



Programme/Project Assessment Review (PAR)

Programme/project Title:	Pembroke Dock Marine
IAH ID number:	AH/015

Version number:	v1.0 FINAL
Senior Responsible Owner (SRO)	Rachel Moxey
Date of issue to SRO:	02/10/2023
Organisation of the Project	Swansea Bay City Deal Portfolio Pembrokeshire County Council
Programme Manager equivalent	Steve Edwards, Port of Milford Haven
Business Case stage reached:	Final Business Case (2020) + Addendum Update (2023)
Review dates:	25/09/2023 to 27/09/2023
Review Team Leader:	David Wilkin
Review Team Member(s):	Anthony Steel Ian Howard
Departmental Representative:	N/A
Previous Review:	PAR: 18/02/2020 to 20/02/2020 DCA: Amber
Security Classification	Official

Contents

1. Delivery Confidence Assessment (DCA).....	3
2. Summary of report recommendations	4
3. Acknowledgement	4
4. Comments from the SRO	5
5. Summary of the Programme/Project	6
6. Scope/Terms of Reference of the Review.....	9
7. Review Team findings	10
8. Next assurance review	14
ANNEX A - List of Interviewees.....	15
ANNEX B - Progress against previous assurance review (18/02/2020 to 20/02/2020) recommendations	16

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: Assurance@gov.wales

1. Delivery Confidence Assessment (DCA)

Delivery Confidence Assessment:	AMBER/GREEN
<p>The Review Team finds that the Pembroke Dock Marine (PDM) programme is a flagship component of the Swansea Bay City Deal portfolio. It has made significant progress since the last review in early 2020. It is now entering the stage where it can be considered as largely complete, so far as SBCD and WEFO funding is concerned, though there is still some way to go to establish sustained benefits.</p> <p>The four component Projects have energetic and committed investment by all delivery partners and there is a real sense of vision pervading all communications. Innovation and sustainable energy, supported by skills and talent growth and commercial inward investment all appear to be placing PDM in a strong position for success.</p> <p>The Celtic Freeport status in Pembrokeshire is significant and PDM is cited as a key contributor to that achievement.</p> <p>Each of the component Projects is tracking well and could be assessed as GREEN in terms delivering their OUTPUTS.</p> <p>Taken as a synergistic collection of projects, the programme has some time to run during which it will be subject to an uncertain operating environment and emergent risks that will need to be managed. As a programme, Pembroke Dock Marine is in a strong position and can be assessed as AMBER/GREEN in its quest to deliver its OUTCOMES, from which the long term benefits will flow.</p>	

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

RAG	Criteria Description
Green	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.
Amber/Green	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Amber	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
Amber/Red	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
Red	Successful delivery of the 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.

2. Summary of report recommendations

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

Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification Categorisation number
1.	Reinforce the shift in governance focus from project delivery to the realisation of the intended outcomes and long-term benefits, particularly drawing on the synergies to be sustained in business as usual.	R - Recommended	End 2023 and ongoing	5
2.	Develop a residual activity burndown plan for the remaining funding and delivery profile of each project, consolidated in to an overarching PDM programme summary.	R - Recommended	End 2023 and ongoing	3.1
3.	Maintain use of a RAIDO (risks, assumptions, issues, dependencies and opportunities) approach to drive and sustain enduring outcomes.	R - Recommended	End 2023 and ongoing	8.5

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.

3. Acknowledgement

The Review Team would like to thank all participants for their contributions to the review.

4. Comments from the SRO

This report gives a fair representation of the projects and programme partnership. The assessment of the strong vision, energy and open approach to partnership working is accurate. The small number of recommendations made by the review team reflects the positive assurance given.

Working with the review team was a very pleasant experience. It is a pleasure to act as the SRO for such a well-managed programme of activities.

It is also refreshing to see that the expected legacy of these projects is well understood following the review. We will work with the POMO team to record progress against the recommended actions.

Thank you to the individual project leads, project coordinator, those who helped with organising and conducting reviews, those interviewed as part of the process and those who assisted Ian Williams who did a sterling job in revising the business plan.

5. Summary of the Programme/Project

Background and context:

The 'Final Business Case' (January 2020) states that:

Pembroke Dock Marine (PDM) will create terrestrial and marine assets combined with research, development and innovation support to establish a world-class centre for marine engineering with an immediate focus on low carbon energy, and wider application across the blue economic sectors (such as ship building, aquaculture, oil and gas, and nuclear) creating additional economic growth and the strongest possible project resilience.

