to Financial Slippage Risk). PoMO have undertaken a refresher training session for change processes and PL's will need to complete all outstanding change notifications and requests to ensure accurate change to timelines has been recorded.</p> <p><b>09/10/23</b> PoMO to query with projects experiencing in year slippage as to the wider impacts to delivery and timescales. PM's to submit change notifications detailing known or potential slippage</p> <p><b>04/01/24</b> Q3 2023/24 slippage currently being compiled.</p>
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<p>Prog/Proj delivering all outputs and outcomes within the business case</p>	<p><b>Red</b> . Risk that programmes and projects will not deliver elements of the business case resulting in depleted benefits being delivered. Currently funding agreements ensure that programmes and projects are committed to the delivery of business case objectives through the delivery of the outputs, however some of the business cases rely on the outcomes in order to realise the benefits within them. It is a risk if both outputs and outcomes are not delivered upon, however if an output or outcome is not attempted then the organisation will have failed to use best endeavours</p>	<p><b>28/06/23</b> A Template has been devised on Celoxis providing a consistent approach to benefit / community benefit reporting providing more visibility of what projects are updating against benefits targets allowing for greater scrutiny at a portfolio level.</p> <p><b>16/10/23</b> Monitoring &amp; Evaluation Task &amp; Finish Group in place which will determine all portfolio, programme and project deliverables and a framework to evaluate against BC targets. PoMO will continue to attempt to incorporate benefits realisation into Celoxis with dashboard .</p> <p><b>18/12/23</b> Monitoring &amp; Evaluation Task and Finish Group to share initial draft of Framework to Project Leads in Q4 2023/24, PoMO working with all project leads to populate benefit realisation templates to incorporate into SBCD Governance reporting.</p>
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Active Change Requests

001	Innovation Matrix Reprofile	Change Request Confirmation of Financial Reprofile Confirmation of revised Delivery Timeline
003	Swansea Waterfront	Change Notification Update Completion Date Swansea Arena Update Planned Completion Date 71/72
002	Digital Infrastructure Change Notification	Change Notification Confirmation of Business Case Updates
004	PDM	Change Notification Confirmation of PDI Completion Date
005	Campuses	Change Notification New estimate for sketty lane construction cost is £17.2 M as opposed previously forecast from the funding gap paper
006	SILCG	Change Request NPT Council obtained approval from SBCD JC to develop an enhanced business case for the SILCG AMPF projects. The NNZSCoE business case is attached detailing the Green Book 5 Case structure (strategic, economic, commercial, financial and management cases).
007	PDM	Change Notification Date change will allow Swansea University to recruit a PhD student who will make a significant contribution to their activities based around the fatigue testing equipment that was partly funded with City Deal grant The new end date also means that the full financial year of 2025/26 is now within the City Deal spending period, which aligns better with other funding sources that the PDM partners will be applying for Timeline - 7 month extension to the period over which City Deal funding will be defrayed Benefits - More time and better alignment to financial years should increase our ability to win further funding to deliver the MEECE project outcomes and impacts.
008	PDM	Change Request Change Information Notice 2 was approved in May 2023 to push the output achievement date for IP4 (progress toward planning consent for the PDZ element) to the end of the FY 26/27.  Following approval CSP have updated PDZ's financial profile to match, extending the City Deal funding profile from the end of FY 23/24 by 36 months out to end FY 2026/2027. This revised profile along with supporting narrative formed part of the recent Business Case Addendum process being shared with PoMo and accountable body finance officers
003b	Waterfront	Extension to 003 Milestone completion date for 71-72 Kingsway (Digital Village) has changed from the business case V003 October 2023 to March 2024. This delay to programme is due to a (now resolved) dispute with BYUK on groundwork programme scope. There is no change to the project benefits as stated in the business case as they will be realised within the City Deal timeline.

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Portfolio Gateway Review Action Plan

Task ↑	Task : Planned Finish	Comments
1 - Reinforce communication of the strategic, regionalised approach,	31 Jul 24	Meet the City Deal Pembrokeshire event held 20th July and Carmarthenshire event confirmed for 27th November. Portfolio representation at Careers Wales events, Welsh

both internally and externally

Business shows, Welsh Construction show and Intro Biz Expo in October

Established SBCD Construction and Community Benefits sub group and Monitoring and

2 - Further develop the benefits management approach to shift the focus to sustainable social and economic uplift, not just enablers.

31 Jul 24

SBCD Monitoring and Evaluation Task and Finish Group established. Initial meeting held in August and Group now meeting at regular monthly intervals  
Engagement initiated with other City and Growth Deals to identify best practice  
Meetings held with project teams to clarify requirements for benefits realisation and reporting. Benefits registers, profiles and maps being developed at a project level  
Engagement initiated with other City and Growth Deals to identify best practice

3 - Review and refresh the Portfolio Governance structure

29 Dec 23

Discussions ongoing

4 - Emphasise the focus on Dependencies and Opportunities

30 Jul 24

ESB involvement in the development of project proposals and engagement being promoted across the portfolio as projects are developed and delivered. ESB Test and Challenge session held in October to discuss the Enhanced AMPF OBC PoMO and projects and programmes supporting proposals for the funding and establishment of synergistic initiatives within the region





# Swansea Bay City Deal Portfolio

## Quarterly Monitoring Report

### (October – December 2023)

Programme / Project Scorecard							
Prog / Proj	Status Update	Delivery	Scope	Staffing Resource	Finance	Stakeholder Engagement	Overall (change)
<b>Digital Infrastructure</b>	Programme remains on target to deliver objectives. PSBA FFIB order has been submitted and is now in delivery with surveying stage underway (build to begin Q3 2024-25). Dark Fibre tender issued in November 2023 with significant interest from the market. Tender closes on 12 <sup>th</sup> January 2023 with evaluation scheduled for 17 <sup>th</sup> / 18 <sup>th</sup> January – appointment of preferred supplier soon after. 5G Investment Fund launched and open for applications from public sector partners and SBCD project and programmes. First application received from Campuses project, with £1.55 million awarded for creation of a 5G Living Lab. Central Communications and Engagement Officer in post with various activities underway including overarching communications and local communications plans. Stakeholders in UK and Welsh Government continue to be fully engaged, working closely with the programme, ensuring alignment of national and regional connectivity projects, notably Project Gigabit. NROMR and Project Gigabit intervention areas are being reviewed, with scoping of rural infill underway to inform best way forward to complement and maximise Project Gigabit and commercial rollout. Gateway Review 0 completed with programme receiving GREEN/AMBER DCA rating. Programme team actioning subsequent recommendations. Benefits realisation procurement exercise completed for remainder of programme delivery including final economic evaluation. FarrPoint appointed as supplier. 2022-23 BR exercise to be completed Q4 2023-24. Continuous dialogue with UK and Welsh Governments, and key national and regional private sector partners, including leading telecoms providers. Central team in regular contact with other growth deals to share best practice/lessons learned/challenges.						↕
<b>Pembroke Dock Marine</b>	PAR review completed in Sept / Oct 23, which concluded PDM is mostly green with some Amber (focusing on Outcome and Impact related benefit realisation)						↕
<b>Pentre Awel</b>	<u>Delivery</u> - Remains Green. Works being delivered and managed in accordance with the NEC3 Construction Contract. Formal works commenced on 6 <sup>th</sup> February 2023 and are progressing to programme - significant below ground works completed (which traditionally brings a higher level of risk) with key pre-commencement planning conditions discharged enabling the start of above ground activities. <u>Finance</u> – remains Green as forecasted construction cost remains in tolerance with the contract sum agreed with Bouygues UK and prior approval at Full Council. Z Clause for managing inflation risk of key materials has been removed from NEC3 contract. Swansea University has signed an agreement to lease for its demise, and agreements with Hywel Dda University Health Board in the process of being finalised. Discussions are ongoing with other prospective FE and HE tenants.						↕
<b>Yr Egin</b>	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). Internal team putting in place process to identify required revisions to meet industry requirements post-COVID. Project team moving forward with Change Notification for Egin Phase 2 which will require sign off by the University's new Chief Executive in Q1 2024 in line with the ongoing realignment of the University's strategic imperatives	↑		↑			↕
<b>Campuses</b>	Delays with the funding agreement have started to affect the timeline of the project. Upon signing of funding agreements a change notification will be submitted to reprofile timelines of outputs. Scope of the project remains unchanged as per the Business case however particular focus is on the affordability of the Phase 1 Singleton development and Morriston Management Centre. Mitigating actions formulated and pending project board approval. Delivery and finance red due to funding agreement not being signed. The principles of the primary funding agreement between Swansea Council and Swansea University have been agreed and an agreement has been issued for signature. The secondary funding agreement between Swansea University and SBUHB has been signed by SBUHB and pending signature from Swansea University						↕
<b>Homes As Power Stations</b>	The first round of HAPS Financial Incentives Fund was completed with 16 applications approved. Supply Chain Fund criteria is now being scoped, aligned to the project objectives. NPTCBC has secured SPF Funding to create a Demo HAPS house to further engage with stakeholders.						↕

