Bargen Ddinesig
BAE ABERTAWE
SWANSEA BAY
City Deal







2025/26 Portfolio
Annual Report













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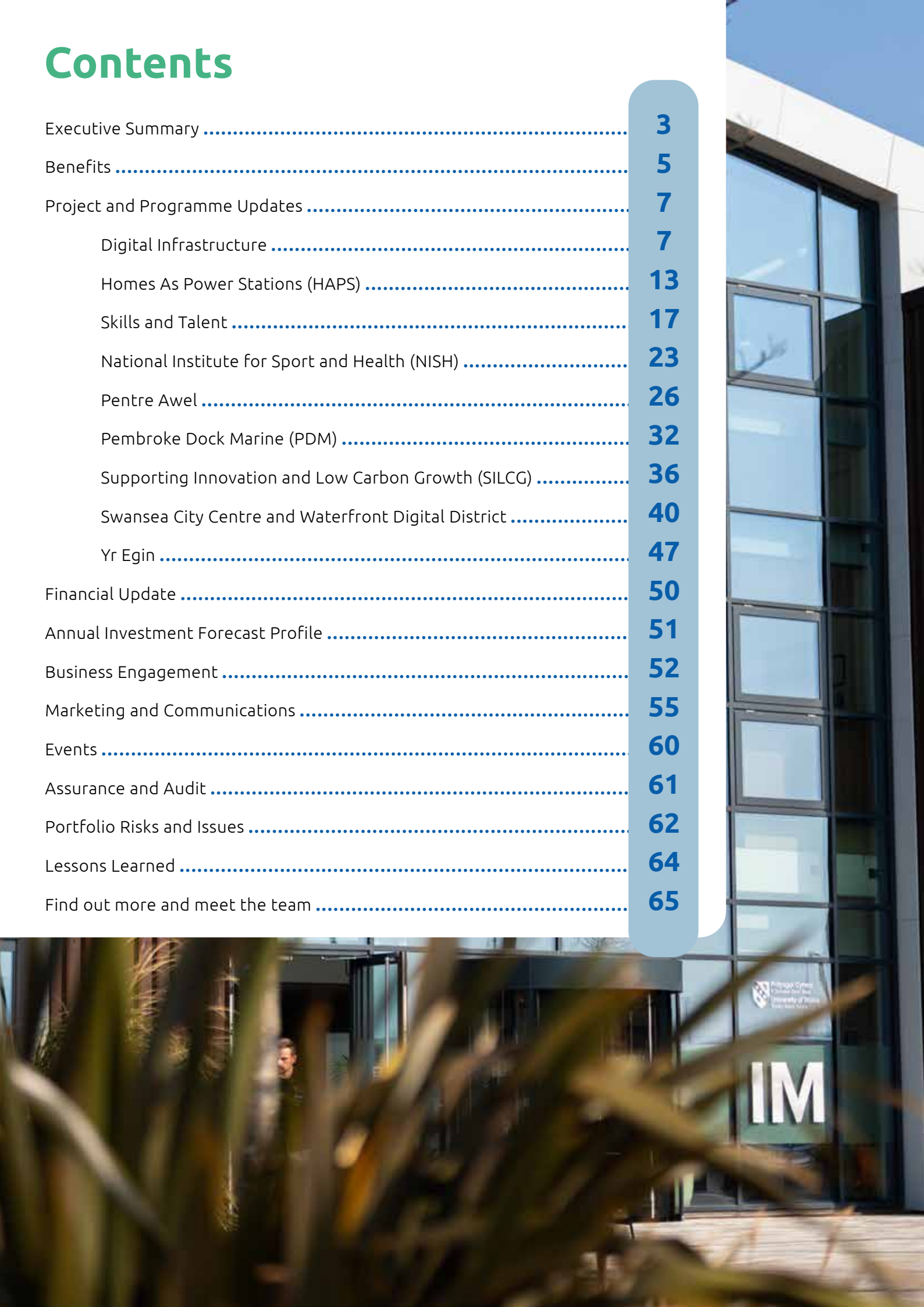
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Executive Summary

Welcome to the 2025/26 Swansea Bay City Deal (SBCD) Annual Report.

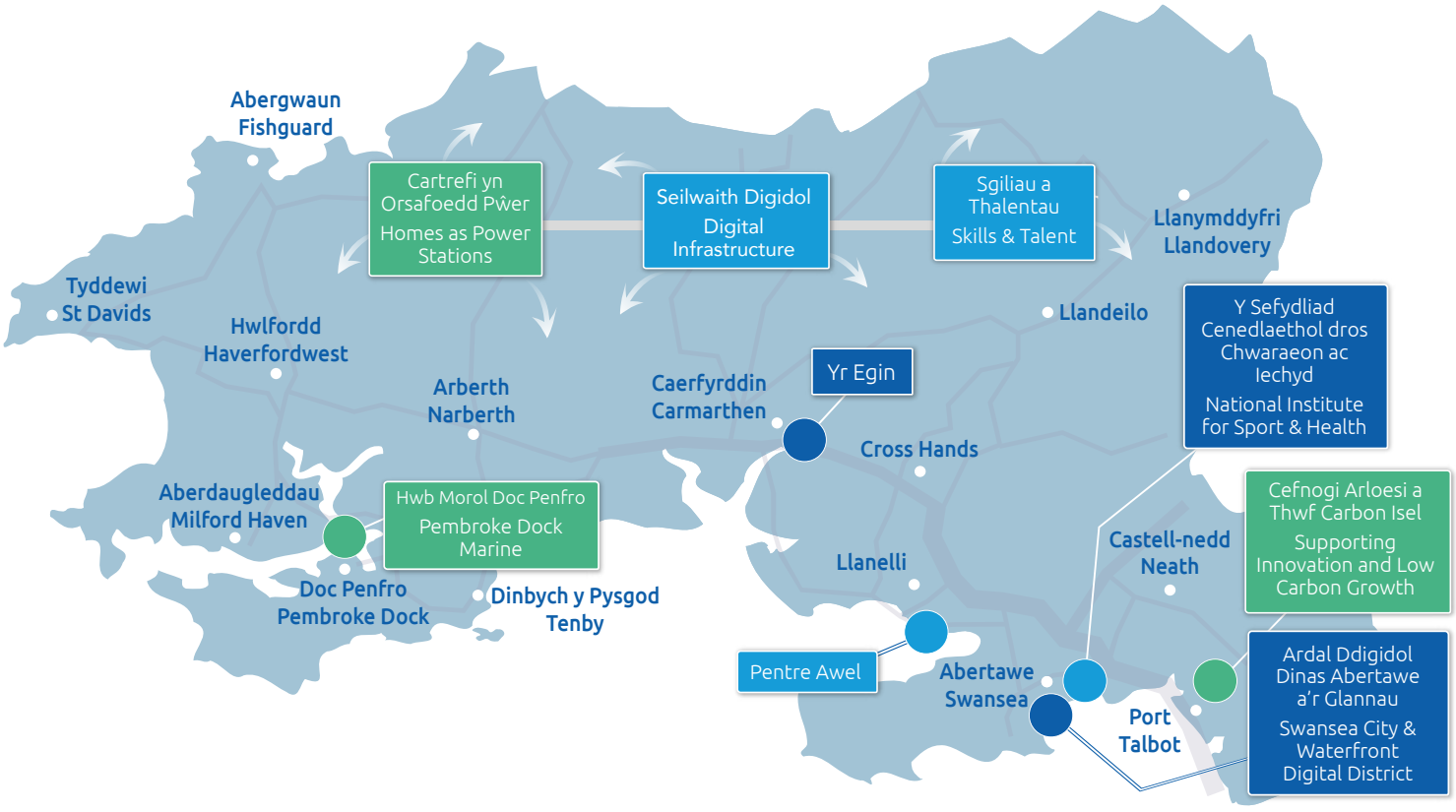
As the City Deal passes the halfway point in its ambitious 15-year delivery plan to transform South West Wales, it has been a landmark year with the scale and impact of progress becoming increasingly evident. With major construction projects completed and operational, more facilities opening, and thousands of skills opportunities delivered, the Region is now seeing tangible benefits from a regional investment originally targeted at **£1.3 billion** and now estimated at **£1.4 billion.**

The SBCD is a once in a generation investment funded by the Welsh Government and UK Government, the public sector, and the private sector across the counties of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea.

The ambition is to deliver key benefits to the Region including:

- Creating over **9,000** jobs in areas including energy, manufacturing, digital, health and well-being.
- Contributing **£1.8-2.4 billion** of economic impact.
- Upskilling **14,000** people through **2,200** training opportunities and over **3,000** new apprenticeships.

This annual report outlines progress to date, including key information, activities and achievements over the last 12 months.



The key SBCD partners are:

Cyngor Abertawe Swansea Council
Cyngor Sir Gâr Carmarthenshire County Council
Cyngor Castell-nedd Port Talbot Neath Port Talbot Council
Cyngor Sir Penfro Pembrokeshire County Council
Llywodraeth y DU Cymru UK Government Wales
Llywodraeth Cymru Welsh Government
Swansea University Prifysgol Abertawe
Prifysgol Cymru Y Drindod Dewi Sant University of Wales Trinity Saint David
GIG CYMRU NHS WALES Bwrdd Iechyd Prifysgol Hywel Dda University Health Board
GIG CYMRU NHS WALES Bwrdd Iechyd Prifysgol Bae Abertawe Swansea Bay University Health Board

The projects and programmes within the City Deal Portfolio are aligned to three themes:



£430m
Total investment

£1.08bn
Additional Gross Value Added

1,708
New Jobs

Providing the space, skills and connectivity to drive forward the regional economy to create new opportunities for our businesses and communities to thrive.



£354m
Total investment

£617m
Additional Gross Value Added

2,973
New Jobs

Providing developments that will combine cutting edge innovation, research and learning facilities with new business and within areas of life sciences, health, well-being and sport.



£674m
Total investment

£687m
Additional Gross Value Added

5,005
New Jobs

Placing the Region at the forefront of energy and manufacturing innovation as part of the drive towards a low carbon economy and the strengthening of the existing manufacturing base.

Welcome to the 2025/26 SBCD Annual Report. As Chair of the Joint Committee, I am pleased to reflect on what has been a landmark year as we move into the second half of our ambitious 15-year Portfolio to transform the economy of South West Wales.

This year has marked a turning point in delivery. Major infrastructure projects have been completed, new facilities are opening across the Region, and thousands of people have accessed skills opportunities. These visible, tangible outcomes demonstrate the strength of our partnership approach and the real impact of a regional investment.

The SBCD is a once-in-a-generation opportunity to drive sustainable economic growth. Our shared ambitions - to create more than 9,000 jobs, generate up to £2.4 billion in economic impact, and equip 14,000 people with higher-level skills - remain on track. Progress over the past year reflects strong momentum, growing private sector confidence, and clear evidence of job creation, skills development and business growth.

While the wider economic environment continues to present challenges, including cost pressures and global uncertainty, our partners have shown resilience, commitment and adaptability. Strong governance, robust risk management and close collaboration across the partnership have ensured that delivery continues at pace.

Looking ahead, our focus remains firmly on maximising the long-term impact of the Deal: strengthening the regional economy, supporting our communities, and ensuring South West Wales is recognised as a leading destination for investment, innovation and sustainable growth.

I would like to thank everyone for their continued dedication and commitment to this shared vision. Together, we are building a stronger, more prosperous future for our Region.

Cllr Rob Stewart, Swansea Council Leader and Swansea Bay City Deal Joint Committee Chairman

Benefits

Progress continued through 2025/26 towards the City Deals' benefit target, with all projects and programmes demonstrating strong delivery performance. Headline achievements to date include:

£719.36m of total investment secured, including **£133.43m** investment in 2025/26 alone.

£233.63m of private sector investment contribution secured - **an increase from £132.78m** in the previous year, demonstrating strong and growing market confidence.

At least **1,087** Full Time Equivalent (FTE) jobs created, supporting regional economic growth.

Over **2,470 FTE** apprenticeship opportunities created or sustained - **up significantly from 230** in the previous year, reflecting a major expansion in skills development.

102,576m² of completed floor space, **rising from 79,500m²** in the previous year, enabling business growth and infrastructure development.

27,533 additional skills interventions delivered, and **45** new course frameworks introduced through the Skills and Talent Programme, strengthening the regional workforce.

£18.07m in private sector funding has been received to date for the Skills and Talent Programme, against a revised **£30.96m** target. This represents a significant uplift from the original **£4m** target, substantially exceeding expectations and strengthening programme impact.

£36.4m private sector funding leveraged through the Digital Infrastructure Programme reported in 2024/25, accelerating digital connectivity and innovation.

2,897 of the **10,300** Homes As Power Stations homes delivered, leveraging **£144.8m** investment, with a further **£38m** secured to support ongoing delivery. **Up from 1,079** of the homes in the previous year.

Over **260** contracts awarded to Welsh-based companies, worth more than **£143.3m, supporting local supply chains and economic resilience.**

8 projects completed or operational, now in monitoring, with a combined value of **£277m delivering tangible outcomes across the Region.**

19 projects in construction or delivery, representing **£939m of investment in progress.**

12 projects in pre-delivery, with a projected value of **£242m ensuring a strong future pipeline.**





The Swansea Bay City Deal is delivering strongly against its strategic priorities, helping to strengthen the Region's economic and innovation landscape. Importantly, this is just the beginning, with the next phase offering even greater opportunities for growth, investment and improved opportunities for businesses and people of Wales.

Adam Price
Cabinet Minister for Enterprise, Connectivity and Energy

It is a privilege to introduce this year's SBCD Annual Report, marking my first year as Senior Responsible Owner. Taking on this role midway through delivery has provided a valuable opportunity to review progress, strengthen oversight, and ensure the Portfolio is well positioned to deliver its long-term ambitions.

This has been a year characterised by consolidation and acceleration. The Portfolio's growing maturity is evident in the scale and complexity of activity now underway, alongside increasing confidence across project teams, partners and stakeholders.

A key priority during the year has been reinforcing strong governance, performance management, and delivery assurance. Robust monitoring, risk management, and reporting arrangements are in place, supporting effective decision-making and enabling timely responses to emerging challenges. In a complex and evolving economic environment, this discipline is essential to maintaining momentum and safeguarding long-term value.

We have also worked to strengthen alignment across the Portfolio - ensuring that individual projects contribute coherently to wider regional priorities, support each other where possible, and maximise collective impact. This has included closer collaboration with delivery partners, continued engagement with industry, and a sustained focus on outcomes that deliver real benefit for communities across South West Wales.

While pressures remain, including rising costs, resource constraints and wider economic uncertainty, the resilience shown by delivery partners has been a defining feature of the year.

Looking ahead, the focus will be on driving delivery through the next phase of the Portfolio - ensuring that investments translate into measurable outcomes, that benefits are realised at scale, and that the Portfolio continues to deliver lasting value for the Region.