Project resilience and longevity has remained at the centre of PDM's development. It originated as a delivery base for the wave and tidal sector (a sector predicted to have a global value of £76bn by 2050¹) but early on identified the need to remain flexible and to create spaces and facilities that can be used cross-sector to drive innovation and operational efficiency. As the FBC has developed, the floating offshore wind opportunity has come to the forefront presenting a significant immediate manufacturing opportunity for UK industry – with a key opportunity off the Welsh coastline. It is a larger market with more immediate opportunity with the Crown Estate estimating a UK GVA contribution of £33.6bn and an annual UK export value of at least £550m by 2050² - and also has opportunities for co-location with the wave and tide industries.

And that:

PDM is expected to create in excess of 1,800 jobs and have positive impact on creating supply chain resilience protecting more jobs. While the project does anticipate labour migration into the region (as many developers will bring their businesses with them) it will also create significant opportunities for rewarding careers and skills expansion for the current local labour market and the next generation. The majority of jobs are expected to be high skill and year-round, which will help strengthen the region's annual productivity that is currently overly reliant on seasonal employment and a reducing oil and gas industry. It will create links between academia and industry to drive innovation and deliver a centre of engineering excellence.

Aims and objectives:

The 'Final Business Case' (January 2020) articulates the Project Benefits as:

Community Impact

- *Creation of capital funded assets with the potential to accommodate 1,881 net additional operational jobs helping to stem Pembrokeshire's extensive outward migration.*
- *Jobs and skills development for future generations. Pembrokeshire has fewer highly skilled, and more unskilled people of working age than elsewhere in Wales and the*

¹ Ocean Energy Forum (2016). Ocean Energy Strategic Roadmap 2016, building ocean energy for Europe

² Macroeconomic Benefits of Floating Offshore Wind in the UK, Crown Estate and ORE Catapult, Sept 2018

UK. Just 30% have attained skill level NVQ4+ compared with 38% in the UK, and 12% are without qualifications compared with 8% in the UK.

- Boosts local wages with a high skill, year-round jobs profile and a wage premium of £6,000 per job against Welsh average – Pembrokeshire workers receive considerably lower than average weekly wages, 12% behind Wales and 23% behind the UK. This will help spread the wealth from urban hubs into the rural environment. With lower priced housing stock this will see greater disposable income that can be spent within Pembrokeshire with benefits felt in multiple industries.
- Greater prosperity and new career opportunities will have a positive impact upon social cohesion and mental well-being.
- Enhanced inward investment and inward migration. This will be at the innovator level and in the general demand for skilled employees. The market has been identified as international which would in turn attract developers and innovators from across the globe to the region. This will have a positive impact on the local economy.
- Enhanced inward migration will support reduced per person costs for Local Authority provision of services and positively impact house value locally.
- It will have a positive impact on a deprived coastal community, a community that has two wards considered to be in the top 10% under-performing in Wales – and within commutable reach of three other such communities.
- Strengthened supply chain resilience (post-Murco closure) e.g. Mainstay Marine is a boat builder and supply chain company based in Pembroke Dock and has become one of Wales' most experienced marine energy suppliers having fabricated devices for Tidal Energy Ltd, Wave-tricity, AMOG Consulting and most recently Bombora. Their involvement in the sector has enabled them to diversify their product offerings and provide an additional source of income.
- The development is being created adjacent to town infrastructure in an existing industrial area with minimal community and environmental disruption.
- Heritage spaces will be renovated (though note that some others will be affected differently) with Pembroke Royal Dockyard's story benefitting from greater interpretation.

Regional impact

- £32.47m in match funding has been secured (dependent on City Deal funding).
- Releases £470m in longer term inward investment, and £73.5m annual GVA.
- Establishes a long-term home for an industry that has already directly invested £12.5m into Pembrokeshire.
- Creates the conditions to support aligned initiatives such as the Celtic Sea Alliance and Energy Kingdom.
- Establishes a Catapult centre of excellence in the region and strengthens links between academia and industry.
- Establish the right conditions to attract other blue economic industries.
- Boosts Pembrokeshire's productivity – Pembrokeshire's productivity lies well behind Wales and the UK. Wales lags 20% behind the UK in terms of the GVA produced by each worker, while Pembrokeshire trails by 25%.
- Strengthens economic resilience in a county heavily reliant on seasonal sectors and on the oil and gas sector
- This is a region that is significantly distanced from existing economic hubs and is heavily reliant on economic support from the EU. With that support about to be removed, Pembrokeshire needs to become more sufficient in order to not be a drain on the UK's economy. PDM will directly target this by supporting industrial growth.