Quarterly Monitoring Report

<p><b>Supporting Innovation &amp; Low Carbon Growth</b></p>	<p>Multiple projects in delivery namely SWITCH, AQMP, LEV, PDF, H2 stimulus project- Bay Technology Centre is currently at 42% occupancy with active pipeline of enquiries. Morgan Sindall appointed for the design and build of the SWITCH Harbourside facility with monthly design meetings ongoing starting in May 23. Enhanced AMPF project is going through an OBC process in consultation with stakeholders, this has now been approved by all parties. SILCG Programme Board meets quarterly. Delivery Amber due to pandemic and knock on delays to some projects. Lessons learned from BTC construction is informing future projects such as SWITCH. Finance changed to Amber to reflect funding gap on SWITCH. PDF stage 2 process underway. LEV strategy under development. AQMP project recruited new data analyst.</p>						
<p><b>Skills &amp; Talent</b></p>	<p>17 Pilot projects already approved and moved/moving into delivery. Further project development in discussions.</p>						
<p><b>Swansea City &amp; Waterfront Digital District</b></p>	<p>71-72 Kingsway construction continuing at pace with PC date of March 2024 – change notification for this date has been submitted to PMO. Three months of landlord internal fit out will commence from April. Innovation Matrix has begun onsite. Arena Hotel funding discussions progressing well. Discussions ongoing between Swansea Council &amp; UWTSO about the delivery of the Innovation Precinct. Trinity projects - funding on amber</p>						

<b>Title</b>	Portfolio Management Office (Communications & Marketing)	<b>Reporting Period</b>	Q3 2023/24
<b>Officer</b>	Heidi Harries (SBCD Communications & Marketing Officer)		

**Key achievements**

- 45 positive mentions in local, regional, national and specialist media. Previous quarter was 55 therefore down by 10 mentions. 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 include: Bouygues and CCC Dragons Den style event, Yr Egin celebrates 5 Year Anniversary, Businesses invited to Pembroke Port, RLSP leads on new apprenticeship framework, 71/72 Kingsway topping out ceremony, Latest round of Property Development Fund launched.
- Twitter posts - From 1<sup>st</sup> October to 31<sup>st</sup> December: Number of followers is 1,566. Post impressions is 5,092.
- Facebook posts - From 1<sup>st</sup> October to 31<sup>st</sup> December: Number of followers is 1046. Post impressions is 7,909.
- Planned and held the Carmarthenshire Meet the City Deal event with around 50 people attending - Monday 27th November in Yr Egin, Carmarthen.
- PR on the Key Highlights of 2024.
- Represented the City Deal in the Choose your Future Event, Introbiz, Yr Egin Anniversary Event, SA1 Business Showcase Event, Pembrokeshire Careers Event, 4theRegion Green Economy Event.
- New/updated website planning and discussions.
- Social posts and/or web updates including the Pentre Awel Dragons Den event, new images of 71/72 Kingsway, Property Development Fund, Secretary Clintons visit to Swansea University, HAPS supporting Duracell in the UK launch for battery storage for homes, City Deal Event.
- Attendance in ongoing Marketing and Communications subgroup meetings with the Pembroke Dock Marie project and Pentre Awel project.

**Key Activities planned**

- Coordinate and attend the Swansea Meet the City Deal event and Neath Port Talbot Meet the City Deal events.
- Attend 4theRegion Swansea City Centre Conference, Marine Energy Wales Conference and Carmarthenshire Careers Event.
- Update the Marketing and Communications Plan.
- Annual Report planning.
- Press releases on upcoming activities.
- Development of new website.
- Annual Marketing budget planning and forecasting.
- Continued updates on the website and social media.

<b>Title</b>	Portfolio Management Office (Business Engagement)	<b>Reporting Period</b>	Q3 2023/24
<b>Officer</b>	Peter Austin (SBCD Business Engagement Manager)		

**Key achievements over the last 3 months**

**Support Programmes and Projects** - Ongoing support for programmes and projects this quarter includes:

- Supporting Pentre Awel at the community benefits steering group
- Coordinated fourth PL's Construction Sub group meeting with Helen Beddow CCC Frameworks Team presenting
- Meeting with Jake Williams CCC re apprenticeships and community benefits
- Portfolio Comms and engagement meeting with NPTCBC Leader
- Supporting Skills and Talent Initiative with Apprenticeship reporting template and methodology
- Supporting HAPS at Duracell launch event – National Botanical Gardens

**Events** - Events attended include:

- Welsh Business Show and Welsh Construction Show - Swansea
- Careers Wales Swansea & NPT event at Brangwyn Hall
- Careers Wales ALN event Halliwell Centre Carmarthen
- IntroBiz Expo Brangwyn Hall Swansea
- Pembroke Port Business Networking at new Hangars complex
- SA1 Business Club Showcase Swansea
- Careers Wales Pembroke College
- 4theRegion Green Wales Conference – Swansea Arena
- Meet the City Deal Carmarthen at Yr Egin, in partnership with CCC Business Support team

**Business Engagement** -

- Joy Browning – SBRI
- Nina Williams Bouygues re apprenticeship reporting
- Responding to several enquiries received via the City Deal email inbox and other avenues

**Support stakeholder groups**

- Attendance at CEIC steering group meetings
- Liaison with Business Wales, Antur Cymru and Cwmpas re supply chains and business opportunities
- Paul Relf – Swansea Council re SPF and other regional funding programmes
- Careers Wales re ongoing support
- Angela Williams – Business Wales re ongoing collaboration

**Economic Strategy Board** - This quarter focussed on:

- Delivering the Test and Challenge session for the EAMPF with SILCG team

**Other Activity:**

- Planning further regional showcase events – with Swansea and NPT
- Updating Portfolio events plan
- Attended BCIS Construction Costs forecasting Webinar
- Attended UK Gov and Welsh Government Procurement webinars
- Meeting with Tinint to review current and future website contract

**Ongoing Activity**

- Ongoing planning for development of SBCD website
- Continued monitoring of construction costs and associated reporting.
- Revision of Comms, Marketing and Engagement Plan
- Monitoring Apprenticeship register reporting
- Monitoring Portfolio procurement pipeline
- Updating the PoMO Events planner
- Responding to enquiries received via the City Deal email inbox and other avenues.
- Managing SBCD LinkedIn account
- Support Comms & Marketing officer in promotion of SBCD

Key Activities planned	
<ul style="list-style-type: none"> <li>• Manage project delivery for update of SBCD Website</li> <li>• Draft year end Private Sector Contribution report</li> <li>• Update Construction Costs Impact Assessment report for year end</li> <li>• Arrange and deliver Meet the City Deal Events in Swansea and NPT</li> <li>• Continue to engage and support stakeholders, programmes and projects, businesses, and ESB Board</li> <li>• Support Comms &amp; Marketing officer in promotion of SBCD</li> <li>• Begin planning event calendar for 2024</li> </ul>	

<b>Project Title</b>	Pembroke Dock Marine	<b>Programme / Project Lead</b>	Steve Edwards
<b>Local Authority Lead</b>	Pembrokeshire County Council		
<b>Project Delivery Lead</b>	Milford Haven Port Authority	<b>Reporting Period</b>	Q3 2023/24
<b>SRO</b>	Rachel Moxey		



Budget	
Total Budget	£63.9m
City Deal	£28m
Public	£18.4m
Private	£17.5m

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"> <li>• Pembroke Dock Infrastructure (PDI) improvements</li> <li>• A Marine Energy Engineering Centre of Excellence (MEECE)</li> <li>• Marine Energy Test Area (META) developments</li> <li>• The Pembrokeshire Demonstration Zone (PDZ)</li> </ul>	

