

**Senedd Cymru**

**Pwyllgor yr Economi, Masnach a Materion Gwledig**

**Ymchwiliad:** Bargeinion Dinesig a Thwf

**Cyf:** CGD04

**Ymateb gan:** Bargaen Ddinesig Bae Abertawe

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**Welsh Parliament**

**Economy, Trade, and Rural Affairs Committee**

**Inquiry:** City and Growth Deals

**Ref:** CGD04

**Evidence from:** Swansea Bay City Deal





**Senedd Economy, Trade, and Rural Affairs Committee**

**Swansea Bay City Deal  
Evidence Pack**

**June 2025**



## 1. Progress to date and pace of delivery (including progress made against targets, and any pressures or challenges affecting delivery)

- 1.1. The SBCD Portfolio has a 15-year timeframe between 2017-2033 and has entered its 9<sup>th</sup> year of delivery in F.Y. 2025/26.
- 1.2. The overall Portfolio estimated investment position is £1.374b, which has an overinvestment of £93m against a revised budget.
- 1.3. Significant progress has been made including the establishment of the Portfolio Management Office in 2020, approval of all 9 outline business cases by December 2021 and successful delivery of several projects.
- 1.4. The Portfolio's success and progress is reflected positively through assurance reviews and audits. The Portfolio has received 3 consecutive Amber/Green Delivery Confidence Assessment ratings through annual Gateway 0 Assurance Reviews. It has also been awarded 4 consecutive Green (substantial) ratings from internal audit, and positive Financial and Assurance & Risk assessments conducted by Audit Wales.
- 1.5. As of Q4 2024/25 quarterly monitoring, key progress highlights across the Portfolio include:
  - **6** projects completed, in operation and monitoring with a value of £210m.
  - **19** projects in build or delivery with a value of £761m.
  - **14** projects in pre-delivery with a value of £403m.
  - **£132.78m** Private Sector investment contribution secured.
  - **£44.34m** of private sector funding leveraged through the Digital Infrastructure programme reported in 2024-25.
  - **79,500m<sup>2</sup>** of completed floor space across the Portfolio.
  - **46 tenant companies** in-situ or with terms agreed.
  - **35,246** Additional Skills and **119** new course frameworks delivered by the Skills and Talent Programme.
  - **230 FTE** apprenticeship opportunities created or continued.
  - **1,078** Homes as Power Stations homes delivered leveraging **£83.6m** of investment, in addition to another **£17.4m** of public and private sector investment.
  - **To date 300+** construction contracts won, worth over £300m, including **250+** contracts awarded to Welsh based companies worth over **£133m**.
  - Successful launch of the updated SBCD Website - [Home | Swansea Bay City Deal](#)
- 1.6. Tables 1 and 2 below summarise the delivery status of the nine programme / project and their associated business cases for the SBCD Portfolio. Details include anticipated level of investment (£m), Lead Delivery Organisation (LDO), Senior Responsible Owner (SRO) and Project Manager (PM), and project and business case status.

Project / Programme name	Component	Anticipated Investment (£m)	Lead Authority	SRO	Project Lead	Project Status	Business Case Status		
							SOC	OBC	FBC*
Swansea City & Waterfront Digital District	Arena & Digital Square	74.4	Swansea	Martin Nicholls	Lee Richards	Completed			
	71/72 Kingsway	46.06				Completed			*
	Innovation Matrix	18.09				Completed			*
	Innovation Precinct	17.42				Pre-delivery			
	Hotel	19				Delivery			
Creative Digital Cluster - Yr Egin	Phase 1	14.87	Carmarthen	Deborah Williams	Geraint Flowers	Completed			
	Phase 2	10.3				Pre-delivery			
Digital Infrastructure	Connected Places	141.93	Carmarthen	Simon Davies	Rebecca Llewellyn	Delivery			
	Rural Connectivity				Dija Oliver	Delivery			
	Next Gen. Wireless				Gareth Thomas	Delivery			
Skills and Talent	Skills Analysis	30	Carmarthen	Andrew Cornish	Samantha Cutlan	Delivery			
	Career Development					Delivery			
	Frameworks					Delivery			
	Centres of Excellence					Pre-delivery			
SBCD Campuses	Singleton Ph 1	17.4	Swansea	Keith Lloyd	Clare Henson	Delivery			*
	Singleton Ph 2	65.9				Pre-delivery			
	Morrison Ph 1	2.8				Pre-delivery			
	Morrison Ph 2	49				Pre-delivery			
Pentre Awel	Z1 - Canolfan	96.5	Carmarthen	Chris Moore	Alex Williams	Delivery			
	Z2 - Nursing Care & Resi rehab.	25.5				Pre-delivery			
	Z4 - Affordable / Social Housing	12				Pre-delivery			
	Z3 - Bus. Ctr. Expansion.	27.5				Pre-delivery			
	Z3 - Assisted Living	27.5				Pre-delivery			
	Z4 - Hotel	16.9				Delivery			
Homes as Power Stations	Z4 - Open Market resi Housing	12.7				Pre-delivery			
	Adopt Green Tech	127.35	Neath Port Talbot	Nicola Pearce	Oonagh Gavigan	Pre-delivery			
	Monitor & Eval. Prog.	2.25				Delivery			
Regional Supply chain	375.9	Delivery							
Pembroke Dock Marine	PDI	47.7	Pembrokeshire	Rachel Moxey	Mari Williams (Project co-Ordinator)	Completed			
	MEECE	13.4				Delivery			
	META	0.78				Delivery			
	PDZ	5.8				Delivery			
Supporting Innovation and Low Carbon Growth	Bay Technology Centre	8.5	Neath Port Talbot	Nicola Pearce	Lisa Willis	Completed			*
	SWITCH	28.2				Delivery			
	AMPF/NNZSCoE	23.5				Pre-delivery			
	Air Quality Monitoring	0.55				Delivery			*
	Hydrogen Stimulus Project	2				Pre-delivery			
	LEV Charging Infrastructure	0.5				Delivery			*
	Property Development Fund	11.75				Delivery			
<b>SBCD Portfolio</b>	<b>All projects above</b>	<b>1,373.95</b>	<b>Carmarthen</b>	<b>Wendy Walters</b>	<b>Jonathan Burnes</b>	<b>Delivery</b>			