Richard Brown
Assistant Chief Executive and Director of Place at Pembrokeshire County Council and SBCD Senior Responsible Owner

Project and Programme Updates

Digital Infrastructure

Please scan

Through delivery of its three workstreams, the Programme will improve fixed and mobile connectivity across the Swansea Bay City Region. This includes driving inward investment in gigabit capable connectivity across the Region's economic growth zones, ensuring those with poor connectivity are not left behind, and driving investment in 5G and advanced wireless technology to stimulate innovation in key sectors. **Find out more.**

£177.1m Total Investment
£25m City Deal
£23.3m Public Sector
£128.8m Private Sector

Economic acceleration

This regional project will:

- Futureproof connectivity at **148** public sector sites
- Upgrade over **1,500** premises to full fibre
- Deploy **120** LoRaWAN gateways to drive innovation
- Deliver a **£2.5m** 5G Innovation Fund
- **£341.7m** projected regional GVA

Cyngor Abertawe Swansea Council
Cyngor Sir Gâr Carmarthenshire County Council

Achievements over the last 12 months

Connected Places Workstream - Find out more

- Delivered by BT, the £1.9m Public Sector Broadband Aggregate Full Fibre Infrastructure Build (PSBA FFIB) project was successfully completed. This project brought full fibre connectivity to 69 public sector sites, including libraries, leisure centres, country parks and public spaces across the Region, futureproofing public service delivery and supporting the digital transformation agenda of partners.
- £1,050,000 of Local Broadband Fund funding was secured to support the delivery of the PSBA FFIB project.
- The installation of a full fibre broadband network at Margam Park was completed as part of the PSBA FFIB project. This major upgrade, represented an investment of approximately £150,000, now enables the park to host large-scale events without connectivity problems.
- Delivered by Virgin Media O2, the Dark Fibre East project was successfully completed, creating a secure, resilient, high-capacity fibre network linking 36 public sector sites via 46 connections across Swansea, Neath Port Talbot and Llanelli. With a total investment of £1.3m, it ensures the Region's public sector partners have the infrastructure necessary to support modern digital services by future proofing public service delivery to accommodate increasing digital demands, enhanced network resilience, capacity and enabling closer collaboration between key partners.
- Social value is helping to close the digital divide by supporting initiatives that provide access to devices, deliver digital skills training, and offer free broadband for community spaces. All of which are helping to build an inclusive digital future where everyone can connect, participate and prosper. **Read the In Focus Case Study for full details.**
- ITS were successfully awarded the £3.5m Dark Fibre Carmarthenshire contract, and it's their first joint investment in South West Wales. With 26 circuits completed across the county by Q4 2025/26, it will deliver 41 dark fibre connections across 34 strategic public sector sites in Carmarthenshire, supporting resilience, network capacity, and innovation in education, health, and local authority.



Rural Workstream - Find out more

- The Better Broadband Infill Project (BBIP) was awarded to BT who will deliver this in partnership with Openreach. This £9.8m+ project will bring fibre broadband to more than 1,500 hard to reach premises, along with an additional 256 sites across the Region. It represents a significant step forward in bridging the digital divide for homes and businesses. The project specifically targets premises with broadband speeds below 30Mbps that were not included in existing government interventions (such as Project Gigabit) or part of commercial rollout plans. Delivery is underway, with the team established and tranche 1 completed, connecting 159 premises to full fibre.
- As part of the social value commitments, Digital Inclusion Funding from BT was awarded to Carmarthenshire's Living Well Centre, Faith in Families in Swansea and Neath Boys and Girls Club. Pembrokeshire are working with BT to deliver the Workready programme with their education department.

Next Generation Wireless Workstream - Find out more

- 5G Innovation Funding awarded to the National Institute of Sport and Health (NISH) to deliver a bespoke 5G network across Swansea University was completed, with three PhD students working on use cases that leverage 5G infrastructure to drive solutions across health and wellbeing.
- VodafoneThree have also upgraded five existing sites across Swansea as a direct result of the project, bringing enhanced 5G connectivity across the city centre and an investment of over £600,000.



Other

- The Programme's 2024/25 Benefits Impact Assessment, undertaken by FarrPoint, quantified £44.8m of inward investment in digital connectivity across the Swansea Bay City Region.
- The Programme was awarded a Green Delivery Confidence Assessment rating in the latest Gateway Review, confirming its strong progress in improving digital connectivity across the Region.
- The annual event, 'Navigating the Path to Better Connectivity', held at Parc Y Scarlets in Llanelli, brought together industry leaders, public and private sector stakeholders to explore developments, challenges, and opportunities in digital connectivity.
- Swansea Council signed Open Access Agreements with digital infrastructure providers Ontix, Cellnex, and Freshwave. These agreements enable the use of council-owned assets, such as street lighting, to deploy small cell infrastructure and improve mobile network capacity during peak periods.
- Case Study videos were produced, including Melin Tregwyn's Story, emphasising the positive impact of improved connectivity, and a separate video demonstrating the key role of Digital Champions in supporting the rollout of digital connectivity. **Watch here.**
- Regional and Local Authority teams participated in panel discussions at Connected Britain 2025 (ExCel London), showcasing regional challenges and opportunities.



Key milestones for 2026/27

- Complete delivery of Dark Fibre Carmarthenshire by ITS, including associated social value commitments.
- Produce case study videos for the NISH project, Dark Fibre East and Dark Fibre Carmarthenshire.
- Complete delivery of the BBIP including associated social value commitments by March 31st 2027.
- Deliver four Digital Discovery Days, one in each county, these interactive events will help residents and businesses make the most of digital technology and understand their options to improve connectivity.
- Complete Options Appraisal for the Programme to determine best use of unallocated funding to continue to drive inward investment and meet the strategic objectives of the Programme.
- Continued engagement with partners to explore opportunities related to innovation with advanced wireless technology with particular focus on 5G.
- Working with stakeholders to explore opportunities and associate funding from both Welsh and UK Governments to support the Programme.

IN FOCUS...

Delivering Social Value through the Digital Infrastructure Programme

Through the social value commitments associated to the Digital Infrastructure Programme's capital contracts, delivery partners have supported a range of initiatives designed to close the digital divide.

These include providing access to devices, delivering digital skills training, and offering free broadband for community spaces.

Together, these interventions are helping to build an inclusive digital future where everyone can connect, participate and prosper.

Visit the Digital Infrastructure website to read all the social value stories.

Supporting Community Digital Hubs

Dark Fibre East - Virgin Media O2

Free broadband connections were provided to several community organisations across Swansea and Neath Port Talbot, including Neath Boys and Girls Club, Neath YMCA, Swansea Foodbank, The Sunflower Lounge, Taibach Library, South Penlan Community Centre, Swansea Mosque, Ffydd Gobaith Cymru Community Hub and Christchurch.

> Having reliable internet access means people who use our centre can search for jobs, make online payments and get digital support. It's also helping our foodbank to offer more joined-up support.
>
> **Annaliese Gower**
> **South Penlan Community Centre**

Tackling Digital Exclusion

Dark Fibre East - Virgin Media O2

£10,000 Digital Inclusion Fund was awarded to Age Cymru to help older people develop digital skills in Carmarthenshire. The TEC Enabled Care Team and Community Connectors in Pembrokeshire used this funding to support residents with digital technology, which included creating the Integrated Community Living Well Centre that will trial adaptive SMART technology to help people live more independently at home.

> Our digital volunteers have been able to offer valuable support to individuals covering a wide range of digital needs, including assistance with tablets, identifying and avoiding scams, downloading and using apps, setting up smart speakers and online shopping.
>
> **Peter Mclloy, Age Cymru**



Tackling Data Poverty

5G Innovation Fund – Vodafone

3,000 VodafoneThree SIM cards distributed by Swansea University in conjunction with National Institute of Sport and Health (NISH), 5G Project to support individuals and families living in digital data poverty, working with the Good Things Foundation to also support with access to devices.

> By improving digital access, we're helping people lead healthier, more connected lives.
>
> **Professor Keith Lloyd, NISH**

Enhancing Health, Wellbeing and Independence

Better Broadband Infill Project – BT

£15,750 Digital Inclusion Fund was awarded to Planed Living Well Centre in Carmarthenshire, Faith in Families in Swansea and Neath Boys and Girls Club. This funding has been used to provide digital skills and access to devices. Pembrokeshire County Council are working with BT to deliver the Workready programme with their education department, offering digital skills sessions to 18-25 year olds within the county.

> The new devices will benefit all the projects and organisations at the centre. They'll help people develop digital skills and confidence, opening up access to essential services and opportunities.
>
> **Iwan Thomas**
> **Planed Living Well Centre**

> The organisation is delighted to receive the funding and connectivity support, which will create new opportunities for the young people who use the centre and help them develop important digital skills for the future.
>
> **Aline Valleron, Neath Boys and Girls Club**



Homes As Power Stations (HAPS)

The HAPS project supports the adoption of energy-efficient design and renewable technologies in homes. It aims to tackle fuel poverty, reduce carbon emissions and drive economic growth within the regional renewable technology supply chain. **Find out more.**

Please scan



£518.6m Total Investment
£15m City Deal
£127.7m Public Sector
£375.9m Private Sector

Energy and smart manufacturing

This regional project will deliver:

- **1,804** jobs
- **10,300** new and existing homes with renewable technologies
- **19,000+** tonnes of CO^2 reductions per year
- **£251m** contribution to regional GVA

HAPS Trawsnewid Cartrefi Cymraeg Transforming Welsh Homes

Cyngor Abertawe Swansea Council

Cyngor Sir Gâr Carmarthenshire County Council

Achievements over the last 12 months

- **Financial Incentives Fund (FIF):** This is a £5.75m fund designed to incentivise Registered Social Landlords (RSLs), local authorities and private sector developers to install renewable technologies, creating cleaner, greener and more energy-efficient homes. Following its launch in 2024, the majority of the fund was allocated to 22 housing schemes across the Region, supporting 500 homes.
- **Supply Chain Fund (SCF):** The £7m fund was launched to support the development of a sustainable regional supply chain. Although several Expressions of Interest were received and several applications progressed to full application stage, none of the projects met the criteria required to secure funding.
- **Private Sector Advisory Board (PSAB) Guidance:** The project team engaged with the South West Wales Corporate Joint Committees PSAB, resulting in:
  - Recommendations to refine the SCF criteria and introduce more targeted funding calls. The SCF will be relaunched in early 2027.
  - A targeted call to education providers delivering retrofit-related courses, seeking interest in developing a demonstration house within an education setting to enhance learning and provide a real-world retrofit scenario.
- **Health sector collaboration:** Positive discussions took place with the NHS to explore how individuals with respiratory health conditions linked to poor housing conditions could benefit from government funded interventions.
- **Energy provider engagement:** Ongoing engagement with various energy providers to better understand the tariffs available and the link with renewable technologies. Octopus Energy presented to RSLs and local authorities.
- **ECO funding awareness:** A workshop with NHS and Public Health Wales partners explored approaches to engaging with eligible patients for Energy Company Obligation (ECO) funding. This government funding supports households in reducing heating costs by implementing energy-saving measures.







Achievements over the last 12 months

- **Technical knowledge sharing:** A collaborative event with Cardiff University's Welsh School of Architecture in Margam Park, focusing on monitoring, evaluation and lessons learned from HAPS housing schemes. Over 80 delegates attended, including representatives from the four local authorities and RSLs including, Codi, Beacon, Tai Tarian, Wales and West Housing, Aelywd, Wellspring and Ateb.
- **Skills development:** The project supported Rewise at Ystalyfera School contributing to the SBCD Skills and Talent Renewable Horizons pilot. This initiative targets Key Stage 3 learners and will engage with 800 individuals in 40 schools across the Region. **Find out more.**
- **Wider engagement and promotion:** HAPS was promoted though participation in a range of events, including:
  - Swansea University's Place Based Impact Accelerator Account (PBIAA) annual event in Swansea to look at opportunities of partnership working.
  - Welsh Procurement Alliance launch of the N9 Decarbonisation and Renewable Framework in Swansea to enable the purchase of renewable technology.
  - South Wales Energy Steering Group to ensure there is collaboration and synergy, and opportunities are maximised between projects across the Region.
  - Haydale Underfloor Heating System product launch in Ammanford which was aimed at RSLs in the Region to promote and educate on the products available.
  - Innovate UK DEMAT event in Newport to support the Regions retrofit plans.
  - Welsh Government Carbon Hwb event in Cardiff to share best practices and collaborate with social housing organisations.
  - Pobl Housing Resident Engagement event in Ammanford, to support the installation of technologies to create HAPS homes.
  - The Welsh Business Show, Welsh Construction Show, Business Wales Expo and 4theRegion Green Economy Conference to provide support to new and existing companies across the Region.



Key milestones for 2026/27

- Relaunch the £7m Supply Chain Fund, leveraging regional demand to attract manufacturers, suppliers, and installers to South West Wales, while supporting existing businesses to manufacture, train and invest in response to the Region's needs.
- Develop accessible, evidence-based content to help stakeholders understand the benefits of renewable technologies in both new build and retrofit housing. This will include impartial data from Cardiff University's Welsh School of Architecture.
- Work with the Regional Learning and Skills Partnership (RLSP) to ensure the Region has a skilled workforce capable of installing and maintaining renewable technologies in homes.

IN FOCUS...

The Caegar Housing Development, Llanelli

The Caegar housing development in Llanelli was delivered by TAD Builders in 2025 for Codi (previously known as Pobl Housing Group), with part-funding from the HAPS project. The project comprises 20 new build affordable homes, constructed using timber frame methods and equipped with a range of energy-efficient technologies. These include solar photovoltaic (PV) panels, infrared heating systems, air source hot water cylinders and battery storage, supporting a low-carbon, energy-efficient living environment.

Residents moved into the homes in July 2025 and have reported very positive feedback on both the quality and performance of their new homes.

> Codi's goals and aspirations for this project was to deliver high quality affordable homes to meet the housing need in Llwynhendy in Carmarthenshire. This development provided an opportunity to trial innovative technologies, including radiant panel heating, air source heat pump for the hot water, and integration of solar PV panels with battery storage.
>
> **Elfed Roberts, Head of Sustainability and Innovation at Codi**

> Living in this house is completely new for me, the infrared technology and solar panels make it very sustainable - I love that about the new homes. The running costs of the home will make a big difference for me and I'm very happy that it's greener and more sustainable.
>
> **Caegar Housing Development Resident**

The energy performance of the development will be monitored and evaluated by Cardiff University's Welsh School of Architecture. Findings will be shared across the Region to inform future housing developments and best practice.



