



Tyfu
Canolbarth Cymru
Growing
Mid Wales

Digital Strategic Growth Priority:
Implementation Plan

February 2022

V 0.5 Draft

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Document Control

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Sign Off

Version	Sign off Required By	Sign off Obtained	Date

Contents

1. Introduction	4
2. Business Case	7
3. Programme Scope, Structure and Controls	9
4. Governance Structure	16
5. Resourcing.....	22
6. Funding Implications	24
7. Benefits Management	25
8. Quality Management	27
9. Risk Management and Issue Resolution.....	29
10.Engagement and Communications Management	32
11.Management Framework Implementation.....	33
12.Arrangements post Award.....	34
13.Digital Programme Evaluation.....	35
14.Related Documentation	36

1. Introduction

1.1. GMW Growth Deal Background

In May 2020 the Vision for Growing Mid Wales¹ was published; a strategy document outlining ambitious plans for economic recovery and growth across the Mid Wales region, which comprises the local authority areas of Ceredigion and Powys. The Vision document sets out the context and roadmap to the Mid Wales Growth Deal which will see an investment of £110m from UK and Welsh Government into the region.

The Vision for Mid Wales by 2035 is:

“an enterprising and distinctive region delivering economic growth driven by innovation, skills, connectivity and more productive jobs supporting prosperous and bilingual communities”

The Growth Deal is a key catalyst to transform the regional economy as part of a broader funding mix, and will contribute towards the delivery of the eight strategic growth priorities for the region articulated within the Vision for Growing Mid Wales:



All sectors within the Mid Wales economy have a role to play to deliver economic growth. We will, however, have to determine the appropriate strategic investments for

¹[http://growingmidwales.co.uk/media/11185/A-vision-for-growing-mid-Wales/pdf/Vision for Growing Mid Wales FINAL ENGpdf.pdf?m=1612436327177](http://growingmidwales.co.uk/media/11185/A-vision-for-growing-mid-Wales/pdf/Vision%20for%20Growing%20Mid%20Wales%20FINAL%20ENGpdf.pdf?m=1612436327177)

achieving our growth objectives that build on the track record of success of our existing industrial, research and labour market strengths – it has to relate to, and address the needs of, Mid Wales.

With the role of the Growth Deal clearly identified to:

“take full advantage of the opportunities available to create and support economic and social growth by overcoming its challenges to become a fairer, smarter region that contributes to its full potential to address its productivity challenge.”

1.2. Progress to date

A Heads of Terms was signed in December 2020 agreeing the contribution over a 10-15 year period, and in September 2021 the Growing Mid Wales Board approved an initial version of the Portfolio Business Case for submission to Government in October 2021. This was a key milestone in the development of a Final Deal Agreement for the Growth Deal funding signed on 13th January 2022.

The Portfolio comprises several individual business cases, each set in place to support each of the Growth Deal Pillars. A number of Programmes are in the process of being established to support delivery of the objectives of each Business Case.

The Digital Programme Business Case, developed to support the Digital theme has now been drafted, whilst the establishment of the foundations for the supporting Digital Programme already underway.

1.3. Purpose

The purpose of this document is to set out the arrangements for the implementation of the Digital Programme within the Mid Wales Growth Deal portfolio, in accordance with the requirements of the UK and Welsh Governments, and aligned with best practice approaches.

It describes the scope of the programme, and how it will be structured, organised, governed to ensure the programme delivers against the objectives set out in the Digital Programme Business Case (DPBC).

In doing so, the Implementation Plan also describes the role of the Digital Programme Board in supporting the Growth Mid Wales Board together with supporting structures including programme governance, communications stakeholder engagement, project definition and implementation and monitoring and evaluation.

The Implementation Plan is intended to be an operational document which supports the Digital Programme Business Case (DPBC) and aligns with the approaches and parameters set by the Portfolio Implementation Plan. ***It is not intended to replicate/duplicate*** the information contained within the DPBC or Portfolio Implementation Plan, but rather supplement and draw out relevant detail contained

therein. Where applicable, the document at times references other supporting documents where background information is provided rather than re-presenting the same information.

The Digital Programme Board will review the Implementation Plan annually.

1.4. Implementation Plan Principles

There are a number of principles that underpin the approach set out in this document. These include:

- Ensuring that the implementation of the Digital Programme remains flexible and can respond to changes in the environment. Digital infrastructure is a rapidly changing market and activities that may be useful now may become redundant should, for example. As market provider announce new plans, or public sector priorities or policies change.
- Aligning with the “Governance and Assurance Framework for Welsh City and Growth Deals”, managed on behalf of both Governments by the Welsh Cities and Growth Deals Implementation Board (WCGIB) which governs the Mid Wales Growth Deal, and which is described in more detail in the Portfolio Implementation Plan.
- Basing the management framework on other established techniques (e.g. MSP, PRINCE2) and practical experience of applying such techniques.
- Scoping all activities such that they can be incorporated into the Digital Programme or project team structure, whilst critically also aligning with the Portfolio Implementation Plan. This will allow the progress, and contribution to the objectives of the GMW Growth Deal Portfolio that the Programme and its constituent projects make can be clearly measured.
- Initiating a standardised approach to programme and project management/governance that minimises bureaucracy whilst providing effective, structured, and consistent support for delivery activities.
- Retaining a degree of autonomy at Digital Programme Board level, within defined levels so that where appropriate, projects can be scoped and initiated without escalation to the GMW Board, thus helping to expedite progress and deliver benefits to the region more quickly. This principle also recognises the critical importance and value of the digital expert knowledge and skills that the Digital Programme Board members have.
- Ensuring the existence of robust feedback mechanisms that enable effective two-way communication between those governing and those delivering elements of the programme; again aligning with the Portfolio approach.

2. Business Case

2.1. Overview

The strategic Case of the Programme Business Case concludes that there is a clear case for addressing Digital Infrastructure shortcomings in Mid Wales. Good Digital Infrastructure is essential for our economy, but provision falls considerably behind that in other places. Although work is already under way across Wales and more locally to address these problems, it may be too slow, and it may not be successful, and it does not address all aspects of the problem. Challenges posed by lack of available data and scheduling of national initiatives also make it difficult to identify the gaps which must be addressed.

Digital Infrastructure coverage and capacity already within our region falls short of today's requirements, and without action it will certainly also fall short of requirements in the next 3-5 years. Since Digital Infrastructure build has a long lead time, it is essential to intervene quickly.

A combination of supply and demand issues mean that the return on investment that suppliers can expect in Mid Wales may not be attractive. Higher costs per premise and low demand may mean that investment in our region is likely to be made only after other places with a more favourable business case, or that its rate of return falls below the markets minimum acceptable rate altogether.

The current state is unlikely to be resolved without interventions that address the problems driving the market investment case. The need to achieve a degree of scale to attract investment will be a feature of our plans and some interventions.

The lack of good Digital Infrastructure has been a persistent problem across Ceredigion and Powys. Mid Wales' superfast broadband availability still lags behind other parts of the country, and there are strong indications that it's ultrafast and 4G/5G availability will follow the same pattern.

Given these factors and without continued interventions, the status quo is likely to remain; our provision will be lacking and will be insufficient to meet the ambitions of our Vision and economic strategy.