Key
Pre-delivery
Delivery (inc. Procurement/build)
Completed > Operation & Monitoring
* Indicates BC not updated

Table 1. Project status



1.7. The City Deal has made significant progress during 2024/25 towards its benefit targets as more of its projects move into delivery. The table below demonstrates achievement to date relating largely to direct investment and jobs created. Indirect impact is yet to be assessed and reported across the Portfolio.

Swansea Bay City Deal – Portfolio Benefits Summary					
Project/Programme	Original Investment Target as per BC	Current Projected Investment Target (£m)	Total Investment to date (£m)	Total Jobs Target	Total Jobs Created
Swansea Waterfront Digital District	175.28	174.97	133.80	1281	425
Homes as Power Stations	505.50	505.50	101.58	1804	51
SILCG	58.70	74.00	11.32	1335	125
Pentre Awel	202.48	218.60	94.43	1853	77
PDM	60.53	67.68	59.08	1881	77
Digital Infrastructure	55.00	142.23	109.64	0	13
Campuses	130.44	135.18	3.12	1120	9
Skills and Talent	30.00	30.00	7.78	0	2
Yr Egin	25.20	25.17	15.35	427	117
<b>TOTAL</b>	<b>1243.2</b>	<b>1373.33</b>	<b>536.00</b>	<b>9701</b>	<b>896</b>

**Table 3. Benefits summary**

1.8. The PoMo maintains a rigorous risk and issue monitoring regime to ensure that Governance boards are kept informed of any potential pressures or challenges to delivery. Red risks and issues at Q1 2025/26 are below:

Red Risks
<p><b>Risk:</b> That increasing cost of construction will impact on budgets set in Programme/Project Business Cases</p> <p><b>Mitigation:</b> The PoMO is working closely with programme/project teams to identify potential impact. Quarterly Construction Impact Assessment provided to governance boards. Three key mitigations are being reported by projects: i) secure additional funding, ii) revisit design brief, iii) undertake detailed contractual negotiations during procurement.</p>
<p><b>Risk:</b> Welsh Government (WG) 2021 update of Technical Advice Note (TAN) 15 development risk of flooding and coastal erosion and associated flood planning maps</p> <p><b>Mitigation:</b> Flood Map for planning embedded. Welsh Government are monitoring effectiveness of Planning Policy Wales and TAN 15 through a notification direction and sustainable development indicators. WG have been working with NRW to understand the integrity of existing flood defences. WG expect to be putting advice to the Cabinet Secretary soon with a redrafted version of TAN 15.</p>
<p><b>Risk:</b> Ability for programmes/projects to deliver all outputs and outcomes within the business cases</p> <p><b>Mitigation:</b> Programmes/Projects have populated benefit realisation templates to incorporate into SBCD Governance reporting. Joint Committee have approved an Evaluation Framework. Evaluation Profile review complete Q4 2024/25. Construction Impact Assessment has been modified to assess Risk down to project level to provide confidence of delivery of physical infrastructure outputs across the Portfolio.</p>

Red Issues
<p><b>Issue:</b> Rising construction costs - it has become common knowledge that the construction industry is experiencing rising costs and issues in relation to resource availability</p> <p><b>Mitigation:</b> The SBCD PoMO devised a construction impact assessment in 2022, this document requests information from the Project Leads to provide a current and accurate picture of the Construction Industry. New version of CIA in place for Q4 24/25. Focusing on remaining 17 Business Case dependant construction projects returns show 1 green / 6 Amber, 2 red and 2 TBC.</p>
<p><b>Issue:</b> In Year Variance</p> <p><b>Mitigation:</b> Review of investment components and timelines has been completed in conjunction with the Programme / Project Leads. These reviews have resulted in a more realistic investment forecast which will allow for Quarterly and Annual review and scrutiny to ensure continued progress towards this profile. Variance Position paper drafted and submitted through Governance Boards May 2025.</p>
<p><b>Issue:</b> Variance in delivery of programmes / projects against key milestones</p> <p><b>Mitigation:</b> Due to numerous factors, there has been some variance in the original forecast investment, there will likely be some delays in delivery across the Portfolio for various reasons, including, COVID restrictions, Postponements in business case submissions and approvals and other factors such as resource and material availability may need to be monitored and mitigated as infrastructure elements move further into delivery. The portfolio level benefits have now been forecast for the remaining duration of the portfolio, however regular review will be required in order to ensure risks do not become issues and appropriate mitigation measures are adopted by the programmes and projects to meet the delivery commitments of the wider portfolio.</p>

