



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Cabinet

At: Remotely via Zoom

On: Thursday, 20 January 2022

Time: 10.00 am

Chair: Councillor Rob Stewart

Membership:

Councillors: M C Child, R Francis-Davies, L S Gibbard, D H Hopkins, E J King, A S Lewis, R V Smith, A H Stevens and M Thomas

Also Invited: A Pugh

Watch Online: <https://bit.ly/3egzIWS>

Webcasting: This meeting may be filmed for live or subsequent broadcast via the Council's Internet Site. By participating you are consenting to be filmed and the possible use of those images and sound recordings for webcasting and / or training purposes.

You are welcome to speak Welsh in the meeting.

Please inform us by noon, two working days before the meeting.

Agenda

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5. Public Question Time. Questions must be submitted in writing to Democratic Services democracy@swansea.gov.uk no later than noon on the working day prior to the meeting. Questions must relate to items on the agenda. Questions will be dealt with in a 10 minute period.	

6. Councillors' Question Time.	
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** Call In Procedure - Subject to Pre-Decision Scrutiny: This decision is exempt from the Authority's Call In Procedure as "the decision has been subject to Pre-Decision Scrutiny and there is no material change in relevant information / evidence".*

Next Meeting: Thursday, 17 February 2022 at 10.00 am



Huw Evans
Head of Democratic Services
Tuesday, 11 January 2022

Contact: Democratic Services - Tel: (01792) 636923

Agenda Item 3.



City and County of Swansea

Minutes of the **Cabinet**

Multi-Location Meeting - Council Chamber, Guildhall / MS

Teams

Thursday, 16 December 2021 at 10.00 am

Present: Councillor R C Stewart (Chair) Presided

Councillor(s)

M C Child
A S Lewis
A H Stevens

Councillor(s)

R Francis-Davies
A Pugh

Councillor(s)

D H Hopkins
R V Smith

Officer(s)

Huw Evans
Tracey Meredith
Phil Roberts
Ben Smith

Head of Democratic Services
Chief Legal Officer / Monitoring Officer
Chief Executive
Chief Finance Officer / Section 151 Officer

Also present

Councillor(s): P M Black, L S Gibbard

Apologies for Absence

Councillor(s): E J King and M Thomas

82. Disclosures of Personal and Prejudicial Interests.

In accordance with the Code of Conduct adopted by the City and County of Swansea, the following interests were declared:

- 1) Councillor L S Gibbard declared a Personal & Prejudicial Interest in Minute 87 "Local Authority Governor Appointments" and withdrew from the meeting prior to its consideration.
- 2) Councillor R V Smith declared a Personal & Prejudicial Interest in Minute 87 "Local Authority Governor Appointments" and stated that he had dispensation from the Standards Committee to Stay, Speak but Not Vote on matters relating to the Appointment of Local Authority Governors.
- 3) Councillors M C Child & A H Stevens declared a Personal Interest in Minute 90 "Gower AONB Management Plan 2021/22 – Offer of NRW Funding".
- 4) Councillors L S Gibbard & R V Smith declared a Personal Interest in Minute 95 "Pre Decision Scrutiny Feedback – Leasehold Acquisition and Redevelopment FPR7 – 279 Oxford Street / 25-27 Princess Way" and Minute 96 Leasehold Acquisition and Redevelopment FPR7 – 279 Oxford Street / 25-27 Princess Way".

83. Minutes.

Resolved that the Minutes of the meeting(s) listed below be approved and signed as a correct record:

- 1) Cabinet held on 18 November 2021.

84. Announcements of the Leader of the Council.

The Leader of Council made no announcements.

85. Public Question Time.

No questions were asked.

86. Councillors' Question Time.

No questions were asked.

87. Local Authority Governor Appointments.

The Local Authority Governor Appointment Group submitted a report that sought approval of the nominations submitted to fill Local Authority Governor vacancies in School Governing Bodies.

Resolved that:

- 1) The following nominations recommended by the Director of Education in conjunction with the Cabinet Member for Education Improvement, Learning & Skills be approved:

1.	Blaenymaes Primary School	Don Paterson
2.	Cadle Primary School	Nigel Richards Mark Davies
3.	St Illtyds RC Primary School	Judie Michael
4.	Talycopa Primary School	Lee Wheatley
5.	Wanarlwydd Primary School	Rory File
6.	Gowerton School	Tim Williams Melissa Gammon

88. Quarter 2 2021/22 Performance Monitoring Report.

The Cabinet Member for Business Improvement & Performance submitted a report that outlined the Corporate Performance for Quarter 2 2021-2022.

Resolved that:

- 1) The performance results for Quarter 2 2021/22 be endorsed and their use to inform executive decisions on resource allocation and, where relevant,

corrective actions to manage and improve performance and efficiency in delivering national and local priorities be approved.

89. Revenue and Capital Budget Monitoring 2nd Quarter 2021/22.

The Cabinet Member for Economy, Finance & Strategy submitted a report that outlined the financial monitoring of the 2021/22 revenue and capital budgets, including the delivery of budget savings.

Resolved that:

- 1) The comments and variations, including the material uncertainties, set out in the report and the actions in hand to seek to address these be noted
- 2) The virements set out in paragraph 2.7 of the report and the use of the Contingency fund as set out in paragraph 3.2 of the report be approved subject to any further advice for the Section 151 Officer during the year.
- 3) The need for all Directors to continue to minimise service overspending in year be reinforced, recognising that the budget overall is currently balanced only by relying heavily on future likely (but far from assured) reimbursement from Welsh Government, centrally held contingency budgets and reserves, but equally recognising that the overspending is almost exclusively due to ongoing, broadly anticipated Covid pressures.
- 4) The options in paragraph 4.1 of the report be considered in relation to potential underspend for the year with final actions to be confirmed at the third quarter report in February 2022.

90. Gower AONB Management Plan 2021/22 - Offer of NRW Funding.

The Cabinet Member for Delivery & Operations submitted a report that sought retrospective approval to accept an offer of funding from Natural Resources Wales (NRW), to support the implementation of the Gower Area of Outstanding Natural Beauty (AONB) Management Plan.

Resolved that:

- 1) The short timescales for submission of bids as outlined in paragraph 2 of the report be noted, and the acceptance of the offer of funding (totalling £108,250) from NRW, to enable the Gower ANOB Management Plan to be delivered be approved.

91. South West Wales Corporate Joint Committees Update.

The Leader of the Council submitted a report that provided an update on the implementation of the South West Wales Corporate Joint Committee pursuant to the Local Government and Elections (Wales) Act 2021 and sought approval where applicable for the City and County of Swansea Council's ("the Council") involvement.

Resolved that:

- 1) The current work streams associated with the South West Wales Corporate Joint Committee and the work currently being undertaken by Officers to facilitate such work be noted.
- 2) The allocation of operational responsibilities and the proposals set out in paragraph 3.2 of the report be noted.
- 3) The proposal how the South West Wales Corporate Joint Committee and the various sub-committees are to be established be noted.
- 4) The proposals for the Councillors so referenced at paragraphs 4.4 and 4.5 of the report to sit on the said Corporate Joint Committee and sub-committees be noted.
- 5) Authority be delegated to the Chief Executive in consultation with the Leader of the Council to agree any documents necessary to implement the requirements of this report.

92. Castle Square Regeneration FPR7.

The Cabinet Member for Investment, Regeneration & Tourism submitted a report that sought to comply with Financial Procedure Rule 7 “Capital Programming and Appraisals) to commit and authorise the addition of the Castle Square Scheme to the Capital Programme and report back on public and stakeholder consultation.

Resolved that:

- 1) The Castle Square Regeneration scheme be added to the capital programme in line with Financial Procurement Rule 7 to progress to delivery during 2022/23.
- 2) Subject to formal confirmation of a grant offer, the Council accepts the offer of grant funding and reduces the call against the capital contingency.
- 3) Revenue income from the scheme be ring-fenced for ongoing maintenance and for a sinking fund for Castle Square.

93. Exclusion of the Public.

Cabinet were requested to exclude the public from the meeting during consideration of the item(s) of business identified in the recommendations to the report(s) on the grounds that it / they involve the likely disclosure of exempt information as set out in the exclusion paragraph of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 relevant to the items of business set out in the report(s).

Cabinet considered the Public Interest Test in deciding whether to exclude the public from the meeting for the item of business where the Public Interest Test was relevant as set out in the report.

Resolved that the public be excluded for the following item(s) of business.

(Closed Session)

94. Castle Square Regeneration FPR7.

The Cabinet Member for Investment, Regeneration & Tourism submitted a report that sought to comply with Financial Procedure Rule 7 “Capital Programming and Appraisals) to commit and authorise the addition of the Castle Square Scheme to the Capital Programme and report back on public and stakeholder consultation.

Resolved that the recommendations as detailed in the report be approved.

95. Pre Decision Scrutiny Feedback - Leasehold Acquisition and Redevelopment FPR7 – 279 Oxford Street/25-27 Princess Way. (Verbal)

Councillor P M Black provided the pre-decision feedback.

96. Leasehold Acquisition and Redevelopment FPR7 – 279 Oxford Street/25-27 Princess Way.*

Call In Procedure - Subject to Pre-Decision Scrutiny: This decision is exempt from the Authority’s Call In Procedure as “the decision has been subject to Pre-Decision Scrutiny and there is no material change in relevant information / evidence”.

The Cabinet Member for Investment, Regeneration & Tourism and the Cabinet Member for Delivery & Operations jointly submitted a report that sought to comply with Financial Procedure Rule 7 “Capital Programming and Appraisals” to commit and authorise the addition of new schemes to the Capital Programme.

Resolved that the recommendations as detailed in the report be approved

The meeting ended at 10.49 am

Chair

Call In Procedure – Relevant Dates	
Minutes Published:	16 December 2021
Call In Period Expires (3 Clear Working Days after Publication):	23.59 on 21 December 2021
Decision Comes into force:	22 December 2021

Agenda Item 7.



Report of the Cabinet Member for Education Improvement, Learning & Skills

Cabinet – 20 January 2022

Welsh in Education Strategic Plan (WESP) 2022-2032

Purpose:	Cabinet adopts the final Welsh in Education Strategic Plan (WESP) 2022-2032 Cabinet gives permission to submit the final statutory WESP 2022-2032 to Welsh Government for its approval
Policy Framework:	Section 84 of The School Standards and Organisation (Wales) Act 2013 requires a local authority to prepare a Welsh in Education Strategic Plan
Consultation:	Access to Services, Finance, Legal, Partneriaeth Addysg Gymraeg Abertawe (PAGA)
Recommendation(s):	It is recommended that: 1) Cabinet adopts the final Welsh in Education Strategic Plan 2022-2032 2) Cabinet permits the submission of the final Welsh in Education Strategic Plan 2022-2032 to Welsh Government for its approval
Report Author:	Rhodri Jones
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 Section 84 of The School Standards and Organisation (Wales) Act 2013 requires a local authority to prepare a Welsh in Education Strategic Plan (WESP). Swansea Council must submit the first ten year Plan to the Welsh Ministers for approval no later than 31 January 2022.
- 1.2 The WESP must contain the local authority's proposals on how it will carry out its education functions to improve the planning of the provision of education through the medium of Welsh, improve the standards of Welsh-medium education and of the teaching of Welsh, our targets for improving the planning of the provision of Welsh-medium education and for improving the standards of that education and of the teaching of Welsh in.
- 1.3 Following Cabinet approval the draft WESP was consulted upon between Monday 27 September 2021 and Monday 22 November 2021.

2. Statutory Requirements

- 2.1 As well as the requirement to prepare a WESP, Section 84 also sets out with whom a local authority is required to consult in preparing or revising its Plan and provides the Welsh Ministers with a power to prescribe other persons with which the local authority must consult. Section 85 of the 2013 Act requires each local authority to submit its Plan to Welsh Ministers for approval. The Welsh Ministers may approve the Plan as submitted, approve the Plan with modifications, or reject the Plan and prepare another Plan which is to be treated as the authority's approved Plan. Subsection (7) of Section 85 places a duty on a local authority to take all reasonable steps to implement its approved Plan.
- 2.2 The Welsh in Education Strategic Plans and Assessing the Demand (Wales) Regulations 2013 were the first regulations made under the section 87 powers. The Welsh in Education Strategic Plans (Wales) Regulations 2019 replace those regulations and make provision for a local authority to prepare a ten-year Plan, the first to have effect from 1 September 2022, subject to the Welsh Ministers' approval.
- 2.3 They also make provision for the form and content of a Plan (regulation 3), the duration of the Plan (regulation 4), the date by which the Plan must be submitted to the Welsh Ministers for approval (regulation 5), the approval of a Plan (regulation 6), timescales for submitting a review report (regulation 7), arrangements for revising a Plan (regulation 8), the persons and bodies that a local authority must consult on the draft Plan (regulation 9), the date by which the Plan must be published (regulation 10), the manner of publication of a Plan (regulation 11), the revocation, with savings, of the Welsh in Education Strategic Plans and Assessing Demand for Welsh Medium Education (Wales) Regulations 2013 (regulation 12).

- 2.4 The purpose of these regulations is to improve opportunities for local authorities to plan Welsh-medium education provision in order to support the current and future expectation for growth in Welsh-medium education. Improving the planning of Welsh-medium education will also support the long-term national ambition for the Welsh language as set out in the Cymraeg 2050: A Million Welsh speakers strategy, our strategy for promoting the Welsh language and also the introduction of a new curriculum for Wales.
- 2.5 In response to the COVID-19 pandemic, the Welsh in Education Strategic Plans (Wales) Regulations 2019 were amended. The Welsh in Education Strategic Plans (Wales) (Amendment) (Coronavirus) Regulations 2020 came into force on 1 December 2020 and make changes to the start date of the next WESP cycle being moved from 1 September 2021 to a year later (to September 2022).

3. Strategic Context

- 3.1 The Well-being of Future Generations (Wales) Act 2015 requires public bodies across Wales named in the Act to work towards achieving seven well-being goals, including 'A Wales of Vibrant Culture and Thriving Welsh Language'. We have a duty to promote and facilitate the use of the Welsh language and to work towards the achievement of the well-being goals.
- 3.2 Prosperity for All: the national strategy and the programme for Government, Taking Wales forward 2016-2021 aims to drive forward improvements to the Welsh economy and public services in order to create a Wales which is prosperous and secure, healthy and active, ambitious and learning, and united and connected. One of the priorities is to develop a transformational approach to the learning, teaching and assessment of Welsh with the aim of ensuring that, in future, all learners will be able to use the Welsh language when they leave school.
- 3.3 Our national Welsh language strategy Cymraeg 2050: A million Welsh speakers was published in August 2017. Our ambition for reaching a million Welsh speakers by 2050 and to continue to encourage more people to use and speak Welsh in their everyday lives is incorporated in the aims and values of the Future Generations (Wales) Act 2015 and also Prosperity for all: the national strategy.
- 3.4 Education in Wales: Our National Mission, Action Plan 2017-2110 sets out how the school system in Wales, including sixth forms, will move forward in the period until 2021 to ensure that the new curriculum is implemented effectively. The intentions for learners include a 'desire for learners to become increasingly bilingual with a strong grasp of other languages'. In 2018, the First Minister and Education Minister reaffirmed their commitment to the 2016 Progressive Agreement, updating the Common and Education priorities to include, amongst others, commitments to encourage teachers with some ability to speak Welsh to

further develop their skills to teach through the medium of Welsh as well as continue to work with Coleg Cymraeg Cenedlaethol and other partners to enhance skills provision, vocational courses, and promotion of Welsh-medium courses and teacher recruitment and retention, in line with our Cymraeg 2050 strategy.

- 3.5 The Welsh in Education, Action Plan 2017-2021 sets the direction for the development of Welsh-medium education and Welsh in line with the vision in Cymraeg 2050: A million Welsh speakers and Education in Wales: Our National Mission, Action Plan 2017–2021.

4. Consultation Requirements

- 4.1 We were expected to consult for no less than 8 weeks with a prescribed list of persons as listed in Appendix B.
- 4.2 We began consultation on the WESP on 27 September 2021, after Cabinet approved the draft. The consultation concluded on 22 November 2021.
- 4.3 There were 21 responses submitted from the main consultation. A summary of the consultation responses can be found in Appendix C.
- 4.4 The draft version of the WESP has been amended and updated, taking note of the consultation responses.
- 4.5 The main amendments made following some excellent feedback from stakeholders and responders are as follows:
- 4.5.1 A number of responses were of the view that the draft plan lacked clearly defined actions and timescales. This has now been amended to ensure that each outcome has these clearly defined actions and gives a better idea of timescales.
- 4.5.2 The WESP by its very nature sets out a strategic plan which will be complemented by appropriate action plans to turn the vision into a reality. Both the strategic plan and associated action plans need to be 'living' documents which will be reviewed as appropriate throughout the coming years. By their very nature the action plans can only be fully developed following the finalisation and formal approval of this strategic plan.
- 4.5.3 Key data sets have now been added to each Outcome to set the scene and, where required, clear targets set.

5. Approval Process and Annual Monitoring

- 5.1 Following the completion of the consultation, a report has now been prepared for Cabinet seeking final approval of the draft Plan before its submission to the Minister for Education and the Welsh Language for

approval by 31 January 2022.

- 5.2 The Minister may approve the Plan as submitted, approve the Plan with modifications, or reject the Plan and prepare another Plan which is to be treated as the authority's approved Plan.
- 5.3 We are required to submit a review report to the Welsh Ministers, commencing in 2023, outlining the progress made to meet the targets contained in our Plan and the steps taken as a result of the statements in our Plan. The first review report must be submitted to the Welsh Ministers no later than 31 July 2023 and will outline the progress made and the steps taken by the local authority in the period since the first ten year Plan has effect.
- 5.4 Subsequent review reports must be submitted to the Welsh Ministers at intervals not exceeding 12 calendar months from the submission of the previous report.

6. Integrated Assessment Implications

- 6.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts
 - Advance equality of opportunity between people who share a protected characteristic and those who do not
 - Foster good relations between people who share a protected characteristic and those who do not
 - Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs
- 6.2 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 6.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion,

carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

- 6.4 An IIA screening (Appendix D) has been undertaken and it has been determined that the plan is not relevant for a full IIA report at this time.
- 6.5 This Plan will have a positive impact on children and young people and on all Swansea citizens as the benefits of being bilingual/multilingual citizens are realised.
- 6.6 All schools will be kept engaged to ensure that the benefits are realised across all our schools. All the recommendations fit within the expectations and considerations of the WFG with no risk in their implementation. The cumulative impact is seen as very positive.
- 6.7 Once the final Plan is approved by Cabinet, and subsequently the Minister, a full IIA will be completed to support our annual action plan to ensure that the impact of all actions are fully assessed and that the WESP has a positive impact on ALL children and young people in Swansea.

7. Financial Implications

- 7.1 There are no direct financial implications associated with this report.

8. Legal Implications

- 8.1 The statutory requirements are set out in the report. There are no additional legal implications associated with this report.

Background Papers:

Guidance on Welsh in Education Strategic Plans

<https://gov.wales/sites/default/files/publications/2021-02/guidance-welsh-in-education-strategic-plan.pdf>

Swansea WESP 2017-2020

<https://www.swansea.gov.uk/wesp>

Appendices:

- Appendix A Welsh in Education Strategic Plan (WESP)
September 2022 – August 2032
- Appendix B Prescribed list of consultees
- Appendix C Summary of consultation responses
- Appendix D Integrated Impact Assessment Screening

Swansea Council

Welsh in Education Strategic Plan (WESP) September 2022 – August 2032

This Welsh in Education Strategic Plan is made under Section 84 of The School Standards and Organisation (Wales) Act 2013 and the content complies with the Welsh in Education Strategic Plans (Wales) Regulations 2019. We have given due regard to the statutory guidance issued by Welsh Ministers when setting our targets.

Our ten year vision for increasing and improving the planning of the provision of Welsh-medium education in our area

The year 2050: The Welsh language is thriving, the number of speakers has reached a million, and it is used in every aspect of life. Among those who do not speak Welsh there is goodwill and a sense of ownership towards the language and a recognition by all of its contribution to the culture, society and economy of Wales...Our vision is to secure favourable circumstances throughout the country that support language acquisition and use of Welsh language skills. We want to see an increase in language transmission in the family, early introduction of Welsh to every child, an education system that provides Welsh language skills for all...

Cymraeg 2050 – A million Welsh speakers (Welsh Government, 2017)

Since the turn of the century Swansea has seen a marked increase in the number of pupils accessing Welsh-medium education. This increase in demand has been supported by the opening of a further three Welsh-medium primary schools and one additional Welsh-medium comprehensive school. In addition, the Welsh Government's 21st Century Schools Programme has supported the Council in making a huge investment across the Welsh-medium school stock.

In 2022 we will see more Welsh-medium places being created with the opening of the new and enhanced accommodation and facilities for YGG Tan-y-lan and YGG Tirdeunaw. This will be followed by additional classroom space at YGG Bryn y Môr and YGG Y Login Fach. To complement this provision we are also delivering enhanced provision at both our Welsh-medium Comprehensive Schools Ysgol Gyfun Gŵyr and Ysgol Gyfun Gymraeg Bryn Tawe that includes improving the learning environments both internally and externally. This provides a solid foundation for our journey towards 2050.

With the creation of these additional places, we aim to work with all our partners to promote the benefits of bilingualism to ensure that all parents and families can make an informed decision at the earliest possible time in their child's life. We also recognise that it is more difficult in some parts of the city and county to access Welsh-medium provision from an early age. We will seek to increase opportunities to access Early Years provision so that more parents have a real choice in making a preference for their children's education. As the additional places in our current school stock are filled, we will review where further places are needed in Swansea to realise the full extent of Swansea's target. This will include identifying areas where Welsh-medium education is less easily accessible.

The development and expansion of Welsh-medium education remains our vision and we recognise the importance of creating opportunities for all Swansea pupils to become bilingual/multilingual so that they emerge from our education system, proud of their identity and confident to use all the languages that they have acquired.

As Swansea develops its next Welsh Language Promotion Strategy 2022-2027 we will work across the Council and beyond to ensure that the WESP is supported and strengthened by decisions and opportunities throughout the life of the Strategy.

In promoting bilingualism, we are giving all our children an opportunity to thrive in the language of their choice, increasing their life opportunities and by learning more than one language, facilitating the learning of other languages.

For our vision to be realised, it is imperative that we also recognise the importance of the use of Welsh beyond the classroom. We will, through the Council's Welsh Language Strategy and by working with all our partners, continue to maximise opportunities for all Swansea learners to use Welsh in all aspects of everyday life.

Taking all of this into consideration, our vision for the next ten years is as follows:

1. Providing equal opportunities for all learners to learn Welsh and speak the language confidently and to promote the benefits of bilingualism.
2. To increase the percentage of pupils opting for Welsh-medium education, to between 23% and 27% of Year 1 pupils by the end of the Plan, and apply the principles of the 15-minute neighbourhoods to ensure that all learners have access to Welsh-medium education within a reasonable distance of their homes.
3. That learners who have attended a Welsh-medium setting in the primary phase will be encouraged and expected to continue with this when transferring to subsequent key stages in the secondary phase.
4. To ensure significant growth in Welsh-medium education, to increase the number of people of all ages who become fluent in Welsh, English and other languages and who can use their languages confidently with their families, friends, neighbours and in the workplace.
5. To provide an equal linguistic opportunity to learners with additional learning needs (ALN).
6. To provide an equal linguistic opportunity to learners with Welsh or English as additional languages.
7. To aspire that, through this plan, Swansea contributes significantly to the national goal of a million Welsh speakers by 2050.

This document by its very nature sets out a strategic plan which will be complemented by appropriate action plans to turn the vision to a reality. Both the strategic plan and associated action plans need to be 'living' documents which will be reviewed as appropriate throughout the coming years. By their very nature the action plans can only be fully developed following the finalisation and formal approval of this strategic plan.

Our ten year target outlining the expected increase in Year 1 children who are taught through the medium of Welsh

The Welsh in Education Strategic Plans (Wales) Regulations 2019 requires us to set a ten year target outlining the expected increase in Year 1 children who are taught through the medium of Welsh in the Swansea area during the lifespan of the Plan. This is the overarching ten year target for the 2022 - 2032 WESP.

The number of learners being taught through the medium of Welsh will vary in each year group, therefore the target is based on the number of Year 1 learners (5 and 6 year olds), representing the start of statutory education. PLASC data for Year 1 learners represents the most comprehensive dataset available for learners at the earliest stages of primary school education.

In addition, local authorities have been grouped into different categories reflecting the differences (and recognising similar elements) between the 22 local authorities. The factors considered when grouping included the percentage of learners taught in Welsh in our area; the models of Welsh-medium education provision adopted by us and the linguistic nature of our area. For this purpose Swansea has been placed in Group 3.

Group 3: Between 14% and 19% of Year 1 children in these local authorities were being taught through the medium of Welsh in 2019/2020. It may be that Welsh-medium community education is the norm in one/a very small number of areas, but this is the exception not the rule. There is usually a choice between Welsh-medium education and English-medium education.

Swansea Target

	2019/2020		2030/2031 Target			
	Number	Percent	Lower Range		Upper Range	
Swansea	390	15.4%	590	23%	695	27%

The lower range has been set so that the national target of 30% of Year 1 learners being taught through the medium of Welsh by 2030/2031 is achieved. The upper range should not be seen as an upper limit – we are encouraged to exceed the targets where possible.

As we prepare this 10-year plan the number of Year 1 children being taught through the medium of Welsh (January 2021) is 388, representing 15.1% of that year's cohort in Swansea and by April 2021 it was 383 – 14.9%.

The admission number for our Welsh-medium primary schools in September 2021 is 495. This means that there is currently capacity for an additional 107 children to be

taught through the medium of Welsh in the Year 1 cohort. This would represent 19.2% of the current cohort.

The Council aspires to significantly increase the number of pupils and families who choose Welsh medium provision in Swansea. On the basis of the target % increases prescribed by Welsh Government, and our forecast of the pupil population over the next 10 years, we will need to:

- Increase the number of Year 1 pupils being taught through the medium of Welsh by between 200 to 400 pupils (based on the current cohort figures). In view of the location and linguistic make-up of our schools currently, we have the following complementary strategies to achieve the target increase in Year 1 children taught through the medium of Welsh:
 - Increase the Welsh-medium pre-school offer as part of a wider marketing strategy to promote the benefits of being bilingual. This will include at least one Cylch Meithrin linked to every Welsh-medium primary school and/or areas within their catchment and looking at opportunities to increase the Flying Start Welsh offer within our current settings.
 - Fill the approximately 107 additional Year 1 Welsh-medium places already available in our schools through the effective promotion of the benefits of bilingual provision.
 - Establish new Welsh-medium school(s)/increase capacity in areas where there is high demand and/or identifying areas where Welsh-medium education is currently less easily accessible. In such cases, it may be necessary to include projects in a future capital programme.

Key outcomes

To support the planning process, we are required to arrange our Plan around the outcomes below. The outcomes reflect a learner's education journey and are consistent with the policy areas of Cymraeg 2050 and Education in Wales: Our National Mission.

- Outcome 1: More nursery children/three year olds receive their education through the medium of Welsh
- Outcome 2: More reception class children/five year olds receive their education through the medium of Welsh
- Outcome 3: More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another
- Outcome 4: More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh
- Outcome 5: More opportunities for learners to use Welsh in different contexts in school
- Outcome 6: An increase in the provision of Welsh-medium education for pupils with additional learning needs (ALN) in accordance with the duties imposed by the Additional Learning Needs and Education Tribunal (Wales) Act 2018
- Outcome 7: Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh

Objective 1: More Nursery children / 3 year olds receive their education through the medium of Welsh

The number of nursery (N2) children/three year olds receiving their education through the medium of Welsh over the last five years is shown in the table below.

Nursery	January 2017	January 2018	January 2019	January 2020	April 2021
Swansea	404	388	400	382	342 15.2%

For comparison purposes the numbers over the same period in our English-medium Nursery (N2) provision is as follows:

Nursery	January 2017	January 2018	January 2019	January 2020	April 2021
Swansea	2119	2083	2112	2008	1906 84.8%

It is also important to note, as stated earlier in this document, the declining birth rate in Swansea during this same period and that the focus should be on the percentage of pupils rather than the actual numbers. We also need to fully understand the impact of Covid-19 and recognise that projections at this stage need to be treated with some caution.

What we are required to do...

Objective 1 requires us to set out how we will use data derived from our review of the sufficiency of childcare provision for our area (under duties set out in regulation 3 of the Childcare Act 2006 (Local Authority Assessment) (Wales) Regulations 2016) to inform planning of Welsh-medium education.

We must also make clear how we will provide parents and carers with information as to the availability and type of Welsh-medium education provision on offer, how we will provide parents and carers with information stating that Welsh-medium education is an option for persons regardless of their linguistic background and how we will make best use of information regarding the benefits that bilingualism and multilingualism can bring.

Finally, we need a statement setting out how we, in collaboration with other local authorities as necessary, will promote access to education and training through the medium of the Welsh language in relation to learner transport in line with the duty set out under section 10 of the Learner Travel (Wales) Measure 2008).

Our targets for the next 10 years are as set out in the table below:

Numbers and % of 3-year olds receiving their education through the medium of Welsh									
2022-2023		2023-2024		2024-2025		2025-2026		2026-2027	
355	16.3%	363 - 367	17.1 - 17.3	373 - 381	17.1 - 17.5	385 - 397	17.8 - 18.4	399 - 417	18.5 - 19.4
2027-2028		2028-2029		2029-2030		2030-2031		2031-2032	
415 - 439	19.9 - 20.3	433 - 465	19.9 - 21.4	455 - 495	20.9 - 22.7	481 - 525	21.9 - 23.9	507 - 595	23%- 27%

*These targets reflect current pupil projections in Swansea and these will be reviewed annually.

To achieve this outcome and to grow the take up of Welsh-medium nursery education places from 15.4% to between 23-27% of the eligible cohort by the end of the 10-year plan, in the first 5 years we will:

1. Work with Mudiad Ysgolion Meithrin to open 3 new Cylch Meithrin settings (currently 7 settings in Swansea) in the school catchment areas of YGG Lon Las, YGG Y Login Fach and YGG Tan-y-lan and explore opportunities to develop Welsh-medium wraparound childcare options to support parents. This will include the phased expansion of early years provision, to include all 2 year olds, as set out in the Co-operation Agreement.
2. Work with Mudiad Ysgolion Meithrin and other partners to start 5 new Cylchoedd Ti a Fi (currently 9 in Swansea) to increase the opportunities for early Welsh language interaction for parents and their children.
3. Develop a Welsh language strategy across all our Flying Start settings to increase the use of Welsh and explore opportunities for more Welsh language settings (currently 1).
4. As part of a clear marketing strategy on the benefits of being bilingual/multilingual, create an appropriate digital platform to provide parents and carers with high quality accessible information. This will be in conjunction with partner organisations regarding Welsh-medium education and local provision to promote awareness, stimulate interest and support informed decision making.
5. Undertake a full review of the council's admissions process to ensure that parents and carers are fully aware of the Welsh language offer at all stages of the process and have sufficient information to make informed decisions.
6. Explore opportunities with Health colleagues to collect information from parents when registering their child's birth in order to establish a more direct way of communicating with families about our Welsh-language offer and the benefits of being bilingual/multilingual.
7. Commission research in areas where take up of Welsh-medium is low and/or within specific under-represented groups/communities (including Black, Asian and Minority Ethnic) to understand the reasons for this and develop a clear action plan to improve the information available and promote what is available to these groups and areas.
8. Commission research with regional and national partners into various ways of raising awareness of the benefits of being bilingual and of Welsh-medium education.
9. Support schools, Mudiad Ysgolion Meithrin and Gower College Swansea with the development, promotion and delivery of childcare qualifications to

increase the numbers of staff available to work in the increasing number of settings.

10. Work with partners to develop and promote a bespoke training offer for staff across all childcare settings in Swansea to allow all settings to increase their Welsh language offer.
11. Develop a Swansea benchmark to identify and promote the Welsh language offer across all childcare settings and encourage and promote an Active Offer across all pre-school and childcare providers.

By the end of the 10-year plan we will:

12. Increase the number of Welsh-medium nursery education places aligned to primary provision to ensure we have appropriate capacity and distribution of places across the city and county. This will include the opening of 3 new forms of entry (subject to capital funding and statutory consultation processes). Any new builds would consider a supporting Mudiad Ysgolion Meithrin setting.
13. Work with schools and Mudiad Ysgolion Meithrin to identify school catchments that would benefit from having an additional setting and look to deliver on this.
14. Develop Welsh-medium wraparound childcare options to support parents accessing the 30 hour offer in conjunction with our partners including Mudiad Meithrin through:
 - a. Examining the feasibility of building in space and facilities for delivery of Welsh-medium childcare (such as Cylch Meithrin provision) to be built into each new Welsh-medium primary school as has happened in YGG Tirdeunaw and YGG Tan-y-lan.
 - b. Exploring opportunities to build in space and facilities for delivery of Welsh-medium childcare (such as Cylch Meithrin provision) to be built into existing Welsh-medium primary schools utilising Welsh capital grants.
15. Ensure health and other universal services colleagues are aware of the WESP and are actively promoting consistent messages regarding benefits of being bilingual/multilingual and able to dispel myths and concerns to support parents' decision making regarding their child's education.
16. Review the current transport situation for nursery pupils and, subject to any changes in the Welsh Transport Measure, review what can be done to further promote access to the Welsh-medium offer. This will be considered alongside the Swansea Climate Change agenda.

Main partners responsible for implementing actions above include:

- Swansea Council
- Mudiad Ysgolion Meithrin and Cylch Meithrin
- Swansea Schools
- Menter Iaith Abertawe
- Swansea Bay University Health Board
- Early Years Programmes Team
- Gower College Swansea
- Private childcare providers

- All Flying Start Settings
- Partneriaeth
- Neath Port Talbot Council

Objective 2: More Reception class children / five year olds receive their education through the medium of Welsh

The number of reception class children/five year olds receiving their education through the medium of Welsh over the last five years is shown in the table below.

Reception	January 2017		January 2018		January 2019		January 2020		April 2021	
Swansea	438	15.6%	412	15.8%	397	15.7%	400	15.5%	379	15.4%

For comparison purposes the numbers over the same period in our English-medium Reception classes is as follows:

Reception	January 2017		January 2018		January 2019		January 2020		April 2021	
Swansea	2358	84.4%	2188	84.2%	2126	84.3%	2165	84.5%	2092	84.6%

On the next page we look at the current situation across all our Welsh-medium primary schools and highlight the further opportunities linked to our current schools.

School	January 2021 FT Pupil Numbers	Current Capacity		Current % Surplus	Proposed further action (Subject to approval of the necessary investment)
		Current Capacity	Current Variation		
Bryniago	184	222	38	17.1%	Consider scope for nursery / wrap round provision to boost intake numbers. Review demand for places and alternative sites in light of LDP Strategic Site developments and changes in provision cross border
Bryn-y-mor	224	260	36	13.8%	Consider scope for further improving facilities and increasing capacity on site for pupils / removal of sub standard accommodation as well as potential alternative sites
Gellionen	218	305	87	28.5%	Should be scope to increase numbers at school
Llwynderw	303	320	17	5.3%	New build appropriate for current demand
Lon Las	437	530	93	17.5%	New build (2.5 FE) appropriate for current demand
Pontybrenin	505	501	-4	-0.8%	Additional classroom accommodation provided whilst review demand for places and opportunities for new build / enhanced site in light of LDP Strategic Site developments. Review impact of catchment area changes.
Tan Y Lan	161	420	259	61.7%	Review impact of new build and catchment area changes in intake numbers
Tirdeunaw	342	525	183	34.9%	Review impact of new build and catchment area changes in intake numbers
Y Cwm	137	197	60	30.5%	Consider scope for best future use of site in light of demand for places
Y Login Fach	208	214	6	2.8%	Review future demand for places in light of LDP strategic site - potential for new larger site. Consider scope for further improving facilities and increasing capacity on site for pupils.
General Strategy					Further review of catchment areas to reflect changes in capacities / school organisation / LDP impacts Access necessary resources and capital investment to deliver strategy beyond Band B and delivery of further 2/3 forms of entry
Primary Total	2,719	3,494	775	22.2%	

What we are required to do...

Objective 2 requires us to set a target outlining the expected increase in the number of children in reception taught through the medium of Welsh in our area during the lifespan of the Plan.

We must also set out how we will achieve the expected increase in the number of children in reception taught through the medium of Welsh, how applications we make for grant funding from the Welsh Ministers in respect of our maintained schools will take account of the target to increase the number of Year 1 children taught through the medium of Welsh and our arrangements with regard to the provision for latecomers to Welsh-medium education, including how and when information is provided to parents and carers.

Swansea Council has increased the number of Welsh-medium primary places from 1,912 places in September 2004 to the current total of 3,494 places, an increase of 1,582 or 82.7%. This reflects the continuing significant capital investment in Welsh-medium accommodation and facilities and amounting to at least £36.9m to date in Band B of the 21st Century Schools Programme alone.

Our targets for the next 10 years are as set out in the table below:

Numbers and % of 5-year olds receiving their education through the medium of Welsh									
2022-2023		2023-2024		2024-2025		2025-2026		2026-2027	
369	16.9	375 - 380	17.7 - 17.9	385 - 392	17.7 - 18.0	395 - 408	18.3 - 18.9	407 - 425	18.9 - 19.7
2027-2028		2028-2029		2029-2030		2030-2031		2031-2032	
421 - 445	19.5 - 20.6	437 - 469	20.1 - 21.6	457 - 497	20.9 - 22.8	481 - 525	21.9 - 23.9	507 - 595	23%- 27%

*These targets reflect current pupil projections in Swansea and these will be reviewed annually.

To achieve this outcome and to grow the percentage of Reception age children educated through the medium of Welsh from take up of Welsh-medium nursery education places from 15.4% to between 23-27% of the eligible cohort by the end of the 10-year plan, in the first 5 years we will:

1. Seek to sustain city wide capacity in the primary Welsh-medium sector at 10% over and above the projected intake to support growth and allow for in year admissions and flexibility for transition.
2. Deliver additional Welsh-medium capacity at primary level (with nursery) as part of our capital strategy and Local Development Plan in addition to increasing take up of surplus places available in some areas.
3. Encourage 100% of children that attend Cylch Meithrin to transition to a Welsh-medium nursery setting by creating formal partnerships that include individual schools, Mudiad Ysgolion Meithrin and Swansea Council.
4. In Year 1 we will complete the review of our current primary immersion provision and set a clear action plan to enhance the offer to support intense language acquisition and catch up. We have been successful in obtaining Welsh Government grant to support this initial work.

5. Actively promote the primary Welsh-immersion provision to all new in year transfer enquiries for admission to Swansea schools.
6. Explore and develop opportunities for a secondary latecomers provision to support learners who want to make the transition later in their education journey and also to support current pupils in our schools who are at risk of leaving Welsh-medium education. We have been successful in obtaining Welsh Government grant to support this work.
7. Actively promote the benefits of bilingualism to families seeking an education place in Swansea by our admissions service and in our admissions guidance literature.
8. Commission research in areas where take up of Welsh-medium is low and/or within specific under-represented groups/communities (including Black, Asian and Minority Ethnic) to understand the reasons for this and develop a clear action plan to improve the information available and promote what is available to these groups and areas.
9. Enhance the range and promotion of extra-curricular activities and other social opportunities within and outside school in conjunction with our partners including Menter Iaith Abertawe, yr Urdd, our schools, local businesses and Welsh speaking volunteers.
10. As part of our clear marketing strategy on the benefits of being bilingual/multilingual, increase the literature and guidance available to support families making decisions regarding their child's education with an enhanced range of case studies to demonstrate the diversity our Welsh-medium schools and benefits to learning Welsh regardless of your home language.

By the end of the 10-year plan we will:

11. Deliver the further capacity required to achieve a total of at least 3 FE new Welsh-medium capacity at primary level (with nursery) across the life of the plan.
12. Create the opportunities for cross school partnerships to enhance awareness of Welsh-medium education and encourage children to have a greater desire to learn and potentially consider transfer to Welsh-medium education.
13. Support all schools in the development and implementation of Curriculum for Wales 2022 to ensure growth in the opportunities for all children in the city and county to learn Welsh and feel confident in developing their skills and speaking the language. This will include the establishment and implementation by Welsh Government of a single continuum of Welsh language learning.
14. Upskill linguistic competence of the current English-medium teaching and learning workforce to ensure they feel confident to support enhanced Welsh language learning with all pupils as part of the new Curriculum Wales offer.

Main partners responsible for implementing actions above include:

- Swansea Council
- Mudiad Ysgolion Meithrin and Cylch Meithrin
- Swansea Schools
- Menter Iaith Abertawe
- Swansea Bay University Health Board

- Early Years Programmes Team
- Gower College Swansea
- Private childcare providers
- All Flying Start Settings

Objective 3: More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another

In Swansea we have a very good track record of pupil retention when they transition from key stage 2 to key stage 3. Over the last three years this has seen 99.7%, 98.7% and 97.5% respectively transitioning from Welsh-medium primary schools to Welsh-medium secondary schools in Swansea.

Welsh Medium Transition Numbers

Estab	School	Year 6 leavers in.....			Year 7 intake in.....		
		2018	2019	2020	2018	2019	2020
2189	Y G G Bryniago	19	34	24			
2098	Y G G Bryn Y Mor	31	33	44			
2133	Y G G Felindre	0	6	0			
2232	Y G G Gellionnen	29	28	43			
2235	Y G G Llwynderw	40	42	43			
2036	Y G G Lonlas	77	68	51			
2212	Y G G Pontybrenin	49	70	53			
2242	Y G G Tan-y-lan	7	14	19			
2231	Y G G Tirdeunaw	53	61	56			
2229	Y G G Y Login Fach	30	30	30			
2245	Y G Y Cwm	0	2	3			
4078	Ysgol Gyfun Bryn Tawe				164	169	164
4074	Ysgol Gyfun Gwyr				170	214	193
	Totals	335	388	366	334	383	357
	Retention percentage				99.7%	98.7%	97.5%

On the next page we look at the current situation across all our Welsh-medium secondary schools and highlight the further opportunities linked to our current schools.

School	January 2021 FT Pupil Numbers	Current Capacity		Current % Surplus	Proposed further action (Subject to approval of the necessary investment)
		Current Capacity	Current Variation		
Bryn Tawe	882	1,243	361	29.0%	Review demand for places and opportunities in light of LDP Strategic Site developments / contributions. Ensure that current accommodation is appropriate for the planned numbers and any opportunity is identified to further enhance capacity in the future (Band B business case submitted). Further review current partner primary links to better match demand for places and school capacities as well as optimising home to school transport costs.
Gwyr	1,102	1,069	-33	-3.1%	Consider any further scope for improving facilities on site for pupils (Band B scheme almost completed). Consider further review of current partner primary feeder schools to further rebalance demand and capacity.
General Strategy					Further review of catchment areas to reflect changes in capacities / school organisation / LDP impacts Access necessary resources and capital investment to deliver strategy beyond Band B and models for future secondary school organisation
Secondary Total	1,984	2,312	328	14.2%	
All Welsh Medium	4,703	5,806	1,103	19.0%	

*The current work taking place on the Ysgol Gyfun Gwyr site will see the capacity increased to 1273.

Linguistic progression between year groups

The data below shows the percentage assessed in Welsh First Language each year, except for 2020 and 2021 where we've used PLASC data as end of key stage assessments did not get collected.

Year	FP	KS2	KS3	KS4
2021	15.0%	14.7%	12.4%	12.1%
2020	14.4%	13.6%	13.1%	10.8%
2019	15.6%	13.8%	12.1%	11.8%
2018	14.7%	12.7%	11.0%	10.7%
2017	15.7%	13.5%	11.5%	9.7%
2016	15.3%	12.4%	10.7%	10.4%
2015	14.6%	11.2%	9.7%	9.3%

The percentage in Welsh-medium is showing an upward trend at each key stage over the last 7 years.

When tracking cohorts, the percentages tend to be similar, with a small drop-out from Welsh-medium (as seen in national data). For example, FP in 2015 was 14.6% and this year group was then 13.8% in 2019 when at the end of KS2. There is then a further small drop out from KS2 to KS3, but from KS3 to KS4 there is little or no drop out for each year group.

As we have added more capacity in primary schools, it takes time for the increased numbers to work through to later key stages, and this can be seen in the data.

More recent figures for entry to primary schools need to be seen in the context of the currently very low birth rates.

There is some evidence that the pandemic may have resulted in a small increase in drop out rates from Welsh-medium. This needs further research when more data is available nationally.

The position relating to children transferring from Welsh-medium schools in year over the past three years is as follows:

Destinations of pupils leaving WM primary and secondary schools in-year						
	2018-2019		2019-2020		2020-2021	
Moved out of Swansea	33	20.9%	23	20.4%	33	18.1%
Transferred to another Swansea Welsh-medium school	17	10.8%	8	7.1%	10	5.5%
Transferred to a Swansea English-medium school	45	28.5%	32	28.3%	74	40.7%
Other	63	39.9%	50	44.2%	65	35.7%
Totals	158	100.0%	113	100.0%	182	100.0%

We will continue to monitor the above data in the coming years to assess whether the increase in those moving from Welsh-medium to English-medium is an isolated event resulting from the challenges of the pandemic or a recurring pattern.

What we are required to do...

Objective 3 requires us to set out how we will ensure the continuation of persons taught in Welsh on transfer from one year group to another and plan accordingly if retention rates are a cause for concern.

We must also set a target outlining the expected increase during the lifespan of the Plan in the amount of Welsh-medium education provided in our maintained schools which provide education through the medium of both English and Welsh, make clear how we will achieve the expected increase in the amount of Welsh-medium education provided in our maintained schools which provide education through the medium of both English and Welsh and how we will work on a collaborative basis with other local authorities by exercising our functions jointly to ensure continuity in arrangements for persons accessing Welsh-medium education outside our area.

To achieve this outcome and grow the number of children that continue to improve Welsh language skills when transferring from one stage of their statutory education to another, in the first 5 years we will:

1. Explore, develop and deliver additional secondary Welsh-medium provision/capacity to ensure the seamless transition of increasing future numbers in the primary sector. This will include discussions with our neighbouring local authorities.
2. Ensure 100% of children (and their families) that attend a Welsh-medium primary school transition to a Welsh-medium secondary setting by working with all our schools on transition as part of our wider marketing strategy.
3. Work with Mudiad Ysgolion Meithrin to ensure that 100% of children (and their families) that attend their settings transition to our Welsh-medium primary schools and are aware of the full Welsh-medium progression route.
4. Seek to secure funding to expand the primary immersion provision to support intense language acquisition catch-up as required to enhance learner confidence and provide greater assurance to parents choosing Welsh-medium that their child will have the opportunity to access support if required. This will build on work done in a pilot in 2022 funded by the Welsh Government.
5. Seek to secure funding to pilot a secondary immersion provision to provide a resource for those wishing to transfer from English-medium schools to Welsh-medium education at transfer to secondary.
6. Work with all schools and wider partners to support all learners to become multilingual, able to use Welsh, English and at least one international language, and develop an openness to and curiosity about all languages and cultures of the world.
7. Develop and deliver a Language Plan template for all schools to support every child's linguistic progressions in Welsh and other languages across all our schools. Utilise School Improvement Advisers to support schools in

formulating robust language plans for improving Welsh with a clear focus on individual schools' Estyn recommendations and the linguistic journey set out in the new curriculum. This will take into account the establishment and implementation by Welsh Government of a single continuum of Welsh language learning.

8. Work in close partnership with schools to improve the information available as standard on individual school websites to explain the value placed on developing Welsh linguistic skills, the benefits of being bilingual and up to date information regarding how children and young people are supported in their learning.
9. Increase signposting to out of school Welsh learning and socialising opportunities to normalise the use of Welsh outside of the school formal learning environment.
10. Identify and provide focussed support to schools where transition rates may be a cause of concern and publish resources to increase confidence in pupils, along with supporting and reassuring parents/carers regarding transition between phases to encourage retention. In addition, we will monitor requests for transfer from Welsh-medium schools into the English-medium sector in the city and county and work with schools to provide support and reassurance with a view to reconsideration to remain.
11. Work with Partneriaeth colleagues to provide advice, professional learning and resources to English-medium schools to increase the percentage of the curriculum taught through the medium of Welsh and increase the amount of learning provision offered and enhanced opportunities for Welsh language use.
12. Support collaboration between primary and secondary schools to produce resources that promotes linguistic progression to parents/carers and provides reassurance to support retention.
13. Ensure that the whole educational journey from nursery to post-16 is clear to families in order to develop further confidence in choosing Welsh-medium including highlighting available support for their child to develop and grow in confidence in using Welsh outside of school.
14. Celebrate and share good practice across Swansea and the wider Partneriaeth.

By the end of the 10-year plan we will:

15. Progress strategic plans to increase the permanent capacity of Welsh-medium secondary provision.
16. Increase the capacity of Welsh-medium secondary provision including seeking to establish city and county wide capacity in the Welsh-medium sector at 10% over and above the projected intake.
17. Work with Partneriaeth to provide support and resources to schools, including:
 - Provide individual and cluster support to improve standards of Welsh-medium education across the primary sector
 - Provide professional learning and support to improve standards of teaching Welsh in primary schools. Work with school leaders and the wider system to deepen understanding of effective language pedagogy
 - Sharing good practice and developing new resources to support the learning and teaching of Welsh

18. In Swansea we aspire for at least one member of staff from each Early Years/Foundation Phase English-medium primary school to attend the national sabbatical course. We will seek funding and opportunities at a regional and national level to support this aspiration.

Main partners responsible for implementing actions above include:

- Swansea Council
- Partneriaeth
- Swansea Schools
- Menter Iaith Abertawe
- Gower College Swansea
- RhAG
- Swansea Bay University Health Board
- Urdd
- University of Wales Trinity St David
- Swansea University
- Education Workforce Council

Objective 4: More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh

We have seen a steady growth in the percentage of learners studying for assessed qualifications in Welsh as a subject, as is illustrated in the table below. We will look to work with our schools to ensure that this growth continues throughout the life of the Plan.

Our Welsh-medium secondary schools offer assessed qualifications in all subject areas through the medium of Welsh. We will continue to work with both our Welsh-medium secondary schools to ensure that this continues to be the case.

		Welsh Language GCSE Entries			
Year	Y11 cohort	First lang	Second lang	Total	Percentage
2017	2404	225	1590	1815	75.50%
2018	2348	248	1646	1894	80.66%
2019	2431	271	1717	1988	81.78%
2020	2470	263	1803	2066	83.64%
2021	2443	292	1736	2028	83.01%
Overall Total	12096	1299	8492	9791	80.94%

A-level First Language Welsh Entries (Year 13)

	2018/2019	2019/2020	2020/2021
Ysgol Gyfun Gymraeg Bryn Tawe	7	9	4
Ysgol Gyfun Gwyr	8	9	9
Total	15	18	13

Students Attending Welsh-medium 6th Form Provision

	2018/2019		2019/2020		2020/2021	
	Year 12	Year 13	Year 12	Year 13	Year 12	Year 13
Ysgol Gyfun Gymraeg Bryn Tawe	64	48	63	60	66	56
Ysgol Gyfun Gwyr	89	72	95	82	93	98
Total	153	120	158	142	159	154

We expect the number being assessed through the medium of Welsh to continue to rise with over 15% (currently 12%) projected to do so by 2032. We will work with our secondary schools and post-16 partners to increase the numbers that chose a Welsh-medium path after their GCSEs.

What we are required to do...

Objective 4 requires us to set a target outlining the expected increase during the lifespan of the Plan in the number and percentage of persons in Year 10 and over in our maintained secondary schools who are studying for qualifications and are assessed through the medium of Welsh.

We must also set out how we will achieve the expected increase during the lifespan of the plan in the number and percentage of persons in Year 10 and over in our maintained secondary schools who are studying for qualifications and are assessed through the medium of Welsh, how we will support the continued provision of Welsh-medium education for persons in Year 10 and above by working collaboratively with other schools and FEIs if necessary and how we will work with our schools and FEIs (if necessary) to co-ordinate the provision of Welsh as a subject to persons in Year 10 and above in our maintained secondary schools.

To achieve this outcome and ensure more learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh, in the first 5 years we will:

1. Work with partners across Partneriaeth, our schools and colleges as well as partners across the city and county to highlight the benefits of Welsh including opportunities for apprenticeships, work experience and/or volunteering opportunities in Welsh-speaking organisations and workplaces that maximise the potential of bilingual speakers.
2. Commission a full review of the post-16 offer in Swansea to map out the current provision in our schools and colleges and identify opportunities for further growth.
3. As part of the review, work with Careers Wales to identify where students go after completing GCSEs in our Welsh-medium settings so as to learn lessons and to put actions in place to encourage more to follow a Welsh-medium post-16 path.
4. Create a cross-sector working party to deliver a clear action plan based on the findings of the post-16 review.
5. As part of the Digital Platform, support and promote bilingualism and multilingualism as skills for local, regional and global career opportunities as well as linking in with the City Deal including supporting pupils' progression even if Welsh is not the spoken language at home.
6. Work with our Welsh-medium secondary schools, external providers and Welsh Government on any national initiatives to promote Welsh as an A-level subject.
7. Support our English-medium schools to explore opportunities to widen their Welsh language offer including taking into account the establishment and implementation by Welsh Government of a single continuum of Welsh language learning.

By the end of the 10-year plan we will:

8. Ensure that the increased capacity in our Welsh-medium secondary schools supports the increased numbers coming through our primary schools to study for qualifications and get assessed through the medium of Welsh.
9. Explore opportunities offered by e-sgol, a blended learning initiative to deliver online teaching and learning opportunities using direct; real-time and interactive learning approaches, to further enhance our Welsh-medium offer.
10. Engage with exam boards to represent the desire for a greater range of courses and qualifications (particularly with regard to vocational learning opportunities) delivered in Welsh-medium to achieve parity with the range available in English.
11. Aim to see over 15% of our learners being assessed through the medium of Welsh at GCSEs.

Main partners responsible for implementing actions above include:

- Swansea Council
- Partneriaeth
- Swansea Schools
- FE and HE Partners
- Education Workforce Council
- Exam boards
- Coleg Cymraeg

Objective 5: More opportunities for learners to use Welsh in different contexts in school

What we are required to do...

Objective 5 requires us to set out how we will improve the Welsh language skills of persons receiving Welsh-medium education in any school we maintain in order to improve the standards of Welsh-medium education.

Working with partners across agencies locally in Swansea and beyond is key to the success of our strategy. The council works in partnership with community organisations that promote the Welsh language, namely Mudiad Meithrin, the Urdd, Menter Iaith Abertawe, Rhagoriaith, Swansea University, University of Wales Trinity St Davids and Welsh for Children. We will enhance the working relationship between our schools and partners to achieve this outcome and ensure learners have more opportunities to use Welsh in different contexts in school.

In the first 5 years we will:

1. Develop and launch an annual Shwmae Awards with the aim of celebrating the contributions of individuals and groups in promoting the Welsh language and culture within schools and communities as well as the achievements of Welsh learners.
2. Support all Swansea schools to increase the social use of Welsh by children and young people using Siarter Iaith. We will support all schools to access Siarter Iaith and to show improvement during the life of our plan.
3. Support all Welsh-medium schools to reach at least the Siarter Iaith Silver award.
4. Support all English-medium schools to reach at least the Siarter Iaith Bronze award.
5. Establish a bank of online resources to assist schools to introduce Welsh as part of the new curriculum as well as resources to fulfil the Siarter Iaith Framework.
6. Make resources available to further promote the value and benefits of bilingualism in order to strengthen pupils' motivation to become confident speakers of both official languages in Wales.
7. Undertake up to date mapping of out-of-school provision in conjunction with other providers to identify gaps and underpin discussions relating to new collaboration / partnerships in order to increase / expand the provision to meet the demand. This will feed into the Digital Platform, to provide the public with a clear map of the current offer across the city and county.
8. Undertake focussed engagement activities with young people about what Welsh learning and socialising opportunities they would most like to see.
9. Explore and maximise scope for collaboration within the local authority between the Youth Service and partner organisations including Menter Iaith Abertawe and the Urdd to upscale the range of opportunities available for young people across the city and county. This will include identifying

- opportunities for accessing appropriate funding to ensure a sustainable partnership with Menter Iaith Abertawe.
10. Undertake research with young people and adults who have previously achieved Welsh fluency but have lost confidence to use it in order to better understand and tackle the challenge of language retention beyond statutory education.
 11. Explore opportunities with our partners to develop further holiday provision to maintain and improve the Welsh language skills of learners. This could include opportunities via the Welsh Government's School Holiday Enrichment Programme.
 12. As part of the schools' Language Plans identify and action a wide range of opportunities to use Welsh outside the classroom.
 13. As Swansea develops its next Welsh Language Promotion Strategy 2022-2027 we will explore opportunities beyond our school communities for children and young people and their families to learn and use Welsh across Swansea's diverse communities.