Skills and Talent

Working across the Region and in partnership with the private sector, higher and further education providers, schools, and the third sector, the Skills and Talent Programme identifies gaps in current training provision and supports the development of new courses and frameworks to address current and future skill needs. **Find out more.**

Please scan



£49.4m	Total Investment
£10m	City Deal
£8.5m	Public Sector
£31m	Private Sector

Economic acceleration

Skills and Talent Programme will deliver:

- **2,200** additional skills outcomes
- **14,000** higher skilled individuals
- At least **3,000** new apprenticeships
- **20** new courses frameworks
- At least **2** centres of excellence

Cyngor Abertawe Swansea Council

Cyngor Sir Gâr Carmarthenshire County Council

Achievements over the last 12 months

- **Programme governance and pilot approvals:** The Regional Learning and Skills Partnership (RLSP) Board approved eight new pilot courses during the year. This brings the total to 33 approved pilots and five apprenticeship and skills developments since the Programme began in 2022. **Read the In Focus Case Study.**
- **Successful pilot delivery:** Three pilot projects – Futurescape, Hydrogen Safe and 21st Century Skills – successfully completed delivery, with all three exceeding their original targets. This brings the total number of completed pilot projects to 14. **Read the In Focus Case Study.**
- **Additional Skills:** **27,533** additional skills interventions delivered, and **45** new course frameworks created to date through the Programme, strengthening the regional workforce.
- **Private sector investment:** **£18.07m** in private sector funding has been received to date for the Skills and Talent Programme. The project is now expected to deliver **£30.96m**, which represents a significant uplift from the original **£4m** target, substantially exceeding expectations and strengthening programme impact.
- **Skills for the Workforce initiative:** The Skills for the Workforce project was launched as a pioneering regional skills intervention. Delivered collaboratively by the four colleges in the Region – Neath Port Talbot Group of Colleges, Coleg Sir Gar, Gower College and Pembrokeshire College, the project works directly with employers to identify training needs and provide rapid delivery of industry requested qualifications, supporting workforce growth and business capacity.
- **Work Experience pilot:** A work experience pilot was successfully completed in Ysgol Dyffryn Aman, combining real-life industry experience with classroom based learning. Feedback from students, schools, and participating businesses was extremely positive. Preparatory work is underway to roll out the pilot to additional schools, and Ysgol Dyffryn Aman has continued the programme during the current academic year.
- **Strategic workforce planning:** The project team worked in collaboration with the Pentre Awel Project team through the Pentre Awel Education, Skills and Training Group to support workforce planning and associated training provision aligned to future development needs.
- **Vocational provision mapping:** Regional vocational training provision data, which consisted of all vocational training options available through schools, colleges and universities, was migrated from an unmanageable spreadsheet to a cloud-based digital platform. This has improved accessibility, accuracy and reporting. Further work is ongoing to map qualifications to related job roles, enabling faster and more accurate identification of skills gaps and careers pathway issues.
- **Knowledge sharing and collaboration:** Two workshops were held with pilot project leads and SBCD project managers to share best practice and delivery insights. These were well received and will now be held twice annually.
- **Labour market intelligence:** The Skills Barometer was reviewed and updated, alongside regular engagement with Industry Cluster groups to further identify sector-specific skills gaps.
- **Communication and engagement:** The website **www.rlp.org.uk** was updated with videos, case studies and summaries of approved pilots. Marketing materials were circulated to students, parents and businesses to promote skills provision and education opportunities across the Region.

Key milestones for 2026/27

- Continue working with industry sectors and SBCD project leads to identify remaining skills gaps and develop targeted pilot projects to address these needs.
- Deliver further workshops with pilot project leads and SBCD project managers to share best practice, encourage collaboration and maximise impact.
- Support additional pilot projects as they progress to completion and evaluation stages.

IN FOCUS...

New Pilot Projects Approved to Shape Future Employment

Over the last 12 months, the Skills & Talent Programme approved eight new pilot projects aimed at preparing young people and the wider workforce for future employment opportunities.

Secured investment to date

Public Sector Match Funding of
£1,521,540

Private Sector Match Funding of
£2,450,202

Private Apprenticeships Investment of
£19,320,600

Together, the approved projects demonstrate the Programme's commitment to developing a resilient, inclusive and future-ready workforce aligned to regional economic priorities:

Futurescape 2

Building on the success of the original pilot, this project targeted pupils at risk of becoming Not in Education, Employment or Training (NEET). Learners work in teams to create and run their own mini construction businesses, developing practical and employability skills.

Find out more

Semicon West

Aimed to strengthen the skills pipeline within the semiconductor industry, supporting learners from primary through to higher education, while also reskilling industry professionals.

Find out more

Regional Centre of Excellence - Celtico

Aimed to establish a regional **Centre of Excellence** for offshore renewable energy. It will support local companies to win high-value supply chain contracts arising from floating offshore wind and tidal energy developments in the Celtic Sea and Severn Estuary.

Find out more

Institute of Environmental Management and Assessment (IEMA)

An updated version of the IEMA Internal Auditor course delivered at Coleg Sir Gar, this project equips participants with the skills to carry out planned audits and assess the performance of their organisations' environmental management systems.

colegsirgâr
colegceredigion

Find out more

Train the trainer (Level 3)

Delivered in partnership with Historic England, this project develops training plans and materials to support the energy-efficient retrofit of historic buildings. It will establish a Level 3 qualification 'Energy Efficiency Measures: Older Buildings', helping reduce carbon emissions, energy costs and reliance on fossil fuels.

Historic England

Find out more

Building for the future

Delivers a Welsh-medium Level 2 Construction course for Years 10–11. Delivered in conjunction with Bouygues Construction, it combines classroom learning, practical experience, and industry engagement to equip 51 pupils with qualifications, confidence, and clear progression pathways for education and employment.

BOUYGUES CONSTRUCTION

Find out more

Wellbeing through the Public Plate

This project aims to establish a Centre of Excellence by transforming public sector catering, with a focus on health, sustainability and community wellbeing. It will develop innovative approaches to training catering staff, positioning the Region as a leader in sustainable food practices.

Cyngor Sir Gâr
Carmarthenshire
County Council

Find out more

The World of Work for ALN

This project seeks to expand work experience opportunities for pupils with Additional Learning Needs (ALN) through a digital platform offering virtual insights into the workplace. It will also provide employers with resources to help support ALN learners.

Find out more

IN FOCUS...

Successfully Completed Pilot Projects

Three pilot projects — Futurescape, Hydrogen Safe and 21st Century Skills — were successfully completed during 2025/26. Each tested different approaches to preparing people for future industries, and all exceeded their targets, bringing the total number of completed pilots to 14.

Together, these projects demonstrate how collaborative, future-focused skills programmes can respond to current workforce needs while supporting long-term economic growth. Strong industry–education partnerships, a focus on transferable skills, and flexible delivery models have created scalable approaches to regional and global skills challenges.

These completed pilots provide clear evidence of what works in preparing people for future industries and offer a strong foundation for future programme delivery.

Futurescape: Preparing for Future Industries

This pilot aimed to help learners, employees, and employers understand future workforce trends shaped by digitalisation, decarbonisation, and automation. Working closely with employers the project delivered talks, mentoring and site visits that connected students with real-world industry experience. Learners developed communication, digital literacy, problem solving, planning and teamwork skills through hands on activities embedded within school curricula.

> Futurescape has shown that when we connect immersive technology with real-world business experiences, we ignite ambition and unlock the potential in every learner, no matter their background or starting point.
>
> **Sue Poole, Director, Young Dragons**



> Before this, I didn't know anything about construction. Now I think I could do a job like that when I'm older!
>
> **Year 6 Student, Swansea**

Hydrogen Safe: Building Capability in a Net Zero Economy

This pilot focused on developing the skills and safety knowledge required for the emerging hydrogen sector, a key component of the Region's net zero ambitions. It delivered specialist hydrogen safety training, practical demonstrations, and risk management scenarios for engineers, technicians, and energy workers. The project also strengthened collaboration between industry, training providers, and regulators.

> The hands-on training has been invaluable. It's given us real confidence working with new technologies.
>
> **Learner**

21st Century Skills: Strengthening Core Capabilities

Working with local schools, this pilot aimed to equip individuals with essential, transferable skills needed across all sectors, including digital literacy, communication, problem-solving, and collaboration. School teams worked with Bouygues UK to design real-world proposals for Pentre Awel's A2 floor, culminating in a Dragon's Den style event judged by industry and local authority leaders. The standard of work was exceptionally high, with all schools receiving prizes and several designs considered suitable for real-world use.

> I think that this project was a great idea as it involved young people in designing a space they may want to work in. It also taught us many important skills.
>
> **Ellie, Learner**

> The best day at work I have had for several years. We desperately need young people coming into construction, and the level of detail and understanding shown by such a young group was astounding. At least one of these designs was of a professional standard and could be used by a tenant.
>
> **Bouygues Head of Site, Pentre Awel**



National Institute for Sport and Health (NISH)

Please scan

NISH focuses on growing and strengthening the sports technology and medical technology sectors. It will achieve this through the development of a dedicated research and innovation facility at Swansea Bay Sports Park, Swansea University, alongside the creation of a sector-focused network of expertise. **Find out more.**



£135.4m	Total Investment
£15m	City Deal
£58m	Public Sector
£62.4m	Private Sector

Life sciences & well being

This Swansea based project will deliver:

- **1,120** jobs
- **2,000 sq.m** of Sports Tech and Med Tech research and innovation space
- A network of over **300** cluster companies
- More than **100** innovation and commercial opportunities
- **£150m** contribution to regional GVA

Cyngor Abertawe Swansea Council

Swansea University Prifysgol Abertawe

GIG CYMRU NHS WALES

Bwrdd Iechyd Prifysgol Bae Abertawe

Swansea Bay University Health Board

Achievements over the last 12 months

- **Project rebranding:** The project renamed to the National Institute for Sport and Health (NISH), reflecting its evolution and expanded scope.
- **Construction progress:** Willmott Dixon commenced construction of the Sketty Lane facility at Swansea University's Singleton Campus, a 2,000 sq. m, four-storey flagship building, supporting innovation across sport, health, and technology.
- **Tenant engagement:** Eight organisations, including Vodafone and Frontrunner Events, occupied space in the Institute of Life Sciences 2 (ILS2) building. Discussions have taken place with numerous organisations regarding occupying office space in the new Sketty Lane facility upon completion.
- **Digital promotion:** A visual fly-through video of the Sketty Lane facility was produced to showcase the development. **Watch the fly through video.**
- **Project scope refinement:** Phase one was refined from a two-site model (Sketty Lane and Morriston Hospital) to a single-site development at Sketty Lane, strengthening focus and delivery.
- **Network growth:** The NISH network expanded to 58 members, including local SMEs and multinational technology companies.
- **Ministerial visit:** UK Government's Secretary of State for Wales, Jo Stevens MP, visited Swansea University's Simulation and Immersive Learning Centre to explore how immersive technologies are advancing performance, rehabilitation, and health outcomes.
- **Digital inclusion initiative:** In collaboration with the SBCD Digital Infrastructure Programme and Vodafone, the Project delivered the £1.5m 5G Innovation Fund initiative (secured in 2024). This initiative addresses digital exclusion through the distribution of 3,000 SIM cards to young people from disadvantaged backgrounds.
- **Skills collaboration:** Engagement with the SBCD Skills and Talent Programme explored the development of new courses aligned to sector needs.
- **Agor Skills pilot:** Delivery continued on the £150k Agor Skills Sport, Health and Wellbeing pilot, aimed at addressing skills shortages in the fast-growing sector. **Find out more.**
- **Strategic partnerships:** Ongoing collaboration with key strategic partners including the Ospreys, Sports Wales, Vodafone and Hockey Wales.
- **Events and outreach:** A total of 35 events were attended and hosted across the UK to promote the project, including:
  - Sports Simulation Showcase Event: An interactive event demonstrating the role of immersive technology in Health and Wellbeing, athletic performance, injury prevention and rehabilitation.
  - Immersive Innovation Workshops: Sessions for professionals, educators and innovators to explore emerging simulation technologies.
  - International Investment Forum: Attendance alongside global investors and stakeholders, with NISH Director Professor Keith Lloyd contributing to a panel discussion which showcased Wales as a prime destination for life sciences investment.
  - Sport Technology Awards: Headline sponsorship of the brunch event and co-sponsorship awards ceremony.

Key milestones for 2026/27

- Official opening of the Sketty Lane facility and onboarding of new members and tenants.
- Delivery of further collaborative events to help maximise engagement.
- Hosting more events and collaboration opportunities for business to grow and innovate and supporting more businesses in their research and funding.

IN FOCUS...

Entrepreneurship Thriving in South Wales

Entrepreneurship in South Wales continues to go from strength to strength, driven by a dynamic innovation ecosystem and strong support from Welsh Government and universities. Swansea University spin-out Imersifi is a compelling example of this success. The immersive technology company is also a member of the NISH network.

Co-founders Joe Charman and Jack Bengeyfield began their journey as students at Swansea University. Today, they lead two successful and complementary ventures:

- Pilot Plus, which develops highly detailed 3D airport environments for flight simulation.
- Imersifi, which delivers cutting-edge virtual reality (VR) training and education solutions to businesses worldwide.

While studying for their Master's degrees in VR, the founders recognised the significant potential of immersive technologies. Motivated by this insight, they launched Imersifi with a clear vision: to design bespoke VR experiences that enhance training, safety, and learning across a range of industries.

In the early stages of the business, Imersifi secured Santander's Enterprise Award, providing the financial support needed to focus on growing the company full-time. This was followed by success at The Big Pitch 2018, enabling investment in advanced equipment, expansion into new markets, and the acquisition of high-profile clients. Ongoing support from Swansea University's enterprise team also played a crucial role in sustaining and accelerating the company's growth.

Although initially based in Bristol, Imersifi recognised the advantages of relocating to Wales. Supported by Welsh Government assistance, strong university partnerships, and a collaborative local ecosystem, the company moved to Swansea and is now based in Swansea University's Institute of Life Sciences 2 building on the Singleton Campus. This relocation has enabled Imersifi to build connections within a thriving network of technology, research, and enterprise communities. Membership of the NISH network has further enhanced access to collaboration, research, and networking opportunities, helping to accelerate innovation and business development.



> Success isn't about big investment - it's about relentless effort, creative curiosity, and the strength of a supportive network. Being based on campus and part of the NISH network brings our business to life, opening doors to academics, students, and opportunities that help ideas grow. Our location allows us to regularly collaborate with academics, showcase our technology to a wider audience, and make it more accessible to students - enabling us to develop and deploy educational experiences more efficiently.

Joe Charman
Co-Founder of Imersifi

Pentre Awel

Please scan

Pentre Awel combines world-class medical research, business development facilities, community healthcare, assisted living, hotel and a state-of-the-art leisure and aquatics centre. Together, these elements support healthier, more active lives and drive sustainable economic growth. **Find out more.**



£218.6m Total Investment
£40m City Deal
£68.5m Public Sector
£110.1m Private Sector

Life sciences & well being

Based in Carmarthenshire, it will deliver:

- **1,853** jobs
- Up to **50,000 sq.m** development across all four zones
- **20,000 sq.m** of business, research, education, clinical, leisure and community facilities within Canolfan
- **80** businesses established and supported within life sciences, health and social care sectors
- **£467m** contribution to regional GVA

LLANELLI - SIR GAERFYRDDIN - CYMRU
Pentre Awel
LLANELLI - CARMARTHENSHIRE - WALES

Cyngor Sir Gâr
Carmarthenshire
County Council

Achievements over the last 12 months

- **Opening of Canolfan:** Canolfan officially opened, including a 25-metre, eight-lane swimming pool, large gym, fitness and spin studios, sports hall and café. The former Llanelli Leisure Centre was decommissioned, with staff successfully transitioning to the new facility. Canolfan is managed by Carmarthenshire County Council (CCC).
- **Opening ceremony:** The opening ceremony was attended by Rebecca Evans MS, Welsh Government Minister for Economy, Energy and Planning, and Anna McMorrin MP, UK Government Parliamentary Under-Secretary of State for Wales, alongside councillors, project partners, contractors, supply-chain representatives and third sector organisations.
- **Hydrotherapy pool launch:** A dedicated hydrotherapy pool was officially opened to support rehabilitation, pain management and mobility. The event recognised capital contributions from local charities, and CCC and Hywel Dda University Health Board signed a collaboration agreement for joint use.
- **Ministerial visit:** First Minister Eluned Morgan visited Canolfan to see the development and discuss future phases of Pentre Awel.
- **Operational readiness:** Key roles have been recruited, including a Chief Operating Officer, Catering Manager, Leisure Centre Manager, Facilities Manager and two Business and Innovation Managers.