1.9. As part of the Q4 2024/25 monitoring process for the red risk and red issue regarding the impact of construction costs, the PoMO maintains a Construction Impact Assessment where programmes and projects have undertaken a risk assessment for elements yet to be delivered:

Programme / Project	Element	Variance (£)	Development Position	Risk status
SILCG	SWITCH	8,000,000	Estimated	Green
	Advanced Manufacturing	4,395,189	Estimated	Amber
	NNZSCoE			Amber
Pentre Awel	Zone 2, Nursing Care and Residential Rehab Unit	3,487,662	Estimated	Amber
	Zone 2, Affordable / Social Housing	1,200,000	Estimated	Red
	Zone 3, Expansion Life Science Business Centre	4,699,166	Estimated	Red
	Zone 3, Assisted Living	5,047,932	Estimated	Amber
	Zone 4, Wellness Hotel	3,102,184	Estimated	Amber
	Zone 4, Open Market Residential	2,300,000	Estimated	Amber
Yr Egin	Phase 2	2,655,219	Estimated	tbc
Swansea Waterfront	Hotel	3,487,662	Estimated	Amber
	Innovation Precinct	3,668,475	Estimated	tbc
Campuses	Singleton Phase 1 Sketty Lane Innovation Centre	4,155,955	Estimated	Green
	Morrison Phase 1 Road Planning		Estimated	Green
	Morrison Phase 1 Refurbishment		tbc	Red
	Morrison Phase 2, Life Science Park		tbc	
	Sketty Lane Phase, 2 Swansea Bay Sports Park		tbc	
	Total	44,949,444		

**Table 4 Future project delivery risk assessment**

## 2. Consideration of some of the most significant projects and investments

- 2.1. In 2024-25 financial year, the SBCD invested £97.2m on the planning, procurement, build and operations across the majority of the nine of the Portfolio's projects and programmes. Further large investments through procurement and build will take place between 2025-29.

### Digital Infrastructure

The Connected Places workstream drives investment across the region's economic growth zones and will connect several key strategic sites supporting our regional public sector partners' digital transformation agendas and driving additional inward investment across the region. Progress included:

- Upgrading 69 public sector sites from copper to full fibre networks
- 54 sites completed and fully migrated. 5 sites complete, pending final migration. 10 sites build in progress
- £1,050,000 Local Broadband Fund (LBF) funding utilised in full for works undertake to 31<sup>st</sup> March 2024
- 5G Innovation Fund – A grant fund to support with capital costs associated with deploying 5G infrastructure and advanced wireless technology for specific use cases aligned to the strategic goals of the Swansea Bay City Deal
- Swansea University signed a contract with Vodafone to deliver the infrastructure that will underpin the Campuses 5G Project which was awarded to the university in November 2023

### Skills & Talent

- 27 approved pilot projects and 6 Skills development projects to date
- 6 pilot projects have been successfully completed with all of them surpassing the set targets
- 230 FTE apprenticeship opportunities created or continued

### Supporting Innovation & Low Carbon Growth

- South Wales Industrial Transition from Carbon Hub (SWITCH) awarded an additional £8.2 million , Advanced Manufacturing Production Facility (AMPF) / National Net Zero Skills Centre of Excellence (NNZSCoE) awarded £12.5m funding from UK Government to support more than 270 jobs as part of the UK Governments £80 million Tata Steel Port Talbot Transition Board fund
- The Bay Technology Centre continues to secure private sector investment and tenants to support jobs and growth. Occupancy rate at 85% capacity and Heads of Terms to be signed imminently

### Pentre Awel

- Zone 1 construction work progressed which included the completion of the external envelope and transition to internal mechanical and electrical services, ceilings, floors, partitioning and fit-out activities. Internal works are now well advanced and centred on final finishes, decorations, fixtures and fixings. Zone 1 officially named as Canolfan.
- Bouygues UK has exceeded its contractual commitment of 4,680 person weeks of targeted recruitment and training. It achieved a total of 5,205 person weeks to date, inclusive of 67 apprentices, 76 new entrants; 32 trainees; 11 work experience placements and 8 graduates.

### Pembroke Dock Infrastructure (PDI)

- Official opening ceremony held August 2024 to mark the completion of PDI which includes a supersized slipway and workboat pontoons, extensive laydown space and the renovation of the Sunderland Hangar Annexes into offices and workspace. Deputy Prime Minister Angela Rayner, Prif Weinidog Eluned Morgan and the Secretary of State for Wales, Rt Hon Jo Stevens MP all attended the opening event.

### Homes As Power Stations

- Installation of HAPS technologies into the demo houses in Margam, NPT, was completed and open days held to showcase the houses. These were developed in conjunction with Tai Tarian and Cardiff

University's Welsh School of Architecture, funded through £250k of UK Governments Shared Prosperity Funding by NPT Council.

- 19 applications received for Financial Incentives Funds (FIF). This utilises £4.3m of City Deal funding and leveraged an additional £49.5m of public and private sector funding.
- Successful allocation of £200k Skills and Talent programme funding for the Renewable Horizons pilot project.