By the end of the 10-year plan we will:

14. Provide support for schools in the use of Welsh in schools with high quality Welsh Language, Literacy & Communication professional learning opportunities including bespoke support for individual schools/clusters and opportunities for school-to-school collaboration and peer partnerships as appropriate.
15. Work with Partneriaeth to provide all schools with designated support for Siarter Iaith and Cymraeg Campus progress focussing on promotion, support, challenge and accreditation of all Swansea schools to make progress with the Siarter Iaith and Cymraeg Campus Awards.
16. Support all Welsh-medium schools to reach the Siarter Iaith Gold award.
17. Support all English-medium schools to reach the Siarter Iaith Silver award.
18. Evaluate impact of the Siarter Iaith and Cymraeg Campus to support refinement of the schemes over time, especially alongside the implementation of the new curriculum.

Main partners responsible for implementing actions above include:

- Swansea Council
- Partneriaeth
- Swansea Schools
- Menter Iaith Abertawe
- Urdd
- Gower College Swansea
- University of Wales Trinity St David
- Swansea University

Objective 6: An increase in the provision of Welsh medium education for pupils with additional learning needs

What we are required to do...

Objective 6 requires us to set out how we will use the findings of our reviews under section 63 of the Additional Learning Needs and Education Tribunal (Wales) Act 2018 to improve Welsh language provision for persons with additional learning needs and for workforce planning within the additional learning needs sector.

In Swansea, the current level of demand for Additional Learning Provision (ALP) through the medium of Welsh is low. However, a pattern of movement from Welsh-medium to English-medium through parental choice has been identified in the primary sector for pupils with emerging Additional learning Needs (ALN).

There is one Welsh-medium Specialist Teaching Facility (STF) at Ysgol Gyfun Gwyr for General Learning Delay and a resource base at Ysgol Gyfun Gymraeg Bryn Tawe that provides outreach support for a range of need.

The current position relating to the provision of Welsh-medium education for pupils with additional learning needs (ALN) in Swansea is as follows:

The incidence of ALN in the Welsh-medium sector continues to be lower than for Swansea schools overall:				
April 2021	All schools	% of pupil pop.	WM schools	% of pupil pop.
School action plus	2603	7.20	245	4.69
Statemented	1617	4.47	64	1.22

Throughout the life of Plan we will:

- Continue to review the level of demand and ALP available in the medium of Welsh on an annual basis.
- Continue to build capacity within our mainstream schools, in line with the inclusive vision of the ALNET Act.
- Develop the knowledge of our schools in identifying ALN and providing ALP at a local level, in the language of their choice.
- Deploy wider strategic duties including those under the School Standards and Organisation (Wales) Act 2013 if availability for ALP in Welsh is not sufficient.

To achieve this outcome and deliver an increase in the provision of Welsh-medium education for pupils with additional learning needs (ALN), in the first 5 years we will:

1. Lead ongoing cluster work, advice and support from specialist, Welsh-speaking staff and links with regional / national bilingual resources to support schools in identifying ALN and providing ALP.

2. Pool resources and establish national networks in order to ensure that Welsh-medium ALP can be accessed, particularly where the number of learners requiring this provision is very low.
3. Undertake detailed analysis of the causes that influence movement from Welsh-medium to English-medium in the primary sector.
4. Ensure Welsh-medium provision is reviewed as part of a wider review of specialist provision in Swansea.
5. Continue to offer training and support across both Welsh-medium and English-medium schools, e.g. ASD friendly schools.
6. Identify opportunities for the development of Welsh-speaking specialist staff.
7. Explore opportunities to support Mudiad Ysgolion Meithrin and other non-maintained childcare providers.

By the end of the 10-year plan we will:

8. Continue to offer specialist provision for learners in the language of their choice, in accordance with the ALNET Act.
9. Develop a model of very early intervention, supporting learners to remain in Welsh-medium provision where appropriate.

Main partners responsible for implementing actions above include:

- Swansea Council
- Partneriaeth
- Swansea Schools
- NHS services
- Wider Council Services

Objective 7: Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh

What we are required to do...

Objective 7 requires us to set out our commitment to identify the workforce we require to provide Welsh-medium education during the lifespan of the Plan in accordance with the Plan's targets, and to calculate any anticipated shortfall in our workforce.

We must also set out our commitment to work on a collaborative basis with other local authorities by exercising our functions jointly in planning and delivering support to improve the Welsh language skills of school teachers and school learning support workers in maintained schools in our area and to ensure that the Plan is taken into account during considerations regarding the Welsh-medium educational standards of maintained schools in our area.

We have used the data collected about the Welsh language skills of the workforce in the School Workforce Census to identify current skills gaps and where the gaps are likely to occur in the future. Changes in the amount of Welsh taught in our English medium schools will affect the skills needs of staff and the linguistic support required. The chart below provides an indication of ability levels.

Whilst there is significant Welsh-language proficiency within the school workforce, this does not necessarily mean that staff will all be confident in teaching through the medium of Welsh. The number of staff required in future to meet the national aspiration for continuing growth in Welsh-medium provision would appear to present quite a challenge.

School Workforce Census 2020 : Ability in Welsh						
All schools	Headcount			Percentage of Headcount		
Level	Teachers	Support Staff	Total	Teachers	Support Staff	Total
Proficient Level	364	213	577	18.2%	8.9%	13.2%
Advanced Level	77	37	114	3.9%	1.5%	2.6%
Intermediate Level	176	58	234	9.1%	2.1%	5.4%
Foundation Level	416	192	608	21.1%	7.7%	13.9%
Entry Level	509	750	1259	26.0%	31.3%	28.9%
No language skills	424	1139	1563	21.5%	48.3%	35.9%
Information not yet obtained	2	5	7	0.1%	0.2%	0.2%
Grand Total	1968	2394	4362	100.0%	100.0%	100.0%
English medium only	Headcount			Percentage of Headcount		

Level	Support			Support		
	Teachers	Staff	Total	Teachers	Staff	Total
Proficient Level	109	38	147	6.4%	1.7%	3.8%
Advanced Level	70	20	90	4.1%	0.9%	2.3%
Intermediate Level	176	52	228	10.3%	2.4%	5.8%
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No language skills	424	1135	1559	24.9%	51.8%	40.0%
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Grand Total	1706	2192	3898	100.0%	100.0%	100.0%

Welsh medium only	Headcount			Percentage of Headcount		
Level	Support			Support		
	Teachers	Staff	Total	Teachers	Staff	Total
Proficient Level	255	175	430	97.3%	86.6%	92.7%
Advanced Level	7	17	24	2.7%	8.4%	5.2%
Intermediate Level		6	6	0.0%	3.0%	1.3%
Foundation Level				0.0%	0.0%	0.0%
Entry Level				0.0%	0.0%	0.0%
No language skills		4	4	0.0%	2.0%	0.9%
Information not yet obtained				0.0%	0.0%	0.0%
Grand Total	262	202	464	100.0%	100.0%	100.0%

Staff in Welsh-medium primary schools (SWAC 2021)

School	Teachers		Support	
	No.	FTE	No.	FTE
YGG Bryniago	10	8.92	13	9.33
YGG Bryn-y-Mor	15	13.20	8	6.41
YGG Gellionnen	11	10.80	11	9.58
YGG Llwynderw	17	13.09	14	11.93
YGG Lonlas	22	19.61	25	20.09
YGG Pontybrenin	30	25.37	24	21.30
YGG Tan-y-Lan	10	8.16	13	10.31
YGG Tirdeunaw	18	17.20	15	9.15
YGG Y Cwm	7	4.98	8	5.98
YGG Y Login Fach	13	10.25	9	7.25

A significant growth of the workforce able to teach Welsh and through the medium of Welsh is critical in order for Swansea to succeed in delivering the growth of Welsh speakers through education in our schools and wider learning opportunities.

In order to identify an initial target for what we will need during the life of the plan we are measuring the likely numbers of staff required for a further 3 Welsh-medium primary schools. For this purpose we believe we would need an additional

40 teaching staff and 40 support staff. If the provision was provided across 3 new schools this could potentially mean the need for 3 new headteachers.

During the first couple of years of the plan we will do some further modelling with our secondary schools, regional and national colleagues to model the staffing requirement as these increased cohorts move through the system.

To achieve this outcome and increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh in the first five years we will:

1. Undertake a central workforce audit to review existing staffing along with consideration of current and future vacancies of teaching and support staff to support recruitment and retention of staff with Welsh language skills including fully fluent teaching and learning staff.
2. Analyse the outcome of the school workforce census data and qualitative evidence sources to support workforce planning to inform design of professional learning programmes which reflect our local workforce needs specific to enhancing Welsh language use in all schools.
3. Provide advice, support, and guidance to schools on how to accurately reflect the Welsh language skills of staff.
4. Our Welsh in Education Development Officers will provide post-course support to practitioners who have participated in the Sabbatical Scheme. We will also implement a Language Champions mentoring programme where, after completing the Sabbatical Scheme, these practitioners become Language Champions and mentor other practitioners to increase their confidence to speak Welsh, teach through the medium of Welsh, or teach Welsh as a subject in English-medium schools and share good practice.
5. We will ensure that schools target Welsh language skills development in school development plans in the context of improving standards to ensure that there is a strong focus on prioritizing continuing professional development which includes improving language skills.
6. School improvement advisers (SIAs) monitor School Development Plans and New Language Schemes to ensure leaders plan to improve the linguistic skills of the workforce. Outcomes for the workforce will also be shared with SIAs to assist with monitoring.
7. Ensure that all school leadership teams and governors are made aware of the WESP and of the need for bilingual skills and that monitoring the upskilling of their staff is key as part of their governor and CPD training.
8. Encourage the governors of each school to include a report on the Welsh language in their annual report to parents and hold training sessions for school governors.
9. Support and provide advice to governors and school leaders on staff appointments and development.
10. Ensure that staff from Welsh-medium schools are applying for relevant national leadership development programmes and professional learning opportunities including the Aspiring Headteacher Programme leading to NPQH qualification.
11. Explore scope to develop a localised promotion and recruitment campaign to target the need for further diversity across the teaching and learning

workforce, particularly in Welsh speaking workforce to support diversifying the long-term uptake of Welsh-medium and ensuring that all families and pupils feel that their school is reflective of their local community.

12. Encourage and monitor take up of the new National Centre for Learning Welsh course by teaching staff as another route for developing language confidence within the teaching and learning workforce.
13. Work with Mudiad Ysgolion Meithrin through the National Training Scheme (apprenticeship) and the Cam wrth Gam Schools Scheme which offers a full range of Welsh-medium Childcare, Play Learning and Child Development qualifications in the post-14/post-16 education.

By the end of the 10-year plan we will:

14. Require the governors of every school to include a report on the Welsh language to celebrate and reflect on enhanced use and development of Welsh skills of pupils and focussed language acquisition opportunities of their teaching and learning staff in their annual report to parents.
15. Ensure that schools set and report on targets of Welsh skills development within school development plans within the context of improving standards to ensure that there is a strong focus on prioritising continuous professional development which includes improving linguistic skills.
16. Target teachers and support staff in each of the county's primary English-medium settings to attend occasional bilingual/language courses. In addition we will aspire to have one member of staff from each school attending the sabbatical course during the life of the Plan.

Main partners responsible for implementing actions above include:

- Swansea Council
- Swansea Schools
- ITE providers incl. – Swansea University, University of Wales Trinity St David, Open University, Coleg Cymraeg
- Gower College Swansea
- Education Workforce Council
- Welsh Government
- Mudiad Ysgolion Meithrin

Summary

The vision for the development of Welsh-medium education in Swansea is clear, robust and ambitious. The work to be done is multi-faceted and multi-layered, and the next step after approval of the strategy will be to develop an action plan for the next 10 years. Clear use of data will enable us to set specific targets, which will allow us to measure the impact and success of our work.

Data Pack (to be updated annually)

Population and Linguistic Characteristics

Pupil Population Trend and Forecasts

As at April 2021, there were 32611 full time equivalent (FTE) pupils (excluding nursery) in all Swansea schools, these can be broken down as follows:

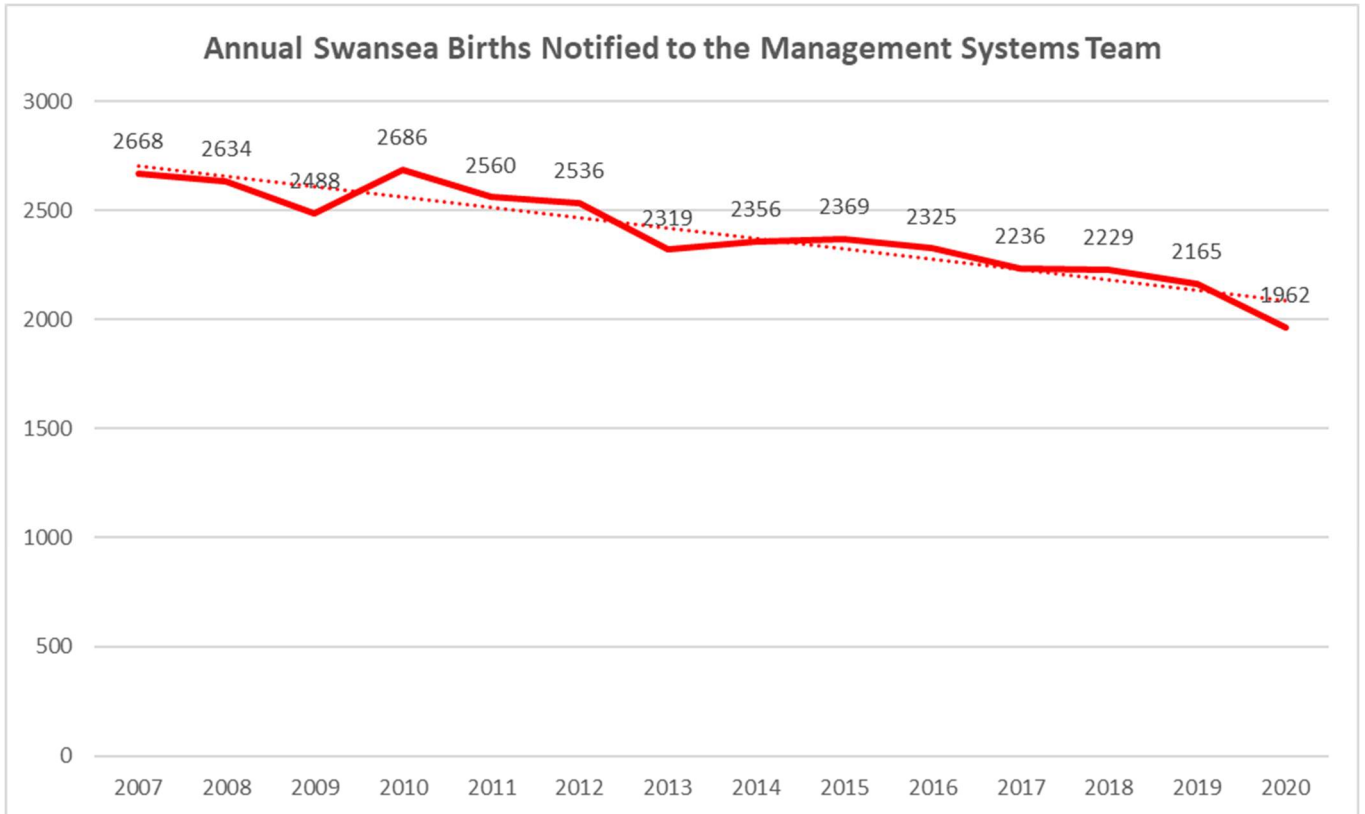
School Rolls	Total Welsh and English streams	Number of students in Welsh medium provision	Percentage of students in Welsh language streams
Primary	18362	2703	14.72%
Y7-11	12776	1671	13.08%
Y12-Y13	1473	313	21.25%
Total	32611	4687	14.37%

Numbers of Births Registered in Swansea 2007-2020

The birth rate in Swansea has seen a dramatic decline over the last 10 years. In the longer term this is likely to lead to empty places across the school stock in Swansea. As we work towards increasing the percentage of pupils going into Welsh-medium Education, it is important that we consider the impact of the birth rate.

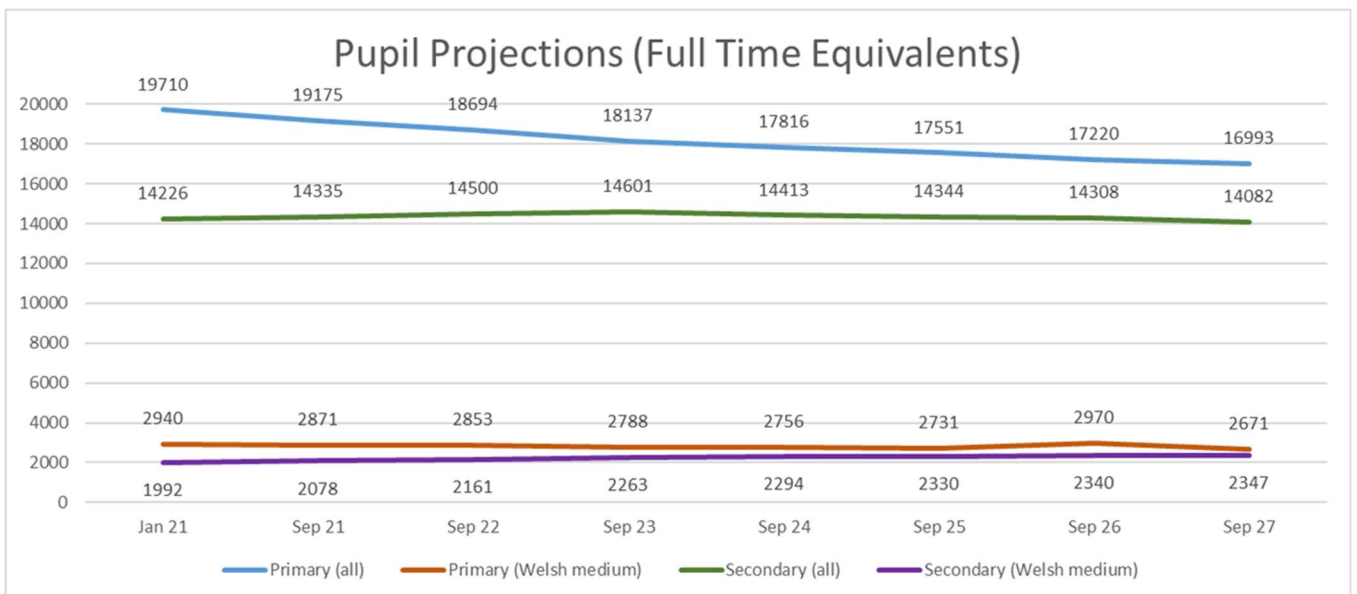
There was a further significant drop in 2020, however given the Covid-19 pandemic we will treat this data with caution as it is such a marked drop from previous figures and trend line.

Year	Births
2007	2,668
2008	2,634
2009	2,488
2010	2,686
2011	2,560
2012	2,536
2013	2,319
2014	2,356
2015	2,369
2016	2,325
2017	2,236
2018	2,229
2019	2,165
2020	1,962



Pupil projections

There has been a similarly marked drop in pupil numbers in 2020 which is reflected in the latest available pupil projections that are shown in the graph's below. Given the Covid-19 pandemic we will again treat this data with caution as it is inconsistent with previous projections and trends. Moreover, the longer term impact of the further significant enhancement of Welsh-medium places and facilities on parental perceptions and choices is still to be seen.



Ability to speak Welsh

The results of the 2011 Census indicated that 11.4% of the population in Swansea were able to speak Welsh; this is below the Welsh average of 19%. Whilst the Census is the key source of information about the number of people who can speak Welsh, the Annual Population Survey (APS) collects information about respondents' Welsh speaking ability and also includes a question on how often people speak Welsh. The APS estimates of Welsh language ability are historically higher than those produced by the Census. It is encouraging to note the steady increasing trend for Swansea (23.5% by December 2020) representing a sound foundation for the future.

Over the past 10-15 years we have enhanced provision for Welsh-medium learners significantly. However, to deliver our 2050 aspiration we need to enhance greatly the number of learners opting for Welsh-medium.

Current Welsh Provision

Early Years

The early exposure of children to the Welsh language is an important factor in expanding Welsh-medium education provision, and is key in the context of our target to increase the number of Year 1 learners taught through the medium of Welsh. The Childcare Sufficiency Assessment presents an opportunity to measure demand in this area and in the context of provision through the medium of Welsh. A new assessment is due to be completed in 2022 which will provide clear current data on the provision in Swansea. As with statutory Education provision it is important that we support the sector to increase their language offer and increase the number of parents choosing a Welsh-language provision.

In 2017, 55% of all parents that responded stated that they held an ambition for child(ren) to be bi-lingual in English and Welsh.

Although there were some incidences of parents stating that they were not accessing formal childcare due to an absence of Welsh-medium provision or them being unable to locate such provision, such a problem was not evidently widespread.

There is currently one Welsh-medium Flying Start (Dechrau'n Deg) setting in Swansea, seven Cylchoedd Mudiad Meithrin and nine Ti a Fi groups.

All 10 Welsh-medium primary schools provide a part-time nursery offer. As it currently stands there are more opportunities for pre-school in English-medium provision and therefore this can impact on the decisions being taken by parents early in their child's development due to the distance or proximity of their Welsh-medium catchment school.

In Swansea **all** primary schools provide part-time nursery education for parents who would like their child to attend a nursery class. The policy of the local authority is to provide part-time nursery education only. A nursery place will be available for all children from the term following their third birthday.

Mudiad Meithrin Provision

Cylch Meithrin (CM)	Ti a Fi Group attached?
CM Clydach Ysgol Gellionnen Clydach SA6 5HE	No
CM Meini Bach Ysgol Y Cwm Heol Jersey Bonymaen SA1 7DL	Yes
CM Treboeth a Tirdeunaw Canolfan Gymunedol De Penlan Heol Frank Penlan SA5 7AH	Yes
CM Parcywerin Pafiliwn Bowlio Parc y Werin Gorseinon SA4 4UX	Yes
CM Pontarddulais Bont Elim Church Alltiago Road Pontarddulais SA4 8HU	Yes

CM Sgeti Canolfan Gymunedol Brynmill Heol St Alban Brynmill SA2 0BP	Yes
CM Y Mwmbwls Neuadd Vivian Ffordd Mwmbwls SA3 5LT	Yes

Cylchoedd Ti a Fi (unattached to a Cylch Meithrin)

Cylch Ti a Fi Penllergaer
Neuadd Llywellyn
Heol Abertawe
Penllergaer
SA4 9AQ

Cylch Ti a Fi Clydach
Neuadd y Nant
Heol y Nant
Clydach
SA6 5HB

Cylch Ti a Fi Waunarlwydd
Neuadd Gymunedol Waunarlwydd
Heol Victoria
Waunarlwyd SA5 6SY

Welsh-medium Schools: Details as published in the Information for Parents booklet

Name, address and telephone number of establishment	Age range	Type	Number on roll Apr 2021	AN Sept 2021	Total Capacity Jan 21	Name of Head teacher
YGG Bryniago Lower James Street, Pontarddulais, Swansea, SA4 1HY. (01792) 882012 E:Mail YGG.Bryniago@swansea-edunet.gov.uk Web: swansea-edunet.gov.uk/en/schools/Bryniago	3-11	WM	214	31	222	Mrs N Jones
YGG Bryn y Môr St, Alban's Road, Brynmill, Swansea, SA2 0BP. (01792) 466354 E:mail: YGG.Brynymor@swansea-edunet.gov.uk Web: swansea-edunet.gov.uk/en/schools/Brynymor	3-11	WM	274	37	260	Mrs E Wakeham
YGG Gellionnen Gellionnen Road, Clydach, Swansea, SA6 5HE. (01792) 845489 E:mail: YGG.Gellionnen@swansea-edunet.gov.uk Web: swansea-edunet.gov.uk/en/schools/Gellionnen	3-11	WM	258	43	305	Mr K Davies
YGG Llwynderw West Cross Lane, West Cross, Swansea, SA3 5LS. (01792) 407130 E:mail: YGG.Llwynderw@swansea-edunet.gov.uk Web: swansea-edunet.gov.uk/en/schools/Llwynderw	3-11	WM	364	45	320	Ms I Griffiths
YGG Lon Las Walters Road, Llansamlet, Swansea, SA7 9RW. (01792) 771160 E:mail: YGG.Lonlas@swansea-edunet.gov.uk Web: swansea-edunet.gov.uk/en/schools/Lonlas	3-11	WM	520	75	530	Mrs K Thomas

YGG Pontybrenin Loughor Road, Kingsbridge, Gorseinon, Swansea, SA4 6AU. (01792) 894210 E:mail: YGG.Pontybrenin@swansea-edunet.gov.uk Web: www.yggpontybrenin.com/	3-11	WM	599	71	501	Mr C H Scourfield
YGG Tan-y-lan Tan-Y-Lan Terrace, Morriston, Swansea, SA6 7DU. (01792) 772800 E:mail: YGGTanylan@swansea-edunet.gov.uk Web: www.yggtan-y-lan.co.uk/	3-11	WM	196	60	130	Mr B Jones
YGG Tirdeunaw Heol Ddu, Tirdeunaw, Swansea, SA5 7HP. (01792) 774612 E:mail: Tirdeunaw@swansea-edunet.gov.uk Web: swansea-edunet.gov.uk/en/schools/Tirdeunaw	3-11	WM	408	75	413	Mrs J James
YGG Y Cwm Jersey Road, Bon-y-Maen, Swansea, SA1 7DL.(01792) 650326 E:mail: ygyccwm@swansea-edunet.gov.uk Web: www.ygyccwm.co.uk/	3-11	WM	164	28	197	Mrs S David
YGG Y Login Fach Roseland Road, Waunarlwydd, Swansea, SA5 4ST. (01792) 874399 E:mail: YGG.LoginFach@swansea-edunet.gov.uk Web: www.yloginfach.co.uk/	3-11	WM	247	30	214	Miss U Evans

Name, address and telephone number of establishment	Age range	Number on roll Apr 2021	AN Sept 2021	Total Capacity Jan 21	Name of Head teacher
WELSH MEDIUM COMMUNITY COMPREHENSIVE SCHOOLS					
Ysgol Gyfun Bryn Tawe Heol Gwyrosydd, Penlan, Swansea, SA5 7BU. (01792) 560600 E:mail:YGG.Bryntawe@swansea-edunet.gov.uk Web: swansea-edunet.gov.uk/en/schools/bryntawe	11-18	972 (877 excl dual sub reg)	205	1,243	Mr S Davies
Ysgol Gyfun Gŵyr Talbot Street, Gowerton, Swansea, SA4 3DB. (01792) 872403 E:mail: Ysgol.Gyfun.Gŵyr@swansea-edunet.gov.uk Web: www.yggwyr.org.uk/	11-18	1,210 (1107 excl dual sub reg)	173	1,069	Mr D Jenkins

Secondary Welsh medium provision

In Swansea we have a very good track record of Pupil retention when they transition from key stage 2 to key stage 3. Over the last three years this has seen 99.7%, 98.7% and 97.5% respectively transitioning from Welsh-medium primary schools to Welsh-medium secondary schools in Swansea.

In GCSE Welsh First Language, 88.0% in 2021 of students attained grades A*- C, and numbers entering this subject have increased steadily in the nine years up to 2021.

In the GCSE Welsh Second Language (full course), over 74.8% in 2021 attained grades A*- C and numbers entering the subject have increased in the eight years since 2012 from 239 entries to 1736 entries in 2021. The increase in entries is due partly to the withdrawal of the short course option in this subject, with all entries being full course from 2019.

Performance in Welsh is also strong in key stages 2 and 3, but no data was collected in 2020 due to the pandemic.

Post 16 Welsh Medium provision

A wide range of courses are available for students who wish to stay on in full-time education after their 16th birthday. Students may choose to continue their studies in a secondary school with a sixth form or a Further Education (FE) college.

Both Ysgol Gyfun Gymraeg Bryn Tawe and Ysgol Gyfun Gŵyr offer sixth form provision through the medium of Welsh.

The FE college, Gower College Swansea also offers a number of courses through the medium of Welsh.

Welsh in the new curriculum

The Curriculum for Wales sets out that all our children and young people are ready to be citizens of Wales and the world, and are supported to develop as ambitious and capable learners who can communicate effectively using both Welsh and English. All learners should have appropriate pathways for learning Welsh and English to enable them to develop the confidence to use both languages in everyday life.

'Developing learners' comfort and ability to work in two languages also provides a strong foundation for learners to engage with different languages they encounter and develop learning in other languages as they progress. Schools should ensure rich language environments for all learners and reading, listening, speaking and writing across the curriculum should be developmentally appropriate.'
Curriculum for Wales

We will support learners in our schools, regardless of their linguistic category to develop their Welsh skills as set out in the What Matters statements of the Languages, Literacy and Communication area of learning and experience.

The Well-being of Future Generations (Wales) Act 2015 also requires public bodies to work towards 'A Wales of Vibrant Culture and Thriving Welsh Language'. We have a duty to promote and facilitate the use of the Welsh language and to work towards the achievement of the well-being goals. This must be a strong thread through everything that we do.

The Workforce

We have used the data collected about the Welsh language skills of the workforce in the School Workforce Census to identify current skills gaps and where the gaps are likely to occur in the future. Changes in the amount of Welsh taught in our English medium schools will affect the skills needs of staff and the linguistic support required. The chart below provides an indication of ability levels.

Whilst there is significant Welsh-language proficiency within the school workforce, this does not necessarily mean that staff will all be confident in teaching through the medium of Welsh. The number of staff required in future to meet the national aspiration for continuing growth in Welsh-medium provision would appear to present quite a challenge.

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Entry Level				0.0%	0.0%	0.0%
No language skills		4	4	0.0%	2.0%	0.9%
Information not yet obtained				0.0%	0.0%	0.0%
Grand Total	262	202	464	100.0%	100.0%	100.0%

Provision for latecomers

The purpose of the provision for latecomers is to provide intensive Welsh language learning courses to enable children to achieve the level of fluency required to transfer to education in a Welsh-medium school. This is currently delivered through a peripatetic model of learning with the support going to the learner rather than the learner travelling to a specific site within the boundaries of the city and county.

Provision and support for children who are new to Welsh in the immersion sessions are intended for pupils in key stage 2, and start as soon as possible after they transfer to a Welsh-medium school. Latecomers in the foundation phase benefit from the immersion measures that exist in their school.

Welsh Medium Provision for Pupils with Additional Learning Needs (ALN)

Considerable changes are planned in Wales from September 2021 in relation to the statutory provision required to meet the needs of learners with SEN or ALN. The ALNET Act 2018 requires local authorities to keep the arrangements for supporting learners with SEN or ALN within their area under review and consider whether these arrangements are sufficient. The ALNET Act 2018 also includes a statutory requirement to take reasonable steps to create a Welsh-medium and bilingual system of support for learners with SEN or ALN.

Until the anticipated sequential implementation of The New Code, from September 2021 local authorities are required to comply with the existing SEN Code of Practice for Wales 2002 (The 2002 Code) to fulfil their statutory duties towards learners with SEN or ALN. The 2002 Code states that learners have SEN or ALN if they have a learning difficulty that calls for a special educational provision to be made for them.

Throughout Swansea there are a range of specialist provisions which include Specialist Teaching Learning Facilities at Ysgol Gyfun Gŵyr and Ysgol Gyfun Gymraeg Bryn Tawe. As the numbers in Welsh-medium education increase further, we will consider options for further specific Welsh-medium provision to support this group of learners.

School Transport

The Learner Travel (Wales) Measure 2008 requires local authorities to provide home to school transport for eligible children. This relates to statutory school age (Reception) pupils and does not include Nursery aged pupils.

In considering whether a school is suitable, the Learner Travel Wales Measure 2008 states that neither the child's or parent's language preference or mother tongue should have any bearing on whether a school is suitable. However, the measure requires local authorities to promote access to education and training through the medium of Welsh. For this reason, Swansea Council will provide free transport to the nearest suitable school which provides education through the medium of either Welsh or English provided that the pupil meets the distance criteria or non-availability of a safe walking route

Post 16 students

The Learner Travel Measure (Wales) 2008 requires local authorities to consider the needs of learners who are aged 16-19 years; however, there is no requirement for local authorities to provide school or college transport free of charge to any learner who is more than compulsory school age. The authority, however, uses its discretionary powers and will provide transport for learners over compulsory school age who meet the criteria of minimum distance or lack of a safe/available route to their designated school or college, or special educational need. The Council provides eligible learners with bus passes to travel to their designated school.

The Council delegates funding and responsibility for the provision of post-16 college transport to the two FE colleges. If the designated school or linked college does not offer the particular course of study that the student requires, transport will be provided to the nearest school/college that offers the course if it meets the minimum distance criteria.

Prescribed list of consultees

Consultees

This Consultation Document was published on the Swansea Council website and made available to the following:

The Governing Bodies, headteachers and school councils of all schools maintained by Swansea Council
Carmarthenshire County Council
Neath Port-Talbot Council
Powys County Council
Ceredigion Council
Pembrokeshire County Council
Gower College Swansea
Estyn
Diocese of St David's
Diocese of Menevia
The Welsh Language Commissioner

Education workforce training providers:

Swansea University
University of Wales Trinity St David

Organisations providing services to children and young people as the local authority considers appropriate:

Mudiad Meithrin
Yr Urdd
Menter Iaith
SNAP Cymru

Other persons or bodies as appear to the local authority to be appropriate:

Merched y Wawr
Partneriaeth Addysg Gymraeg Abertawe (PAGA)
Rhieni dros Addysg Gymraeg (RhAG)
Cymdeithas yr Iaith Gymraeg

The consultation period

This consultation period commences on Monday 27 September and closed on 22 November 2021.

During this period an online form was available for completion or consultees could express their views by writing to the Director of Education.

City and County of Swansea
Consultation – Summary of Responses
Welsh in Education Strategic Plan (WESP) 2022-2032

Introduction

The consultation period began on 27 September 2021 and ended on 22 November 2021.

The consultation was published alongside the draft WESP 2022-2032 at www.swansea.gov.uk/wesp/.

The total number of respondents to the consultation was 21. They are listed at the end of this document.

Eight questions were asked in the consultation document, one on the WESP's vision statement and one for each of the outcomes listed in the plan. There was also an opportunity for general comments. The majority of respondents used the online response form or an official response paper form. Some responses were sent without using the form. An overview of the main themes arising in the comments and the results of the questions asked are noted below. In addition, the detailed responses (not on the form) have been considered in their entirety and, where relevant, reflected in the final iteration of the WESP. A pack of all the responses is also being shared with Cabinet Members.

Summary of Responses

Question 1a

We have a ten year target outlining the expected increase in Year 1 children who are taught through the medium of Welsh.

Please indicate which of the following statements best reflects your views on our proposed actions.

Total Respondents	I support this	I do not feel strongly one way or the other	I do not support this	No response/form not used
21	8	0	5	8

Question 1b

Please provide any comments regarding our proposed actions to meet the overarching target.

Below is a summary of the comments received followed by a short narrative of response from the Council. As explained previously the full consultation responses are being made available for Cabinet Members to read alongside the amended WESP and supporting documents.

- It's about time this county started promoting Welsh-medium education and opened more Welsh-medium schools across Swansea communities.
- I feel having a target such as this might subconsciously force the council into favouritism towards the Welsh Medium sector.
- This consultation does not provide any evidence to demonstrate that learning in a second language is beneficial to children.
- Better late than never! Well done
- I believe a parent has a right to choose which language they prefer their child to be taught in.
- This would require a massive shift in the work force to be able to teach in Welsh.
- My personal experience is that Welsh medium school take on English speaking children but as soon as they are found to have learning difficulties, the schools are advising the parents to take the children to English medium schools and the child has then lost several years of identification and assessment to ensure their needs are better catered for.
- Overall, the local authority's Welsh in Education Strategic Plan (WESP) needs to be strengthened to reflect the range of activities planned and currently being developed to improve the strategic development of Welsh in Swansea's education services.
- Here are some general considerations for strengthening the plan:
 - Include more detail regarding how planned actions/innovations will bring about improvement.
 - Be more specific in identifying the intended outcomes, especially when discussing linguistic progression.

- Identify opportunities where the authority would benefit from collaborating with neighbouring authorities, for example in terms of developing a third Welsh-medium secondary school in eastern Swansea.
- Consider making explicit the links between the WESP and the Council's other strategic plans.
- Although we recognize the difficulty of setting a specific target, we would strongly encourage Swansea Council to do so in the final version of the Plan.
- The proposal to increase the Welsh-medium pre-school offer is supported as part of a wider marketing strategy. It is good to see that this could include at least one Cylch Meithrin linked to each Welsh-medium primary school and / or catchment area and increase the Flying Start Welsh offer in their current and possibly additional settings.
- We would like more detail on how it is intended to fill the approximately 120 additional Year 1 Welsh-medium places already available in schools.
- UCAC welcomes the authority's intention to establish a new Welsh-medium school (s) and to increase capacity in areas of high demand, although it must be noted that the plans now aim to increase proactively, not to respond passive to 'call'.
- The intention to 'identify' areas where Welsh-medium education is currently less accessible is noted. We strongly agree with the need to do so. But we would like to see some initial mapping in the final Plan itself as a basis for planning.
- We agree with the authority that in such areas, projects will need to be included in a capital program.

Council's Response

The majority of responses in all questions wanted to see more specific targets, clearer actions and a specific timeline for delivery. The amended WESP now includes more specific targets and clearer actions – a number of these were identified by consultees and built upon some of the actions that had already been identified.

We have split the actions to show those that we aim to deliver in the first 5-years of the plan and those that we will look to deliver by the end of the plan. A more detailed action plan will be developed as soon the final WESP has received Ministerial approval. This will be monitored annually alongside the WESP.

A few of the responses wanted more information on the benefits of a bilingual education and believed that parents should have a right to choose between a child having a Welsh-medium or English-medium education. The benefits of bilingual education will be clearly shared with all stakeholders as part of our marketing strategy going forward. We believe that parents already have a choice available to them in their language choice for their child's education. This choice will always be available to all parents but always with an increasing focus on bilingualism and multilingualism across the new curriculum.

Question 2a

Please indicate which of the following statements best reflects your views on our proposed actions.

Outcome 1

More nursery children/three year olds receive their education through the medium of Welsh.

Total Respondents	I support this	I do not feel strongly one way or the other	I do not support this	No response/form not used
21	8	0	5	8

Question 2b

Please comment on any aspect of our proposals in relation to Outcome 1:

Below is a summary of the comments received followed by a short narrative of response from the Council. As explained previously the full consultation responses are being made available for Cabinet Members to read alongside the amended WESP and supporting documents.

- Ti a Fi playgroups and nursery classes in every school are key to ensure a rise in Welsh-medium education.
- Need to ensure there is Nursery provision in all catchment areas
- I feel having a target such as this might subconsciously force the council into favouritism towards the Welsh Medium sector.
- Dictatorship ideals. Surely each language is equal.
- Many of the children we teach in our area are coming to school with much lower than expected communication skills. Their parents are not communicating with them in English and so they stand little to no chance of communicating with them in Welsh.
- The general proposals for achieving the vision are not sufficiently developed to address the ambition of parents of pre-school children in Swansea.
- The draft strategy does not align with the local authority's' stated aim...the approach does not address the gaps in terms of Welsh-medium provision in particular areas of the local authority.
- The Strategy could be strengthened by a proactive approach to identifying and planning a forward programme for increasing the pre-school Welsh-medium offer.
- The consultation document states that there is already capacity within the Welsh-medium primary education sector at present. If that is the case then it makes sense to focus on Welsh-medium pre-school provision as a means of increasing the numbers going on to Welsh-medium primary education. Achieving the main ten-year target for Year 1 learners will largely depend on ensuring that more families choose Welsh-medium care and nursery provision, and therefore transfer into existing primary provision.

- There is no attempt here to analyse the wider childcare situation in detail, or a meaningful discussion as to how access to Welsh-medium early years care and education provision can be expanded and facilitated.
- We (Menter Iaith Abertawe) welcome the intention to develop an appropriate digital platform on the Council's website which will provide information to parents on the benefits of bilingualism. Similarly we welcome the intention to develop and deliver a clear marketing strategy.
- We also welcome the reference to developing an appropriate digital platform to share necessary information with parents in this section of the draft. We will be keen to work together to develop an interactive version of the Welsh Education pamphlet as part of this platform.
- Mudiad Meithrin welcomes the county's recognition of working together to develop services in areas where there is currently no provision, but the county requires detailed planning on the progression process in these areas, and also the lack of suitable buildings. Mudiad Meithrin is currently developing in the county in specific areas under the Set Up and Succeed Scheme which also includes setting up a Cylch Ti a Fi.
- The importance of pre and post natal service messages has a role to play in this outcome. The Cylch Meithrin is the first step into Welsh education for many families. The above is of paramount importance to Welsh-medium education.
- We welcome the recognition that there is one dedicated Welsh Flying Start provision in the county and the need to explore opportunities to increase the number of Flying Start settings.
- It is good to see that the authority is encouraging and promoting an Active Offer across all pre-school and childcare providers but it would be good to see more specific details about this.

Council's Response

The majority of responses in all questions wanted to see more specific targets, clearer actions and a specific timeline for delivery. The amended WESP now includes more specific targets and clearer actions – a number of these were identified by consultees and built upon some of the actions that had already been identified.

We have split the actions to show those that we aim to deliver in the first 5-years of the plan and those that we will look to deliver by the end of the plan. A more detailed action plan will be developed as soon the final WESP has received Ministerial approval. This will be monitored annually alongside the WESP.

A few responses showed concerns that the Council would be favouring Welsh-medium education over other mediums and thought that English and Welsh should be treated equally. The Council's role will be to promote the benefits of bilingualism in support of the Welsh Government's aspiration of a million Welsh speakers by 2050. By promoting these benefits we will give parents the information to make an informed choice. As it currently stands there isn't an equal and equitable language choice across the city and county and the targets set for local authorities by Welsh Government will move us towards a more equal and equitable offer for all.

Question 3a

Please indicate which of the following statements best reflects your views on our proposed actions.

Outcome 2

More reception class children/five year olds receive their education through the medium of Welsh.

Total Respondents	I support this	I do not feel strongly one way or the other	I do not support this	No response/form not used
21	8	1	4	8

Question 3b

Please comment on any aspect of our proposals in relation to Outcome 2:

Below is a summary of the comments received followed by a short narrative of response from the Council. As explained previously the full consultation responses are being made available for Cabinet Members to read alongside the amended WESP and supporting documents.

- This can't become a reality without promoting playgroups and opening more Welsh-medium schools across Swansea.
- I feel having a target such as this might subconsciously force the council into favouritism towards the Welsh Medium sector.
- Totally isolating and discriminatory views! For children, parents and school staff who work in these settings.
- Whereas I support a parent's right to choose whether their child learns through the medium of Welsh or English, I feel that there is a big political push to make the learning of Welsh more appealing to families by constructing new Welsh Medium Schools.
- The document outlines the local authority's plans to increase the number of Year 1 children who are taught through the medium of Welsh by between 200 and 400 during the lifetime of the strategy. The intention to link 'Cylchoedd Meithrin' to every Welsh-medium primary school is sensible. The strategy could be strengthened by developing Cylchoedd Meithrin provision in areas where at present access to Welsh-medium is limited. This could, over the life of the plan, enable greater access to pre-school Welsh-medium and be the first step towards developing new Welsh-medium primary schools which are accessible and rooted in local communities.
- The plan would benefit from having more proactive offers to increase accessibility to Welsh-medium across the city. The data provided shows that half of the Welsh-medium primaries are over-subscribed. The document does not indicate how it intends to provide additional capacity in four out of five of these schools.
- The Strategy could be strengthened by including an indication of how it intends to increase Welsh-medium capacity in areas where the provisions is currently weak to improve its spread and accessibility across the local authority. It would also be useful for the Strategy to include a more definitive reference to their intended policy for new schools to address the needs of an influx

of new pupils living in new housing developments. We welcome the local authority's review of its approach to supporting pupils new to Welsh.

- We are of the view that this section fails to explain in detail the Council's strategy to ensure a significant increase in the number of reception class children receiving education through the medium of Welsh. For example:
 - There is no reference to data or an attempt to analyse the current situation with the County's primary provision.
 - If the Council succeeds in operating in accordance with Outcome 1 and ensures that the existing surplus capacity in primary schools is filled, this will mean that around 120 more learners will receive Welsh-medium primary education. The consultation document does not refer to the Council's plans to achieve this increase (that is, beyond filling the current surplus capacity).
 - We understand that some matters may not yet be finalised, but there is a need to outline what the Council's intention is in terms of where provision needs to be increased, and what the timetable is for implementing this.
 - The above points also relate to the commitments in respect of latecomer provision. A commitment to undertake future reviews and to consider the findings does not equate to a strategic plan. The whole purpose of the WESP is that this research is undertaken during the formulation of the strategy, and that this provides the basis for a detailed action plan. We accept that review and monitoring work is continuous and welcome the intention to undertake reviews in the future, but this does not prevent consideration of the evidence already available to the Council and the proposal of specific commitments here.
- It is vital that Mudiad Meithrin is involved in the discussions and plans to ensure that the county meets the plan's target. Progression is vital in increasing the numbers of children in Welsh-medium education.
- The benefits of Welsh-medium education need to be promoted and they need to reach every family in the county. Welsh-medium education is for everyone.
- We trust that the review of current provision for latecomers will be completed in time to include definite proposals in the final Plan, particularly in light of the announcement of additional funding for the purpose by the Welsh Government.

Council's Response

The majority of responses in all questions wanted to see more specific targets, clearer actions and a specific timeline for delivery. The amended WESP now includes more specific targets and clearer actions – a number of these were identified by consultees and built upon some of the actions that had already been identified.

We have split the actions to show those that we aim to deliver in the first 5-years of the plan and those that we will look to deliver by the end of the plan. A more detailed action plan will be developed as soon the final WESP has received Ministerial approval. This will be monitored annually alongside the WESP.

A few responses showed concerns that the Council would be favouring Welsh-medium education over other mediums and thought that the plan and its proposals would isolate and discriminate against the children, parents and staff of the English-medium schools. There was also a view that there is a political push to make the learning of Welsh more appealing to families by constructing new Welsh-medium schools. As mentioned previously, the Council's role will be to promote the benefits of bilingualism in support of the Welsh Government's aspiration of a million Welsh speakers by 2050. By promoting these benefits we will give parents the information to make an informed choice. The WESP will be inclusive and as a result we will work with all our schools – children, parents and staff – in all our schools and settings to improve the Welsh-medium offer and to move everyone along the language continuum. The Council has an excellent track record of investing, with the Welsh Government, across all its schools not only our Welsh-medium schools.

Question 4a

Please indicate which of the following statements best reflects your views on our proposed actions.

Outcome 3

More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another.

Total Respondents	I support this	I do not feel strongly one way or the other	I do not support this	No response/form not used
21	8	4	1	8

Question 4b

Please comment on any aspect of our proposals in relation to Outcome 3:

Below is a summary of the comments received followed by a short narrative of response from the Council. As explained previously the full consultation responses are being made available for Cabinet Members to read alongside the amended WESP and supporting documents.

- There will be very little increase in pupils' Welsh language skills within the English sector. If we want to increase the number of fully bilingual pupils, the way to do this is through Welsh-medium education.
- Gower College Swansea offers learners opportunities to complete their coursework through the medium of Welsh or bilingually. The progression from statutory to post-statutory education means that many pupils who have attended a Welsh-medium school are losing their post-16 Welsh language skills. Gower College Swansea enables learners to complete a number of qualifications whilst being taught bilingually at college in order to maintain or improve their Welsh.
- More community teachers / first language adviser needed to support Welsh medium schools.
- I totally support the need to continue and improve ALL languages taught in this phase. The introduction of the New Curriculum for Wales also suggests a third language as well!
- The local authority has a positive track record in ensuring linguistic progression between key stage 2 and key stage 3. However, actions within this objective are vague and occasionally 5 include references to plans without explaining how they will be realised.
- The percentage of pupils transferring from Welsh-medium primary education to Welsh-medium secondary provision is very high. We therefore agree that maintaining a similar percentage in the future is a reasonable target for the Council.
- The proposed increase in Welsh-medium primary school numbers will hopefully lead to a corresponding increase in the secondary sector in the future. We accept that there are some years until this increase affects secondary schools, but there is room to consider this in the discussion of this Outcome. For example, what are the implications of targets for Outcome 2 on

future secondary provision? What is the capacity of existing secondary schools? Will plans be needed to expand Welsh-medium secondary provision in the future?

- There is reference here to transfer rates between Primary and Secondary, but we would expect the Council to refer to data that examines linguistic progression between all the key stages.
- There is some consideration in the consultation document in relation to plans for supporting the Welsh language skills of all pupils in the county. We believe that there is room here to expand on this, including the examination of data on linguistic progression in English-medium schools.
- As the consultation document states, the council is expected to set a target outlining the anticipated increase during the life of the plan in the amount of Welsh-medium education provided in schools. However, no targets are set.
- We very much welcome the aspiration that at least one member of staff from each Early Years/Foundation Phase English-medium primary school attends a national sabbatical course. It is not clear to us what it meant by the phrase that the Council 'aspires' to achieve this. We would appreciate detail as to the practical actions the Council can take to facilitate this.
- Menter Iaith Abertawe will also contribute to outcome 3 in trying to ensure that learners continue with Welsh-medium education when transferring from one key stage to the next. We are in the process of discussing with the secondary schools how we can work together to enrich their existing transition programmes, and there is certainly potential for this programme to naturally tie in with the development of the WESP action plan. We intend to support the schools' internal transition programmes and offer additional transition sessions to pupils, as well as offering sessions to support and raise the confidence of non-Welsh speaking parents.
- There is currently no significant discussion in your plan about the educational provision for learners after they leave the compulsory sector.
- Outcome 3 does not mention the importance of transition between Cylchoedd Meithrin and the primary schools and a clear progression route for families should be identified in terms of Cylch Meithrin/primary/secondary schools.
- UCAC is delighted to see the authority promoting the overriding principle of supporting all learners to become multilingual, to be able to use Welsh, English and at least one other international language, and to develop openness and curiosity about all world languages and cultures. This is a matter of great importance in the modern world.
- The development and delivery of a Language Scheme template for all schools to support each child's linguistic progress in Welsh across all our schools is to be welcomed.
- It is encouraging to see that the authority is 'aspiring' for at least one member of staff from each English-medium Early Years / Foundation Phase primary school to attend the national sabbatical course.
- We support the authority's intention to work with regional partners to provide support and resources for schools.
- It would be good to see the data for transfer rates between other key stages.

Council's Response

The majority of responses in all questions wanted to see more specific targets, clearer actions and a specific timeline for delivery. The amended WESP now includes more specific targets and clearer actions – a number of these were identified by consultees and built upon some of the actions that had already been identified.

We have split the actions to show those that we aim to deliver in the first 5-years of the plan and those that we will look to deliver by the end of the plan. A more detailed action plan will be developed as soon the final WESP has received Ministerial approval. This will be monitored annually alongside the WESP.

One response thought that there will be very little increase in pupils' Welsh language skills within the English sector. The plan, with the establishment and implementation by Welsh Government of a single continuum of Welsh language learning, ensure that all learners across all our settings have a clear path for improving their Welsh language skills.

Question 5a

Please indicate which of the following statements best reflects your views on our proposed actions.

Outcome 4

More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh.

Total Respondents	I support this	I do not feel strongly one way or the other	I do not support this	No response/form not used
21	7	1	4	9

Question 5b

Please comment on any aspect of our proposals in relation to Outcome 4:

Below is a summary of the comments received followed by a short narrative of response from the Council. As explained previously the full consultation responses are being made available for Cabinet Members to read alongside the amended WESP and supporting documents.

- Gower College Swansea offers a number of qualifications that can be taught through the medium of Welsh and all learners have the opportunity to submit coursework in Welsh or bilingually. Public Services, Health and Care and Childcare are taught bilingually and fluent learners complete their Welsh BaccaLaureate through the medium of Welsh.
- Evidence should be provided that taking exams in a second language does not have a detrimental impact on results before there is any government funded push for children to do this.
- The same comments here as well! No thought given to English speaking staff or consultation with them creating feelings of anxiety and stress to what is an already over stretched work load.
- As a parent, I very strongly disagree with this and am angry that my children are being forced to take GCSE Welsh, disadvantaging them against their English peers by reducing the number of GCSEs that they are actually interesting in taking.
- The local authority has a good track record in increasing the number of pupils following a Welsh 1st language GCSE. The Strategy includes relevant figures showing a positive trend over time. The Strategy does not provide information about the proportion of option choices followed or qualifications taken by pupils in Welsh in key stage 4 or the sixth form.
- The document notes that Ysgol Gyfun Gŵyr currently is over-subscribed, whereas Ysgol Gyfun Gymraeg Bryn Tawe has surplus places. In terms of Ysgol Gyfun Gŵyr, we are aware of plans to expand the school site and it would be helpful to include this information in the document. In addition, the local authority is planning to upgrade parts of Ysgol Gyfun Gymraeg Bryn Tawe and this would be helpful information to include in the narrative in the WESP.
- Also, we are aware that the present catchment areas were reviewed and changed a few years ago and will eventually help to address the issues in both schools. It may be the case that during the life of the Strategy, the local authority could consider

expanding Welsh-medium provision in the east of Swansea, with the possibility of working on a shared proposal with a neighbouring authority for a new Welsh-medium secondary school.

- The draft Strategy does not include a reference to increasing or improving Welsh-medium provision in English-medium schools in general.
- There is a lack of detail in clarifying and analysing the current situation, and the action points are once again extremely general and vague.
- We do not believe that this section aligns with the requirements of the Welsh in Education Strategic Plans (Wales) Regulations 2019, or Government guidance.
- It's good to see that there is a steady growth in learners studying for qualifications assessed in Welsh as a subject but it must be ensured that a pupil who wants to study in Welsh is not disadvantaged because the choice of studying in Welsh is not available
- The importance of non-maintained early years vocational courses should be included in this outcome. Mudiad Meithrin will be ready to work together to spread the message.
- Although we agree in principle with each of the broad areas outlined for action, it is not possible to respond meaningfully without further detail, including specific approaches, timescales and specific targets and stages of progress. We would have expected to see individual schools named - what needs to be done to bring about improvement is not necessarily the same for all schools.
- Exploring opportunities such as e-schools and developing partnerships with providers such as Gower College is key but consideration may need to be given to opening a third Welsh-medium school in the city in order to achieve this target.
- I wonder if it is necessary to go further to acknowledge the role and influence of the new curriculum? The Welsh language continuum (properly implemented) should mean that no pupil slips back in terms of the standard of their Welsh, or the level of expectations of them, irrespective of the language medium of their chosen provision. In principle, it should lead to more confident speakers - which may, over time, lead to a greater willingness to take qualifications in Welsh.