**Key achievements (Overall Objective ID shown in brackets)**

<p><b>PDI update:</b></p> <ul style="list-style-type: none"> <li>• Final snagging of all Lot1 (slipway/laydown/pontoons) &amp; 2a (laydown) elements underway</li> <li>• Lot 3 Terrestrial infrastructure works planning underway</li> <li>• Purchase of 1 x area of privately owned 'Triangle' completed, further negotiations with other landlords underway</li> <li>• Handover of all Annexes complete</li> </ul> <p><b>PDZ update</b></p> <ul style="list-style-type: none"> <li>• Ongoing feedback and discussion with developers on grid related issues.</li> <li>• Submitted collaborative bid with ERM Dolphyn into OFGEM's Strategic Innovation Fund.</li> <li>• FLOW Test and Demonstration Co-ordination Study Outputs being shared with Crown Estate, Welsh Government and T&amp;D Developers.</li> <li>• CEO Attended APPG Celtic Sea 13.09.23.</li> <li>• Exhibited at Future Energy Wales as part of the Celtic Sea Cluster, with panel representation across the two-day event.</li> <li>• Fed back to TCE on their Kickstarter Fund Consultation, suggesting they engage with SBCD.</li> <li>• Feeding into Community Subgroup and Celtic Sea Sub Group on shortlisted The Electric System Operator's grid designs for the 4.5GW of Commercial FLOW leasing activity.</li> <li>• Ongoing development of rationale for varying the PDZ Lease.</li> </ul> <p><b>META update:</b></p> <ul style="list-style-type: none"> <li>• Benthic Habitat mapping at Warrior Way and Dale Roads required by our Marine Licence now complete <b>(IP5B)</b></li> <li>• Exo-cube engineering innovative scour protection successfully deployed at META East Pickard Bay. Deployment for 18 months. Frequent monitoring trips planned to assess performance of scour protection systems as a habitat. <b>(IP5A)</b></li> <li>• Settlement Mooring Lines experiment on site at Dale Roads monitoring now complete. All equipment to be retrieved and research findings written up due course <b>(IP5A)</b></li> <li>• Cardiff University (CU) marine low carbon concrete trial has concluded after 6 months of testing at one of the META Quayside test sites. The trial was a success and META are now scoping future projects with CU. <b>(IP5A)</b></li> <li>• Attendance of Marine Energy Conferences including International WaTERS and Ocean Energy Europe with the aim of expanding META's reach and bringing cutting edge research projects to the test sites. <b>(IP5A)</b></li> <li>• Preparing and planning for 3 deployments in early 2024 (Dolphyn Hydrogen Test Barge; Swansea University Tidal Turbine; and PEBL Environmental Monitoring Instruments) including compliance with regulatory requirements and consent conditions. <b>(IP5B)</b></li> </ul>
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**MEECE update:**

- Attended and Exhibited at Future Energy Wales as Celtic Sea Cluster **(OP16)**
- Attended Wales Tech Week **(OP16)**
- Eol into Lagoon Challenge Call was successful. Now preparing full bid **(IP7)**
- Won funding bid into DEFRA call, "Improving Observation Capabilities of Biodiversity in UK Waters: Phase 2" **(IP7)**
- Successful stage one bid into Crown Estate Offshore Wind Evidence and Change call for Subsea Soundscape project. Now preparing full bid. **(IP7)**
- Won funding for a South Wales Fit4OR cohort, £200k Shared prosperity funding, leveraging £180k private investment **(IP2, IP7)**

**Key Activities planned**

**PDI**

- Complete scoping/planning/costing for Lot 3 Terrestrial infrastructure works

**PDZ**

- Further engagement on T&D (and PDZ) Grid Coordination as relevance increases in the wake of the AR 5 announcement.
- Business planning with TCE for PDZ Lease Revision
- Attending Floating Offshore Wind (Aberdeen), Planning for Infrastructure in Wales and Future Energy Wales conference.
- Feeding into Community Subgroup and Celtic Sea Sub Group shortlisted The Electric System Operator's grid designs for the 4.5GW of Commercial FLOW leasing activity.
- Further planning with developers regarding the deployment of prototype testing Hydrogen production from FLOW.
- Further engagement with NRW, Natural England, representative from the FLOW development sector, and relevant key stakeholders on the streamline the licensing and consenting process for Floating Offshore Wind (FLOW) in the Celtic Sea.
- Attending Marine Energy Wales Conference in March 2024

**META:**

- Multiple test programmes are scheduled to be deployed at META in early 2024, including:
  - RRES tidal turbine deployment Jan-24 – Mar-24
  - Dolphyn Hydrogen barge deployment Feb-24 – Mar-24
  - PEBL Sensor deployment supported by MEECE Feb-24 – Sept-24
- Marine Energy Wales Conference 13<sup>th</sup> – 14<sup>th</sup> March 2024

**MEECE**

- Attending Marine Energy Wales Conference in March 2024

<b>Project Title</b>	<b>SBCD Campuses Project</b>	<b>Programme / Project Lead</b>	Clare Henson
<b>Local Authority Lead</b>	City and County of Swansea		
<b>Project Delivery Lead</b>	Swansea University	<b>Reporting Period</b>	Q3 2023/24
<b>SRO</b>	Keith Lloyd		

<b>Budget</b>	
<b>Total Budget</b>	£130.44m
<b>City Deal</b>	£15.00m
<b>Public</b>	£58.01m
<b>Private</b>	£57.43m
<b>Description</b>	
<p>The project harnesses unique capabilities and the thriving life science ecosystem in the Swansea Bay City Region to establish an international centre for innovation in life science, wellbeing and sport, supporting preventative interventions in healthcare and medicine and driving the growth of a globally significant Sports Tech industry. The project will deliver R&amp;D, trials and testing facilities, enabling co-location of research and industry alongside clinical infrastructure and investment opportunities. An emphasis on digital and data-driven innovation at the intersection of life sciences, health, wellbeing and sport is a key differentiator for this project within the South Wales health and life sciences sector.</p>	

<b>Key achievements</b>
<ul style="list-style-type: none"> <li>Continued workstream meetings held with WS1 Morrision Management Centre, WS2 Sketty Lane, WS3 Education, WS4 Enterprise and Innovation, WS7 Research, WS8 Health and well being WS9 Morrison Link Road, Singleton Phase 2</li> <li>Sketty lane:             <ul style="list-style-type: none"> <li>Engaging with stakeholder groups and end users</li> <li>Value engineering options approved by Tier 1 board</li> </ul> </li> <li>Primary funding agreement signed by Swansea Council, Swansea University anticipated January 2024 .</li> <li>Secondary funding agreement signed by SBUHB, Swansea University anticipated January 2024</li> <li>Continued development of key business relationships and development of research and innovation collaborations</li> <li>Successful bid 5 G Vodafone - SBCD digital infrastructure project. Workshops held</li> <li>Health Needs assessment report approved, workshop held with Swansea university researchers, SBUHB and Health Practitioners Wales,</li> <li>Successful Skills Sport Health and Well being - SBCD skills and talent project</li> </ul>
<b>Key Activities planned</b>
<ul style="list-style-type: none"> <li>Primary funding agreement signed</li> <li>Secondary funding agreement signed in parallel with primary agreement</li> <li>WS2 – continue stakeholder engagements</li> <li>Continued discussions with Vodafone UK senior leadership</li> </ul>

<b>Project Title</b>	Homes as Power Stations (HAPS)		Onagh Gavigan
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<b>Local Authority Lead</b>	Neath Port Talbot County Borough Council	<b>Programme / Project Lead</b>	
<b>Project Delivery Lead</b>	Neath Port Talbot County Borough Council	<b>Reporting Period</b>	Q3 2023/24
<b>SRO</b>	Nicola Pearce		

<b>Budget</b>	
<b>Total Budget</b>	£505.5m
<b>City Deal</b>	£15m
<b>Public</b>	£114.6m
<b>Private</b>	£375.9m
<b>Description</b>	
<p>HAPS is a regional pioneering project to facilitate the adoption of houses with energy efficient design and renewable technologies in both new build and existing housing stock in the public, RSL and private sector across the City Region. The project will support the implementation of renewable technology by facilitating collaboration across the region and creating a platform to share lessons learned. The Technical Monitoring and Evaluating contract will provide data and the ability to realise many of the project benefits. HAPS will support a regional supply chain of proven technology to enable the wider benefits associated with the project.</p> <p>The project will:</p> <ul style="list-style-type: none"> <li>• Facilitate the take up of renewable technologies and energy efficient design in new build and existing housing stock</li> <li>• Support a regional supply chain of proven technologies.</li> <li>• Establish an open access knowledge sharing hub to share the project findings with all sectors across the region and wider</li> <li>• Tackle fuel poverty</li> <li>• Further decarbonise the regional economy</li> <li>• Improve residents' health and well-being</li> </ul>	