### **Campuses**

- Willmott Dixon announced as the contractor for the Life Sciences facility at Sketty Lane following a review of the tender applications. Initial discussion and early planning meetings took place.
- In July 2024, the Campuses project launched the National Network for Innovation in Sport and Health.
- Continued to work with the Digital Infrastructure project and Vodafone on the 5G Innovation Fund project which has secured £1.5m Digital Infrastructure programme funding.

### **Yr Egin**

- Phase 1 - Over 50,000 attendees for performances, workshops, masterclasses, cinema and live events since opening 6 years ago.
- 100% office space occupancy with tenants including Atebol, Carlam, Moilin, Rural Office, S4C, Stiwdiobox and Theatr Cymru.

### **Waterfront**

- Swansea Building Society Arena - Nearly 750,000 visitors have been to the since its opening in March 2022.
- 71/72 Kingsway - Full practical completion of the construction work from Bouygues UK, with a formal hand over back to Swansea Council.
- Innovation Matrix - Celebration event in March 2025 held to mark the official opening of the building which is currently 100% occupied. The event was attended by representatives of the Welsh and UK governments, civic leaders, and industry partners, including Rebecca Evans, MS, Cabinet Secretary for Economy, Energy and Planning, Welsh Government, Dame Nia Griffiths, DBE, MP, Parliamentary Under-Secretary of State, Wales Office, UK Government and Councillor Rob Stewart, Swansea Council Leader.

### 3. Understanding the impact of the deals (including the regional spread of activity)

- 3.1. The SBCD Portfolio has recently developed an Evaluation Framework whereby all Programmes / Projects have committed to economic evaluations. These evaluations will detail the wider impact of the SBCD Infrastructure and development projects and will be reported from 2025/26 onwards.
- 3.2. To date, 6 SBCD infrastructure projects have been completed and are in operation across the region, accommodating over 40 companies. These are:
  - Carmarthenshire, Yr Egin, 16 tenants
  - Neath Port Talbot, Bay Technology Centre, 13 tenants
  - Swansea Building Society Arena, 1 operator, 1 tenant
  - Swansea, Innovation Matrix, 10 tenants
  - Swansea, 71/72 Kingsway, 3 tenants with more to be announced
  - Pembroke Dock, PDM Hangar Annexes, 2 tenants
- 3.3. Working with academia and the private sector the regional Skills and Talent initiative has 27 approved pilot projects and 6 Skills development projects in delivery across the region with 6 pilot projects successfully completed and exceeding the original targets
- 3.4. The Digital Infrastructure Programme is in full delivery with multiple projects mobilised to improve both fixed and mobile connectivity across the region. These include a £1.9m million investment to upgrade 69 public sector sites to full fibre regionwide and building two dark fibre networks valued at £1.3m and £3.5m respectively across Carmarthenshire, Swansea, and Neath Port Talbot to futureproof public sector assets, improve service delivery and support the digital transformation agendas of partners.

The programme has also entered into a £9.87m contract with BT to deliver full fibre to 1533 of our poorest served residential and business premises ensuring those who aren't included in existing commercial plans or public interventions are not left behind. Additionally, the programme facilitates a £2.5m 5G Innovation Fund to support with the costs associated with building 5G infrastructure to accelerate the rollout of 5G, realise its true benefits and foster innovation, enabling applicants to fully exploit the use of IoT and emerging technology.

The Digital Champions funded by the programme in each local authority play a key role in removing barriers and working with industry and key internal teams in ensuring the deployment of infrastructure is as efficient as possible. The region is the first in Wales to adopt this approach which is championed by both industry and government and critical in ensuring existing and forthcoming investments in digital infrastructure are maximised.

The programme continues to ensure an equitable spread of activity and investment across the region adopting a data driven, evidence-based approach to delivery to complement on-going commercial and government interventions, and working with both industry, Welsh, and UK Government to maximise impact and drive economic growth across the region

- 3.5. Over 800,000 people have attended events and performances at Yr Egin and Swansea Arena since opening
- 3.6. SBCD project activity has also leveraged significant funding from other sources.

Project/ Programme	Source	Value
HAPS	UK Government Shared Prosperity Fund Creation of two HAPS Demo Houses	£0.25m
	Microgeneration Certification Scheme (MCS)	£0.08m
	AHRC (Arts & Humanities Council) Transforming Housing and Homes for Future Generations	£4.6m
SILCG/HAPS	Engineering and Physical Sciences Research Council (EPSRC) / UK Research & Innovation Investment	£5m
SILCG	Launchpad, Innovate UK for business-led innovation projects and wrap-around support	£7.5m