Council's Response

The majority of responses in all questions wanted to see more specific targets, clearer actions and a specific timeline for delivery. The amended WESP now includes more specific targets and clearer actions – a number of these were identified by consultees and built upon some of the actions that had already been identified.

We have split the actions to show those that we aim to deliver in the first 5-years of the plan and those that we will look to deliver by the end of the plan. A more detailed action plan will be developed as soon the final WESP has received Ministerial approval. This will be monitored annually alongside the WESP.

A further comment here that proposals would isolate and discriminate against the children, parents and staff of the English-medium schools. There was also a thought that evidence is needed to show that there is no detrimental impact on results of taking exams in a second language. Finally, a view that children should not be forced to study for a Welsh language GCSE.

As mentioned previously, the WESP will be inclusive and as a result we will work with all our schools – children, parents and staff – to improve the Welsh-medium offer and to move everyone along the language continuum. As part of our marketing strategy we will map out the whole education journey and provide evidence to show the benefits of bilingualism and the performance levels of our Welsh-medium schools. It is national policy that all children in Wales study Welsh-language to GCSE level.

Question 6a

Please indicate which of the following statements best reflects your views on our proposed actions.

Outcome 5

More opportunities for learners to use Welsh in different contexts in school.

Total Respondents	I support this	I do not feel strongly one way or the other	I do not support this	No response/form not used
21	10	1	2	8

Question 6b

Please comment on any aspect of our proposals in relation to Outcome 5:

Below is a summary of the comments received followed by a short narrative of response from the Council. As explained previously the full consultation responses are being made available for Cabinet Members to read alongside the amended WESP and supporting documents.

- There are opportunities at Gower College Swansea for students to take part in activities through the medium of Welsh, to be Welsh Ambassadors through Coleg Cymraeg Cenedlaethol as well as to be part of the college's Welsh language crew.
- I strongly support teaching Welsh as a second language in school but do not agree with targets for number of pupils in Welsh medium education.
- By placing a greater emphasis and increasing funding for learning Welsh for all children, both in and out of school, Swansea council would be able to increase the number of welsh speakers without risking the educational prospects of those for whom welsh is not their first language. In particular, outside school welsh clubs or opportunities should be explored to bring welsh speaking into the community. This could also include opportunities for parents and children to learn and speak Welsh together.
- I regularly observe children from the local Welsh comprehensive, speaking English as soon as they leave the school grounds. If they are not interested, then why would English speaking children want to?
- Within the Welsh-medium sector where there is an entirely Welsh speaking atmosphere to support learners' linguistic development.
- This aspect is not particularly innovative and does not set out a range of stimulating activities for pupils to hear and use Welsh clearly enough. The local authority would benefit from working with other local authorities to develop this aspect of the plan.
- While we welcome the actions included for this Outcome, most are quite vague and indicate an intention to continue to deliver activities already being provided, or to continue to collaborate with key partners. We do not question the importance of these actions, but it would be useful to include more specific and detailed actions.

- As you know, the Council has a Welsh Language Promotion Strategy, which was approved in 2016. The Council will be expected to produce and publish a revised version of the promotion strategy 5 years after the publication of the initial strategy. There are clear benefits for consideration in terms of developing the content of these strategies in parallel, and there is capacity to refer to the content of the strategy when discussing Outcome 5.
- Outcome 5 and providing opportunities for learners to use Welsh in different contexts may well be where Menter Iaith Abertawe's work interweaves closest with the objectives of the scheme. We feel that this is a key element in ensuring the success of the scheme. It is important that the partners meet regularly (should this take the form of a PAGA or take advantage of the regional Fforwm Iaith) to ensure effective collaboration and joint promotion, and to ensure that Swansea residents receive the information about the opportunities available.
- Getting Swansea residents to take advantage of what is already available through the medium of Welsh can be a challenge at times, so a stable joint promotion platform and procedure will be a great help.
- As we work together on the implementation of the scheme, we also feel that it is crucial to consider how we can increase our capacity as a Menter. Very little match funding reaches Menter from the council, and we are totally dependent on individual projects and funds that arise occasionally. This approach is not sustainable in the long term, and does not provide opportunities for strategic planning...establish a more formal and consistent working relationship between the council and Menter...consideration must then be given to funding Menter so that we can lead and provide what has been agreed.
- Shwmae Awards - we would like the county to include non-maintained services as part of this development and recognize the contributions made in the non-maintained sector to progression and the Welsh language.
- Language Charter: We support the development of the Language Charter Framework but recognize the importance of analysing the success of the Language Charter in schools.
- It is encouraging to read about the authority's vision to promote the use of Welsh in different contexts across all the county's schools. Collaboration with organizations such as the Urdd and Menter Iaith is key to the success of this. Benefiting from the experiences of the Language Charter and other initiatives is likely to come to fruition. The Shwmae Awards and many similar incentives would help attract more pupils to consider Welsh as a living language for everyday life.

Council's Response

The majority of responses in all questions wanted to see more specific targets, clearer actions and a specific timeline for delivery. The amended WESP now includes more specific targets and clearer actions – a number of these were identified by consultees and built upon some of the actions that had already been identified.

We have split the actions to show those that we aim to deliver in the first 5-years of the plan and those that we will look to deliver by the end of the plan. A more detailed action plan will be developed as soon the final WESP has received Ministerial approval. This will be monitored annually alongside the WESP.

There were a couple of comments regarding pupils' language changing to English outside of the school gates and that these proposals would only be viable within the Welsh-medium sector where there is an entirely Welsh speaking atmosphere to support learners' linguistic development. Both these comments will be tackled under our plans by increasing opportunities within and outside all schools for all learners to develop linguistically.

Question 7a

Please indicate which of the following statements best reflects your views on our proposed actions.

Outcome 6

An increase in the provision of Welsh-medium education for pupils with additional learning needs (ALN) in accordance with the duties imposed by the Additional Learning Needs and Education Tribunal (Wales) Act 2018.

Total Respondents	I support this	I do not feel strongly one way or the other	I do not support this	No response/form not used
21	9	0	4	8

Question 7b

Please comment on any aspect of our proposals in relation to Outcome 6:

Below is a summary of the comments received followed by a short narrative of response from the Council. As explained previously the full consultation responses are being made available for Cabinet Members to read alongside the amended WESP and supporting documents.

- Equal opportunities for each pupil! It is a myth that Welsh-medium education hinders the development of ALN pupils.
- There is a need for a Welsh-medium ALN unit in the County - too many parents being advised to move their children to English-medium schools because of their children's needs. Headteachers have raised this for some years.
- If a parent decides they want Welsh Medium education then there should be ALN provision. Too often ALN pupils in Welsh provision end up transferring to English provision.
- Evidence has not been provided that learning in a second language does not have a negative impact on education outcomes. This should be provided for speakers with alternative learning needs.
- Unrealistic targets!
- Children with ALN have enough hurdles in their life especially if they experience ALN with a strong language and communication slant. Why would anyone think that adding an additional language would be of benefit to these children?
- There is very little information in this objective apart from a general aim to support learners with additional learning needs. It would be beneficial to set out how the local authority intends to support these learners if the demand for ALN provision increases. At present, this aspect of the plan does not provide assurance that the local authority is able to meet the needs of pupils educated through the medium of Welsh and who require ALN provision, either presently or moving forward. The local authority might benefit from working with other nearby authorities to strengthen this aspect of the plan.
- The consultation document states that the local authority reviews the level of demand and additional learning provision available through the medium of Welsh on an annual basis. However, there is no mention of the main findings of this work. In

other words, what exactly is the current demand, what is the current Welsh-medium provision, and to what extent is it currently meeting the needs of learners? If the local authority considers that current provision is adequate and meets the needs of learners, then this needs to be clarified and evidenced.

- We do not believe that this section meets the requirements of the guidance on WESPs because it merely states that the Council will review provision annually, and that the Council will address shortcomings as necessary. The current provision needs to be clarified and analysed, identifying specific actions to address any existing shortcomings. The guidance also lists several other things that should be considered here, for example, joint working arrangements with neighbouring local authorities and ALN workforce matters.
- We would like to see definite steps towards securing expert Welsh language support for every child with additional learning needs in the county. Support through the medium of Welsh should be equal to English-medium support.
- I would like the county to specify the steps with regards to how the families will be aware that a Welsh-medium service is available to every child.
- I would like this outcome to recognize the importance of support for children in our non-maintained early years services to ensure that all children can benefit fully from early intervention. The support the children receive during the early years is essential to ensure that they have language acquisition skills. Mudiad Meithrin is ready to collaborate on this.
- There is also a need to ensure that the children receive the same support when they attend school part time.
- In recognizing what the authority is already achieving successfully, it is felt that more detail is needed about the authority's plans in order to achieve this target. This section does not provide enough basic information about existing provision and how it operates, or the adequacy of specialist staff and classroom space. This section will require a great deal of development work to be fit for purpose, and compatible with the requirements of the new Legislation and transformation program. As with all other sections, there is a need to see mapping, analysis, detailed planning, timetable and quantitative targets for different aspects.

Council's Response

The majority of responses in all questions wanted to see more specific targets, clearer actions and a specific timeline for delivery. The amended WESP now includes more specific targets and clearer actions – a number of these were identified by consultees and built upon some of the actions that had already been identified.

We have split the actions to show those that we aim to deliver in the first 5-years of the plan and those that we will look to deliver by the end of the plan. A more detailed action plan will be developed as soon the final WESP has received Ministerial approval. This will be monitored annually alongside the WESP.

Question 8a

Please indicate which of the following statements best reflects your views on our proposed actions.

Outcome 7

Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh.

Total Respondents	I support this	I do not feel strongly one way or the other	I do not support this	No response/form not used
21	7	2	4	8

Question 8b

Please comment on any aspect of our proposals in relation to Outcome 7:

Below is a summary of the comments received followed by a short narrative of response from the Council. As explained previously the full consultation responses are being made available for Cabinet Members to read alongside the amended WESP and supporting documents.

- Gower College Swansea's staff development program provides staff with opportunities to learn Welsh through Colleges Wales - Work Welsh scheme. They have the opportunity to attend Sgiliaith training to increase the use of bilingualism within their classes. The College's recruitment policy provides opportunities to increase the number of Welsh speaking staff at the College. The college has received grants from Coleg Cymraeg Cenedlaethol this year to employ 3 tutors to teach through the medium of Welsh or bilingually.
- I support investment in helping all teachers to improve their welsh skills, but feel that evidence has not been provided to demonstrate that this should be through welsh medium education.
- Again totally discriminating against English speaking members of the workforce who are passionate motivated facilitators of education.
- The background information about staff competencies in Welsh provides very helpful context. There are significant numbers of staff with Welsh skills working in English medium settings which is encouraging. There is also a large proportion of staff with very little Welsh language skills. The local authority sets out a list of intentions to increase staff competency in Welsh and encourage staff to develop their confidence to teach in Welsh-medium settings.
- The plan mentions working with other partners but does not set out a strategy to work with initial teacher training to increase the proportion of teachers able to teach through Welsh.
- In our conversations with officers, we explored the importance of ensuring that staff were engaged with the WESP at different levels and understood their role in helping to achieve the outcomes. Officers also identified the importance of ensuring that there are strong links between the local authority's corporate strategies including the Swansea Bay City Deal and the priorities

in the WESP. This would help the WESP to be a relevant consideration across key areas of the local authority's work. It would be helpful for the Strategy to include a broad indication of the number of staff with Welsh-medium skills it will need to deliver the outcomes in 10 years.

- It would be useful to refer much more specifically to the School Workforce Annual Census data as a basis for discussing the action points of Outcome 7. In other words, the current situation needs to be analysed, with regard to the kind of progress that will need to be seen to achieve the targets for the remaining Outcomes. Is there sufficient capacity in the Welsh-medium workforce, or will there be a need to ensure more teachers who can teach through the medium of Welsh, and if so how many?
- The College has submitted evidence to the Welsh Government about the challenges arising from a fall in the number of education trainees that are qualifying to teach through the medium of Welsh, and Welsh as a subject. While your plan identifies the importance of ensuring a suitable workforce for the existing (and new) schools developed as a result of these plans, the discussion about this area is on the whole superficial. What is the current situation regarding the education workforce within your county? How many more teachers and support staff will you need to deliver the plans for the growth set out in your plan? What plans do you have to share this analysis with the Government and the Education Workforce Council to ensure that there is sufficient supply of qualified staff to meet demand?
- The points about the education workforce in its wider sense are also relevant to outcome 1 and the development of nursery provision, and we as a College will work with further education colleges and Mudiad Meithrin to expand childcare provision so that there is a suitable supply of staff who will be able to provide first-class bilingual childcare and nursery education.
- How to increase the early years workforce needs to be included under Outcome 7. There is a shortage of qualified Welsh-speaking practitioners in education and the early years. It is vitally important that there are opportunities for practitioners to follow Welsh-medium childcare courses. Stability can be achieved for the childcare services and will also ultimately benefit the schools. We need to ensure that the information is shared regularly with practitioners.
- Mudiad Meithrin is able to work with the county through the National Training Scheme (apprenticeship) and the Cam wrth Gam Schools Scheme which offers a full range of Welsh-medium Childcare, Play Learning and Child Development qualifications in the post 14/post 16 education sector.
- This Outcome is the cornerstone of everything else in the Plan.
- We agree that there needs to be a strategic focus in this area, identifying priorities for growth and progress.
- It would be useful to see more statistical analysis in the Plan regarding the skill levels of the county's education workforce (headteachers / teachers / assistants) in relation to the Welsh language. Such an analysis would form the basis for setting specific progress targets to match the Welsh Government's targets under its Welsh language strategy 2050.
- We feel, in fairness to Swansea County Council (and other councils) that much of the control over the supply of staff rests with other bodies eg The Welsh Government, the Education Workforce Council (and the ITE Accreditation Board), providers of Initial Teacher Education, and that the most effective approaches will require partnership working.

Council's Response

The majority of responses in all questions wanted to see more specific targets, clearer actions and a specific timeline for delivery. The amended WESP now includes more specific targets and clearer actions – a number of these were identified by consultees and built upon some of the actions that had already been identified.

We have split the actions to show those that we aim to deliver in the first 5-years of the plan and those that we will look to deliver by the end of the plan. A more detailed action plan will be developed as soon the final WESP has received Ministerial approval. This will be monitored annually alongside the WESP.

A further comment here that proposals would isolate and discriminate against the children, parents and staff of the English-medium schools. As mentioned previously, the WESP will be inclusive and as a result we will work with all our schools – children, parents and staff – to improve the Welsh-medium offer and to move everyone along the language continuum. This will include an opportunity for all members of staff, as part of their ongoing professional development, to learn and use the language.

Consultation Responses

List of respondents who submitted during the consultation period

3 school responses

8 individual responses

Gower College Swansea

Estyn

Parents for Welsh Medium Education (RhAG) Swansea

Parents for Welsh Medium Education (RhAG) National

Merched Y Wawr

The Welsh Language Commissioner

Menter Iaith Abertawe

Coleg Cymraeg Cenedlaethol

Mudiad Ysgolion Meithrin

UCAC (Undeb Canedlaethol Athrawon Cymru)

Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Planning and Resources

Directorate: Education

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

Welsh in Education Strategic Plan 2022-2032

Section 84 of The School Standards and Organisation (Wales) Act 2013 requires a local authority to prepare a Welsh in Education Strategic Plan (WESP). Swansea Council must submit the first ten year Plan to the Welsh Ministers for approval no later than 31 January 2022.

The WESP must contain the local authority's proposals on how it will carry out its education functions to improve the planning of the provision of education through the medium of Welsh, improve the standards of Welsh-medium education and of the teaching of Welsh, our targets for improving the planning of the provision of Welsh-medium education and for improving the standards of that education and of the teaching of Welsh in.

Swansea's vision for the next ten years is as follows:

1. Providing equal opportunities for all learners to learn Welsh and speak the language confidently and to promote the benefits of bilingualism.
2. To increase the percentage of pupils opting for Welsh-medium education, to between 23% and 27% of Year 1 pupils by the end of the Plan, and apply the principles of the 15-minute neighbourhoods to ensure that all learners have access to Welsh-medium education within a reasonable distance of their homes.
3. That learners who have attended a Welsh-medium setting in the primary phase will be encouraged and expected to continue with this when transferring to subsequent key stages in the secondary phase.
4. To ensure significant growth in Welsh-medium education, to increase the number of people of all ages who become fluent in Welsh, English and other languages and who can use their languages confidently with their families, friends, neighbours and in the workplace.

Integrated Impact Assessment Screening Form

5. To provide an equal linguistic opportunity to learners with additional learning needs (ALN).
6. To provide an equal linguistic opportunity to learners with Welsh or English as additional languages.
7. To aspire that, through this plan, Swansea contributes significantly to the national goal of a million Welsh speakers by 2050.

The Welsh in Education Strategic Plans (Wales) Regulations 2019 requires us to set a ten year target outlining the expected increase in Year 1 children who are taught through the medium of Welsh in the Swansea area during the lifespan of the Plan. This is the overarching ten year target for the 2022 - 2032 WESP.

The Council aspires to significantly increase the number of pupils and families who choose Welsh medium provision in Swansea. On the basis of the target % increases prescribed by Welsh Government, and our forecast of the pupil population over the next 10 years, we will need to:

- Increase the number of Year 1 pupils being taught through the medium of Welsh by between 200 to 400 pupils (based on the current cohort figures). In view of the location and linguistic make-up of our schools currently, we have the following complementary strategies to achieve the target increase in Year 1 children taught through the medium of Welsh:
 - Increase the Welsh-medium pre-school offer as part of a wider marketing strategy to promote the benefits of being bilingual. This will include at least one Cylch Meithrin linked to every Welsh-medium primary school and/or areas within their catchment and looking at opportunities to increase the Flying Start Welsh offer within our current settings.
 - Fill the approximately 107 additional Year 1 Welsh-medium places already available in our schools through the effective promotion of the benefits of bilingual provision.
 - Establish new Welsh-medium school(s)/increase capacity in areas where there is high demand and/or identifying areas where Welsh-medium education is currently less easily accessible. In such cases, it may be necessary to include projects in a future capital programme.

To support the planning process, we are required to arrange our Plan around the outcomes below. The outcomes reflect a learner's education journey and are consistent with the policy areas of Cymraeg 2050 and Education in Wales: Our National Mission.

- Outcome 1: More nursery children/three year olds receive their education through the medium of Welsh
- Outcome 2: More reception class children/five year olds receive their education through the medium of Welsh
- Outcome 3: More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another
- Outcome 4: More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh
- Outcome 5: More opportunities for learners to use Welsh in different contexts in school
- Outcome 6: An increase in the provision of Welsh-medium education for pupils with additional learning needs (ALN) in accordance with the duties imposed by the Additional Learning Needs and Education Tribunal (Wales) Act 2018
- Outcome 7: Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh

Integrated Impact Assessment Screening Form

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?
Please provide details below – either of your activities or your reasons for not undertaking involvement**

In drafting the Swansea WESP we have worked with our representative partnership group; Partneriaeth Addysg Gymraeg Abertawe (PAGA). This group has representation from the local authority, schools, colleges, universities, Welsh Government, Mudiad Ysgolion Meithrin, Menter Iaith Abertawe and Yr Urdd.

Following Cabinet approval we embarked on a full statutory consultation with all interested parties.

The consultation period began on 27 September 2021 and ended on 22 November 2021.

The consultation was published alongside the draft WESP 2022-2032 at www.swansea.gov.uk/wesp/.

The total number of respondents to the consultation was 21 and they were as follows:

- 3 school responses
- 8 individual responses
- Gower College Swansea
- Estyn
- Parents for Welsh Medium Education (RhAG) Swansea
- Parents for Welsh Medium Education (RhAG) National
- Merched Y Wawr

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- The Welsh Language Commissioner
- Menter Iaith Abertawe
- Coleg Cymraeg Cenedlaethol
- Mudiad Ysgolion Meithrin
- UCAC (Undeb Canedlaethol Athrawon Cymru)

Nine questions were asked in the consultation document, one on the WESP's vision statement and one for each of the outcomes listed in the plan and further general comments. The majority of respondents used the online response form or an official response paper form. Some responses were sent without using the form.

An overview of the main themes arising in the comments and the results of the questions asked are noted below.

A number of responses were of the view that the draft plan lacked clearly defined actions and timescales. This has now been amended to ensure that each outcome has these clearly defined actions and gives a better idea of timescales.

The WESP by its very nature sets out a strategic plan which will be complemented by appropriate action plans to turn the vision into a reality. Both the strategic plan and associated action plans need to be 'living' documents which will be reviewed as appropriate throughout the coming years. By their very nature the action plans can only be fully developed following the finalisation and formal approval of this strategic plan.

Key data sets have now been added to each Outcome to set the scene and, where required, clear targets set.

A number of additional actions were suggested, with a number of these then added to the final WESP.

In addition to the consultation responses we reviewed the draft Plans of a number of other local authorities and learned from their experiences and proposals.

In creating a final version of the Welsh in Education Strategic Plan 2022-2032, all of the consultation responses in their entirety were considered and will be shared with Cabinet Members.

In what continues to be a challenging time for all schools no specific responses were received from school Councils, however our intention is to involve Children and Young People fully in the implementation of the 10-year Plan once approved by the Minister. This will include setting up a pupil representative group to help shape and guide the action planning for delivering the Plan.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?

Yes

No

b) Does the initiative consider maximising contribution to each of the seven national well-being goals?

Yes

No

c) Does the initiative apply each of the five ways of working?

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Yes No

d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?

Yes No

Q5 What is the potential risk of the initiative? (*Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...*)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes No If yes, please provide details below

As Swansea develops its next Welsh Language Promotion Strategy 2022-2027 we will work across the Council and beyond to ensure that the WESP is supported and strengthened by decisions and opportunities throughout the life of the Strategy.

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

The Plan, once approved, will have a positive impact on all pupils and schools in Swansea not only in looking to increase the number of pupils and families who choose Welsh-medium education but also on the language journey of all pupils in all our schools as they become bilingual citizens.

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- Summary of impacts identified and mitigation needed (Q2)
- Summary of involvement (Q3)
- WFG considerations (Q4)
- Any risks identified (Q5)
- Cumulative impact (Q7)

This Plan will have a positive impact on children and young people and on all Swansea citizens as the benefits of being bilingual/multilingual citizens are realised.

All schools will be kept engaged to ensure that the benefits are realised across all our schools. All the recommendations fit within the expectations and considerations of the WFG with no risk in their implementation. The cumulative impact is seen as very positive.

Integrated Impact Assessment Screening Form

Once the final Plan is approved by Cabinet, and subsequently the Minister, a full IIA will be completed to support our annual action plan to ensure that the impact of all actions are fully assessed and that the WESP has a positive impact on ALL children and young people in Swansea.

(NB: This summary paragraph should be used in the relevant section of corporate report)

- Full IIA to be completed
- Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Rhodri Jones
Job title: Head of Performance Team
Date: 18/08/2021 amended on 14/12/2021
Approval by Head of Service:
Name: Brian Roles
Position: Head of Education Planning and Resources
Date: 18/08/2021

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 9.



Report of the Cabinet Member for Economy, Finance & Strategy

Cabinet – 20 January 2022

Covid Recovery and Investment

Purpose:	To inform Cabinet of the Covid Recovery progress to date and to recommend that Cabinet approve the future plans and further investment proposals
Policy Framework:	Achieving Better Together Programme
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet: <ol style="list-style-type: none">1) Notes the good progress to date, and the ongoing flexibility required to respond to ongoing and emerging challenges and changes to the Council, its services and its workforce.2) In line with the requirements of Financial Procedure Rule 7 (capital programming and appraisals), commits and authorises a new £2m scheme onto the capital programme for the data centre move to the Guildhall3) Approves the revised plan and timeline for the implementation of the Oracle programme together with further investment of £3,620,412 in line with the requirements of Financial Procedure Rule 54) Notes the social services update5) Notes the capital contingency update, the likely allocations and agrees to continue to hold the balance as a remaining contingency sum6) Allocates £2.05m of the Economic Recovery Fund (ERF) monies set out in the report for the purpose of enhanced play facilities and skate park facilities as a new capital budget in line with the requirements of Financial Procedure Rule 7; and delegates the delivery of this programme to the Cabinet Member for Investment, Regeneration and Tourism and the Director of Place to finalise the detailed delivery programme.
Report Authors:	Adam Hill / Marlyn Dickson
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 On 15th October 2020, Cabinet approved the new “From Recovery to Transformation” report detailing the 3 Phases from recovery through to the “Swansea – Achieving Better Together, Transformation Strategy & Programme Framework 2022 – 2026”.
- 1.2 The main purpose of the Achieving Better Together Programme is to ensure the council is sustainable, efficient and effective in what and how it delivers its services with the citizen at the heart of all that we do. We want to ensure the right services are available to our communities in the right way and at the right time for them.
- 1.3 As well as identifying the priorities in the short and medium term, the Achieving Better Together framework aims to set the foundations for establishing the longer term shape of the council, looking ahead to the next 20 years to 2040.
- 1.4 The information below sets out the background and current position of the work programme highlighting challenges, risks and issues within individual projects.

2. Recover & Refocus Swansea

- 2.1 The strategic aims of Swansea – Achieving Better Together are:
- The core purpose of the Council
 - Transforming services to be effective and efficient
 - Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation
 - Balancing the budget for current and future years
 - Greater and more meaningful engagements with our residents and community
 - To meet the aspirations and targets within the Medium Term Financial Plan.
- 2.2 The programme phases are not linear but overlap so the work undertaken in the prior phase will inform the next phase.

Phase 1 – Short Term	Re-mobilise	Recovering, restarting & adapting a wide range of Council Services
Phase 2 – Medium Term	Refocus (Up to May 2022)	A strategic response to support the city to emerge and grow from the crisis delivering our corporate priorities
Phase 3 – Long Term (work in Phase 1 and 2 will support the actions in Phase 3)	Reshape (After May 2022)	Longer term City and County regeneration and development strategy

The work of both the Remobilise and Refocus phase have continued throughout the new pressures of the COVID pandemic and continued

impact of COVID. The Councils response has had an impact on progress, however the work-streams have all worked through their agendas to Recover and Refocus the Council.

- 2.3 The council did not only maintain services throughout the pandemic but is well underway on its journey to refocus the Council. Many of the services transitioned to working from home and the many capital and development programmes were maintained through the planning and preparation process to ensure at the first opportunity and when safe to do so, the projects, plans and strategies were re-introduced and building work began, ensuring that Swansea didn't fall behind in its ambitions and programmes to make Swansea better.
- 2.4 It helped that the Council was in a strong position going into the pandemic which enabled desk based staff to make the shift to homeworking easily. In addition, staff from across services got involved in volunteering or supporting vital work to help residents and businesses.
- 2.5 The Achieving Better Together programme is clear in its message that the purpose of the programme is to enable a sustainable, efficient and effective organisation with the citizens of Swansea at the heart. The remobilise phase initiated a plan that done just that, it called on resources from across the organisation to support local residents, communities and businesses through the pandemic as a priority. This included a range of interventions from:
- Food banks and support for those shielding
 - Issuing grants to businesses and direct payments to carers, those self-isolating, or to parents for free school meals.
 - A shift to online channels supported more residents completing online forms for service requests.
- 2.6 The Re-mobilise phase set the 2021/22 budget and refreshed the MTFP. This work was undertaken in the Recovery, Reshaping and Budget Strategy Board and has been closely monitored each month from May 2021.
- 2.7 The continued impact of COVID and the Councils response has had an impact on progress, however the work-streams have all worked through their agendas to refocus the Council.
- 2.8 Phase 2 – Refocus is supporting the council to deliver its ongoing corporate priorities and plans, whilst adapting to address the impacts coming out of the COVID crisis.
- 2.9 Work is ongoing in relation to the continued recovery, refocussing and reshaping the Council and is structured around the following work streams;
- Care Services
 - Education and Learning
 - Future Workforce and Equalities
 - Community Support
 - Economy and Environment

- 2.10 The work-streams have shown great examples of working together and in partnerships to achieve outcomes for our organisation, staff and the citizens of Swansea since the start of the refocus plan in March 2021, achievements include (but are not limited to):

For Our Staff and Organisation

- Relaunch of the Leadership hub
- Relaunch of the Ideas Hub
- Involvement Workshops
- Programme timetable for MTFP
- Reporting process for Economic Recovery Fund Monitoring
- Renewed Agile Policy
- Ensuring Staff have a safe environment (e.g. office furniture, DSE risk assessment. available for working from home)

For Our Citizens

- Local Area Coordination expansion across Swansea
- Volunteering Toolkits and Training Launched
- Safeguarding & Wellbeing - monitoring of vulnerable children with a shared criteria of understanding vulnerability being used between Education and Child and Family Services.
- Both Education and Child and Family have a Single Point of Contact in relation to vulnerable children accessing on site provision.
- Partnership approach to Community Project to provide free refurbished smart phones with free credit via partner organisations to residents; over 162 phones distributed so far this year. More partners engaged to donate mobiles
- Homelessness Strategy - Over 400 positive moves from temporary accommodation into more suitable supported or permanent accommodation
- Covid Economic Recovery Plan Local businesses supported, safeguarding jobs and securing new investment.

3. Challenges

- 3.1 The ongoing Covid-19 pandemic has brought huge challenges and changes to the Council, its services and workforce. The Council has never undertaken such change in such a short timescale and in such challenging circumstances. A number of non-essential services were suspended in order to redeploy resources to areas where they were most needed.
- 3.2 As work continues to recover and refocus the Council, it is acknowledged that the programme has a requirement to be flexible as there are influences outside of the Councils control that could require a change in approach such as external issues, legislative or guideline changes.
- 3.3 This has been the case on a number of projects for example: following a recent Nature Emergency declaration by Welsh Government, although the Climate Emergency project has had governance in place and has included Biodiversity, Green Infrastructure and Local Development plans from the outset. The steering group reflected on the nature aspect of their work and

a report presented to Cabinet in November demonstrates this commitment. The programme has been renamed: Climate Change and Nature Strategy.

- 3.4 The COVID crisis has been a perfect storm for Swansea Council. The Council has had to take on new responsibilities to support and protect our communities and businesses. In addition, looking ahead, we will play a vital role in supporting social and economic recovery – but are likely to face ongoing funding pressures.
- 3.5 A Report of the Cabinet Member for Economy, Finance & Strategy presented to Cabinet on 16th December 2021 titled - Revenue and Capital Budget Monitoring 2nd Quarter 2021/22. The report acknowledged an estimated overspend for the year of £15.9million. Bar some “Business as usual” fluctuations, this amount is in effect entirely because of the COVID 19 pandemic and relevant increases in expenditure and reductions in income as a result. More detailed information can be found in section 2 of the report - Revenue Outturn Forecast Based on 2nd Quarter position.
- 3.6 Individual projects within work-streams have their own risks and issues. It has been recognised that a number of projects carry higher risk than others. These projects in particular require flexibility in their plans for delivery. The main projects impacted are below:

Work-stream	Project
Workforce & Equality	Workforce Challenges
	Data Centre Move to Guildhall
	Oracle Programme
	Variation Vaccination Service & Track & Trace
Learning & Education	Developing and maintaining digital interface between schools and local authority
Care Services	Social Care Recovery
Environment & Economy	Capital Maintenance

4. Workforce & Equality

4.1 Workforce Challenges - For Information

- 4.1.1 The Covid-19 pandemic placed significant pressure on the Council’s workforce. That pressure varied across services and became multi-layered throughout 2020 and continuing throughout 2021. During this time, emergency structures were established and resources were prioritised towards Covid-19 activities.
- 4.1.2 The introduction of a revised Agile Working Policy gives greater power to the employee to work in an agile manner, whilst ensuring the needs of the business continue to be met. This is now informing decisions on the future accommodation strategy which will continue to see a reduction in the office estate but ensuring flexibility to meet the needs of the evolving hybrid working model.
- 4.1.3 In the first nine months of the 2020/21 and up to October 2021, headcount and FTE has increased in all Directorates.

Place Directorate	there has been an increase in Traineeship roles (especially in Waste Management) which then result in permanent posts at the end of the Traineeship. Some areas have also received external funding to create specific roles e.g. Workways.
Resources Directorate	the vast majority of headcount increase relates to additional TTP and vaccination-line staff recruitment. There are approximately 276 employees working in that team and are in the process of recruiting additional Staff.
Social Services	Aside from Social Services internally investing within their services, they have applied for and received significant funding, used to create additional posts and in turn has increased headcount and FTE. There remains significant recruitment and retention issues within this Directorate, more detailed information is in section 6 – Care Services.

4.1.4 Management of Absence Officers have been appointed to support managers in Education, Place and Social Services in the pro-active management of sickness absence in those Directorates and particularly in Service areas where sickness absence is at its highest. Sickness absence rates across the Council have reduced significantly from 13.38 in 2019/20 to 6.62 in 20/21. That trend has continued into 2021/22.

4.1.5 Specific response to Covid 19

Volunteering and Re-allocation of Resources

During the course of the pandemic, Directorates have been supported in the redeployment of employees.

Staff, in the main, have returned to their substantive roles as services have resumed although it is recognised that there may be a requirement for further redeployment in the event of future lockdowns. more detailed information on this and TTP Activities is in section 4.2.

Employee Relations Activities

To support Trade Union and employee engagement, regular weekly and subsequently fortnightly meetings continue to be held with Trade Unions to consider and consult on HR and Health & Safety issues and concerns.

In addition, Trade Unions have been engaged in Social Partnership Workshops to develop working relationships with the Council and Focus Group discussions on development of the proposed Workforce Strategy.

Corporate H&S Training

The Corporate H&S training team have continued to support the workforce and managers in a range of activities during the pandemic. Those activities are continuing.

Occupational Health

During the pandemic the Occupational Health and Stress Management and Counselling services continue to be delivered remotely to support the workforce, in line with national guidance. There have been 493 occupational health referrals made from April to end of September 2021.

Since April 2021 Occupational Health have extended the SMAC Physiological support project, utilising internal and external contract counsellors and helping hands volunteers until April 2022. The external Occupational Health Clinics have also been increased to 3 per week, and 1 OHP clinic per week to reduce waiting times, that will continue until April 2022 and reviewed to determine provision for 2022/23.

- 4.1.6 During the course of 2021 a Staff Survey has been undertaken, employees were asked to comment on the key Strands of the proposed Workforce Strategy and an analysis of the results has been undertaken, focus groups have also been established to encourage staff involvement. Work will continue on the proposed Workforce Strategy for 2022/25 to include further consultations with Trade Unions, Staff and PDC's.
- 4.1.7 All service areas are continuing to undertake significant and challenging activities to support the organisation and residents during the ongoing pandemic. Social Services continues to be the priority focus, however this update re-affirms the flexibility of the workforce, particularly in adapting quickly and positively to new working environments and, in some cases, new roles and skills.
- 4.2 Vaccination Service & Track & Trace implications - For Information
- 4.2.1 In May 2021, Welsh Government tasked all local authorities to create teams that could introduce and carry out the emergency response to the growing pandemic.
- 4.2.2 In June 2021, TTP management agreed to create a stand-alone service to enable fulfilment of Vaccine Certification to support Welsh Governments adoption of this mechanism as an additional barrier to infection spread whilst facilitating essential activities. The service is known as the Welsh Vaccine Certification Service and deals with around 2000 requests per day and increasing.
- 4.2.3 At present, it is unclear what Welsh Government's long term strategy for continuing Contact Tracing or TTP generally is, so plans are based on the existing funding to June 2022, current SOPs and caseload modelling provided to WG by Swansea University, together with local expertise from Council infection control officers.
- 4.2.4 Welsh Government are currently undertaking Task and Finish Group reviews of current procedures across TTP as a whole, to determine future options for delivery of infection control, and outcomes of this work are expected by April 2022.
- 4.2.5 Swansea Council also undertook to create and deliver a service to fulfil vaccine certification in line with WG's Covid Pass strategy. Initially seen as a short term stopgap whilst the NHS Covid Pass app was deployed, the service has continued due to Equalities requirements, and data quality issues relating to the disparate NHS systems involved.

- 4.2.6 The WVCS is separately regulated and funded under a mandate issued direct to Swansea Council by WG, currently running to at least March 2022 but likely to operate well into 2022.
- 4.2.7 Cabinet will be aware of a later request for expansion of the service to accommodate handling of all queries relating to vaccine certification. After evaluating the resources required to deliver the broader service, due to concerns around likely impacts on existing council departments and TTP delivery, WG were advised that Swansea Council was supportive of the idea but unable to deliver the requested product. Support through any necessary transition was offered and accepted by WG.
- 4.2.8 At present, WG is exploring other options for provision of this service, which could result in the service delivered by Swansea at present being absorbed into the new external arrangements. In this event, staff may be redeployed into Contact Tracing roles or where appropriate consideration could be given to TUPE arrangements.
- 4.2.9 The workforce will continue to be funded by WG, and fully utilised in delivering TTP in Swansea until such time as reduced measures are introduced by the First and Health Ministers.
- 4.2.10 At that time, the significant challenge of decommissioning the TTP teams, including exit management and transition back to substantive posts becomes relevant.

4.3 Enabling Agile Working and Resilience: Data Centre Move to Guildhall

- 4.3.1 The Council has been delivering its agile working programme for many years and was in a good position going into the pandemic. However Covid accelerated remote working and hybrid meetings and this is set to continue. The Council's strategy aims to enable 'digital first and remote first' capability but in a way which complements face-to-face and telephone channels for the public. 'Digital First' and 'Remote First' also aims to support staff in their daily work and make their jobs easier. In addition, the Digital Strategy aims for a cloud first approach to improve and increase resilience.
- 4.3.2 The proposals around the data centre aim to deliver the Digital Strategy objectives with the appropriate use of cloud services for resilience and solutions which will continue to support agile and hybrid working in the longer term.
- 4.3.3 The future of the Civic Centre has been under much discussion over the last few years. Digital Services need to plan for the future of the data centre which is currently situated in the Civic Centre and is a fundamental element of delivering all digital service across the Council.
- 4.3.4 The infrastructure in the Civic Centre will become end of life over the next three years. Therefore, decisions need to be taken now to plan for these and to minimise short-term unnecessary cost on a building that has no long-term future, or whose future is unknown.

- 4.3.5 A new data centre would be smaller and more efficient as the move to cloud progresses over the next five to seven years. The Digital Strategy is cloud first however, this will be a hybrid model of cloud and on premise for identified critical services.
- 4.3.6 The Guildhall would provide a stable location and resource where Digital Services can plan future networking and infrastructure requirements for the long term. It is anticipated the relocated data centre can reduce the footprint of the original space by around 60% of its current size. This in turn will reduce the energy costs and the carbon footprint to maintain the controlled environment required to protect the Council's vital ICT systems.
- 4.3.7 The benefits of cloud are well documented and include:
- Cost savings (power consumption, cooling, maintenance etc.)
 - Ease of use
 - Disaster Recovery and Business Continuity
 - Increased Storage Capacity and Automation
 - Agility, Flexibility and Scalability
 - Cyber security
 - Reduce the Council's Carbon Footprint in supporting the Council's commitment to be a net zero carbon organisation by 2030.
- 4.3.8 It is recommended that a new £2m scheme is committed and authorised into the capital programme for the data centre move to the Guildhall. This is in line with the requirements of Financial Procedure Rule 7 (capital programming and appraisals).
- 4.4 Oracle Programme Investment
- 4.4.1 On 19th September 2019, Cabinet approved the Enterprise Resources Planning (ERP) System Upgrade (Oracle Cloud) implementation programme.
- 4.4.2 In March 2020 Covid-19 impacted the programme with staff being pulled on to vital Covid-19 activities and in November 2020 a report to Cabinet approved a pause and re-plan. Additional costs were absorbed within existing budgets at that time. The significant risks were mitigated by Oracle extending the current system and support due to Covid-19.
- 4.4.3 The programme resumed February 2021 as planned. However, not long after restart, the second wave of Covid-19 seriously impacted both the UK and India. Consequently both Swansea Council and the supplier (Infosys) staff resources were affected.
- 4.4.4 Re-planning has been undertaken to realign the programme. Whilst the second wave of Covid-19 has pushed timelines out, there are also other factors influencing the re-plan, including: staff taking delayed leave due to Covid, staff contracting Covid and being absent, delays filling key vacancies in a volatile post Covid recruitment market, support and recruitment as part of the Covid recovery plan / fund, and the timing and complexity of the second data migration pass.

- 4.4.5 The re-planning exercise has been undertaken alongside the service areas and the external supplier. The same limitations have been carried forward with regard to go live dates, i.e. not during year-end and final statement of accounts for Finance teams, or December for payroll teams. After significant consultation, October 2022 is proposed. The overall timeline is attached at **Appendix A**.
- 4.4.6 Despite the impact of Covid-19 on both the Council and supplier resources good work has been delivered on the programme. The Oracle Fusion core system is now close to being built and the programme is entering its testing phase.
- 4.4.7 The Cabinet report in September 2019 identified the main risk to be that the system will not be supported from November 2020 and will not receive regular updates and patches as it does now. Due to Covid-19 Oracle extended the current system and support. This will be extended further to cover the re-planned project. In addition, the Council will move the old database into the cloud, which will mitigate several risks, including moving Discoverer off old hardware. Discoverer is a key piece of software for running critical financial and workforce reports.
- 4.4.8 There are other risks and issues associated with extending the implementation of the programme. While reviewing all options, risks, and issues, mitigations were considered when recommending the best way forward. Key red risks include:
- Support for the current version of Oracle was a risk but this has now been mitigated by extending support
 - The ongoing impact of covid is a risk to the resources of both the Council and its suppliers. This is being mitigated as far as possible by using a range of resources and bolstering capacity. Suppliers have recruited more resources both on-shore and off-shore, learning from the pandemic around the issue of global supply chains and resources.
- 4.4.9 The ongoing impact of Covid on the Oracle project has been added to the corporate risk register and is being actively managed and monitored.
- 4.4.10 Financial implications are identified in the table below. Further investment of £3,620,412 is recommended, funded from the capital equalisation reserve and in line with the requirements of Financial Procedure Rule 5.

Area of Expenditure	Cost (£)
Backfilling staff in services - staff working on the project part time	365,500
Increase in Oracle Fusion licences. New ways of working during and post Covid and new starters has increased the licence requirement	955,312
Specialist Oracle Fusion project management and support including planning data migrations and testing	192,750
Specialist Oracle Fusion technical skills and resources for data migration, cutover, testing and system integrations	625,100

Area of Expenditure	Cost (£)
Specialist Oracle Fusion change management expertise – changing of processes and ways of working within services	281,750
Infosys extension costs	250,000
Oracle technical specialists, e.g. Fusion solutions architect, Fusion payroll experts etc	450,000
Contingency	500,000
TOTAL	3,620,412

5. Learning & Education

5.1 Developing and maintaining digital interface between schools and local authority – For Information

- 5.1.1 Developing and maintaining robust databases to support attendance, achievement and tracking are key work streams within Education's contribution to Achieving Better Together. The importance of fit for purpose digital interface with schools is vital if we are to emerge successfully from the pandemic.
- 5.1.2 SIMS is the main management information system (MIS) used by schools in Swansea. 94 schools use the system, as well as Flying Start. There are therefore 95 separate SIMS databases with about 2,500 users. SIMS is used to fulfil many statutory and administrative functions for schools, and its continuity is therefore essential.
- 5.1.3 The ParentPay group own SIMS, and annual entitlement is paid by the authority to them. ParentPay are moving to individual contracts with schools for three year terms from April 2022.
- 5.1.4 SIMS is currently hosted on two servers located in the Civic Centre. These machines are around 15 years old and are at end of life. They can no longer be maintained, so any failure is likely to be terminal. As they are out of support from their manufacturer, they no longer have firmware updates, and are therefore an increasing security risk. **SIMS holds sensitive personal data about all pupils and staff in schools, so the increased risks are unacceptable and cannot be mitigated with the current servers.** We therefore need to **urgently** move SIMS hosting from these servers as well as for other essential education applications and systems currently hosted on physical servers.
- 5.1.5 This move would support the wider corporate strategy of moving to cloud storage for enhanced future resilience and overall efficiency considerations as we emerge from the pandemic.
- 5.1.6 There is a significant cost implication to replace the physical servers (which to replace would require a significant one-off / periodic capital cost) with a cloud based alternative. However this is achieved there will be:
- A one-off migration cost of at least £100k
 - Annual cost of up to £600k

- 5.1.7 As well as ensuring the continuing resilience of data systems that are key to tracking learners in Swansea and storage with a cloud solution, it is also essential to develop and implement a medium term strategy. This must ensure that future data systems for schools and wider education needs continue to be 'fit for purpose' and provide the necessary future functionality and future proofing against a context of changing national and local needs and expectations. Emerging issues, as a result of the pandemic require greater emphasis on well-being, including attendance monitoring and tracking progress of learners who may have lost learning or become disengaged during the disruption to education.
- 5.1.8 The options and costs that might be involved require **considerable further detailed assessment** as part of a robust business case and the appropriate expertise and resourcing will be required to determine the most appropriate solution. An alternative provider or indeed an in-house solution could offer a cheaper longer term option with the appropriate and required up-front investment. Developments at a national level would also need to be carefully considered and any such collaborative developments considered against other options.
- 5.2 The local authority also needs an improved finance application for its schools that can allow support for numerous actions including audit, scrutiny, procurement and our general support for school finance. We currently utilise SIMS FMS with the wider Council utilising Oracle and soon to be moving to Oracle Fusion. Once the move to Oracle Fusion has been completed it will be necessary to look at the possibility of utilising the same package across our schools.
- 5.2.1 A significant cost would be involved and this would likely be in the order of £0.5m to £1m to reflect the staffing and other resources that would be required.
- 5.2.2 All the above will bring a requirement for additional resources to develop and deliver the various sustainable solutions. This includes specialist ICT staff (3rd party), back-filling current ICT staff and back-filling current Education staff to develop the solution(s).

6. Care Services - For Information

6.1 Social Care pressures

- 6.1.1 In September 2021, the Local Authority was awarded the Social Care Recovery Grant, with an initial allocation for 21/22 of £3,160,041 (*Based on personal social services sector standard spending assessment*)
- 6.1.2 The Grant was awarded to enable the local authority to work with partners and service providers to support the appropriate recovery of social care and recovery spend required to align with the priority areas in the Social Care Recovery Framework [Social care recovery framework: COVID-19 | GOV.WALES](#)
- 6.1.3 The table in **Appendix B** outlines the spend plan to meet identified need for the period 1st October 2021 – 31st March 2022

6.2 **Risks** Our ability to respond to the additional funding and work within the social care recovery framework to enable the sector to recover and plan has brought some challenges and risks around long term planning and future funding to stabilise the sector, retain staffing levels and recruit staff into key roles.

- **Regional Externally Commissioned Care Group** outlined proposals to stabilise the domiciliary care sector by improving the rates of pay to avoid workforce leaving care work for employment in other sectors. Both Swansea and NPT agreed uplifts of 10% across all domiciliary care registered services, including traditional domiciliary care and supported living services. This increase would be paid to providers on the basis that it must be used to increase rates of pay to at least real living wage (RLW) levels for all workers. The cost of the in year uplift for Swansea (1.5 million) has been met with the additional Social Care Recovery Grant.
- **Internal Staffing Recruitment and Retention** - A combination of factors have led to the services being placed under considerable and sustained pressures that risk it being unable to meet its statutory responsibilities and regulatory requirements. There is an increasing likelihood that risk management will be compromised as social workers in the frontline area teams become overwhelmed with the responsibility of having to manage their workload across all levels of need and demand.

Child and Family Services are facing severe recruitment challenges in its frontline area social work teams. The shortage of adults and children's social workers is acknowledged as a UK-wide issue. The vacancy rates in the three area social work teams are currently 30%, with this increasing by the end of the calendar year. Whilst there have always been challenges it is evident that the global pandemic has impacted further on the ability to maintain a stable workforce who are responsible for case managing our most high risk and complex children in the service. The social care recovery grant has been used to mitigate this risk through implementing a market supplements for child and family frontline social work teams, a retention bonus payment and additional support workers. In implementing this in year, we have added a budget pressure into 22/23 (250k) which will have to be addressed as part of the budget setting process.

Adults Services identified the need for additional staffing above the establishment to address capacity issues in the areas of Direct Payments, Homecare, Community Equipment Store & Assistive Technology and Direct Service Provision. To appoint new members of staff has a timescale of 3 to 4 months and with the grant spend plan only being accepted in October presents a huge challenge for recruitment in an already difficult time within the social care workforce. To successfully recruit to these posts and to best accommodate the staff turnover within front line care recruitment is on a temporary basis to 31st March 2023 In implementing this in year, it has added a budget pressure into 22/23 (1 Million) which will have to be addressed as part of the budget setting process.

6.3 As part of the mitigation, there will be regional grants in terms of transformation and embedding new ways of working for new areas of investment, which of course these posts are. However, at this point in time, it is unclear how much funding this will equate to, expectation is to be able to fund the budget pressure in 22/23 through regional grants as they become available.

The mitigation will be the significant reserves on the balance sheet, which would be used as a backstop if expected grants did not become available.

6.4 **Future challenges** - In November 2021, a notification of a variation to the Social Care Recovery Grant was received, which increased Swansea's allocation to **£5,147,378**

This was made following the receipt of proposals for activity to respond to the Social Care Winter Pressures made through the Care Action Committee and to extend the purposes of the Social Care Recovery Grant 2021-22 to provide funding specifically for Unpaid Carers and Children's Services.

- **Unpaid Carers** Many unpaid carers have had reduced support during the Covid-19 pandemic and continue to care for their loved ones despite negative impacts on their financial and emotional wellbeing. If carers are not able to cope and caring arrangements break down, pressure on statutory services increases. Preventing carer breakdown thus reduces future demand on services and helps the people being cared for to stay at home for as long as possible. *The funding is intended to encourage local authorities to employ a range of mechanisms, including through Direct Payments, to support carers to cope, take a break from caring or access practical support, adaptations or equipment that support them in their caring role.*
- **Children Services** - Local Authorities have particularly highlighted the increased pressures in relation to high-end placement costs particularly due to the ever increasing costs associated with Covid-19. Local Authorities have a statutory duty to support and meet needs and there are now high numbers of children with complex needs requiring multi-agency interventions. There is an increase in children being admitted to or waiting for admission to hospital due to mental health, eating disorders etc and their subsequent discharge from hospital without suitable care and support is leading to increased demand and complexity and challenge of care for very distressed, mentally ill young people. Furthermore care packages are needing to be pulled together at short notice, sometimes with nursing provision and are needing multi-agency planning for discharge to support positive outcomes. The funding is intended to manage the demand for placements, secure better placements whilst activity is taking place to increase the range of accommodation and in-patient options that would meet the need at this highest spectrum of need. Whilst managing highly complex cases Children services are also working to maintain stability in the rate of children on the Child Protection Register. 68% of local authorities are now reporting an increase in safeguarding contacts compare to levels expected at this time of year.
- The funding is intended to support the delivery of preventative interventions to ensure the increased safeguarding contacts do not lead to an increase in child protection registration; ensuring children are both safe and well and can remain with their families. The intended outcomes and scope are the same, and we are working through a range of options to allocate the additional £1,987,337 of funding against. This is presenting a challenge due to the lateness of the award in year, however we are confident we will be able to utilise the money for the intended purposes as specified below.

7. Environment & Economy

7.1 Capital Contingency & Prioritisation

7.2 As part of the reshaping programme one of the tasks was the need to develop a “Cross Council” approach to capital management and prioritisation. A strategic capital strategy has already been developed and now forms part of the suite of reports as part of the budget setting process and was approved by Council on the 4th March 2021.

7.3 Members will be aware that a sum of £20m capital contingency has been set aside as part of the medium term financial plan budget approved by council on the 4th March 2021. This report sets out the addition £5m to be added to the Economic recovery fund to be allocated in line with the original criteria previously approved by cabinet.

7.4 Since then a number of schemes have progressed and been allocated funding from this capital contingency including Castle Square, 71/72 Kingsway digital district, Cefn Hengoed community hub and 3g pitch, and investment in Afryn satellite special school and Bryn Tawe net zero match funding. The total commitment currently standing at £18.839m. However, an application has been made to Welsh Government for a £2.5m towards the Castle Square development which would then result in a total commitment of £16.339m.

This would leave a balance of contingency funding of the £1.161m, (or £3.661m if the WG application for Castle Square is successful) which should be retained until some of the current major projects are complete or significantly progressed. Officers will continue to explore all additional funding sources including levelling up fund, shared prosperity and all available grant opportunities to aid the development of further proposals to aid the councils ambitions and corporate priorities. A more detailed report is attached as **Appendix C**.

7.5 In addition to the capital contingency there is the opportunity to convert some of the Economic Recovery Fund from revenue to capital. As such it is intended to make a further enhancement in the play facilities to bring all existing council managed playgrounds up to the “green standard”.

7.6 As such it is recommended that £1.55M of the new ERF allocation is ring fenced to a new capital allocation. It is also proposed to allocate £0.5M to assess and improve Skate Park facilities across the Council area, therefore it is also recommended that £0.5M of the new ERF allocation is ring fenced to a new capital allocation for these improvements in line with FPR7.

8. Summary

8.1 In summary, It was inevitable that projects were going be impacted by the pandemic and issues would occur. Since March 2020, the Council has transformed the way it works to manage the impact of the pandemic. This has been an unprecedented time and the Council’s response to the pandemic, has been extraordinary.

9. Integrated Assessment Implications

- 9.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
 - Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English.
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 9.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 9.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 9.2 In order to comply with the relevant regulations, this section must note whether or not there are any implications and how the Intergrated Impact Assessment (IIA) process has been applied to the report's subject. Please refer to <http://staffnet/ia> and the IIA guidance for further information.
- 9.3 An IIA Screening Form is complete with the agreed outcome that a full IIA report was not required:
- The IIA covers the cross directorate Cabinet report highlighting the recovery & Investment recovering from Covid has brought to the Council. Each project will have different impact and implications associated; each project will be highlight their implications.
 - IIA screening **Appendix D**
- 9.4 The IIA process takes into account the United Nation Convention on the Rights of the Child (UNCRC), which the Council has embedded into the Authority's Policy Framework.

10. Financial Implications

- 10.1 **This update reports covers a range of significant investment activities across both capital and revenue. Wherever possible grants**

and reimbursement of costs directly due to Covid will be sought directly from Welsh Government.

- 10.2 The cost of refurbishing the Guildhall and ensuring it is a fit for the future, secure, and a resilient data centre is estimated to be in the region of £2m. Once the Guildhall refurbishment has been completed and the short-term cloud migration plan agreed the known hardware requirements for the Guildhall will be known and costs may reduce for capital. Using the cloud instead of on-premise servers will incur additional revenue costs. These will be reviewed annually as part of the budget process. It is proposed a capital programme is established to cover these indicative costs and funded from the capital equalisation reserve. This is in line with Financial Procedure Rule 7 and the financial implications are attached at **Appendix E**.
- 10.3 It is proposed the £3,620,412 investment in the Oracle programme is funded from the capital equalisation reserve. It is proposed the draw down for this project would be £1,408,506 in the current year (2021-22), and £2,211,906 next financial year (2022-23).
- 10.4 The Council is in the fortunate position of having established substantial reserves both before and during the ongoing Covid pandemic and much of the investment would be being delivered despite Covid. The bulk of these costs will therefore rightly fall to the Council to fund as it represents local choice.
- 10.5 The capital equalisation reserve is available to draw down from now that the general fund borrowing envelope has been fully externalised.
- 10.6 As a reserve established from revenue balances and nominally earmarked to fund capital financing, it is available to smooth costs whether revenue or capital in nature.
- 10.7 The final balance on the capital equalisation reserve will be confirmed at year-end taking into account underspending in the current year on capital financing and the material commitments being made now. The reserve will remain substantially in surplus for the medium term.

11. Legal Implications

- 11.1 Any procurement activities in relation to the projects in this report will follow the Council's Contract Procedure Rules.