<b>Key achievements</b>
<p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>• OPUS BS completed an initial supply chain mapping exercise. Simon Griffiths from OPUS presented findings and recommendations to Project Board.</li> <li>• Additional round of Supply Chain Lead interviews were held, successful post holder due to commence 17<sup>th</sup> July 2023.</li> <li>• FIF application forms, guidance, and scoring criteria complete with stakeholder, WSOA and legal department input.</li> <li>• Scoring panel/Technical Advisory Panel member list for the Financial Incentives Fund was approved by Project Board</li> <li>• Comms and Marketing Plan commissioned and created by Urban Foundry which was presented to Project Board.</li> <li>• Ongoing engagement with stakeholders to raise awareness of Financial Incentives Fund.</li> <li>• FIF 'landing page' created on SBCD website to provide supplementary information for potential applicants.</li> <li>• Technical Monitoring and Evaluation planning meetings held with Cardiff University Welsh School of Architecture to ensure collaboration with existing work and current opportunities.</li> <li>• Subsidy Scheme finalised ready for uploading onto the WG Transparency Database.</li> <li>• Secured £75k of funding from MCS to enable foundational work to be undertaken with schools and colleges, this is aligned to the skills strand of the project.</li> <li>• Secured £250k Shared Prosperity Funding to create a HAPS Demo House in NPTCBC</li> <li>• Completed first call for applications to the HAPS Financial Incentives Fund.</li> <li>• Event with SO Modular in Neath has taken place, highlighting Modern Methods of Construction, using Welsh Wood – a supply chain within the region.</li> <li>• 16 Applications approved for the HAPS Financial Incentives Fund.</li> <li>• Supported the launch of Duracell's Home Battery – event held in The Botanical Gardens, Carmarthenshire.</li> </ul>
<b>Key Activities planned</b>

<p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>• Host the Financial Incentives Fund Inception meetings (alongside Cardiff University Welsh School of Architecture) to begin the process of technical monitoring of approved schemes.</li> <li>• Continue to engage and work with stakeholders from UK/WG/LA's to gather information to support the scoping process for the HAPS Supply Chain Fund.</li> <li>• Continue to work closely with UK &amp; Welsh Government to ensure the Optimised Retrofit Programme and ECO 4 Flex opportunities are maximised alongside HAPS funding.</li> <li>• Continue to plan stakeholder engagement and communication to ensure best practice is shared.</li> <li>• Continue liaison with Skills and Talent program to ensure opportunities to address skills shortages are addressed.</li> <li>• Continue to seek further funding opportunities to support the HAPS Benefits.</li> <li>• Continue attending relevant networking events to highlight HAPS and strengthen the information available</li> </ul>
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<p><b>Outputs</b></p> <p><b>Project Outcomes</b></p> <ul style="list-style-type: none"> <li>• Facilitate the adoption of renewable technologies in 10,300 properties (7,000 retrofits and 3,300 new builds)</li> <li>• Develop a regional supply chain of HAPS related renewable technologies</li> <li>• Technical Monitoring and Evaluation - determine the efficacy and impacts of renewable technologies on new build and existing housing stock</li> <li>• Establish knowledge sharing hub for all sectors</li> </ul> <p><b>Project Outputs</b></p> <ul style="list-style-type: none"> <li>• Reduction in energy use as a result of the additional technologies funded by HAPS for new build and retrofit homes,</li> <li>• New build = £564 per home    Retrofit = £758 per home by 2033</li> <li>• Reduction in greenhouse gas (GHG) emissions as a result of reduction in energy use, New build = £71 per home    Retrofit = £99 per home by 2033</li> </ul>
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	<b>Supporting Innovation and Low Carbon Growth</b>		
<b>Local Authority Lead</b>	Neath Port Talbot County Borough Council	<b>Programme / Project Lead</b>	Brett Suddell
<b>Project Delivery Lead</b>	Neath Port Talbot County Borough Council	<b>Reporting Period</b>	Q3 2023/24
<b>SRO</b>	Nicola Pearce		

<b>Budget</b>	
<b>Total Budget</b>	£58.7 m
<b>City Deal</b>	£47.7 m
<b>Public</b>	£5.5 m
<b>Private</b>	£5.5 m
<b>Description</b>	
<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>	

- 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,
- National Net Zero Skills Centre of Excellence
- Property Development Fund

## Key achievements

### Project Development

- In relation to the outcome from JC and PB regarding the £5.3m of unallocated funding, an OBC has been submitted to both UK and Welsh Governments to build on the enhanced AMPF project incorporating a National Net Zero Skills Centre of Excellence (NNZSCoE), the NNZSCoE OBC has been endorsed by SILCG Programme Board, SBCD Economic Strategy Board along with the SBCD PB and JC. The UK and Welsh Governments we are pleased to report have approved the change request at their 13<sup>th</sup> and 19<sup>th</sup> December meetings.
- Outcome of the £5M EPSRC Grant application under the Place Based Innovation Accelerator Account funding call was successful. This involves Swansea University, Cardiff University and University of South Wales plus Neath Port Talbot Council and Welsh Government around “SWITCH to Net Zero Buildings”. <https://www.ukri.org/news/41-million-to-enhance-uk-research-and-innovation-clusters/>.
- Launch of Innovate UK Launchpad, Secretary of State visit to Baglan Energy Park on 23rd October, as of 11<sup>th</sup> December (two days prior to official deadline) there were 30 CR&D projects and 20 MFA projects registered on the InnovateUK applications website.
- Attended SBCD Monitoring and Evaluation Sub Group
- Attended the Green Economy Conference on 23<sup>rd</sup> November
- Attended the Meet the City Deal event on 27<sup>th</sup> November in Yr Egin
- Met with ESB to discuss SILCG Programme
- Progressed work with Urban Foundry to help with the SILCG Brand and branding activities along with establishing an online presence
- Took part in Wales Climate Week on expert panel – Developing Skills for a Net Zero Industry in Wales – 6<sup>th</sup> December
- SILCG Programme Board took place 7<sup>th</sup> December
- Attended SBCD Construction & Community Benefits Subgroup on 13<sup>th</sup> December

### Bay Technology Centre

- The Centre is now 42% let with a further three ground floor offices to be let subject to contract. Remaining units include  
Ground floor - 1 office, 4 labs, 1st Floor – 6 offices, 2 labs  
2nd Floor – 5 offices

### SWITCH

- Ongoing design meetings and activities with Morgan Sindall to complete concept design RIBA stage 2
- The construction costs are currently over budget and work is ongoing to bring costs down (without impacting on outputs and outcomes).
- Industrial engagement with key stakeholders to provide updates and forward involvement.
- Undertaken a further iteration on outstanding issues within HoT document with Swansea University.
- £5m UKRI EPSRC PBIAA Net Zero Building award supporting research income target

### Enhanced Advanced Manufacturing Production Facility & NNZSCoE

- Currently waiting on formal notification of the final approval from WG/UK which was secured at their 19th December meeting on the NNZSCoE OBC for the unallocated £5.3m this is expected in the new year.
- Plans in place to accelerate delivery of AMPF following approval
- Tender process to procure operator(s) will commence in the new year.
- Ongoing meetings with stakeholders

#### Property Development Fund

- 5 projects from Stage 1 now under stage 2 of the application process.
- Individual timeframes set depending on stage of development/requirements.
- Three applications sought approval at SILCG Programme Board on 7<sup>th</sup> December, all approved pending minor clarifications.
- PDF round 2
  - 23rd Nov Press release issued for EoI enquiries.
  - Deadline for submission 31/12
  - 1st stage submission deadline 23/02/24

#### Hydrogen Stimulus Project

- Funding agreements have now been signed by both parties
- USW have made significant tangible project progress on installation of equipment. Installation and commissioning of the new 100kW Hydrogen Electrolyser at the Baglan Hydrogen Centre is being conducted with contractors.
- As a result of the successful commissioning of the facility, hydrogen produced at site in Baglan is being used to support a Hydrogen bus trial by South Wales Transport and Hydrogen Vehicle trials in the Swansea Bay City Region.
- A consortium led by Bath University, including Cardiff, Swansea and USW have been awarded a £4m PBIAA by EPSRC focusing specifically on hydrogen and carriers for cross sectoral application. USW Hydrogen Centre will be used as the key regional research centre for this activity.
- A €3.4m European Horizon project H2SHIFT, led by SNAM of Italy, with has been awarded to develop further hydrogen testing facilities, including development of electrolytic hydrogen testing facilities at USW Baglan.

#### Air Quality Monitoring Project

- Due to staff changes there has been a delay in the official reporting the initial field study element.
- A new Air Quality Officer has now joined the team
- The deployed Vortex sensor network has experienced some significant difficulties since January 2023. New version of sensors is now available and discussions to replace some existing sensors are ongoing.
- The Ricardo draft data analysis report for year 1 has recently been received and is currently being reviewed.

#### Low Emission Vehicle Charging Infrastructure

- Neath Port Talbot Zero Emission Vehicle Infrastructure Strategy Document in development
- 23rd Nov – Hosted CENEX Cymru roadshow event on behalf of WG replicating similar events held in England. Venue TATA Steel Academy. Well attended event.
- Exploring potential to set up NPT project showcasing different on street charging options for residents in a number of different accommodation settings

#### Key Activities planned next Quarter

##### Project Development

- Urban Foundry workshop to take place with project leads – develop SILCG logo and individual project logos along with guidelines for use etc.
- Letters of Support and input into second round of Green centres of excellence UKRI funding call if EoI applications are successful

##### Bay Technology Centre

- Make available space for strategic partners, including UKSPF Strategic Projects in a hot desk office located on ground floor.
- Look to promote and sign up additional tenants

##### SWITCH

- Further design meetings to be held
- HoT to be progressed and sent to SU for sign off

##### Advanced Manufacturing Production Facility

- WG will set up meetings to engage HEI and FEC around AMPF
- Visits planned to local HEI partners

- Progress Land negotiations with WG

**Property Development Fund**

- The project team will continue to support applicants and at least two applications are expected during the next month.
- Assessments by the QS will continue and it is anticipated that the team will receive their report during this period.
- Progress the second open call to invite applicants for a further round of funding.