  Read the In Focus Case Study.



- **Leisure and wellbeing impact:** Over 1,000 new Actif memberships were recorded following opening. More than 90,000 visits were logged across leisure, fitness and aquatics facilities in the first three months - an 85% increase compared to the former leisure centre. Café turnover exceeded expectations with a 400% increase compared to the previous facility.
- **Bouygues UK community benefits:** The programme concluded with exceptional outcomes during the Canolfan build:
  - 6,011 person weeks of targeted training and recruitment, exceeding the contractual commitment of 4,680 person weeks. This included 71 apprentices, 76 new entrants, 32 trainees, eleven work-experience placements and eight graduates.
  - Engagement with 817 school pupils, delivering 255 hours of school-based activity.
  - Two real-world learning projects delivered through the SBCD Skills & Talent initiative, involving pupils from five local schools.
  - £52m spent with Welsh subcontractors (74% of total supply chain spend), including £6m within SA postcode.
  - Over £35m in social value delivered.
- **WB Griffiths community benefits:** The programme commenced as part of the Hywel Dda health and research fit-out, delivering:
  - 50 person-weeks of targeted training and recruitment (towards a 280-week target).
  - 24 hours of pupil engagement (towards a 40 hours target).
  - Support for a real-world learning project.
- **Public realm and accessibility:** Hard and soft landscaping was completed, including a 1.38km walking and cycle route around the lake, outdoor seating, sensory gardens.
- **Sustainable transport:** 21 EV charging bays were installed by the Nest EV Group (phase 1) and a scope was identified for a further twelve to be installed. A new public bus service also commenced, with nine daily services improving public access.

- **Funding secured:** £213,000 of UK Shared Prosperity Transition Year Funding was awarded to advance a research and innovation partnership with Tritech, to deliver community engagement activities, and establish a bursary to attract entrepreneurs and start-ups.
- **Awards and recognition:** Pentre Awel received the 'Excellence in Social Value' award at the Wales Go Awards 2025 and the Environment, Social and Governance (ESG) award at the Constructing Excellence in Wales Awards 2025. The project was also awarded a Gold in Secure by Design.
- **Investment promotion:** The project was showcased at the International Investment Summit in the International Convention Centre in Newport, with presentations from CCC and Hywel Dda University Health Board highlighting innovation in the life sciences opportunities.
- **Community engagement:** In partnership with Foothold Cymru, a programme of monthly engagement events took place, including creative workshops, storytelling, seasonal markets, and cultural celebrations.
- **Business engagement:** Supported by Savills and BP2 Property Consultants, engagement took place with over 140 businesses, with more than 45 site visits from prospective tenants.
- **Major events:** Hosted several large-scale events, including the launch of Hywel Dda's Research and Innovation Strategy, an Ageing Well event attended by over 300 people, and a St David's Day celebration.
- **Design progression:** RIBA Stage 3 and 4 design work progressed with Powell Dobson Architects for second-floor business and innovation space and the large-scale conferencing facilities.
- **Zone 3 progress:** Commenced design development of assisted living elements.
- **Zone 4 progress:** CCC progressed a competitive dialogue procurement exercise with hotel developers and operators for the Zone 4 Wellness Hotel.



Key milestones for 2026/27

- Complete the fit-out of Hywel Dda health and research space and commence patient sessions.
- Finalise design of business and innovation space and conferencing facilities and appoint a fit-out contractor.
- Secure business tenants through targeted marketing and engagement campaigns.
- Progress Zones 2 and 3 (assisted living) to RIBA Stage 2, integrating nursing care, extra care and supported living.
- Close procurement for the Zone 4 Wellness Hotel and appoint an operator/developer.

IN FOCUS...

Official Opening of Pentre Awel

Pentre Awel's first phase, Canolfan, opened to the public in October 2025, marking a major milestone for one of Carmarthenshire's most significant wellness and regeneration projects. The centre provided a first look at its state of the art health, leisure, business, and learning facilities.

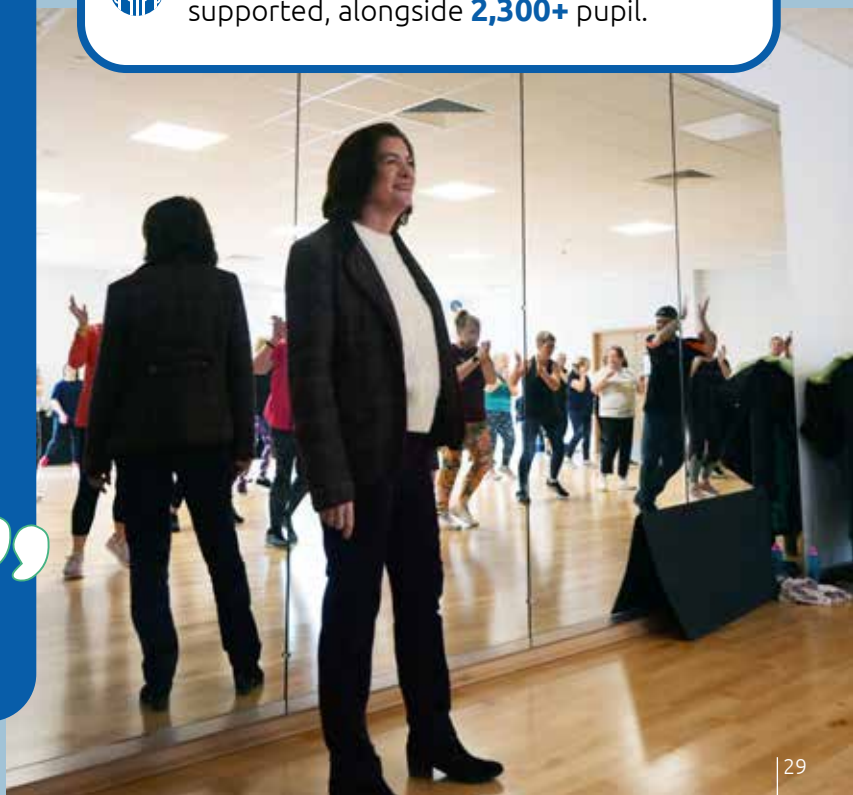
A formal opening ceremony followed in December 2025, bringing together partners from Carmarthenshire County Council, the Welsh Government, the UK Government, and key community stakeholders to formally celebrate the landmark development.

The hydrotherapy pool, which opened in March 2026, is now delivering therapeutic services to patients — a major step forward in providing high quality, integrated health and wellbeing support across the Region. Made possible through the support of the Llanelli Hydrotherapy Pool Committee, the Elizabeth Williams Endowment, Treat Trust Wales, and Welsh Government funding, the facility reflects a shared commitment to creating an accessible, clinically robust service for the local community.

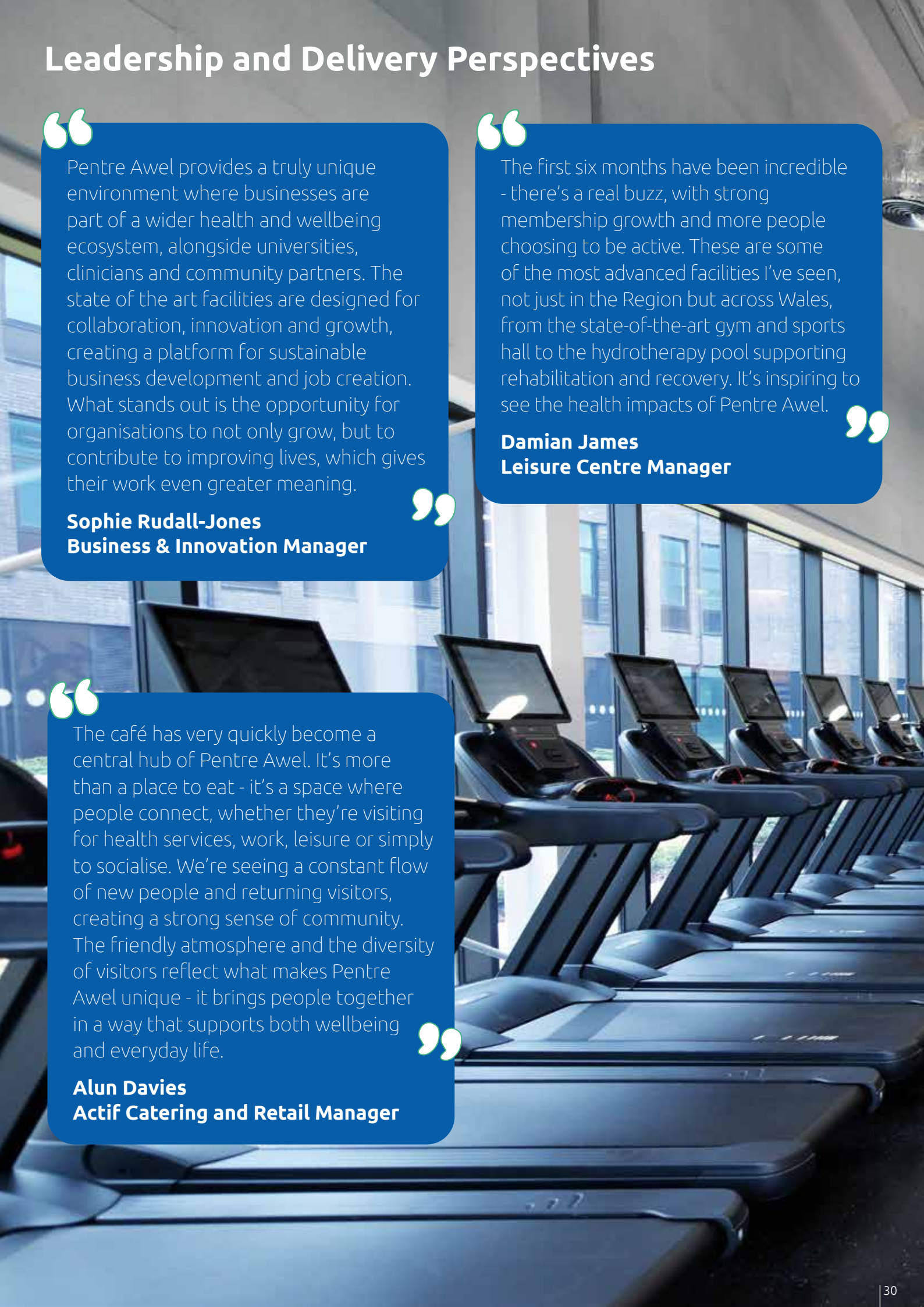
- **603,000 litres of water** in the 25-meter, eight-lane pool - equivalent to 12,000 washing machine loads.
- **21 EV charging bays**, exceeding the capacity of many UK motorway services.
- **104 fitness stations** across cardio, resistance and free-weight zones.
- **£35m** of social value delivered.
- Around **1,750 cups of coffee** served each week in the café.
- **414 rooftop solar panels**, generating 200 kWp capability.
- **218 spectator seats overlooking the pool**, which is the equivalent capacity for passengers and cabin crew of a Boeing 737.
- **Over 1,000 new Actif members** since opening.
- **Over 6,000 sq.m of business space**, with capacity for around 1,000 desks.
- **75%** Wales-based supply chain during construction.
- **62** Mechanical and Electrical apprentices supported, alongside **2,300+** pupil.

> "Pentre Awel excited me from the outset, but the reality has surpassed even my expectations. What makes this place unique is how it brings together healthcare, research, education, business and the community under one roof — something you simply don't see elsewhere in Wales. We're already seeing the difference this collaboration makes: improving health, creating opportunities and helping people live better lives. The opportunity here is even bigger than I imagined, and the future is incredibly bright as we move into the next phases."

Mags Pullen, Chief Operating Officer



Leadership and Delivery Perspectives



Pentre Awel provides a truly unique environment where businesses are part of a wider health and wellbeing ecosystem, alongside universities, clinicians and community partners. The state of the art facilities are designed for collaboration, innovation and growth, creating a platform for sustainable business development and job creation. What stands out is the opportunity for organisations to not only grow, but to contribute to improving lives, which gives their work even greater meaning.

Sophie Rudall-Jones
Business & Innovation Manager

The first six months have been incredible - there's a real buzz, with strong membership growth and more people choosing to be active. These are some of the most advanced facilities I've seen, not just in the Region but across Wales, from the state-of-the-art gym and sports hall to the hydrotherapy pool supporting rehabilitation and recovery. It's inspiring to see the health impacts of Pentre Awel.

Damian James
Leisure Centre Manager

The café has very quickly become a central hub of Pentre Awel. It's more than a place to eat - it's a space where people connect, whether they're visiting for health services, work, leisure or simply to socialise. We're seeing a constant flow of new people and returning visitors, creating a strong sense of community. The friendly atmosphere and the diversity of visitors reflect what makes Pentre Awel unique - it brings people together in a way that supports both wellbeing and everyday life.

Alun Davies
Actif Catering and Retail Manager

Community and User Feedback

As a long-established Welsh Athletic affiliated running club based in Llanelli, we have never really had a permanent base. In October 2025, the club held a 'Own the Night' Welsh Athletics event at Canolfan, championing women's running and safety. The event was a huge success and attracted several new members. When the opportunity arose to establish a permanent base here, we were absolutely delighted and have not looked back since.

The facilities are excellent, and the welcoming environment – particularly during the cold winter months - has helped up grow our membership by another 15 members since starting at the centre. The space also allows us to meet, hold briefings, and event record our new runners' podcast.

Viv, Sospan Road Runners (SRR) Running Club

Brilliant facilities in the new Pentre Awel Leisure Centre. I am extremely looking forward to when the whole site is completed. The accessibility is fantastic - I'm particularly impressed with that aspect. The large open spaces make it easy for wheelchair users to move around.

Member of the public

A beautiful pool and super changing facilities. The single changing area with individual, locking cubicles works well. There are views of the outdoors while you swim, and a huge digital clock helps keep track of time.

New swimming pool user

I managed to get back out on my bike, and my route took me past the leisure centre and down to the lake. I wanted to reach out and say what an excellent job the team has done.

We live in a world where people are often quick to complain but slow to offer praise, so I wanted to make sure this didn't go unnoticed. Please pass on my thanks and a huge 'well done' to everyone involved.

Member of the public

It was a wonderful day with lovely singing from the choirs. The venue is so bright and clean. The staff are very helpful and the café prices are very reasonable. I look forward to being invited to more events at Pentre Awel.

Michell Burke, attended a St David's Day craft fair at Canolfan

Pembroke Dock Marine (PDM)

PDM aims to establish world class marine energy and engineering, fabrication and testing facilities to support growth in the low carbon economy. The Programme is delivered through four complementary headline projects. **Find out more.**

Please scan



£70.4m	Total Investment
£28m	City Deal
£19.6m	Public Sector
£22.7m	Private Sector

Energy and smart manufacturing

This Pembrokeshire programme is anticipated to deliver:

- **1,881** jobs
- **60,600 sq.m** of physical infrastructure
- **1,000 MW** contribution towards decarbonisation targets
- **£343.3m** contribution to regional GVA

This project is part funded by the European Regional Development Fund through the Welsh Government.