	Engineering and Physical Sciences Research Council (EPSRC) Place Based Impact Acceleration Account (PBIAA) funding	<b>£4m</b>
	European Horizon project H2SHIFT funding Led by SNAM of Italy	<b>£3.4m</b>
<b>Pentre Awel</b>	UK Government Shared Prosperity Fund Accelerate Pentre Awel	<b>£0.2m</b>
	UK Government Shared Prosperity Fund Pentre Awel Business Preparedness	<b>£0.3m</b>
	UK Government Shared Prosperity Fund CCC's Actif leisure team aims to invest in community sport and fitness initiatives,	<b>£0.14m</b>
<b>PDM</b>	Welsh Government Legacy funding secured	<b>£0.25m</b>
	Public and Private sector contributions Added value contributions achieved by project partners MEECE, PDZ, META	<b>£1m+</b>
<b>Yr Egin</b>	Economic impact to the Welsh economy in 2022-23	<b>£21.6m</b>
	Economic Impact to the economy of Carmarthenshire in 2022-23	<b>£7.6m</b>
	UK Government Shared Prosperity Fund "TANIO" project, which delivers Creative and Digital Clubs for children	<b>£0.18m</b>
<b>Campuses</b>	HEFCW Swansea University 3G Pitch	<b>£1.45m</b>
	UK Government Shared Prosperity Fund Accelerate Pentre Awel	<b>£0.38m</b>
	SBCD Skills and Talent Agor Skills, Sport, Health & Wellbeing	<b>£0.31m</b>
	Swansea University Floodlighting	<b>£0.13m</b>
	Swansea Council Hockey Stand Swansea University	<b>£0.12m</b>
	Swansea University Modular Changing facilities	<b>£1.2m</b>
	Swansea University Spectator facilities on hockey pitches	<b>£0.04m</b>
	SBCD Digital Infrastructure Swansea University Swansea Bay 5G Innovation Testbed Vodafone	<b>£2.6m</b>
	UK Government Shared Prosperity Fund Swansea Bay Sports Park Feasibility Study	<b>£0.29m</b>
	Ospreys, Swansea University, Women's Player Development Centre (West Wales) Welsh Rugby Union	<b>£0.1m</b>
	Swansea University Consultancy Stakeholder Mapping Engagement and Comms	<b>£0.02m</b>
	Swansea University Consultancy Future Investment Opportunities	<b>£0.02m</b>
	Swansea University Consultancy Service Improvement and Patient Impact	<b>£0.05</b>

**Table 5 Extra funding leveraged**

3.7. A range of Marketing and Communications activities have taken place over the last 12 months including:

- **229** mentions in local and national press including online and printed titles, across all projects and programmes. This included **110** different press releases in **67** different media titles.
- **18,098** Facebook post impressions, **1,018** followers, **120** published posts and **262** clicked links.
- **12,817** X post impressions, **1,479** followers, **120** published posts and **298** clicked links.
- Ministerial Visits from UK Government and Welsh Government to the following projects: Pembroke Dock Marine, Innovation Matrix, 71/72 Kingsway, Homes as Power Stations and SWITCH.
- Extensive networking and awareness raising through attendance and exhibiting at 21 events including Welsh Business Show, Welsh Construction Show, 4theRegion City Centre Conference, Marine Energy Wales Conference and Green Economy Conference and a Careers Event in Gower College Swansea.
- Partnership working with key communications contacts at partner organisations and at the other Welsh City and Growth Deals.

## 4. Governance and democratic accountability (including the role of Corporate Joint Committees)

### 4.1. Swansea Bay City Deal Governance Arrangements

4.1.1. Each SBCD programme/project is led by one of the four regional local authorities, as shown in the below table, with each supported by the SBCD PoMO. Of the nine headline projects, three are regional projects being delivered across South West Wales: Skills and Talent, Digital Infrastructure and Homes as Power Stations. The other six projects are placed based but with a regional impact.

Lead Organisation	Programme / Project	Strategic theme
Carmarthenshire County Council	Yr Egin	Economic Acceleration
	Skills & Talent	Economic Acceleration
	Digital Infrastructure	Economic Acceleration
	Pentre Awel (LS &WB Village)	Life Science & Well-being
Swansea Council	Swansea Waterfront	Economic Acceleration
	Campuses Project	Life Science & Well-being
Neath Port Talbot Council	Homes as Power Stations	Energy/Smart Manufacturing
	Supporting Innovation and Low Carbon Growth	Energy/Smart Manufacturing
Pembrokeshire County Council	Pembroke Dock Marine	Energy/Smart Manufacturing

Table 6 project to theme table

4.1.2. The SBCD governance and assurance arrangements have continued to advance with all governance committees established and fully operational. A SBCD Senior Responsible Owner (SRO) was appointed in June 2020 and the Portfolio Director having started in post in March 2020. The establishment of the Portfolio Management Office (PoMO) was completed by November 2020.

4.1.3. Carmarthenshire County Council is the SBCD Accountable Body. Representatives from each of the eight partner organisations are members of the SBCD Joint Committee and Programme (Portfolio) Board, which are the two formal governance groups that report to the regional stakeholders, UKG and WG. Regional advisers from the business community form the basis for the SBCD Economic Strategy Board, with each board and committee supported by the SBCD Portfolio Management Office (PoMO).



Figure 1 SBCD Governance Structure

4.1.4. **Welsh Cities and Growth Deal Implementation Board:** A joint UK Government and Welsh Government Board with responsibility for providing assurance and advice to the Joint Chairs regarding strategic and operational issues, the release of funding to the Portfolio, the oversight and monitoring of projects, and effective governance and assurance.