**Hydrogen Stimulus Project**

- Further development of the technical aspects of the Hydrogen Stimulus project will take place, including finalising designs for the upgraded hydrogen vehicle refuelling facility at the Baglan Hydrogen Centre.
- Ongoing supply of hydrogen from the USW/Protium Electrolyser at the Baglan Hydrogen Centre will
- Hydrogen Projects stimulated by this activity will continue to be explored in NPT and within the Swansea Bay City Region.
- Preparation for the commencement of the SWITCH PBIAA, GW-SHIFT PBIAA and H2SHIFT projects will continue – aiming for formal start on 1st January 2024.

**Air Quality Monitoring Project**

- Take forward the field trial report from Ricardo and work out the next steps.
- Discuss condition of network with Ricardo and obtain upgrade costs proposals.

**Low Emission Vehicle Charging Infrastructure**

- Develop procurement routes for commercial collaboration on ULEV TF Project
- Prioritise PFAs leading from NPT ZEVIS
- Develop ‘Fast Track’ programme from PFAs

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

<b>Project Title</b>	<b>Pentre Awel</b>	<b>Programme / Project Lead</b>	Alex Williams
<b>Local Authority Lead</b>	Carmarthenshire County Council		



<b>Project Delivery Lead</b>	Carmarthenshire County Council	<b>Reporting Period</b>	Q3 2023/24
<b>SRO</b>	Chris Moore		

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

<b>Key achievements in Q3 2023/24</b>
<p><b>Construction:</b></p> <p>As of 19<sup>th</sup> December 2023, the Zone 1 construction works are in week 46. Works continue to progress well and to the agreed programme with significant aboveground works to the frame of the building (superstructure) in the period:</p> <ul style="list-style-type: none"> <li>• The erection of the steel frame has been completed on four of the five buildings with the last scheduled for January 2024.</li> <li>• Over two thirds of pre-cast concrete planks have been installed together with the commencement of curtain walling and facade for Building B (Swansea University demise).</li> <li>• The hydrotherapy, learner and main pools have been cast with the hydrotherapy pool passing a 10 day water test.</li> <li>• Footpath works are advancing to programme and the car park has been opened to subcontractors and visitors.</li> </ul> <p><b>Community Benefits:</b></p> <ul style="list-style-type: none"> <li>• 961 person weeks of TR&amp;T delivered during the construction phase to date, inclusive of 20 apprentices.</li> <li>• BYUK has interacted with 584 pupils and delivered 86 hours of engagement.</li> <li>• Funded by City Deal Skills &amp; Talent, the 12 week CCC/BYUK Real World Learning (RWL) project in which 5 Llanelli schools undertook a ‘real life’ design challenge culminated on 21st November 2023 with a judging event. The project was a success, providing experiential learning and mentorship for all participants.</li> <li>• CCC and BYUK have tested the CLES model which quantifies the local economic impact of the construction spend. In the first round of reporting for Pritchards’ activity in October and November, it has employed 13 individuals from Carmarthenshire (generating a local economic impact of £73,000) and used 8 suppliers within the Carmarthenshire area (generating a local economic impact of £84,000).</li> </ul> <p><b>Project Update:</b></p> <ul style="list-style-type: none"> <li>• A Pentre Awel Business and Innovation Strategy has been drafted and shared with the project Steering Group on 18<sup>th</sup> December. 2023. The strategy sets out the high level principles and methodology for sectors/businesses to be engaged onsite.</li> <li>• Swansea University has signed an Agreement to Lease for its demise within Zone 1.</li> <li>• The designs for the Health Board’s Clinical Delivery Unit has now been agreed and the agreement to lease has almost been finalised.</li> </ul>

- Dialogue continues with FE and HE providers to explore the viability of ‘Teach and Treat’ within Zone 1 across a number of disciplines including pharmacy, optometry and dentistry, as well as a number of options around more vocational skills.
- Working Group convened to take forward Zones 2 and 3 of Pentre Awel.
- Completion of optioneering exercise for outdoor activities / projects at Pentre Awel. From an initial longlist of 40 options, 28 outdoor activities met the shortlisting criteria; 6 fell just short and 4 recorded an unsuitable score.

**Key Activities planned Q4 2023/24**

- Zone 1 construction: final design meetings to sign-off drawings/c-sheets prior to the start of dry-lining activity on site
- ‘Topping Out’ event to be held end February 2024
- CCC to contact all Carmarthenshire businesses on its database in the New Year to raise awareness of ‘sublet’ opportunities focusing on ‘internal’ trades.
- Finalise lease agreements with Hywel Dda UHB
- Finalise and launch Business and Innovation strategy and develop marketing literature
- IRCF bid to be developed and submitted in February 2024 to cover additional capital funding required for Zone 1.

**Outputs**

- 961 weeks of TR&T delivered on the project to date.
- 584 pupil interactions achieved during the construction stage and 86 hours of schools engagement.
- 60 pupils from local primary and secondary schools have been recruited to Bouygues’ Student Ambassador Programme.

<b>Project Title</b>	<b>Digital Infrastructure Programme</b>	<b>Programme / Project Lead</b>	Rebecca Llewellyn / Dija Oliver
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	Carmarthenshire County Council	<b>Reporting Period</b>	Q3 2023/24
<b>SRO</b>	Jason Jones		

<b>Budget</b>	
<b>Total Budget</b>	£55m
<b>City Deal</b>	£25m
<b>Public</b>	£13.5m
<b>Private</b>	£16.5m

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

<b>Key achievements</b>
<ul style="list-style-type: none"> <li>• PSBA FFIB order placed, with surveying stage underway. Project in delivery to drive FTTP to 68 public sector assets with additionality to 401 premises and investment of £1.7million across the region.</li> </ul>

- Dark Fibre tender live. Evaluation and appointment of preferred supplier in January 2024.
- 5G Investment Fund live and open for applications from public sector partners and SBCD projects and programmes.
- First 5G Investment Fund of £1.55 million awarded to Campuses project for 5G Living Lab.
- Gateway Review 0 completed – Programme received GREEN/AMBER DCA rating – full report presented to programme board in November 2023.
- Completion of Gateway Review recommendations including detailed programme plan for remainder of programme including critical decision points, resource requirements, and dependencies.
- Completion of Benefits Realisation procurement and appointment of supplier (FarrPoint) for remainder of programme – including final economic evaluation.
- Created overarching communications plan for programme.
- Established plans and timescales for significant Shared Rural Network (SRN) investment across the region working with UK and Welsh Government.

**Key Activities planned**

- Continued analysis of NROMR data and Project Gigabit intervention areas to identify preferred way forward to meet remaining needs across the region.
- Plan and host 5G barrier busting event.
- Utilising e-mail marketing for stakeholder communications and implementing for Q1 2023-24.
- Supporting Local Authorities with ongoing Digital Infrastructure interventions and investment.
- Programme risk mitigation ongoing.
- Market engagement with operators and suppliers ongoing.
- Additional lobbying for, facilitating, and supporting of private sector investment

**Outputs**

- More public sector assets with gigabit capable FFTP connections.
- Increased, future proofed DUCT / asset infrastructure.
- Regional Innovation Network established.
- 5G Testbed(s) deployed.
- More mobile infrastructure.
- Community based interventions delivered.

<b>Project Title</b>	Swansea City & Waterfront Digital District	<b>Programme / Project Lead</b>	Huw Mowbray
<b>Local Authority Lead</b>	Swansea Council		
<b>Project Delivery Lead</b>	Swansea Council	<b>Reporting Period</b>	Q2 2023/24
<b>SRO</b>	Martin Nicholls		

<b>Budget</b>	
<b>Total Budget</b>	£175.35m
<b>City Deal</b>	£50m
<b>Public</b>	£85.38m
<b>Private</b>	£39.97m
<b>Description</b>	

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**

**Digital Arena**

- SC project team continuing with final snagging works for areas surrounding the Arena.
- Hotel: Council could not progress with the preferred developer. Team will be taking hotel options back out to market early 2024.

**71/72 Kingsway Construction:**

- Topping out ceremony took place end of October 2023. The Contractor has updated the programme which now shows a completion date of end March 2024 – a Change Notification has been submitted to PMO team.
- Work is progressing on internal tenant demises – design work being progressed.
- External Signage design and scope being finalised.
- Plans are being progressed to lay ducting for fibre connection through the city centre and up to 71-72 Kingsway.
- Digital and data specialist knowledge is being utilised to facilitate the internal digital infrastructure.