The Business Case for the Programme works on a distributed model. The Programme is comprised of a collection of flexible levels of intervention and illustrative projects. Each project will require a sound business case before proceeding. The Programme Business Case is to some extent the aggregation of the range of interventions that could be implemented.

The costs of managing the programme have to a degree been distributed across the individual example projects, on the basis that the scale of the programme costs is assumed to be directly proportional to the scale of the programme. Thus, if the size and number of projects changes, the programme costs will change proportionately.

The overall business case projects that the estimated £11m initial investment will return an estimated £120m in net benefits to the economy of the region. The initial estimates have been identified to enable the programme to proceed so that the necessary work of scoping and specification for some projects can begin, which in itself will start to identify the specific costs and benefits of each individual project.

2.2. Business Case Scope

To address these issues, the Programme Case, the Economic Case set out a range of options.

The preferred option was that of Collaborative Active Intervention which assumes GMW applies different levels of effort and involvement in a range of projects from across three different types of Digital Infrastructure scope described below. Each mode of intervention provides different tools to address the different types of problems and obstacle that the Strategic case identified.

- **Solutions and Physical Infrastructure:** including the solutions that are installed such as fixed and mobile connectivity, public Wi-Fi, LoraWAN, satellite, TV and radio; and built physical infrastructure such as ducts, masts and poles, fibre, and physical footprint such as buildings, street furniture and facades, land, power and cooling.
- **Policy, Process, and Engagement:** that affect how Digital Infrastructure is planned and implemented, for example including the approach to wayleaves and easements, Section 106 policy, planning and traffic regulations, standards, and so on. This category includes the engagement activity needed to stimulate demand for Digital Connectivity services.
- **Skills:** that relate to infrastructure build and maintenance and to the use of digital services, Examples include civil engineering skills and capacity for trenching, ducting and chambering, fibre blowing, splicing and testing, mast erection, as well as for network operations and maintenance. They could include skills in respect of commissioning and using infrastructure services. Skills development activity also includes that needed to encourage the take up of vouchers and connectivity services, for example community engagement skills.

These are all necessary and complementary components of good Digital Infrastructure provision and will therefore all form part of addressing the Growth Deal's Digital objectives and subsequent projects, and so be covered by this Implementation Plan.

3. Programme Scope, Structure and Controls

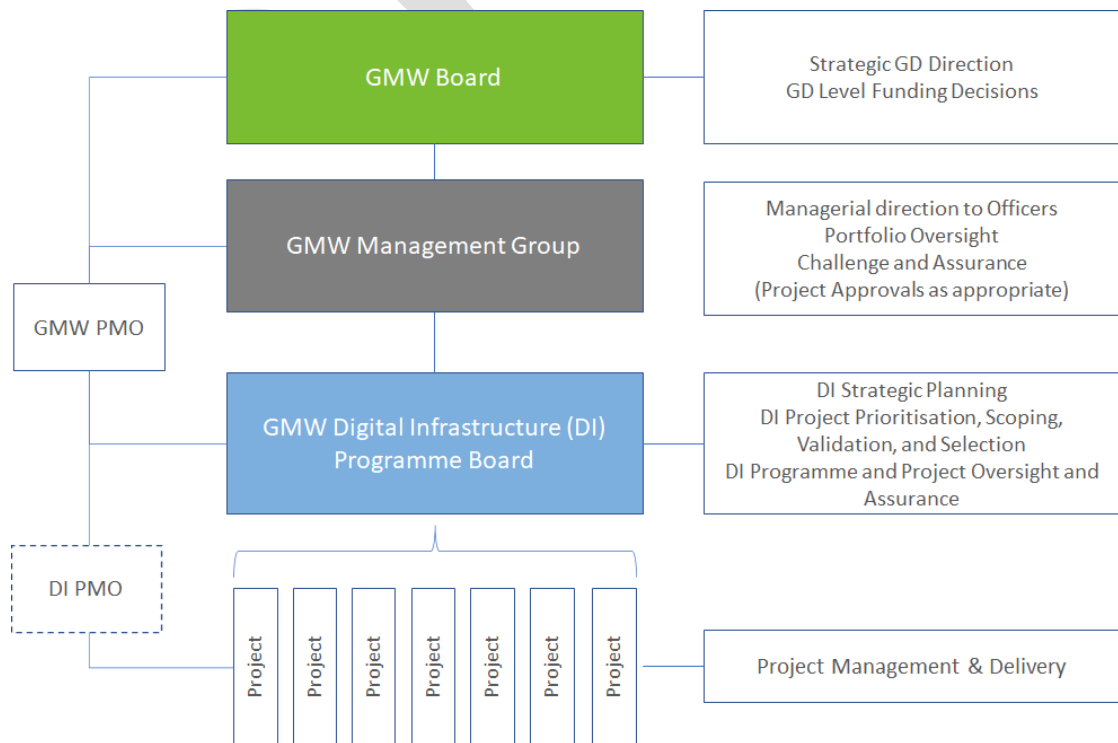
3.1. Objectives

The programme is intended to make interventions and investments that support the delivery of the following objectives:

- Increase the contribution of existing public/private investment in digital infrastructure by £100m to deliver a RoI of £180m by 2030 (attracting investment, delivering economic return)
- Achieve a target of 80% of outdoor 4g mobile data coverage by all operators by the end of 2026 (Coverage and acceleration)
- Achieve a target of 60% full fibre coverage by the end of 2026 (Coverage and acceleration)
- Achieve a target of 98% superfast coverage by the end of 2026 (Coverage and acceleration)

3.2. Outline Programme Structure

The Programme is expected to look like -



3.3. Programme Stages

Set up and delivery of the programme will follow a series of structured stages which began with the appointment of the Programme Manager and Portfolio Management Office (PoMO) and will continue with confirmation of the remainder of the central hybrid team.

The team will develop the detailed programme approach, together with the programme delivery and resource plan, and begin more detailed project scoping activity for individual priority projects which will include market assessment and engagement. The programme stages are subject to development but are expected to be structured as follows.



3.4. Project Selection

The Programme Business Case establishes the strong need for a programme to deliver Digital Infrastructure so that GMW can confidently mobilise a Digital Infrastructure planning and delivery function.

This Preferred Option is predicated on the case for a mode of intervention rather than individual projects. In so doing, it sets out the broad investment parameters and ambition for the Digital Infrastructure programme, and sets out a broad range of potential projects whose delivery will contribute to the acceleration of digital

infrastructure across our region. This allows us to estimate potential cost and benefits and secure appropriate funding.

It does not however provide a detailed justification for the initiation of any of the individual proposed projects. The selection of actual projects will itself be done as part of the programme activity i.e. each project will be assessed on its own merits before it is initiated.

Individual projects will only be initiated when the Programme team has established a clear and detailed justification and that a Mandate is approved by the Digital Programme Board. This ensures that the objectives, costs, benefits and risks associated with the project are understood before committing investment.

The majority of digital projects will be agreed at Programme Board level, but there may be exceptions where the scale of some projects, or their level of interdependency with other GMW programmes means that additional approval from the GMW Board will be required.

The programme will set in place a consistent and simple Outline Business Case (OBC) approach which will assess projects against the same Investment Objectives and Critical Success Factors (CSFs) as the GMW Portfolio.