- 4.1.5. Joint Committee (JC):** Chair, Cllr Rob Stewart, Leader of Swansea Council. Comprising of the four regional Local Authority Leaders as decision makers for the SBCR JC. In addition, senior representatives from all eight primary partner organisations. JC holds the Programme (Portfolio) Board and PoMO to account and has overall responsibility for scrutiny and approvals.
- 4.1.6. Economic Strategy Board (ESB):** Chair, Chris Foxall. A private sector advisory body which acts as the voice of business. The ESB provides strategic direction for the City Deal through advice to the Joint Committee on matters relating to the City Region.
- 4.1.7. Programme (Portfolio) Board (PB):** Chair, Wendy Walters, Chief Executive Officer, Carmarthenshire County Council. Responsible for overseeing the operations of the City Deal Programme (Portfolio) Board which receives Portfolio progress updates and reviews risks, issues and changes to business case delivery.
- 4.1.8. Portfolio Management Office:** Robust monitoring and reporting arrangements for SBCD are in place and reflect the good progress that is being made with the Portfolio. There have been positive outcomes from the assurance and audit reviews, and the region continues to have close and productive working relationships with both Governments. Design solutions for several projects will be progressed over the next 12 months, along with developing a plan to undertake key economic evaluations to show the impact the projects have having through their operation.
- 4.1.9. Programme / Project Leads:** Experienced individuals who manage the development of the programme / project Business Cases and implement the Assurance and Approval plan and project plan. Also works with the Portfolio Director and PoMO to apply the Portfolio Development Roadmap. Depending on the size and complexity of the programme / project the Programme / Project Manager will run the Programme / Project Team and manage external advisers.
- 4.1.10. SBCD Senior Responsible Owner (SRO):** Appointed by the Joint Committee, the SRO is also the chairperson of the Programme (Portfolio) Board to champion the SBCD and drive its successful implementation by overseeing portfolio delivery and ensuring that appropriate governance arrangements are in place. The SRO holds the Portfolio Director to account.
- 4.1.11. Joint Scrutiny Committee (JSC):** Chair, Cllr Tim Bowen, Elected Member, Neath Port Talbot Council. The Committee provides advice, challenge and support to the Joint Committee and consists of three elected members from each of the four local authorities.

## 4.2. South West Wales Corporate Joint Committee (SWWCJC)

### 4.2.1. Background

- The Senedd Cymru passed the Local Government and Elections (Wales) Act 2021 in November 2021, establishing a new public body for the region to be known as the South West Wales Corporate Joint Committee (SWWCJC). The SWWCJC has three key areas of responsibility:
  - Strategic Development Plans
  - Regional Transport Plans
  - Enhancing or promoting the economic wellbeing of the area (the ‘Economic Wellbeing Function’)
- Formally constituted in January 2022, the SWWCJC covers the local authority areas of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.
- The SWWCJC comprises representation from Carmarthenshire Council, Neath Port Talbot Council, Pembrokeshire Council and Swansea Council, as well as the Bannau Brycheiniog National Park Authority and the Pembrokeshire Coast National Park Authority (in respect of strategic planning).
- Co-Opted Members have been appointed to strengthen the breadth of experience and skills available to the SWWCJC, to enable local input or to provide for local representation and to

provide specialist expertise on specific issues. They are co-opted on the basis they are non-voting members.

- Regional Learning and Skills Partnership
  - University of Trinity St David
  - Swansea University
  - Hywel Dda University Health Board
  - Swansea Bay University Health Board
  - Chair of Private Sector Advisory Board
  
- The SWWCJC has also established a Private Sector Advisory Board comprising leading figures in industry. The advisory group serves as a strategic partner to the SWWCJC, offering expert guidance on regional development, transport, economic well-being, and energy. It provides market insights, supports alignment with national and local strategies, and forms task groups to advise on funding opportunities. The advisory board facilitates valuable connections for investment and collaboration, engages stakeholders to identify opportunities and risks, and ensures transparent communication with governance bodies. Additionally, it promotes the region nationally, contributes to strategic planning and investment initiatives, and offers thought leadership on regional and external policy matters

#### 4.2.2. SWWCJC Governance

- The SWWCJC’s Constitution is published on its website at alongside an overview of its Governance Framework
- Details of the SWWCJC’s members and meetings are published on its website and meetings of the SWWCJC open to the public to attend, except where confidential information or exempt information is being discussed.
- The SWWCJC publishes a Forward Plan of the key decisions it intends to make at least 28 days in advance of the meeting and agendas and reports are published at least three clear working days prior to each meeting at which a decision is to be taken, along with how the public can attend or view such meetings.
- The SWWCJC has established several sub-committees to discharge its functions, these are outlined within figure 2. South West Wales Corporate Joint Committee (SWWCJC) Political Structure.

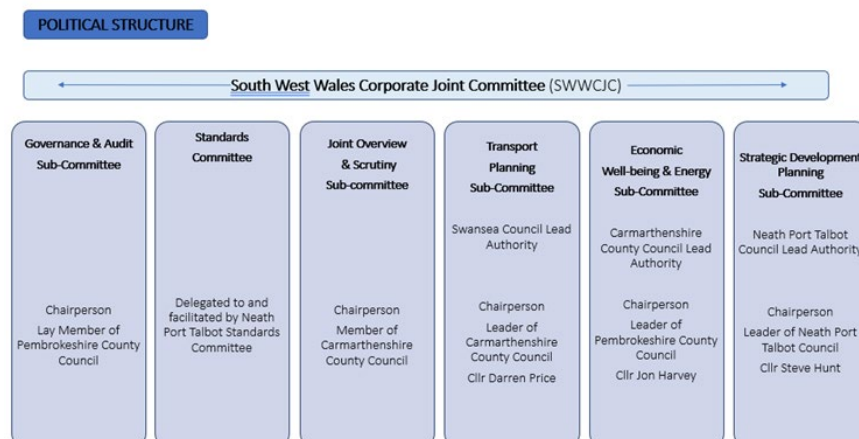


Figure 2. South West Wales Corporate Joint Committee Political Structure

- To facilitate the work programme, a professional structure has been established comprising representatives of the constituent authorities, as outlined within figure 3. South West Wales Corporate Joint Committee (SWWCJC) Professional Structure.