Achievements over the last 12 months

Pembroke Dock Infrastructure (PDI) Led by the Port of Milford Haven

Find out more

- Commercial operations continued at Pembroke Port, with workboat pontoons, slipway and laydown space actively used by a range of SMEs including Mainstay Marine Solutions, Kam Construction, RNLI and Jevington Logistics. Slipway utilisation reached 38% in its first year, with a focus on developing a consistent long-term customer base.
- Two new tenants – Nolan Transport and Busa – were welcomed to the Hangar Annexes, providing modern office and workshop space following renovation completed in summer 2024.
- Regular promotion of commercial property took place utilising digital property sector platforms, websites and social channels in addition to an onsite open day. This activity is generating strong market interest.
- Several investor delegation visits were hosted at the Port, showcasing the facilities and wider opportunities.
- The Port of Milford Haven achieved Great Place to Work® Certification 2025/26, marking the third time it has received this prestigious accreditation.
- The Port of Milford Haven received a statement of continued certification of its Port Integrated Management System (PIMS) in meeting ISO 45001, 9001 and 45001 demonstrating its continued commitment to quality, environmental performance, and health and safety.



Pembrokeshire Demonstration Zone (PDZ) Led by Celtic Sea Power

Find out more

- The Subsea Soundscape project commenced across the Celtic Sea in collaboration with Exeter University, ORE Catapult and Celtic Sea Power. This pioneering marine research initiative is focused on understanding underwater noise and marine life in the context of offshore wind development in the Celtic Sea. **Read the In Focus Case Study.**
- The Milford Haven Energy Kingdom (MH:HK) project continued to progress design and consenting for offshore low-carbon hydrogen production within the PDZ. The project was showcased at several major events, including:
  - All Energy Conference, Glasgow
  - Wales Tech Week, Newport
  - Innovate UK Hydrogen Innovation Showcase, Manchester
  - Ocean Energy Europe Conference, Scotland
- £210k of funding was secured from The Crown Estate funding for the STRING-OE project, supporting development of an investment plan for late-stage component testing within the Celtic Sea, aligned to the UK Offshore Wind Industrial Growth plan.
- A collaborative, regionally focused R&D bid to Innovate UK was submitted with support from all four Celtic Freeport partners. While unsuccessful, the bid strengthened partnership working.
- A further Innovate UK Launchpad bid was developed for MH:EK, with strong private sector backing, but was also unsuccessful.
- A proposal for a National Floating Wind Test Centre around the PDZ was developed and shared with The Crown Estate.

Marine Energy Engineering Centre of Excellence (MEECE) Led by ORE Catapult

Find out more

- The Subsea Soundscape project also progressed through MEECE, supporting regional understanding of environmental impacts associated with offshore wind development. **Read the In Focus Case Study**.
- Significant additional funding was applied for and awarded to enhance delivery, including:
  - £210k from The Crown Estate STRING-OE project.
  - £52k Innovate UK Launchpad funding for the Anaconda wave energy conversion project, using Swansea University's flexible material fatigue test rig.
  - £191k from Vinnovate to support the Magallanes project, designing electrical infrastructure at the Morlais site.
  - £150k from Welsh Government's Smart Flexible Innovation Support Programme to assess the feasibility of manufacturing wind towers using TATA strip steel.
- An X-Band Radar was fully commissioned at St Annes Head. Using ORE Catapult's machine learning expertise, MEECE is assessing the feasibility of radar-based short-term weather forecasting for offshore operations.
- The Seastack project progressed, developing a prototype electrolyser capable of producing green hydrogen directly from seawater potentially reducing hydrogen production costs.
- An Environmental Monitoring Innovation Competition was delivered, supporting seven emerging technologies. Three of which were demonstrated at META, and attracting £200k in private investment.
- Submitted several Expressions of Interest's, along with Marine Energy Wales and Swansea University, into the Net Zero Industry Wales (NZIW) Neath Port Talbot Council consortium looking at a Local Innovation Partnership Funding (LIPF).
- Eleven South Wales businesses were selected for ORE Catapult's Fit For Offshore Renewables (F4OR) programme, jointly funded by the SBDC Skills & Talent Programme, supporting supply-chain readiness for offshore wind opportunities.
- The project was promoted through sponsorship and participation at major events, including Marine Energy Wales conference in Cardiff, Future Energy Wales conference in Newport, Wales Tech Week in Newport, Seawork exhibition in Southampton, European Wave and Tidal Energy Conference in Portugal and Spotlight Event in Edinburgh.

Marine Energy Test Area (META) Led by Marine Energy Wales

Find out more

- Hosted the Marine Energy Wales 2025 conference in Cardiff, which is the UK's largest marine energy event. The conference welcomed over 250 delegates and featured more than 25 exhibitors form across industry, policy, research and the supply chain.
- A wave buoy was deployed at the East Pickard Bay wave energy test site, providing continuous live data of Pembrokeshire's wave conditions. This data supports technology developers and is publicly accessible via the META website.
- 20 tonnes of innovative scour protection units we successfully decommissioned following 18 months of testing at East Pickard Bay.
- CGEN Engineering, supported by Swansea University, tested its modular electromagnetic generator at Warrior Way tidal energy test site. The technology offers a lightweight, modular solution capable of reducing energy costs by up to 30%.
- Gul Corp Ltd deployed and tested its tidal energy device at Warrior Way, advancing the technology closer to commercial readiness.



Key milestones for 2026-27

- **PDI:** Secure a contract with Tidal Technologies for use of the slipway, supporting plans to construct their first full-scale tidal stream energy device at Pembroke Dock.
- **PDZ:** Celtic Sea Power to establish the key/updated requirements for late-stage component testing in line with the UK Offshore Wind Industrial Growth plan, to enable progression of enabling activities in the Celtic Sea.
- **META:** Deploy, test and validate between three and five novel marine energy technologies, advancing the technical solutions required for the successful industrial role out of marine energy.
- **MEECE:** Complete the Welsh Government-funded SMART Flexible Innovation Support (FIS) project with Tata Steel. Project outputs will determine the feasibility of using Tata strip steel to manufacture wind towers and will inform future bids to support market delivery.

IN FOCUS...

The Subsea Soundscape Project

The Subsea Soundscape project marked a significant milestone in regional marine research, launching a pioneering approach to understanding underwater sound in the Celtic Sea. Funded by The Crown Estate and in partnership with the University of Exeter and MEECE, the project is designed to support future environmental assessments for floating offshore wind developments in the Region.

> Overall, the project is widely seen as highly beneficial for Wales, with strong potential to address key knowledge gaps—particularly given that most acoustic evidence to date has focused on the North Sea — while complementing smaller-scale initiatives such as NRW's Welsh Acoustic Marine Mammal Survey with CEFAS and Bangor University; together, these efforts highlight how S3's large-scale deployments in the Celtic Sea could achieve near-complete coverage of Welsh coastal and offshore renewable development areas, especially if extended through long-term monitoring.
>
> **Nicholas Flores-Martin**
> **Marine Mammals Specialist**
> **and Natural Resources Wales (NRW)**

All hydrophones were successfully deployed during the year, and the first round of data collection was completed. The hydrophones are a network of seabed acoustic monitoring stations to capture continuous data on both natural and human-generated underwater noise. This represents an important step in building the evidence base required to balance renewable energy development with protection of the marine environment.

At the heart of this project is the creation of a regional underwater "sound map". By continuously recording and analysing underwater noise, the project will improve understanding of marine ecosystems and human activity, providing robust, long-term data to inform consenting, planning and environmental monitoring for offshore energy projects.

The Subsea Soundscape project demonstrates how collaboration between academia, innovation programmes, and industry can deliver regionally significant research that supports sustainable growth in the Celtic Sea.



Supporting Innovation and Low Carbon Growth (SILCG)

This Programme will deliver eight interlinked projects that support job creation and economic growth across the low-carbon technology and innovation sectors. **Find out more.**

Please scan



£85.1m	Total Investment
£53m	City Deal
£27.2m	Public Sector
£4.9m	Private Sector

Energy and smart manufacturing

This Neath Port Talbot based project will deliver:

- **1,320** jobs
- **18,500 sq.m** floor space created for the low energy sector
- **£10m** Property Development Fund (£4.5m City Deal and forecasted £5.5m private sector)
- **45** enterprise contribution to supported research
- **4** patents registered
- **£93m** contribution to regional GVA

This project is part funded by the European Regional Development Fund through the Welsh Government.

Achievements over the last 12 months

Bay Technology Centre (BTC)

Find out more

- Occupancy reached 81%, with three other potential tenants progressing positively for the remining space.
- The Strategic Partnership Office continued to be well utilised by UK Shared Prosperity Fund (UKSPF) strategic projects, increasing interaction with tenants and providing flexible hot-desking facilities.

South Wales Industrial Transition from Carbon Hub (SWITCH)

Find out more

- SWITCH is a purpose-built facility with specialist equipment to support the steel/metal industry and supply chain to improve competitiveness by increasing capability and reduce carbon emissions to meet legislative requirements.
- Morgan Sindall Construction arrived on-site at Harbourside, beginning construction of the £28m research facility in collaboration with Swansea University (SU). **Read the In Focus Case Study.**
- RIBA stage 4 design developments progressed with Morgan Sindall Construction with tender packs finalised and issued.
- Heads of Terms and Agreement for Lease was agreed and signed between SU and Neath Port Talbot Council (NPT).
- SU completed the required legal documentation, including the Grant Funding Agreement.
- A construction-phase communications plan was shared with stakeholders and regular engagement meetings were held.



Advanced Manufacturing Production Facility (AMPF) and the National Net Zero Skills Centre of Excellence (NNZSCoE)

Find out more

- Land acquisition was completed in Port Talbot, and site investigation works progressed.
- Active discussions continued with academia, industry and key stakeholders regarding delivery and operating models.
- Regular engagement meetings with Welsh Government ensured alignment with national policy.
- Stakeholder engagement, mapping, and scoping activity is ongoing.

Property Development Fund (PDF)

Find out more

- The fund was oversubscribed, with a strong pipeline of developer applications.
- Approximately £3.25m of funding was allocated, slightly less than forecasted as one applicant withdrew and another scaled back their project. Another project required a higher level of funding, which will increase the overall allocation if approved. If this project does not progress a third funding call will be held. £3.1 million of private sector investment is leveraged and during 2024/25, PDF projects secured £1 million of private investment.
- Round one outcomes:
  - Two projects completed, with units occupied by green energy companies.
  - A third project has completed, with occupation imminent.
  - A fourth project application progressed, with completion expected in July 2026.
  - Approximately 48 jobs have been created and 26 safeguarded.
- Round Two: Two applications were invited to submit stage 2 proposals, with a third project placed on the reserve list.

Hydrogen Stimulus Project (HSP)

Find out more

- Detailed discussions progressed to establish live data transfer between the BTC and the University of South Wales (USW) Hydrogen Centre in Baglan Energy Park. This will enable controlled operational integration between energy monitoring systems and electrolytic hydrogen production. Procurement of the equipment has neared completion, with contract award.
- Preparatory work continued for installation of a new electrolyser, including regulatory compliance assessment.
- Collaborative work with Wales & West Utilities explored the use of the Hydrogen Centre as a demonstrator site for hydrogen heating technologies, helping to attract further investment.
- USW and NPT's Fleet Management Team explored options for hydrogen vehicles. Limited refuelling infrastructure was identified as a constraint, alongside increasingly competitive electric vehicle alternatives.
- Continued support was provided to attract hydrogen-related investment, including the development of Protium's Pioneer 2 electrolyser at Baglan Energy Park, building on the success of Pioneer 1 in collaboration with USW.

Air Quality Monitoring Project (AQMP)

Find out more

- Project was completed, with ongoing monitoring continuing until summer 2026. A report evaluation of the project's outcomes is in development.

Low Emission Vehicle Charging Infrastructure (LEV)

Find out more

- A series of EV charging trials were delivered, including residential and on street cross-pavement gully trials across NPT Council. Discussions progressed to align trials with the HAPS project, particularly in areas where homes have been retrofitted with renewable technologies.
- Options were explored for rapid charging hubs and lamppost-mounted EV chargers.
- A proposal progressed to accelerate delivery of a Community Charging Hub in the valley communities, incorporating community EV car-share vehicles, electric community transport services and e-bike storage.
- A pilot project commenced with Pembrokeshire, Carmarthenshire and Swansea Councils, focussing on shared public and fleet charging infrastructure. The pilot remains ongoing.

Key milestones for 2026/27

- **BTC:** Continue marketing the facility to develop the Research Development & Innovation cluster of businesses at the facility.
- **SWITCH:** Hold a formal groundbreaking event and commence on-site construction in summer 2026.
- **AMPF / NNZSCoE:** Develop a detailed scope and operating model aligned with regional innovation ecosystem.
- **PDF:** Complete Round 1 projects and progress Round 2 applications.
- **HSP:** Develop a robust Business Case for the adoption of hydrogen vehicles.
- **AQMP:** Produce the end-of-project report and continue monitoring activity.
- **LEV:** Continue regional coordination, maximise LEV-related funding opportunities, and progress on-street charging case study.



IN FOCUS...

Construction work starts on South Wales Industrial Transition from Carbon Hub (SWITCH) research centre

In March 2026, Morgan Sindall Construction commenced work on the £28m SWITCH - a landmark research facility located in the Harbourside area of Port Talbot. The project builds on Morgan Sindall's recent success delivering the award winning, energy positive Bay Technology Centre and once again places design, sustainable innovation and construction at the heart of delivery.

South Wales is home to one of the UK's most carbon intensive industrial clusters. Decarbonising the steel and metals sector is essential for meeting net zero targets and also securing long-term economic resilience for the Region.

SWITCH will be a next generation research hub designed to accelerate industrial decarbonisation and support the transition to a circular economy. The facility will incorporate advanced sustainable energy technologies, including on site solar generation, and will be constructed to eliminate the use of fossil fuels. This approach directly supports Neath Port Talbot Council's (NPT) Decarbonisation and Renewable Energy (DARE) strategy.

Once fully operational, the centre will accommodate up to 95 people and support collaboration across academics, industry and government. The building will include workshop and welding facilities, specialist mechanical testing zones, laboratories and a modern office space, all powered by clean, renewable energy generated on site.

Led by NPT Council in partnership with Swansea University, the project is supported by £8.2 million from the UK Government's TATA Transition Fund, marking a significant milestone in South Wales' journey toward a cleaner, greener industrial future.



> We are delighted to see work begin on the SWITCH site as the Council continues to focus on creating sustainable working environments and delivering new jobs and opportunities for our community.
>
> We look forward to seeing this innovative development progress and thank our partners for their support in bringing this project forward, alongside Morgan Sindall and the UK Government for their continued backing.
>
> **Councillor Jeremy Hurley**
> **Cabinet Member for Climate Change & Economic Growth at NPT Council**

> SWITCH is about delivering the practical solutions required for industrial decarbonisation. Our research expertise will help the steel and metals sector develop the technologies and processes needed to transition to net zero, strengthening regional supply chains and securing South Wales' position at the heart of the green economy.
>
> **Professor Siwan Davies**
> **Pro-Vice-Chancellor Research and Innovation, Swansea University**

Swansea City Centre and Waterfront Digital District

Please scan

This project focuses on driving economic growth in Swansea through five key elements – Swansea Building Society Arena, the hotel development, 71/72 Kingsway, the Innovation Matrix and the Innovation Precinct.

