

Appendix E

SBCD AOR Update Report - December 2020

ID	Recommendation	Status	Dependencies	Progress update
AOR001	WCGIB share the AOR report with the North Wales Growth Deal and Mid Wales Growth Deal	Completed	WCGIB to action	Actioned by WG.
AOR002	Subsequent iterations of the PoBC present the current/latest position of the portfolio	In Progress	WCGIB to clarify timing of PoBC submissions	<p>Verbal confirmation from WG on submitting next iteration of Portfolio Business Case (PoBC) to WG/UKG by 31st March 2021. This was confirmed in meeting 15/12/20 and that the updated PoBC is not expected for the sign off of the funding award conditions in relation to the Award of Funding Notification for the SBCD dated 16/12/20.</p> <p>Current status of projects and programmes will be included in the PoBC Executive Summary.</p> <p>Action to be closed on submission of PoBC in March 2021.</p>
AOR003	Release of annual C&GD funding is linked to an annual submission of an updated PoBC	In Progress	WCGIB to clarify timing of PoBC submissions and release of SBCD funding tranches	<p>Meeting held with WG 20th Nov 2020 – confirmed submission of updated PoBC by 31st March 2021 together with financial / monitoring templates to trigger release of next tranche of CD funding. Annual target date for release of CD funding by Q2 each financial year. Schedule of future iteration submissions of the PoBC to be included and agreed with WG.</p> <p>WG confirmed no annual AOR anticipated unless major changes to PoBC. WG confirmed two separate releases of payment this financial year, as per funding award letter received on 16/12/2020.</p>

AOR004	PoBC be developed to include a section on strategic alignment of UKG & WG policy objectives, at a project level	In Progress	All Business Cases to be completed / updated	Matrix summarising all portfolio and project policy and strategy alignment drafted. Portfolio alignment completed and will be included in the next iteration of the PoBC in March 2021 and updated in future iterations.
AOR005	PoMO fully 'SMARTens' and clearly baselines PoBC Spending Objectives	In Progress		PoBC spending objectives have been defined and further 'SMARTened': Jobs created, GVA (linking to productivity) and Investment. Baseline set at 2017. SBCD and North Wales Growth Deal have exchanged best practice and are aligned in defining the spending objectives.
AOR006	PoMO includes project-level Spending Objectives at portfolio level, and quantifies the contribution the portfolio will make to the SBCR strategy	In Progress	SBCD programme and project business cases	Programme/project level and industry sector level spending objectives are now defined and will be included within the updated PoBC for submission in March 2021. These will be reviewed regularly with the programme / project leads to ensure continued accuracy and deliverability. As with AOR005 the project spending objectives Linked directly to the Portfolio Spending Objectives for GVA, Jobs Created and Investment have been linked to productivity through the portfolio objectives. There will also be a benefits framework included in the March update which will highlight Direct Benefits/Indirect Benefits and Wider Benefits to be delivered by the programmes/projects.
AOR007	PoMO ensures benefits are quantified wherever	In Progress	SBCD programme and project business cases	All quantifiable programme/project benefits have been included within the business case where these benefits align to the portfolio spending

	possible at project level, and presents the main quantified benefits in the PoBC			objectives, furthermore in the yearly March update proposed for the PoBC all meaningful project and programme, quantifiable benefits will be included and updated in future iterations of the PoBC as required.
AOR008	WG & UKG officials work with the PoMO to develop a standardised economic appraisal template for use by projects	In Progress	WG Economist to provide guidance on economic appraisal methodology	Awaiting guidance and template from WG. A high-level overview will be provided before Christmas. WG confirmed that SBCD will not be expected to apply the guidance/template to BCs that have already undertaken an economic appraisal. The programme / project economic appraisals are being shared with WG economists and officials prior to submission.
AOR009	WCGIB to seek assurance from the PoMO that - going forward - appropriate business case documentation, and governance and assurance arrangements are developed and installed respectively, for the constituent parts of the portfolio	In Progress		<p>PoMO providing strategies, plans, templates, training, audits to standardise and enhance the governance, assurance and reporting arrangements of SBCD at portfolio and programme/project levels. This includes:</p> <ul style="list-style-type: none"> • Risk management strategy and risk register and issues log • Integrated Assurance and Approval Plan (IAAP) • Covid impact assessments • Monthly highlight reports • Quarterly reporting, including financial monitoring • PoMO assurance on Gateway Assurance recommendation implementation • SBCD reporting schedule • Standardised template developed for Project/Programme Board Terms of Reference • SBCD governance arrangements review • SBCD Procurement principles • Completion of all SBCD regional audit actions