Too much governance can be as problematic as too little governance, and it is important that the effort committed to justifying each project will be proportionate to the project's complexity, cost and benefits. The programme will adopt a robust but flexible approach to managing GMW's Digital Infrastructure requirements; where projects are smaller in value and benefit, a lighter business justification will be applied, whereas a more detailed OBC will be applied where the cost, benefit and complexity of the project is likely to be much higher.

This allows the programme to apply the appropriate rigour, consideration and justification for the spend of public funds.

In most cases, other than essential enablement projects, the projects with the highest return are those that will be prioritised by the programme. Those will typically be the projects that use Growth Deal funding as a lever to mobilise additional levels of funding from other sources. Since it is likely that the programme's scope will be limited by the financial resources available, projects will likely be commissioned on order of highest expected return, until the funding limit is reached.

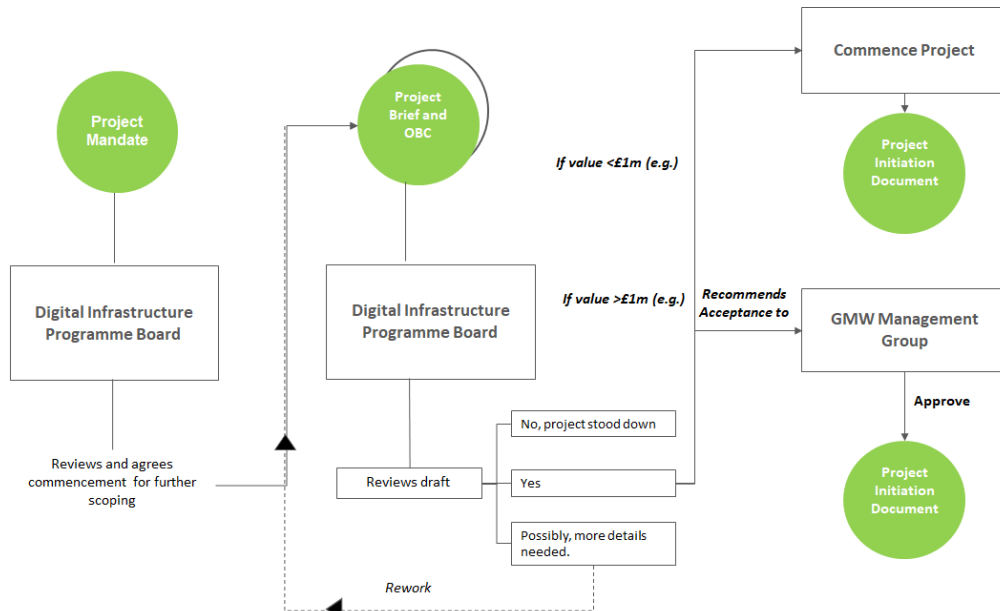
3.5. Project Approach

Each project will be subject to a standard scoping, initiation and delivery approach, with a collection of approximately 80 pipeline projects having been identified, and a prioritisation process carried out to draw up a short list of projects following consideration and assessment through the use of Critical Success Factors.

The approach covers a series of stages for scoping each project and the key project management deliverables that will be completed to ensure each project has a sound

business case and proceeds in a structured and controlled manner. A Project Mandate, Brief (including Outline Business Case), and PID, included a detailed project plan, will be completed for each of the Digital Infrastructure projects.

The following diagram illustrates the process:



Once agreed, many projects likely to also include:

- Specification (where appropriate, for example a technology, or build project): specifying exactly what is to be procured or delivered.
- Procurement (where appropriate): ensuring that the specified services are selected to deliver the best value for money.
- Implementation: delivery of the specified services.

3.6. Programme Timescales

The digital infrastructure landscape is highly fluid and dynamic; consumer behaviour, the market, and the activities of other bodies can all effect which projects GMW should and will initiate and when. It is therefore critical that the programme remains flexible and responsive to these changes to ensure the best use of public funds at the right time.

The Programme Business Case therefore provide a model for addressing the issues of Mid Wales' Digital Infrastructure. It is neither practical nor necessary to start all the proposed projects at the same time. Some projects are natural precursors for others, and the timing of some projects will be dependent on planned initiatives from UK and Welsh Government. However, the Programme's projects should be planned together to

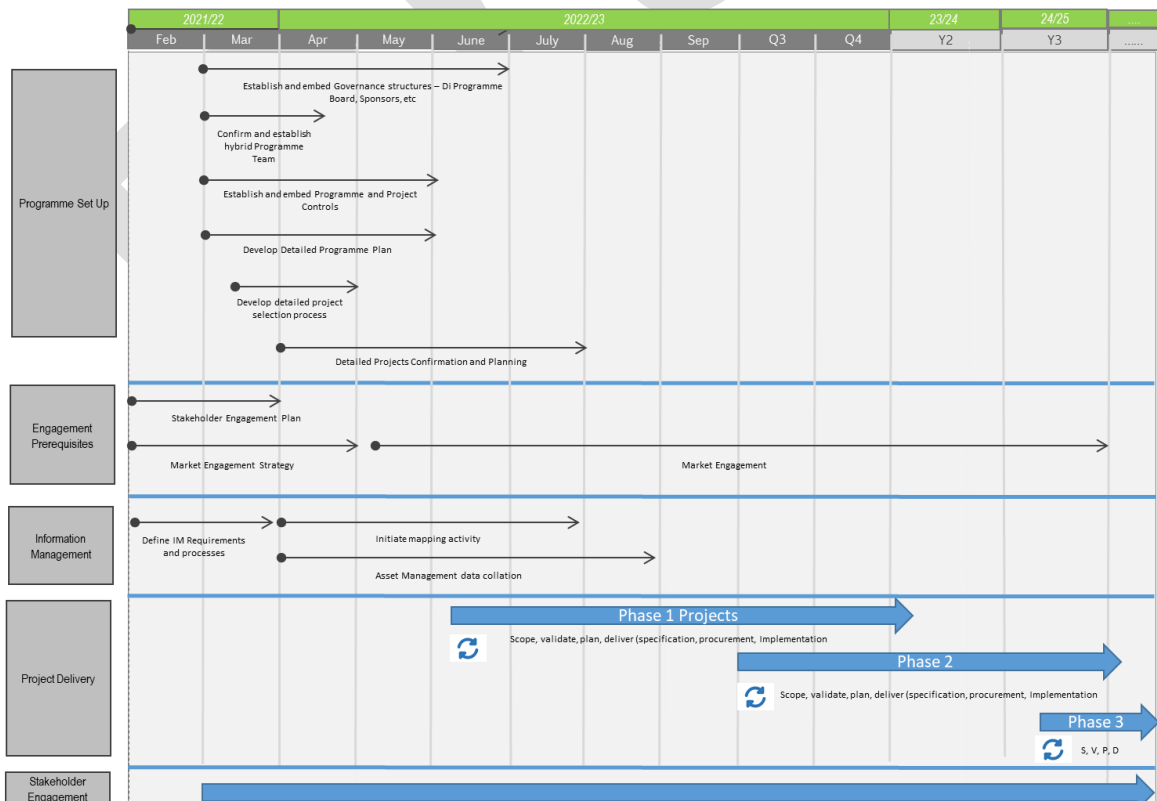
ensure that opportunities are not missed, and that every project is initiated at the most effective time.