Find out more.



£178.3m	Total Investment
£50m	City Deal
£93.2m	Public Sector
£35.2m	Private Sector

Economic acceleration

This Swansea based project will deliver:

- **1,281** jobs
- **10,684 sq.m** floor space created for digitally focused businesses
- Over **50** opportunities and space for graduate start-ups
- Over **10,000** training weeks across the construction of Swansea Building Society Arena, 71/72 Kingsway and the Innovation Matrix
- **£669.8m** contribution to regional GVA

Cyngor Abertawe Swansea Council

Prifysgol Cymru Y Drindod Dewi Sant University of Wales Trinity Saint David

Cronfa Datblygu Rhanbarthol Ewrop European Regional Development Fund

This project is part funded by the European Regional Development Fund through the Welsh Government.

Achievements over the last 12 months

Swansea Building Society Arena and Hotel

- **Events:** More than one million visitors have attended the Arena since it opened in March 2022. Key highlights over the last 12 months included:
  - Sell out performances from John Bishop, Bob Dylan, Manic Street Preachers, Miriam Margolyes, The Fast Show and Greg Davies.
  - Events included the Child of Wales Awards, Maggie's Christmas Extravaganza Fundraiser and 4theRegion's included "It's Your Swansea" Conference for the fourth year running.
  - Largest audience for a single production since opening, with 30,000 people attending Mamma Mia! The Musical in January 2026.
  - Creative learning activities, workshops and tours for 2,975 attendees, alongside creative learning produced shows for 1,300 attendees.
- Continued with the naming rights partner, Swansea Building Society and with Peter Lynn & Partners as a Creative Learning Sponsor.
- Heads of Terms agreed in principle with the hotel developer, subject to confirmation of funding terms and due diligence.

71/72 Kingsway

- **Official Opening:** A celebration marked the official opening of the building, attended by UK Government and Welsh Government officials, stakeholders, partner organisations, the construction team and tenants. **Read the In Focus Case Study.**
- **Tenancy:** Over 80% of the office space has been let to tenants, with ongoing discussions for the remaining space. Tenants include:
  - TUI, UK leading tourism and travel company, which took 650 sq.m on the second floor for its contact centre.
  - Veeqo, an Amazon owned Welsh tech start up, which took 1,200 sq.m on the fourth floor for its new headquarters. The company supports over 100,000 businesses worldwide and has grown from 60 to 200 employees in three years. It partners with Swansea University and UWTSD, supporting 16 apprentices and ten graduate interns, helping to retain high value digital skills and jobs in Wales.
  - Futures First, part of the Hertshten Group, which took 400 sq.m on the second floor and provides market analysis on derivative products such as commodities, equities, and energy.
  - Optical Express and partner brand sk:n, which moved into a 114 sq.m ground-floor retail unit. They offer vision correction, dermatology, and aesthetic treatments.
  - IWG, a global flexible workspace provider, which completed its lease agreement and commenced fit out of approximately 1,858 sq.m.
  - Marketing activity progressed to attract a coffee operator for the ground floor, supported by a bespoke marketing brochure.
- Savills continued as managing agents, co-ordinating tenant fit-outs.
- Work commenced on Mowbray Yard, the new outdoor public space adjacent to the Kingsway.

Innovation Matrix

- The building remains fully occupied, with tenants including Kaydiar Medical, ATiC, BroadReach Integrity, PURUS and Rockfield.
- UWTSD's INSPIRE team has relocated to the building to strengthen partnerships with tenants.
- A Tenant Management Board was established to ensure compliance with lease commitments and academic engagement.
- Over the year, the project has:
  - Increased engagement with SMEs, industry, and public sector partners.
  - Linked businesses with academic expertise.
  - Delivered skills training in digital, manufacturing, and sustainability.
  - Supported start-ups through incubation, mentoring, and access to funding.
  - Accelerated adoption of AI, automation, and data analytics.
  - Advanced net zero, energy efficiency, and circular economy practices.
  - Enhanced UWTSD's reputation as a leading innovation partner in Wales.
  - A baseline economic appraisal was undertaken to inform the future direction of travel for benefits realisation.

Innovation Precinct

- The University continues to explore alternative delivery approaches and strategic partnerships as part of the change control process.

Key milestones for 2026/27

Swansea Building Society Arena and Hotel

- Continue to host a schedule of programmes with over 200 events during the year including UB40, Jools Holland, David Essex, Russell Howard and the Proclaimers.
- Anticipated to welcome the 1,250,000 visitors since opening.
- Finalise agreement with the hotel developer.

71/72 Kingsway

- Complete internal fit out for IWG, who will begin to operate in Summer 2026
- Secure lettings for the remaining office and commercial space.
- Complete work on the public areas of the building including the external garden area called Mowbray Yard and open in Summer 2026.

Innovation Precinct

- Continue discussions with partners around the development of a market appropriate delivery model.

Innovation Matrix

- Strengthen the Matrix as a focal point for collaboration between businesses, academia, students and public sector partners.
- Support innovation, research translation and commercialisation by connecting organisations with university expertise, facilities and networks.
- Expand opportunities for student engagement, graduate enterprise and skills development through closer integration with occupiers and activities.
- Support business growth, start-ups and scale-ups through incubation, mentoring, innovation support and access to funding opportunities.
- Foster collaborative projects that accelerate the adoption of digital technologies, artificial intelligence, automation and data-driven innovation.
- Secure and deliver externally funded innovation and knowledge exchange projects that generate regional economic impact.
- Promote sustainable innovation by supporting net zero ambitions, resource efficiency and responsible business practices.
- Maximise utilisation of the Innovation Matrix as a dynamic innovation ecosystem, supporting collaboration, events, knowledge exchange and community engagement.
- Build on the recommendations of the Economic Impact Assessment to further strengthen long-term economic, educational and innovation outcomes.



IN FOCUS...

Swansea Building Society Arena Celebrates Key Milestone

In March 2026, the Swansea Building Society Arena reached a significant milestone, welcoming over **one million visits** since opening its doors in March 2022. This achievement highlights the venue's growing role as a major destination for live entertainment, conferences and events in South Wales.

Developed by Swansea Council it is operated by ATG Entertainment, the Arena forms a key part of the Copr Bay regeneration scheme, which also includes Amy Dilwyn Park and the bridge over Oystermouth Road.

Highlights to date include sell-out performances by The Manic Street Preachers, Bob Dylan and Wet Wet Wet, comedy shows from John Bishop, and major touring productions such as Riverdance and Mamma Mia!

Visit Swansea Building Society Arena

> Reaching the one-million visitor mark is a huge moment for the Arena and reflects the wide range of events that have taken place here since opening. We've welcomed audiences for live music, comedy, theatre, conferences, banquets and graduations, as well as creative learning activities and community events.
>
> With an exciting programme of shows and events planned over the coming months and into next year, we look forward to welcoming many more visitors through our doors.
>
> **Matt Blackhouse, Venue Director at the Swansea Building Society Arena**



IN FOCUS...

Kaydiar – Innovation in Action

Kaydiar, founded by David Barton and Heather Smart, exemplifies how the Innovation Matrix drives growth by connecting business with academic expertise. Originating as a graduate start-up, the company developed its award-winning ZeroSole product, a customisable medical-grade insole, with support from UWTSD's Centre for Advanced Batch Manufacturing (CBM) and Assistive Technologies Innovation Centre (ATiC).

Through access to advanced manufacturing facilities, specialist testing and Innovate UK funding, this collaboration accelerated product development and commercialisation. It also demonstrated the Innovation Matrix's role in enabling innovation and securing funded research and development projects.

Now based within the Innovation Matrix, Kaydiar continues to benefit from incubation support, mentoring and skills development. Student internships have strengthened the company's digital and marketing capability, while ongoing collaboration is supporting new product development in wearable technology. Together, these activities are contributing to regional growth, productivity and job creation, highlighting UWTSD's role as a leading innovation partner in Wales.

> "In my experience UWSD provides a unique set up, I have spoken to many start-ups at Industry events and awards ceremonies, and I have not heard of companies that have received the wide array of disciplines and level of support that is offered at the Waterfront Campus."
>
> **David Barton, Co-Founder of Kaydiar**



IN FOCUS...

Completion and Opening of 71/72 Kingsway, Swansea

Swansea's new 71/72 Kingsway development was officially opened in July 2025, marking the completion of the 9,660 sq.m, seven storey office building constructed by Bouygues UK. The ceremony, hosted by Councillor Rob Stewart, brought together representatives from the Welsh Government and UK Government, including former First Minister Eluned Morgan, Dame Nia Griffith, Jayne Bryant and Julie James.

The opening followed the February 2025 handover, when Bouygues UK formally transferred the building to Swansea Council ahead of the internal fit out.

Since completion, more than 80% of the office space has been let, with the majority of tenants now in occupation, positioning 71/72 Kingsway as a major hub for Swansea's growing digital and tech economy.

> As the company we are, we want to be proud of our location, and this building will give us that. We also get a lot of visitors coming to see us - even from overseas - so we're really looking forward to showing off our workplace.
>
> **Leah Cussons, TUI**

> What's great about the new location is that it's centrally located. That's ideal for visitors coming into the office and for colleagues, as it's much easier to step out during our lunch break.
>
> **Tracy Tamplin, TUI**



IN FOCUS...

Our expanded office in Swansea enables us to continue building services that make it easier for entrepreneurs and businesses to sell around the world. I'm proud that we're continuing to create highly skilled tech jobs in Wales and that our home-grown company is making a global impact.

Matt Warren
CEO and founder, Veeqo



We're thrilled to be part of the 71/72 Kingsway development. This state-of-the-art facility aligns perfectly with our commitment to innovation and represents the future of business in Swansea.

The building's modern infrastructure and prime location will enhance our team's productivity while providing a collaborative workspace that supports growth. Developments like this demonstrate Swansea's growing reputation as a hub for forward-thinking businesses.

Ryan Orton
Senior Vice President, Future First

We are delighted to open our new clinic on the Kingsway in Swansea. This state-of-the-art, environmentally conscious space provides the ideal setting to deliver world-class care to the local community.

It reflects our commitment to exceptional patient experience, supported by the latest technology, modern facilities, and outstanding clinical teams.

Dr Stephen Hannan
Clinical Services Director,
Optical Express and sk:n



We're looking forward to working closely with Swansea Council to deliver a best-in-class workspace for the Swansea business community. IWG's Spaces brand at 71/72 Kingsway will be a major asset for businesses of all sizes, offering first-class facilities alongside access to a global network of thousands of workspaces.

Wayne Berger
UK CEO, IWG

Yr Egin

Canolfan S4C Yr Egin is a digital and creative hub located in Carmarthen. This iconic centre features an auditorium, superfast connectivity, state-of-the-art office and hotdesking spaces, post-production facilities for creative professionals, and a diverse programme of training and community activities. **Find out more.**

Please scan



£25.2m	Total Investment
£5m	City Deal
£18.7m	Public Sector
£1.5m	Private Sector

Economic acceleration

Based in Carmarthen, Yr Egin will deliver:

- **427** jobs
- **363 sq.m** of workspace
- **150** skills and training opportunities
- **167** construction workplace employment opportunities
- **£89.5m** contribution to regional GVA

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Cyngor Sir Gâr
Carmarthenshire
County Council

Achievements over the last 12 months

Phase 1:

- **Operational impact:** Officially in operation for over seven years, more than 50,000 visitors have attended performances, workshops, masterclasses, cinema screenings and live events since it opened in November 2018.
- **Tenant occupancy:** Office space remains fully occupied, with twelve creative sector tenants including Welsh Language broadcaster S4C, Carlam, Rural Office, Stiwdiobox and Theatr Cymru.
- **New tenancy:** Welcomed Telesgop, a multimedia production company, to the centre. **Read the In Focus Case Study.**
- **Sector and public service use:** The facilities were extensively used by a range of companies and institutions including Dyfed Powys Police, Coleg Cymraeg Cenedlaethol, Hywel Dda University Health Board, Mudiad Meithrin, West Wales Sports Partnerships, Boom Cymru and Construction Industry Training Board (CITB) Cymru.
- **Broadcast and production activity:** Numerous programmes and broadcasts were produced at the facility including Busnes Bwyd (Captain Jac), BBC News at 6 and BBC News at 10, S4C's Senedd Leaders' Debate.
- **Cultural and community events:** Hosted a programme of cinema screenings and live theatre performances by Mewn Cymeriad, Theatr Bara Caws and Mercury Wales. The centre also hosted several book launches and the annual Talwrn y Daffodil Welsh language poetry competition as part of Carmarthen Town Council's St David's Day celebrations.
- **Community outreach:** A community Outreach programme, Sgwrsioe, delivered creative podcast sessions for 16-25 year olds and was funded by Ymddiried Mesia Grants Cymru.
- **Education and engagement:** Ongoing engagement took place with prospective and current students through workshops funded by the Arts Council for Wales, career events delivered in partnership with Careers Wales, and collaboration with the UWTSD'S Widening Access team.

Phase 2:

- Following changes to the University's Senior Leadership Team, a review is underway to align potential capital investment with wider institutional financial priorities. This has resulted in a pause to reassess the project timeline and potential delivery solutions.

Key milestones for 2026/27

- Progress with planning for Phase 2.

Phase 1:

- Maintain its position as a high-quality destination and host for conferences and meetings, increasing the use of in-house facilities and expertise to deliver high-quality live-streaming.
- Further develop the growing hot-desking community, which currently includes Hywel Dda University Health Board, Cwmpas, Trywydd and a range of freelancers.
- Continue to strengthen its role as a centre for Welsh language cultural events, hosting regular theatre performances and book launches.



- Continue engagement with schools and further education colleges, providing workshops and experiences that enrich the Curriculum for Wales and increase awareness of, and participation in, creative industry career pathways.

IN FOCUS...

Telesgop take up space

In March 2026, Telesgop, a multimedia production company employing 20 staff, relocated to Yr Egin from the Bay Studios in Swansea. The move safeguarded high-quality creative jobs within the Region and strengthened Carmarthenshire's growing creative industries cluster.

Telesgop has a strong track record in television, radio, and digital production. Its portfolio includes documentaries such as Gronyn Gobaith and Ryan Jones, specialist factual programmes including Ffermio and Cneifio, and coverage of major Welsh cultural events such as the Young Farmers Club (YFC) Eisteddfod and the Cerdd Dant Festival. The company also has a long-established reputation in radio, producing more than 700 hours of content each year for BBC networks, including BBC Radio Cymru, BBC Radio Wales and BBC Radio 2.

"It's a pleasure to see Telesgop joining the community at Canolfan S4C Yr Egin. Yr Egin brings ideas, creative people and opportunities together, and it's encouraging to see an experienced company like Telesgop choose to establish itself here.

Supporting talent and businesses across the whole of Wales is vital, and Yr Egin is developing into a place that creates a real opportunities for companies like Telesgop to flourish."

Geraint Evans, Chief Executive of S4C

"Telesgop has deep roots in West Wales, having started the company 33 years ago in Llandeilo, so moving our offices to Yr Egin is a natural and exciting step for us. The building has become an important hub for the creative industries, and we look forward to being part of that community.

For us, moving here is more than just a change of office. It's an opportunity to work alongside other creative companies, S4C, and the University of Wales Trinity Saint David, to develop new ideas and continue to create high-quality content from west Wales."