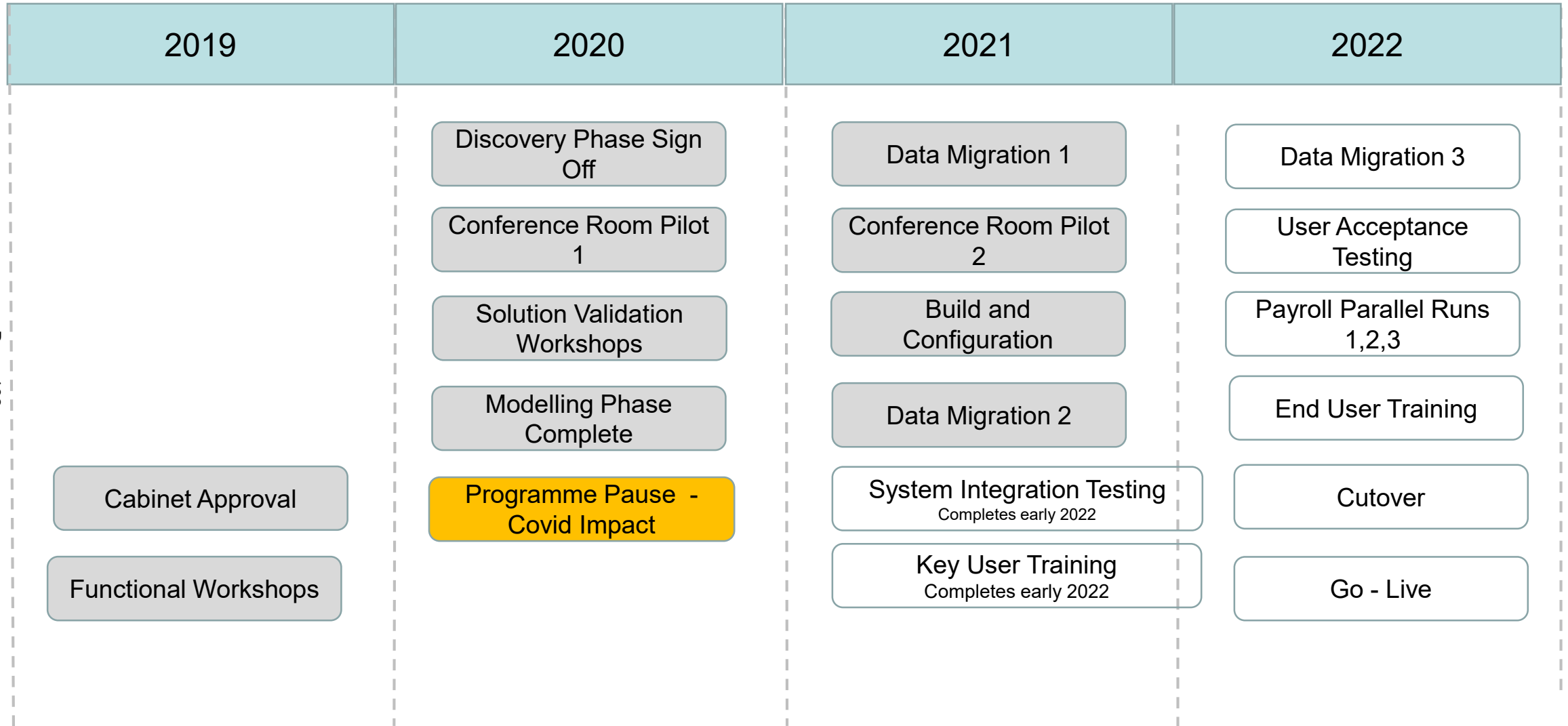
Background Papers: None

Appendices:

Appendix A	Oracle Programme Timeline
Appendix B	Social Care Outline Spend Plan
Appendix C	Capital Contingency & Prioritisation Strategy
Appendix D	I/A Screening
Appendix E	Data Centre move to Guildhall Financial Implications

Oracle Fusion Timeline

Appendix A



Appendix B

Table 1.1 outlines the spend plan to meet identified need for the period 1st October 2021 – 31st March 2022

Key Group	Planned spending area (priority)	Short description of planned spend	Planned spend (amount)	High-level outcomes	How the funded activity relates to the priorities
People (1.1)	<ul style="list-style-type: none"> Address the adverse impact Covid 19 has on unpaid carers 	Adult Services: Commission external provision to complete number of outstanding Carers assessments and Carers reviews (Xyla Health & Social Care)	£26,000	Approximately 107 Carers assessments and 100 Carer reviews completed (Nov 21- March 22)	Proactive offer and timely assessment and ongoing review of our carers is essential in offering timely support and access to resources where needed - safeguarding carers wellbeing and mitigation of the risk of carer/support breakdown.
People (1.2)	<ul style="list-style-type: none"> Address the adverse impact Covid 19 has on unpaid carers 	Commissioning: Fund a Third Sector organisation to support unpaid carers through a range of activities (aligning with other grants – adding value not duplicating)	£40,000	250 unpaid carers supported	The funding will be used in conjunction with funding (via Carers Trust Wales) to deliver a project called Carers Connect, which offered a range of activities with the aim of reducing isolation and loneliness amongst unpaid carers, magnified as a result of the Covid pandemic.
People (1.3)	<ul style="list-style-type: none"> Support families to stay together by facilitating opportunities for families to identify and own solutions to challenges brought about or amplified by Covid 19 and continue to work with 	Child & Family: augment existing resources across all front line teams to provide direct work to support families and children by providing business support to allow time for front line staff to support children and families	£82,000	Expansion of existing business support resource to support the business model and allow direct work. Total of additional 8 temporary posts recruited	All resources and investment identified aim to support the ongoing transformational agenda and practical review of existing resources to inform how services are best maintained / re-framed to meet the needs of children and families

Key Group	Planned spending area (priority)	Short description of planned spend	Planned spend (amount)	High-level outcomes	How the funded activity relates to the priorities
	the Children's Commissioner to promote children's rights	through the what matters conversation, promoting rights based practice			
People (1.4)	<ul style="list-style-type: none"> Ensure the right support is available to maximise people's ability to remain in or return to their own homes, with commissioners working with the third sector and providers to ensure that people who have been unable to return to their own homes, or other appropriate setting, following hospitalisation or temporary residence in care provision, are able to return home as quickly, sustainably and safely as possible 	<p>Adult Services: augment existing resources across Direct Payments Team, internal Homecare teams, internal residential care and assistive technology services. Total of 42 additional temporary posts across services.</p> <p>Adults Services: augment existing resources across Brokerage teams and business support teams across adult services</p>	<p>£400,000</p> <p>£120,000</p>	<p>Additional 420 hours per week of homecare support (15 Carers)</p> <p>Expansion of existing resource to support promotion and supply and maintenance of assistive technology.</p> <p>Total of additional 42 temporary posts recruited</p> <p>Expansion of existing resource to support the business model and allow direct work and brokerage. Total of additional 7 temporary posts recruited</p>	<p>Care provision essential to support people to remain within their own homes for longer.</p> <p>Likewise, the provision of assistive technology can support individuals to remain independent within their own homes/assist carers (formal and informal) in supporting people to remain at home for longer. Additional resource within residential services support resilience to maintain the provision of step up/step down care as well as longer term residential placements.</p>
People (1.5)	<ul style="list-style-type: none"> Prioritise in recovery planning the response to Improving Care, 	Adult Services: investment in assistive technology to support existing Supported	£80,000	'Brain in Hand' 20 licences utilised across 6 existing Supported living providers. Monitoring and outcomes to be	All resources and investment identified aim to support the ongoing improvement agenda and practical review of existing

Key Group	Planned spending area (priority)	Short description of planned spend	Planned spend (amount)	High-level outcomes	How the funded activity relates to the priorities
	Improving Lives comprehensive review of specialist learning disability in-patient provision, in particular around improving quality in commissioned services and increasing provision of community-based support, appropriate housing and accommodation	Living/Learning Disability clients and commissioned services – ‘Brain in Hand’. Additional resource aligned to Supported Living commissioning support (x 2 FTE) Investment in temporary posts across service to monitor and review Covid impact / practice during the pandemic to assist with informing future models of delivery. Investment in temporary post in Service provision to co-ordinate review of existing resource provision and flexible models of delivery		developed but expected information from use of application will enable element of right-sizing and informed revision of individuals support in line with system outputs. Recruitment of 4 additional temporary staff to co-ordinate and inform future models of delivery	resources to inform how services are best maintained / re-framed to meet the needs of our communities.
People (1.6)	<ul style="list-style-type: none"> Focus on improving and enhancing the quality of the conversations between people and practitioners as part of the assessment and review process for care and support. 	Adult Services: Temporarily enhance capacity of Social Work Teams by utilising Xyla health & Social Care to remotely manage proportion of outstanding assessments and reviews (approximately 950 cases)	£474,000	500 Assessments and 450 review assessments completed (Nov 21-March 22) / approximately 48-50 per week managed over project initiation and Christmas period	Quality Framework and SW practice guidance adhered to and monitored via supplier and CCoS SW scrutiny. Focused resource to manage outstanding assessments & reviews will allow in-house teams to focus on timely, strengths based conversations for the most urgent/complex cases during the period.

Key Group	Planned spending area (priority)	Short description of planned spend	Planned spend (amount)	High-level outcomes	How the funded activity relates to the priorities
Providers (2.1)	<ul style="list-style-type: none"> Work in partnership to develop the local service structure to deliver care and support to meet local population needs in line with the development (and early findings) of their Population Needs Assessments and Market Stability report 	Commissioning: Spend will be in replacement of the Hardship Fund Local Sectoral Support element, providing scope to identify and implement those actions which would be most helpful at local level to address provider sustainability as well as market-shaping issues	£100,000	Continuation of sectoral support on a needs based to address market stability issues as they arise throughout the remainder of this financial year	Changes in market position will be fed into the regional working groups on the population needs assessment to inform this work and market shaping and market sustainability reports
Providers (2.2)	<ul style="list-style-type: none"> Focus on placement stability for looked after children 	Child & Family: Providing additional provision for short breaks to maintain stability for children and families	£80,000	Additional short breaks provision in place for children and families to support placement stability	The impact of Covid has led to increased demand in some areas and more complex demand in other areas. This is manifesting in placement costs being higher due to the level and complexity of need in a growing number of our looked after children.
Providers (2.3)	<ul style="list-style-type: none"> Increase the capacity and reach of domiciliary care, including linking this to the Welsh Government's commitment to the Foundational Economy 	Commissioning: Augment commissioned domiciliary care top-up by 10% to the 31 st March 2022 and base fund as part of business as usual into 22/23	£625,000	Improved retention of domiciliary care staff and sustainability of the service as part of the social care recovery	This will allow the market to stabilise and recovery from Covid and begin to explore alternative and different options into future years as part of market shaping work

Key Group	Planned spending area (priority)	Short description of planned spend	Planned spend (amount)	High-level outcomes	How the funded activity relates to the priorities
Providers (2.4)	<ul style="list-style-type: none"> Consider and evaluate new ways of working and innovative practices to build on them where appropriate to do so 	Commissioning: Augment commissioned supported living top-up by 10% to the 31 st March 2022 and base fund as part of business as usual into 22/23	£892,000	Improved retention of supported living staffing and market as part of the social care recovery.	This will allow the market to stabilise and recover from Covid and being to evaluate and consider new ways or working and build on innovative practice moving forward.
Workforce (3.1)	<ul style="list-style-type: none"> Prioritise the well-being of the social care workforce 	Cross Directorate: Continue to prioritise the wellbeing of the workforce through a dedicated team supporting staff wellbeing and an ongoing recruitment campaign	£62,000	Improved sickness rates, supported and sustained workforce Improved recruitment and retention	This will build upon the ongoing work throughout Covid and continue to support the existing and new members of the social care workforce as we move forward.
Workforce (3.2)	<ul style="list-style-type: none"> Improve terms and conditions for the social care workforce and ensure there is a continued focus on supporting wellbeing and mental health 	Child & Family; Improve the terms and conditions for front line social workers in the service by offering a one off market supplement for 12 months	£180,000	Sustain 54 front line SW and recruit to the 15 vacancies we are currently holding. This would mitigate against the risk to children and young people would escalate with outcomes being sought being negatively affected. Staff would be responding in increasing crisis and it is likely that our looked after children population would increase as SW's have less time to do effective work and manage cases in a risk averse approach	Currently we have a high number of vacancies in the Child and Family Social Work Teams, there are a number of factors that around sustainability and pressure of work due to the pandemic we are addressing. This will improve the terms and conditions of the workforce and ensure that we are able to maintain current staffing levels and capacity to undertake our statutory obligation.

Appendix C

Capital Contingency and Prioritisation Strategy

1.0 Background

- 1.1 As part of the reshaping Swansea transformation programme one of the future tasks is the need to develop a “Cross Council” approach to capital management and prioritisation. A strategic capital strategy has already been developed and now forms part of the suite of reports as part of the budget setting process and was approved by Council on the 4th March 2021.
- 1.2 Therefore to supplement the “policy context” which also clearly sets out the current capital programme over the life of the MTFP, it is believed appropriate to develop an aligned process to ensure “corporate” visibility of any emerging priorities funded from the set aside capital contingency.

2.0 Current Position

- 2.1 From an officer perspective it is intended to utilise the existing cross Council Asset Management Group to manage this review process with two meetings planned per year, one in April and one in October. Discussion with Cabinet/ CMT would then follow as part of the budget setting process or as each individual capital request would be made by the normal cabinet approval process. This will allow a review of the programme set by Council, and also close the loop at the budget “discussion” stage to feed into each annual review, thus assisting in setting future capital priorities. The benefit of this approach is that cross Council representatives linked to “assets” already attend so it makes best use of an existing forum. The outcomes from the group will then feed into the annual strategy report referred to above.
- 2.2 Therefore as budgets change or additional funding becomes available from WG or other sources a Council wide option appraisal can take place where money is not ring-fenced to a particular activity.

3.0 Current “Opportunities and Challenge”

- 3.1 Attention is drawn to the proposed Covid recovery capital contingency fund as part of the forward capital programme which is currently set at £20m and notionally split as follows:

22/23	£8m
23/24	£6m
24/25	£4m
25/26	£2m

- 3.2 In addition, the opportunity arising out of the UK levelling up fund would appear to a sizable source of future funding albeit subject to a “competitive bidding process”. Initial principles are that over the next 3 to 4 years the

Council can bid for up to 3 schemes of a maximum of £20m with a fourth transport scheme at a maximum of £50m. This makes it even more crucial that the Council has a clearly identified set of future priorities so that it can determine which schemes are best suited to which “funding pot. Two bids were submitted for 2021 call for entries which were unsuccessful and feedback is due by the end of December. Further detail is also awaited on the shared prosperity fund and the process and potential allocation likely to be made available.

- 3.3 The Welsh Government Transforming Towns programme is a further substantial funding programme focussed primarily on the City Centre and larger district town centres, concentrated on ‘core’ areas (e.g. in City Centre would cover Oxford Street, but not St Helens Road or Brynymor Road). Larger grant asks attract more scrutiny, but not unreasonable to look at £2-£5m per financial year across a range of eligible schemes. 2021/22 budget for South West Wales is £11.2m and not unreasonable to expect similar values for the region going forward. The preference is several schemes profiled over 2-3 years. Development costs are eligible to 50% intervention rate, as part of a ‘phased’ approval process. A decision not to proceed further or diversion of a scheme to other funding sources subsequent to development phase would require repayment of the WG 50%.
- 3.4 The authority also has access for 15 years to a £6m ‘Town Centre Loan’ for use by the local authority in city and town centres (separate to the private sector version), which can be factored in to schemes where borrowing is a requirement to save on interest payment for the duration of the loan. This has to be recycled 3 times in the 15 years, average scheme length 5 years, max 7 years currently.
- 3.5 Construction market conditions are having a significant impact on live schemes, and whilst prices and supply chains have settled it is recommended given the size of the capital programme that a reasonable contingency needs to be allowed for ongoing schemes.
- 3.6 Initial discussions have highlighted that there are a range of emerging priorities and it is important that there is visibility of these “competing” schemes to ensure that when allocations are made they are in line with the overall strategy. Eligibility for the funding sources above has to be factored into discussion.
- 3.7 The benefit of having a summary of priorities means that if additional funding becomes available then there is a readymade list to call on.
- 3.8 During this initial scoping a simplistic summary of these emerging schemes has been developed
- 3.9 The following is a summary of the “current” projects where funding has been allocated or is being considered from the £20m capital contingency.

Funding Allocated

Castle Square Graig Road	Design and Planning FPR7 FEB21 Emergency repairs (original FPR7 to be funded from Highways underspend 2020-21 or annual allocation 2021-22)
Arfryn satellite special school	Essential Maintenance and improvement works FPR7 JAN21
Cefn Hengoed Community hub including 3G pitch	Increased cost to deliver scheme - as detailed in FPR7 report
71-72 Kingsway	Increased borrowing required
Kingsway Infrastructure	FPR7 OCT21 overspend once scheme finalised - worst case scenario after Bond and S106 funding included
Highways	Morfa culvert
Digital	Digital Democracy scheme
Education (Band B)	Bryntawe net zero carbon (match for WG grant)

Castle Square	Construction cost
---------------	-------------------

3.10 This equates to an initial commitment of £18.839m.

3.11 However, an application has been made to Welsh Government for a £2.5m towards the Castle Square development which would then result in a total commitment of £16.339m.

3.12 Contingency Balance

As stated above the “council earmarked capital future funding is capped at £20m and given the scale of the current capital programme it is suggested that the balance of the £1.161, (or £3.661 if the WG application for castle square is successful) should be retained as a true contingency until some of the current major projects are complete or significantly progressed.

Officers will continue to explore all and any additional funding sources that are identified and can be used to develop further proposals

Integrated Impact Assessment Screening Form – Appendix D

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area:

Directorate: Resources

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

A cross directorate Cabinet report highlighting the Impact and Implications recovering from Covid has brought to the Council.

Projects from the following work streams are included:

Workforce & Equality

Learning & Education

Care Services

Environment & Economy

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Integrated Impact Assessment Screening Form – Appendix D

Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches? Please provide details below – either of your activities or your reasons for not undertaking involvement

Throughout the different phases each work-stream within the Achieving Better Together Programme have their individual engagement/consultation/co-productive plans in place. This ensures relevant stakeholder information and views in relation to individual projects are taken on board. Project stakeholders include, subject matter experts, client departments and external consultants / providers.

Some projects are long term and have facilitated many engagement forums. Within the larger ICT projects that impact across the whole authority there has been diligence processes in place, a large number of workshops to assess the readiness of the organisation for change, and map the gaps between existing processes and new. Business owners, leads and resources from across the Council are involved on the larger programmes through implementation.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
 Yes No

- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes No

- c) Does the initiative apply each of the five ways of working?
 Yes No

- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
 Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes No If yes, please provide details below

Integrated Impact Assessment Screening Form – Appendix D

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

From across the programme the majority of the projects in this update report are internal business changes therefore the impact on external people and communities is low, however each project/system/service will have an independent IIA completed as part of the project development process recognising the impact on people and/or communities.

Training and learning needs, analysis are completed when necessary.

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

The report adheres to the transformation and future council development well-being objective in the Corporate Plan - so that we and the services that we provide are sustainable and fit for the future.

The summary of impacts has been categorised as low. Whilst this is a cross cutting update on recovery the impact from the recommendations on specific groups remains low.

Key stakeholder (internal & external) are involved in the programme and a communications plan in place. Stakeholders have been identified for individual projects and individual teams are working on communication, engagement, training and development. The recommendations will have very little direct impact on the various groups and communities. Any impact will be positive as we are working towards providing efficient, effective and sustainable services.

Although not all are relevant to the individual updates within this report, The Achieving Better Together Programme as a whole is contributing towards the achievement of the national well-being goals:

- A prosperous Wales – Supporting and training the Council's workforce to deliver transformed services that provides the most sustainable outcomes for residents.
- A Resilient Wales – The Managing the Present and Shaping the Future, Swansea Council – From Recovery to Transformation Strategy underpins our recovery from Covid-19 and aims in order to transform services, deliver better outcomes for residents and achieve financial sustainability with reduced carbon footprint.
- A Healthier Wales – The programme work streams have projects in phase 2 – (Refocus) that aim to: encourage greater community ownership, improved health and wellbeing for staff, provide active lifestyle and healthy living for our citizens e.g. our approach to Housing and the Active Travel Project.

Integrated Impact Assessment Screening Form – Appendix D

- A more Equal Wales – Providing the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy.
- A Wales of Cohesive Communities – The Community Response work-stream has a strong focus on community involvement. Projects include supporting community volunteering, Local Area Coordinators expansion and working with third Sector and other statutory and non-statutory partners in Swansea and encourage the continuation of community relationships.
- A Wales of vibrant culture and thriving Welsh language – Through the coproduction framework we will establish a diverse forum for community volunteers to be involve in the decision-making process and give them an opportunity to express their views and opinions. The programme will improve the communication and engagement with communities, which includes welsh medium provision.
- A globally responsible Wales – The Achieving Better Together programme has a focus on the future and delivering social, environmental, cultural, economic and financial sustainability through the work-streams. Any decision making considers future impacts e.g. climate change.

The risks surrounding the programme are considered medium due to the size and complexity of the Council's Transformation Programme. Risks are managed and mitigated on a daily basis and escalated to management boards and senior leadership where appropriate
With regard to the cumulative impact of projects, there will be changes to processes and ways of working as a result. However, these changes are considered as overall improvements.

(NB: This summary paragraph should be used in the relevant section of corporate report)

- Full IIA to be completed
- Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Marlyn Dickson
Job title: Strategic Change Programme Manager
Date: 20th December 2021
Approval by Head of Service:
Name: Adam Hill
Position: Deputy Chief Executive / Director of Resources
Date: 20th December 2021

Please return the completed form to accesstoservices@swansea.gov.uk

Appendix E – Data Centre move to the Guildhall Financial Implications

FINANCIAL IMPLICATIONS : SUMMARY					
Portfolio:	Corporate Service				
Service :	Digital Services				
Scheme :	Data Centre Move to Guildhall				
1. CAPITAL COSTS		2021/22	2022/23	2023/24	2024/25
		£'000	£'000	£'000	£'000
	TOTAL				£'000
	Expenditure				0
	Scheme details				0
	Building Refurb	20	230		250
	IT Hardware		700		700
	IT Network - Core Infra and PSBA		200	320	520
	Intagibles		130	300	100
	EXPENDITURE	20	1,260	620	100
	Financing				
	Capital Equalisation Reserve	20	1,260	620	100
					2000
					0
					0
					0
	FINANCING	20	1,260	620	100
					2000
2. REVENUE COSTS		2020/21	2021/22	2022/23	2023/24
		£'000	£'000	£'000	£'000
	FULL YEAR				£'000
	Service Controlled - Expenditure				
	Employees				0
	Maintenance				0
	Equipment				0
	Administration				0
	NET EXPENDITURE	0	0	0	0

Agenda Item 10.



Report of the Cabinet Member for Economy, Finance & Strategy

Cabinet – 20 January 2022

Budget Proposals 2022/23 – 2025/26

Purpose:	To consider budget proposals for 2022/23 to 2025/26 as part of the Council's existing Budget Strategy.
Policy Framework:	Medium Term Financial Plan and Budget Strategy
Consultation:	Cabinet Members, Corporate Management Team, Legal, Finance, Access to Services
Recommendation(s):	It is recommended that Cabinet: 1) Approves the Budget proposals summarised in the report and detailed in Appendix B as the basis of consultation 2) Adopts the updated budget future forecast as the starting planning premise for the new medium term financial plan, which will be considered by Council on 3 rd March 2022. 3) Agrees the approach to consultation and engagement with staff, trade unions, residents, partners and other interested parties set out in Section 7 of the report 4) Receives a report on the outcome of the consultation and final budget proposals at its meeting on 17 th February 2022.
Report Author:	Ben Smith
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1. This report updates Cabinet on its budget proposals for budget savings for consultation with residents, community groups and other stakeholders. It

has full and due regard to our duties under the Well-being of Future Generations Act 2015.

- 1.2. *Sustainable Swansea – fit for the future* was approved by Council on 22 October 2013 and subsequently reviewed by Cabinet on 16th July 2015. Until 2020 it remained the Council's overarching approach to budget and medium-term financial planning, to help deliver the well-being of future generations.
- 1.3. From 2013 to date, the Council, in line with the principles contained within Sustainable Swansea, has developed its approach to reviewing services and budget proposals through a series of commissioning reviews, which have set out an assessment of individual services, scope for change, alternative delivery models and potential savings and improvements that could be made.
- 1.4. On 15th October 2020 Cabinet approved the new "From Recovery to Transformation" report detailing the "Swansea – Achieving Better Together, Transformation Strategy & Programme Framework 2022 – 2026". This now informs and shapes the budget process, ensuring the budget assists the strategic aims and outcomes of the framework.
- 1.5. In November 2020, the Chancellor of the Exchequer presented the Spending Round 2020 to Parliament. This was originally intended to be an in-depth multi-year review of departmental spend, however due to the COVID-19 pandemic this was delayed, and there was in fact just a further one-year review. However, this year, on 27th October 2021, the Chancellor did provide a full three-year review.
- 1.6. The Welsh Government budget and settlement announcements are late again this year, with the provisional settlement announced on 21st December and the final settlement expected early in March. This makes the budget process extremely challenging, compressed and uncertain to say the least. Equally, however, the now known broad and very significant funding increase for local government for 2022/23, and indicative figures for the following two years is clearly very helpful, although the information contained within the settlement makes it clear that the funding available for COVID-19 pressures is effectively likely removed in 2022/23 and this will be a significant risk.
- 1.7. Now that we are approaching a third year of living with COVID-19 and indeed the implementation of post-Brexit arrangements, much will clearly hinge on what funding flows to the Welsh Government, to ultimately flow to councils and other public bodies. The three-year outline envelope from the Welsh Government, whilst only a broad indication, is nevertheless very welcome and helpful for medium term budget planning purposes.
- 1.8. This report covers:
 - A reminder of key elements of *Sustainable Swansea* and the new Transformation Strategy & Programme Framework 2022 – 2026.

- An overview of service and budget priorities for the current and following three years
- An update on the financial challenge facing the Council
- The proposed savings programme, including specific proposals for 2022/23 and three future years, upon which we now need to consult
- The key risks associated with the current financial position
- Proposals for engagement and consultation
- Staffing implications
- Delivery and next steps

2. **Background – Sustainable Swansea – fit for the future and Swansea – Achieving Better**

- 2.1. The scale of the financial, demographic and sustainability challenge required the Council to continue to adopt a radically different approach to previous years. An approach that focused on:
- *The core future purpose of the Council*
 - *The transformation of services and the model of delivery*
 - *Greater collaboration with other councils and local organisations, community groups and residents*
 - *And, above all, sustainable solutions with prevention at its heart*

This ambition was set out in *Sustainable Swansea – fit for the future*, our long-term plan for change, underpinned by our Innovation Programme.

- 2.2. The Sustainable Swansea Strategy was agreed by Cabinet and reported to Council in October 2013. The Delivery Programme was approved by Cabinet on 29 July 2014 and was subject to further review and refresh at Cabinet on 16th July 2015.

A major refresh undertaken in 2020 recognised that it has successfully delivered the bulk of £70m worth of savings asks, and enabled the Council to maintain services, performance levels and protect jobs during a period of austerity. However, there are now new challenges and opportunities arising from the new Local Government and Elections (Wales) Bill as well as a changing national political landscape and economic uncertainty including COVID-19 and post-Brexit risks.

- 2.3. Thus, in October 2020 Cabinet approved the new Swansea - Achieving Better Together Transformation Strategy and Programme Framework to strengthen the changes now needed as a result of current circumstances. The new programme builds on and strengthens the Sustainable Swansea approach, and the strategic aims of Swansea – Achieving Better Together will now focus on:

- The core purpose of the Council
- Transforming services to be effective and efficient
- Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation

- Balancing the budget for current and future years
- Greater and more meaningful engagements with our residents and community
- To meet the aspirations and targets within the Medium-Term Financial Plan.

2.4. These actions are covered in more detail in sections 5 and 7 below.

3. Our Service Priorities for 2022/23 and Beyond

3.1. Although the Council is currently focused on its plan, as set out in the existing MTFP, to save around £21m over the next three years (before any AEF or Council Tax increases), it is vital that we continue to retain Member and management focus on the significant proportion of our budget that will remain. Our gross budget is over £780m (excluding Housing Services (HRA)) and we spend just over £1.8m a day on services to residents (this excludes benefits in kind such as housing benefit and the council tax reduction scheme).

3.2. The Council has clear and strong long-term ambitions for Swansea and the proposals for savings must be seen in the context of the following:

- The Council's top 6 priorities and future plans for services to help deliver the well-being of future generations
- The strategic aims of Swansea – Achieving Better Together – which embrace all that we do
- The application of budget principles – which guide decision making
- The ongoing and sustained real terms reduction in external funding and the need to meet known budget pressures.
- All set within the context of the current COVID-19 pandemic

3.3. The Council's overall aim is to protect frontline delivery of services as far as possible. However, whilst many things are important, not everything can be a priority. It is important, therefore (particularly in the current climate of significantly reduced resources), that we set out clearly our expectations on all services and relative priorities for funding in the context of the budget reductions that we face.

3.4. This requirement is illustrated sharply by the “gearing” effect of savings on services. In other words, if our current savings requirement of £21m (since revised – see below) over three years were applied, for example, just to Place Services, the budget for this area would have to be reduced by over a third. Consequently, other areas such as Education and Social Care also need to face some relative real terms level of reduction over the next three years, given the relative size of their budgets. Equally, however, if the level of funding for 2022/23 were to be sustained in every future year, then these planning assumptions could be very fundamentally reshaped, and savings asks reduced or possibly even eliminated.

- 3.5. A statement of budget priorities and policy statements that flow from this is set out in **Appendix A**. This statement follows an assessment of services in relation to the following criteria:
- **Invest**: those Services where the Council will increase current levels of investment
 - **Maintain**: those services where the Council will broadly maintain current level of spend in the medium term
 - **Remodel**: those services where the Council will reduce the current level of spend over the medium term

Regardless of relative funding levels, there is an absolute requirement that **all services** must transform and strive for maximum efficiency.

- 3.6. **Following the extremely welcome uplift in funding received from the Welsh Government (£33.9m), it is envisaged that all directorates as a whole (excluding Finance) will receive an overall increase in cash budgets for next year of at least 7% (and some will receive very considerably higher increases).**
- 3.7. Planning assumptions over future year settlements, building on from this year's material uplift, will significantly affect these existing planning assumptions. These assumptions are themselves heavily dependent upon the national government's overall approach to public spending, the Welsh Government's priorities and the consequences of Brexit, all of which substantially add to the risks facing future financial planning assumptions. The 'three year' deal nature of the settlement is again extremely welcome and helpful even if the outlook remains very challenging beyond 2022-23.

4. Financial Update

- 4.1. The financial update that follows needs to be in the context of the Medium-Term Financial Plan (MTFP) approved by Council on 4th March 2021.
- 4.2. The indicative savings requirement for the 2022/23 budget and the existing MTFP for the three years, 2023/24 to 2025/26, has been updated and set out in Table 1 below:
- 4.3. It should be emphasised that although there is still a requirement to make targeted savings across all Directorates to live within affordable budget limits, this is in the context of just over £100m being invested into services, **meaning that even with savings Directorate budgets will still grow overall by about £80m over 4 years.**

**Table 1 – Indicative Investment and Savings Requirement for
2022/23 to 2025/26**

	Note	Budget	Medium Term Financial Plan		
		2022/23	2023/24	2024/25	2025/26
		£'000	£'000	£'000	£'000
Future cost of pay awards - LG Staff	1	5,800	10,700	15,800	19,900
- Teachers		3,800	7,800	11,600	15,000
National Living Wage – pay bill	2	400	800	1,200	1,600
National Living Wage – contracts		700	2,000	3,500	5,700
National Insurance Increase	3	3,500	3,500	3,500	3,500
Increase in Pension Costs	4	0	1,300	2,800	4,200
Cumulative contract inflation	5	5,432	6,929	9,309	10,389
Energy Price Inflation	5	0	2,000	2,000	2,000
Capital charges	6	1,000	2,000	3,000	4,000
Remove 2021/22 use of Capital Equalisation Reserve	7	3,000	3,000	3,000	3,000
Future use of Capital Equalisation Reserve	7	0	-1,000	-1,000	-1,500
Contingency	8	253	349	484	266
One-off funding for COVID-19	9	-7,000	-7,000	-7,000	-7,000
Rebase ICT Cloud costs	10	500	1,000	1,500	2,000
Reinstate temporary Use of Insurance Reserve	11	700	700	700	700
Increase in Insurance Premiums	12	200	200	200	200
Demographic & Service pressures	13	3,000	6,000	9,000	12,000
Mid and West Wales Fire Authority Levy (independently decided by the Fire Authority)	14	600	1,000	1,500	2,000
Council Tax Support Scheme	15	550	1,800	3,200	4,600
MTFP Service pressures accepted	16	2,250	3,815	3,980	4,198
New service pressures accepted	16	2,362	2,722	2,772	2,842
Passed through AEF to Services	17	497	497	497	497
Social Care extra money for Adult Services	18	2,500	5,000	7,500	10,000
Additional funding for Social Care	19	6,000	6,000	6,000	6,000
Additional funding for Schools	19	4,000	4,000	4,000	4,000
Total known pressures		40,044	65,112	89,042	110,092
Savings Requirement	20	-4,758	-9,269	-16,299	-21,449
Net Funding Requirement		35,286	55,843	72,743	88,643
Aggregate External Finance increase	21	33,943	47,443	57,043	65,243
Council Tax increase (including tax base changes)	22	1,343	8,400	15,700	23,400
Total Resource Investment		35,286	55,843	72,743	88,643

Notes:

1. *The pay award figures represent a forecast increase of 3% for all staff, reducing to 2.5% and then 2% over the life of the MTFP, following the UK Spending Review and removal of the public sector pay freeze.*
2. *Assumed increases due to implementation of National Living Wage - will affect contract prices and lower end of own pay scale.*
3. *Following the Chancellor's announcement National Insurance will rise temporarily by 1.25% in April 2022. This increase will be diverted to a new Social Care tax once legislation is in place.*
4. *The costs arising from the triennial revaluation of the local government pension scheme were included at an assumed 0% per annum. This has been revised to an expected 1% increase per annum for the next revaluation period.*
5. *Reflects the assumed minimum cumulative effect of contract inflation, and from 2023/24 the impact of increased energy prices.*
6. *The additional estimated borrowing costs arising from the new and regional capital programme together with the residual impact on borrowing from reviewing the MRP policy in 2018.*
7. *Cabinet has prudently built-up earmarked reserves to reduce the impact of increased capital charges in respect of new schemes, and targeted use of these reserves is now being built into the budget.*
8. *A small sum to be added to the contingency to allow for changes to (for example) levies not yet received.*
9. *Removal of temporary funding used for COVID-19 short-term impacts.*
10. *To rebase permanently some demand led pressures in Resources predominantly around ICT cloud provision.*
11. *The 2017/18 budget report agreed an annual take from the insurance reserve on a temporary basis, after which the use of the reserve will need to be re-instated. This reinstatement is now due.*
12. *An increase in the cost of insurance premiums is forecast.*
13. *Assumed Demographic and Service pressures mainly around Schools and Adult and Children's Services.*
14. *Estimated Fire Authority Levy increase – the final figure won't be known until February when the independent Fire Authority determines its levy requirement. Early indications are that the levy could rise by between 3% and 3.5%. Included above is the most likely scenario of around 3.25% for 2022/23, and 3% thereafter. Cabinet may wish to note the Standard Spending Assessment funding for Fire services in this authority is £12.0m (2021/22), the actual levy was £14.1m.*
15. *The assumed cost of Council Tax Support Scheme costs based on Council Tax increases as a planning assumption only at this stage.*
16. *Individual service pressures accepted.*
17. *Specific funding for services transferred by the Welsh Government as part of the settlement figure in respect of Gate Fees (Waste)(£0.102m) and Social Care Workforce (£0.395m)*
18. *Following the introduction of the new Social Care Levy (currently reflected as an increase to National Insurance rates) additional funding for social care has been allocated.*
19. *Additional funding provided in the settlement for Social Care and Schools cost pressures*

- 20.** *The savings requirement of £21.449m shown in Table 2 is indicative of the scale of savings required and will be revised over time.*
- 21.** *Provisional guideline assumption for 2022/23 and future years, this has been updated from the 2% included in the published MTFP to 9.3% in 2022/23 followed by a reduced 3.5% increase in 2023/24, and a 2.4% increase in 2024/25 in line with Welsh Government forecasts. 2% is currently estimated as the most likely increase for 2025/26.*
- 22.** *Current assumptions on Council Tax and tax base changes, for planning purposes only at this stage.*
- 4.4. Fundamental central assumptions have been made in deriving this table. Most significant is a central assumption that future funding from Welsh Government increases by 3.5% in 2023/24, 2.4% in 2024/25 and 2% thereafter. This is considered by the Section 151 Officer to be a reasonably prudent assumption and has been increased from the 1% used in the MTFP approved by Council in March 2021. This reflects the expectation of a necessary rebalancing of the public sector at UK level post Brexit and post COVID, countered by the Chancellor of the Exchequer's three-year spending review which indicated an increase in Social Care funding and the removal of the public sector pay freeze.
- 4.5. It is therefore essential that we continue to have visibility of likely future multi-year budget settlements at the earliest possible opportunity to enable us to sensibly plan for the longer term and have due regard to the wellbeing of future generations.
- 4.6. Based on the statement of priorities and having regard to the "gearing effect" when considering savings, the suggested indicative percentage reduction remains as agreed **two years ago** and is set out in Table 2 below (and Appendix B) for longer term "worst case" planning purposes, which of course may not come to pass at all if one off settlements continue to be much more generous, as they have been in the most recent years:

Table 2 – Indicative Targets – Longer-term worst-case scenario

Service	Percentage Reduction/ Increase over 4 Years at constant prices*	Actual change 21/22 1 year ^
Schools	-15%	+4.3%
Education (excluding Schools) [§]	-15%	-1.2%
Social Care – Child & Families	-15%	+5.0%
Social Care- Adults	-10%	+2.1%
Place	-30%	+10.6%
Resources (excluding CTRS)	-15%	+7.7%

**Actual budgets will be set based on shares of service pressures, inflationary pressures and investment and specific savings decisions*

^ The actual change column reflects both budget reductions and pressures for one year only: the planning assumptions for future years reflect only reductions. In practice there are usually as many pressures funded and investment decisions made, as reductions, and so headline budgets move markedly less than the planning assumption would appear to imply.

\$ Education (excluding schools) decreased because of transfers to Schools (delegated budgets), excluding those transfers Education (excluding schools) would have increased by 7.5%, and Schools by 3.1%

- 4.7. This statement will form the basis of our future medium term financial plan, as well as individual service plans. Notwithstanding this broad target savings range, where it is appropriate to do so, and as set out specifically in this report, **additional targeted investment into priority areas will also occur**. This is possible because of the significant increase in funding set out in the Welsh Government’s 2021/22 and 2022/23 budget proposals. Whilst this first phase of consultation necessarily focuses on what may need to be reduced and re-prioritised, the main budget proposals in February and March, once the final settlement is confirmed, and initial consultation is concluded, will show overall substantial net cash investment into all services.
- 4.8. The compounding effect of the key AEF assumption is substantial over the life of the MTFP (the savings ask could be higher, lower, or even fully eliminated) as illustrated below:

Table 3 – Impact of Welsh Government Funding on future scope for investment into services

Increase in future year block grant finance assumptions in the MTFP	Reduction (Increase) in gap in one year £'000	Positive (negative) Impact over life of MTFP £'000
0% - possible scenario	(13,500)	(31,300)
3% - possible scenario	(2,000)	4,500
9.3% - continued at 2022/23 headline uplift	22,400	86,800

In the above table a positive figure indicates sums available to invest into services.

- 4.9. Over recent years the Council has consistently prioritised the **delegated schools' budget**, previously meeting its guaranteed funding requirement over a five-year period. There is now no formal ongoing ministerial protection or funding guarantee, so any decision over schools funding is a local one to be made by Cabinet and ultimately by Council, having due regard to any budget consultation responses received. Education will

continue to be the biggest area of funding within the council's revenue budget and will continue to be a key priority for the Council.

- 4.10. With respect to the Current and Future **Capital Programme**, it is clear at the present time that future support from the Welsh Government in respect of general capital grant and supported borrowing on an annual basis is likely to remain curtailed. **It is possible however that substantial top up capital grants will continue to be released by Welsh Government and this Council will actively pursue opportunities to access all such grants as well as utilising its own borrowing powers to directly make substantial local capital investments into services, including schools.**
- 4.11. The current year allocation in respect of both the supported borrowing and general capital grant elements is just under £13.0m. Further one-off increases and top up capital grants do remain possible beyond those set out in the provisional settlement but, disappointingly, the provisional allocation for 2022/23 for Swansea has been reduced to £10.722m. It is understood this may be reinstated by 2023-24 but this allocation is not even sufficient to meet the current budgets allocations to cover core commitments as in Table 4 below:

Table 4 – Capital Allocations for 2022/23 assuming spend maintained

	£'m
Provisional Welsh Government funding	10.722
Allocation - property and highways maintenance	-7.562
Disabled Facilities Grants & Improvement Grants	-5.200
Shortfall	-2.040

- 4.12. The remaining capital programme (including improvements to schools) is heavily dependent on future capital receipts and, to that extent, any shortfall in receipts is likely to require an increase in unsupported borrowing to balance the funding for the agreed programme.
- 4.13. Any rise in borrowing has a potentially detrimental effect on future revenue funding, and thus on future generations, and has to be fully planned for.
- 4.14. As such, it is inevitable that the future capital programme will have to be subject to regular review and will be dependent on receipt of specific grant and/or the availability of excess capital receipts.
- 4.15. The original approved four-year capital programme assumed additional unsupported borrowing of some £135m and a longer-term overall envelope of up to £200m. Both were stretched by a further £20m to provide for a capital contingency sum now being utilised. This borrowing has now been effectively fully externalised via use of PWLB loans.

- 4.16. In particular, and in direct contrast, further detailed consideration will also have to be given in respect of likely future commitments to, and funding options for, the second phase of the proposed Schools improvement programme, continued investment in the City Centre and the funding requirements that will flow from the Swansea Bay City Region proposals. All of which will benefit not only current, but also future generations. The impacts of new additional unsupported borrowing are reflected in Table 1 above **and includes that further £20m to the overall capital envelope.**
- 4.17. Given the level of overall revenue resources and the scale of the new investment ask over the extended medium term for new capital and the benefits to be felt by future generations the Section 151 officer considered it appropriate to review all the options around changing the Council's Minimum Revenue Provision policy both for past and future investment. Council agreed a report on this on 20th December 2018 and the impact of the recommendations is reflected in Table 1 above. This has reduced the revenue costs in the medium term and increases them longer term, but crucially better match the future costs to the future benefits of that investment. This is entirely in line with the principles of the Well-being of Future Generations Act.
- 4.18. Furthermore, it should be noted that appropriate use of the Capital Equalisation Reserve will be recommended for use in determining the final shape of the overall budget in line with the principles agreed by previous Cabinet and Council decisions. This is designed to ensure that any immediate short-term costs of financing Swansea Central Phase 1 are neutralised and thus has no direct impact on other service revenue budgets as more time is taken to adjust to the overall scale of capital spending. This allows a more gradual move towards the longer-term financing costs as fully set out in the medium-term financial plan.
- 4.19. Any capital receipts from the sale of Schools' assets and estates will become part of the Council Capital Budget. It is currently predicted that the schools' capital programme will continue to be funded by the Council as a whole.
- 4.20. Finally, it is appropriate to note that HM Treasury did, on 26 November 2020, remove the 1% penalty premium on new local authority PWLB borrowing subject to certain criteria (primarily around not investing for yield and return). £90m was previously borrowed before the premium was first introduced saving £900k per annum in the base budget for the next approximate 50 years. The remaining £90m of the initial £180m will thus once again avoid the premium. 1% saved on the future £90m will enable future capital financing charge to be reduced by £900k per annum and this has been reflected in the MTFP assumptions.

5. Budget Proposals

5.1. Budget proposals to meet the current savings requirement for 2022/23 consist of the following elements:

- Funding fully passported in the settlement
- Service Pressures funded
- Continuation and development of service delivery savings
- Modest legacy elements of the *Sustainable Swansea* Delivery Programme approved by Cabinet now subsumed into the Achieving Better Together programme.
- A substantial cash increase in Schools Delegated Budgets to meet cost pressures faced and continue to enhance mainstream capacity within schools.
- **Substantial additional** targeted new cash investment into Corporate Services, Social Services, Education and Place
- Recommendations from the Reshaping Board

Each of these categories are addressed below.

Funding changes in the settlement passport through to services

5.2. It has been the practice in previous years to passport through to services any specific sums provided for in the settlement. This intention remains in place.

Further Service pressures

5.3. As well as the continuation of funding for specific service pressures that were agreed as part of the 2021/22 budget setting process, additional pressures have been identified in respect of:

- Various corporate pressures following implementation of new structures, strategies and plans
- Social Services additional pressures mainly around inflationary cost of placements
- Education core staffing pressures

Service investment

5.4. Material service investment requirements have been identified in respect of:

- Education service pressures, particularly in respect of the implications of the Additional Learning Needs Act.
- Social care demography
- Social Care additional money for Adult Services
- Schools funding
- Local priorities and choices
- Establishing an Armed Forces Veterans Fund

Service Savings

- 5.5. Service savings requirements have been identified in respect of 2022/23 resulting in the summarised position as set out in Table 5 below. The detailed list of savings is set out in Appendix B:

Table 5 – Review of Planned Savings 2022/23

	Proposed savings 2022/23 £'000
Place	1,216
Social Services (including Poverty & Prevention)	1,140
Education (excluding Schools)*	1,184
Corporate Services	403
Finance (Including CTRS)	815
Sub-total (per Appendix B)	4,758
Schools*	0
Total	4,758

*Schools savings and pressures fall entirely to the delegated budgets and are shown separately as these are decisions for schools to take

Budget Strategy

- 5.6. As set out in section 2 above, through *Sustainable Swansea*, and now *Swansea – Achieving Better Together*, the Council is committed to changing the design and delivery of services and to a fundamentally different approach to demand management and early intervention.

In particular, the Council has previously embarked on a series of commissioning reviews across all services and the results of a number of those commissioning reviews have been presented to Cabinet and agreed over the past few years.

Outcomes of those commissioning reviews are expected on a recurring basis for future years and, where specific outcomes require, full consultation and engagement take place before any actions are delivered.

It is anticipated, in line with the principles previously established, that where outcomes from reviews are presented then consultation and action to implement will be undertaken on a rolling basis outside the normal budget cycle.

- 5.7. The Swansea – Achieving Better Together programme, like Sustainable Swansea, will be reviewed regularly, in parallel with budget setting to:
- Report on and close those projects that have delivered
 - Incorporate changes from the internal and external environment, which may be either emerging or long-term priorities that will impact the Council’s sustainability
 - Evaluate all projects and make appropriate changes, e.g., where legislation, new thinking / models, changes in the Corporate Plan or Local Well-being Plan, or changes from the external environment influence the original scope, therefore, the project needs to change
 - Incorporate priorities emerging from annual budget discussions between Senior Management and Members, as well as any changes in the revised MTFP
 - Review lessons learned with stakeholders (e.g., Audit Wales, Welsh Government, offices of the Commissioners, the Public Sector Ombudsmen for Wales, partners and many other stakeholders) and incorporate learning into the next phase.

2020/21 marked the final year of implementation of the Sustainable Swansea programme, from 2021/22 implementation is under the new Swansea – Achieving Better Together Transformation Strategy and Programme Framework.

- 5.8. These proposals can be alternatively summarised in Table 6 as follows:

Table 6 – Budget Proposals 2022/23

	Savings	Savings 2022/23 £m
<i>Savings type</i>	Workforce	412
	Other spending	2,525
	Income	1,412
	Mixed (workforce, income, other)	409
	Savings Total as per Appendix B	4,758

- 5.9. For delivery purposes, all proposals that are approved, after considering the outcome of consultation and Integrated Impact Assessments, will be combined into a single delivery tracker with progress updated monthly by the Head of Service accountable for delivery.

Schools’ Delegated Budgets

- 5.10. The indicative savings assessments set out in Table 2 at 4.6 above and Appendix A, show that it is inevitable, given the scale of reductions required within the one education budget, that ongoing consideration will have to be

given to the longer-term level of schools' delegated budgets. However, the settlement for 2022/23 does mean there can be clear prioritised investment, once again into schools.

- 5.11. Budget movements can be viewed in two ways:
- Actual cash increases in levels of funding provided to Schools
 - Real terms changes in Schools funding, taking into account known spending needs, as previously advised and shared with the Schools Budget Forum.
- 5.12. For current consultation purposes, it is intended that there will be a proposed 7% (£11.7m) cash increase in headline schools funding (which includes Pupil Deprivation Grant and Post 16 funding, which come separately from Welsh Government and appear themselves likely to be increased in due course, but perhaps by less than the Council core funding offer). **Excluding these grants Swansea's core funding offer is equivalent to a 7.7% uplift.**

This is more than sufficient to meet the additional cost and demographic pressures facing schools, particularly teachers' pay and cost increases in relation to service level agreements. This is clear from the budget pressures set out in Table 7 below that fall directly to the delegated schools' budget and further supports the enhancement of mainstream provision within schools as part of the existing education budget strategy.

- 5.13. There are other budget pressures detailed in Table 1 in Section 4.3 that will fall directly to the non-delegated budget, even though these relate to externally driven and demand led areas of statutory provision for pupils (such as additional learning needs (ALN) and home to school transport).

Table 7 – Main Pressures on Schools Delegated Budgets

Identified budget pressure in schools	2022/23
	£'000
Schools pay award	3,800
National Insurance 1.25% increase	1,500
General Inflation	1,000
Demographic and other cost pressures	4,600
Increased Budget Delegation	842
Total	11,742

Change from Council budget as proposed	2022/23
	£'000
Additional funding for pressures and continued investment in schools	11,742
Net savings required from schools	0
Total net budget increase proposed - schools	11,742

In addition, in 2020/21 a £6.39m top slice was made from the capital equalisation reserve to ensure that a centrally funded ICT replenishment reserve is available to schools for their likely future infrastructure needs.

The schools delegated budget includes PDG and Post 16 grant. We await final clarification on these, but they currently look likely to be materially increased re the former and frozen re the latter in 2022/23 and beyond at an all-Wales level, which could impact Swansea. However, additional funding for Schools was included in the settlement, which should hopefully (more than) compensate for this. The cash uplift on core council funded school budgets excluding PDG and Post 16 is 7.7% not the headline 7%

- 5.14. Education will continue to be biggest area of funding within the council's revenue budget and will continue to be a key priority for the council.

Cabinet will have to consider what actual overall funding is proposed in respect of the schools delegated budget following consultation with all head-teachers at a meeting on 9th December 2021. This will be presented back to Cabinet as part of the overall consultation report.

For the past few years, there has been no ministerial funding guarantee for schools explicit in the provisional revenue settlements. The provisional settlement does make clear however that the cost pressures in schools are definitively recognised by Welsh Government and were a material factor in the overall settlement.

Recognising previous policy commitments, it is also intended that any other specific cash increase for schools in the final settlement, once confirmed, will be passported through as targeted additional investment in schools delegated budgets. There is not currently expected to be any further specific cash increase.

It is recognised that even with that potential level of investment, schools, like all services, face significant real pressures in the medium to longer term, when the costs of the COVID-19 response nationally will need to be repaid.

Total Proposals

- 5.15. The total net savings across the areas outlined above are shown in Table 8 below:

Table 8 – Proposals for 2022/23

Savings	Net Savings £m
Service Savings (as per Appendix B)	4,758
Schools' savings	0
Council tax income (Including assumptions on tax base)	1,343
Aggregate External Finance increase	33,943
Council pressures	-40,044
Net Pressures less Funding	0

- 5.16. The detailed proposals are set out in **Appendix B**. Subject to Cabinet approval, consultation will commence on the proposals, as appropriate, with staff, Trade Unions, Schools' Budget Forum, residents, affected groups and partners, alongside Integrated Impact Assessments (IIAs).

Other Savings and Funding Options

- 5.17. The current total of all savings proposals for 2022/23 is £4.758m, against the current total requirement of £40.044m (including Schools pressures). The current assumption is that the gap will be funded by an overall increase in Council Tax yield (which includes a reduction in tax base) of £1.343m and Aggregate External Finance increase of £33.943m. Work will continue over the next month up to Cabinet in February 2022 to assess a range of options. This is necessary because:

- Some proposals may not be approved following the outcome of consultation and Integrated Impact Assessments
- Additional savings are required as a contingency against non-delivery of some savings in year
- Some services may need additional investment, which will be decided following consultation.
- Final Council Tax levels may be lower (or higher) than the assumptions in this report.

- 5.18. This assessment will include a review of other service savings and our policy on Council Tax. It should be noted that the Welsh Government has made an assumption of Council Tax increases of 3.5% in its standard spending assessment.

6. Assessment of Risks and Uncertainties

- 6.1. As in previous years, the budget proposals as presented must be viewed in the context of the ongoing risks and uncertainties that the Council faces during 2022/23 and beyond:

- 6.2. These currently include:
- a) **Equal pay claims:** The risk at the present time is now very residual.
 - b) **Pay and grading appeals:** It is assumed, as in previous years, that costs arising out of pay and grading appeals will be met from within Directorate approved budgets and schools delegated budgets where appropriate.
 - c) **Specific grants:** It is possible that, based on previous experience, the Council could suffer from a reduction in specific grants received from Welsh Government and other public bodies. Initial indications from the provisional settlement are, however, that the risk is very limited in 2022/23. Most specific grants announcements to do date appear broadly frozen. There are, however, significant changes to the Accelerated Learning Programme (a drop of £31m at an all-Wales level) and Childcare Offer (an increase of £23m at an all-Wales level) and the Regional Consortia School Improvement Grant (a drop of £14.5m at an all-Wales level). It remains the case that where grant reductions do occur, they will require specific service cost reductions in addition to any savings targets identified above.
 - d) **The savings proposals** for 2022/23 and beyond are predicated on clear and decisive action being taken to deliver wide-scale transformational change longer term. This will require robust implementation, monitoring, review and, if necessary, enforcement of savings proposals.
 - e) **The timing** of Welsh Government announcements on the detail of both core and specific grants means that uncertainty will remain until after the final period of the budget setting process.
 - f) **Ongoing forecast service overspending** in 2021/22, which may or may not continue into 2022/23, taking into account the very disruptive nature of COVID-19 and the potential of continued disruption post Brexit.
 - g) **General Reserves** remain at the lowest advisable level as advised by the Council's 151 officer and are not therefore able to meet any large current or future service overspends.
 - h) **Costs of staffing reductions** could continue to be significant. All future departure costs will fall to individual service revenue accounts, including education, for schools' departures.
 - i) **Overspending risks in 2022/23** are material because future savings are considered to be equally challenging to both agree and deliver, as notwithstanding this year's settlement, savings continue to need to be made, and require ever more difficult decisions and more wide scale transformational change

- j) **Local Government and Elections (Wales) Bill** – the Welsh Government has proposed legislative changes around Local Government and Elections. There are likely to be financial implications arising from this, however until more detail and implementation timescales are known this can only remain a risk for future consideration.
- k) **Future Year Settlements** - there has been some indication from the Welsh Government on future year settlements pan Wales envelopes – and it is clear there is a significant risk that the increase for 2022/23 may not be capable of being fully sustained in future settlements.
- l) **COVID-19** – there is a real risk that the impact of the COVID-19 pandemic will continue into 2022/23 and beyond, at a level higher than that anticipated. There is also a risk that the ongoing effects of the pandemic could continue to affect national and indeed global finances.
- m) **COVID-19 Grants** – the Welsh Government has materially removed the grant funding available for the impact of COVID-19 in 2022/23 compared to that available in 2021/22. This is a substantial risk as things are unlikely to return to normality and stability any time soon.
- n) **Brexit** – even post Brexit the impact of Brexit on the UK and how that will affect the funding available for Local Government is still largely unknown.