The projects we will undertake fall broadly into the following timescales:

- Now, 0-12 months:** Projects with a high rate of return and with no prior dependencies, those with funding deadlines, those that lay the foundation for later projects, and those that have a long lead time for delivery will typically be prioritised. For example, delivery of fibre to hub sites are urgent because funding is typically time limited, and they improve the opportunities for vouchers. Voucher use is itself urgent because the funding stream is time limited, and because it is a long lead-time project. Hub site projects also provide the means for a propagation effect that sets in place the infrastructure which can be used by other projects.
- Soon, 12-24 months:** Projects that are planned as a response to a forthcoming government initiative may not need to start, or be able to start immediately. Respond to requirements that are expected within the next two years, for example, the DCMS Gigabit Britain programme and any changes to Superfast Cymru 2.
- Later, 24 months and beyond:** Projects that are currently uncertain, or that depend on earlier projects should be kept in view until their scope becomes clearer. GMW will not always know exactly what will be required, but the Programme's governance and operating model is designed to ensure a full pipeline of projects is maintained to address the evolving demands of the Digital Infrastructure problem.



Digital Infrastructure Programme – Early-Stage Plan (Draft)



3.7. Programme Monitoring

A detailed Programme Plan will be developed for the Growth Deal in line with the Implementation Plan. This will be developed by the Digital Programme Manager and by the Operations Manager and Digital Programme Board before presenting to the GMW Board.

The Operations Manager will have day to day responsibility for managing the monitoring and evaluation processes for projects. Monitoring and evaluation information will be presented to the GMW Board on a quarterly basis by the Operations Manager. This will be in the form of a suite of specified monitoring information submitted on a retrospective basis.

The GMW Board will continually assess the monitoring and evaluation information collected and use it to inform the Vision and future investment proposals and to identify opportunities to achieve enhanced outcomes and impacts.

A dashboard will be used across the Governance Structure to monitor progress across all aspects of the Growth Deal. A RAG (Red, Amber, Green) scale is assigned to programmes and projects by the Operations Manager, acting on advice from the Programme and Project Boards.

This table shows the guidelines used when determining the RAG status, and the action required:

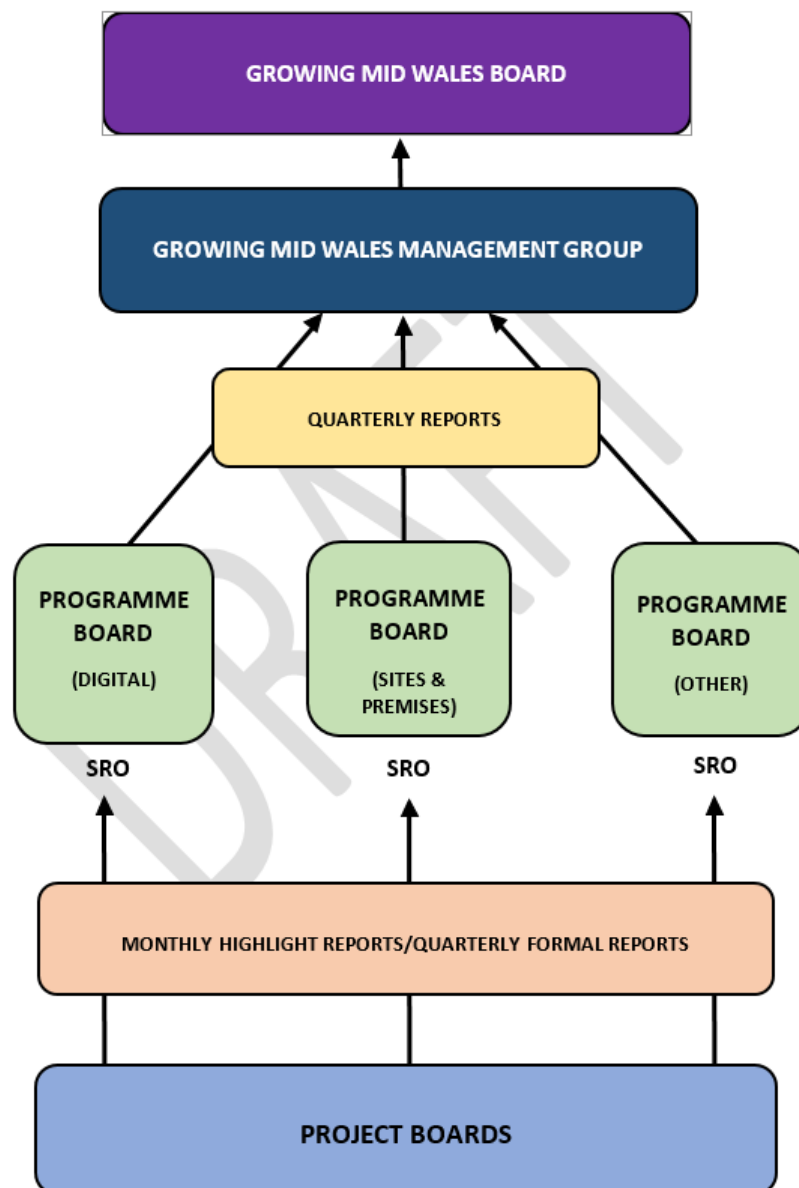
RAG Status	Projects/Programme Status	Action Required
Green	On track for completion within desired timescales	No management action required
Amber	Project may be at risk to meet deadlines if issues are not addressed	Management action is in place by the PoMO and/or senior management to address issues
Red	Project is at risk to miss a schedules completion date	Immediate action is required by senior management and relevant Boards as appropriate to address issues

The GMW Management Group will consider the RAG Dashboard, and advise the Operations Manager which concerns should be escalated to the GMW Board.

The Digital Programme Manager will be responsible for collecting and submitting their monitoring data to the Operations Manager in accordance with a series of pre-agreed timescales, most probably on a quarterly basis.

To assess how the Growth Deal is aligning towards the Vision and the strategic outcomes for the region, the Operations Manager will produce an Annual Report on all Growth Deal activity. The template for the Annual Report will be agreed with both Governments.

All programme level reporting in relation to the Growth Deal and its associated projects will follow a clear process as set out in the following model.