Ffion Rees, Managing Director of Telesgop



Financial Update

The overall investment forecast position of the Portfolio is estimated to be **£1,458m** over its 15-year life cycle, as summarised below. Total SBCD investment from all sources has reached **£719.36m**, of which **£233.63m** is private sector investment, at the end of the financial year.

The economic environment continues to present challenges to Portfolio delivery. A range of macroeconomic factors, including resource availability and recruitment constraints, energy price volatility, rising construction costs, inflationary pressures, the legacy impacts of the COVID-19 pandemic, and the on-going war in Ukraine and tensions in Iran. All have contributed to delivery delays and increased cost pressures over the past five years.

Despite these challenges, all projects and programmes are progressing through delivery, with all partners demonstrating strong commitment to the successful implementation of their SBCD initiatives.

During the 2025/26 financial year, the SBCD invested **£133.43m** on planning, procurement, build and operational activities, supporting delivery across the majority of the Portfolio's nine projects and programmes. Significant further investment is expected through the procurement and construction phases between 2026-31.

Robust monitoring, mitigation and resolution of risks and issues are continuously undertaken by the SBCD Portfolio Management Office. This includes ongoing engagement with stakeholders and regular review of delivery timescales and financial profiles, enabling a clear understanding of the impacts that the macroeconomic environment on Portfolio delivery.

In 2025/26, SBCD received further funding from the Welsh Government and UK Government, releasing the seventh annual draw down of City Deal. This brings the total drawdown to **£190.6m** since the commencement of the Portfolio. The recent drawdown includes the accelerated UK Government grant, which will now be awarded over a ten-year period, instead of the original fifteen years.



Annual Investment Forecast Profile

Programme /Project	Cumulative Actuals (20th Mar 2017 - 31st Mar 2025)	Actuals Year 8 2025-26	Forecast Year 9 2026-27	Forecast Year 10 2027-28	Forecast Year 11 2028-29	Forecast Year 12 2029-30	Forecast Year 13 2030-31	Forecast Year 14 2031-32	Forecast Year 15 2032-33	Total
	(£m)									
Digital Infrastructure	**153.04**	7.50	13.78	2.76	-	-	-	-	-	177.08
Homes as Power Stations	**101.70**	83.10	141.93	191.88	-	-	-	-	-	518.61
National Institute for Sport and Health (NISH)	**3.12**	4.16	34.84	58.04	33.37	0.45	0.46	0.47	0.48	135.40
Pembroke Dock Marine	**64.75**	3.33	2.05	0.21	-	-	-	-	-	70.35
Pentre Awel	**94.43**	8.72	5.35	35.08	47.53	-	27.50	-	-	218.60
Skills & Talent	**7.72**	16.69	21.30	3.71	-	-	-	-	-	49.42
Supporting Innovation and Low Carbon Growth	**12.23**	2.21	32.10	25.40	13.13	-	-	-	-	85.07
Swansea Waterfront	**133.58**	7.60	18.96	17.95	0.25	-	-	-	-	178.33
Yr Egin	**15.35**	0.12	4.34	4.70	0.12	0.12	0.12	0.12	0.18	25.17
Grand Total	**585.92**	**133.43**	**274.65**	**339.73**	**94.38**	**0.57**	**28.08**	**0.59**	**0.66**	**1,458.02**

> The Swansea Bay City Deal is playing an important role in strengthening the Welsh economy. By investing in infrastructure, innovation and people, it is helping to create a more resilient and competitive Region for the future.
>
> **Anna McMorrin MP**
> **Parliamentary Under-Secretary of State for Wales**

Business Engagement

Over the past year, business engagement across the Swansea Bay City Deal portfolio has focused on strengthening partnerships, aligning investment with industry demand, and embedding business insight into project delivery. As more projects move from the planning into delivery and operation, collaboration with the private sector has remained central to maximising long term economic impact.

Leveraging Private Sector Investment

Securing private sector investment remains a core strategic priority. To date, **£233.6m** of private sector contribution has been secured across the Portfolio, reflecting growing confidence in both the City Deal and the Region's long term potential.

Over the lifetime of the Portfolio, total private sector contribution is forecast to reach **£772.4m**, significantly exceeding the original target of **£637m**. This over-performance demonstrates the catalytic role of public investment in unlocking private capital. **Read the In Focus Case Study.**

Engaging with Businesses

Targeted engagement activity during 2024/25 continued to raise awareness of City Deal opportunities and convert interest into meaningful participation:

- Around **41,900* business interactions** were achieved through communications and events.

  * Represents engagement interactions not unique businesses. May include repeat engagements or multiple touchpoints.

- **1,544** follow-up discussions took place, representing an engagement rate of approximately **3.7%**, which is strong for place-based economic initiatives.
- **34%** of engaged businesses progressed into active project involvement, exceeding typical benchmarks of 10–20%.

These conversion rates highlight effective targeting, strong relationship management, and clear alignment with business needs.

To support consistency and best practice, a cross-portfolio communications, marketing and business engagement workshop was delivered, bringing together programme and project teams to share learning and strengthening future engagement approaches.

Supply Chain Impact

City Deal activity continues to generate significant benefits for local and regional supply chains across both construction and operational phases. To date:

£13.5m of contracts have been awarded to regionally based businesses.

A further **£110m** has been secured by Wales-based companies, including micro, SME and large firms.

This activity supports job creation, skills development, collaboration and long-term business growth across South West Wales.



IN FOCUS...

Supporting Small Business Growth Through Strategic Sponsorship

In September, the SBCD supported the Federation of Small Businesses (FSB) South Wales Small Business Conference as a primary sponsor, strengthening engagement with the Region's SME and entrepreneurial community.

Held at Swansea.com stadium, the sell-out event brought together small business owners and managers from across South Wales. Sponsorship provided a valuable platform to showcase City Deal progress, highlight progress across projects and programmes, and promote the opportunities available to small businesses.

The conference focused on practical business growth, including digital capability, customer experience, sales development, and emerging technologies such as artificial intelligence. Direct engagement at the event helped raise awareness of City Deal initiatives and reinforce the Region's growing reputation as a strong place to do business.

> "The event received exceptional feedback, with attendees highlighting the practical value of the speaker sessions and the quality of networking throughout the day. It was also encouraging to hear strong responses to the Chair's address, with one attendee commenting on LinkedIn that the message about the city's plans and ongoing investment was highly motivating and reinforced a sense that Swansea is an exciting place to be right now."
>
> **Rob Basini**
> **Development Manager for the FSB**



IN FOCUS...

Unlocking Private Sector Investment to Power Innovation and Regional Growth

Unlocking private sector investment is central to the SBCD's ambition to amplify public funding and accelerate long term regional growth. This approach is delivering strong results, with growing market confidence reinforcing the Region's attractiveness as a place to invest.

To date, **£233.6m** of private sector investment has been secured across the Portfolio. Over the lifetime of the portfolio, total private sector contribution is forecast to reach **£772.4m**, significantly exceeding the original target of £637m. This performance demonstrates the catalytic role of City Deal investment in crowding in private capital.

Overall projected public and private sector investment across all programmes has increased from **£1.24bn** to **£1.46bn**, reflecting both the scale and ambition of the Portfolio. With **£719.4m** already invested, delivery momentum continues to build.



Programmes Delivering Impact

Several flagship programmes are driving private sector investment and delivery:

- **Homes as Power Stations** remains one of the most ambitious programmes, with a projected investment of **£505.5m**. With **£184.8m** already delivered and **£375.9m** in anticipated private sector contributions, the programme is leading the way in renewable energy integration.
- **Digital Infrastructure** has seen a significant uplift in projected investment, rising from **£55m** to **£177.1m**. With **£160.5m** already invested and nearly all projected private sector funding secured (**£127.8m** to date), the programme is rapidly enhancing connectivity and supporting digital innovation.
- **Skills and Talent** investment continues to grow from **£30m**, to a projected investment now rising to **£49.4m**, with **£24.4m** already delivered. Strong private sector participation (**£18.1m** to date) reflects the importance of workforce development in underpinning economic resilience.
- **Pembroke Dock Marine** is nearing full delivery, with **£68.1m** invested to date against a **£60.5m** projection, and strong private sector alignment with **£21.9m** already secured.

Building Future Growth

Other projects, including Swansea Waterfront Digital District, Pentre Awel, the National Institute for Sport & Health, Supporting Innovation and Low Carbon Growth, and Yr Egin, are laying strong foundations for future private sector growth. While some remain at earlier stages of private investment, they are expected to catalyse further funding as delivery progresses.

With more than half of total projected investment already committed or delivered, the City Deal is transforming infrastructure, accelerating innovation, and positioning South West Wales as a compelling proposition for private sector investment.

Marketing and Communications

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

- **201** mentions across local and national press, including online and printed titles, covering all projects and programmes. This included **62** press releases in **60** different media titles.
- **25,530** Facebook post impressions, 1,029 followers, **106** published posts and **361** clicked links.
- **6,691** X post impressions, **1,440** followers, **106** published posts and **458** clicked links.
- **15,125** LinkedIn post impressions, **1,125** followers, **75** published posts and **207** clicked links*.
- High profile Ministerial Visits from UK Government and Welsh Government to Pentre Awel and Supporting Innovation and Low Carbon Growth.
- Strong event presence, with attendance and exhibition space at **18** events, including Welsh Business Show and Welsh Construction Show (Carmarthenshire, Swansea and Cardiff), 4theRegion City Centre Conference, 4theRegion Green Economy Conference and Federation of Small Business Event.
- Comprehensive website refresh, enhancing project teams pages, “Meet the team” content, latest news and resource library to improve accessibility and stakeholder engagement.
- Portfolio Communications and Marketing Plan, Implementation Plan, protocols, guidelines and events planner updated and strengthened.
- Effective partnership working with key communications contacts at partner organisations and at the other Welsh City and Growth Deals, supporting a more co-ordinated and aligned approach.

These activities have strengthened the visibility and credibility of the Swansea Bay City Deal, increased public awareness and partner confidence while supporting investment, collaboration, and transparent delivery across the Portfolio.

*LinkedIn only began tracking in July 2025

IN FOCUS...

Delivering Regional Growth Through City Deal Infrastructure

Over the past eight years, the City Deal has delivered a programme of transformational infrastructure investment designed to accelerate economic growth, support innovation and attract high value businesses to the Region. **Seven** major building projects are now complete and fully operational, with Pentre Awel and 71/72 Kingsway both officially opened and welcoming new tenants during 2025/26.

Across the Portfolio, completed infrastructure now accommodates **over 50 companies** spanning the creative sector, med tech, digital innovation, advanced manufacturing, sustainability, and health.

Fully operational sites across the Region include Yr Egin in Carmarthen; Bay Technology Centre in Port Talbot; Swansea Building Society Arena and the Innovation Matrix in Swansea; and the Hangar Annexes in Pembroke Port.

Together, these assets form a connected ecosystem that supports business growth, skills development, university collaboration and supply chain opportunities across the Swansea Bay City Region.

Newly Opened Infrastructure with Tenant Opportunities

71/72 Kingsway
Part of the Swansea City and Waterfront Digital District Programme

Officially opened in July 2025, 71/72 Kingsway is a landmark city-centre office development providing high-quality workspace for digital and technology-led businesses. The building has already achieved strong occupancy levels and continues to attract interest from firms seeking a central Swansea location. Confirmed tenants include:

- **TUI (Contact Centre):** A world leading travel and tourism operator establishing a major contact centre.
- **Futures First:** Providers of global market analysis across commodities, equities and energy.
- **IWG:** Flexible workspace, co working areas, meeting rooms and creative collaboration spaces.
- **Optical Express & Sk:n:** Specialist eye care, dermatology and aesthetic treatments.
- **Veeqo:** An Amazon owned Welsh tech company delivering shipping and inventory management software.

Canolfan Pentre Awel

Opened in October 2025, Canolfan Pentre Awel is a flagship development supporting health, wellbeing and innovation.

Actif Leisure is the largest tenant, operating the pools, gym, sports hall and activity studios. Currently at 55% occupancy, planned fit out works during 2026/27 will create additional health, research and office spaces. This will support Hywel Dda University Health Board in delivering community healthcare services, while attracting businesses in the life sciences, health and wellbeing sectors.



Key Completed Infrastructure

Yr Egin

Opened in October 2018, fully occupied.
A creative and digital hub anchored by S4C, bringing together 16 organisations across media, culture and digital innovation.



Bay Technology Centre
Part of the Supporting Innovation and Low Carbon Growth Programme

Opened in July 2022, with tenant space currently available. A centre for med tech, clean energy, advanced manufacturing and digital innovation, now home to 14 companies.



Swansea Building Society Arena
Part of the Swansea City and Waterfront Digital District Programme

Opened in March 2022, fully occupied.
Operated by the ATG Entertainment, the 3,500-capacity indoor multipurpose arena delivers world class entertainment, including music, comedy and touring productions.

Hangar Annexes
Part of the Pembroke Dock Marine Project

Opened in 2022, with tenant space available.
Modern office and workshop facilities supporting growth in marine energy, engineering, and emerging port-based industries.



Innovation Matrix
Part of the Swansea City and Waterfront Digital District Programme

Opened in March 2025, fully occupied.
A waterfront innovation hub supporting ten companies across med tech, engineering, digital solutions and creative industries.



Collectively, this infrastructure portfolio provides a strong foundation for long term economic growth, innovation and high value employment across the Region.

IN FOCUS...

The Award Winning Portfolio

SBCD projects continued to excel during 2025/26, receiving strong recognition from industry bodies across skills development, innovation, sustainability, and the built environment. These awards reflect the strength of our partnerships, the impact of our programmes, and our commitment to delivering high quality, future focused projects. Six different projects won or were shortlisted for 17 awards during the year.

Skills & Talent

Work to develop future workforce received significant national recognition, particularly through the Sustainable Power, Renewables and Construction (SPARC) pilot project led by Pembrokeshire College. The pilot demonstrates strong alignment with industry needs and is increasingly regarded as exemplar of collaborative skills development. SPARC achievements included:

- **Winner:**
  Women in Green Business Awards 2025
  – Diversity and Inclusion Strategy of the Year
- **Highly Commended:**
  Women in Green Business Awards 2025
  – Campaign of the Year
- **Highly Commended:**
  Wales STEM Awards 2025
  – Educational Programme of the Year
- **Highly Commended:**
  RenewableUK Global Offshore Wind 2025 Awards
  – Skills and People Award

71/72 Kingsway

The transformation of 71/72 Kingsway continues to attract national attention, securing multiple awards for design, innovation, and commercial impact. Achievements included:

- **Winner:**
  British Council for Offices (BCO) South of England & South Wales Awards – Commercial Workplace
- **Winner:**
  BCO South of England & South Wales Awards
  – Innovation Award
- **Shortlisted:**
  Wales Property Awards 2026
  – Property Deal of the Year for TUI letting at 71/72 Kingsway, Swansea
- **Shortlisted:**
  Wales Property Awards 2026
  – Property Deal of the Year for office acquisition for Amazon UK Services
- **Shortlisted:**
  Wales Property Awards 2026 Commercial Development of the year



Canolfan Pentre Awel

Pentre Awel continues to set new standards in sustainable development and community impact.