7. Consultation and Engagement

- 7.1. In previous years the Council has consulted on a number of issues including:
 - Specific budget proposals relating to budget reductions impacting on the following year's revenue and capital budget together with potential longer-term savings to deliver the MTFP.
 - Consultation on shaping the Council's Wellbeing Objectives, as set out in the Corporate Plan 2018-22.
- 7.2. In terms of Council priorities, consultation has been taken into account in deciding the new key priorities (Well-being Objectives and Improvement Objectives) which are as follows:
 - **Safeguarding** people from harm – so that our citizens are free from harm and exploitation.
 - Improving **Education and Skills** - so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
 - Transforming our **Economy and Infrastructure** – so that Swansea has a thriving mixed-use City Centre and a local economy that will support the prosperity of our citizens.
 - **Tackling Poverty** – so that every person in Swansea can achieve their potential.
 - Maintaining and enhancing Swansea's **Natural Resources and Biodiversity** – so that we maintain and enhance biodiversity, reduce

our carbon footprint, improve our knowledge and understanding of our natural environment and benefit health and well-being.

- **Transformation and Future Council** development – so that we and the services we provide are sustainable and fit for the future.

7.3. In terms of the current consultation, it is not intended that we repeat the consultation exercise on overarching Council priorities at this time. Likewise, we will not consult again on matters that are merely a continuation of existing good practice, or previously agreed plans, such as our continued successful implementation of the Safe Looked After Children reduction strategy, or where there is more detailed consultation, following the findings of our commissioning reviews.

7.4. However, as in previous years, the Council will undertake a full consultation on proposals that will affect the public in general or specific sections of the Community.

7.5. It is essential that in agreeing to consult we consider the following:

- Under the Public Sector Equality Duty (Wales) we have to engage with protected groups to assess the likely impact of any policies or practices being proposed or reviewed.
- The Wales National Principles for Public Engagement include the expectation that engagement gives a real chance to influence policy, service design and delivery from an early stage.
- Under the Gunning principles, consultation should be at an early stage with public bodies having an open mind, those being consulted have enough information to make an intelligent choice, enough time is provided for people to make an informed choice and consultation responses must be taken into account by those making the decision as to budget.
- The requirements and principles embedded in the Well-being of Future Generations (Wales) Act, which underpin everything that the Council does.

7.6. Details of the settlement dates from Welsh Government detailed elsewhere in this report highlight the extremely difficult timetable the Council faces in setting its budget proposals.

7.7. In terms of consultation, the Council intends to fulfil its obligations by:

- Undertaking a **Public Survey**. Specific budget proposals and those relating to the Commissioning Reviews will be included in the public survey that will be available online.
- **Consultation with groups**. We will promote the survey to a number of Groups including children and young people, groups with protected characteristics and organisations such as Community Councils.
- **Staff engagement**. The survey will be promoted to staff.
- **Unions**. The Leader, Cabinet Members and Officers are due to meet Union representatives to discuss the proposals.

- **Schools.** Officers and Members will consult headteachers on proposals that affect schools.
- **Promoting** and communicating the consultation via website and social media.

7.8. There will be on-going consultation during the forthcoming year as and when the individual Commissioning Reviews progress and develop their proposals for transforming services and helping to deliver contributions towards the overall savings requirement.

8. Staffing Implications

8.1. The Council, working in partnership with Trade Unions, succeeded in largely avoiding compulsory redundancies as part of the implementation of the budget savings for 2021/22. This was achieved by a continued flexible policy on redeployment and a proactive approach by all parties. The clear intention is to build on this approach for 2022/23 and to look for other ways of avoiding compulsory redundancies if at all possible.

8.2. However, a modest reduction in posts in 2022/23 may still be unavoidable, given that around 45% of the Council's overall costs relate to employees (significantly more in some Service Areas).

8.3. Notwithstanding the scale of the challenge, in line with the Council's current policy, every effort will be made to minimise compulsory redundancies. Management action includes:

- *Tight management of vacancies so that we manage the deletion of posts via natural wastage over time*
- *The use of fixed term appointments where cover is necessary*
- *Stopping the use of agency staff without a clear business case*
- *Redeployment and retraining wherever possible*
- *Further encouragement of staff to consider ER/VR options*
- *Encouraging staff to work flexibly e.g.: reduce hours or job share*
- *Flexible retirement*

8.4. The groups of staff likely to be most at risk (no options can be ruled out at this stage) are those affected by service savings, those in management/supervisory posts, those employed in business support functions.

Those employed in schools are also considered to be at risk but staffing decisions are a matter for individual school governing bodies to determine. However, the overall proposed cash increase to the delegated budget is more than sufficient to meet any cost pressures and consequently any staffing losses will not be a result of budget proposals but will reflect local factors, particularly pupil numbers and/or changing ALN needs within a particular school.

The latest indicative estimate of the impact of the current proposals on total staffing numbers for 2022/23 is set out in Table 9 (shown as Full Time Equivalents (FTEs)).

Table 9 – Impact of Savings Proposals on FTEs 2022/23

		FTEs
Service Saving Proposals		
	Corporate Services	0
	Finance	3
	Place	0
	Education (excluding Schools)	2
	Social Services	0
	Total	5

1 POST ABOVE (CHIEF OFFICER) IS STILL AT FORMAL RISK OF REDUNDANCY AS A RESULT OF COUNCIL DECISION TAKEN IN NOVEMBER 2021. THE OTHER 4 POSTS DO NOT ENTAIL REDUNDANCY RISKS.

		FTEs
Indicative schools figure *		
	Schools	0
	Total	0

*** Decisions will be taken by individual school bodies.**

- 8.5. The Council will need to consult with Trade Unions about the 2022/23 savings proposals and the likely impact on staff; in particular, the management of change and selection criteria where posts are at risk of redundancy. It is a legal requirement and incumbent upon the Council to commence formal negotiations with the Trade Unions to seek to avoid the need for such redundancies, to consider alternatives and to seek to reach agreement on the selection process for redundancies, should we get to that position. This is in line with the requirements of Section 188 (1) of the Trade Union and Labour Relations (Consolidation) Act 1992 (as amended). This is on the basis that these proposals will potentially affect less than 99 employees and that the period of consultation will be for a minimum of 30 days.
- 8.6. The Council is committed to continue to work closely with Trade Unions to minimise the number of compulsory redundancies, as it always is. This year especially, however, noting the relatively small scale of numbers of overall posts still remaining at some risk and the potential in the settlement headroom to consider significant investment into services before the budget proposals are finalised, the scope for new redeployment opportunities and absolute minimisation of the final risk to any individual role is greatly enhanced.

- 8.7. Reflecting the principle in the MTFP stated earlier in this report, consultation will be undertaken on a rolling basis outside the normal budget cycle, as the outcomes from reviews are presented to Cabinet. Consequently, in some Service Areas, it is not possible at this time to give details of the precise impact on staff and the figures quoted are, therefore, overall estimates. The regular liaison meetings with Trade Unions will be used to provide more detail when this becomes available as future options are agreed.

9. Delivery – “Decide and Do”

- 9.1. Delivery of the Budget Strategy and Savings Programme is clearly critical. If this is not given the right attention savings will not be achieved. This requires a clear understanding of the organisational requirements to deliver as set out in *Sustainable Swansea*.

Deliverability of Savings

- 9.2. In parallel with the consultation process, we are undertaking a robust appraisal of all options for savings to ensure:
- They are deliverable
 - We understand the impact
 - We have assessed the risks and how these can be mitigated

Subject to the above, we will adopt the principle of “decide and do” in terms of a pragmatic approach to the implementation of proposals.

- 9.3. The Corporate Management Team has oversight of the programme management arrangements for the Savings Programme. This includes a sponsorship role for Directors, supported by a wide range of Heads of Service and Senior Managers from every part of the Council and project support.

Timeline

- 9.4. The remaining timeline for the Budget process is set out in Table 10 below. This timetable is effectively being driven by the dates set for the provisional and final settlements.

Table 10 – Budget Timetable

9 th December 2021	Initial Schools consultation starts	Annual meeting with Headteachers was 9 th December, School Budget Forum met on 5 th January
18 th January 2022	Scrutiny	Review of Cabinet proposals
20 th January 2022	Cabinet	Approves budget proposals for consultation
21 st January 2022	Rapid consultation commences	A variety of means will be used including specific consultation with staff, trade unions, young people, taxpayers and the public
11 th February 2022	Consultation closes	Headline report will be produced on initial consultation responses
15 th February 2022	Scrutiny	Review of Cabinet proposals
17 th February 2022	Cabinet	Reviews initial consultation feedback and recommends Budget
3 rd March 2022	Council	Reviews final consultation feedback, approves Budget and sets Council Tax

10. Next Steps – Swansea – Achieving Better Together

10.1. As stated above, the scale of the financial challenge requires the Council to continue to adopt a radically different approach to previous years. An approach that focuses on:

- *The core purpose of the Council*
- *Transforming services to be effective and efficient*
- *Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation*
- *Balancing the budget for current and future years*
- *Greater and more meaningful engagements with our residents and community*
- *To meet the aspirations and targets within the Medium-Term Financial Plan.*

This ambition is set out in *Swansea – Achieving Better Together*.

10.2. Uncertainty of future funding, especially following the COVID-19 pandemic and post-Brexit, means a range of spending options need to be considered including risks of substantial real terms cuts but equally opportunities for real terms increase if overall public spending is materially increased. Spending decisions cannot take place without a fundamental review of the future purpose and shape of the Council to 2022 and beyond. This is particularly important because:

- The Council has clear aspirations and policy commitments to improve outcomes for residents that will need to be delivered alongside savings
- We will also need to consider the requirement for further investment in prevention in social care to remodel the projected future demand for services
- This requires a debate about innovation, service transformation, and doing things differently
- And we must collaborate with others to achieve this
- All this must be considered alongside the ambitious Capital Development programme with known increases in associated future borrowing costs
- To ultimately deliver the well-being of future generations.

10.3. Consequently, the current debate with residents and partners, as well as inside the Council, about the Core Purpose of the Council, what residents and communities can do for themselves, and the Future Shape of the Council is fundamental.

11. Integrated Assessment Implications

11.1. The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage.
- Consider opportunities for people to use the Welsh language.
- Treat the Welsh language no less favourably than English. Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

11.2. The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

11.3. Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

11.4. Cabinet and Council will receive a full report on the feedback from the consultation and outcomes of the IIA process in February 2022 so that they can be fully taken into account before any decisions are made.

11.5. There will also be full engagement with the Council's Scrutiny Committee.

12. Financial Implications

12.1. This report sets out the Council's projected budget position for 2022/23 and sets out proposals to meet the projected pressures currently estimated at £40.044m.

12.2. It is a legal requirement that Council sets a balanced Revenue Budget for each financial year, and it is essential that detailed plans to address projected shortfalls are developed and, more importantly, delivered over the coming years.

12.3. Progress with achieving savings agreed as part of the 2021/22 budget is monitored each month by the Corporate Management Team and the Reshaping and Budget Strategy Board, with quarterly reports to Cabinet.

13. Legal Implications

13.1. Specific legal duties relating to consultation and the setting of the budget are set out in the main body of the report. The Council is under a duty to set a balanced budget by 11th March 2022.

13.2. Any budget consultation must be meaningful and be taken into consideration when making any decision.

13.3. The council has a public sector equality duty under the Equality Act 2010. In order to comply with that duty it is essential that Equality Impact Assessments are undertaken where appropriate in relation to budget proposals and any impact is considered.

Background Papers: None

Appendices:

Appendix A – Statement of Medium-Term Budget Priorities

Appendix B – Savings Proposals 2022/23

STATEMENT OF MEDIUM-TERM BUDGET PRIORITIES

PURPOSE

This paper sets out the Council's views on relative service and budget priorities in the context of the delivery of *Swansea – Achieving Better Together* and the Medium-Term Financial Plan.

The statement has three objectives:

- *An indicative statement about future funding for services, together with an overall percentage reduction in spend over the next 4 years*
- *A high-level statement for services about expectations for transformation and delivery*
- *Policy statements for each major service block setting out how the funding challenge will be met*

STRATEGIC CONTEXT

The scale of the financial, demographic and sustainability challenges facing Swansea require a radically different approach to the past. *Swansea – Achieving Better Together* sets out the Council's long-term objectives for meeting these challenges and for transformational change for services, the Council and our relationship with residents.

The Council has also adopted a revised Corporate Plan that sets out six top well-being priorities for the future:

- *Safeguarding people from harm*
- *Improving Education & Skills*
- *Transforming our Economy & Infrastructure*
- *Tackling Poverty*
- *Maintaining and enhancing Swansea's Natural Resources and Biodiversity*
- *Transformation & Future Council development*

The Council's overall aim is to protect frontline delivery of services as far as possible. However, whilst many things are important, not everything can be a priority. It is important, therefore - particularly in the current climate of significantly reduced resources – to set out clearly our expectations on all services and relative priorities for funding.

FINANCIAL CONTEXT

We currently estimate that the Council will face pressures of around £110m over the next 4 years, on the central scenario of future grant increases (worth £65m) dropping from over 9% to 2% by 2025/26. The actual amount could vary significantly given the uncertainty over Brexit and COVID-19 impacts. This requires not only a strategy for transformation, which is set out in *Swansea – Achieving Better Together*, but also a clear statement of the expected impact across the Council's major services.

SETTING INDICATIVE MEDIUM TERM FINANCIAL ALLOCATIONS

The Council is proposing indicative medium-term financial allocations following an assessment of our overall priorities and the financial context that we face.

The statement which follows is based on an assessment of services in relation to the following criteria:

- **Invest:** those Services where the Council will increase current levels of investment in order to:
 - Deliver our top priorities; and/or
 - Achieve significant reductions in future spend
- **Maintain:** those services where the Council will broadly maintain current level of spend in the medium term to:
 - Deliver our top priorities
 - Meet statutory requirements
 - Meet resident expectations
- **Remodel:** those services where the Council will remodel the current level of spend over the medium term:
 - Because these are lower priority areas
 - To contribute to the overall budget savings requirement

In setting financial allocations we have also had regard to the “gearing” effect of savings on services. In other words, if our current net funding requirement of £45m (after block grant increase) over four years was applied, for example, just to Corporate Services and the Place Directorate, the budgets for these areas would be cut by about 50%. Consequently, other areas such as Education and Social Care also need to face some level of reprioritisation over the next 4 years given the relative size of their budgets.

GENERAL PRINCIPLES FOR ALL SERVICES

There are a number of principles that apply to all the Council's services, regardless of the assessment of relative priorities. These are set out below.

Budget Principles

The Council has adopted a number of Budget Principles that underpin *Sustainable Swansea*:

<i>Everything is included</i>	<i>Increased income</i>
<i>Engagement</i>	<i>Different models of delivery</i>
<i>We will have less money</i>	<i>Supporting those at risk</i>
<i>Demonstrating efficiency</i>	<i>Evidence base</i>
<i>Cutting Red Tape</i>	<i>Sustainable outcomes/prevention</i>
<i>Full cost recovery</i>	<i>Personal Responsibility</i>

All Services must apply and be consistent with these Budget Principles.

All Services are also required to address these Principles as part of business planning and developing savings proposals.

Service Transformation and Efficiency

There are expectations upon all Services in relation to transformation and efficiency, which must be met regardless of relative priority for funding:

Transformation	<p>All service must transform through a fundamental review of purpose, however services are commissioned, to:</p> <ul style="list-style-type: none"> • deliver better outcomes • develop a sustainable delivery model, fit for the future • remodel costs and secure value for money
Efficiency	<p>All services must continue to strive for efficiency, in particular:</p> <ul style="list-style-type: none"> • reduce management and other overheads • maximise opportunities for increasing income from charges, trading and external sources • reduce the cost of purchasing supplies and services • work with others to achieve better outcomes • look for opportunities for residents or community groups to take or share responsibility for services

APPENDIX B

Director	Head of Service Budget	Description	Savings 2022/23 £'000
Education	Non-Delegated	Further reductions in regional improvement service, consistent with funding settlements	10
Education	Non-Delegated	ALN - more costly out of County provision mitigated by further enhanced in County provision (so impact dependent on resourcing to deliver enhanced provision)	150
Education	Non-Delegated	Home to School Transport - savings identified as part of wider focused scrutiny of nature and spread of educational provision (unless savings are taken corporately, and base budget reduced)	100
Education	Non-Delegated	ALN Transport - review of spread and nature of STF provision / review of assessment / processes to better promote independent travel and integrate provision with Social Services (unless savings are taken corporately, and base budget reduced)	100
Education	Non-Delegated	Catering and Cleaning services - Continuing work towards full cost recovery through SLAs where schools are receiving additional funding to reflect such cost pressures	100
Education	Non-Delegated	Review of EOTAS spending to better target resources following full implementation of new model of provision	180
Education	Non-Delegated	ALN - more costly out of County provision (recoupment) further mitigated by enhanced in County provision	24
Education	Non-Delegated	Review of Directorate Leadership - net of additional corporate funding re Senior Management Review	172
Education	Non-Delegated	Wider review of Directorate staffing to refocus resources and enhance cost recovery from other funding streams	205
Education	Non-Delegated	Containment of cost of management of absence post within catering and cleaning budgets	43
Education	Non-Delegated	ALN Post 16 Transport - tighter scrutiny of costs / review of assessment / processes to better promote independent travel (unless savings are taken corporately, and base budget reduced)	76
Education	Non-Delegated	Efficiency savings to offset budget transfer to corporate centre re printing charges	24
		Education	1,184
Finance and CTRS	Finance	AI and automation/ robots across council e.g., revs and bens	45
Finance and CTRS	Finance	Review of Finance management structure once SMR concluded - 1 net post ER/VR during 22/23	25
Finance and CTRS	Finance	Reduce historic pension costs to reflect actual costs - no direct staffing impact	50

Director	Head of Service Budget	Description	Savings 2022/23 £'000
Finance and CTRS	Finance	Increase CTRS saving by continued careful management	165
Finance and CTRS	Finance	CMT restructure whilst broadly cost neutral for finance places the S151 Officer at risk of redundancy. This is shown as a negative cost (i.e. a slight pressure) to reflect the post at risk	-1
Finance and CTRS	Finance	Commercial Services (Income from HRA contribution and other sources)	31
Finance and CTRS	Finance	Finance - give up £100k of the £250k extra to shore up Finance (effectively not fill 3 posts)	100
Finance and CTRS	CTRS	CTRS - Carefully managed use of CTRS budget	400
		Finance and CTRS	815
Place	Corporate Property Services	Additional income generated from the relating of released space in the Civic as a result of the agile programme	50
Place	Corporate Property Services	Additional income via existing investment properties and new property acquisitions	50
Place	Corporate Property Services	Additional Income from further commercial lettings (offset against St Davids)	150
Place	Director	Savings temporarily on hold due to COVID (savings funded by additional COVID funding for one year)	-1,000
Place	Highways and Transportation	Partial removal of school crossing patrols where suitable safe measures exist. (Also need to implement previous proposal)	25
Place	Highways and Transportation	Increase in car park income resulting from tariff increases linked to city centre regeneration	500
Place	Housing & Public Protection	Above inflation (5%) increase to fees and charges and increased income generation activity across Bereavement Services, Registration Services, Building Control, Trading Standards, Food & Safety, HMO licensing and Housing Renewals. Main risk in Burials and Registrations is terms of remaining competitive with direct LA (local authority) neighbours	156
Place	Housing & Public Protection	Introduce paid for advice and approval service for businesses across Food Safety and Trading Standards functions	15
Place	Housing & Public Protection	Proceeds of Crime (POCA) income to be reinvested in core Trading Standards Service	10
Place	Various	"Income earning" services to self-fund pay increase costs from increased fee charges on full cost recovery. Assuming all charge increases passed on	1,250
Place	Waste Management & Parks	Increase graffiti charges by 200% over 4 years to ensure full cost recovery	10
		Place	1,216

Director	Head of Service Budget	Description	Savings 2022/23 £'000
Corporate Services	Director	Staff reward scheme (salary sacrifice)	3
Corporate Services	Director	Development Fund replaced by use of reserves	250
Corporate Services	Comms and Marketing	Comms & Marketing various cross budget savings	85
Corporate Services	Director	Services recovering full cost recovery from regional, joint working or external funded projects	30
Corporate Services	Director	non-staff spend savings due to different ways of working	35
		Corporate Services	403
Social Services	Adult Services	Realise saving in efficiencies through the Supported Living Framework and benefits of being located together (2.5% rather than 5% stated in contractual arrangements in light of Covid)	70
Social Services	Adult Services	Work through Complex Needs high-cost placements and establish a collaborative approach with Health for funding these packages of care (aligning with C&F) to achieve Reduction in high-cost packages of care due to more efficient and effective working with health in terms of new guidance around CHC cases	200
Social Services	Adult Services	Reduction in costs for external residential care by changing the business model and how we are funding voids in the system	60
Social Services	Adult Services	Non-staffing spend savings due to different ways of working	50
Social Services	Child & Family Services	Continue to reduce residential placements (There is a risk around this proposal which has been exacerbated by Covid, as cases coming through the systems are more complex, and there are limited placement options for adolescents, which is a growing area of demand)	200
Social Services	Child & Family Services	Work through Complex Needs high-cost placements and establish a criteria and equitable formula for funding these placements with Health (Aligning with Adults)	200
Social Services	Child & Family Services	Supported accommodation and floating support efficiency savings following review and recommissioning exercise	150
Social Services	Child & Family Services	External therapies efficiency savings following review and creating an internal offer through upskilling staff	70
Social Services	Child & Family Services	Non-staffing spend savings due to different ways of working	50
Social Services	Child & Family Services	Replacing core staffing costs of non-statutory teams with Grant money which may become available through local or regional opportunities	60

Director	Head of Service Budget	Description	Savings 2022/23 £'000
Social Services	Poverty & Prevention Services	Non-staffing spend savings due to different ways of working	30
		Social Services	1,140
		Grand Total	4,758

Agenda Item 11.



Report of the Cabinet Member for Economy, Finance & Strategy

Cabinet – 20 January 2022

South West Wales Regional Economic Delivery Plan

Purpose:	To secure adoption of the new Regional Economic Delivery Plan for South West Wales by Council (to replace the 2013 Swansea Bay City Region Economic Regeneration Strategy).
Policy Framework:	Swansea Bay City Region Economic Regeneration Strategy, Swansea Local Wellbeing Plan
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet: 1) Approves and adopts the South West Wales Regional Economic Delivery Plan as the Council's over-arching economic regeneration policy to replace the Swansea Bay City Region Economic Regeneration Strategy.
Report Author:	Clare James
Finance Officer:	Ben Smith
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Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 It has been eight years since the publication of the Swansea Bay City Region Economic Regeneration Strategy in 2013, and the economic and policy context has changed considerably at the Welsh and UK level since then, particularly in light of the UK's decision to leave the European Union and the impact of the covid-19 pandemic. In addition, the regional landscape is changing with the advent of the new Corporate Joint Committees, and the preparation of new Regional Economic Frameworks

by Welsh Government that set out visions and high level priorities for each region in Wales.

- 1.2 To respond to changing circumstances, the four local authorities in South West Wales, in partnership with Welsh Government, commissioned SQW to produce a new Regional Economic Delivery Plan (REDP). This will replace the previous Swansea Bay City Region Economic Regeneration Strategy.
- 1.3 The REDP commission included:
 - A thorough analysis of the evidence base on the region's economy, labour market and infrastructure to determine its strengths, weaknesses, opportunities and threats
 - Interpretation of the strategic policy context at local, regional and national level
 - Development of detailed strategic aims and objectives that respond to the economic opportunities for the region and complement the shared regional vision as articulated in the Regional Economic Framework
 - Preparation of Regional Economic Delivery Plan that includes actions that need to be taken to achieve the vision and objectives
- 1.4 The Regional Economic Delivery Plan is attached at Appendix A
- 1.5 The REDP complements the new Welsh Government Regional Economic Framework (REF) and provides a further layer of detail below the REF, outlining the objectives and actions that will deliver against the high level vision in the REF.
- 1.6 The REDP sets out an ambitious 'route map' for the development of the region's economy over the next ten years, identifying priorities for intervention and setting out how business, government, education, voluntary/ community organisations, social enterprises and other partners can work together to bring them forward.

2. South West Wales Regional Economic Delivery Plan

- 2.1 The REDP identifies that South West Wales has a diverse economy and a unique set of natural and cultural assets, underpinned by the quality of its coastal and rural environment, industrial heritage and university presence.
- 2.2 The economic analysis shows:
 - In the years leading up to the Covid-19 pandemic, the South West Wales economy performed strongly in generating new jobs: by 2019, there were 322,000 jobs in the region, an impressive increase of 20,000 on the 2013 figure.
 - The productivity gap with the rest of the UK has narrowed slightly over time but is still substantial, with regional productivity (GVA per filled job) standing at 80% of the UK level in 2018.

- Economic activity rates in South West Wales have improved at a faster pace than the rest of the UK over the past 15 years, but the rate continues to fall behind the UK average: the economic activity rate in South West Wales was 73.8% in 2018, compared with 78.9% across the UK.
- There has been a steady improvement in qualification levels with 35% of the working age population qualified to NVQ level 4+ (degree level) compared to 22% in 2004, and the proportion with no qualifications has halved over the same period, but in relative terms there is still a gap with the rest of the UK
- The business base grew in the years leading up to the pandemic but the number of enterprises relative to the working age population (enterprise density) and start up rates remain lower than the rest of the UK.
- There is a widely recognised gap between demand and supply for industrial premises, with low rental levels affecting the viability of private sector led developments.
- Across the region concentrations of disadvantage are significant, principally in the urban centres of Swansea, Llanelli, Neath, Port Talbot, Pembroke Dock and upper Western Valleys.

2.3 Overall, the review of economic performance suggests good progress over recent years, especially in terms of job creation, but there is a persistent gap in outcomes between the region and the rest of the UK. This reflects the ‘structural’ nature of many of the region’s challenges linked to the long-term processes of industrial change (which in some respects are still ongoing), and are shared with other regions in Wales and the UK.

2.4 The review has also identified a series of distinctive strengths and opportunities in South West Wales, especially linked with the region’s energy potential (particularly green energy and the net zero opportunity), university-industrial links, strong cultural identity, environmental assets and quality of life offer. The REDP aims to build on these distinctive regional strengths and opportunities to develop a more prosperous and resilient South West Wales economy.

2.5 Unlike the previous Economic Regeneration Strategy, which was predominantly focused on improving productivity, the REDP recognises that ‘Transformational’ growth opportunities need to be balanced with the conditions for incremental improvements in resilience, capacity and capability across the whole of the economy. This was a key theme that emerged from consultation with regional partners during the preparation of the Plan. While there are distinctive opportunities to pursue at the ‘leading edge’, long-term employment resilience and wage growth is going to depend on the sustainability, productivity and expansion of the wider stock of regional businesses.

2.6 To help plan for the future, the REDP sets out three ‘Ambitions’ which set out the nature of the South West Wales economy that we want to work towards. These are:

- Resilient and sustainable
- Enterprising and ambitious
- Balanced and inclusive

2.7 The ambitions are supported by three complementary Missions, which will guide activity over the next ten years:

- Mission 1 – Establishing South West Wales as a UK leader in renewable energy and the development of a net zero economy: Taking forward the region’s major energy related projects and driving the benefits through the region (via industrial decarbonisation, supply chain opportunities, university-linked innovation, etc.).
- Mission 2 – Building a strong, resilient and embedded business base: Understanding and growing the business stock, supporting widespread social and commercial entrepreneurship, creating stronger supply chain and innovation networks, making public sector support sustainable; driving forward technology adoption and diffusion.
- Mission 3 – Growing and sustaining the ‘experience’ offer: Linking environmental quality, quality of life and community character to create a region that retains and attracts talent and investment, and to promote this consistently and powerfully to the outside world

2.8 The REDP sets out some initial key action areas to deliver against the ambitions and missions. These actions will form the basis of a ‘living’ action plan document that will be regularly reviewed by regional partners and will evolve to embrace new investment proposals as they emerge.

2.9 The new Regional Economic Delivery Plan will be owned and overseen by the new South West Wales Corporate Joint Committee (CJC). Once the CJC is formally constituted, it is proposed that the REDP will be presented for adoption as the regional strategy for economic wellbeing. Supporting the CJC, the Regional Regeneration Directors will keep track of progress and will be responsible for developing business cases, securing investment and ensuring delivery on the CJC’s behalf.

3. Integrated Assessment Implications

3.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

- Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English.
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 3.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 3.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 3.4 An Integrated Impact Assessment (IIA) screening has been completed and is attached at Appendix B. This tool confirms that a full IIA is not required on the Regional Economic Delivery Plan.
- 3.5 The REDP sets the strategic direction for economic regeneration regionally and locally over the next ten years. The REDP aims to create an economy that is resilient and sustainable; enterprising and ambitious; and balance and inclusive. It is expected to have a positive impact on people and communities in Swansea by improving economic performance and creating sustainable employment opportunities.
- 3.6 In line with the Equality Act 2010 and Public Sector Equality Duty, due regard will be given to the impact on protected groups in the development and delivery of all the actions that flow from the REDP. All actions will be screened and full IIAs will be undertaken if appropriate in the future as the actions progress.

4. Financial Implications

- 4.1 There are no immediate and direct implications arising from this report. Any actions stemming from the Regional Economic Delivery plan will need to identify the nature, timing and design of any programmes or projects and the resulting costs and funding prior to any investment decisions being made.
- 4.2 Council specific future costs will continue to fall to each Council to consider and fund as part of the usual budget management and investment decision making process. Aspects of the wider regional work and some of the future potential funding solutions will fall to the CJC which has revenue levying

powers on the constituent Councils of the CJC and thus ultimately still become an individual charge on Council budgets.

5. Legal Implications

5.1 There are no specific legal implications at this stage.

Background Papers:

[Swansea Bay City Region Economic Regeneration Strategy](#)

Welsh Government South West Wales Regional Economic Framework

Appendices:

Appendix A South West Wales Regional Economic Delivery Plan

Appendix B Integrated Impact Assessment Screening Form

South West Wales Regional Economic Delivery Plan



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Executive Summary

Background

1. South West Wales has a diverse economy and a unique set of natural and cultural assets, underpinned by the quality of its coastal and rural environment, industrial heritage and capacity and university presence. In 2014, partners in South West Wales jointly published an Economic Regeneration Strategy, setting the strategic groundwork for the Swansea Bay City Deal, a £1.3 billion investment package supported by the UK and Welsh Governments.
2. Seven years on, much has been achieved. However, there is more to be done to unlock the region's potential and to ensure that growth is resilient, sustainable and inclusive. In December 2020, the South West Wales local authorities, working closely with the Welsh Government, commissioned a new **Regional Economic Delivery Plan**. Looking ahead to the next ten years, this sets out an ambitious 'route map' for the development of the region's economy, identifying priorities for intervention and articulating how business, government, education, voluntary, community and social enterprise organisations and other partners should work together to bring them forward.

The economic and policy context

3. In the years leading up to the Covid-19 pandemic, the South West Wales economy performed strongly in generating new jobs: By 2019, there were some 322,000 jobs in the region, an impressive increase of 20,000 on the 2013 figure. However, there is still a large and persistent productivity gap with the rest of the UK.
4. Analysis of the region's economy highlights that:
 - **The region's economic weaknesses are largely structural**, linked with long-term processes of industrial change (which in some respects are still ongoing), and are shared with other regions in Wales and the UK.
 - **However, the region has a series of distinctive strengths and opportunities.** These are especially linked with the region's energy potential, university-industrial links, strong cultural identity, environmental assets and quality of life offer..
 - **There is a 'window of opportunity' to build on and capture some of these**, especially in relation to the green energy and net zero opportunity, where the region has specific advantages, but where other parts of the UK (and beyond) also have ambitious plans and technology and the dynamics of investment are changing rapidly. **Having the capacity to exploit these opportunities will be important and the timing of this matters greatly.**
 - **The region contains much diversity**, especially within the rural/ urban dimension. Despite diversity across the region, there is substantial commonality, and some of the big opportunities have a region-wide footprint. However, some of them extend beyond the

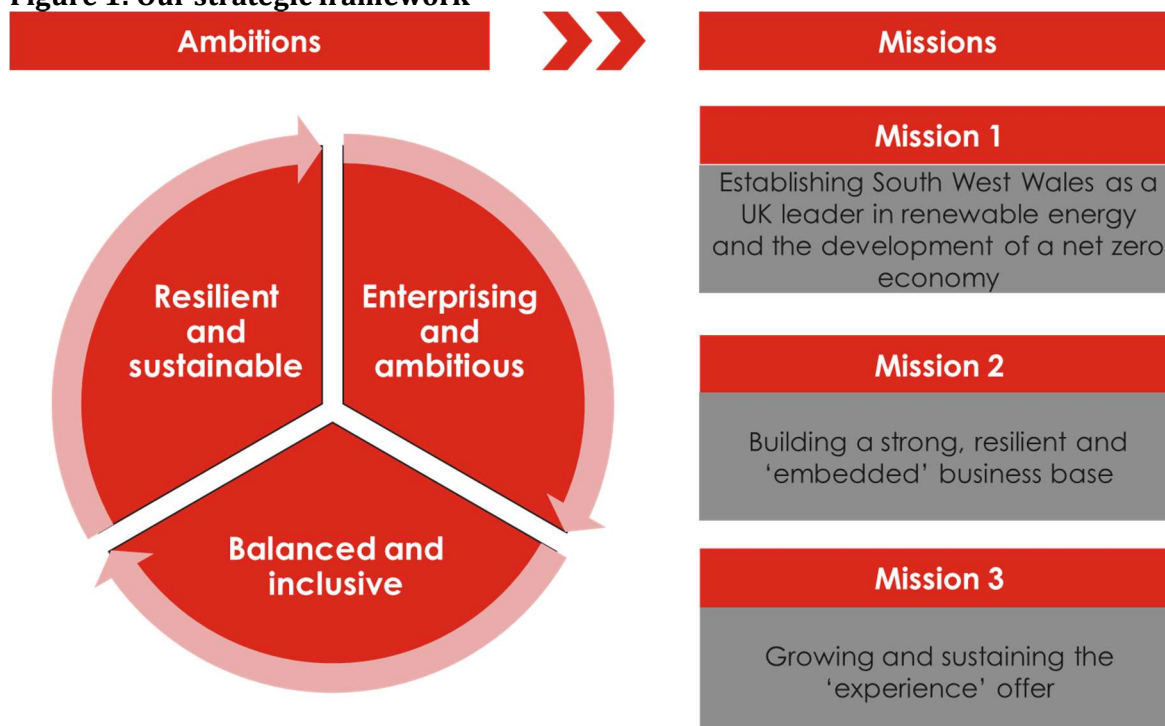
region itself, and ‘out-of-region’ links (for example, the South Wales Industrial Cluster and the links through to Cardiff Capital Region) will be of relevance.

- **‘Transformational’ growth opportunities need to be balanced with the conditions for incremental improvements in resilience, capacity and capability across the economy.** This was a key theme emerging from consultation as part of this Plan. There are distinctive opportunities at the ‘leading edge’ – but long-term employment resilience and wage growth will depend on the sustainability, productivity and expansion of the wider stock of regional SMEs.
5. The Plan has also been developed against the backdrop of a rapidly evolving policy context, as the region recovers from the Covid-19 pandemic and adjusts to a new trading and funding landscape following Brexit. However, looking to the next ten years, the climate emergency, the pace of (and adaption to) technology change and the need to ensure that the benefits are captured locally and are widely distributed will be central to economic strategy.

Our Ambitions and Missions for the next ten years

6. Over the next ten years, we will build on our distinctive strengths and opportunities summarised above to develop a more prosperous and resilient South West Wales economy.
7. To help plan for the future, we have identified three **Ambitions** (statements about the nature of the South West Wales economy that we want to work towards), supporting three complementary **Missions**:

Figure 1: Our strategic framework



Source: SQW 2021

8. Our three 'Missions' will guide future activity over the next ten years and beyond. They are designed to give a clear direction of travel, while remaining sufficiently broad to accommodate a wide range of potential investments that will come forward over time. The three high-level Missions are as follows:
- **Establishing South West Wales as a UK leader in renewable energy and the development of a net zero economy:** Taking forward the region's major energy related projects and driving the benefits through the region (via industrial decarbonisation, supply chain opportunities, university-linked innovation, etc.).
 - **Building a strong, resilient and embedded business base:** Understanding and growing the business stock, supporting widespread social and commercial entrepreneurship, creating stronger supply chain and innovation networks, making public sector support sustainable; driving forward technology adoption and diffusion.
 - **Growing and sustaining the 'experience' offer:** Linking environmental quality, quality of life and community character to create a region that retains and attracts talent and investment, and to promote this consistently and powerfully to the outside world.

Delivering the Plan

9. To translate our Missions into practical interventions, we have prepared a **project pipeline**. This sets out a schedule of interventions, describing how they contribute to our Ambitions and Missions, their current development status and the actions that need to be taken to bring them forward. This will be kept 'live': it will regularly be reviewed by regional partners and will evolve to embrace new investment proposals as they emerge.
10. Currently, the projects within the pipeline have a combined value of around £3 billion. While some are at an early stage of development, and costs will be determined through the business case process, this gives an indication of the scale of the opportunity ahead. Building on the success of the current Swansea Bay City Deal, we will pursue the creation of a further, flexible **Investment Fund** to co-invest alongside the private sector in projects that will deliver our Missions, where business cases are robust.
11. To oversee the strategic direction of the Plan, a new **South West Wales Corporate Joint Committee (CJC)** has been established, enabling the four local authorities to work closely together alongside the Welsh Government and to share resources. Building on our recent success, and alive to the immediacy of our current challenges and opportunities, the CJC will drive forward our Delivery Plan – building a South West Wales that is *“resilient and sustainable; enterprising and ambitious; and balanced and inclusive”*.

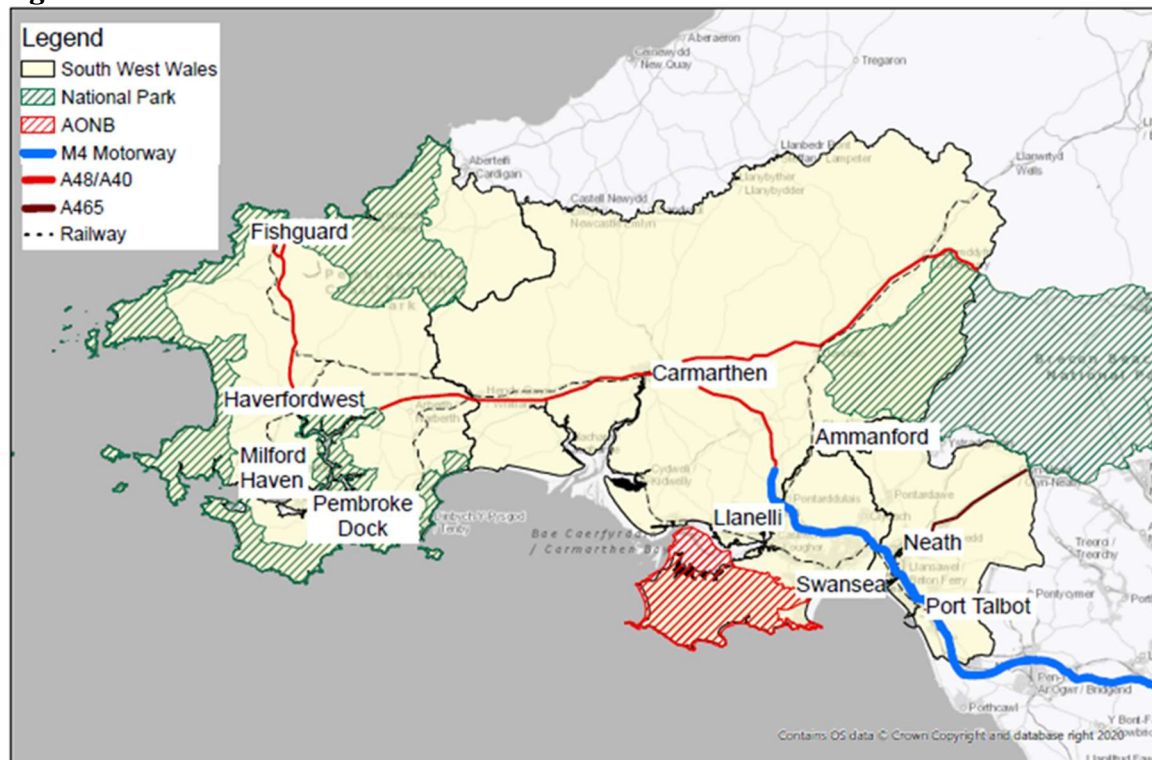
1. Introduction

Welcome to the **Regional Economic Delivery Plan** for South West Wales. Looking ahead to 2030, this Plan sets out our ambitions for a resilient, broad-based and sustainable economy – and outlines where we will focus our efforts in the next few years to realise them.

Introducing South West Wales

- 1.1 Extending from Neath Port Talbot in the east to Pembrokeshire in the west, via Swansea and Carmarthenshire, South West Wales has a diverse economy and a unique set of natural and cultural assets.
- 1.2 Economically, our industrial heritage combines with some of the UK's most significant marine energy potential, driving major opportunities for decarbonisation and the growth of the UK's Green Economy. Environmentally, the coastline and countryside – including the Pembrokeshire Coast and Brecon Beacons National Parks and the Gower Area of Outstanding Natural Beauty – contribute to a superb visitor offer and quality of life. Culturally, the region encompasses the dynamic, growing university city of Swansea, a diverse and distinctive network of rural towns and an increasingly vibrant Welsh language.

Figure 1-1: South West Wales in context



A bold and inclusive new economic delivery plan

- 1.3** In 2014, partners in South West Wales jointly published an **Economic Regeneration Strategy**, setting the strategic groundwork for the Swansea Bay City Deal, a £1.3 billion investment package supported by the UK and Welsh Governments.
- 1.4** Seven years on, much has been achieved. The region’s knowledge and research capacity has been supported through the delivery of major facilities such as the Swansea Bay Campus and continued investment in industry-academic links. The economic opportunities associated with the growth of the health economy have been reinforced through the development of the new Institute of Life Sciences and the start of work on the Pentre Awel health and wellbeing campus in Llanelli. S4C’s new headquarters has opened in Carmarthen, accompanied by a concentration of creative media businesses; substantial investment has continued to flow into Pembrokeshire’s offshore renewable opportunities; and Swansea city centre’s ambitious regeneration programme is well underway. There has been major investment in our digital connectivity, with exciting plans for a more sustainable regional transport system through Swansea Bay and South West Wales Metro.
- 1.5** This provides a strong platform for future growth. However, as the analysis in Chapter 2 makes clear, there is more to be done to unlock the region’s potential and to ensure that growth is resilient, sustainable and inclusive. Looking to the next ten years and beyond, the South West Wales local authorities, working closely with the Welsh Government, have prepared this **Regional Economic Delivery Plan** to ensure that we make the most of the exciting growth opportunities that are ahead of us.

Combining strategic clarity with delivery flexibility

- 1.6** In developing the Plan, we have followed a sequential approach. First, we started with a fresh view of the **evidence**, considering the ‘state of the region’ and the outlook for the future. This informed our high-level **objectives**, setting out “*what we want our economy to be (more) like*”. These provided a framework for a series of clearly-defined **missions**: key areas of focus for the next ten years, and the **interventions**, or project activities, needed to achieve them:

Figure 1-2: Regional Economic Delivery Plan logic sequence



Source: SQW

- 1.7** However, we live in an uncertain and dynamic world, and over the lifetime of this Plan, we will need to respond to new challenges and opportunities (and new ideas and investments that are yet unforeseen). **A resilient plan is a flexible and agile plan:** while this document

provides strategic clarity and focus on our priorities, we anticipate that project actions and investments will evolve over time.

Navigating the changing strategic context

1.8 This Plan is developed in the context of (and contributes to) a range of plans and strategies developed at local, national and UK level. Looking across the strategic landscape, a number of themes are especially relevant to this Plan:

- First, the **Well-being of Future Generations Act 2015** requires public bodies in Wales to consider the long-term impact of their decisions across all aspects of wellbeing. The Act outlines seven ‘wellbeing goals’ – and public policy should contribute to all of them, not just one or two. For an economic plan, that means that in delivering “a prosperous region”, we should also contribute to a region that is more resilient, equal, healthy, cohesive and globally responsible, and which enjoys a vibrant culture and Welsh language¹. The principles of the Act are explicitly embedded in the Welsh Government’s *Economic Resilience and Reconstruction Mission*² (and its principles of “Prosperous, Green and Equal”) and are central to this Delivery Plan.
- Second, there is an overarching and firm **commitment to decarbonisation and the achievement of ‘net zero’ by 2050**. The UK and Welsh Government is legally committed to net zero carbon emissions (over a 1990 baseline) by 2050, a process that will involve far-reaching changes in industrial processes, transport networks and heating systems. The Welsh Government’s *Programme for Government* commits to “acting decisively to tackle the nature and climate emergency”³, and this is reinforced in the establishment of the Minister of Climate Change portfolio and (for example) in the clear prioritisation of sustainable and active travel within *Llwybr Newydd*, the new transport strategy. From an economic strategy perspective, the decarbonisation imperative creates opportunities for innovation and technology development, as well as an urgent need for adaptation to support industrial resilience.
- Third, a broader policy focus on the **opportunities and challenges presented by technological and demographic change** featured in the UK Government’s former *Industrial Strategy* and remains prominent in its successor, the *Plan for Growth*. A series of reports to the Welsh Government have also set out approaches to digitalisation⁴ and the adoption of an innovation strategy focused around meeting societal need⁵.
- Fourth, **the response to the UK’s exit from the European Union**. Over the coming years, we will need to adapt to changing patterns of trade. The impact of this is not yet fully

¹ Future Generations Commissioner for Wales, [Well-being of Future Generations Act \(Wales\) 2015](#)

² Welsh Government (February 2021), *Our Economic Resilience and Reconstruction Mission*

³ Welsh Government (June 2021), [Programme for Government](#), p.3

⁴ Welsh Government (September 2019), [Wales 4.0: Delivering economic transformation for a better future of work](#)

⁵ Rick Delbridge, Dylan Henderson and Kevin Morgan (May 2021), [Scoping the future of innovation policy in Wales](#)

apparent, although for some sectors will be far-reaching (for example, the adaption of agriculture to the new Environmental Land Management system). Brexit also means a significant change for South West Wales in terms of the public investment available for economic development: historically, the region has been one of the UK's largest beneficiaries from EU funding. Looking to the future, it is likely that we will need a new, perhaps more 'investment and return' based approach.

- Finally, this Plan is developed in the context of a wider approach to **regional economic development** in Wales, with South West Wales forming one of the regional 'building blocks' of *Future Wales*, the new national spatial development plan⁶. Plans have also been advanced for new approaches to regional governance and delivery (described in Chapter 5), as well as the Regional Economic Framework, which has been developed by the Welsh Government in conjunction with the local authorities alongside this Plan.

Plan structure

1.9 The remainder of this Plan is structured in six chapters:

- Chapter 2 sets out the **economic landscape** within which the Plan has been developed, outlining the strengths, weaknesses, opportunities and threats facing the regional economy and the key issues that need to be addressed.
- Chapter 3 introduces our **strategic framework**, setting out our ambitions for the future and the type of economy that we want to help develop.
- Building on this, Chapters 4-6 explain our three **key 'missions'**: the specific goals that we want to achieve over the next decade.
- Finally, Chapter 7 sets out **how we will deliver the Plan**, including the role of the Corporate Joint Committee and options for future implementation arrangements.

1.10 In addition, **Annex A** provides a summary SWOT analysis. **Annex B** provides an assessment of this Plan against the Wellbeing of Future Generations Act (Wales) 2015. **Annex C** explains the process of developing the Plan, and how partners were engaged and priorities identified.

1.11 Two supplementary documents support the Plan:

- First, an **Evidence and Policy Landscape Review** provides further detail in support of the narrative in Chapter 2

Second, while this Plan takes a long-term view, specific actions will evolve over time as business cases are progressed and new investment opportunities come forward. Alongside the Plan, we have prepared a **supplementary Project Pipeline document**, setting out known and emerging interventions and the next steps involved in taking them forward.

⁶ Welsh Government (February 2021), [Future Wales: The National Plan 2040](#)

2. South West Wales: The economic landscape

South West Wales has performed strongly in recent years in generating new jobs and driving forward priority investments. Despite continuing productivity challenges, there are major opportunities ahead for sustainable growth, linked with our energy, innovation, business and community assets. This chapter sketches a picture of the region's economy, outlining recent economic performance, key strengths and assets, and the major 'transformational' trends that will impact on future growth.

Places and connections: The region's economic geography

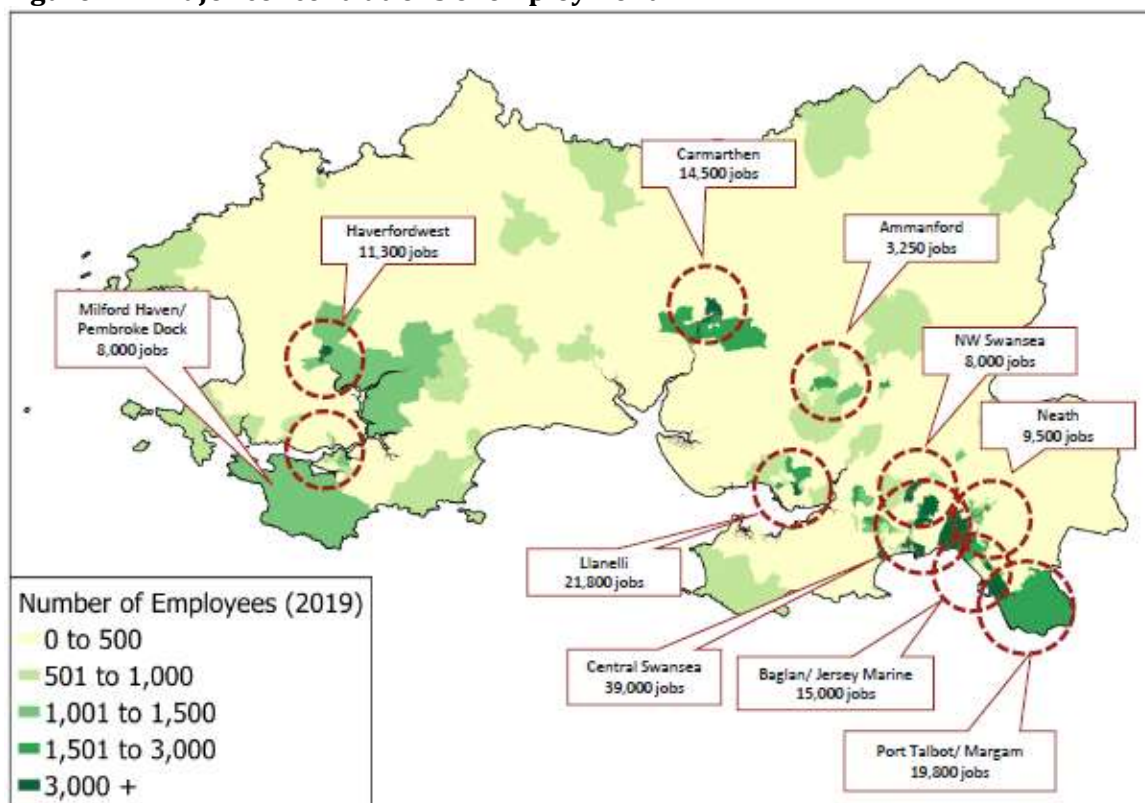
A distinctive heritage and a diverse economy...

- 2.1** With a population of around 705,000 across four counties, South West Wales is a diverse region. Historically, much of the area was an industrial pioneer, driven initially by the coal and metals industries and later by petrochemicals and manufacturing. Over the past 40 years, economic change has meant a challenging period of readjustment, which is to some extent still underway. But our industrial heritage has bequeathed an important legacy, including some of our leading research and innovation capabilities, our large advanced manufacturing sector and the character and form of our towns and cities.
- 2.2** Reflecting the region's population distribution and historic industrial development, the largest concentrations of employment are in the east, around Swansea Bay, as Figure 2-1 illustrates. Swansea itself accounts for around 40% of jobs in South West Wales (and is its main commuter destination), and the area around Swansea Bay and Llanelli is defined in *Future Wales* as a 'National Growth Area' for new jobs and housing⁷. The east of the region also contains a distinctive and extensive concentration of manufacturing activity at Port Talbot, including the UK's largest steel plant and the Port Talbot Waterway Enterprise Zone.
- 2.3** Further west, around 20% of national energy supplies enter Britain via Pembrokeshire, with the Haven Waterway a major centre for existing energy infrastructure and the exploitation of new opportunities. More broadly, Carmarthen and Haverfordwest have important roles as regional centres, supporting an extensive rural economy and food production industry. Reflecting the environmental quality highlighted in Chapter 1, the region enjoys extensive environmental designations, including the two National Parks and AONB and special protections along much of the coast. This environmental quality supports a large, important

⁷ Welsh Government (February 2021), [Future Wales: The National Plan 2040](#), Policy 28. Policy 29 defines Carmarthen and the Haven Towns (Haverfordwest, Milford Haven, Pembroke and Pembroke Dock) as 'Regional Growth Areas'

and growing visitor economy as well as delivering significant wellbeing benefits to our local residents.

Figure 2-1: Major concentrations of employment



Source: Produced by SQW 2021. Licence 100030994 Contains OS data © Crown copyright [and database right] [2020]

2.4 Across the region, around 208,000 people speak Welsh – about 31% of the total population, and an increase of around 23% in the decade to 2020⁸. The Welsh Government’s *Cymraeg 2050* strategy sets out a positive strategy to develop “a thriving, sustainable economy in rural areas” and to promote the Welsh language through the media and the growth of the cultural sector – a goal recently reinforced by investment in S4C’s headquarters presence in Carmarthen.

... with important links beyond the region

2.5 Connections beyond the region are important too. The ports at Fishguard and Pembroke Dock provide the main gateway between the south of the UK and Ireland. Looking east, there are strong links (and important commuter flows) between the manufacturing clusters at Port Talbot and neighbouring Bridgend; shared issues across the Western and Central Valleys and the South Wales industrial base; and relatively easy access to opportunities in Cardiff and beyond. While our Plan focuses on what is needed *for* the region and *within* the region,

⁸ Reflecting the region’s diversity, the proportion of Welsh speakers is substantially higher in Carmarthenshire, at over 50% of the population.

economic boundaries are fluid: the key point is that South West Wales is not self-contained and homogeneous; it is outward facing and diverse, and it makes sense to work together.

The medium-term economic outlook

- 2.6** This Plan has been developed following the substantial economic shock precipitated by the Covid-19 pandemic. The UK economy contracted by 9.9% in 2020 – an unprecedented fall in annual output in modern times – as public health restrictions effectively closed some sectors (notably hospitality, a key industry in South West Wales). Across the region, the claimant count was 74% higher in December 2020 than it had been at the start of the year, with the full employment impact mitigated by the furlough scheme and the extensive series of business grant, loan and rates relief measures brought in by the Welsh and UK Governments.
- 2.7** At the time of writing, **the outlook for economic recovery from the pandemic is positive.** In July 2021, independent forecasters anticipated UK GDP growth of 6.9% in 2021 and 5.5% in 2022, sufficient to restore the economy to its pre-pandemic size⁹. In South West Wales, the percentage of employments furloughed fell from 12.5% in December 2020 to around 5% in June 2021¹⁰, the claimant count had started to fall, and many employers were reporting staff shortages.
- 2.8** However, the pandemic has accelerated disruptive trends that are likely to have longer-term impacts. Structural changes in the retail sector have impacted on town and city centre uses. Remote working has expanded and is likely to become more permanent – presenting opportunities for people to access a wider range of jobs, but also potentially creating additional housing and service delivery pressures in rural and coastal areas. At the time of writing, the Covid crisis has not come to a conclusion and its consequences are still not yet fully known – but they are likely to have a longer-term influence over the period of this Plan.