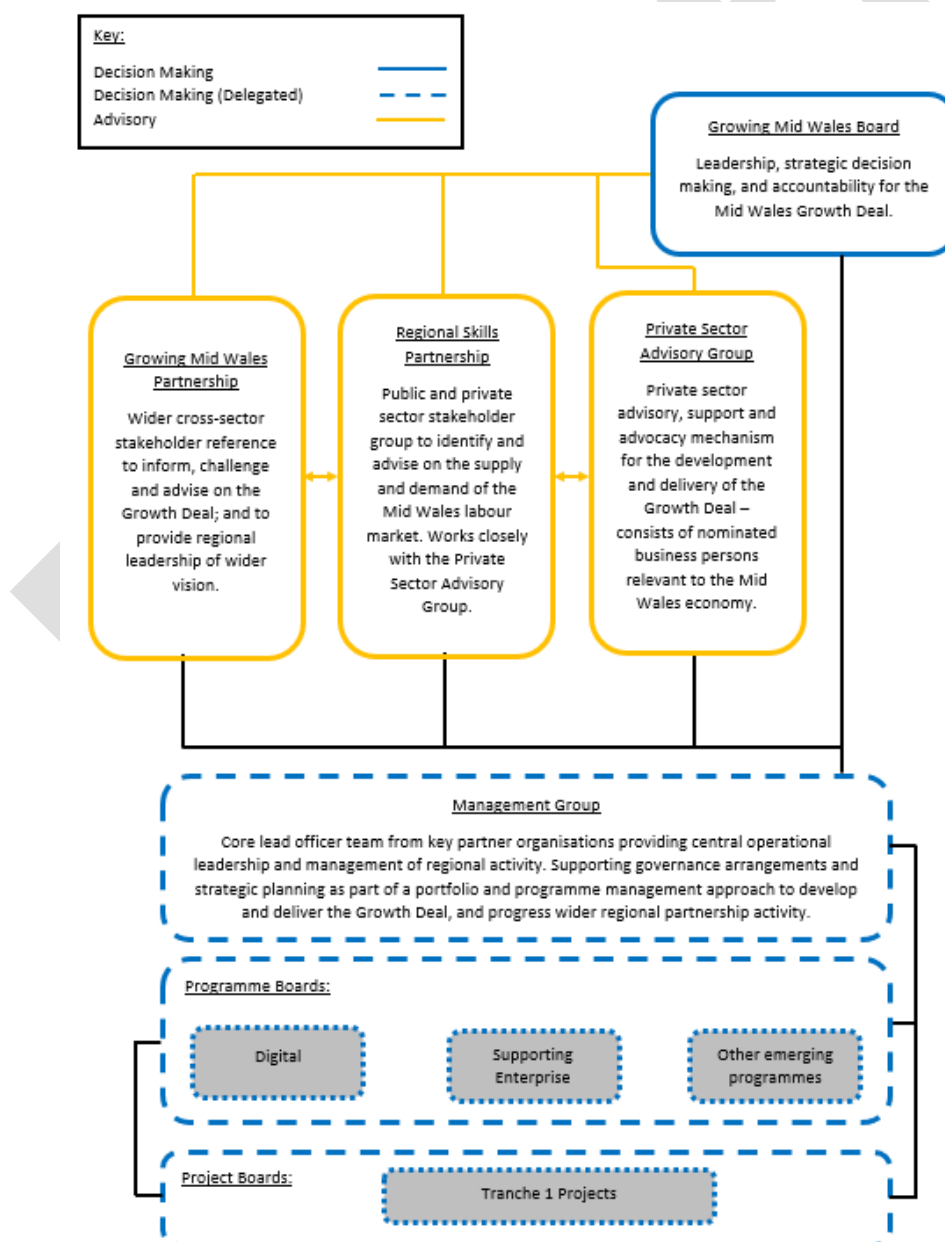
4. Governance Structure

4.1. Overview of the Governance

The Growth Deal is being developed and delivered as a Portfolio; a collection of programmes, projects and other activities that the organisation requires to deliver its mission, vision, goals and strategic objectives over the short, medium and long terms.

Managing the Growth Deal in this manner will ensure there is an appropriate balance of investments that meet the investment objectives set out, and there is clear relationship between its investments and the strategic context within which it operates.

The diagram below sets out the Governance structure for the Mid Wales Growth Deal (as set out in the Portfolio Business Case):



4.2. Programme Level Governance

The Digital Programme is one of the Growth deal pillars and an economic development initiative. The Growing Mid Wales Board will provide strategic direction and principles to guide prioritisation, planning and delivery at Programme level, whilst the digital programme will be responsible for defining, agreeing, and enacting its response to those principles.

As highlighted above it may be required for the Digital Programme to retain a degree of autonomy at Digital Programme Board level, within defined levels so that where appropriate, projects can be scoped and initiated without escalation to the GMW Board, thus helping to expedite progress and deliver benefits to the region more quickly. This principle also recognises the critical importance and value of the digital I expert knowledge and skills that the Digital Programme Board members have.

Such a structure will allow prioritisation and agreement of projects to be conducted by specific economy and digital professionals, taking into account the dependencies and relative strengths of and between each project, as well as ensuring that investment is targeted in the correct areas, in the correct order. The GMW Board will play a valuable role in challenging decisions and the proposed rationale.

The Digital Programme will draw on the expertise of the Digital Programme Board members to determine which projects should be progressed and developed to meet the Digital Programmes Investment Objectives and contribute to the achievement of the portfolio Investment Objectives. The priority and sequence of projects, together with the scoping and validation of individual projects will be determined by the Digital Programme Board following the completion of the Programme Business Case.

At programme level we will look across all projects and:

- Report
- Oversee
- Evaluate
- Decide

4.2.1. The Digital Programme Board

The Digital Programme will have a formal Digital Programme Board and an appointed Senior Responsible Owner (SRO). The board will initially focus on the development of the agreed business cases and subsequently oversee the delivery, with a specific focus on the benefits and outcomes to be achieved. The Digital Programme Board will report to the Management Group and escalate to the GMW Board via the Operations Manager.

Digital Programme Board	
Core Membership	
Role	Function
Senior Responsible Owner	<ul style="list-style-type: none"> • Appointed by the GMW Management Group. • Ensure the Programme Board remains focused on delivering the benefits and outcomes set out in the Programme Business Case
Deputy Senior Responsible Officer	<ul style="list-style-type: none"> • Appointed by the GMW Management Group. • Deputise for the Senior Responsible Owner in their absence.
Lead Member Councillor	<ul style="list-style-type: none"> • Represent the Mid Wales Growth Deal; • Act as a link between the Digital Programme Board and the Growing Mid Wales Board.
Digital Programme Manager	<ul style="list-style-type: none"> • Plan the programme, making recommendations to the Programme Board. • Manage and monitor a Programme Plan for the Programme Board to track, control and deliver the programme outcomes and benefits.
PoMO Operations Manager	<ul style="list-style-type: none"> • Overall responsibility and accountability for the delivery of the programme and its projects. • Ensure strategic fit of programme objectives and benefits with relevant strategies and wider Growth Vision.
Senior Economy Officers from the Local Authorities	<ul style="list-style-type: none"> • Provide relevant or technical expertise/knowledge; • Provide a clear focus on benefits realisation; • Undertake any actions as agreed at the Programme Board.
Senior ICT Officers from the Local Authorities	<ul style="list-style-type: none"> • Provide relevant or technical expertise/knowledge. • Provide a clear focus on benefits realisation. • Undertake any actions as agreed at the Programme Board.
Digital Leads from UKG and WG Digital Officials	<ul style="list-style-type: none"> • Represent their partner organisation and act as link between partner organisation and Board. • Provide relevant or technical expertise/knowledge.
Partner Representatives	<ul style="list-style-type: none"> • Represent their partner organisation and act as link between partner organisation and Board. • Provide relevant or technical expertise/knowledge.
Non-Core Members (Attendance as required)	
Corporate Services	<ul style="list-style-type: none"> • Provide relevant or technical expertise/knowledge.
GMW Communications & Engagement Officer	<ul style="list-style-type: none"> • Ensure that benefits and outcomes are communicated as appropriate with relevant partners and stakeholders.

The Programme Board will also consist of 'core' and 'non-core' members. Core members will consist of Economy and Regeneration Officers from both Councils who will provide advice and expertise to ensure outcomes and benefits are focused open.

Representation from both ICT teams will also be included as core members to provide balanced views and technical support.

In addition to Council Officers, it is recommended that representatives from appropriate public bodies will also form the core membership of the programme board, to act as users of the infrastructure and to provide feedback upon proposed project suitability and usability.