Industry impact

- Support the growth of the floating wind industry that is developing at pace off the Welsh coastline.

- *Support at least 4 Pembroke Dock based Marine Energy technology developers that have over £60m of investment plans by 2023 with the facilities and support to be more productive and develop their technology and lower the cost of energy.*
- *Minimise risk for investors and establish a new export industrial opportunity.*
- *Creates opportunities for growth across multiple industries.*

National Impact

- *Grow a decarbonised energy industry that will be critical in reaching net-zero emissions targets as identified by the climate emergency.*
- *Directly contribute to UK and Welsh decarbonisation targets by enabling industry to upscale devices efficiently to harness 1GW of marine derived energy.*
- *Embeds intellectual property into Wales.*
- *Helps ensure UK energy security by creating the right facilities for industry to harness home-sourced, reliable, renewable low carbon energy.*
- *Supports UK Government strategies including the Industrial Strategy and Clean Growth Strategy, as well offer clear alignment with Wales' Wellbeing of Future Generations Act.*

6. Scope/Terms of Reference of the Review

Programme/Project name/Enw'r rhaglen/Prosiect Pembroke Dock Marine
<p>Pembroke Dock Marine (PDM) comprises four separate but interrelated elements that together will build on an existing energy cluster that has grown around the Pembroke Dock area, in order to develop a world class centre for blue economic development.</p> <p>The four elements are:</p> <ul style="list-style-type: none">• Pembroke Dock Infrastructure (PDI) – £21.55 million, delivered by the Port of Milford Haven• Marine Energy Engineering Centre of Excellence (MEECE) – £4 million delivered by ORE Catapult.• Marine Energy Test Area (META) – £783k delivered by Marine Energy Wales.• Pembrokeshire Demonstration Zone (PDZ) – £1.67 million delivered by Celtic Sea Power (formerly known as Wave Hub Limited) <p>The key objectives for each of the sub projects are outlined below</p> <p>Pembroke Dock Infrastructure (PDI) – Port of Milford Haven , A reshaped port infrastructure to maximise operational efficiency for UK industry</p> <p>Marine Energy Engineering Centre of Excellence (MEECE) – ORE Catapult, A research and innovation centre</p> <p>Marine Energy Test Area (META) – Marine Energy Wales supported through Pembrokeshire Coastal Forum, Pre-consented and licensed zones within the Waterway for component and scaled device testing</p> <p>Pembrokeshire Demonstration Zone (PDZ) – Celtic Sea Power, Consents and securing of Grid for the 180MW Pembrokeshire Demonstration Zone targeting both wave and floating wind technologies</p>
Scope of Review/Cwmpas Adolygiad
Why is a review needed? Pam bod angen adolygiad?
<p>The Project Assessment Review (PAR) will provide assurance to the SRO, the PoMo and Welsh and UK governments (funding sponsors) that the Pembroke Dock Marine (PDM) is being effectively managed and is delivering its objectives.</p>
What areas should the Review team focus on? Ar ba feysydd y dylai'r Tîm Adolygu ganolbwyntio arnynt?
<p>Specifically, the PAR will:</p> <ul style="list-style-type: none">(i) Review the updated Business Case and identify any issues(ii) Provide an independent assessment of the PDM projects in terms of their alignment, funding, engagement, governance and interdependencies(iii) Provide a commentary on the robustness of plans and processes(iv) Advise on any key risks and opportunities

7. Review Team findings

Updated Business Case

The Final Business Case (January 2020) has been updated with an Addendum (September 2023), which confirms the scope and parameters as remaining valid.

The addendum also reflects progress on the programme particularly in terms of procurements undertaken and the financial position.

The 'programme' is, in practice, a collection of synergistic projects being delivered in a common location towards the achievement of common thematic outcomes. The four projects are not particularly linked or co-dependent other than by the Pembroke Dock Infrastructure (PDI) upon which they all rely.

The Business Case Addendum does not seek additional funding, nor does it serve a purpose for further approvals. It is being used as a key governance tool and ensures that those organisations and individuals controlling and delivering the four projects remain in lockstep with the strategic intent. It achieves this objective.

The Review Team observed that investors (WG and UKG) appear pleased with progress and are enthusiastic about the significant potential now being developed by the programme which is showing early signs of facilities uptake and visionary intent.