The state of the region: Recent economic performance

- 2.9** Looking back over a longer period, the regional economy has grown since the previous Economic Regeneration Strategy was prepared. But on many indicators, there is still a significant gap between outcomes in South West Wales and the rest of the UK. The *Economic and Strategic Landscape Review* which accompanies this Plan explores our recent economic performance in more detail: the following paragraphs provide a snapshot of the ‘state of the region’.

We have seen growth in jobs and economic activity, but there is capacity for more

- 2.10** The 2014 Strategy anticipated a relatively slow recovery in employment terms from the recession following the 2008/09 financial crisis. However, **performance has been much**

⁹ HM Treasury (July 2021), *Forecasts for the UK Economy: A comparison of independent forecasts*

¹⁰ Slightly below the Wales and UK averages, and accounting for around 14,400 employments furloughed.

stronger than anticipated. By 2019, there were some 322,000 jobs in the region, an increase of 20,000 on the 2013 figure. Despite some net job losses in 2016, growth until the start of the pandemic was stronger than in the rest of Wales.

2.11 However, there is still ‘spare capacity’ in the labour market. Although the ‘jobs density’ (the number of jobs per working age resident) has grown steadily, it is still lower than the UK and Wales averages¹¹. Notably, despite Swansea’s importance as a regional centre and inbound commuter destination, the city’s jobs density is low relative to Cardiff and Newport¹².

2.12 There have been steady improvements in the economic activity rate over the past 15 years – at a faster pace than in the rest of the UK. However, **South West Wales’ economic activity rate continues to fall behind the UK average** (and slightly behind the Wales average). If the gap between the 2019 regional economic activity rate (73.8%) and the UK rate (78.9%) could be bridged, it would bring an additional 21,000 people back into the labour market.

Economic output has grown, within the context of structural change

2.13 Economic output (measured in gross value added) was around £13 billion in 2018 – equivalent to 21% of total Welsh output. The region’s GVA increased by around £630 million in 2013-18 (representing growth of about 5% over the period). Within this overall expansion, some sectors grew strongly: combined, wholesale and retail; warehousing; real estate; information and communications; and health and care contributed an additional £689 million to GVA. But some sectors contracted over the period, with the metals, electrical products and machinery sector reducing its output by around £322 million.

2.14 This suggests a continuing process of adjustment within the economy, which is also reflected in employment growth (and a strengthening share of employment) in hospitality, health, distribution and administrative activities. Nevertheless, manufacturing is of fundamental importance to the regional economy, accounting for 13.6% of total output (and over 25% of output in Neath Port Talbot).

There is still a large productivity gap, which impacts on local prosperity

2.15 Productivity (the amount of GVA generated for every filled job) was around £45,100 in South West Wales in 2018. The gap with the rest of the UK has narrowed slightly over time. But it is still substantial: in 2018, productivity was around 80% of the UK level.

2.16 Our analysis of productivity in South West Wales leads to three observations, which are critical to the strategy advanced within this Plan:

- **Productivity growth isn’t ‘everything’ But it is *necessary* for long-term economic wellbeing, even if it isn’t *sufficient*.** More ‘productive’ activities ought to lead to higher

¹¹ 0.75 jobs per resident aged 16-64 in South West Wales in 2019 (compared with 0.77 in Wales overall and 0.86 in the UK).

¹² Swansea’s jobs density was 0.8 in 2019, compared with 0.98 in Cardiff and 0.91 in Newport.

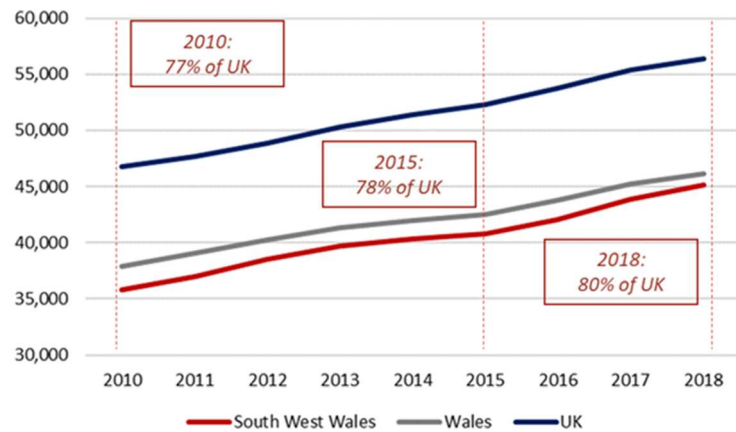
average pay¹³ and more opportunities for people to build careers and businesses in the region. But productivity can be seen as a somewhat abstract measure: a highly 'productive' economy might not necessarily be a sustainable or equitable one, and not everything that society values generates high levels of monetised output. So, as well as generating higher output per worker, **the key challenge is ensuring that the productivity gain is captured locally in pay, conditions and business opportunities.**

- **Productivity growth is not just about growing 'more productive' sectors, or those firms at the leading edge.** The structural shift in South West Wales from relatively high value-added manufacturing to lower value services has presented a long-term challenge. Part of the gap is also explained by the type of activities that take place in different locations within the same industry –

with headquarters activities, research and development and so on typically contributing to higher value output per worker¹⁴. But recent research also highlights the gains that can be made in all sectors (including those within the 'foundational economy' as well as within 'export'-like industries) through investment in management capacity, technology adoption, supply chain capabilities, skills development and so on¹⁵. This is likely to be especially important in South West Wales: in a region with relatively few large firms, **a broad-based approach that supports SME growth and entrepreneurship across the board and increases the local 'stickiness' of investment is likely to be important.**

- **Productivity growth is likely to be gradual over time.** It may be accelerated by major transformational investments – but 'narrowing the gap', and ensuring the gain is captured regionally in higher pay and local business growth, is a long-term endeavour, demanding sustained investment across the economy¹⁶.

Figure 2-2: Productivity: GVA per filled job (£), 2010-18



ONS, Subregional productivity: labour productivity by local authority district and labour productivity by UK NUTS2 and NUTS3 subregions, 2010-18

¹³ Currently, gross median pay in the South West Wales local authority areas ranges between 86% and 92% of the UK average.

¹⁴ Welsh Government (2018), *Welsh Budget 2018: Chief Economist's Report*, p.12

¹⁵ Jurgen Maier (2017), *Made Smarter Review: Report to the UK Government*; Institute for Government (2021), [Productivity: Firing on all cylinders – why restoring growth is a matter for every UK sector](#)

¹⁶ Note also the challenges in 'narrowing the gap': other regions will also grow at the same time, and some (principally London and the Greater South East) will have more favourable starting-points.

The evidence reveals mixed progress against wider drivers of productivity

2.17 Linked with the region's overall productivity performance, there has been mixed progress in relation to wider 'drivers of productivity':

In relation to skills...

2.18 Recent years have seen a strong emphasis on strengthening links between providers and employers, with the Regional Learning and Skills Partnership playing an increasingly important role in brokering relationships, identifying employer need and providing better labour market intelligence¹⁷.

2.19 **Over time, there has been a steady improvement in qualification levels:** in 2019, 35% of the working age population was qualified to NVQ4+, compared with 22% in 2004, and the proportion with no qualifications halved over the same period (partly as new entrants to the labour market gradually replace those who leave). But in *relative* terms, there is still a gap with the rest of the UK¹⁸, and substantial variation across the region¹⁹.

In relation to connectivity...

2.20 **There has been transformational progress in the delivery of digital connectivity** since the 2014 Regeneration Strategy. Commercial investment and public support through Superfast Cymru and successor programmes have increased access to superfast broadband to over 90% of premises. However, beyond superfast, there is still a significant rural/urban digital divide, with ultrafast penetration in Pembrokeshire among the lowest in the UK²⁰. The Digital Infrastructure programme across South West Wales aims to address this – but applications for new technology continue to advance rapidly: staying ahead of the curve will be important as digital technology transforms working practices and business models.

2.21 The picture is perhaps less positive in relation to **transport connectivity**. There has been some disappointment in the scaling back of plans to electrify the South Wales Mainline to Swansea. However, proposals are being advanced to take forward the **Swansea Bay and South Wales Metro** as the core of a better-integrated regional transport system (highlighted further in Chapter 4); Transport for Wales plans to increase services between Swansea and Manchester from 2022; and work progresses in taking forward active travel measures across the region. While the future policy presumption is against new strategic road schemes, investment has started on much-needed improvements to the A40 in Pembrokeshire and

¹⁷ See South West Wales RLSP (2019), [Regional Employment and Skills Plan 2019](#)

¹⁸ Between 2004 and 2019, the gap between South West Wales and the UK actually widened, from 3.6pp to 4.8pp.,

¹⁹ For example, in 2019, only 29% of the Neath Port Talbot 16-64 population was qualified to NVQ4+, compared with 37% in Swansea.

²⁰ In September 2020, around 77% and 58% of premises in Swansea and Neath Port Talbot respectively were able to access 'ultrafast' download speeds of up to 300 Mbps, although this is largely confined to urban areas where it is commercially viable.

beyond the region, major improvements on the A465 Heads of the Valleys road are improving connectivity with the English Midlands.

In relation to the business stock...

2.22 The size of the region's business base grew in the years leading up to the start of the pandemic. In 2020, there were around 23,800 active enterprises in South West Wales, a number that had steadily increased over the preceding five years – and survival rates keep pace with the rest of Wales and the UK. But the region's 'enterprise density' (the number of enterprises relative to the working age population) and the start-up rate remain lower than in the rest of the UK²¹. Recent research has highlighted that while overall entrepreneurial activity in Wales is broadly in line with the rest of the UK, there is a shortfall in perceptions of the availability of good start-up opportunities²².

In relation to sites and premises for business growth...

2.23 South West Wales benefits from some substantial sites for industrial expansion, including the large strategic site at Baglan Energy Park, future phases of the Cross Hands development in Carmarthenshire, and key sites at Felindre and Fabian Way in Swansea and the Haven Waterway. However, **there is a widely-recognised gap between demand and supply for industrial sites and premises**, as low rents (and in some cases high remediation and infrastructure costs on ex-industrial land) make viability challenging, especially west of Swansea. The evidence is that this acts as a brake on business expansion, both to new investors and to existing local businesses seeking 'grow-on' space²³.

Inequalities remain significant

2.24 Despite jobs growth over time and improvements in economic activity, recent research highlights the extent to which rising living costs (especially housing costs) have impacted on the real incomes of the lowest paid, a situation which has accelerated during the pandemic²⁴.

2.25 Across the region, concentrations of disadvantage are significant, principally in the main urban centres of Swansea, Llanelli, Neath, Port Talbot and Pembroke Dock, and in the upper Western Valleys. Many of these concentrations are persistent over time and reflect the long-term impact of industrial change: while they highlight the importance of 'supply-side' measures to reduce economic inactivity and bring people back into the labour market, most

²¹ In 2020, there were 11 business starts to every 100 active enterprises, compared with 14 in the UK overall.

²² Karen Bonner *et al* (2018), [Global Entrepreneurship Monitor UK: Wales report 2018](#)

²³ SQW/ Welsh Government (March 2020), [Commercial Property: Market analysis and potential interventions](#)

²⁴ Bevan Foundation (June 2021), [A snapshot of poverty in spring 2021](#)

households on low incomes are already in work²⁵. For a regional economic strategy, **driving demand and creating “better jobs, closer to home” is a key goal and challenge**²⁶.

Building on strengths: Key assets

2.26 Overall, the review of economic performance over recent years suggests good progress, especially in terms of job creation. But there is a persistent gap in outcomes between the region and the rest of the UK. This is partly because most change is incremental: the investment secured through City Deal (for example) will not yet have translated into improvements in the economic data. It also reflects the ‘structural’ nature of many of the region’s challenges, some of which (including the productivity deficit) are shared with other parts of Wales and the North of England.

2.27 However, South West Wales contains some **distinctive economic strengths and opportunities** which provide a good platform for future growth. Realising each of these presents a challenge for future strategy, which we have set out below.

We have nationally and internationally significant university research assets

2.28 There is a strong higher education presence in the region, anchored by Swansea University and University of Wales Trinity St David’s campuses in Carmarthen and Swansea²⁷. Both universities have expanded in recent years, have made an important contribution to the region’s physical regeneration (e.g., through the Swansea Bay campus and the SA1 development in Swansea city centre) and are key economic ‘drivers’ in their own right.

2.29 Beyond this, Swansea University’s research is ranked as ‘world leading’ in several (mostly STEM-related) subjects²⁸. Across both universities, key research capabilities relate to:

- **Advanced data science**, where Swansea’s assets include the Computational Foundry (bringing together computer science and mathematical expertise, and working with industry) and the CHERISH-DE Digital Economy Centre.
- **Health and medicine**, with a strong focus on the application of data science in health, linked with wider computer science expertise, and including one of six Health Data Research UK (HDR-UK) sites nationally.
- **Engineering and manufacturing**, especially in materials research, and with relevance to the energy and decarbonisation opportunities discussed further below.

²⁵ Joseph Rowntree Foundation (November 2020), [Briefing: Poverty in Wales 2020](#) (Annex A)

²⁶ “Better jobs, closer to home” is a stated Welsh Government objective, as set out in the *Economic Action Plan* and the Valleys Task Force strategy *Our Valleys, Our Future*.

²⁷ In addition to a smaller University of South Wales presence at the Hydrogen Centre in Baglan.

²⁸ Swansea University is assessed as ‘world-leading’ in 14 units of assessment within the 2014 Research Excellence Framework.

2.30 There is a long history of collaboration between both universities and local industry, especially in the manufacturing sector. Examples of recent programmes include ASTUTE 2020, supporting industrial research, development and innovation in manufacturing businesses; and UWTSD's Manufacturing for Advanced Design Engineering (MADE) programme, designed to support collaboration with SMEs. Many industrial collaboration initiatives have been supported with European funding: as this draws to a close, **it will be important to maintain the momentum and capacity that has been built up in recent years, while expanding opportunities for collaboration across the wider regional SME base.**

2.31 The commercial research base is somewhat smaller. But there has been investment in recent years (for example, TWI's Technology Centre Wales and Advanced Engineering Materials Research Institute at Baglan), adding value to the university-based presence.

Our energy infrastructure is extensive, and we have some of the UK's greatest low carbon energy generation potential

2.32 South West Wales has long had an important energy sector, especially associated with Pembrokeshire's oil and gas industry. The infrastructure and skills associated with this will be important in taking advantage of the region's vast potential in renewable energy. Several opportunities are currently being developed through the emerging South West Wales Regional Energy Strategy. These include:

- **Wave and marine energy off the Pembrokeshire coast**, with a series of commercial and pre-commercial projects underway and in the pipeline
- **The proposed Dragon Energy Island** scheme in Swansea Bay, offering scope for tidal, wave and potentially solar energy generation
- **Onshore capacity**, including the UK's largest onshore wind farm at Pen-y-Cymoedd and a range of opportunities in wind, biomass and waste-to-energy.

2.33 There is also substantial research and development capacity to support the region's renewable energy potential. The Offshore Renewable Energy (ORE) Catapult has a presence at Pembroke Dock and, with several other universities, is engaged in progressing new opportunities off the Pembrokeshire Coast. Swansea University's SPECIFIC Innovation and Knowledge Centre has expertise in the capture and storage of solar energy, while the University of South Wales' Hydrogen Centre at Baglan is supporting the experimental production of hydrogen energy storage systems.

2.34 Our energy potential is therefore a key asset to exploit – both for South West Wales and indeed the rest of Wales and the UK. **The challenge over the next few years will be in realising the opportunity, recognising that some technologies remain relatively nascent – and in ensuring that the benefits can be captured locally.** A long-term perspective will also be important in developing business cases for some of the region's major energy projects –

recognising that while they have the potential to be transformational, the full benefits may take several years to be realised

Our business community offers scope for growth

- 2.35** We noted earlier the region’s relatively low levels of enterprise density and its relatively low start-up rate. But **business is central to future economic strategy** – put simply, employment is either created by existing businesses expanding, new businesses starting up, or businesses from elsewhere deciding to locate in the region.
- 2.36** Recent years have seen the loss of some larger, externally-based firms (note, for example, recent job losses in some of the region’s automotive supply chain). We retain relative strengths in manufacturing, food production and hospitality, with evidence of start-up and inward investment activity linked with the data science strengths highlighted above²⁹. However, the region’s business stock is broadly-based: ‘high growth’ SMEs are quite widely distributed across sectors (and across the region)³⁰; ownership models are diverse³¹; and there are opportunities for productivity growth across the sectoral landscape³². Following our analysis of the ‘productivity deficit’ above, **the challenge is to strengthen the ‘breadth and depth’ of the business base, recognising scope for growth across the economy, including (but not just) in those activities at the ‘leading edge’ of technology and innovation.**

Environmental quality and ‘sense of place’ are key assets

- 2.37** South West Wales’ combination of ‘place-based’ assets is distinctive and rich, including the National Parks, the coastline, the sport and leisure offer and a university city offering both ‘compactness’ and a wide range of metropolitan amenities.
- 2.38** Beyond this range of functions and amenities, **the region’s distinctive identity forms an important part of the offer.** There are two aspects to this:
- First, **‘quality of life’ offer clearly forms part of the proposition to visitors, investors and potential new residents**, and one which plays a key economic role. There is an important balance to be struck between environmental quality and community and environmental sustainability.
- Second, **the region’s identity relates to the importance of ‘community’, the associations that businesses and other institutions have with the places in which they are based**, and the stake that they have locally. This is harder to pin down in conventional economic terms, but relates to the extent to which value and ownership can

²⁹ See the *Evidence and Strategic Landscape Review* for further examples.

³⁰ SQW analysis of regional distribution of [FastGrowth 50](#) award winners, 2009-20; Beauhurst records of ‘fast growth’ firms in South West Wales

³¹ Consultation as part of the development of this Plan. See also [Co-operatives Wales](#)

³² Institute for Government (2021), [Productivity: Firing on all cylinders – why restoring growth is a matter for every UK sector](#)

be captured or embedded locally and the challenges in growing the business and employment base highlighted above³³.

Looking to the future: Key transformational trends

2.39 Future strategy will also be influenced by wider ‘transformational’ factors that will impact all aspects of economic life. While these apply to all advanced economies, the way in which they are addressed and how they interact with our existing economic structure and strengths will be fundamental. Three ‘macro trends’ are especially important, relating to **decarbonisation**, **digitalisation** and **demographic change**. We consider each in turn below.

Decarbonising South West Wales

2.40 As we highlighted in the earlier overview of the policy context, the UK and Welsh Governments’ commitment to net zero by 2050 will have an impact on all aspects of policy.

2.41 In headline terms, Wales has been successful in reducing carbon emissions while maintaining economic growth: between 1990 and 2018, total CO₂ emissions fell by 20%, and the country was on track to meet its 2020 carbon reduction targets³⁴. However, around 85% of the cut in emissions came from the power sector³⁵. While most other sectors also achieved reductions (especially manufacturing), these were substantially smaller, and the surface transport sector actually generated a net increase. Looking to the future and the net zero commitment, the Climate Change Committee recommended a “*leadership driven pathway*” requiring far-reaching action over the next thirty years³⁶.



The actions required to achieve the targets – including full decarbonisation of the power sector, full switchover to electric vehicle sales, installation of low-carbon heating, and decarbonisation of manufacturing – go beyond those required from the world on average, in line with Wales’ responsibility as a richer nation with larger historical emissions.



Climate Change Committee

2.42 This presents South West Wales with some distinct challenges. Currently, **regional carbon emissions are much higher than the Wales and UK average**. These mostly reflect the role of the huge Tata works at Port Talbot, an industrial installation of national significance that remains reliant on coal inputs. **The challenge for future strategy is enabling the transition of the region’s industrial base, while ensuring wider action to decarbonise the transport, housing and manufacturing systems** – and making sure that South West Wales

³³³³ This is also at the centre of discussions about the concept and role of the foundational economy. See Joe Earle *et al* (2017), [What Wales Can Do: Asset-based policies and the foundational economy](#) (CREW/ Foundational Economy)

³⁴ Climate Change Committee (December 2020), [Progress Report: Reducing emissions in Wales](#)

³⁵ Principally through the decommissioning of the Aberthaw coal-fired power station

³⁶ Climate Change Committee (December 2020), [Advice Report: The path to a net zero Wales](#)

remains competitive with other regions. Our renewable energy potential will play an important role in this, which we explain further in Chapter 4.

Digital transformation

2.43 **'Digitalisation'** refers to the transformation of the economy through massively increased use of data and the development of digital technologies such as artificial intelligence, machine learning and robotics. Digitalisation isn't about change within a single industry; rather, it is about the use of 'general purpose' technologies with a wide range of applications across industries.

2.44 Digital transformation is not new: the period since the publication of the last Swansea Bay Economic Regeneration Strategy has seen a transformation in the everyday use of new digital technologies, and it has been recognised as a key driver of economic strategy for some time. Three aspects of the transformational impacts of digitalisation are especially relevant:

- **Disruptive effects on industry:** Use of digital technology leads to greater efficiency, with firms that have the capacity and capability to invest and adopt more likely to benefit from productivity gains and improved competitiveness. But its 'transformative' power is in the convergence of technologies to drive entirely new industries (wearable devices or gaming, for example), which in turn drive applications elsewhere. A consequence is the breakdown of traditional industry sectors and markets, leading to a recognition of digitalisation as the 'fourth industrial revolution'.
- **Impacts on the labour market:** Estimates of the potential impact of automation on jobs vary greatly, although most studies suggest that while new technologies will substitute for labour in some sectors, this is likely to be more than offset by job creation³⁷. However, technology is changing the way in which work is done, with the potential for positive and negative impacts on working conditions; the need and opportunity for job changes over the course of the working life; changing demand for skills; and the ability to work remotely.
- **Impacts on services,** potentially helping to overcome relative remoteness, and including the development of new ways of accessing health and care, which in turn impact on the development of new goods and services and demand for jobs.

2.45 Across all of these, the message for future strategy is that responding to digitalisation is not just about ensuring the 'supply' of new technology and connectivity (although that is important). It is also about **driving economic demand for new skills and technologies** – both at the 'leading edge' of innovation and throughout the economy.

³⁷ Welsh Government (September 2019), [Wales 4.0: Delivering economic transformation for a better future of work](#) (Professor Philip Brown's review of digital innovation for the economy and the future of work in Wales), pp.22-26

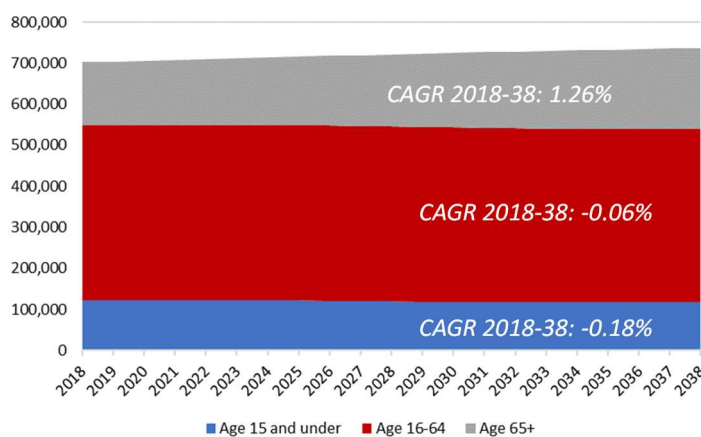
Responding to demographic change

2.46 South West Wales has a growing population. However, the ‘working age’ population has fallen slightly over the past decade. Over the next 20 years, the ‘working age’ population is expected to fall by around 1%, representing a net loss of around 4,700 people aged 16-64 over the period³⁸.

2.47 The gradual ageing of the population is a long-term trend. Key implications for future economic strategy include:

- Changing working lives:** The concept of ‘working age’ is becoming increasingly fluid, as people work for longer, and more flexibly (although individuals’ ability to work for longer will depend on job type and conditions and the ability to adapt to new roles and technologies over time).
- Changes in service demand:** As the analysis of recent economic performance demonstrates, there has been strong growth in employment and output associated with health and social care, as demand increases from an ageing population. Changing demographics will support changes in wider demand for goods and services as well.
- Rising dependency ratios:** While changing demographics are driven by life expectancies and birth rates, they also partly reflect the balance of migration, with gradually falling populations in some post-industrial and rural communities, and in-migration, especially from older people, along parts of the coast³⁹. This is a gradual process – but retaining and attracting younger people also helps to support community resilience and sustainability, and itself depends on generating local economic activity and demand.

Figure 2-3: Population change (compound annual growth rates) by age group, 2018-38



Source: StatsWales, 2018-based population projections

Bringing it together: key issues for the Delivery Plan

2.48 Summarising the ‘state of the region’, our key assets and the long-term ‘macro’ trends that will impact across the economy, we can see that:

³⁸ Although note that the picture varies across the region, with a sharp projected fall in the working age population in Pembrokeshire, but continued growth in Swansea.

³⁹ Gerald Holtham (June 2021)), [Rejuvenating Wales](#) (Hodge Foundation/ CLEC)

- **The region's weaknesses are largely 'structural'**. They are linked with processes of long-term industrial change, are shared with many other parts of the UK, and map onto the region's relatively low productivity.
- Set against this, **there has been strong progress in recent years**, especially in creating new jobs and in driving forward transformational projects. This provides a strong foundation on which to build.
- **South West Wales enjoys some distinctive strengths and opportunities** – especially linked with the region's renewable energy potential, university - industrial links and its quality of life offer. These also have the potential to make a positive impact in relation to the long-term environmental, technological and demographic trends.
- **There is a 'window of opportunity' to build on and capture some of these strengths.** Some are still at a relatively early stage (for example, elements of the renewable energy opportunity and the potential for industrial decarbonisation), but the technology is developing fast, and some other regions will offer fierce competition for investment.
- **We are a very diverse region**, with a distinctive balance of urban, rural, national park, coastal and industrial assets. But there is substantial commonality across South West Wales, and some of our big opportunities have a region-wide footprint. Some also extend beyond the region itself, and outward-facing links will be important.
- **'Transformational' growth opportunities need to be balanced with the conditions for incremental improvements in business resilience and capacity** across the regional economy. There are some distinctive opportunities at the 'leading edge' – but long-term employment resilience and wage growth will depend on the sustainability, productivity and expansion of the wider stock of regional SMEs – not just the 'pioneer' firms.

2.49 Based on this understanding of our economy and its potential, the next chapter introduces our strategic framework, to guide our actions over the next decade.

3. Our ambitions to 2030

Building on the evidence base, this chapter introduces our ambitions for the South West Wales economy. It explains the changes that we want to see over the next decade and introduces the three 'Missions' that will guide our shared activity.

From the evidence to a strategic framework...

- 3.1** Over the next ten years, we seek to build on the distinctive strengths and opportunities identified in the previous chapter to develop a more prosperous and resilient economy. To help plan for the future, we have identified three **Ambitions** (statements about the nature of the South West Wales economy that we want to work towards), supporting three **Missions** (priority areas on which our shared **Delivery Plan actions** will be focused):

Figure 3-1: Our Ambitions and Missions



Source: SQW 2021

Unpacking our Ambitions

- 3.2** Our three Ambitions are broadly cast. They recognise that achieving sustainable, long-term prosperity and the “South West Wales we want” is about more than the pursuit of economic growth as a goal for its own sake – and that prosperity will itself be enabled by progress across a number of fronts.
- 3.3** Our Ambitions seek an economy that is, over the long term, more resilient and sustainable; enterprising and ambitious; and balanced and inclusive.

Table 3-1: Unpacking our Ambitions: The economy we want**Resilient and sustainable**

- **Resilient to technology change and the impacts of digitalisation:**
 - Supporting firms in adopting and adapting to new technology
 - Building labour market resilience through the skills system from schools through to adult learning
- **Resilient to climate change and decarbonisation:**
 - Increasing the resilience of the region's manufacturing base (including in its (currently) relatively carbon-intensive foundation industries)
 - Supporting adaptation and adoption throughout the economy (across sectors and through the building stock and transport system)
 - Delivering robust digital connectivity to support changing working practices and better access to employment.
- **Supporting resilient and more 'embedded' firms and supply chains**
 - Developing the local business base through access to support, finance, networks and procurement
 - Embedding best practice and resilience throughout the supply chain
 - Continuously building management capacity and capability.

Enterprising and ambitious**Enterprising and ambitious**

- **Ambitious in relation to our long-term energy opportunity**
 - Ensuring capacity to drive forward our potential
 - Integrating our natural renewable energy advantages with our university and industrial strengths
- **Enterprising in relation to changing market conditions, technology and opportunities**
 - Investing in the skills system across the economy and driving demand for higher level and technical skills, as well as influencing supply
 - Investing in the commercial property stock – for local businesses scaling up as well as new investors
- **Driving new investment, innovation and funding models**
 - Developing sustainable alternatives to European funding
 - Promoting the region as a location to invest, work and visit

Balanced and inclusive**Balanced and inclusive**

- **Balanced between innovation at the leading edge and sustainable growth across the economy**
 - Developing opportunities for 'new to the firm' innovation, as well as R&D and new technology and product development
 - Recognising the opportunity for a diverse range of business and ownership models
- **Balanced spatially, across the region**
 - Celebrating regional diversity and a wide distribution of opportunity
- **Creating long-term growth, while sustaining and enhancing core environmental and community assets**
 - Recognising and enhancing the inherent value of the environment to the quality of life and quality of place proposition
 - Supporting community ownership of economic assets, where this can support local opportunity and generate a sustainable return.

Realising our Ambitions

- 3.4** The Ambitions set out above are extensive, and are consistent with the Wellbeing of Future Generations Act. They are also all interlinked: they are not so much ‘themes’ as a vision of how we want the economy to evolve. Over the next ten years, **all the actions that the South West Wales local authorities take in support of regeneration and economic development will contribute to achieving them** – whether they are delivered at regional scale, or are more locally focused.
- 3.5** But to deliver our overall goal of a more “resilient and sustainable; enterprising and ambitious; and balanced and inclusive” economy, there are clear actions on which we will need to focus over the next decade. We have called these our three **Missions**, which we will use to guide delivery. These are:
- Establishing South West Wales as a UK leader in renewable energy and the development of a net zero economy
 - Building a strong, resilient and ‘embedded’ business base
 - Growing and sustaining the experience offer.
- 3.6** The following chapters explain each Mission, setting out what we seek to achieve, the opportunities, challenges and risks that we need to address, and the solutions and projects that we aim to progress. Although we explain each Mission in turn, they should be seen as integrated: establishing South West Wales as a UK leader in renewable energy and a net zero economy is, for example, a key aspect of the other two Missions.

4. Mission 1: A UK leader in renewable energy and the net zero economy

Looking to 2030, we aim to make South West Wales a UK leader in renewable energy. That means taking advantage of our natural assets and our industrial and R&D capabilities to build an internationally-significant presence in future fuel technologies and to drive the decarbonisation of our industrial base and the wider economy.

Figure 4-1: Summary of assets, opportunities, challenges and actions

Current assets	Next opportunities	Key challenges	Key actions
Concentration of onshore and offshore opportunities at different stages of market readiness Emerging Regional Energy Strategy and Welsh Government support University R&D assets and growing corporate capacity for industrial decarbonisation	Linking energy generation with industrial decarbonisation Making the most of opportunities presented by the existing knowledge/research base Translating early stage projects into investable propositions	Countervailing pressure of existing high carbon intensity industry Securing/ maintaining capacity to drive the strategic agenda, and major projects forward Competition from (and establishing collaborations with) other regions Securing Government support	Additional capacity to drive forward the agenda Progressing the region's major renewable energy generation projects Attracting and driving forward new industrial investment Decarbonising transport and the housing stock

Understanding the case for the Mission: the core rationale

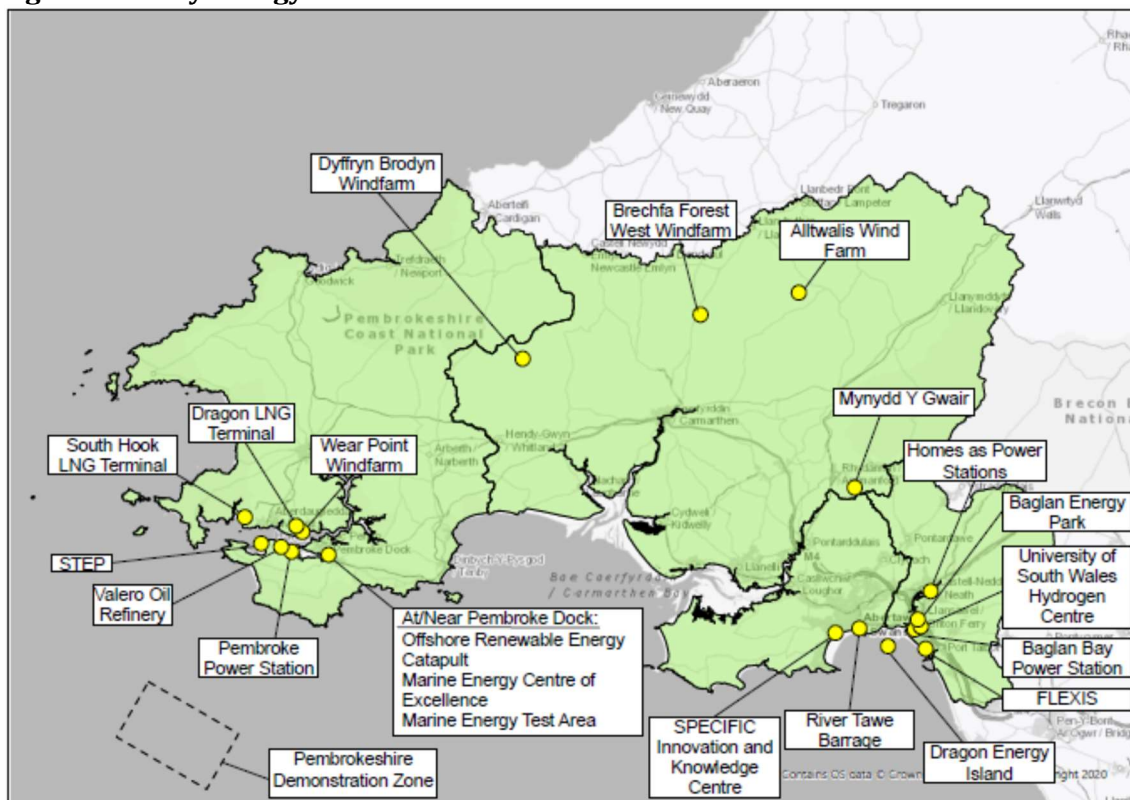
- 4.1** As set out in the evidence base the decarbonisation imperative is global, and in Wales is mandated by the UK and Welsh Governments' net zero commitments and the need to take urgent action now. There is a clear overall policy direction, which has been reinforced by the emerging suite of strategies at UK Government level ahead of COP26 in autumn 2021⁴⁰ and by the renewed and re-emphasised climate change focus of the Welsh Government. With a clear and compelling direction of travel, there is an opportunity for South West Wales to capitalise on its renewable energy assets and ensure that it is on the 'front foot' in adapting to change.

Delivering the region's low-carbon energy projects at scale

- 4.2** In South West Wales, our potential is clearly articulated, and is linked with both our natural environmental assets and infrastructure and skills base resulting from our long history in energy-related activity. The range of existing and emerging projects and assets is extensive, as illustrated in Figure 4-2:

⁴⁰ For example, the new [UK Hydrogen Strategy](#) (August 2021)

Figure 4-2: Key energy assets



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4.3 Key renewable energy assets include the combination of marine energy activity associated with **Pembroke Dock Marine** and the proposed tidal, wind and potentially solar energy scheme at **Dragon Energy Island** in Swansea Bay. They also include a range of onshore wind and waste-from-energy schemes across the region, and a potential nuclear fusion prototype scheme in Pembrokeshire. The **Hydrogen Centre** at Baglan focuses on experimental development of renewable hydrogen production and storage, as well as R&D in hydrogen vehicles, fuel cell applications and energy systems. The **Flexible Integrated Energy Systems (FLEXIS)** project is delivering a smart energy demonstration zone in Port Talbot, focused on local energy systems, heat recovery and the adoption of low emission vehicles.

4.4 However, while the scale of activity is substantial, there is a risk that the potential may not be fully realised, for three reasons:

- **Technologies are, in some cases, at a relatively early stage.** They are also complex, and in many cases will require long-term funding, commercially or from Government. Some of this will need to come forward in conditions of some uncertainty: for example, the Welsh Government's *Hydrogen Pathway* notes that "there is uncertainty regarding the exact role hydrogen will have in supporting decarbonisation in Wales.... [but despite this], there is still an urgent need to take the first steps to develop the skills, expertise and supply chain for hydrogen scale-up in Wales"⁴¹.

⁴¹ Welsh Government (January 2021), [Hydrogen in Wales: A pathway and next steps for developing the hydrogen energy sector in Wales](#). (consultation document), p,11

- **Competing areas and technologies may move faster** within this dynamic technology environment. South West Wales has distinctive assets – but if additional capacity and investment is directed elsewhere, some of these advantages could diminish.
- **Local benefits are not *automatically* captured through the energy generation process.** The good news is that there is a solid R&D base in South West Wales to capitalise on the opportunity (see, for example, the Hydrogen Centre referred to above; Swansea University’s SPECIFIC Centre), as well as schemes (such as the Marine Energy Engineering Centre for Excellence project at Pembroke Dock) to build supply chain opportunities with SMEs. It will be important that these are driven hard, to ensure that the region benefits from the added value of renewable energy investment.

4.5 Delivering the region’s renewable energy opportunities at scale – and ensuring that they are integrated with wider policy and maximise local benefits for local businesses and communities will be central to regional strategy over the coming years:

Key action areas

- **We will build capacity and expertise to maximise South West Wales’ renewable energy and net zero potential.**

There are several public bodies with knowledge and expertise, including (for example) the Welsh Government Energy Service and Marine Energy Wales, as well as UK Government agencies such as the ORE Catapult. But the agenda is complex: establishing a regional ‘decarbonisation system’ could help to address region-wide goals (including in relation to skills and infrastructure) and coordinate investment priorities beyond the delivery of specific initiatives.

- **We will seek to secure new investment in renewable energy infrastructure**

Linked with the capacity building described above, we will work with the Welsh and UK Governments and with the private sector to make the case for investment in ‘nationally significant’ schemes such as Dragon Energy Island and the Pembrokeshire marine proposition, as well as smaller-scale schemes, including on public land.

- **We will work to deliver the Regional Energy Strategy**

The Regional Energy Strategy has been developed in parallel with this Plan and will be published in 2021. We will work to take forward pilot and successor Local Energy System projects (such as the pilot currently underway at Milford Haven Energy Kingdom), and we will seek to link the energy system objectives of the Energy Strategy with opportunities for local business engagement and supply chain development.

Decarbonising our industrial base

- 4.6** The high carbon intensity of some of South West Wales' industrial activity is a vulnerability: while the region's relatively high carbon emissions in the data is largely caused by the steel industry, oil and gas are also important to the region, as well as our large manufacturing base.
- 4.7** Work is currently underway to develop a programme for industrial decarbonisation through the **South Wales Industrial Cluster (SWIC)** initiative, funded by UK Research and Innovation and including several energy and heavy industrial firms in South West Wales (including Tata, Valero and RWE, the operator of the Pembroke refinery)⁴². The focus of the programme is on the production and use of hydrogen and on mechanisms to secure large-scale industrial decarbonisation through 'fuel switching': as with some of the initiatives discussed above, the proposition is in its relatively early days, although achieving large-scale change will be important for the region's future competitiveness. More broadly, there is an opportunity to attract additional investment into the region, beyond the decarbonisation of the existing stock: 'transformational' projects such as the forthcoming **Global Centre for Rail Excellence** provide examples of investments supported with public funds, but the existing combination of energy-related activity will be an important factor in attracting new business locations.
- 4.8** Building on the region's growing presence in renewable energy and the current focus on industrial decarbonisation:

Key action areas

- **We will progress the opportunity presented by SWIC and seek to secure future investment to support the region's future industrial competitiveness**

As with other aspects of the low carbon agenda, technology is developing rapidly and the scale of investment in demonstration projects and initiatives such as SWIC is substantial. Through our increased capacity to drive forward the decarbonisation agenda, we will seek to secure sequential investment, working with the UK and Welsh Governments as appropriate.

- **We will grow the wider low carbon industrial base and promote the region's potential to new investors**

Linked with actions to promote the region as an investment destination, we will highlight our potential to new investors (including our university presence, skills base and access to sites and premises) and will press forward major proposed investments such as the GCRE.

⁴² <https://www.swic.cymru/news>

Decarbonising the wider economy

4.9 Decarbonisation will extend beyond the industrial base, and will impact on housing and domestic heating, non-domestic properties and the transport network. Much is already underway:

- In relation to the **housing stock**, Pobl Housing is leading one of the UK's largest community-based retrofit, energy generation and smart energy management projects at Penderry, Swansea, the outcomes of which will inform the larger, City Deal-funded Homes as Power Stations scheme.
- In relation to **transport**, all the local authorities are engaged in programmes of fleet decarbonisation, and the **Swansea Bay and South West Wales Metro** will be at the core of the region's lower carbon, more sustainable transport system.
- In relation to **re-using and preventing waste**, Wales already has some of the world's highest municipal recycling rates – with all South West Wales authorities (and Wales as a whole) experiencing a rapid increase in recycling rates over the past twenty years⁴³.

4.10 Linked with the Regional Energy Strategy, over the coming years:

Key action areas

- **Building on existing schemes, we will progress the decarbonisation of the housing and business stock**

From an economic development perspective – and our wider ambitions to secure a more 'embedded and resilient' business base, this should provide opportunities for local supply chain development and community-based employment solutions (as well as, in some cases, local community ownership).

- **We will press forward the development of Swansea Bay and South West Wales Metro**

As well as the Metro itself, this will lead to a better integrated and more sustainable transport network through the incorporation of bus and active travel services and the development of opportunities to work and access services closer to home.

- **We will work to achieve a circular economy**

Building on our performance in reducing waste and transforming recycling rates, there are opportunities to increase re-use of goods and materials offering potential for community-based solutions to increase repair and the use of technology to increase the scope for re-use of materials and reduced food waste.

⁴³ Welsh Government (2019), [Beyond Recycling: A strategy to make the circular economy in Wales a reality](#); StatsWales (2021), [Combined municipal re-use, recycling and composting rates](#)

5. Mission 2: Building a strong, resilient and embedded business base

Business is at the centre of our strategy to 2030: it will be through the expansion of existing firms and the start up and attraction of new ones that new employment will be generated and productivity growth secured. That means supporting sustainable business growth– both at the ‘leading edge’ of technology and innovation and across the economy.

Figure 5-1: Summary of assets, opportunities, challenges and actions

Current assets	Next opportunities	Key challenges	Key actions
<p>Strong university-industrial links</p> <p>Local business networks, emerging clusters and some anchor businesses</p> <p>Growing policy interest in encouraging locally ‘embedded’ businesses and local supply chains</p> <p>Wales-wide institutions (e.g., Development Bank)</p>	<p>Supporting dynamism (through entrepreneurship and early-stage expansion)</p> <p>Supporting resilience (through technology adoption, management capacity and succession)</p> <p>Supporting local supply chain development</p> <p>Building an effective (and broad) innovation ‘ecosystem’</p>	<p>Weak ‘infrastructure’ offer (e.g., commercial property, impeding start-up and expansion)</p> <p>Skills and capacity challenges</p> <p>Limited private sector support base</p> <p>Access to growth finance</p> <p>Barriers to commercialisation</p> <p>Limited business density and ‘leakage’ out of region</p>	<p>Accelerated adoption and innovation support (linked with recommendations of Wales 4.0 in relation to business, skills and innovation support)</p> <p>‘Progressive procurement’ within a local business and supply chain development system</p>

Understanding the case for the Mission: the core rationale

- 5.1** The review of the evidence in Chapter 2 highlighted positive employment outcomes in recent years, growth in the business stock, and a strong record in translational research activities between the university knowledge base and industry.
- 5.2** However, the economy remains to some extent in a process of ‘restructuring’, away from traditional strengths in parts of the manufacturing sector and towards growth in areas such as information and communications and health care (as well as in activities linked with the growing energy sector highlighted in Mission 1). Changing trading relationships also present challenges (notably, but not only, in agriculture and food production), some of which have yet to fully work through)⁴⁴.
- 5.3** This transition will bring opportunities within those sectors that are growing – and as highlighted earlier, opportunities for growth and productivity gain are cross-sectoral. However:

⁴⁴ Janet Dwyer (2018), [The implications of Brexit for agriculture, land use and rural areas in Wales](#) (Wales Centre for Public Policy)

- Even where job losses in one industry are replaced with jobs in another, there is the risk that they may not generate the same level of output (and therefore command the same pay).
- The wider economy of South West Wales has a *relatively* narrow business base: business density is relatively low, and there are few indigenous large or larger medium-sized businesses. However, the prospect of inward investment at scale has reduced over the past twenty years. The risk is that as the economy evolves, losses may not be fully offset by gains, and the ‘productivity gap’ remains or widens.

5.4 In response, our Mission to create a “**strong, resilient and embedded business base**” seeks to encourage a continued focus on innovation and the growth of capabilities at the ‘leading edge’, balanced with an approach aimed at achieving greater resilience, growth potential and capacity for sustained employment across the region’s wider business base, linked with the decarbonisation imperative in Mission 1.

Growing the innovative edge and accelerating diffusion

5.5 Innovation policy in Wales is at a point of transition, as the European funding that has sustained several major programmes (including the ‘core’ SMART programmes delivered via the Welsh Government⁴⁵ and the wide range of sector or thematic schemes (such as, in South West Wales, ASTUTE and RICE⁴⁶) come to an end; and the range of actors involved in innovation policy (including, potentially, a more active role for UK Government), increases.

5.6 At the same time, there is a consensus, highlighted in a recent review for the Welsh Government, that the role of innovation policy has evolved, to be less narrowly focused on technology, and more embracing of actions focused on addressing social challenges (perhaps especially important given the growth of the health and care sector and the long-term demographic challenges highlighted in Chapter 2) and the impact of climate change⁴⁷. The review also emphasises a need to further develop translational research activities and to link innovation support activity more clearly with the range of finance, advisory, networking and other programmes that contribute to a successful innovation ‘ecosystem’.



Today, innovation is about so much more than science and technology



Future of Innovation Policy report

⁴⁵ SMART Innovation (advice and support to business); SMART Cymru (financial assistance to business); and SMART Expertise (financial support to higher education).

⁴⁶ Reducing Industrial Carbon Emissions (RICE) is led by University of South Wales and Swansea University and works with Welsh supply chain companies to test how CO2 produced from heavy industrial processes can be used to make high value products and industrial chemicals.

⁴⁷ See Kevin Morgan, Dylan Henderson and Rick Delbridge (May 2021), [Scoping the future of innovation policy in Wales](#) (Cardiff University, Centre for Innovation Policy Research)

- 5.7** It will be important that regional activity in South West Wales adds value to and aligns with evolving Welsh national policy (and the wide range of programmes and institutions at UK level). Over the next few years:

Key action areas

- **We will explore a better-integrated regional innovation offer, in the form of a ‘virtual Research and Technology Organisation’ for South West Wales**

The universities are key regional assets and have a strong history of translational research with industry. However, the wider landscape is somewhat fragmented, and may become increasingly so as current programmes come to an end. We aim to achieve a model where there is “no wrong door”, making the most of our university capabilities and enabling them to meet industry need. This could extend across a range of sectors and technologies, linked with (for example) future plans for the development of the research and development offer linked with Pentre Awel at Llanelli, and the close involvement of University of Wales Trinity St David and the development of Yr Egin and its associated creative cluster. It may also embrace wider innovation capabilities, including support in management skills and capacity and (linked with our wider approach to regional skills development) access to talent to enable innovative SMEs to reach their potential.

There may be several options in taking this proposal forward – but the key point is that we maximise the value of our shared assets to deliver a joined-up service across government, higher education and the private sector.

Growing productivity and resilience across the economy

- 5.8** Across the wider business stock, there have been changes in the support landscape since the last Regeneration Strategy was produced. Nationally, Business Wales provides a central gateway to a range of support products, and since 2017, the Development Bank of Wales has consolidated publicly-backed loan and equity support into an ‘arms-length’ and widely-recognised vehicle. In addition, the Welsh Government provides some direct investment (generally in relation to larger, often manufacturing firms), and all the South West Wales local authorities offer support services (in addition to the often university-linked innovation services highlighted above).
- 5.9** A recent review of the Welsh business support landscape highlighted three challenges, which are relevant to the strategy set out in this Plan⁴⁸:
- First, Wales’ **relative vulnerability to economic shocks**: a function of the continuing process of restructuring highlighted in the evidence base. This has contributed to the

⁴⁸ Jack Watkin (February 2021), [A Better Balance: Business support policy for the foundational economy](#) (CREW/ Institute of Welsh Affairs)

more recent policy focus on indigenous business growth. However, while economic ‘shocks’ are often seen through large ‘one-off’ events (plant closures, redundancy programmes, and so on), economy-wide technology-driven transformation is larger in its overall impact, and the ability to adapt and respond will be important across firm sizes and sectors.

- Second, the **scale** of the support offer, and the relatively small number of firms that it reaches (the inference being that there is a much wider range of SMEs that could benefit from interaction with the support system, were the reach to be greater).
- Third, **dissemination of benefits**, in particular the extent to which gains in business performance are captured in wages and tax and in which benefits to the supply chain accrue regionally. The Welsh Government has placed a greater emphasis on this in recent years, through the development of the ‘economic contract’ proposed in the *Economic Action Plan*

5.10 Over the coming years, we want to create a better integrated system across local and national government, within which a strengthened ‘support’ offer is linked with the supply of skills and premises, the role of the public sector as a purchaser and commissioner within the local economy and in ensuring that there is widespread access to fair and sustainable work:

Key action areas

- **We will seek a better co-ordinated support package for business**

The scope of this, and the interaction between delivery at different geographical levels, will need to be explored. But the proposition is that there is a need to drive business density, start-up rates and entrepreneurship, and resilience and ‘adaptability’ to change across the SME base – recognising that ‘enterprise’ embraces a range of organisational types and ownership models⁴⁹.

- **We will link this with public sector purchasing power**

Recently, there has been a focus on the role that public procurement can play in supporting local economic growth. This has been reflected in the Welsh Government’s review of procurement, which has explored the concepts of ‘community wealth-building and the ‘anchor institutions’ in the procurement process⁵⁰, and the South West Wales local authorities are all committed to the proactive and progressive use of procurement. The aim here is to ensure that local SMEs are able to successfully tender for work (linked with the business support offer above), and to use this as a springboard for future growth.

⁴⁹ Including social enterprises, employee-owned businesses, and so on.

⁵⁰ Welsh Government (2020), [Progress towards the development of a new procurement landscape in Wales](#)

Key action areas

- **We will invest in bringing forward access to sites and premises**

The evidence shows that there is a persistent market failure in the delivery of commercial property. This has the effect of blocking the expansion of local SMEs (as well as presenting a barrier to attracting larger investors). Across the local authorities and Welsh Government, we will seek to bring forward development on the region's key strategic sites at Baglan, Port Talbot Waterfront, Fabian Way, Felindre, Cross Hands and the Haven Waterway, as well as within the wide range of smaller sites that will help to support distributed growth across the region, consistent with our wider decarbonisation objectives. We will also work to bring forward new city centre office accommodation in Swansea city centre, building on recent investment and continuing the city's transformation.

- **We will actively promote South West Wales as an investment location**

While the focus of this Mission is on growing our locally-based business stock, inward investment has historically been important in South West Wales, and it remains a key driver of skills and employment and a source of demand for local suppliers. We welcome new investment: we will actively promote the region's assets (linked with its quality of life and visitor economy offer described in Mission 3) and we will work with investors to ensure access to skills and supply chain links, embedding them further in the local economy.

- **We will continue to invest in the region's skills capacity**

Recent years have seen an improvement in the region's skills profile, and we have a strong track record in building an understanding of employer demand and linking it clearly with provision. Alongside the measures within this Plan to increase skills demand and employer engagement, we will continue to invest in strengthening supply at all levels, through specialist infrastructure, investment in access to employment and a continued focus (building on the region's Skills and Talent Programme) on responding to local economic demand and opportunity.

- **Across all our actions, we will improve access to fair and secure employment**

Despite the region's success in creating jobs, economic inactivity remains higher than in the rest of the UK. While in-work poverty is a significant issue - and one which our focus on productivity and resilience across all sectors seeks to tackle - there is strong evidence that being in work supports positive outcomes across a range of measures⁵¹. Building on our experience of successful programmes such as Workways+, we will ensure a range of support to enable people to enter and progress in the labour market.

⁵¹ Welsh Government (2019), [Employability Plan](#), p,9

6. Mission 3: Growing and sustaining the South West Wales ‘experience’ offer

South West Wales enjoys a superb environment and a unique ‘quality of life’ offer. This is a key asset for the region, and one which we must protect and enhance. We will make South West Wales known for the quality and breadth of its ‘experience offer’, bringing together urban and rural environmental quality, ‘quality of life’ and culture. This will support a high-value visitor economy – but it will also be locally owned and a central part of our investment proposition.

Figure 6-1: Summary of assets, opportunities, challenges and actions



Understanding the case for the Mission: the core rationale

- 6.1** South West Wales’ ‘experience offer’ is a key strength. It is also multifaceted and interlinked: while it includes the region’s substantial visitor economy, it recognises that the visitor economy is itself dependent on the quality of the region’s cultural and environmental offer. At a national level, this is reflected with the statement of ‘Wales’ core offer’ within the Welsh Government’s *Priorities for the Visitor economy* (set out in Figure 6-2). This highlights the importance of ‘sense of place’ within the Welsh offer, with the visitor economy helping to act as a showcase for local food and drink and celebrating the Welsh language as a central part of local and national identity⁵².
- 6.2** In South West Wales, the range of experiences the region has to offer is diverse and impressive. It is this diversity that provides much of the region’s distinctiveness: the proximity of the university city of Swansea to the beaches of the Gower for instance, or the region’s range of landscape types (including the Pembrokeshire Coast and Brecon Beacons National Parks) and network of smaller rural towns. This also makes the region attractive as a place to live, and ought to be a central part of the region’s investment proposition. This

⁵² Welsh Government (January 2020), *Welcome to Wales: Priorities for the visitor economy, 2020-25*, p.9.

Mission focuses on **investment** in the ‘experience economy’ and how we can **promote** it to new and diverse audiences.

Figure 6-2: The Welsh ‘core offer’ to visitors



Source: Welsh Government (2020), *Welcome to Wales: Priorities for the visitor economy, 2020-25*

Investing in our experience economy

- 6.3** The ‘good news’ is that several visitor economy trends coincide with some of South West Wales’ inherent strengths: in particular, the increased interest in sustainability, green tourism and nature and a desire for ‘authentic’ experiences. These, and the inherent value of local communities and identity, form part of the wellbeing ‘offer’ to residents as well. However, with the exception of Swansea, all parts of the region are forecast to see falling working age populations over the next twenty years. New employment opportunities should help to reverse this – but there is also an opportunity through the acceleration of remote working and increasing flexibility to retain more of our young people and university graduates, and to attract a wider demographic to the region.
- 6.4** Over the next decade, this will mean investment focused both on the quality of the visitor offer and the appeal of South West Wales as a place to live and work – recognising that these are inherently interconnected:

Key action areas

- We will invest in the region’s ‘experience infrastructure’**

We will seek to broaden the range of attractions and opportunities across the region, especially where they contribute to an increasingly sustainable offer, linked with the region’s heritage (including in relation to local food and drink produce), culture and natural environment. This will include ensuring that the delivery of key national

Key action areas

initiatives (such as the proposed National Forest) contribute to our wider economic ambitions.