- **Winner:**
  Constructing Excellence in Wales Awards 2025 – Environmental, Social and Governance (ESG) Award
- **Winner:**
  Wales Go Awards 2025 – Excellence in Social Value Award
- **Shortlisted:**
  Wales Property Awards 2026 – Sustainability Award
- **Gold Award:**
  Secured by Design, awarded by Dyfed-Powys Police's Design Out Crime Team

Digital Infrastructure

Laura Jenkins, Swansea Council's Digital Champion Relationship Manager, was a finalist for the Rising Star Award at Connected Britain. The award recognises outstanding individuals, organisations and projects shaping the UK's digital connectivity and technological future.

National Institute for Sport and Health (NISH)

NISH was recognised as a finalist at the **MediWales Innovation Awards** in the Technology and Digital Impact category. This recognition highlights the project's growing reputation for innovation and its contribution to advancing health and sports technologies across Wales.

Yr Egin

Canolfan S4C Yr Egin received the **Best Promoters of the Welsh Language in the Workplace** award at the Valuable Partners of Careers Wales Awards. The award recognises Yr Egin's leadership in promoting the Welsh language, supporting cultural identity and inspiring young people to explore careers in the creative industries.

Pembroke Dock Marine (PDM)

The Port of Milford Haven, a delivery partner in the PDM Project, achieved **Great Place to Work Certification** for 2025–26, marking its third consecutive accreditation. This reflects a sustained commitment to employee wellbeing, organisational culture, and continuous improvement.



Events

Attending and exhibiting at events play a major role in promoting the City Deal to wider audiences. These activities support the creation of new contacts, strengthening relationships, expand supply chain engagement and raise awareness of the SBCD Portfolio and its range of activities.

The PoMO attended a wide range of events, including those focussed on business, construction, green energy, students and for the general public. Events were attended both within and outside the Region, supporting wider engagement and profile-raising at a regional and national level.

Event	Date	Location
The Welsh Business Show	May 2025	Cardiff City Stadium, Cardiff
The Welsh Construction Show	May 2025	Cardiff City Stadium, Cardiff
Gower College Recruitment Evening	June 2025	Ty Coch Campus, Swansea
Business Wales Roadshow	June 2025	Village Hotel, Swansea
The Welsh Business Show	July 2025	Parc Y Scarlets, Llanelli
4theRegion: It's your Carmarthenshire	July 2025	Parc Y Scarlets, Llanelli
Federation of Small Business Conference	Sept 2025	Swansea.com Stadium, Swansea
Business Wales Expo	Sept 2025	Swansea Building Society Arena, Swansea
4theRegion: It's your Neath Port Talbot	Sept 2025	The Orangery, Margam Park
The Welsh Business Show	Oct 2025	Swansea.com Stadium, Swansea
The Welsh Construction Show	Oct 2025	Swansea.com Stadium, Swansea
Procurex Wales	Nov 2025	Utilita Arena, Cardiff
Communications, Marketing and Engagement Annual Workshop	Nov 2025	Beacon, Llanelli
Regional Learning and Skills Partnership Annual Conference	Nov 2025	Village Hotel, Swansea
4theRegion: The Festival of Ideas	Nov 2025	Swansea Building Society Arena, Swansea
4theRegion: Green Economy Conference	Nov 2025	Swansea Building Society Arena, Swansea
4theRegion: It's your Swansea Conference	March 2026	Swansea Building Society Arena, Swansea

Assurance and Audit

The Portfolio, programmes and projects are subject to Office of Government Commerce Gateway Reviews, facilitated by the Welsh Government Integrated Assurance Hub. They provide third-party assurance on successful progression and overall delivery.

The last review took place in July 2025 with the next review planned for October 2026. Regular meetings of the SBCD Assurance Panel have taken place throughout the year, providing oversight of, and input into, the assurance arrangements across the Portfolio.

Portfolio / Programme / Project	Stage	Next Review Date	Current DCA Rating
Portfolio	Gateway 0	October 2026	
Pentre Awel	Gateway 5	Q2 2026/27	
National Institute for Sport & Health (NISH)	PAR	Q4 2026/27	
Home as Power Stations	PAR	Q3 2026/27	
Supporting Innovation and Low Carbon Growth	PAR	Q1 2026/27	
Swansea Waterfront and Digital District	PAR	2027	
Digital Infrastructure	Gateway 0	2027/28	
Skills and Talent	Gateway 0	2028	
Pembroke Dock Marine	Gateway 0	TBC	
Yr Egin Phase 2	Gateway 1/2	TBC	

Portfolio Gateway 0 Review Recommendations

The Gateway assurance review for the Portfolio returned a fourth consecutive Amber/Green rating, with two recommendations. One has been completed, and the other is in progress in line with the convergence of the SBCD with South West Wales Corporate Joint Committee (SWWCJC). The Portfolio remains strategically aligned with, and is well supported by, both UK Government and Welsh Government. As global, national and local environments continue to evolve, several influencing factors have changed, providing additional impetus for delivery and reinforcing of the portfolio management approach being taken.

Audit

An internal audit of the SBCD was undertaken by Pembrokeshire County Council for 2025/26. The audit returned a Substantial (Green) rating with one recommendation relating to the timely processing of grant claims, to ensure financial information is complete and accurate and that claims are settled properly. This recommendation was been implemented in Q1 2025/26 and is complete.

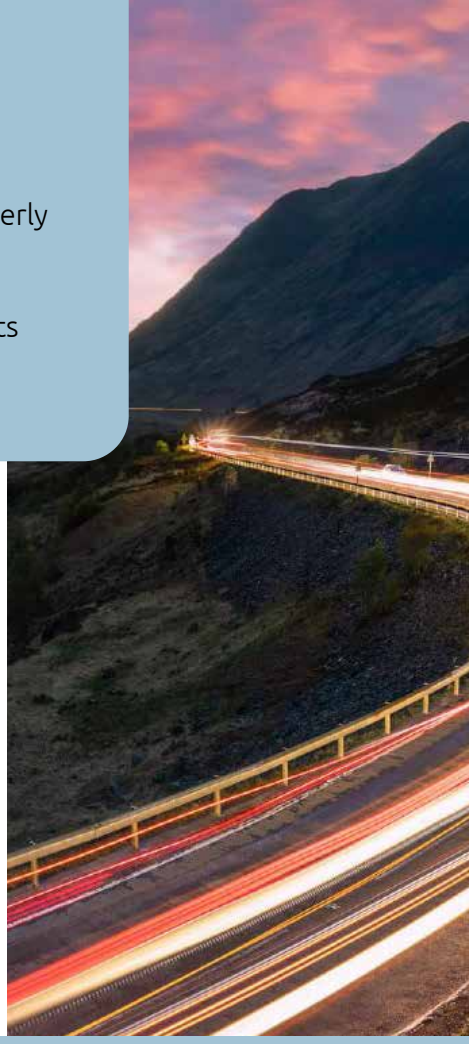
In June 2025, an Audit Wales Risk Assessment Review was undertaken to assess progress in addressing the 16 areas of resolution identified in the June 2024 report. Nine have been completed and seven are in progress, which are being progressed in line with the convergence of the SBCD with the SWWCJC. Work remains on track to implement all proposals by the end of the calendar year 2026.

An Action Plan is in place and reports progress against outstanding areas of resolution to Governance Boards on a quarterly basis. The June 2025 review included one recommendation, requiring that progress reports to the Joint Committee and Joint Scrutiny Committee provide a comprehensive assessment of progress against all resolutions. This action has been implemented through the provision of an enhanced Action Plan to Governance Boards in May 2025, and will continue a quarterly monitoring cycle.

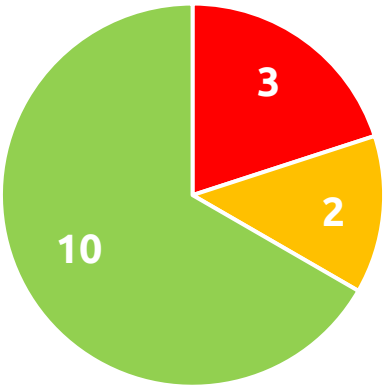
Portfolio Risks and Issues

Portfolio-level risks and issues are reported to the governance boards on a quarterly basis, providing updates on their status and mitigations in place.

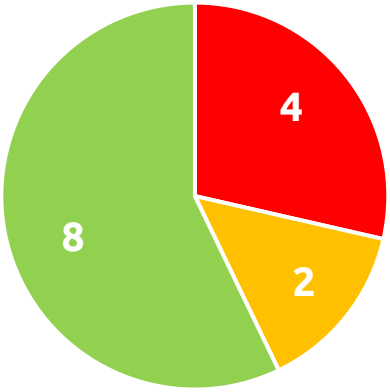
During the year, the number of Portfolio risks reduced from 15 to 14. This reflects the closure of three risks, the transfer of one issue to the Risk Register, and the identification of one new risk.



Risks 2024/25



Risks 2025/26



Red
Amber
Green

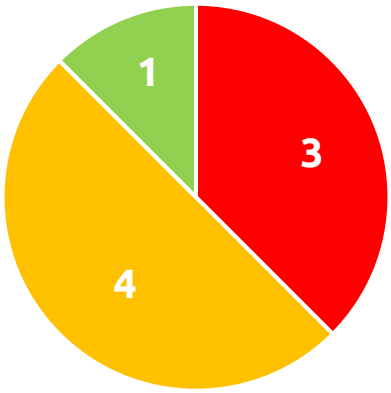
Red Risks	Mitigation
Risk that increasing construction costs will impact on budgets set in Programme/Project Business Cases	The PoMO is working closely with programme and project teams to identify potential impacts. A Quarterly Construction Impact Assessment is reported to governance boards. Key project-level mitigations include: i) securing additional funding, ii) revisiting design briefs, iii) undertaking detailed contractual negotiations during procurement.
Welsh Government (WG) 2021 update of Technical Advice Note (TAN) 15 development risk relating to flooding and coastal erosion	Flood risk mapping for planning embedded. WG continues to monitor the effectiveness of Planning Policy Wales and TAN 15 through a notification directions and sustainable development indicators. WG is working with NRW to assess the integrity of existing flood defences and is expected to provide advice to the Cabinet Secretary, including a redrafted version of TAN 15.
Ability for programmes and projects to deliver all outputs and outcomes set out in approved business cases	Programmes and projects have completed benefit realisation templates, which are incorporated into SBCD Governance reporting. A Benefit Profile review was complete in Q4 2025/26. The SBCD Portfolio Benefits Strategy was approved by Joint Committee in November 2025. A Benefits Dashboard was introduced in Q4 2025/26, showing benefit categorisation across the Portfolio. The Construction Impact Assessment evidences confidence of delivery of physical infrastructure outputs across the Portfolio.
Implications of Marine Nitrate Directive	WG has established a Marine Nitrates Development Taskforce, bringing together senior officials from WG, Local Authorities, Natural Resources Wales, and Dŵr Cymru Welsh Water. Local Planning Authorities in South West Wales, led by Carmarthenshire County Council, have developed and published a mitigation handbook for developers. Projects known or likely to be affected are Pentre Awel and Homes As Power Stations.

Portfolio Risks and Issues

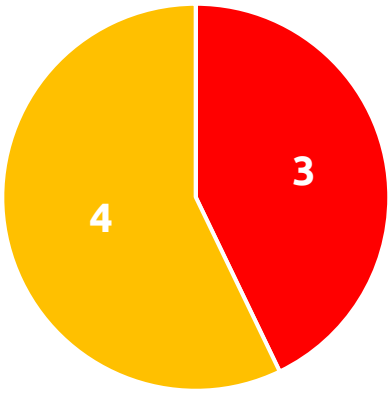
Over the same period, the number of Portfolio issues has reduced from eight to seven, with one issue transferred to the Risk Register.



Issues 2024/25



Issues 2025/26



- Red
- Amber
- Green

Red Issues	Mitigation
Rising construction costs and resource availability	The SBCD PoMO developed a Construction Impact Assessment (CIA) in 2022 to current and forecast impacts on project delivery. An updated CIA was completed for Q4 2025/26, focusing on the remaining 17 Business Case dependant construction projects. Current returns indicate 4 Green, 7 Amber and 4 Red with 2 to be confirmed.
In-Year investment variance	A review of investment components and delivery timelines has been undertaken. This has resulted in a more realistic investment forecast, supporting quarterly/annual review and scrutiny. A variance Position Paper was submitted to governance boards in May 2025. The Q4 forecast investment for the year ending 31st March 2026 is £166.9m, demonstrating an annual over-investment of £1.7m.
Variance in delivery of programmes and projects against key milestones	Variances reflect a range of factors, including COVID-related impacts, delays to business case submissions and approvals, and ongoing resource and material availability pressures. The Portfolio level benefits have been forecast for the remaining life of the Portfolio. Partners used Q1 2025/26 to reprofile activity to minimise variances. Q4 2025/26 shows a positive Portfolio variance of £67m, driven by £15m additional public sector investment and £52m additional private sector investment.

Lessons Learned

Since 2020, the Portfolio Management Office (PoMO) has maintained a Lessons Learned Log to share best practice with regional partners, drawing on the valuable experiences and insights gained through delivery across the Region. These lessons are also shared with other City and Growth Deals across Wales, Northern Ireland, and Scotland.

During 2025/26, stakeholders contributed 18 lessons learned, covering governance, reporting, collaboration, procurement, finance, networking, communication, resources, and benefits.

Feedback on the SBCD's performance is always welcome at: **SBCD@carmarthenshire.gov.uk**

Subject / Situation	Recommendation
Maintaining a 'business pipeline' to record expressions of interest for office space tracking status. e.g. Heads of Terms, lease agreement, spatial requirements and engagement opportunities.	Establish and maintain a pipeline register for leasing space to log enquiries and support engagement activities, including showcase events.
Delays in appointing subcontractor or consultant, despite use of established frameworks.	Undertake robust appraisal of frameworks before selecting procurement routes and ensure all framework documentation is in place.
Extended snagging periods following handover (beyond contractual allowances).	Agree and prioritise a snagging schedule, focussing initially on 'front of house' areas. Ensure all defects are recorded on an agreed platform with the contractor.
Integration of Swansea University's research capabilities with regional economic objectives has demonstrated the value of universities as strategic partners.	Position Higher Education partners as key contributors to regional innovation system, linking academic R&D with commercial and clinical partners beyond individual programme delivery (e.g. Freeports, Skills Hubs).
Co-location with industry partners remains challenging until physical infrastructure is operational. Interim use of space has proven effective.	Strengthen the regional offering to accommodate companies by aligning provision, clearly defining the value proposition, and demonstrating the pathway from incubation to commercialisation.
The scale of the Deal required adaptive governance and planning.	Build flexibility and strong oversight into both portfolio and project-level governance arrangements.
Long term initiatives will be subject to cost increases over time, beyond initial funding assumptions. The construction cost impact work undertaken by the PoMO was useful to highlight the scale of the problem, but it was left to individual projects to find solutions.	Maintain regular cost reporting to governance boards and ensure financial planning includes contingencies for external influences, such as inflation, supply chain disruption and wider economic shifts
Governance Terms of Reference did not initially define core objectives e.g. jobs created, investment and economic impact. A Task & Finish group was established to determine these and was approved by regional partners and governments.	Agree definitions from outset with regional partners and governments, with sufficient flexibility to respond to changes in economic climate and regional priorities.

Find out more and meet the team...

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