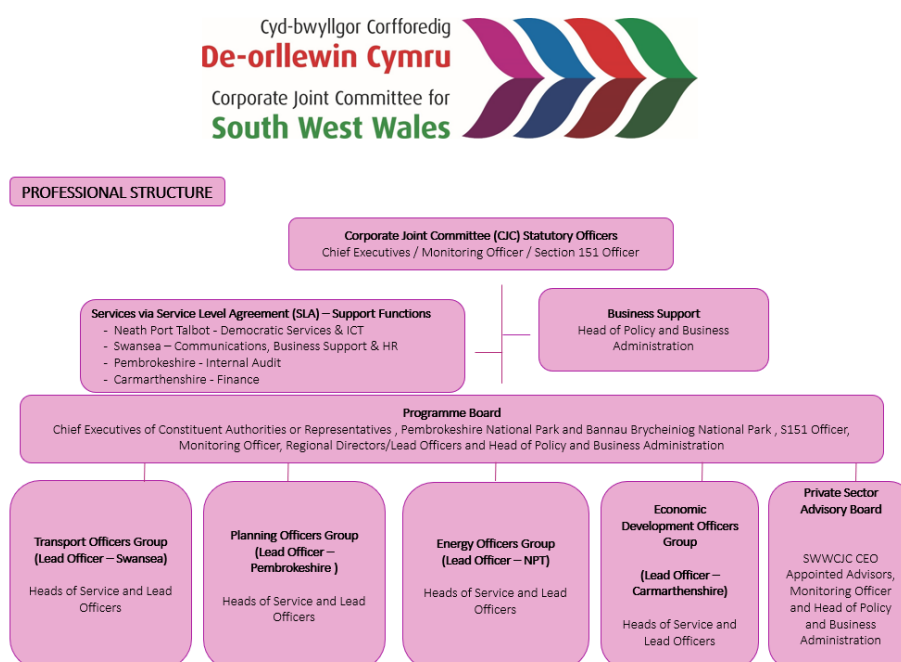


Figure 3. South West Wales Corporate Joint Committee Professional Structure

#### 4.2.3. Alignment of SBCD and SWWCJC

- The SBCD and SWWCJC are two significant initiatives aimed at driving economic growth and development in the region. Officers are currently exploring ways to ensure that the key obligations of both arrangements are met through effective collaboration and integration of efforts.
- The SWWCJC has been focusing on finalising its governance arrangements and corporate plan. This includes ensuring effective oversight of public funds and compliance with statutory duties. The SBCD, on the other hand, has been working on monitoring and evaluating its Portfolio, including developing alternative economic metrics for project interventions. Officers are looking at aligning these governance frameworks to streamline oversight and reporting processes.
- Primacy for the City Deal resource review process rests with the SBCD, but as part of this review it is recognised that further collaboration between the SBCD and the SWWCJC is a strategic move to ensure that the key obligations of both arrangements are met. Given that these are two programmes of work focusing on economic development, it is important that in the interests of efficiency and to ensure financial resources are allocated in the appropriate way. It is necessary to make decisions as to the future role, structure and funding arrangements that will support the SBCD over the remainder of the programme, and accordingly ways in which the SWWCJC and SBCD can work in closer alignment. By aligning governance frameworks, integrating strategic plans, streamlining funding processes, and enhancing communication, officers are working towards a unified approach to regional development. This collaborative effort is expected to drive economic growth, improve public services, and create a sustainable future for the region.
- The conclusions of the review will be brought to a future SBCD and SWWCJC for determination.

## 5. Availability of private sector investment

### 5.1. Programme/Project Financial Forecast Summary

- The SBCD Programme and Project teams remain confident that the private sector contribution to the SBCD remains viable and achievable over the portfolio duration
- Leveraging private sector contributions to support programme and project delivery remains one of the SBCD's highest priorities. £132.87m of private sector investment has been secured at the end of the financial year 2024/25 with forecasts in coming years to achieve our £600m+ Portfolio target
- Following a financial reprofile in Q3 2023/24 the Business Case forecast for private sector contributions was **£636.56m**
- The current (Q4 24/25) private sector investment forecast is circa **£719.97m** which indicates a **£89.4m** increase over the Q3 23/24 reprofiled target.
- This is circa **£83m** over the original Portfolio target of **£637m**.