Non-core members of the group will consist of Council Corporate services to provide expertise upon topics such as procurement, legal and finance. It will not be required for these Officers to attend each Digital Programme Board meeting but to be invited when expertise is required, i.e. upon the development of Business Cases where input from Corporate Services will be required to ensure progress.

4.3. Project Level Governance

All projects within the Digital Programme will be managed via a Project Board with appointed SROs and project managers in place to ensure delivery. Membership will be determined by the Digital Programme Board in line with Growth Deal requirements and the requirement of the individual project.

Digital Project Boards will be focused on the development and delivery of the agreed business case, with a focus on the delivery of specified outputs. Projects and Project Boards will be the responsibility of the Digital Programme Manager and the appointed Project Manager and clear arrangements for the delivery of projects in line with best practice will be set out in each business case.

4.4. Limits of Authority

In order to effectively respond to the ever changing and evolving environment that digital infrastructure operates in, it will be required for both the Digital Programme Board and the Programme Manager to operate within Limits of Authority.

It has been highlighted in the Digital Programme Business Case that the programme will need to remain flexible and to be highly adaptable in order to respond to consumer behaviour, the market and both existing and planned Government and supplier initiatives.

It is anticipated that opportunities may become available that will not allow for the required planning and timing to present a potential project at the GMW Board and that it will be required for members of the Digital Programme Board to be given the authority to make decisions and approve funding to a level that will allow the programme to effectively respond to potential funding opportunities and initiatives quickly. This will ensure that the programme is able to manage its response and initiate projects without the possibility of constraining our actions and that objectives are achieved.

The purpose of this limit of authority is to provide a framework for:-

- a) expenditure approvals, and
- b) the approval of documents (e.g. contracts, applications, etc.) and who is authorised to sign those documents

Orders for purchases costing up to **£TBC on approval (exclusive of VAT)** per individual item or group of related items can be approved by the Senior Responsible Officer of the Digital Programme Board. Items greater than **£TBC on approval (exclusive of VAT)** are to be presented and approved by GMW Board.

Within pre-determined conditions project change requests can be approved via The Digital Programme Board. All decisions undertaken under this delegated authority are reported to the Growing Mid Wales Board and Management Group.

4.5. Monitoring and Reporting

The Digital Programme Board and all Project Boards will meet, as a minimum, on a monthly basis. The Digital Programme Manager within the PoMO will attend each Programme and Project Board meeting to ensure awareness of progress and developments

A standard report template will be created for projects so that the information provided is consistent, comparable and in a consistent format. This will be used to report into the Digital Programme Board and project boards and will be completed by the Project Manager. These reports will form the basis of discussions upon the development/performance of the Programmes/Projects including issues/risks.

Subsequently summary reports will be provided to the Growing Mid Wales Management Group and presented by the SROs for further discussion/input and recommendations for actions. Further details on timescales are yet to be finalised but potential the Growth Deal papers will be presented bi-monthly with other regional matters tabled at alternative bi-monthly meetings of the Group.

Reports on the Growth Deal will be presented to the Growing Mid Wales Board at its quarterly meeting providing regular updates and progress reports, presenting any issues for decision.

To aid with reporting requirements the PoMO will:

- Develop, maintain and monitor a comprehensive performance management system and evaluation framework that will operate at both the corporate level and the project level;
- Ensure that “due diligence” is undertaken on each Growth Deal project;
- Be responsible for the management and co-ordination of the Growth Deal Programme, gateway reviews, and the annual Business Plans, including performance and financial management of the delivery programme;

- Provide executive support of new entities created as part of the implementation of the Growth Deal, including the Programme/Project Boards;
- Provide research and analysis on impact and wider benefit realisation, as well as market trends.

Draft

5. Resourcing

5.1. Overview

A hybrid team of internal resources from across the two councils, supported by specialist external support will be set in place from the outset. This combined team will provide the necessary expertise to deliver the Programmes and its projects. There may be a need to grow the team should the number of concurrent projects becomes large. Specialist external support will come in the form of commercial management, engagement, programme and project design, and technical elements.

Outline resource levels for priority projects were identified as part of the Programme Business Case to determine high level costs. Further detailed planning for the projects to be taken forward will provide a more accurate assessment of the level, type and cost of resource for each project as its scope and requirements are developed.

Other project specific resources are being identified as projects undergo further scoping. The presence of external support as an integral part of the resourcing model means that skills and knowledge gaps can be plugged whilst GMW resources are sought, and more effective transfer of knowledge can take place once roles are filled.

5.2. Digital Programme Board

The Programme Board is drawn from representatives from across Ceredigion and Powys Councils, as well as external stakeholders who will advise as 'users' of the proposed interventions. This ensures that there is a representative spread of skills, expertise and local area knowledge to support effective scoping, management and delivery. The structure of the Programme team is illustrated below:

5.2.1. Senior Responsible Owner (SROs)

The Senior Responsible Owner (SRO) is a key role and must be filled by a senior individual, rather than multiple individuals. The appointed SROs will need to be appropriately trained and have undertaken the Better Business Cases Foundation training to ensure alignment with processes. The programme SRO will be accountable for each intervention and for ensuring that it meets its objectives and delivers the expected benefits.

The SRO will lead and champion the programme and will be empowered to take decisions within a limit of authority; for example, whether to delay or stop any part of the projects.

The SRO is: Diane Reynolds, Digital Lead, Powys County Council

5.2.2. Deputy Senior Responsible Office

The Deputy Responsible Owner (SRO), is also a key role and must be filled by a senior individual, rather than multiple individuals. They must be able to deputise for the Senior Responsible Owner in their absence and appropriately Support the SRO to deliver on their responsibilities.

The Deputy SRO is: To be entered once confirmed

5.2.3. Digital Programme Manager

The Programme is accountable to the Senior Responsible Owner for establishing the governance and management framework and for the day-to-day management of a programme/project, to deliver the outputs and desired outcomes, and realise the required benefits. The Digital Programme Manager has already been appointed and is now actively involved in the scoping and set up of the programme. The Digital PM will have the limits of financial authority set out earlier in Section [DN 5.4]

The Digital Programme Manager is: David Owen, GMW Portfolio Management Office

5.2.4. Digital Project Managers

It is recognised that there will be a need to appoint Project Managers to oversee the development of individual projects as they are agreed. The costs for project level resources will be determined as part of each project's Outline Business Case.

Project Managers are likely to oversee more than one project, helping to capitalise on expertise and ensure projects are well aligned given the high level of dependency that may exist between some types of project.

5.2.5. Additional Subject Matter Expertise

The programme team will also require input from a range of additional subject matter experts. GMW will draw on other Growth Deal and council subject matter experts at the appropriate stages of the programme or individual projects.

GMW and each Council will draw upon its internal teams to identify relevant personnel with the correct include legal, procurement, technical, economic development, marketing etc., planning, street works, and communications etc. skills to support the array of projects. It is highly likely that many of the same people will work across multiple projects so that knowledge can be shared and re-used across the council. Although these teams will typically provide their help as part of their current jobs, the cost of this will be estimated for each project.

Other project specific resources are being identified as projects undergo further scoping. The presence of external support as an integral part of the resourcing model means that skills and knowledge gaps can be plugged whilst GMW resources are sought, and more effective transfer of knowledge can take place once roles are filled.