**71/72 Kingsway Commercials:**

- Flex tenant HoT's in advanced discussions and final location in building agreed.
- 2<sup>nd</sup> floor tenant HoT's progressing.
- Managing agents have been appointed for the building (Savills) and inception meeting has taken place.
- Work is ongoing to establish Service Charges and landlord costs.
- Letting, Marketing and Branding agents are continuing discussions with potential occupiers and all interest is being followed up

**Key Activities planned**

**Arena**

- Progress Hotel delivery options.

**71/72 Kingsway**

- Finalise Heads of Terms with Flex Tenant and 2<sup>nd</sup> floor tenant.
- Complete Procurement for Landlord fit out and finalise stage 4 fit out design.
- Progress Managing Agent mobilization and Building Management Strategy.

**Outputs**

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

<b>Project Title</b>	<b>Yr Egin - Creative Digital Cluster</b>	<b>Programme / Project Lead</b>	Geraint Flowers
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	University of Wales Trinity Saint David	<b>Reporting Period</b>	Q3 2023/24
<b>SRO</b>	Professor Elwen Evans		

Budget	
Total Budget	£25.17m
City Deal	£5m
Public	£18.67m
Private	£1.5m
Description	
<p>To support and further develop the region’s creative industry sector and Welsh language culture, led by University of Wales Trinity Saint David campus in Carmarthen. Phase 1 was completed in September 2018 and features:</p> <ul style="list-style-type: none"> <li>National creative sector anchor tenants</li> <li>World class office space for local and regional creative sector SMEs, with opportunities for expansion</li> <li>Facilities for the community and business networking</li> </ul> <p>Facilitating engagement between businesses and students as well as accommodating dynamic growth of the creative and digital industries within Carmarthenshire and SW Wales.</p>	

Key achievements
<p><b>Project Development</b></p> <ul style="list-style-type: none"> <li>University has engaged expert consultants to develop a proposal centred around the provision of a Digital Production Facility in existing University space.</li> <li>University has begun drafting Change Notification that will encapsulate the proposed change to the Egin Phase 2 project</li> <li>Key concept and equipment requirements developed</li> </ul>
<p><b>Key Activities planned</b></p> <ul style="list-style-type: none"> <li>University to complete initial Change Notification to evidence the requirements for Egin Phase 2 and document the rationale behind the change in delivery methodology</li> <li>Ongoing financial development to understand new project cost requirements etc.</li> <li>Further engagement with creative and digital sector to ensure that the proposed Egin Phase 2 project will satisfy requirements going forward</li> <li>Survey of proposed location for Egin Phase 2 along with design and development work commencing</li> </ul>

<b>Project Title</b>	<b>Skills and Talent</b>	<b>Programme / Project Lead</b>	Samantha Cutlan
<b>Local Authority Lead</b>	Carmarthenshire County Council		
<b>Project Delivery Lead</b>	South West Wales Regional & Skills Partnership	<b>Reporting Period</b>	Q3 2023/24
<b>SRO</b>	Andrew Cornish		

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**

**Business Case Development**

- 17 Pilot project applications have now been approved by RLSP board and are in delivery.
- Gateway Review completed resulting in a 2<sup>nd</sup> Green Rating.
- Barometer Reviewed and Updated. Feedback from Cluster groups received regarding Sector Skills gap analysis, with discussions ongoing on developments of Pilot Projects to meet those needs.
- Development of Website.

**Key Activities planned**

- Receive and review further pilot project applications.
- Increased marketing and events
- Barometer data being reviewed and updated with a further focus on capacity.
- Website update being completed with a view of increased marketing activity and website updates to raise awareness of Programme and stimulate further pilot applications.
- Ongoing discussions with interested parties regarding further pilot project development to meet with the skills gaps identified through the skills barometer.

**Outputs**

- Create 14,000 individuals with increased level of skills within 10 years
- Create at least 3000 new apprenticeship opportunities, to include level 3 to Degree apprenticeships.
- Create Centre of Excellence for specific sectors.
- 2,200 additional skills
- 20 new course frameworks updated/created
- 2 Centres of excellence
- Create a clear career pathway through school, FE, HE and apprenticeship and into the world of work.

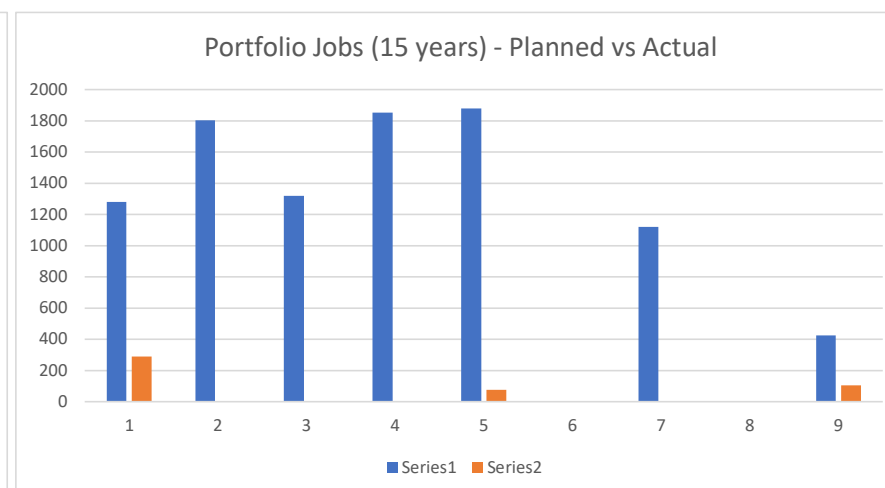
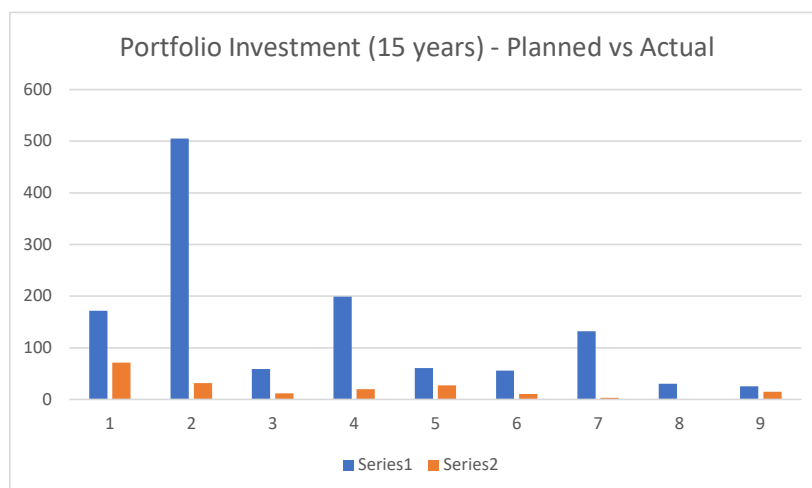
ANNEX 1

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

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Swansea Bay City Deal Benefits Recording Register - Portfolio Summary								
Project/Programme	Total Investment Target (£m)	Total Investment to date (£m)	Total Jobs Target	Total Jobs Created	Business Case Status	Project Stage	Stage Commencement	Stage Completion
Swansea Waterfront Digital District	171.54	95.10	1281	306	Approved - FBC	Partial Delivery (2/4)	Oct-19	Q4-2027
Homes as Power Stations	505.50	48.57	1804	10	Approved - OBC	Pre-procurement	Jul-21	Q1-2022
SILCG	59.60	10.88	1320	17	Approved - OBC	Partial Delivery (2/7)	Nov-20	Q4-2025
Pentre Awel	200.50	30.46	1853	21	Approved - FBC	Construction	Feb-23	Q4 2024
PDM	63.90	44.57	1881	77	Approved - OBC	Partial Delivery (1/4)	Sep-21	Q1-2024
Digital Infrastructure	69.10	22.20	0	13	Approved - OBC	Capital funding partial delivery (2/3 workstreams) Revenue in delivery	Oct-23	Q3 2026
Campuses	131.98	2.22	1120	4	OBC regionally approved	Pre-approval	Jul-21	Q1-2022
Skills and Talent	30.50	2.80	0	2	Approved - FBC	Delivery	Nov-21	Q4-2025
Yr Egin	25.17	15.07	427	117	Approved - FBC	Partial Operation (1/2)	Sep-18	Q4-2023
	<b>1257.79</b>	<b>271.86</b>	<b>9686</b>	<b>567</b>	N.B There are also in excess of 100 Part Time jobs which have been created by the Arena since opening, after 12 months of operations these will be reviewed to determine an appropriate FTE allocation			
		<b>21.61%</b>		<b>5.85%</b>				