Programme funding has been re-phased to reflect the change in the Swansea Bay City Deal UKG funding provision and the advantage of consuming WEFO funding whilst available. The Partner organisations (ORE Catapult, Port of Milford Haven, Marine Energy Wales and Celtic Sea Power) have all committed funds as required and have 'skin in the game'.

Pembrokeshire County Council (PCC) is the Lead Authority in the Swansea Bay Region, responsible for overseeing the delivery of the PDM programme. Whilst PCC does not provide any of the PDM funding, it does take the risk on managing the funds (interest exposure) as they flow from the Swansea Bay City Deal (SBCD) to the delivery projects in the programme.

PDM is a regional endeavour; many of the benefits will accrue to the region and to Wales more broadly, but it is fair to say that PDM really does 'put Pembrokeshire on the map'. Indeed, PDM is viewed as a key foundation of the recent achievement of Celtic Freeport status and the potential for significant benefits realisation in the area is recognised with enthusiasm by all participants.

The updated business case does its job. The focus now is on putting in place the benefits tracking mechanisms, necessary to ensure that the intended outcomes (which run to 2034 and beyond) are achieved. This will include embedding 'programmatic' benefits realisation disciplines into business as usual (BAU), enduring long after the PDM 'programme' has come to an end.

Component Projects

The Review Team observed that the Pembroke Dock Marine (PDM) programme is made up of four key projects; Pembroke Dock Infrastructure, Marine Energy Engineering Centre of Excellence, Marine Energy Test Area, and Pembrokeshire Demonstration Zone. These projects, though highly synergistic in achieving the programme's outcomes, have very few inter-project dependencies:

Pembroke Dock Infrastructure (PDI) is the redevelopment of operational space at the Port of Milford Haven to increase efficiencies and reduce device development costs. Creating large open plan fabrication and laydown areas, land to sea transition space (including a large slipway and a number of floating pontoons), and modern office infrastructure suited to the needs of industry.

The project is nearing completion on all key deliverables, within current forecasted budgets, despite the rising costs of construction resulting from the recent global challenges (e.g. COVID, and the war in Ukraine). With only a small number of remaining activities to complete (predominantly considered snagging, and requisite documentation) the Review Team heard confidence that these tasks will be completed within the calendar year – at which point a period of 12 months of maintenance from the contractor will commence.

Marine Energy Engineering Centre of Excellence (MEECE) has been delivered by the Offshore Renewable Energy (ORE) Catapult and brings specialist knowledge, experience, and capability into direct contact with technology developers and their supply chains - supporting and embedding innovation within the region.

The Review Team observed that despite a compressed engagement timeline, due to early funding issues, significant engagement has been fostered between the Catapult, local Universities, and wider commercial bodies.

With exploitation of local training opportunities (such as those observed at Pembrokeshire College), and potential developments in the near future such as an Innovation Campus as an off shoot of Swansea University; the Review Team heard confidence, positivity, and belief that the nascent capability will continue to evolve and adapt to both the maturing renewable energy market, and the opportunity that the Celtic Sea provides.

Marine Energy Test Area (META) has delivered a number of pre-consented, non-grid connected sites in and around the Milford Haven Waterway close to the operational base of Pembroke Port at which clients can deploy and test their solutions (in part or full) in a near offshore environment.

The Review Team heard that this capability is a key enabler for MEECE and despite the renewable energy sector developing beyond the envelope of the existing consent from Natural Resource Wales (NRW), the current level of demand for the META capabilities was broadly in line with the anticipated profile, and there was confidence that it is approaching the levels necessary for self-sufficiency. The Review Team heard that activities are progressing to evolve the consent envelope (including potential risk-based assessments) and that there is the potential for this testing capability to further increase throughput and also adapt more flexibly as the renewable energy sector continues to evolve.

Pembrokeshire Demonstration Zone (PDZ) is a 90 square kilometre zone for commercial deployment of full-scale wave and wind arrays, providing developers with access to a logical steppingstone designed to help prove commercial viability.

The Review Team noted a number of key near-term activities that will help the sector exploit the embryonic capability; firstly the broadening of the premise of The Crown Estate (TCE) licence to help the zone support the developing opportunities being explored by the industry (e.g. wave, tide, floating wind, and hydrogen), and secondly agreement and provision of the Multiconnection Offshore Substation (MOS) capability to assist in the testing of delivery of capability to shore.

Progress Update

The Review Team observed a palpable appetite and passion for all aspects of the programme from all parties interviewed – the programme should be commended for achieving such a strong alignment (particularly as there was the view that this is a significant turn-around from the earlier years of the delivery). There was noted a vibrant sense of the programme targeting the “right outcomes”, and that should the programme deliverables continue to be encouraged to evolve along their anticipated trajectories, they will result in a very positive outcome for the region.