6. Funding Implications

The total cost of the programme will be a function of the projects that are ultimately selected to take forward, and of the market pricing for services that are procured.

In the proposed Programme Model, the Programme will set a budget for its activities, and will manage to remain within this level, adapting volumes ordered to adjust for unexpectedly higher prices. It is assumed that the very great majority of costs will be incurred within the first 4 years of the Programme. No projects are currently envisaged that have a long term operating cost that would be met from the GMW budget itself.

The total value of potential projects identified through the options assessment totals £38m. However, this figure includes projects that have a relatively low probability of success and will change as the options are narrowed. The Programme will make extensive use of other public sector funding for digital infrastructure intervention, including DCMS schemes, Local Broadband Fund, Broadband Upgrade Fund, Local Government Digital Transformation Fund, and others.

Councils and other public sector bodies are also likely to make their own direct investments in infrastructure, alongside the GMW Programme's investment.

7. Benefits Management

Benefits management and supporting benefits realisation is a key component in ensuring the successful delivery of the Mid Wales Growth Deal, and a key role for the Digital Programme Manager. It is important to recognise that in many circumstances digital Infrastructure will not directly deliver economic benefits but will act as an enabler to do so. The difficulty in directly attributing socio-economic benefits to improved digital infrastructure provision is well recognised, though are reasonable to expect, and possible to infer. The Digital Programme will support and align with the broader benefits management mechanisms set up at GMW Growth Deal Portfolio level.

The programme team will help to establish the framework at programme level to provide a mechanism for tracking and measuring the outcomes and benefits that the programme has been set in place to achieve, and for supporting the exchange of Programme level data to demonstrate the contribution to the achievement of Portfolio strategic objectives overall.

The Programme will record and communicate its successes so that stakeholders have visible evidence of the improvements that the Programme delivers.

Many of the primary outcomes that the Programme will deliver, especially GVA are very difficult to measure and attribute directly to infrastructure investment. There may be a lag before the Programme's effect is detectable, and improvements may be attributable to other initiatives of the Growth Deal, and other bodies

The main focus will likely be on the projects' outputs, in the form of the level of digital infrastructure provision that is delivered. These will be simpler to analyse, more immediate, and more directly relatable by stakeholders.

Each project will have specific targets, measurable with recognised industry data sources such as Ofcom's annual report and interim updates, and crowd sources such as those provided by thinkbroadband.com.

Linking this measurement with the ultimate outcomes and Growth Deal objectives will help to test and confirm the return of investment from each project, and will shape and inform decisions about future projects and levels of intervention.

Each project will be responsible for tracking benefits through a Benefits Realisation Plan. Robust information on the proposed benefits will be required and tested as projects are developed. Each project will report benefits to the Digital Programme Board via the Digital Programme Manager. This information will be presented and reported to both the GMW Management Group and the GMW Board as felt appropriate via the Digital Programme Manager.

Case study and questionnaire analysis will also be used to supplement the output analysis and to estimate the eventual benefits of the Programme.

The Programme will contribute to the body of knowledge around Digital Infrastructure benefits by sharing its findings with Welsh Government, other Welsh Growth Deals and councils, DCMS and other interested parties.

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8. Quality Management

8.1. Overview

The products and interventions to be delivered by the Digital programme are highly diverse in their nature, ranging from Programme Level Initiation documentation through to specifications and procurement plans for wide scale Digital Infrastructure Build. To ensure that each product meets its required business need, the Programme requires a structured approach to Quality Management.

The two elements of this approach are:

- The assurance of products
- The approval of products

8.2. Programme level assurance and approval

The Digital Programme Board will be responsible for assurance of all Programme level documentation, as produced by the Digital Programme Team with the Digital Programme Manager being responsible for the completion of such documentation.

The Digital Programme Board will be responsible for approval of all Programme-level documentation, as produced by the Digital Programme Team.

Depending on the size and importance of such documentation there will be a requirement to present at GMW Management Group for approval of drafts prior to reporting and presenting to the GMW Board.

8.3. Project level assurance and approval

Each project product or should be assured by a group of representative stakeholders so that it can be confidently regarded as being fit for purpose prior to its formal acceptance.

Responsibility for undertaking the assurance process sits within the project team responsible for delivery of the product. Each project will be expected to plan review activities as an integral part of their project planning process. The manner in which such activities are to take place is again the responsibility of the respective project.

The conclusion of the review process for a project and intervention will be a recommendation to the Digital Programme Board that the product should be formally accepted.

The Digital Programme Board will oversee the audit the effectiveness of assurance processes within the respective projects on a periodic basis.

8.4. Project Product Acceptance

Key to the governance arrangements for the Programme is ensuring that the respective projects accept responsibility for the products produced under their management. Each project is therefore required to formally accept each product produced prior to any deliverable being considered as ready for implementation by the Digital Programme Board.

The status of documents with respect to their formal acceptance will be monitored by the relevant Digital programme Manager and overseen by the Digital Programme Manager on an ongoing basis.

8.5. External Review

The Mid Wales Growth Deal will utilise the pre-defined Gateway 0-5 and flexible Project Assessment Reviews (PAR) as appropriate and proportionate. The IAAP will be regularly reviewed – with the GMW Board reserving the right to amend/evolve arrangements as required due to internal review/external review and/or assurance or additional guidance from Governments.

A detailed IAAPs will be developed for the Digital Programme and the projects within it. The exact timing of assurance reviews will be a matter for the PoMO to agree with Welsh Government and the relevant Programme and Project Boards. Programme assurance reviews will take place periodically at agreed intervals unless requested sooner by the Mid Wales Growth Deal Board, UK or Welsh Government whilst project assurance reviews will take place throughout the life of the project at pre-agreed stages.

9. Risk Management and Issue Resolution

Risks and Issues will be managed via the formal programme and project controls using a Risk Register, and in line with the GMW Portfolio approach.

9.1 Programme Risks

Programme Risks will be scored in accordance with their probability and impact. They will be operationally managed by the Digital Programme Manager and team, and reviewed by the Digital Programme Board.

In addition to describing the risk itself, the key features of the Risk Register are:

- An assessment of its impact/ consequence should it materialise (scaled from 1 – 5)
- An assessment of the probability of the risk materialising (scaled from 1-5)
- A scoring is made for both inherent (pre-mitigation) and residual risk (post-mitigation)

The RAG status of Risks will be classified as follows:

Risk Assessment Matrix							
		Score	PROBABILITY				
			Rare	Unlikely	Possible	Likely	V Likely
			1	2	3	4	5
CONSEQUENCES	Fundamental	5	5	10	15	20	25
	Major	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Minor	2	2	4	6	8	10
	Not significant	1	1	2	3	4	5

Fig x [DN] Risk Scoring Matrix

The register will also include

- Details of mitigating actions/ key controls
- A risk owner
- Progress update
- The date that the risk was last updated
- Whether the risk is open or closed.

The Programme Manager will review the risk register at least monthly to:

- Re-classify risks according to the latest position
- Identify any new risks
- Close risks that have been fully mitigated

Presentation of the risks will also include use of a Risk 'Dashboard' which will show status of risks by score.

Risks will be escalated according to their numerical rating. Escalation routes will vary according to the nature of each specific risk. Key strategic or high impact risks that affect or require Portfolio level input will be escalated to the GMW Board.