			<p>Work in progress and will be complete by the next iteration of the PoBC by 31st March 2021 and updated in further iterations thereafter:</p> <ul style="list-style-type: none"> • Updated PoBC • Annual performance report • Programme / Project roadmaps • PoMO work plan • Change control process and templates • PM tooling
AOR010	PoMO adopts standardised definitions for programmes and projects, as defined by the respective best practice methodologies	In Progress	<p>The PoMO have reviewed the portfolio to define all constituent parts as programmes or projects. The portfolio can be summarised as:</p> <ul style="list-style-type: none"> • Programmes <ul style="list-style-type: none"> ○ Digital Infrastructure ○ Swansea City & Waterfront Digital District ○ Pembroke Dock Marine ○ Supporting Innovation & Low Carbon Growth ○ Yr Egin ○ Skills and Talent • Projects <ul style="list-style-type: none"> ○ Homes As Power Stations ○ Pentre Awel ○ Life Science & Wellbeing Campuses <p>Glossary being prepared to standardise terminology - to be approved by JC/PB and cascaded to Project Leads to be used in future documentation.</p> <p>PoMO to conduct 6 monthly performance reviews with Programme and Project leads to assess the current status of the individual programme / project. This is currently in the process of being scheduled.</p>

AOR011	Next iteration of the PoBC is updated to include the identification of project level community benefits, and identified opportunities for collaborative project-level procurements	In Progress	Procurement template has been approved by JC	<p>Procurement narrative and principles have been shared with all project/programme teams to incorporate into business cases.</p> <p>SBCD procurement principles meetings have been scheduled for Dec 20/Jan 21 with all programme / project teams and their procurement specialists.</p> <p>PoMO will maintain a register of Community Benefits that are agreed at programme/project level.</p> <p>Projects will be required to report on their community benefits at the time of procurement and programme / project delivery.</p> <p>This recommendation is on track to be completed and an initial framework outlining community benefits along with the agreed procurement principles will be incorporated into the next iteration of the PoBC by the 31st March 2021.</p>
AOR012	Appropriate WG & UKG officials work with the PoMO to develop a standardised financial appraisal template	In Progress	WG Finance officials to work with PoMO to develop templates	<p>WG confirmed that SBCD will not be expected to apply the guidance/template to BCs that have already undertaken a financial appraisal. The project/programme financial appraisals are being shared with WG and officials prior and during the submission process.</p> <p>The PoMO have liaised with WG financial team to draft appropriate quarterly financial monitoring templates. The first iteration of these will be presented to SBCD governance and WG/UKG in January/February 2021.</p>

AOR013	PoMO sets out the relationship between portfolio investment funding and capital financing in more detail in the next iteration of the PoBC	Completed	WCGIB to clarify timing of PoBC submissions	Wording has been drafted and is in the PoMOs current PoBC draft.
AOR014	Updated governance and assurance processes are provided by WCGIB to the PoMO for incorporation into their assurance and approval process	In Progress	WCGIB to provide detail on updated governance and assurance processes	<p>Awaiting guidance from WG. WG confirmed at meeting on 15/12/20 that there would be no change to the process already by SBCD whereby SBCD Programmes and Projects will require WG/UKG approval based on assurance.</p> <p>WG to forward PoMO flow diagrams to place in a PoBC as an Appendix whereby assurance requirements will be embedded in the SBCD governance arrangements.</p>
AOR015	WCGIB set out its expectations for monitoring progress, and confirms the reporting frequency it is seeking	In Progress	WCGIB to advise on monitoring and reporting arrangements going forward	<p>SBCD to undertake monthly monitoring and submit quarterly reports to WG together with annual performance report and updated PoBC.</p> <p>Meeting scheduled for PoMO for early Jan 2021 to confirm on-going arrangements.</p>