Historic concerns regarding a gap in “programmatically ownership” seem long resolved with the four projects, Pembrokeshire County Council (PCC), Carmarthenshire County Council (CCC), Swansea Bay City Deal (SBCD), and Welsh Government (WG) all appearing coherent within the delivery and aligned with the desired outcomes. Early commercial engagement and funding issues appear largely mitigated, and the more complex elements of the cash flow through the respective agencies seems functional and effective, if perhaps unnecessarily circuitous.

With general consensus that the programmatic approach and objectives are those most likely to achieve the long-term outcomes, and a sweeping and passionate will to achieve, the Review Team noted expressed a desire to ensure that the drive and ambitions persist beyond the lifespan of the programme. Transitioning the PDM capabilities and ethos into nurturing steady-state delivery organisations such as the regional Corporate Joint Committee (CJC), and/or Future Energy Cluster (FEC) could be explored when the programme nears closure, maximising the positive generational impact on the region.

Governance

Programme governance is somewhat unconventional, but it is effective. The ‘programme’ is more a ‘collection of projects’ than a true Programme in a textbook sense. This observation does not detract from its importance, nor the need for rigour in ensuring its effective delivery within the parameters of the business case. The SRO, the Partners in the PDM programme, and the SBCD Portfolio Management Office (PoMO) have all played an important role and demonstrated pragmatism. At this stage in the programme ‘if it ain’t broke don’t fix it’ would be an appropriate view on governance.

The SRO is clearly overloaded, but is overseeing the four projects (the ‘programme’) admirably. There is no formal Programme Manager, but the four key delivery Partners are co-funding a nominated Programme Coordinator, to ensure alignment of efforts, and timely Governance activities. Again, not textbook, but appears to work, largely because of the positivity and ethos of all involved. Throughout this Review, governance was not a prominent topic of concern. Indeed, PDM is viewed as a flagship part of the SBCD and the reporting and attendance at PoMO is strong, if potentially a little burdensome.

The Review Team heard that senior officials and Ministers appear pleased with progress and that there is high confidence generated from the robust, open and ‘no surprises’ approach being taken to programme governance.

Looking to the future, the role of the CJC is yet to firm up, but it is likely to play a part in bringing together regional economic projects. It would be prudent to ensure that it is best positioned to optimise project synergies rather than merely introduce additional bureaucracy.

A forward focus on benefits mapping and realisation will be key. As the PDM programme enters its latter stages, it will also be important to define a plan to completion, projects closure criteria, and the means by which the projects (and therefore the programme) will

establish 'benefits sustainment' arrangements in BAU once the PDM programme framework is dismantled.

Recommendation 1: Reinforce the shift in governance focus from project delivery to the realisation of the intended outcomes and long-term benefits, particularly drawing on the synergies to be sustained in business as usual. (Recommended)

Dependencies, Synergies, Plans and Key Processes

The four projects have limited inter-dependencies, but very strong synergies. The individual projects appear to be robustly managed with clear processes.

The programme management is intentionally, very "light touch" with no programme management function. This appears to be appropriate at this stage, and the Review Team heard a consensus that the existing processes are working well.

The Review Team heard little from interviews about the forward plan. At this stage, it would be prudent to ensure that there is a clear understanding across the programme about the residual tasks for each project and how they consolidate into an overarching view. A burndown plan would also feed into the closure criteria for each project (and therefore the programme).

Recommendation 2: Develop a residual activity burndown plan for the remaining funding and delivery profile of each project, consolidated in to an overarching PDM programme summary. (Recommended)

Risks and Opportunities

The Review Team observed that the programme faces a number of challenges in the coming years if it is to maximise the emerging capabilities. These primarily relate to the achievement of the intended long-term benefits of the programme rather than to the delivery of the tangible outcomes of the individual projects. They include (but are not limited to):

- end of funding from the European Union (WEFO)
- recruitment and retention of key skills
- creation of an Innovation Centre as an off-shoot of higher education (Swansea University)
- development of the skills across the existing local education establishments
- Floating Wind market uncertainty in the context of the recent failed UK government auction for offshore wind
- new sector opportunities (e.g. floating offshore wind, and hydrogen)
- technology developments/advancements
- revise the NRW consent envelope to facilitate broader marine ambitions
- evolving the PDZ TCE license agreement to adapt to the needs of industry
- the Celtic Freeport initiative and associated infrastructure development
- exploitation of key steady-state enablers such as the CJC and FEC

The Review Team heard a consistent view about what these risks/opportunities are, and the potential they bring with them for the region if they can be mitigated/exploited effectively. It is clear that all elements of the programme are very proactive in their

approach to risk, however the programme risk register itself is underdeveloped and does not appear to be current or regularly maintained.