5.2. Table 7 below summarises the latest private sector contribution forecasts for the nine headline business cases at Q4 2024/25:

Project/ programme	Private sector status	Private sector target £m	Actuals (Yr 1-6) £m	Actuals 24-25 £m	Forecast 25-33 £m	Forecast Total £m	Supporting narrative
Digital Infrastructure		27.06	90.57	0.00	6.50	97.07	Stimulating additional investment and Commercial contributions to project and partner deployments i.e SRN, Accelerating and facilitating upgrade and roll out of 4G/ 5G, UK & Welsh Gov
Homes as Power Stations		375.90	1.47	14.75	359.68	375.90	RSL and Private developer build costs for new builds. Home owners and private rental sector contribution for retrofits. Match funding to grant schemes.
Skills and Talent		4.00	1.44	2.82	7.30	11.55	Value of Apprenticeships and industry contributions for pilot projects.
Campuses		57.43	0.82	0.37	60.98	62.17	Investor and tenant contributions, fit out and rental plus sectoral collaborations
PDM		17.09	17.76	0.11	2.66	20.53	PoMH capital contribution, berthing fees, rental income
Pentre Awel		108.20	0.00	0.00	110.10	110.10	None for Zone 1 build. Tenant commissioning and rentals going forward
SILCG		5.50	0.00	1.04	6.22	7.25	Match to property development fund
Swansea Waterfront		33.90	1.00	0.25	32.65	33.90	Hotel build, ATG fit out of Arena, Rental income from Kingsway
Yr Egin		1.50	0.36	0.12	1.02	1.50	Tenant contributions and rental income
<b>Total</b>		<b>630.57</b>	<b>113.42</b>	<b>19.45</b>	<b>587.10</b>	<b>719.97</b>	

**Table 7 private sector contribution summary**

5.3. In the final quarter FY 2024/25 progress of note includes:

- The **Digital Infrastructure** programme is reporting a further **£44.3m** return on investment for 2023/24, now totalling circa **£90.6m**.
- The Pembroke Dock Marine (**PDM**) project has secured **£13.9m** from Milford Haven Port Authority plus a further **£3.09m** from project partners.
- The **Skills and Talent Initiative** has secured **£1.79m** private sector contribution from 230 apprenticeships and is delivering 25 approved pilot projects with a projected **£2.46m** of in-kind and financial contributions.
- **Homes As Power Stations (HAPS)** is has delivered **1,078** of the 10,300 HAPS homes target, leveraging **£83.6m** of investment. This includes circa **£16.23m** private sector costs for new build homes and retrofit schemes. In addition, a further **£17.4m** of public and private sector investment has been leveraged in the delivery of the project.

## 6. How the activities of the City and Growth Deals fit within the wider business support landscape (including the Welsh Government's review of business support, and whether there are any opportunities for greater collaboration or coordination with Welsh Government activity)

6.1. The Swansea Bay City Region benefits from a broad ecosystem of organisations offering financial, advisory, innovation, and networking support to businesses. The business support ecosystem in South West Wales includes:

- Government-led programmes: Business Wales, Sell2Wales, Regional Engagement Teams
- Investment support: Development Bank of Wales, Foreign Direct Investment (FDI) initiatives, British Business Bank and independent investment companies.
- Business organisations: Federation of Small Businesses (FSB), The Institute of Directors (IoD), South West and Mid Wales Chambers of Commerce
- Local authorities: Economic Development Units in Swansea, Carmarthenshire, Neath Port Talbot, and Pembrokeshire
- Academic partners: Swansea University, University of Wales Trinity Saint David (UWTSD)
- Network groups: Local and sector-based business forums including Swansea Bay Business Club, SA1 Business Club, 4theRegion
- Third-sector entities: Cwmpas, supporting co-operatives and social enterprises
- National innovation bodies: Innovate UK, including Catapult Centres

6.2. The SBCD PoMO work closely with the Portfolio Lead Delivery Organisations, sharing opportunities, contacts and enquiries. Maintaining good relationships with WG and UK gov business support teams especially Business Wales and Sell2Wales, and with financial bodies such as Development Bank of Wales and British Business Bank helps to identify opportunities and potential for collaborative ways of working. The PoMO also work closely with Innovate UK and the Catapult network to identify opportunities that may be beneficial to Portfolio delivery.

6.3. The Investment fund for the SBCD is a capital fund pre-allocated to the 9 headline programmes and projects and as such the Portfolio has limited ability to financially support businesses directly. Within the programmes and projects some elements can provide direct financial support to businesses:

- Skills & Talent via the pilot project programme
- HAPS via the Supply Chain and Incentive funds
- SILCG via the Property Development Fund

6.4. However, although the region benefits from strong business support networks, feedback suggests that improvements in visibility, integration, and usability are needed to maximise the impact for all business types. Simplifying the landscape and creating more intuitive access points will be key to enabling inclusive and sustainable regional economic growth.

6.5. Key Strengths:

- Strong institutional presence and diverse support offer.
- National and regional backing for innovation and investment.
- Active business networks and support from Chambers, FSB, and third-sector partners.
- Universities act as innovation and talent anchors.

6.6. While the support infrastructure is comprehensive, businesses often face challenges in accessing and navigating services. These include:

- Fragmentation across support offers and overlapping roles.
- Uneven visibility and accessibility across counties.
- Complexity of funding and innovation application processes.

6.7. Potential solutions to the current situation could be:

- Developing a Regional 'One-Stop-Shop' to provide a unified business support portal (digital and physical) for all local, regional, and national services. This resource could also act as the regional inward investment portal and could lead on regional marketing opportunities
- Enhance outreach and engagement to target underrepresented groups, rural businesses, and sectors unfamiliar with formal support, including engagement with microbusinesses and rural entrepreneurs
- Simplify Processes, streamline grant, loan, and tender application workflows; consider tiered guidance for new vs. established businesses.
- Strengthen Integration and foster greater collaboration between universities, local authorities, and business groups.
- Establish Feedback Mechanisms and regularly gather and act on business feedback to improve responsiveness and performance.