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ID	Recommendation	Priority	Actions	Target Date	Lead	Sign Off	Status	Dependencies	Update
Gate001	Reinforce communication of the strategic, regionalised approach, both internally and externally, in order to embed further the understanding of the sum of the parts rather than simply individual project benefits.	Recommended	Update the Portfolio Communications and Marketing Plan with emphasis to enhance comms in relation to a regional perspective Calender engagement events including regional showcase events  Establish collaborative sub groups for SBCD cross cutting issues and approaches	Jul-24	PoMO	PB/JC	In Progress	Engagement of Projects and Programmes in events and sub-groups	Meet the City Deal Pembrokeshire event held 20th July and Carmarthenshire event held on 27th November. Portfolio representation at Careers Wales events, Welsh Business shows, Welsh Construction show and Intro Biz Expo in October  Established SBCD Construction and Community Benefits sub group and Monitoring and Evaluation Task and Finish Group. Meetings held and schedule of future meetings set
Gate002	Further develop the benefits management approach to shift the focus to sustainable social and economic uplift, not just enablers.	Recommended	Establishment of an Evaluation Task and Finish group  Portfolio M&E plan / benefits realisation plan to be updated with detail on the measurement and evaluation of outcomes and impacts  Projects and programme to update benefits realisation plans and registers  Develop best practice in collaboration with other City and Growth Deals	Jul-24	PoMO	PB/JC	In Progress	Project and programmes to engage with the Task and Finish group and the development of benefit realisation plans	SBCD Monitoring and Evaluation Task and Finish Group established. Monthly meetings held from August to engage with project leads and agree approach to evaluation. Draft Evaluation Framework to be circulated in January  Meetings held with project teams to clarify requirements for benefits realisation and reporting. Benefits registers, profiles and maps being developed at a project level  Engagement initiated with other City and Growth Deals to identify best practice
Gate003	Review and refresh the Portfolio Governance structure, considering potential options to integrate within the new Corporate Joint Committee structure, update the terms of reference and membership of the governance bodies should options progress.	Essential	Discussions amongst CEXs / Leaders and key LA Officers relating to the alignment between CJC and SBCD governance structures	Dec-23	SRO / NPT CEX	JC	In Progress	Outcome of discussions among regional authority Leaders and CEXs	Discussions ongoing
Gate004	Emphasise the focus on Dependencies and Opportunities, particularly in respect of private sector investment and clarity surrounding the respective responsibilities for harnessing and driving emerging prospects.	Recommended	Clarity of roles particularly in relation to private sector engagement that leads to collaborations and securing of investment  SBCD stakeholders to work with ESB members to identify private sector investment opportunities. PoMO to undertake scoping exercise to assess opportunities for engagement of ESB in SBCD projects  Review the portfolio opportunity management approach (esp private sector) across the portfolio	Jul-24	PoMO / PMs	PB	In Progress	Engagement of Projects and Programmes with ESB and potential collaborations	ESB involvement in the development of project proposals and engagement being promoted across the portfolio as projects are developed and delivered. ESB Test and Challenge session held in October to discuss the Enhanced AMPF OBC  PoMO and projects and programmes supporting proposals for the funding and establishment of synergistic initiatives within the region

No	Rec	Recommendation	Grade	Timescale for Action	Response	Progress Update	Owner	Status
1	Monitoring Arrangements	As each of the Programmes/Projects move into full delivery, quarterly monitoring reports presented to the Joint Committee and Programme (Portfolio) Board should be developed to incorporate enhanced financial monitoring, including whether expenditure is in line with forecasts and whether grant drawn down is in line with the agreed funding profile. Reporting would also benefit from enhanced data regarding delivery timescales. This would provide correlation and synergy between project progress and financial reporting	Important	Q1 2023/24	Enhancements will be made to the project/programme financial monitoring as per recommendation from Q1 2023/24. This will be embedded with the existing quarterly monitoring arrangements, including the monitoring of forecasted/actual delivery timescales. In addition, the PoMO will continue to work with SROs and PMs to ensure the change management process is adhered to, with a particular focus on detailing financial and timescale changes in a timely manner.	Brief explanations accompany quarterly financials. Details could include the reasons for adjustments to forecasted figures in terms of costs or timeframes, including slippage within the financial year or across the delivery lifecycle.	Steven Aldred-Jones	On-going
2	Project Management	The change notification process (including potential baseline thresholds) should be clearly defined, to provide clarity to Programmes/Projects as to when they need to comply with the change notification process, and bring consistency across the Portfolio	Important	Q2 2023/24	The PoMO will clarify the process and continue to send a consistent message out to all SROs/PMs to submit change notifications, reducing ambiguity on the process. In addition, a review of the Change Control Procedure and thresholds will be undertaken through consultation with key SBCD stakeholders.	<p><b>11/11/23</b> Meeting scheduled for 12<sup>th</sup> December 2023 with SEC151 Officer to discuss and agree approach to thresholds. Once agreed, the Change Control process / guidance to be reviewed with PMs/SROs and updated as necessary</p> <p><b>12/12/23</b> Meeting held with SEC151 Officer and PoMO to discuss proposal. Paper to be submitted to Programme Board in February.</p>	Jon Burnes	On-going

3	Impact of inflation and construction price rises	Regular updates on the impact of the current financial climate should be tabled as standing agenda items for the Programme (Portfolio) Board to enable regular monitoring on the impact of the current climate on the Portfolio. This should include periodic updates to the financial assessment, and regular review of the mitigating actions developed to ensure they are deliverable and achieving the intended benefit. Periodic updates on the forecast pressure and mitigating actions should also be provided to the Joint Committee, to keep them fully appraised of the matter.	Important	Q1 2023/24	The rising costs and inflationary pressures will continue to be monitored and mitigated as a red risk to the SBCD Portfolio. The Monthly Construction Impact Assessment and Construction Cost Mitigation Assessment documents will be merged and reported to JC from Q1 2023/24. This will include all project/programme details on the financial pressures (risks and issues) and mitigating actions either planned or taking place.	<p><b>02/11/23</b></p> <p>The monthly Construction Impact Assessment and Cost Mitigation documents have been merged and reported to JC since Q1 2023/34. The report format has since been revised and submitted to Programme Board in Oct-23. PoMO continues to monitor inflationary impact, rising construction costs and effect of mitigating actions. SROs and PMs are required to notify the PoMO and record key changes via the change management process and submit appropriate paperwork via their local and SBCD regional governance arrangements.</p>	Jon Burnes	On-going
4	Budgetary Control	The development of the Swansea Bay City Region budget for 2023-24 should be concluded at the earliest opportunity (recognising that a five-year budget has previously been approved by the Joint Committee). Moving forward, arrangements should be made to ensure that draft budgets are presented for approval prior to the start of the upcoming financial year.	Important	July 2023	Budget will be presented to the next Programme Board and JC. However, the operation of the City Deal is based on the 5-year budget which has been previously presented to JC. Therefore, the budget report will be an update on the 5-year budget. The budget and the budget monitoring report does recognise the partner contributions have ended in the 2022/23 and the expectation is that the 1.5 % top slicing of funding will continue to fund the PoMO. This top slicing contribution has been lower in previous years than profile and will allow the additional funding moving forward. A new Finance Manager has now been appointed and is due to commence at the beginning of July 2023.	The 2023/24 JC budget is being finalised.	Chris Moore / Steven Aldred-Jones	On-going

5	Grant Funding	Grant claim forms should be used by all Programmes/Projects when requesting funding from Swansea Bay City Deal. Programmes/Projects in delivery should be advised that quarterly grant claims should be submitted, to allow funding to be distributed to lead bodies in a timely manner. Additionally, verification of the grant claim forms should be undertaken prior to payment being made, to ensure the total value of grant paid does not exceed the balances included within the payment profile.	Critical	Immediate	A reminder will be sent to Project Managers in respect of grant claim forms being submitted on a timely basis. The slight over payment on the scheme, was due to the current lack of Finance Officer being post but also a misunderstanding on the value of the claims. This was identified at the time of payment and will be adjusted in the next claim.	Payments are not made to partners unless an appropriately authorised claim form is received from the partner. Payments are then made in line with the profile to ensure the value paid does not exceed the payment profile.	Chris Moore / Steven Aldred-Jones	Complete
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Programme	Lead body	Project(s)	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Swansea City & Waterfront Digital District Page 75	Swansea Council	<b>Indoor arena and digital square</b>	Swansea Council	£105m	Buckingham Group Contracting Ltd appointed	2018	Q4 2019	Q4 2019	Q4 2019
		<b>Arena (ATG)</b> Food and Drink Building services	ATG / Swansea Council	various	Sell2Wales, tbc		Q2 2022		Q4 2021
		<b>71-72 Kingsway office accommodation</b>	Swansea Council	Circa £49.6m	Bouygues UK appointed via SWWRC Framework	2020	Q3 2021	Q4 2021	Q1 2024
		<b>Innovation Matrix</b>	UWTSD	Circa £9m	Procured - Kier PAGABO Framework	2022	Q4 2021	Q1 2023	Q2 2024
		<b>Innovation Precinct</b>	UWTSD	Circa £17.42m	SWWRC Framework (TBC)	2023	Q1 2025 (Predicted)	Q2 2025 (Predicted)	Q3 2026 (Predicted)