The Review Team believes that there is a risk that the programme outcomes will not evolve in line with the risks and opportunities that will likely manifest in the coming years, and as such not be successful in maximising the enduring benefits for the region from the burgeoning capabilities the programme is delivering.

The Review Team is of the view that the programme would benefit from enhancing its approach in this area, driving the remainder of the programme based on a broad RAIDO (risks, assumptions, issues, dependencies, and opportunities) approach. It is also felt by the Review Team that this would be a key artefact to help the programme ultimately transition to a nurturing steady state operation (e.g. CJC, or FEC).

Recommendation 3: Maintain use of a RAIDO (risks, assumptions, issues, dependencies and opportunities) approach to drive and sustain enduring outcomes. (Recommended)

A Look Ahead

The Review Team heard a great deal of enthusiasm and optimism about the future from everyone associated with this programme. There is a good grasp of the risks and challenges ahead, but there are clearly significant opportunities here. The PDM programme is creating a very strong base for the development of the offshore energy industry. The successful bid to become a Celtic Freeport creates an outstanding opportunity for continued growth. There is a consensus that there needs to be a forum that continues high levels of communication and collaboration between local government, academia and the private sector that have characterised this programme.

8. Next assurance review

Further review towards the end of the programme (suggest 12 months before) to capture outcomes and benefits realisation.

ANNEX A - List of Interviewees

The following stakeholders were interviewed during the review:

Name	Organisation and role
Rachel Moxey	Pembrokeshire County Council, Head of Economic Development and Regeneration. PDM SRO.
Cllr. Paul Miller	Pembrokeshire County Council. Deputy Leader, Cabinet Member for Place, the Region and Climate Change.
Tim James	Pembrokeshire Demonstration Zone, PDM lead 2016-Dec2021 Celtic Sea Power, Jan2022-date
Paul Ellsmore	Offshore Renewable Energy Catapult, MEECE Programme Manager
Prof. Ian Masters	Swansea University, Department of Mechanical Engineering, MEECE Academic Lead
Helen Davies	WG, Head of City & Growth Deals, Mid and Southwest Wales, SBCD Programme Board Member
Stephen Thompson	Marine Energy Wales. META Project Delivery Manager
Steve Edwards	Port of Milford Haven, Commercial Director. Pembroke Dock Infrastructure Lead
Andrew Pointon-Bell	BAM Nuttall Ltd, Project Manager – Main contractor for Pembroke Dock Infrastructure works
Gareth Ashman*	UKG, City Deal Lead, SBCD Programme Board Member
Jonathan Burnes	Carmarthenshire County Council, SBCD Portfolio Director
Nicola Lewis	Pembrokeshire County Council, Deputy Chief Finance Officer
Stephen Matthews	ERM Director of Hydrogen Ventures and CEO Dolphyn Hydrogen
Arwyn Williams	Pembrokeshire College, Head of Faculty Engineering, Computing, 14-16, Quality Nominee and Strategic Lead for Higher Education.
Jane Lewis	Carmarthenshire County Council, Regional Partnership Manager for the Regional Skills Partnership and Swansea Bay City Deal Skills and Talent Programme.

*unable to attend

ANNEX B - Progress against previous assurance review (18/02/2020 to 20/02/2020) recommendations

Recommendation	Status
Progress the Project as an independent entity in terms of delivery, acknowledging that its only connection to the Swansea Bay City Deal is for strategic funding purposes.	Historical
Develop a stakeholder map spanning WG/UKG, the Region, Pembrokeshire and the delivery partners, and communications plan to ensure that the decisions pertaining to the Project are not confused with broader matters.	Historical
Clarify and communicate the funding mechanism from WG/UKG to the Region to the Projects, identifying linkages, or otherwise, between requirements for funding awards and business case approvals.	Historical
Develop or update, and communicate, a delivery plan for the Project including resources, roles and responsibilities.	Historical
Establish, and communicate, a clear and comprehensive, nested approach to governance that addresses the decision-making needs at Portfolio, Programme and Project levels, including appropriate board memberships and reporting mechanisms.	Historical
Commence the delivery phase of the project without delay, subject to formal sign-off.	Historical