Identified risks may come from a range of sources and the Digital Programme Manager will collate, record, manage and escalate risks as appropriate.

9.2 Project Risks

Project level risks will be operationally managed by the respective Project Manager, and overseen by each individual Project Board using the same approach. Any risks requiring strategic input or resolution will be escalated to the Digital Programme Manager for consideration by the Digital Programme Board.

9.3 Issue Management

Despite the implementation of established management and delivery techniques, it is inevitable that issues will arise in the delivery of the programme and its projects from time to time. It is therefore important that the programme has robust processes in place to:

- Allow issues to be escalated
- Establish the potential impact of each issue
- Enable a prompt assessment of each issue to be made
- Monitor progress as any action plans are deployed
- Record the resolution of issues.

To ensure that attention is focused on priority areas, it is essential that only genuine issues are formally raised as programme or project issues. Such issues may concern:

- An inability to meet a Milestone
- A projected cost over-run
- An inability to meet quality expectations.

- An inability to meet a strategic objectives

Issues will be raised as appropriate, discussed with the Digital Programme Manager for Programme level issues, and the relevant Project Manager for project level issues. The issue will be summarised in wither the Programme or Project issue register.

Accordingly, the Digital Programme or Project Manager will take responsibility for ensuring that project issues are addressed. Issue resolution will be progressed in consultation with the originator.

Outstanding issues will be reviewed on a fortnightly basis as a minimum, their impact re-assessed and will be re-classified in necessary. Issues will be resolved at project and Project Board level unless requiring escalation to, and intervention by, the Digital Programme Board, or GMW Board respectively.

Issues will only be classified as being resolved once the person raising the risk is satisfied with the response obtained. The relevant Manger will take responsibility for ensuring that issues are resolved in a timely manner.

10. Engagement and Communications Management

10.1. Strategic Communications Objectives

The Mid Wales Growth Deal is supported by a dedicated Portfolio Management Office (PoMO), spanning both Powys and Ceredigion Councils. The PoMO works closely with and alongside other regional functions under the Growing Mid Wales agenda.

A Strategic Communications Framework has been developed which provides an overarching framework to govern and direct all strategic communications activity relating to the work of Growing Mid Wales and achieving the ambitions outlined in the Vision for Growing Mid Wales. This strategic framework will apply to the wider regional functions of the Regional Engagement Team and Regional Skills Partnership as well as the Growth Deal.

The Strategic Communications Framework encompasses the following elements:

- Communications Strategy
- Communications Protocol
- Stakeholder Map
- Activity Schedule

10.2. Engagement mechanisms

In addition a GMW Communications Sub-group has been established to lead on this framework, discuss upcoming events and activity in order to plan communication activity and agree areas of possible joint working across the respective regional teams. A website for Growing Mid Wales was established in Autumn 2020, this website will develop and be added to in a phased approach as required.

Underneath the strategic framework the individual regional functions will produce their own respective communication plans. The PoMO will be responsible for managing communications regarding the Growth Deal and will communicate as appropriate with relevant partners and stakeholders. The PoMO will be the primary point of contact for the Welsh Government and UK Government in regards to the Growth Deal and will ensure that both Governments are consulted regarding any public facing documents or communications and that this is appropriately branded. The Welsh and English language will be represented equally in all digital and written publications.

11. Management Framework Implementation

The management framework outlined in this Implementation Plan needs to be implemented at the earliest opportunity so that effective management of the programme's delivery is in place.

To ensure that arrangements are clear, workable and aligned with wider portfolio activities, a short review and consultation exercise is proposed. This exercise will:

- Ensure that identified relevant stakeholders, prior to Digital Programme Board commencement, are in agreement about the proposed governance processes and interfaces.
- Ensure that relevant programme staff are fully aware of future management arrangements.
- Provide those affected with an opportunity to suggest improvements or raise concerns with the practicalities of the proposed arrangements.

The proposed timeline for achieving the implementation of this framework is:

- A draft version of this Implementation Plan to be shared with key stakeholders, for review, input and feedback, week commencing 31st January 2022.
- Input and agreement from PoMO and GMW Management Group will take place at the GMW Management Group meeting on 4^h February 2022.
- The final version of the Implementation Plan is scheduled for approval week at the GMW Board Meeting on 11th March 2022.
- The first Digital Programme Board week beginning 4th April 2022.
- Specific arrangements relating to resourcing, governance and communications to be discussed during review and at the inaugural Digital Programme Board meeting.

12. Arrangements Post Award

As the programme and its projects develop, a better understanding of the timescales for delivery and potential spend profiles will be gained. It is currently anticipated that expenditure will not be incurred until late 2022 by which time the PoMO will have developed processes and monitoring requirements, this will include:

- Growth Deal Funding Agreements for successful projects, detailing the terms and conditions of the funding including clawback clauses, will be prepared on the basis of the information contained in the Full Business Case to include outputs, milestones, timescales and funding amounts.
- Monitoring and claim forms will be developed by the PoMO for completion by projects on a quarterly basis once funding agreements are in place and these will inform reports to the various boards/management group.

Within four weeks of the Funding Agreement being issued the Programme Manager will hold inception meetings to go through the claim and monitoring process, evidence required for claims/outputs etc., and address any queries regarding terms and conditions.

For financial claims the supporting information will be checked to ensure that claims are made against the appropriate costs and that the funds have been defrayed. Spend forecasts will be provided on a quarterly basis to enable cash flow managements.

13. Digital Programme Evaluation

The Digital Programme objectives, roadmap and Implementation Plan will be reviewed annually to evaluate progress and ensure that the objectives, the approach, and the proposed projects remain relevant, realistic, and achievable.

The Programme will:

- Review and refresh the roadmap every year.
- Set in place the benefits framework to track and measure the key outcomes.
- Monitor the strategic environment for the programme and adapt the programme roadmap to reflect changes, for example in new initiatives from other public sector and commercial bodies.

The Programme Plan will be reviewed regularly to evaluate progress and ensure that the objectives, the approach, and the proposed projects remain relevant, realistic and achievable.

New GMW, Welsh Government and DCMS initiatives can change the shape or objectives of the Programme's individual projects. Initiatives may overlap with initiatives that GMW has already set in place locally. Some initiatives may make it easier to deliver future projects and so change the scale or nature of GMW's involvement. Other initiatives may conflict with existing GMW delivery plans or even render a planned GMW project redundant. Welsh Government strategy and plans may act impact in the same way.

Major changes in the supplier market may also have a significant impact on the projects the Programme delivers and the approach taken, for example:

- New market entrants may bring more competition, widening the opportunities for engagement.
- New market entrants may bring new solutions, potentially changing the shape of, or even the need for action by the Programme.
- A surplus of demand from across the public sector, or wider customer bases, may cause variations in infrastructure and civils market capacity and availability, which in turn affects GMW's delivery timescales.

Given these dependencies, the Programme will also review both the Programme plan and individual projects regularly to ensure activity remains current in the light of changes in regional or national Welsh and UK government economic and digital related strategy and policy, or in the activity and plans of either the supplier market, or those of other Welsh Growth Deals, or neighbouring Welsh and English councils.

14. Related Documentation

- Portfolio Business Case
- Portfolio Implementation Plan
- Digital Programme Business Case
- Digital Programme Board Governance Terms of Reference

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