- **We will invest in our city, town and community centres**

Our towns and cities are the gateways to our region, and the focal points for community, commercial and civic life. Much investment has taken place and much is underway – with (for example) the Swansea Arena and its bridge link to the city centre opening in 2021, creating a further milestone in the city’s regeneration. However, there is more to do: across the region, many of our town and community centres have been impacted by structural change in the retail sector – with the process of repurposing requiring complex action on a number of fronts.

Building on our experience of working together across the region, and in the spirit of the Welsh Government’s Transforming Towns initiative, we will prioritise further investment in our town and city centres, ensuring that they are sustainable focal points for the long term.

- **We will make the ‘experience economy’ work for everyone**

Not all parts of the region benefit from the excellent quality of life that the region has to offer – and in some places, our ability to retain and attract younger people is impacted by deteriorating housing affordability (an issue which has the potential to worsen further in an economy increasingly characterised by remote working). Linked with our decarbonisation and net zero objectives, we will continue to invest in affordable housing solutions and long-term community renewal.

Promoting the region

- 6.5** The quality of South West Wales’ assets present an opportunity to better promote the region – to visitors and investors and to raise the region’s profile on the wider stage. This should extend to encompass the renewable energy potential and industrial opportunities highlighted earlier: the region’s future in a greener economy (and the opportunities that presents) combining with its cultural and environmental quality:

Key action areas

- **We will take a more coordinated approach to promoting the South West Wales opportunity**

Recognising that each part of the region has a distinct identity and ‘brand’, we will work to ensure coordination across the visitor, education, local produce and investor

Key action areas

marketing channels to ensure that South West Wales has a clearer 'external' profile and a complementary offer.

- **We will invest in quality**

Welcome to Wales, the Welsh Government's strategy for the visitor economy, places a strong emphasis on *quality* of the whole experience offer – accommodation, food and drink, the public realm, environment, and so on – as the route to a higher-value, more sustainable economic base. Across all of the actions above, we will invest – with business – in quality and excellence.

7. Moving forward: Delivering the Plan

This Plan provides a framework for taking forward the priorities that we have identified in our Ambitions and Missions over the long term. Delivery will depend on a range of investment sources and the coordination over time of specific projects which combine to deliver our objectives. This chapter explains our approach to funding and delivery, and how we will prioritise and monitor our progress.

From a framework to a pipeline of complementary projects...

- 7.1** This Plan takes a long-term view. Recognising that new opportunities will emerge over time, it is intended to be flexible, with specific actions described at a relatively high level.
- 7.2** To convert these into practical interventions, we have prepared a **project pipeline**. This sets out a schedule of interventions, describing how they contribute to our Ambitions and Missions, their current development status and the actions that need to be taken to bring them forward. This will be kept 'live' and will be regularly reviewed by regional partners. This will enable new interventions to come forward where opportunities arise (for example, commercial proposals may lead to propositions that have not yet been identified), and for project information to be updated as schemes progress.
- 7.3** The projects within the pipeline are at different stages of development. Consistent with the approach used by HM Treasury and the Welsh Government (and adopted by the City Deal), projects will be brought forward through the business case process set out in the 'Green Book' appraisal guide. In summary, this means that projects will be considered against the following headings:

Table 7-1: Project business case considerations

Consideration	Description
Strategic fit	<ul style="list-style-type: none"> How strong is the evidence of economic demand or need? Does the project add 'net regional value' (i.e., is it additional to activity already taking place in the region, and if there is any duplication, is this mitigated?) Does the project contribute to the overall strategic framework (i.e., will it support delivery of an economy that is <i>"resilient and sustainable; balanced and inclusive; and enterprising and ambitious"</i>?)
Options appraisal	<ul style="list-style-type: none"> Have a range of options been considered, and is there a clear case for the preferred option?
Value for money	<ul style="list-style-type: none"> Does the project represent good value, in terms of the outputs and outcomes it will achieve, relative to anticipated public costs?

Consideration	Description
Affordability	<ul style="list-style-type: none"> • Does funding for the project exist, and/ or is there a clear route to funding? • Is the funding model compliant with Subsidy Control and other regulations?
Deliverability	<ul style="list-style-type: none"> • Have procurement options been considered and is there a clear route to successful procurement? • Are governance and management arrangements in place, and is there sufficient delivery capacity?

Source: SQW

It will be important that the action plan is seen as a dynamic document and that it is regularly updated by partners. In broad terms, projects include:

- **Region-wide initiatives to build capacity to take advantage of the opportunities identified in the Plan.** These are highlighted within each Mission, and include:
 - Building capacity and expertise to maximise South West Wales' 'net zero' potential
 - The creation of a 'virtual innovation agency' to coordinate and galvanise links between industry and the knowledge base, especially as European funding comes to an end
 - Support at scale for enterprise and entrepreneurship
 - Public investment in the commercial property offer, to enable investment, business growth and greater environmental sustainability
 - Delivering a coordinated approach to investment marketing and support, linked with the 'experience' economy.
- **High profile strategic capital investments**, such as the Swansea Bay and South West Metro

7.4 Major local projects contributing to the overall objectives and Missions. Not all will *directly* benefit all parts of the region. However, in aggregate they will offer substantial regional benefit.

Funding the Plan: A longer-term investment fund

7.5 Funding to take forward the Regional Economic Delivery Plan and its component projects will come from multiple sources, and some individual funding packages are likely to be complex. At the time of writing, there is some uncertainty regarding future funding, as European sources (historically an important part of the funding mix in South West Wales) draw to a close. However, potential sources may include:

- Private investment, especially in bringing forward some of the energy related investments set out in relation to Mission 1, and in respect of major regeneration and development schemes

- The proposed Shared Prosperity Fund (or alternative successors to the European Structural Funds)
- Joint investment across the local authorities, or between the local authorities and the Welsh Government
- UK Government funds (such as the Strength in Places Fund and the Levelling Up Fund).

Key action areas

- **We will seek to secure a devolved regional Investment Fund**

The nature of the funding sources identified above will change over time. However, given the scale of the opportunity (and the regional challenge) in South West Wales, we will seek to secure a devolved **regional investment fund**, which would offer the region the ability to lever in additional funding and bring projects forward on a flexible basis. Such a fund could be structured to give a partial financial return on investment, as well as an economic and social return, depending on the nature of the project. This would require investment expertise and capacity, but could lead to the development of a regional portfolio of projects, derived from the emerging project pipeline and building on the successful implementation of the existing City Deal. Currently, the projects within the pipeline have a total value of around £3 billion over the coming decade: while costs will be determined through the business case process, this provides an indication of the scale of the challenge and opportunity ahead.

Monitoring progress

- 7.6** Our proposed projects are all currently at different stages of development. Through the business case process, we will set out a series of performance indicators against which progress can be monitored. These are likely to include:

Table 7-2: Indicative performance measures

Indicator	Description
Private investment	Additional private investment secured in the region as a result of public support through the REDP
Gross value added	Estimated additional GVA generated as a result of investment
Firm creation and survival	New business starts as a result of REDP-backed activity and survival rates over time
Jobs	Jobs created and safeguarded as a result of investment. The REDP emphasises the quality of jobs (in line with the Economic Contract) and this should be reflected in the performance measure (e.g., employment at or above Real Living Wage and sustained over time).

Indicator	Description
Access to employment	People entering employment (or increasing hours) as a result of intervention
Innovation	Research and development into new products, goods and services as a result of intervention. Adoption of 'new to the firm' products or processes as a result of intervention
Carbon reductions	CO2 savings as a result of investment
Modal shift	Increased journeys on public transport/ increased use of active travel as a result of investment.
Visitor spend	Increased visitor spend as a result of investment

Source: SQW

Governance

- 7.7** The Regional Economic Delivery Plan will be 'owned' and overseen by the **South West Wales Corporate Joint Committee (CJC)**. This will be one of four CJCs established in Wales under new legislation, enabling the constituent local authorities to exercise joint functions relating to strategic planning, transport and measures that will improve the economic wellbeing of their regions.
- 7.8** Supporting the CJC, the Regional Regeneration Directors will keep track of progress and will be responsible for developing business cases, securing investment and ensuring delivery on the CJC's behalf. It will be important to secure sufficient capacity – within individual partner authorities and jointly – to do this, given the scale of the opportunities and challenges. The CJC will also establish mechanisms for a strong non-government voice (e.g., from business and the third sector) in influencing priorities and maintaining oversight.

Annex A: Summary SWOT analysis

A.1 The Evidence and Strategic Landscape Review prepared to inform this Plan contained an analysis of the region's strengths, weaknesses, opportunities and threats. This formed the basis for the analysis within Chapter 2 of the Plan, and is summarised below:

Table A-1: Summary SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Nationally and internationally significant university research assets, with a strong record of industrial collaboration in the region and recent and planned investment in new university facilities • Outstanding natural environment, supporting quality of life and a distinctive location proposition for visitors and investors • Relatively strong record in job generation and in increasing economic activity • Some established sectoral strengths (e.g., engineering and advanced manufacturing; food production) • Some major site development opportunities • Growing and diverse SME base • Community strengths and capacity and strong sense of identity 	<ul style="list-style-type: none"> • Projected decline in working age population and rising dependency ratio • Relatively low productivity, reflected in relatively low wages • Relative peripherality, leading to weak transport and digital connections in some places, and viability constraints on physical developments • Few large firms and company headquarters • Some constraints on firm expansion, linked with workforce skills shortfalls (although qualifications levels are rising) and limited commercial property options • Market change impacting on viability and vitality of town and city centres • Persistent concentrations of disadvantage
Opportunities	Threats
<ul style="list-style-type: none"> • Talent pool generated by the region's universities and further education system; opportunity to retain and grow the skilled workforce and business stock • Opportunities for growth in areas of activity relevant to the region's historic strengths (e.g., advanced manufacturing) and in current research and technology capabilities • Opportunity for location-specific growth in the energy sector and in decarbonisation more broadly • Distance might become less important as remote working becomes 'normal' (potentially increasing the appeal of SW Wales' quality of life offer and helping to change perceptions • Closeness to the natural environment and ability to offer unique sporting, cultural and environmental offer – helping to retain and attract young and talented people 	<ul style="list-style-type: none"> • High carbon intensity of part of the industrial base • Risk of loss of major employers, with potentially significant labour and spatial impacts • Risk of outflow of talent and of younger workers, if there are insufficient opportunities locally • Wider Brexit-related uncertainties relating to export markets, port-related activity and future farm payments • Impacts of the Covid-19 pandemic, including higher unemployment as mitigation measures wind down and accelerate changes in the role of High Street/ town centre functions • Risk that existing inequalities could be exacerbated.

Strengths	Weaknesses
<ul style="list-style-type: none">• Opportunities to build on a track record of collaboration between the public sector, academia and industry• Potentially significant infrastructure investments (e.g., Swansea Bay Metro)• Economic policy innovation in Welsh policy context• Major site opportunities (e.g., Baglan Energy Park) and ambitious plans for investment and development, including as part of Swansea Bay City Deal• Opportunities for business innovation	

Source: SQW

Annex B: Well-being of Future Generations Act assessment

Contribution to the Well-being Goals

- B.1** The Wellbeing of Future Generations (Wales) Act 2015 (WFGA) identifies seven Well-being Goals: a Prosperous Wales; a Resilient Wales; a Healthier Wales; a More Equal Wales; a Wales of Cohesive Communities; a Wales of vibrant culture and thriving Welsh language; and a Globally Responsible Wales. Guidance on the application of the WFGA states that policy should seek to contribute to all seven Well-being Goals, not just the one that most closely approximates to the central purpose of the initiative.
- B.2** The table below summaries how this Plan contributes to the Well-being Goals:

Table B-1: Contribution of the REDP to the Well-being Goals

Goal	Contribution
A Prosperous Wales	Direct contribution The Plan contributes to increasing productivity and economic growth, to support the creation and safeguarding of more, better paid jobs, opportunities for business starts and growth, and further links between the knowledge base and industry.
A Resilient Wales	Direct contribution The Plan places an increased emphasis on economic sustainability through focus on the need to decarbonise the economy; resilience to future technology change through emphasis on responding to and harnessing digitalisation
A Healthier Wales	Indirect contribution The Plan is not directly concerned with health matters. However, greater prosperity (especially where more equally distributed) leads to better health outcomes. The Plan also notes the importance of the health and care sector and the opportunity to link it with economic growth.
A More Equal Wales	Direct contribution The Plan recognises the need to build an 'inclusive growth' model into the strategy, via efforts to support skills outcomes, resilience to automation, or mechanisms to support greater wealth retention within the community
A Wales of Cohesive Communities	Indirect contribution Better economic inclusion outcomes should improve cohesion, where linked with programmes and mechanisms that focus on local community involvement and engagement.
A Wales of Vibrant Culture and Thriving Welsh Language	Indirect contribution Measures to support the growth of the creative economy (including associated with the Welsh language) should directly support, and could be an important part of the SW Wales investment proposition. More

Goal	Contribution
	broadly, the Plan seeks to support the economic vibrancy of the region, including principally Welsh-speaking communities.
A Globally Responsible Wales	Indirect contribution Achieving over time a decarbonised growth model will contribute to this The Plan also highlights openness to new ideas (and investment) from elsewhere

Delivering against the National Well-being Indicators

B.3 The Welsh Government has adopted 46 **National Indicators**, against which progress against the goals of the Well-being of Future Generations Act can be measured. As set out in the core of the REDP, while increasing productivity (gross value added per filled job, or hour worked) is an important measure, success will be measured against a number of other indicators as well. The key relevant indicators are listed below (with the number against each one corresponding to the indicator number published in the Welsh Government list), along with a description of how the Ambitions and Missions in the Plan are likely to contribute to their achievement:

Table B-2: Assessment of contribution to meeting the National Well-being Indicators

Indicator	Route to impact: Enabled through...
04. Levels of nitrogen dioxide pollution in the air	Large scale decarbonisation (Mission 1)
08. Percentage with adults with qualifications at different levels of the National Qualifications Framework	Measures to raise the supply of workforce skills, and improved engagement with employers, over time (across all Missions) Measures to raise demand for skills (across all Missions, but especially relevant to Missions 2 and 1)
09. Gross value added per hour worked relative to UK average	All Missions. This is a measure of productivity, which the Plan overall seeks to address. Note however that 'success' in achieving a relative measure in respect of the rest of the UK depends on the pace of growth elsewhere in the UK (hence the challenges in 'closing the gap' without very large-scale investment)
10. Gross disposable household income per head	All Missions. Note however that this data is not available at the South West Wales geography (it is published at ITL 1 and 2)
11. Percentage of businesses which are innovation active	Measures to increase interaction between business and the knowledge base, and to strengthen the innovation ecosystem (principally Mission 2)
12. Capacity (MW) of renewable energy equipment installed	Developing our renewable energy potential (Mission 1)
16. Percentage of people in employment who are on permanent	Measures to increase economic activity and the supply of higher paid employment. Delivered across all Missions.

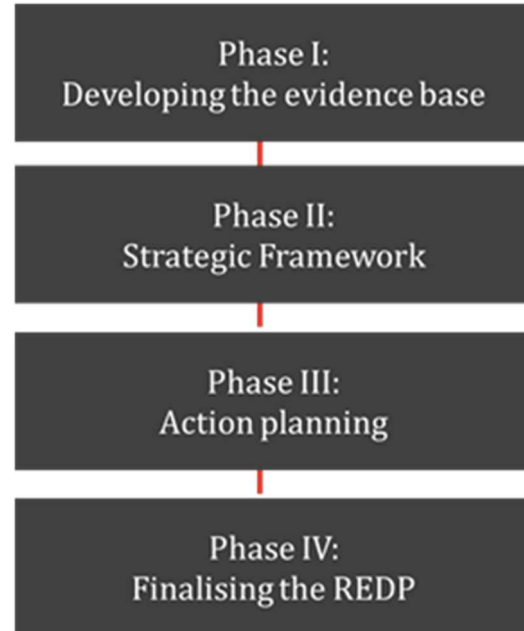
Indicator	Route to impact: Enabled through...
contracts (or on temporary contracts and not seeking permanent employment) and who earn more than 2/3 of the UK median wage)	
18. Percentage of people living in households in income poverty relative to the UK median	Measures to increase access to employment, especially at higher rates of pay. Across all Missions
21. Percentage of people in employment	Key measure of economic success; relevant to all Missions
22. Percentage of people in education, employment or training measured for different age groups	Measures to improve access to, and demand for, education and training (across all Measures)
26. Percentage of people satisfied with their area as a place to live	Consequential measure arising from the success of measures to improve 'quality of place' (especially relevant to Measure 3)
33. Percentage of properties with adequate energy performance.	Measures to achieve a 'net zero' economy and to improve the energy efficiency of the housing stock as part of that (Mission 1)
42. Emissions of greenhouse gases within Wales	Measures to support decarbonisation (Measure 1)

Annex C: Developing the Plan: The process

C.1 The Regional Economic Delivery Plan was developed in 2021 with the support of SQW, through a sequential process that worked from a fresh analysis of the economic evidence to identify the key opportunities and challenges facing the region, and based on that, the Ambitions and Missions reflected in the Plan:

- **Phase I** resulted in the development of a detailed **Evidence and Strategic Landscape Review**. This provides an overview of the region's economy and the policy context, informing an overall SWOT analysis. The Evidence and Strategic Landscape Review has been produced as a separate supporting document and informed the analysis in Chapter 2 of this Plan.
- Based on the outcomes of Phase I, **Phase II** involved the preparation of a '**strategic framework**' for the Plan, which identified the set of Ambitions and Missions that we have set out. As part of this, we analysed the outcomes of the SWOT analysis to consider the region's distinctive challenges, and we developed a series of future scenarios.
- In **Phase III**, we developed an initial pipeline of projects to meet the goals of the Ambitions and Missions. This involved a 'call for proposals' with the South West Wales local authorities and other stakeholders, and the development of a **Project Pipeline Supplement**, which will be kept 'live', as set out in Chapter 7.
- Based on the outcomes of the preceding phases, **Phase IV** involved the finalisation of the Plan, which was produced in draft in August 2021.

Figure C-1: Developing the Plan: Phases



Consultation and engagement

C.2 The development of the Plan was led by the South West Wales local authorities, and regular dialogue took place with a steering group involving the four authorities and the Welsh Government, and with the Regional Directors. The strategic framework and contents of the Plan was also considered by South West Wales Leaders and Chief Executives.

In developing the Plan, consultation took place with over 50 stakeholders from business, local and Welsh national government, leaders within the region's Enterprise Zones and local

business partnerships, and the third sector. This included bilateral consultations throughout the process; discussions at county-level economic partnership boards, the Regional Learning and Skills Partnership, and the Economic Strategy Group of the Swansea Bay City Deal; and a stakeholder consultation workshop which took place in June 2021.

Integrated Impact Assessment Screening Form – Appendix B

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Planning & City Regeneration

Directorate: Place

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

The new South West Wales Regional Economic Delivery Plan (REDP) will replace the current Swansea Bay City Region Economic Regeneration Strategy as the strategic framework for economic regeneration at the regional and local level. The REDP has been produced by the four local authorities in South West Wales in partnership with the Welsh Government. It sets out how we will build on our distinctive strengths and opportunities over the next ten years to develop a more prosperous and resilient South West Wales economy.

Preparation of the REDP included a thorough analysis of the evidence base on the region's economy, labour market and infrastructure to determine its strengths, weaknesses, opportunities and threats. Extensive consultation was undertaken with stakeholders across the region. Development of the plan also included consideration of national, regional and local policy context including the Wellbeing of Future Generations Act, decarbonisation and the achievement of net zero by 2050, technological and demographic change and Brexit.

To help plan for the future, the REDP sets out three 'Ambitions' which set out the nature of the South West Wales economy that we want to work towards. These are:

- Resilient and sustainable
- Enterprising and ambitious
- Balanced and inclusive

The ambitions are supported by three complementary Missions, which will guide activity over the next ten years:

- Mission 1 – Establishing South West Wales as a UK leader in renewable energy and the development of a net zero economy
- Mission 2 – Building a strong, resilient and embedded business base
- Mission 3 – Growing and sustaining the 'experience' offer

Integrated Impact Assessment Screening Form – Appendix B

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches? Please provide details below – either of your activities or your reasons for not undertaking involvement

The REDP was prepared by the four local authorities in South West Wales in partnership with Welsh Government. In preparing the REDP, consultation has taken place with over 50 stakeholders from business, local authorities and Welsh Government, Universities, Further Education Colleges, leaders within the region’s Enterprise Zones and local business partnerships, and the third sector.

Consultation has included one-to-one consultations throughout the process; discussions at county-level economic partnership boards including Regeneration Swansea, the Regional Learning and Skills Partnership, and the Economic Strategy Group of the Swansea Bay City Deal; and a stakeholder consultation workshop which took place in June 2021.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
 Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes No
- c) Does the initiative apply each of the five ways of working?
 Yes No

Integrated Impact Assessment Screening Form – Appendix B

d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?

Yes

No

Q5 What is the potential risk of the initiative? (*Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...*)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes

No

If yes, please provide details below

The REDP will provide strategic direction for economic regeneration activities undertaken by the Council

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

The REDP sets the strategic direction for economic regeneration regionally and locally over the next ten years. The REDP aims to create an economy that is resilient and sustainable; enterprising and ambitious; and balance and inclusive. It is expected that it will have a positive impact on people and communities in Swansea by improving economic performance and creating sustainable employment opportunities. In line with the Equality Act 2010 and Public Sector Equality Duty, due regard will be given to the impact on protected groups in the development and delivery of all the actions that flow from the REDP. All actions will be screened and full IIAs will be undertaken if appropriate in the future as the actions progress.

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- **Summary of impacts identified and mitigation needed (Q2)**

The impacts of the REDP are expected to be positive and are low to medium in nature.

- **Summary of involvement (Q3)**

Consultation with public, private and voluntary sector partners locally and regionally, including the Regeneration Swansea Partnership, has helped shape ambitions and missions of the REDP.

- **WFG considerations (Q4)**

The Wellbeing of Future Generations Act has been considered throughout the preparation of the REDP. Annex B of the Plan sets out the contribution to the wellbeing goals.

Integrated Impact Assessment Screening Form – Appendix B

- **Any risks identified (Q5)**

The REDP is expected to be low risk. In delivering the actions that flow from the Plan, any risks will be considered at a project level in the normal way.

- **Cumulative impact (Q7)**

The REDP sets the strategic direction for economic regeneration regionally and locally over the next ten years. The REDP aims to create an economy that is resilient and sustainable; enterprising and ambitious; and balance and inclusive. It is expected that it will have a positive impact on people and communities in Swansea by improving economic performance and creating sustainable employment opportunities. In line with the Equality Act 2010 and Public Sector Equality Duty, due regard will be given to the impact on protected groups in the development and delivery of all the actions that flow from the REDP. All actions will be screened and full IIAs will be undertaken if appropriate in the future as the actions progress.

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Clare James
Job title: Economic Development Manager
Date: 3.12.21
Approval by Head of Service:
Name: Phil Holmes
Position: Head of Planning and City Regeneration
Date: 9.12.21

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 12.



Joint Report of the Cabinet Member for Economy, Finance and Strategy & Cabinet Member for Climate Change and Service Transformation

Cabinet – 20 January 2022

South West Wales Regional Energy Strategy Plan

Purpose:	To seek Cabinet approval to adopt the South West Wales Regional Energy Strategy.
Policy Framework:	Corporate Energy Strategy
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet approves: 1) The 'draft' version of the South West Wales Regional Energy Strategy (see Appendix A). 2) Delegated authority to the Director of Place and Cabinet Member for Climate Change and Service Transformation to make any final changes to the Strategy in line with the approval process of the four local authorities. 3) The onward submission of the draft South West Wales Regional Energy Strategy to the Regional Corporate Joint Committee (CJC) once formally constituted.
Report Author:	Martin Nicholls
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 As part of the public sector response to the challenges and opportunities created by climate change, the 'net zero' carbon agenda and the 'green industrial revolution', the Welsh Government has supported the development of Regional Energy Plans across Wales.

- 1.2 The South West Wales Region Energy Strategy was commissioned by the Welsh Government and supported by the Welsh Government Energy Service - established in 2018 to provide stimulus to drive forward a vision for a new energy system. It has been developed by the South West Wales Energy Core Group, a sub-group of the Regional Directors' forum from the Swansea Bay City Region local authorities of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea with additional support from an Advisory Panel and regional stakeholders.
- 1.3 The overall objective of the strategy is to develop a strategic pathway identifying key interventions to deliver on the region's ambitions for decarbonising its energy system. An Energy Vision scenario has been modelled to set out a potential decarbonisation route that will put the region on track to achieve a net zero energy system by 2050 (2030 for the public sector).

2. Overview

- 2.1 According to the analysis, the South West region is 'over-consuming' and, whilst consumption has - and is - reducing, the current trajectory is not on track to achieve the net zero targets by 2050 (2030 for the public sector).

- 2.2 Accordingly the vision is to:

'Harness the region's low carbon energy potential across its on and off-shore locations to deliver a prosperous and equitable net zero carbon economy which enhances the well-being of future generations and the region's eco-systems, at a pace which delivers against the regional and national targets by 2030 and 2050'

The vision is supported by six regional priorities:

- Energy efficiency
- Renewable energy generation
- Distribution of heat
- Decarbonisation of transport
- Local energy generation and ownership
- Flexibility and smart energy

- 2.3 Across the region there has been progress made across all these priorities with major projects supported by the Swansea Bay City Deal complementing the work that each local authority is doing through their respective 'net zero' plans. In addition, the work that Public Service Board partners, communities and, crucially, business and industry are engaged in through a plethora of projects and initiatives – from neighbourhood micro-level up to macro-level transformational schemes – is helping to build momentum.

- 2.4 The scale of both the challenge and the opportunity is also recognised as a key economic driver for the region. Consequently, the recently updated Regional Economic Strategy (RES) and (Welsh Government) Regional

Economic Framework (REF) identify 'South West Wales as a UK leader in renewable energy and the development of a net zero economy' as one of three over-arching missions.

2.5 In terms of delivery, there are a number of initiatives in development including:

- (i) local authority led thematic groups – focussing on domestic buildings, renewables, commercial and industrial and transport, and
- (ii) the development of local area energy plans (LAEPs) that will bridge the landscape between local and regional initiatives. These are also supported by a network of local, regional and national groups.

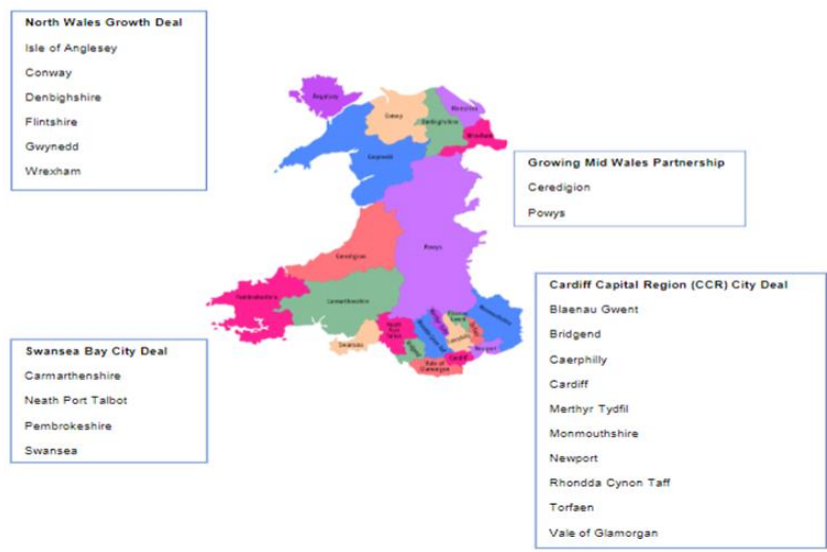
2.6 Responsibility for monitoring the South West Wales Regional Energy Strategy is likely to feature as part of the economic well-being function in the governance structures being developed to support the South West Corporate Joint Committee (CJC).

3. Resources

3.1 The South West Wales Regional Energy Strategy project is likely to require a cross cutting number of experts given the specialist knowledge required in its implementation. As such, the core group will be supporting this requirement in the development of the strategic plans.

3.2 In addition to the above, Welsh Government Energy Services are jointly committed to delivering the South West Wales Regional Energy Strategy and will therefore continue to support its development.

3.3 Welsh Government Energy Services (WGES) are currently supporting other Regional Energy Plans which are at advanced stages as illustrated below:



4. Integrated Assessment Implications

4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

4.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

4.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

4.2 An Integrated Impact Assessment (IIA) Screening Form (Appendix B) has been completed and reviewed. The agreed outcome was that a full IIA report was not required as the equalities and engagement implications were considered low but the impact on future health and well-being and prosperity has potential to be high.

Impacts could be very direct for citizens and businesses across the region going forward, more renewable energy sources, reducing fuel poverty and improving health, well-being and prosperity for all. Investment in new technologies could also offer green jobs and reskilling opportunities to help support such a new and emerging sector.

5. Financial Implications

5.1 Whilst there are no immediate financial implications for this Council individually associated with this report, the draft strategy identifies substantial investment will be required by both the Council and the region.

It is likely, given the magnitude of forecast investment spend that substantial Welsh and UK government funding assistance will be needed to achieve the draft goals set out. Future funding requirements for any specific projects or initiatives will be the subject of separate future reports to both this Council (and its committees) and to the South West Wales Corporate Joint Committee which has future levying powers on the councils in the region.

6. Legal Implications

- 6.1 Whilst there are no immediate, direct legal implications associated with this report, it is anticipated that the new regional energy strategy will become one of the underpinning regional strategies under the emerging Corporate Joint Committees. As such once the CJC is constituted in early 2022, it is expected that a formal regional approval will follow as part of the Economic Well-being strand.

Background Papers: None

Appendices:

- Appendix A 'Draft' South West Wales Regional Energy Strategy
Appendix B Integrated Impact Assessment (IIA) Screening Form

South West Wales Energy Strategy (Draft)

Funded & supported by:



Gwasanaeth Ynni
Energy Service

1
Page 217

Prepared by:



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Version:	Comment:	Issued:
V1.0	For issue	2020
V2.0	Accessibility updates	November 2021

Executive summary

This regional energy strategy for the South West Wales Region was commissioned by the Welsh Government and supported by the Welsh Government Energy Service. It has been developed by the South West Wales Energy Core Group, a sub-group of the Regional Directors' forum from the four local authorities in South West Wales, with additional support from an Advisory Panel and regional stakeholders. In this report the use of "We" refers to this collective group of stakeholders.

The overall objective of the strategy is to develop a strategic pathway identifying key interventions to deliver on the region's ambitions for decarbonising its energy system. An Energy Vision scenario has been modelled to set out a potential decarbonisation route that will put the region on track to achieve a net zero energy system by 2050.

Our vision for South West Wales (SWW) is:

Harnessing the region's low carbon energy potential across its on and offshore locations, to deliver a prosperous and equitable net zero carbon economy which enhances the well-being of future generations and the region's ecosystems, at a pace which delivers against regional and national emissions reduction targets by 2035 and 2050.

Our priorities for achieving this vision are:

1. Energy efficiency
2. Electricity generation
3. Smart and flexible systems
4. Decarbonise heat
5. Decarbonise transport
6. Regional coordination



The baseline energy assessment sets out the current energy use and generation in the region:

- South West Wales currently consumes around 36% of all energy consumed in Wales, more than its 22% share of the population partly due to the concentration of very large industrial sites within the region;
- Between 2005 and 2017, total energy consumption fell by 26%, including a 31% reduction from the commercial and industrial sector, which makes up 68% of the region's total consumption, and a 22% reduction from the domestic sector. The associated greenhouse gas emissions have fallen by 14% from 2005 to 2017;

- The region's total energy demand is dominated by the commercial and industrial sector, which makes up 68% of the total demand, with domestic demand accounting for 17% of total demand, and transport accounting for 15%.
- Renewable assets located in South West Wales currently generate the equivalent of 44% of the region's electricity consumption;
- South West Wales currently hosts 27% of Wales' renewable energy capacity, with 388MW of solar PV and 401MW of onshore wind;
- Of the 863MW of renewable energy installed capacity in the region, 146MW (17%) is locally owned;
- 46% of renewable generation in South West Wales is from onshore wind projects and 45% is from solar PV;
- 0.9% of homes in South West Wales have a heat pump or biomass boiler;
- Approximately 29,000 homes (~9%) are currently fuelled by oil, LPG, coal or other solid fuels;
- The average EPC rating is D and the region has the highest average energy efficiency ratings in Wales, with 71% of homes rated as EPC band D or above.
- Transport in the region is dominated by private car use with ~0.3% of cars pure electric, compared with an average of 0.6% of vehicles across Great Britain.
- In 2019, South West Wales hosted 128 public charging devices, including 11 rapid public chargers.

Note on scope: the baseline assessment and strategy is focussed on the energy system only, covering power, heat and transport. Very large industry is excluded due to a lack of data availability, and does not include greenhouse gas emissions or sequestration from non-energy related activity such as land use. The large industrial users should be included in the Zero2050: South Wales project led by National Grid.

Achieving our energy vision for South West Wales: to meet Welsh Government targets, and to be on track for net zero by 2050, South West Wales needs to reduce emissions from its energy system by 55% by 2035, split by sector as follows:

- 58% reduction in domestic heat and power emissions;
- 56% reduction in commercial and industrial emissions (excluding very large industrial use);
- 51% reduction in road transport emissions.



Figure 1: Summary of the Energy Vision's emission reductions by sector. Source: WGES analysis

The energy vision scenario modelling assumes a significant shift away from business as usual across these three sectors by 2035. The assumptions of the modelled future vision include:

Domestic:

- 85,000 homes improved from EPC band G, F and E to D, C and B;
- Over 78,000 heat pumps installed;
- 21,000 suitable houses accurately fitted with internal or external wall insulation;
- Over 140,000 other insulation measures in homes;
- 82,000 homes currently heated by fossil fuels to move to low carbon heating;
- Replacing heating systems in oil, LPG and solid fuel heated homes prioritised;
- No new gas connections for homes from 2025.

Commercial and industrial:

- A significant energy efficiency programme to reduce energy demand by 14%;
- A switch to alternative fuels, including hydrogen and electrification of heating;
- Decarbonising the electricity network through renewables and behind the meter renewable generation.

Road transport:

- 78% of vehicles driven in South West Wales in 2035 are electric, equivalent to 17,000 more electric vehicles per year by the mid-2020s, peaking at 38,000 per year in the 2030s. This is to be facilitated by the deployment of 9,500 public and on-street EV chargers;
- A 10% reduction in private vehicle mileage by 2035;

- A slowing of the growth in total number of vehicles on the road, facilitated by increased use of public transport and active travel.

Renewable electricity generation:

- Offshore wind capacity increased from 50MW to 696MW
- 800MW of onshore wind installed (399MW of new capacity);
- 1,215MW of solar PV installed (827MW of new capacity) with 375MW on rooftops and 840MW ground mounted;
- 1,061MW of marine technologies, including 696MW floating offshore wind and 320MW tidal lagoon;
- Sufficient flexibility, including storage, and network infrastructure upgrades to enable low carbon generation and demand technologies to connect;
- The region to generate the equivalent of 147% of its total electricity consumption in 2035 from regional renewable sources.

These assumptions summarise the level of action required between 2020 and 2035 to be on track to achieve net zero by 2050. The energy modelling focuses on known decarbonisation technologies and actions that could be implemented by 2035 in order to demonstrate a potential decarbonisation route.

The scenario is not intended to be prescriptive. There are a number of potential pathways to achieve energy system transformation, including new opportunities from technology innovation that will certainly emerge as the transformation takes place. The rapid evolution of technologies and pathways means that there are some major uncertainties and varying opinions about the precise route forward. One such alternative which has been developed is the Energy Network Association's "Pathways to Net Zero". The Pathways to Net Zero report focuses on a hybrid heat pump first approach. Wales and West Utilities has completed extensive research into its 2021-26 business plan which builds on this approach, the details of which are described in later chapters.

What is clear is that all of the different pathways must achieve significant decarbonisation; should less action be achieved in any of the areas summarised above, other sectors will need to compensate with higher action to achieve the same results. The level of transformation described by the energy modelling actions is significant. More importantly, the modelling demonstrates the potential to be on a net zero pathway by using known and proven technologies and underscores the critical role of short- and medium-term action. Innovation will be essential to compliment this action and to develop technologies, skills, and practices that continue to achieve decarbonisation beyond 2035.

The economic impacts of achieving the energy system vision have been assessed in terms of job creation, gross value added (GVA) and the

investment (or spending) required for the energy transition, in comparison to business as usual.

The economic analysis demonstrates that almost £4 billion of additional investment/spending is needed to achieve the energy efficiency, electricity generation, and heat aspirations described in the energy vision between now and 2035. This represents approximately £286 million per year and will need to be financed from a range of sources including the private sector, households, and national and local government.

The energy system vision (ESV) scenario is estimated to result in an additional 16,000 net jobs, with an associated increase in GVA of nearly £1.6 billion, associated with the delivery of accelerated deployment of renewable electricity generation technologies and enhanced levels of energy efficiency. In addition, it is estimated that there will be over 900 more gross jobs associated with the provision of low-carbon heating technologies in the ESV scenario than the BAU scenario, associated with £200 million of GVA.

When considering the job figures presented its important to reflect on where these jobs will be located. The methodology focuses on direct jobs, a greater proportion of which are considered likely to be located in the region than indirect or induced jobs¹. However, we are unable to comment on the specific location of the jobs estimated; a portion of the jobs are likely to be located in South West Wales and a portion may be held by persons residing outside of the region. The experience of Wales to date has been that many electricity generation jobs are held by those living outside of the region. This contrasts with energy efficiency jobs which are often held by local residents who provide services to the surrounding area. In order to help South West Wales benefit from jobs associated with future local electricity generation it will be important to first understand the reasons for any lack in local jobs and then to develop a policy response.

Note: please refer to the economic modelling chapter and technical annex for details on data sources, limitations and methodology.

Table 1. Estimated difference in jobs, GVA and investment between the energy vision scenario and business as usual, from 2020 to 2035

Energy vision scenario for:	Jobs**	GVA	Investment required
Electricity generation*	12,500 (net) (+43%)	£1,410m (+39%)	£3,280m (+574%)
Domestic heat	925 (gross) (+66%)	£200m (+161%)	£240m (+73%)
Domestic energy efficiency***	3,700 (net) (+53%)	£220m (+53%)	£780m (+53%)

¹ Direct jobs are typically associated with the manufacture, construction, and installation of equipment. Indirect jobs arise in the supply chain of the energy technology. Induced jobs related to jobs generated as a result of spending incomes earned from direct employment.

Total additional investment required to achieve the energy vision scenario	£4,300m
<p><i>* Electricity generation jobs figures were calculated using direct job intensity indicators. Direct jobs are typically more likely to be held by residents local to an energy site. However, jobs related to manufacturing may be located outside of the region. Likewise, some jobs may be held by persons residing outside of the region who travel into the region to undertake these jobs. As such, it is not possible to comment on the geographic location of these jobs. The perceived experience of Wales to date is that many of the long term operational and maintenance jobs associated with these technologies are held by persons outside of the region who travel into Wales to perform their duties. In order to help the region benefit from jobs associated with future local electricity generation it will be important to first understand the reasons for any lack in local jobs and then to develop a policy response.</i></p> <p><i>**Impact on jobs is presented as either net or gross jobs depending on the available data.</i></p> <p><i>***Data on the percentage change in jobs and GVA for domestic energy efficiency is unavailable.</i></p> <p><i>***Data on the percentage change across all indicators for commercial and industrial energy efficiency is unavailable.</i></p>	

Green recovery from the Covid-19 pandemic: this strategy has been finalised in the midst of the COVID-19 pandemic. At the time of writing, the true economic and societal costs of the pandemic for South West Wales are not fully clear.

As we move from the immediate emergency response to considering our options for economic recovery, this energy strategy has the potential to play a significant role in helping South West Wales to recover and rebuild sustainably. It sets out a pathway for accelerating the shift to a decarbonised energy system in the region and demonstrates the potential for achieving far greater local economic benefits than could be achieved by returning to business as usual.

Next steps: Achieving a net zero energy system in South West Wales presents many challenges including, but not limited to, tackling deep retrofit in a large number of homes, reducing private car miles and enabling the low carbon vehicle roll-out including electric and hydrogen vehicles. There is an urgent need for action, using the Swansea Bay City Deal and more broadly engaging stakeholders from across the region to deliver transformational projects. However, decarbonisation also faces many potential benefits for the region, from enacting significant energy efficiency programmes to creating investment opportunities for local people and organisations. The transition to a decarbonised economy will also provide exciting opportunities in engineering, the digital and retrofit markets as well as local skills and employment.

There are three key next steps to help this strategy come to life and to create action: developing the governance structure, socialising the strategy throughout the region and developing an action plan.

Acknowledgements: We would like to thank all of the stakeholders who made valuable contributions to this work through their participation in workshops, completing surveys, providing data, and additional communication on the phone and by e-mail.

Acronyms and abbreviations

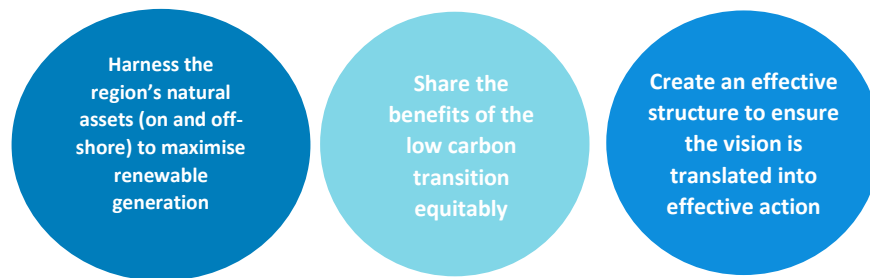
ASHP	Air Source Heat Pump
BEIS	The Department for Business, Energy, and Industrial Strategy
CCC	Committee on Climate Change
CHP	Combined Heat and Power
CO₂	Carbon dioxide
CO_{2e}	Carbon dioxide equivalent
CITB	Construction Industry Training Board
DNO	District Network Operator
DEFRA	Department for Environment, Food & Rural Affairs
DNS	Development of National Significance
ECO3	The Energy Company Obligation phase 3
EPC	Energy Performance Certificate
EV	Electric Vehicle
GSHP	Ground Source Heat Pump
GW	Gigawatt
GWh	Gigawatt hour
HGV	Heavy Goods Vehicle
HHP	Hybrid Heat Pump
kt	kiloton
kWh	Kilowatt hour
LPG	Liquid petroleum gas
MCS	Micro-generation Certification Scheme
MW	Megawatt
NAEI	National Atmospheric Emissions Inventory
NRW	Natural Resource Wales
PV	Photovoltaic
RHI	Renewable Heat Incentive
SME	Small and medium-sized enterprises
TWh	Terawatt hour
ULEV	Ultra Low Emissions Vehicle
WGES	Welsh Government Energy Service
WHQS	Welsh Housing Quality Standard
WPD	Western Power Distribution
ZILF	Zero Interest Loan Finance

Energy vision statement

Our Energy Vision

Harnessing the region's low carbon energy potential across its on and offshore locations, to deliver a prosperous and equitable net zero carbon economy which enhances the well-being of future generations and the region's ecosystems, at a pace which delivers against regional and national emissions reduction targets by 2035 and 2050.

Our vision is guided by three core principles



Core principles

- **Optimise the wide range of regional natural resources** such as solar, wind (on and off-shore, including floating off-shore wind (FLOW)), biomass, hydro and marine (including wave, tidal stream and tidal range technologies), to maximise low carbon electricity generation and help achieve a de-carbonised economy.
- The transition to a low carbon economy needs to **improve lives for all and for benefits to be shared in an equitable way**. The vision will support inward investment to the region; encourage the growth of sustainable local supply chains, including cutting edge research and development; the creation of resilient manufacturing, construction, operations and maintenance jobs; and affordable energy and energy efficient housing across the region.
- Led by a **proactive and effective regional delivery vehicle** - Our vision will be achieved by an effective regional delivery mechanism able to convert the vision into action.

Our priorities

To achieve our vision, we have defined the following six priority areas



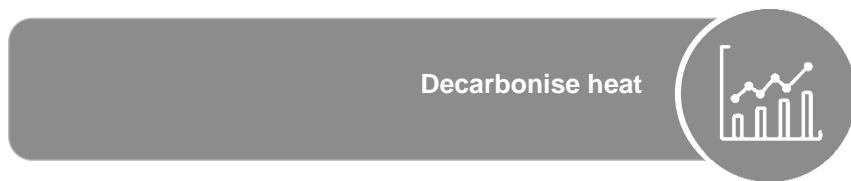
Energy efficiency



Electricity generation



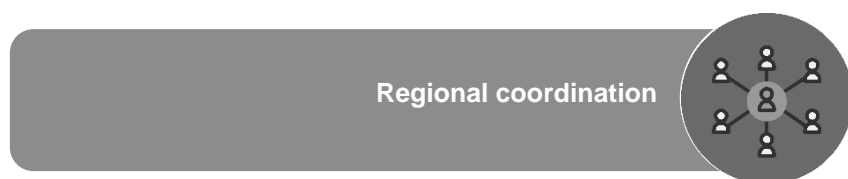
Smart and flexible systems



Decarbonise heat



Decarbonise transport



Regional coordination

Energy efficiency: a key priority for the region is to drive down energy demand

- Set the strategic direction to help homeowners become prosumers and homes as power stations (HAPS) which is an effective route to secure local renewable ownership
- Build effective supply chains to support HAPS and other new technology implementation
- Prioritise retrofitting needs and plan interventions with gaining a better understanding of the region through mapping EPC building ratings to focus resources on the least efficient buildings. This will also ensure minimum energy efficiency standards of privately rented properties being above EPC band E are being met
- Fully support the decarbonisation of the public sector by 2030
- Incorporate high levels of energy efficiency into the commercial value of buildings
- Provide advice and support to low income and low efficiency households, reduce fuel poverty and improve health and living condition of residents through the use of initiatives such as the Welsh Government Warm Homes programme (e.g. Arbed and Nest)
- Implement energy efficiency improvements on large industrial sites with the potential to demonstrate new and innovative solutions
- Energy efficiency should also benefit business parks, industrial estates, lighter industries and commercial businesses where significant energy saving potential exists
- Demonstrate how investment in a more energy efficient industrial sector can benefit non-industrial sectors
- Coordinate with industry groups e.g. South Wales Industrial Cluster (SWIC) to drive industrial efficiency
- Help building occupiers, communities and owners including public, private and RSLs, understand that energy efficiency measures will improve the quality of the indoor environment and also drive down energy related costs
- Support innovative solutions in energy efficiency, particularly those targeted on off-gas-grid areas
- All new homes should be built with a net-zero standard, as defined by the UK Green Building Council, and above a predefined EPC standard
- Encourage developers to improve standards where existing developments have planning permission that will not meet future regulations
- Promote the use of energy efficient appliances and lighting in the domestic and commercial sectors in order to reduce energy consumption
- Activities designed to decarbonise energy e.g. Carbon Capture Use and Storage (CCUS) and production of hydrogen (H₂), will in turn require more energy. Reducing

energy demand in all other energy-intensive activities will be key to allow for the decarbonisation of the industrial sector

Electricity generation: encourage a mix of low carbon energy technologies to increase the reliability and stability of electricity generation

- Maximise the range of energy sources exploiting different technologies such as PV, hydro, tidal, biomass, etc. as well as harnessing regional marine energy capabilities e.g. Simply Blue Energy and Total's 96 MW floating wind demonstration facility and the Swansea Bay Tidal Lagoon
- Seize the opportunity to develop a local supply chain for South West Wales to provide the foundation for, and then benefit from, long-term opportunities associated with the development of floating offshore wind and other renewable energy technologies
- Consider the private sector in developing renewable energy needs, particularly through alternative, public/private delivery models whilst considering local content as a pre-requisite
- Recognise the importance of local and community ownership of renewable energy assets and encourage community developers to play an active role in delivering additional capacity
- Aim to generate more than 100% of the region's electricity demand from low carbon sources on an annual basis, working towards meeting demand on a constant basis
- Invest in bulk energy storage systems, including batteries and hydrogen storage, to increase renewable energy utilisation and provide the electricity grid with the necessary flexibility for future demand
- Identify innovative storage methods and demand side response measures to enable a smoother demand profile
- Identify industrial land and space that can be harnessed for electricity generation e.g. rooftops for solar PV, onshore wind, and local capabilities/skills for H₂ production for local networks, transport and heating. Co-location of renewable technologies will also minimise land use
- Simplify and mainstream 'sleeving' / 'Energy Local' arrangements. Regional collaboration to deliver joint projects at sufficient scale to develop generation hubs (>100 MWp)
- Work with the National Procurement Service to support greater procurement of energy from locally generated renewable energy projects - could help de-risk development business cases
- Use planning powers to require developers to produce enough power for the dwellings/facilities being built, either on a community or plot by plot basis. Ownership of this action could be enforced via the planning system
- Support from local authorities for community energy projects to utilise their ability to spread knowledge, awareness and a feeling of community ownership whilst contributing to decarbonising the energy mix

- Explore potential to develop an electricity system that enables energy trading using decentralised energy generation, storage and grid exports
- Investigate how to adapt the local road and port infrastructure capacity to meet the challenge of the increasing size of wind turbines and sub-structures.

Smart and flexible systems:

- Support an increase in future electricity grid capacity, as well as other sources of flexibility such as microgeneration, energy storage and Demand Side Response (DSR) schemes, to accelerate the electrification of transport and heating
- Explore and encourage innovative energy storage technologies and local generation, to maximise the use of locally produced energy while avoiding some of the challenges posed by constraints in the current electricity grid infrastructure. Greenlink interconnector with Ireland could become a valuable source of flexibility and an energy trading channel
- Facilitate the installation of smart meters, DSR and energy storage, particularly for high energy users. Smart meters can support innovative markets and services including smart contracts (with time of use (ToU) and dynamic tariffs), DSR and system balancing. As domestic batteries are becoming financially viable, a further opportunity is in community scale, and managed, energy storage
- Hydrogen can play a flexibility role equivalent to natural gas without the emissions. We will have a world class gas grid, largely plastic, by 2030. We therefore have the transportation and storage capability already in place. That storage capacity gives great flexibility in terms of storage and use of hydrogen for industry, transport, home heating and back-up power generation
- Leverage the 'Homes as Power Stations' pilot scheme to raise awareness and support innovation in the field of energy efficiency and flexibility
- Use the Active Buildings model to further link electricity grid storage capacity and a flexible electricity system.

Heat: a 'whole system' and 'one heating problem to one heating solution' approach

- Encourage a whole system approach drawing on the expertise of academic research institutions such as the Active Building Centre at Swansea University, energy parks such as at Baglan, IGEM, Ofgem funded projects and the Energy Networks Association.
- All off-gas-grid properties to be moved to decarbonised heating solutions. A Welsh delivery system bioLPG could be launched to supply off-gas-grid homes across the region. Hybrid heating

systems could be used to reduce gas demand and make BioLPG more viable due to reduced volume of demand.

- Design and apply a multi-faceted approach to heating using electric heat pumps, hybrid heating systems and heat networks to decarbonise the heat sector
- Acknowledge the rural nature of the region to identify the appropriate solution e.g. decarbonised heating solutions for off-gas-grid properties should be financially incentivised to overcome affordability issues
- Identify and exploit the long-term waste heat produced by industrial clusters, especially those close to densely populated areas, to provide low-cost hot water for domestic and commercial use via the local heat distribution networks
- Support energy efficiency measures for both commercial and residential buildings. For example, where appropriate encourage further external and internal wall insulation, double and triple glazing etc to homes across the region particularly to improve living conditions of low-income households
- Incorporate low carbon sources of heating such as heat pumps into the heating mix. For off-gas-grid areas microgeneration by means of micro-CHP, using low carbon fuels where possible, could provide a feasible future solution
- Ensure an appropriate level of local expertise is available to facilitate the development of these solutions
- Environmental levies could be shifted from electricity to heat to prioritise energy efficiency measures within residential households
- Determine potential heat decarbonisation pathways (e.g. hydrogen, biomethane, biomass and heat pumps) that the region is likely to follow to minimise redundant investment in different technologies whilst recognising that hydrogen and renewable electricity will have complementary roles in decarbonising homes, businesses, power and transport.

Transport: lead the decarbonisation of transport and promote active travel behaviour

- Encourage the use of public transport using schemes such as on demand bus services, EV car clubs, integration of different public transport modes under efficient governance, and transport hubs, such as the Integrated Transport Hub in Neath Port Talbot
- Further support the decarbonisation of public transport and work closely with TfW and the Swansea Bay and South West Metro to deliver an effective, integrated public transport system.
- Backing a shared ownership model e.g. mobility as a service (MaaS), which encourages a shift away from personal ownership of transportation towards mobility being provided as a service, will be an important part of achieving this transition given the

rural nature of parts of the South West region and its consequent high reliance on private vehicles

- Supporting the rollout of Electric Vehicles is critical especially as Wales has the lowest number of EV charging point per capita in the UK. Installing charging points where there is electricity grid capacity and collaborating with the Distribution Network Operators to ensure the increased EV demand is matched with an increase in electricity grid capacity is therefore essential
- Ensure that a strategic vision for modern EV charging infrastructure, and where appropriate hydrogen refuelling facilities, throughout the region will be adopted, facilitating a reduction in emissions from cars as well as allowing industry, with the appropriate incentives, to assist by moving to a ULEV fleet
- Large industry can support this by installing charging points, help balance the grid and produce H₂ for buses, trains and HGVs
- Given the region's high renewable energy potential, we will explore the opportunity for cost effective green hydrogen generation locally that could be used within hydrogen fuel cell vehicles to further support the decarbonisation of transport
- Where possible, active travel modes will be encouraged through dedicated cycle lanes and bicycle storage space at intermediate transport locations as has been the case for the cycling track built along the former railway in Pembrokeshire i.e. the Brunel Trail
- Support innovation in transport behavioural change with initiatives such as the Active Cycle Shelter projects developed by SPECIFIC to encourage the shift from ICE vehicle to active travel
- Develop cutting edge research capabilities through initiatives such as the Global Centre of Rail Excellence (GCRE) being developed in Onllwyn, Neath Port Talbot
- Local and regional regulation could also encourage more environmentally friendly behaviour. Enforcing speed limits such as on the M4 motorway, and encouraging Ultra Low Emission Zones (ULEZs), can significantly improve air quality within urban areas
- Explore the possibility of a network of regional multimodal transport hubs with similar ticketing systems and providing services such as car sharing, EV charging, public transport, combined delivery systems and bike storage
- Deliver an effective integrated regional public transport system through the Swansea Bay and West Wales Metro
- Encourage vehicle fleets such as taxis, buses, public sector vehicles to transition to EVs, or hydrogen where considered more appropriate.
- Demonstrate how the EV transition could generate a potential source of revenue for EV charging points providers (e.g. hospital EV charging points in car parks)
- Encourage collaboration between EV charging companies to allow users access to more chargers

- Understand the medium-term implications of Covid impacts e.g. working from home shifting consumption from the public estate to private homes

Build a regional coordinated approach to infrastructure planning and delivery

- Improve collaboration within the public sector when planning for new infrastructure: liaising with the DNO (Western Power Distribution), Wales & West Utilities, National Grid Electricity Transmission and National Grid Gas Transmission when considering new developments to understand their own grid extension plans and make better use of public money
- Support investment in transmission network upgrades to facilitate the expansion of renewable generation capacity and increase engagement with BEIS to ensure that the Celtic Sea area is considered as part of its offshore transmission network review.
- Align the development of the South West Wales regional energy plan with the Regional Economic Development Plan to better address the 20% productivity gains gap that exist between SWW and the UK.
- Support the development of physical port infrastructure which will be required to deploy the full range of marine energy technologies from South West Wales and to maximise the economic opportunity.