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Yr Egin	UWTSD	<b>Creative Business Hub Phase 1</b>	UWTSD	Circa £10.48m	KIER – via SEWSCAP2 Completed	Dec 2015	March 2016	March 2017	Completed July 2018
		<b>Creative Business Hub Phase 2</b>	UWTSD	tbc	tbc	Q3 2022 – Q1 2024	Q3 2024 (anticipated)	Q1 2025 (anticipated)	Q4 2025 (anticipated)

## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated January 2024

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	Carmarthenshire County Council	£20m	Various	Q3/Q4 2022	Q3/Q4 2023	Q2 2024	Q4 2025
		Rural connectivity	TBC	£25.5m	tbc	Q1 2024	Q2 2024	Q4 2024	tbc
		Next generation wireless (5G and IOT networks)	TBC	£9.5m	Grant fund	Q1 2023	Q4 2023	Various	Q4 2025

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	<b>Phase 1a Morryston refurbishment</b>	SU/SBUHB	Circa £1.25m	SWWRFC/Sell to Wales	Q3 2023	Q1 2024	Q4 2024	Q4 2024
		<b>Phase 1b Campuses Building</b>	Swansea University	Circa £17.22m	Design and Build SWWRFC/SEWSCAP	Stage 2 Q4 2022	Stage 3 Q3 2023	Stage 4 Q2 2024	Q2 2026

## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated January 2024

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 77	Carmarthenshire County Council	<b>Zone 1</b>	CCC	£84m	Two stage design and build via SWWRCF Framework (BYUK procured)	2018 - 2023	Q3 2021	Q4 2022 enabling works	Zone 1 Q4 2024
Q1 2023 Construction.									

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Homes as Power Stations	Neath Port Talbot CBC	Monitoring and evaluation services	NPTCBC	£1m	Sell 2 Wales	2021 Q4	2022 Q1	Q1 2023	Q4 2027
		HAPS financial incentives fund	NPTCBC	£5.75m	Fund – to be advertised to all	2021 Q4	2023 Q1 – fund launch	Q3 2023 First round complete	
		<b>HAPS regional supply chain fund</b>	NPTCBC	£7m	Fund – to be advertised to all	2021 Q4	2024 Q2 – initial call fund launch		

## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated January 2024

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 78 Supporting Innovation and Low Carbon Growth	Neath Port Talbot CBC	<b>Bay Technology Centre</b>	NPTCBC	Circa £7.9m	SWWRC Framework Morgan Sindall (main contractor)	Q3 2019	Q2 2020	Q3 2020	Q4 2022
		<b>SWITCH Specialist facility (construction)</b>	NPTCBC	Circa £15m	SWWRC Framework	Q2 2022	Q3 2022	Q1 2024	Q2 2025
		<b>SWITCH Specialist equipment</b>	NPTCBC	Circa £5m	tbc	Q2 2022	Q1 2025	Q2 2025	Q3 2025
		<b>Low emission vehicle charging infrastructure</b>	NPTCBC	Circa £0.5m	tbc		Q3 2022		Q1 2023
		<b>Air quality monitoring sensors</b>	NPTCBC	Circa £0.5m	Procured	Q4 2019	-	-	-
		<b>Hydrogen stimulus project</b>	NPTCBC	Circa £1m	tbc	Q3 2022	Q3 2022		
		<b>Advanced manufacturing Production facility (construction)</b>	NPTCBC	Circa £12m	SWWRC Framework	Q1 2023	Q3 2023	Q1 2025	Q2 2026
		<b>Advanced manufacturing Production facility Specialist equipment</b>	NPTCBC	Circa £5m	Tbc	Q4 2022	Q1 2026	Q2 2026	Q2 2026
		<b>Advanced manufacturing Production Facility</b>	NPTCBC	Tbc	Sell2wales	Q4 2025	Q2 2026		



## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated January 2024

		End operator							
		<b>Property Development Fund</b>	NPTCBC	Circa £10m	Fund – to be advertised to all  Third parties to procure construction				

Programme	Lead body	Project	Procuring body	Contract Value	Procurement route	Design date (Cal Yr)	Procurement date (Cal Yr)	on site date (Cal Yr)	Completion date (Cal Yr)
Page 79  Pembroke Dock Marine	Milford Haven Port Authority	<b>Pembroke Dock Infrastructure</b>							
		a) Hanger Annex Renovations	MHPA	£5.2m	MHPA Procedures (Design) only Sell2 Wales - Construction	Q2 2019/20	Q1 2021	Q3 2021	Q1 2023
		b) Amenity and pocket park	MHPA	£300k	Sell2Wales	Q2 2023	Q4 2023	Q2 2024	Q4 2024
		c) Slipway, berthing & Infilling the Pickling Pond	MHPA	£14m	Sell2Wales	Q4 2019 to Q4 2021	Q4 2020 to Q2 2021	Q2 2022	Q4 2023
		d) Land Remediation and laydown at south of site	MHPA	£6m	Sell2Wales	Q3 2020	Q2 2021	Q2 2022	Q1 2024
		e) Infilling of the Graving dock	MHPA	£3m	Sell2Wales	Q1 2021	Q3 2022	TBA	TBA
		f) Terrestrial development, demolitions, levelling,	MHPA	£6.4m	Sell2Wales	Q2 2022	Q4 2022	Q2 2023	Q4 2024

## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated January 2024

Page 80	transportation corridor and Utility provisions.								
	<b>Marine Energy Engineering Centre of Excellence</b>								
	<b>Materials for prototypes</b>	OREC	£100k	Sell to Wales / Find a Contract (value dependant)		Q3&4 2021 Q1-4 2022 Q1-4 2023	Q3/Q4 2021 Q1-4 2022	Q1 2022 2022 – Q1 2023	
	<b>Vessel hire for deployments in META</b>		£26k	Sell2Wales		Q3 2021	On Going	On Going	
	<b>Meta berthing fees</b>		£196k	SSJ		Q4 2021	On Going	On Going	
	<b>X Band Radar</b>		£84k	Sell to Wales / Find a Contract (value dependant)		Q3 2022	Q1 2023	Complete	
	<b>Marine Buoys</b>		£75k	SSJ		Q1 2023	Q2 2023	Complete	
	<b>Hydrophones</b>		£77k	Sell to Wales / Find a Contract (value dependant)		Q4 2022	Q2 2023	Complete	
	<b>Acoustic Software</b>		£22k	SSJ		Q12023	Q1 2023	Complete	
	<b>Marine Energy Test Area Developments</b>								
	<b>Environmental surveys</b>		£30k	Sell to Wales / Find a Contract (value dependant)		Q3 2022		<b>Q3 2022</b> was 23	
	<b>Insurance</b>		£30k	Sell to Wales / Find a Contract (value dependant)		Q1 2022		Q1 2022	
	<b>Legal support</b>		£10k	Sell to Wales / Find a Contract (value dependant)		Q1 2024			
	<b>The Pembrokeshire Demonstration Zone</b>								

## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated January 2024

		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		Q1 2023		Q2 2023
		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		Q2 2023
Page 81		Monitoring & Evaluation	Celtic Sea Power	£30,000	Services Contract Open Below threshold – – Sell2Wales  Scope in Development		Q1 2023		Q2 2023
		Land Agent Support	Celtic Sea Power	£120,000	Services Contract Open Below threshold – – Sell2Wales		Q3 2022		Q2 2023
		Animation	Celtic Sea Power	£44,200.00	Services Contract Open Below threshold – – Sell2Wales		Q3 2022		Q2 2023
		Research & Development – Review of PDZ	Celtic Sea Power	£60,000	Services Contract Open Below threshold – – Sell2Wales		Q1 2023		Q2 2023
		Offshore surveys – environmental surveys to inform the offshore EIA.	Celtic Sea Power	£2.1m	Service Contract OJEU Open above threshold with PIN – My Tenders & Sell2Wales		Q1 2023.		Hold pending updated funding
		Pre-Front Engineering Study (design package	Celtic Sea Power	Upto £600,000	Service Contract OJEU Open above threshold		Q4 2022		Q2 2023

## Swansea Bay City Deal Programme and Project Procurement Pipeline Design and Construction phase

Updated January 2024

		to prove the feasibility in technical and economic terms)			with PIN – MyTenders & Sell2Wales				
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