

Appendix A

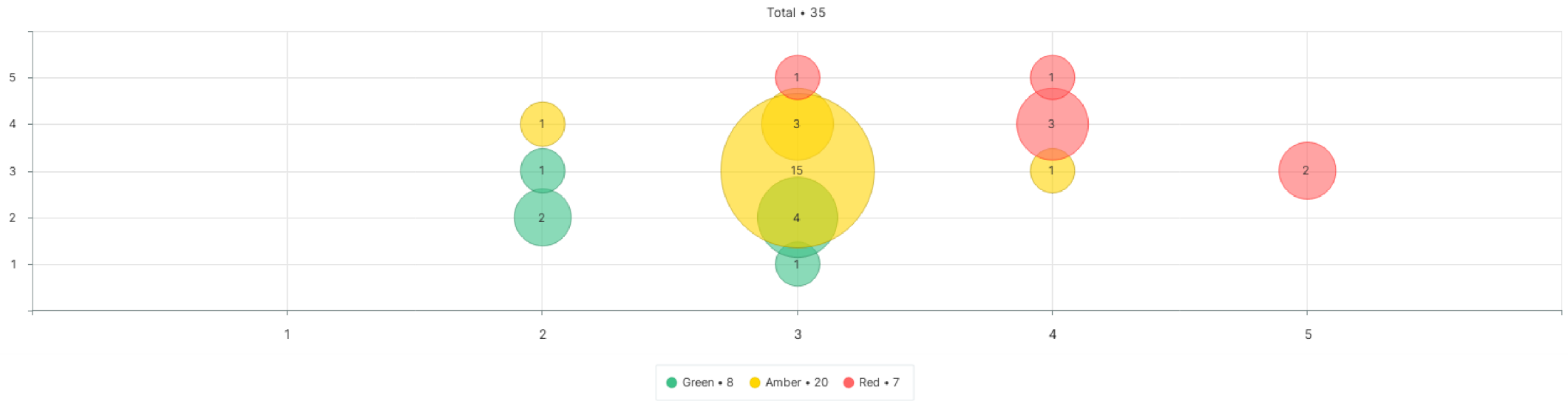
SBCD Portfolio RAG Status

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

SBCD Red Issues

Issue ID	Issue Rating	Description	Follow on Actions
SBCD025	Red	Delay in funding agreements being approved	<p>.31/03/23 Campuses project continues to be delayed currently with the Lawyers in Swansea University and Swansea Council. Resolution in place and due to be completed imminently. PoMO to chase status of 3 Regional Programmes / Projects and their funding agreements.</p> <p>29/06/23 Campuses agreement still outstanding, currently looking at approx 18/24 months delay compared to timeline outlined in Business Case.</p>

Portfolio Risks



Red Risks

Name	Resid...	Description	Mitigation Plan
Private sector funding contribution/s not realised in line with business case projections	Red	Risk that private sector funding is not realised as per portfolio business case projections that will impact on the deliverability of outputs and outcomes with specific connection to jobs target of the SBCD	<p>03/04/23 Paper didn't go to January Programme Board. Vacant Finance Manager post deemed this was not a key priority that point in time. Deferred until April.</p> <p>15/06/23 Private Sector contribution report was submitted through Governance Boards in April / May 2023 and was well received. Private Sector contribution submissions now part of quarterly monitoring as of July 2023 (Q1 2023/24). PoMO will produce an annual Private Sector Investment Status Report using Q4 monitoring and submit through SBCD Governance Boards in June 2024</p>
Increase in cost of construction	Red	Risk that cost of construction may increase impacting on budgets set out in Programme / Project Businesses resulting in an overspend	<p>03/04/23 Continue utilising Construction Impact assessment highlighting the Portfolio funding gap which will be taken from the Construction Cost Assessment report. Continue to work with Programme and Projects on funding and build impacts linked to any value engineering activity undertaken in order to reduce increase cost pressures.</p> <p>15/06/23 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>
Welsh Government 2021 update of TAN) 15 development risk of flooding, coastal erosion & associated flood planning maps.	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 achieve planning permission and ultimately develop land affected by the 2021 updates.	<p>03/04/23 NRW re-reviewing TAN 15 wording and flood maps in relation to feedback from Local Authorities and consultation undertaken post original release. Further details to follow.</p> <p>15/06/23 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 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>

In Year Underspend	Red	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>03/04/23 CCC Finance to undertake re-profile of slippage from current year and future profiled investment in Q1 23/24</p> <p>15/06/23 Financial reprofile undertaken Q1 2023/24 and will be reported through SBCD Governance Boards.</p>
Slippage in delivery of programmes / projects against key milestones	Red	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>03/04/23 Through Celoxis and centralised Gantt charts we should be able to view the slippage. PoMO need to be persistent with the change management process</p> <p>28/06/23 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>

Active Change Requests

ID	Name	Description	
001	Innovation Matrix Reprofile	Change Request Confirmation of Financial Reprofile Confirmation of revised Delivery Timeline	
002	Swansea Waterfront	Change Notification Update Completion Date Swansea Arena Update Planned Completion Date 71/72	
003	Digital Infrastructure Change Notification	Change Notification Confirmation of Business Case Updates	
004	PDM Confirmation of PDI Completion Date	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	

Portfolio Gateway Review Action Plan

Task	Date ↓	% Comp	Comments	
Recommendation 4 - Enhance the clarity of reports and communications through increased use of plain, clear language and executive summaries.	12 Jan 23	100%	<ol style="list-style-type: none"> 1. Review process initiated for SBCD governance groups. 2. October Programme Board instructed PoMO to review all reports and updates for accuracy, clarity and consistency. This was undertaken and individual meetings were set up with SROs throughout November. These meetings covered key areas and requirements for SBCD reports and a Summary Report has been prepared, highlighting key findings and is to be reported back to January 2023 Programme Board for information. 	
Recommendation 3 - Increase access to PoMO intelligence & data for individual Projects, to facilitate proactive analysis & options planning, tightening governance links	12 Jan 23	100%	<ol style="list-style-type: none"> 1. P3M software procurement complete. Initial development of baseline information and templates ongoing. PoMO completed Celoxis training in December 2022 and are currently populating quarterly reports for Q3 2022/23 on to the system. Once quarterly reports have been fully uploaded, baseline set up will be complete and will allow project / programme leads to report and record information through the system from the start of Q4 2022/23. 2. Following rollout of P3M software to the programmes / projects, information should be received by the portfolio office in almost real time, allowing for quicker intervention 3. PoMO has updated governance arrangement schedule to all stakeholders in August. JC forward work plan to be updated and reported in September 	
Recommendation 2 - Embed active monitoring of costs across the Portfolio and map against the benefits profiles, to inform any downstream prioritisation or re-phasing options.	12 Jan 23	100%	<ol style="list-style-type: none"> 1. Monitoring schedule for quarters 2,3 and 4 in place for 2022/23 2. PoMO actively engage with PMs and SROs on the change management process. Individual meetings held with all SROs to provide feedback on current reporting quality and provide suggestions for consistency 	
Recommendation 1 - Ensure that individual Business Cases are maintained as live governance tools to keep pace with changing dynamics of the operating environment.	12 Jan 23	100%	<ol style="list-style-type: none"> 1. Ongoing meetings between PoMO and programme / project leads re: development of business cases 2. Guidance on business case update process approved by Joint Committee on 10th November 3. Programme / project IAAPs being continually monitored and updated by PMs and reported quarterly to detail the business case updates schedule 	