The energy system, energy use & emissions

1. Modelling an Energy Vision scenario

1.1 Aims of modelling an Energy Vision scenario

Scenario modelling has been undertaken to create a 2035 South West Wales Energy Vision scenario that would put the region on track for a net zero energy system by 2050. The modelling outcomes are unique to the region, taking advantage of local resources and opportunities, and input from local stakeholders, in particular through the online workshop organised on 30th March 2020 gathering over 40 participants from the public, private and third sectors, a supplementary online workshop on 19th February 2021 with members of the region's Energy Core Group and Advisory Panel, and individual interviews with representatives from key sectors.

The modelling presents a potential development scenario that is intended to:

- Highlight the scale of the net zero energy system challenge
- Identify existing opportunities and barriers
- Point to new opportunities and key decisions
- Provoke discussion and inspire action planning.

The scenario is not intended to be prescriptive. There are a number of potential pathways to achieve energy system transformation, including new opportunities from technological innovation and changes to energy demand that will certainly emerge as the transformation takes place.

The scenario focuses on known decarbonisation solutions that could be implemented by 2035, which would put South West Wales (SWW) on a pathway consistent with achieving net zero emissions by 2050. However, this does not mean that activity around innovative new technologies should not also be pursued. The modelling takes a whole system approach to energy, considering the interactions between heat, transport and electricity demand. For example, the impact of decarbonising heat through electrification is reflected through an increase in electricity demand.

1.2 Revising the 2018 Swansea Bay City Region Energy Vision study to reflect net zero ambitions

The Swansea Bay City Deal is an investment of up to £1.3 billion in a portfolio of major programmes and projects across the Swansea Bay City Region – which is made up of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea. The City Deal is being funded, subject to the approval of project business cases, by the UK Government, the Welsh Government, the public sector and the private sector.

In 2018, Regen worked with the Institute of Welsh Affairs' Re-energising Wales project to produce the Swansea Bay City Region Energy System

Vision study². The project aimed to produce a credible energy system vision for the region in 2035.

Since the 2018 Energy System Vision was produced, many things have changed. A climate emergency was declared in Wales on 29 April 2019. In March 2021 the Senedd agreed to revise Wales's statutory climate commitment to net zero by 2050, in line with the CCC's December 2020 advice.

The modelling undertaken to support the development of this energy strategy builds on and extends the assumptions and stakeholder engagement from the 2018 Energy System Vision study. Its aim is to create an updated Energy Vision that puts the region on track to achieving a net zero energy system in 2050, in line with the new climate emergency commitments and heightened ambitions of stakeholders in the region. While the "absolute contraction" model used for this strategy results in a net zero position by 2050, it should be noted that the interim (2025 and 2030) targets within the CCC's Balanced Sixth Carbon Budget pathway are more ambitious than the targets at the same milestones within the "absolute contraction" model. However, this model has been used within the energy strategies of the other three Welsh regions and has been used in the South West to maintain consistency across Wales.

Stakeholder feedback on the overall level of ambition

A webinar was held on 30 March 2020 with a supporting online survey to understand stakeholders' views on the Energy Strategy and the level of ambition in particular. Stakeholders were asked to comment on the objectives of the 2018 Energy System Vision study and to indicate the level of support for each objective.

There was a desire from stakeholders for the region's aims to be ambitious. For example, stakeholders wanted South West Wales "to become the most energy efficient region of Britain" and "to transform the energy system for South West Wales into one that is highly efficient, flexible and low carbon, providing affordable power and transport to support a healthy and equitable society". There was strong support for the strategy to "include an ambition to be net zero by 2050".

Following a change in regional energy governance, from the Swansea Bay City Deal (SBCD) to an Energy Sub Group of the Regeneration Directors from the four local authorities in South West Wales, a supplementary online workshop was held on 19th February 2021 with members of the region's Energy Core Group and Advisory Panel, followed by individual interviews with representatives from key sectors.

² [Regen - Swansea Bay City Region: A Renewable Energy Future](#)

An analysis of decarbonisation trajectories shows that the level of ambition in the 2018 Energy System Vision needs to be increased for the region to be on track for a net zero energy system in 2050

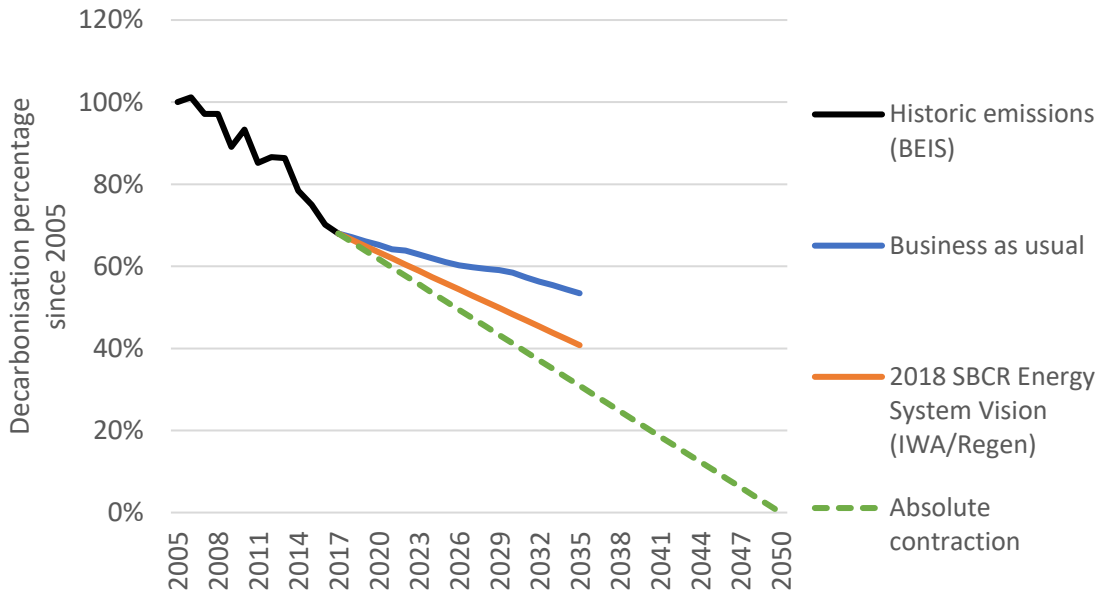


Figure 2: Business as usual and the 2018 Energy System Vision decarbonisation trajectories compared to a net zero absolute contraction method

1.3 Methodology in brief

The modelling sets an indicative decarbonisation trajectory to 2035. It has been created using a methodology that reflects the high-level methodology used by the Committee on Climate Change in its 2019 Progress Report to Parliament³. This absolute contraction method assumes a constant rate of decarbonisation is achieved between now and achieving net zero by 2050. This is used as a preliminary benchmark, pending 2020's more detailed assessment by the Committee on Climate Change, which will set out carbon budgets consistent with the new net zero target.

The methodology results in a bottom-up, stakeholder-informed Energy Vision for SWW

³ [Committee on Climate Change \(2019\) Progress Report to Parliament](#)

South West Wales - Energy Strategy (draft)

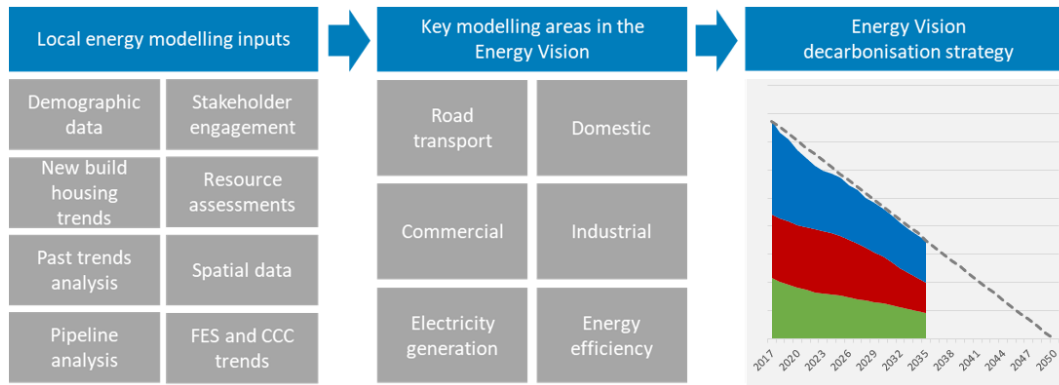


Figure 3: Outline modelling methodology

The SWW local energy modelling inputs, or baseline, was established by gathering and analysing national and local datasets of energy consumption, energy efficiency and generation. The baseline was run through a whole energy system model, applying assumptions about the level of uptake of measures and technologies that is possible by 2035 to create the Energy Vision scenario. Assumptions have been drawn from a range of sources, including:

- The 2018 SBCR Energy Vision study
- Engagement and workshops with local, regional and national stakeholders
- Committee on Climate Change reports^{4,5}
- National Grid's Future Energy Scenarios⁶
- The project team's past work on future energy scenarios for Wales & West Utilities and for Western Power Distribution⁷ and current work for both network operators on Net Zero South Wales.

⁴ Ibid

⁵ [Committee on Climate Change \(2018\) Hydrogen in a low-carbon economy](#)

⁶ [National Grid \(2019\) Future Energy Scenarios](#)

⁷ [Regen \(2019\) Wales & West Utilities – Regional Growth Scenarios for Gas](#)
[Regen \(2019\) Future Energy Scenarios](#)

Figure 4 shows a worked example of the modelling approach taken for domestic heat, showing the inputs and variables considered to create the level of decarbonisation required by the Energy Vision scenario.

Worked example: The modelling approach for domestic heat

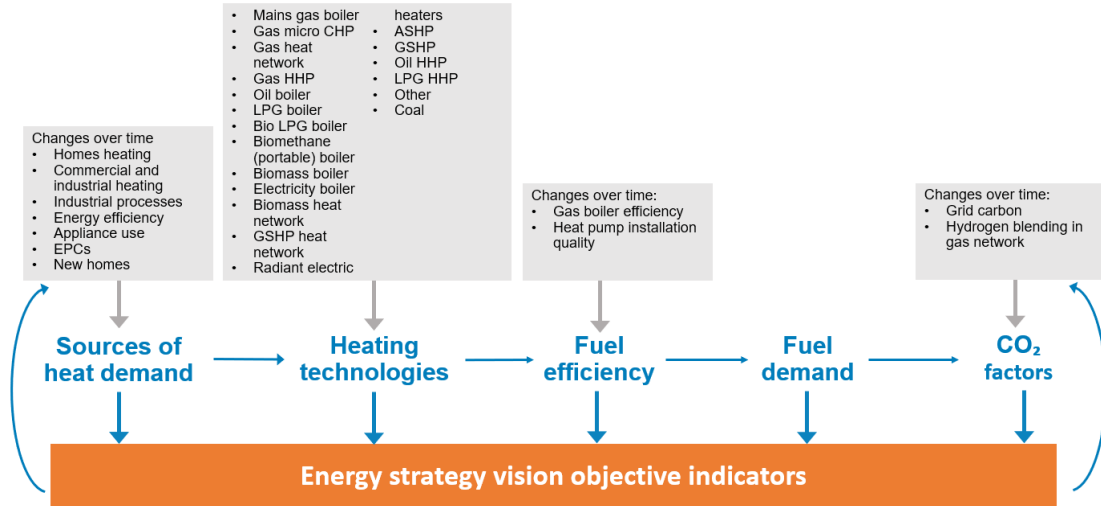


Figure 4: Diagram of the modelling approach for domestic heat

A note on scope

The strategy is focused on emissions associated with the energy system in SWW. As a result, the scope of the modelling is limited to the energy system, which includes transport, power and heat use. Emissions or sequestration from non-energy activity such as agriculture and land use are not considered in the model. Data limitations and issues around whether emissions are considered locally or nationally mean that some other emissions that are within the energy system are also not considered by the model. These include aviation, shipping and some very large industrial energy users.

Table 2: Summary of modelling scope

In scope	Out of scope: Energy emissions not considered regionally	Out of scope: Non-energy emissions
<ul style="list-style-type: none"> Domestic heat, power and energy efficiency Commercial and industrial heat, power and energy efficiency Road transport Local renewable energy generation 	<ul style="list-style-type: none"> Very large industry Rail Shipping Aviation 	<ul style="list-style-type: none"> Non-energy agricultural emissions Non-energy emissions Land use change Waste management Chemical processes Scope 3 emissions

2 Analysis of decarbonisation targets by sector

2.1 Baseline total energy consumption by sector

In total, SWW annually consumes around 31 TWh of energy⁸, of which nearly half is consumed in very large industrial sites. Fuels used to generate electricity are not included in this analysis, which is focussed on final consumption.

In total, the region accounts for around 36% of all energy consumed in Wales⁸, which is more than its 22% share of the Welsh population⁹ due to the concentration of very large industrial sites within the region. Commercial and industrial demand makes up two thirds of the energy consumed in the region. The remaining third is split fairly evenly between domestic users and transport⁷.

SWW has a significant amount of heavy industry such as Tata Steel, based in Port Talbot, and the Pembrokeshire Oil Refinery, hence its high commercial and industrial energy consumption. Although data on very large energy users is included in these baseline figures, these heavy industry sites fall outside of the scope of the energy vision modelling due to their national significance and commercial sensitivities, meaning that data on individual sites' energy use is not publicly available, which results in difficulties in creating viable decarbonisation pathways.

Energy consumption in SWW by sector and fuel, including very large industrial sites

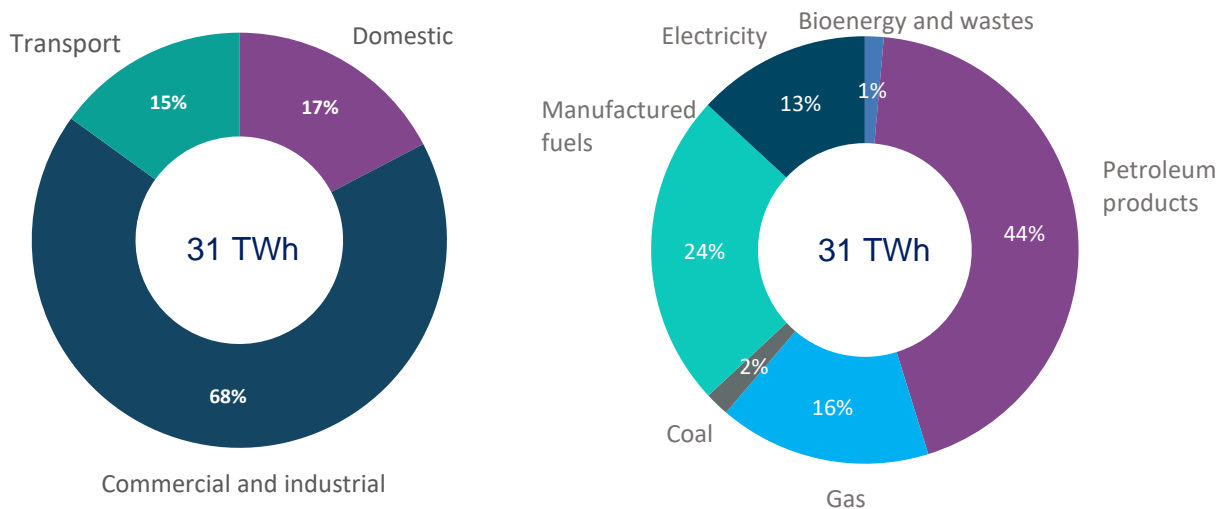


Figure 5: Breakdown of energy consumption in South West Wales, including very large industrial sites. Source: BEIS sub-national total final energy consumption, 2019.

⁸ [BEIS \(2019\) Sub-national total final energy consumption statistics: 2005 to 2017](#)

⁹ [StatsWales \(2019\) Population estimates by local authority and year](#)

Energy consumption baseline in SWW

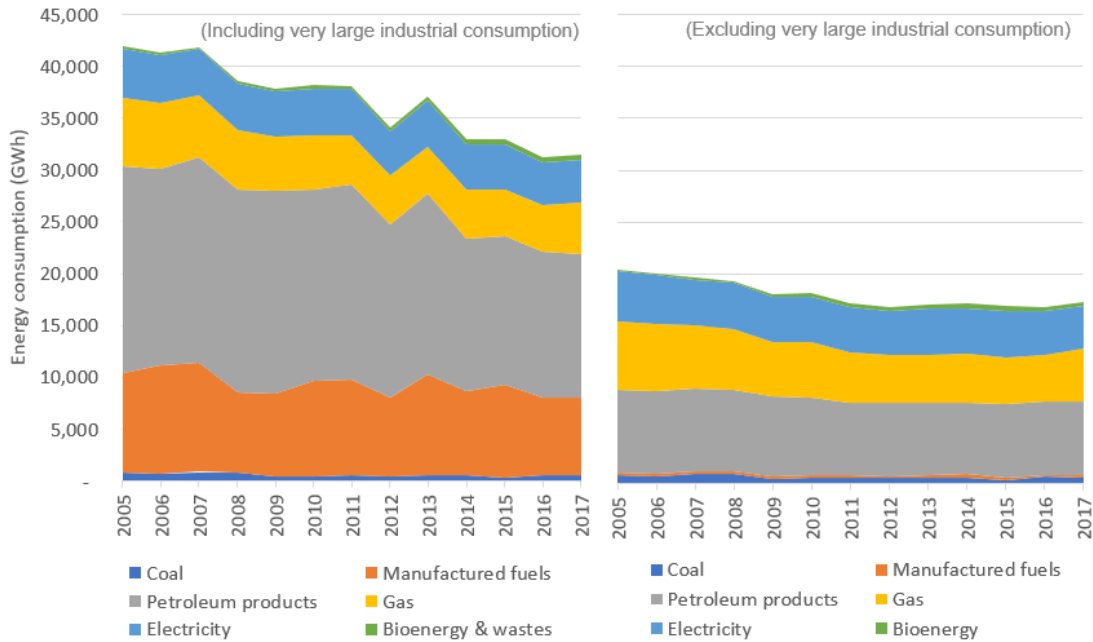


Figure 6: Trend of energy consumption in the South West Wales, by sector. Source: BEIS sub-national total final energy consumption, 2019.

Analysis of BEIS sub-regional data¹⁰ shows that total energy consumption fell by 26% between 2005 and 2017. This is greater than the 18% reduction in energy demand experienced across Great Britain over the same period. The reduction rate has not been consistent across that period, as shown by Figure 6.

From 2005 to 2017, the commercial and industrial sector’s energy consumption reduced by 31%, while the domestic sector’s energy consumption reduced by 22%. This is likely to be the result of deindustrialisation and behavioural change/energy efficiency measures in each sector respectively.

¹⁰ [BEIS \(2019\) Regional and local authority electricity consumption statistics 2005 to 2018](#)

Sectoral carbon emissions in SWW

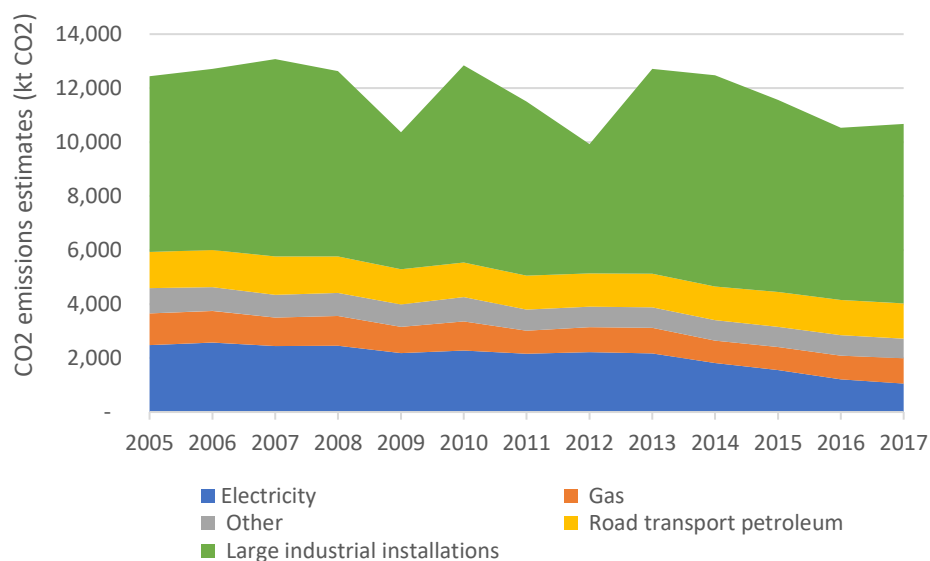


Figure 7: Estimated historic emissions in SWW show that large industrial consumption accounts for more than 50% of emissions in SWW Source: BEIS sub-national emissions

Emissions from energy consumption (including very large industrial consumption) reduced by around 14% from 2005 to 2017¹¹ as a result of falling demand and decarbonisation of the national electricity grid.

¹¹ [BEIS \(2019\) UK local authority and regional carbon dioxide emissions national statistics: 2005 to 2017](#)

2.2 Decarbonisation targets by sector

Stakeholders at the regional webinar and through the survey indicated their support for the region to aim for a net zero energy system in 2050.

Applying the absolute contraction methodology to the baseline total energy consumption shows that to be on track for net zero by 2050, SWW needs to achieve 55% decarbonisation of its energy system by 2035.

Applying an absolute contraction methodology to baseline demand in SWW

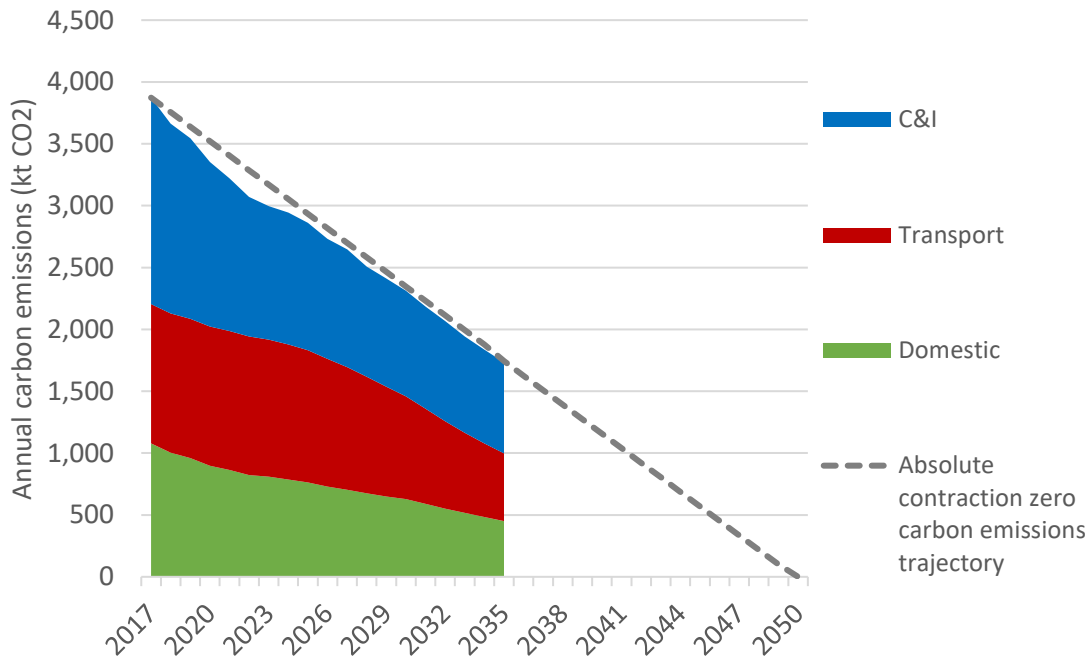


Figure 8: SWW's Energy Vision decarbonisation trajectory by sector to meet net zero 2050 under an absolute contraction methodology. Source: WGES analysis

Having analysed the measures that could be implemented in SWW by 2035, this 55% decarbonisation target can be split by sector into:

- 58% reduction in domestic heat and power emissions (including a 52% reduction in domestic heat emissions)
- 56% reduction in commercial and industrial emissions (excluding very large industrial use)
- 51% reduction in transport emissions.

This analysis excludes approximately 6,600 kt of emissions from large industrial consumption. Although not modelled, large energy consumption will also need to be decarbonised to achieve the area's net zero energy system aims. Actions to support the decarbonisation of heavy industry will be explored through the region's Energy Strategy Delivery Plan.



Figure 9: Summary of the Energy Vision's emission reductions by sector.
Source: WGES analysis

3. Baseline and modelling results: Energy consumption by sector

3.1 Domestic energy consumption

A 58% reduction in emissions from domestic energy usage is needed to achieve the Energy Vision's aims. Domestic energy consumption can be split into heat and electricity:

- The decarbonisation of electricity consumption is covered in section 4.
- Domestic heat demand needs to achieve a 52% reduction in emissions; this requires the installation of significant numbers of both energy efficiency measures and low carbon heating technologies.

3.1.1 Baseline: domestic heat demand

Around 25,000 new homes have been built in the region since 2005¹². Despite this, domestic heating demand has fallen by 34% in the region since 2005, reflecting the trend for Great Britain, which has resulted from more efficient heating appliances, combined with behavioural change and more energy efficient homes.

SWW contains a mixture of predominantly agricultural areas in Carmarthenshire and Pembrokeshire and more urban areas in Swansea and Neath Port Talbot, hence the pattern seen in figure 10.

¹² [Welsh government, Household estimates for Wales - households by type by local authority, 1991 to 2017](#)

South West Wales - Energy Strategy (draft)

SWW's local authority areas are split into two pairs: the two more urban areas with more gas connections and the two more rural areas with fewer

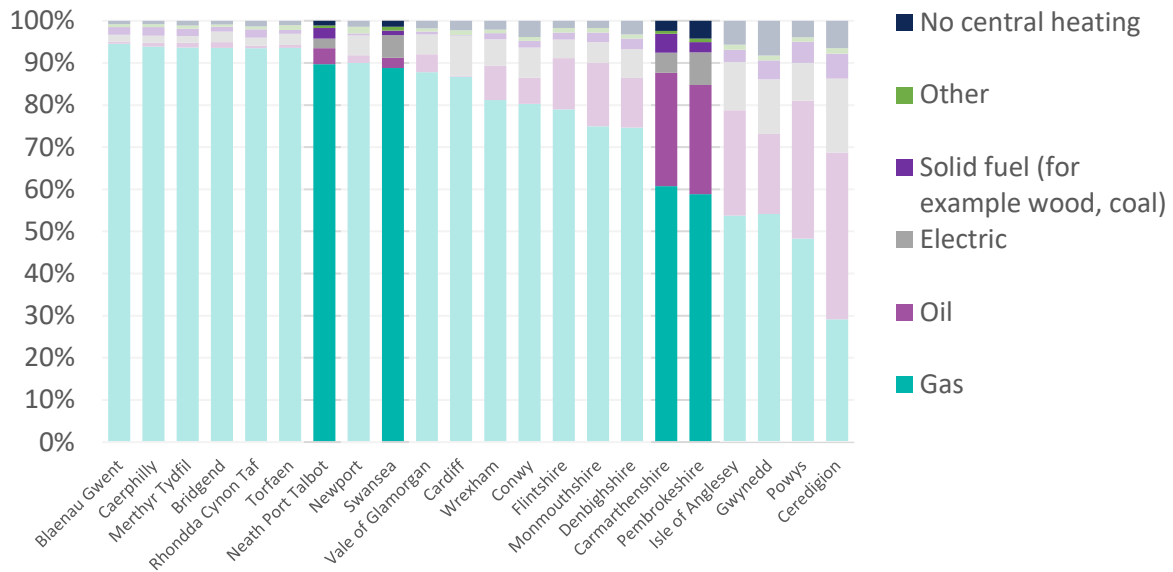


Figure 10: Proportion of homes heated by each heating fuel type, by local authority. Source: Census, 2011. MHCLG, Energy Performance Certificates¹³.

South West Wales has the second highest uptake of biomass heating in Wales



Figure 11: Renewable heat installations in Wales. Source: Energy Generation in Wales 2018

Overall uptake of renewable heat technologies has been limited in Wales to date. In SWW, 0.9% percent of homes have a heat pump or biomass boiler.

¹³ To note, the Census data is now nearly 10 years old but EPC data and data on renewable heat shows little shift in heating types over that time.

SWW’s domestic properties have an average EPC rating of D

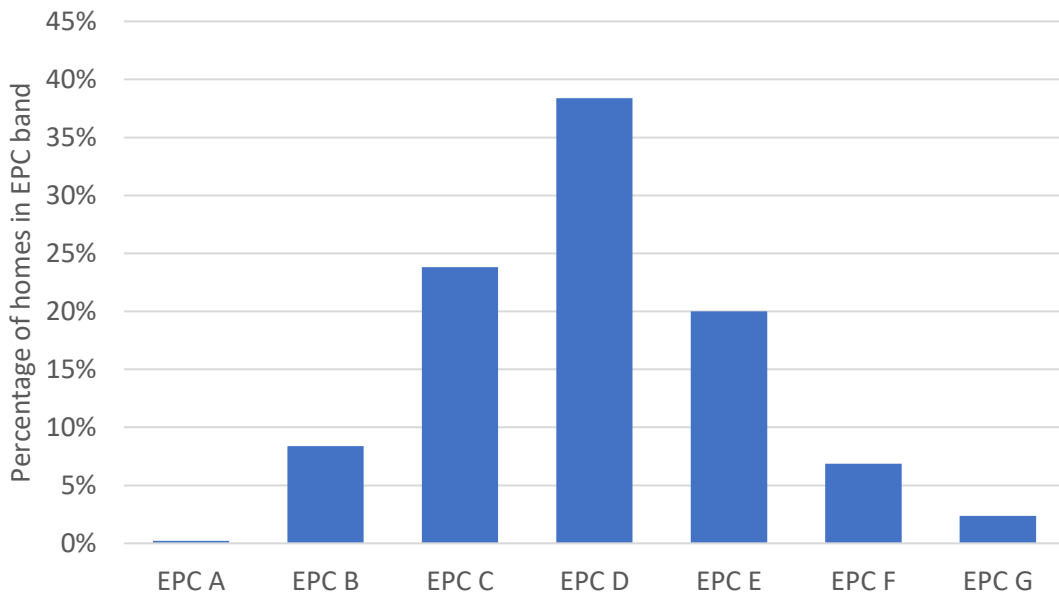


Figure 12: Proportion of homes in SWW in each EPC band. Source: MHCLG, Energy Performance Certificates

South West Wales has 71% of homes rated as EPC band D or better, slightly lower than the Great Britain (GB) figure of 77%. The average rating (mean, median and mode) is a D, and there are only around 600 A-rated properties.

3.1.2 Energy Vision scenario: domestic heat demand

Stakeholder views on the level of ambition: domestic heat demand

Through the engagement survey, stakeholders were presented with the objectives developed through the 2018 Energy System Vision Study and asked to comment and rate their agreement with the objective (Note the energy efficiency and decarbonisation of heat objectives tested include commercial and industrial use).

Energy Efficiency

‘Deliver a step change in domestic and commercial and industrial energy efficiency represented by at least a 20% reduction in heat and electricity demand, with a 30% energy efficiency stretch target’



Figure 13 – Results of stakeholder engagement, highlighting stakeholder agreement with the energy efficiency objective.

While identifying the priorities for the region, stakeholders agreed that energy efficiency is the most important priority. Extensive retrofitting is required, with stakeholders placing a priority on retrofitting based on poorest EPC rating and homes experiencing fuel poverty, assisted through mapping of EPCs. The level of agreement with this objective was slightly lower than other objectives due to concerns about achieving the commercial/industrial efficiencies required.

Decarbonisation of Heat

'40% of heat supply from decarbonised heat supply sources – through electrification, gas decarbonisation and use of renewable energy sources. Reduce the overall carbon emissions from supply of heat (including energy efficiency) by at least 40% compared to 2017.'



Figure 14 – Results of stakeholder engagement, highlighting stakeholder agreement with the decarbonisation of heat objective.

The decarbonisation of heat objective saw strong agreement, with comments suggesting different opportunities to decarbonise heat in the region such as through heat pumps, hydrogen or both, as well as tying the transition in with energy efficiency through retrofits.

3.1.3 Assumptions: domestic heat demand

The assumptions developed drew on those used in the 2019 Wales & West Utilities study, as well as stakeholder engagement.

Box 1: 2019 study assumptions regarding the decarbonisation of domestic heating

In a 2019 study with Wales & West Utilities (WWU), members of the Regen team worked with WWU and South Wales stakeholders to explore potential future scenarios for the gas network in Wales in 2035. Some of the key scenario-based results of the work include:

- Around 20% of homes could be heated by a heat pump by 2035, predominantly air source heat pumps in new build homes and hybrid systems with heat pumps alongside gas boilers in existing homes.
- Hydrogen offers a number of significant opportunities for Wales, particularly through the development of industrial clusters in North Wales and extending into the Wirral, and in South Wales in Pembrokeshire, Port Talbot and industrial zones around Cardiff and Newport. A number of hydrogen projects are planned and there is a high likelihood that hydrogen for industrial and transport applications will become an important fuel over the next decade. There is the potential that some hydrogen from these trial projects could be used to supply heat to adjacent homes and commercial buildings, however hydrogen is not expected to become economically viable or widely available for network distribution as a heating fuel before 2035.
- Biomethane from food waste and sewage in populous areas, alongside farm waste in more rural areas, could provide over 4% of energy supplied by the gas distribution network in the region by 2035. The proportion of biomethane that is injected into the mains gas network will depend on the availability of feedstocks and level of demand from other biomethane uses such as power generation.
- Currently, 0.8% of domestic and commercial properties are served by a heat network, typically fuelled by mains gas. By 2035, up to 5% of properties could be heated via a heat network, including low carbon networks driven by ground-source or water-source heat pumps or utilising waste heat from nearby industrial sites.
- Consumption of natural gas energy in Wales could fall by over 20% between now and 2035.

These findings have been built on in developing the SWW Energy Vision scenario.

WWUs' outlook regarding the potential for biomethane and hydrogen has evolved since the modelling was undertaken following the UK government evolution to a net zero target last year. Net zero scenario shows higher potential for biomethane and hydrogen. For example, biomethane levels in some parts of the WWU network will reach over 20% by 2021. This would facilitate the decarbonisation of homes using smart hybrid heating systems.

Source:¹ Regen (2019) *Regional Growth Scenarios for Gas and Heat for Wales & West Utilities* 13

The following assumptions were used to create a decarbonisation pathway capable of reducing domestic heat carbon emissions by 52% by 2035:

- Significant further decarbonisation of the electricity grid through renewable generation, from approximately 0.266 kgCO₂/kWh now to 0.03 kgCO₂/kWh in 2035.
- 35% reduction in the energy demand of homes, facilitated by ambitious uptake of energy efficiency measures. This is an increased level of ambition from the 30% stretch target used in the 2018 Energy System Vision.
- 40% of heat supply from decarbonised heat supply sources. This is the same as the 2018 Energy System Vision, which was found to be ambitious and consistent with a net zero trajectory.
- Concerted effort to replace oil, LPG, and solid fuels with heat pumps, bio-LPG and electricity.
- Hybrid heating systems are considered a transition technology in hard-to-treat on-gas houses.
- No pure hydrogen heating within strategy timescales, except for early 100% hydrogen transition associated with industrial cluster activities, floating offshore wind and electrolysis and the potential BEIS Hydrogen Village trials.
- From 2025, there is no gas heating in new homes, with the uptake of ASHPs prioritised.

The role of biomethane

- Alongside the electrification of heat and energy efficiency improvements, the decarbonisation of gas through biomethane is expected to play a relatively small but important role in a future net zero energy system. The 2035 Energy Vision for South West Wales includes a role for blended biomethane, providing approximately 5% of mains gas domestic heating energy consumption.
- The amount of biomethane generation for domestic heat in the Energy Vision is less than in the previous 2018 Energy System Vision. Regen's 2019 Regional Future Energy Scenarios for Gas study for Wales & West Utilities involved detailed analysis of the potential for consumption of biomethane, both for mains gas biomethane injection and biomethane heat networks. Additional stakeholder engagement and a detailed mapping analysis of farm locations in relation to the gas network were undertaken, resulting in the conclusion that opportunities for biomethane consumption were lower than projected in the 2018 Energy System Vision study.
- It is assumed that biomethane will be generated from a variety of sources, including anaerobic digestion of farm residues, energy from waste and sewage sludge. The table below summarises the amount of

biogas energy consumption in the Energy Vision compared to other studies.

Table 3: 2035 biomethane consumption estimates by study

Biomethane consumption source	2018 SBCR Energy System Vision	2019 WWU Regional Future Energy Scenarios for Gas	2021 SWW Energy Vision (this study)
Mains gas biomethane injection	270 MWh	168 MWh	168 MWh
Via district heat networks	186 MWh	107 MWh	107 MWh
BioLPG		6 MWh	6 MWh

3.1.4 Decarbonisation pathway: Domestic heat demand

Existing homes

Achieving a 52% reduction in domestic heat emissions by 2035 requires a significant shift in the way homes are heated and their level of energy efficiency.

One pathway to achieve this would be to focus on improving the worst performing homes, eliminating all E, F and G EPC ratings and homes experiencing fuel poverty through efficiency improvements, as well as some improvements to homes with higher ratings. For example, a 52% reduction could be achieved if over 85,000 homes were improved from G, F and E to D, C and B, leaving just 1% of properties with an EPC rated E or worse.

Mapping EPC ratings within the region will help achieve this, as suggested during the various stakeholder engagement activities.

Upgrades to nearly all homes rated E, F and G required to deliver South West Wales' Energy Vision

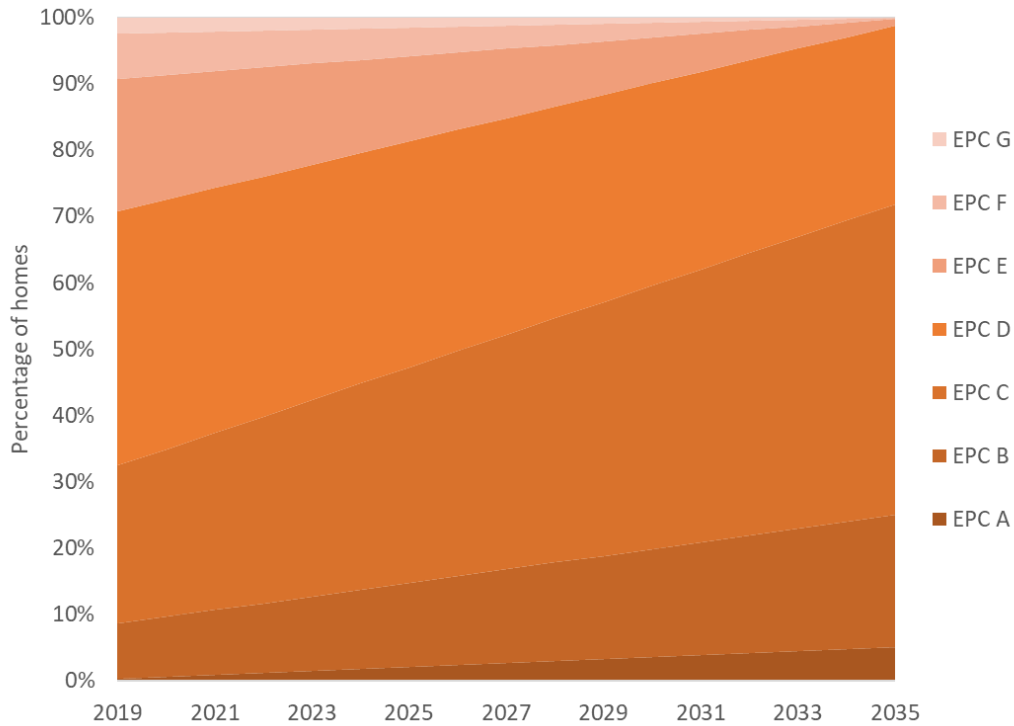


Figure 15: Estimated domestic EPC band changes to deliver the Energy Vision scenario. Source: WGES analysis

Around 82,000 homes, 27% of existing homes, would need to move from using fossil fuel heating to low carbon heating by 2035. Of these, approximately 29,000 are currently fuelled by oil, LPG, coal or other solid fuels, while the remainder are on mains gas.

The Energy Vision scenario assumes that the transition to low carbon heating will be dominated by a shift to air source heat pumps, with a supporting role for individual ground source heat pumps and, more significantly, shared ground loops. Other low carbon heat technologies also play a role with an increase in biomass boilers to account for off-gas oil and LPG boilers or a form of hybrid heating if insulation measures combined with ASHP are not appropriate. By 2035, over 78,000 heat pumps are assumed to have been installed in South West Wales, including over 13,000 heat pumps in new homes and around 6,000 homes connected to heat pump-driven heat networks.

Air source heat pumps are the main new low carbon heating source introduced by 2035 under South West Wales' Energy Vision scenario

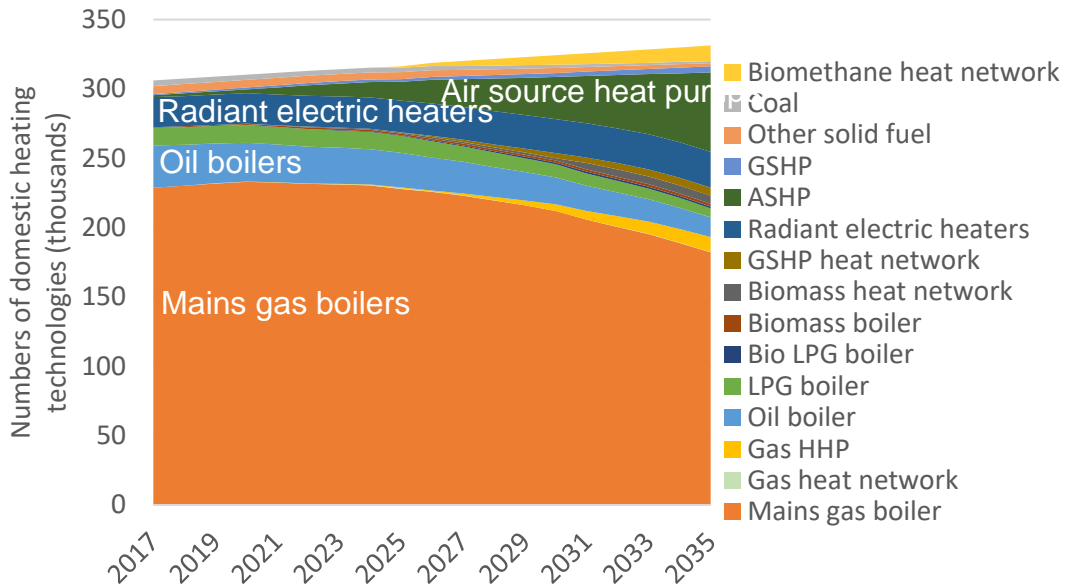


Figure 16: Breakdown of domestic heating technologies in the SWW Energy Vision scenario, including existing and new build houses. Source: WGES analysis

Despite these significant shifts to low carbon heat sources, gas boilers remain the dominant technology in existing homes in 2035; post-2035, there will need to be a focus on fully decarbonising these remaining on-gas homes.

New homes

The recent consultations from Welsh Government on Building Regulations Part L (latest consultation ended 17/02/21) is looking to lay down the standards for housing construction up to 2025 and exploring the standards that will be in place from 2025. The current proposals up to 2025 are to introduce a 37% reduction in carbon emissions for new homes (compared with current standards), delivered by raised fabric standards and low carbon/renewable sources, as well as to require heating systems that can be easily retrofitted for low carbon heating. The target outcome is that homes built from 2025 will emit 75% to 80% less carbon than those built to the 2014 Part L requirements¹⁴. The challenge will be to close the remaining gap to true zero carbon development.

¹⁴ [Welsh Government \(2019\) Welsh Government Consultation Document: Building Regulations Part L and F Review](#)

The [Active Building Centre](#) in Swansea aims to provide the case for the national adoption of Active Buildings. These Active Buildings integrate innovative renewable energy generation, storage technologies and state of the art design, in order to create properties with the potential to substantially reduce both operational costs and energy demand. They are currently



The Energy Vision scenario relies on new homes being built with low carbon heating and high standards of energy efficiency from 2025, rather than building properties that will need retrofitting at a later date. This assumes that a 2025 standard is in place that effectively requires new homes to be decarbonised and does not allow them to have fossil-fuelled heating.

3.1.5 Scenario summary: domestic heat demand

Sector	Example outcomes Energy Vision scenario	Energy prize	Carbon saving potential
Domestic heat demand	21,000 houses fitted with internal or external wall insulation	18% reduction in gross thermal energy demand	422 kt CO ₂ (52% reduction)
	Over 140,000 homes fitted with other insulation measures	34% net decrease in domestic heating energy consumption, taking into account demand reduction and improved heat technology efficiencies, including the impact of heat pump performance.	
	Over 65,000 heat pumps		
	23,000 homes connected to low carbon heat networks		
	Replacement of heating systems in oil, LPG and solid fuel heated homes prioritised		
	No fossil gas in new homes from 2025		

3.2 Commercial and industrial energy consumption

To note:

The baseline and scenario analysis for commercial and industrial consumption excludes analysis of very large industrial consumption (which accounts for around 70% of all commercial and industrial consumption). For further information, see section 1.3.

3.2.1 Baseline: commercial and industrial

Commercial and industrial energy demand, including large industrial users, in SWW has decreased by 31% since 2005 and emissions have decreased by 45%. The greater reduction in emissions when compared to the reduction in energy demand, is largely due to the decarbonisation of the UK's electricity grid.

South West Wales' commercial and industrial energy demand decreased by 31% between 2005 and 2017

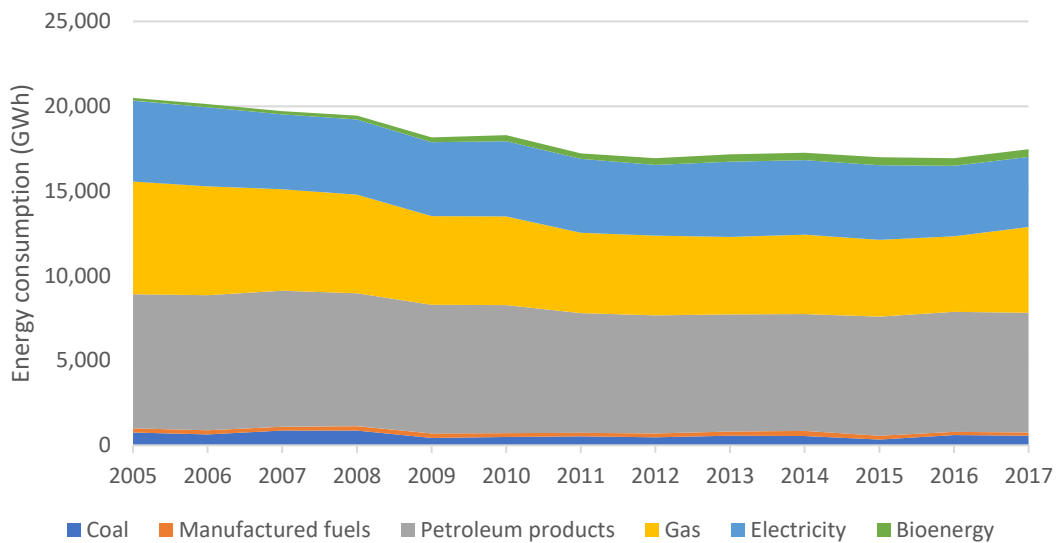


Figure 17: South West Wales' baseline commercial and industrial energy consumption, by fuel. Source: BEIS total final energy consumption (2019)

3.2.2 Energy Vision scenario: commercial and industrial

Stakeholder views on the level of ambition: Commercial and industrial

The objectives for energy efficiency and heat decarbonisation discussed with stakeholders via the engagement survey (shown in figures 13 and 14), cover both the domestic and non-domestic sectors.

Stakeholders commented that they were concerned about how energy efficiency and heat decarbonisation would be practically achieved in the commercial and industrial sector. They suggested setting separate, more realistic objectives for the industrial sector.

3.2.3 Assumptions: commercial and industrial

The assumptions used in the Energy Vision scenario reflect stakeholders' concerns around the difficulties in implementing energy efficiency measures and heat decarbonisation for this sector. The scenario sets out a pathway to achieve a 56% reduction in commercial and industrial emissions by 2035 through:

- A 14% decrease in energy demand through energy efficiency and process efficiency measures.
- Switching to low carbon fuels and heating, including electrification and use of low carbon hydrogen in industrial processes (Hydrogen industrial clusters are likely to be more prevalent in the out-of-scope, very large industrial sites).
- Significant further decarbonisation of the electricity grid through renewable generation, from approximately 0.266 kgCO₂/kWh now to 0.03 kgCO₂/kWh in 2035.
- An uptake of on-site renewable CHP generation is assumed across the Energy Vision, but are likely to be more prevalent in the out-of-scope, very large industrial sites.

3.2.4 Decarbonisation pathway: commercial and industrial

SWW's Energy Vision scenario includes a 14% decrease in commercial and industrial energy consumption by 2035

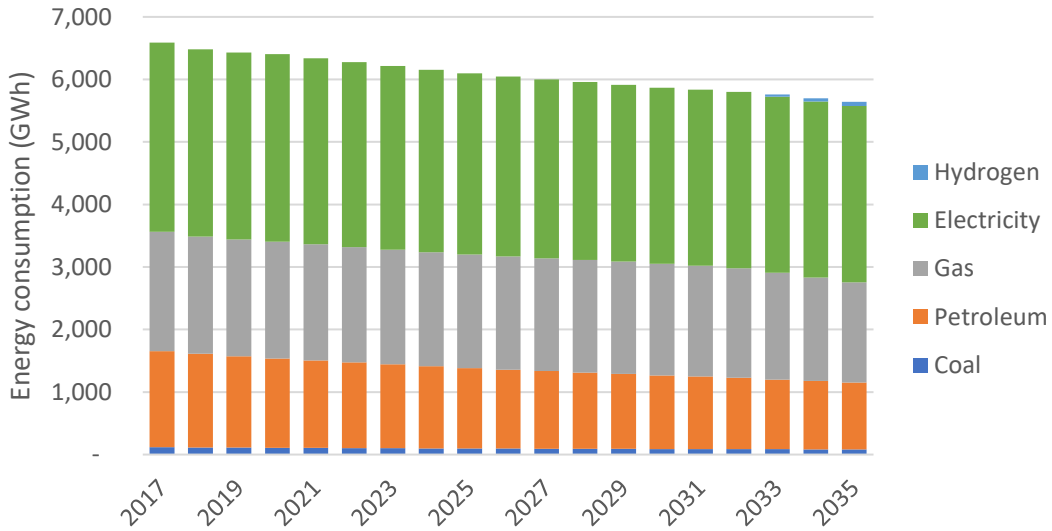


Figure 18: Energy Vision scenario commercial and industrial energy consumption, by fuel. Source: WGES analysis

Reaching a grid electricity average carbon intensity of 30 gCO₂/kWh¹⁵ would in itself (with no additional demand reductions) achieve a 43% reduction in all commercial and industrial emissions in SWW, as shown in figure 19. This very low electricity carbon factor would depend on significant installation of new, low carbon generation capacity both in SWW and across the UK.

¹⁵ Assumption based on Community Renewables and Two Degrees scenarios in National Grid (2019) Future Energy Scenarios

South West Wales' Energy Vision scenario results in a 56% decrease in commercial and industrial energy emissions by 2035, dependent in large part on decarbonisation of the electricity network

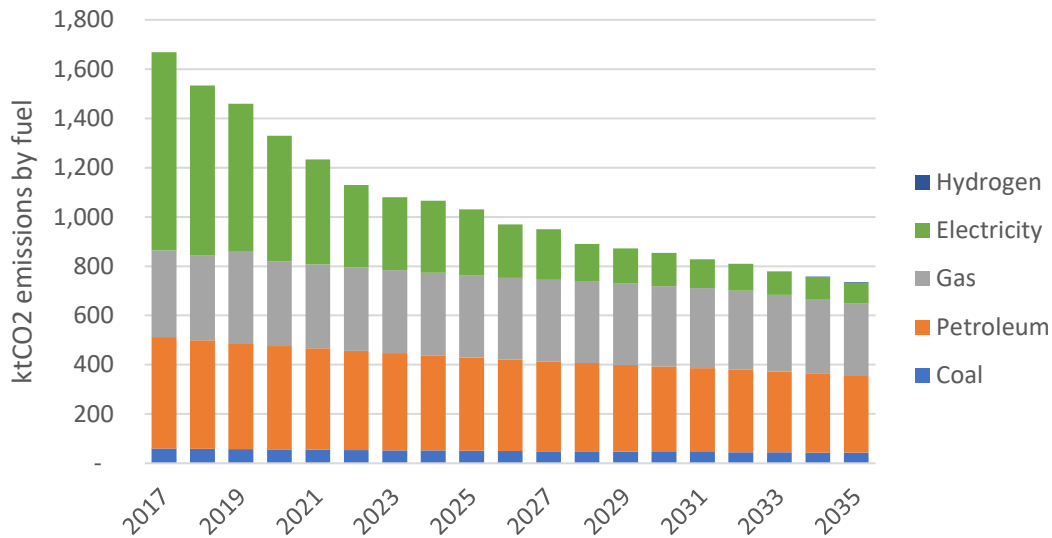


Figure 19: Energy Vision scenario commercial and industrial emissions estimates, by fuel. Source: WGES analysis

Use and production of hydrogen

South West Wales has long been the hub of hydrogen development in South Wales, with the [Flexis](#) hydrogen demonstration project based across Swansea and Neath Port Talbot. Due to the potential for hydrogen to decarbonise the heavy industry that dominates the southern coastline of Wales, there was significant support amongst stakeholders for exploring the role of hydrogen through the energy strategy.

Regen's analysis for Wales & West Utilities (see **Box 1** in section 3.1.3) found that before 2028, under some scenarios, there could be some use of hydrogen in the region in industrial clusters. Based on this and stakeholder interest, the modelling assumes the use of hydrogen for commercial and industrial processes beginning around 2030.

Welsh Government has established a Hydrogen Reference Group to bring together key stakeholders and provide a focus for encouraging hydrogen development and provide a core focal feedback to the Welsh Government. In January 2021 Welsh Government launched a consultation seeking views on the Welsh Government's commissioned 'Hydrogen in Wales'. This document sets out a proposed pathway and next steps for developing the hydrogen energy sector in Wales.

To ensure hydrogen use that aligns with the region's net zero ambitions, the hydrogen needs to be produced either through excess or dedicated renewable energy to power electrolysis (e.g. from wave and tidal stream projects and [Floating](#) Offshore Wind in the Celtic Sea) or through steam methane reformation with very efficient carbon capture and storage (e.g.

through the potential collaboration of the [South Wales Industrial Cluster](#) with the HyNet project in North West England). In order to be viable for widespread use, both methods of production will need to see cost reductions and technological development.

RWE launched the Pembroke Net Zero Centre (PNZC) in May 2021 as a major initiative for decarbonisation using hydrogen. Hydrogen consumption feasibility studies and green hydrogen production including floating offshore wind development in the Celtic Sea are core pillars of the centre’s mission.

Milford Haven: Energy Kingdom (MH:EK) in Pembrokeshire is now conducting a £4.5 million project exploring the vital role hydrogen could play in a decarbonised energy future. The project is primarily delivering a Front End Engineering Design (FEED) study laying the foundations for what could be the first of many Smart Local Energy Systems, and seeks to make a strong business case for investment in hydrogen to the Government and engaged key stakeholders in the Waterway.

This is an area likely to see greater exploration within the region. Other potential projects include using the excess energy from solar and other renewable technologies at the [Swansea Bay Technology Centre](#) to produce hydrogen at the nearby [Hydrogen Centre](#) to fuel hydrogen vehicles¹⁶.

Sector	Example outcomes Energy Vision scenario	Energy prize	Carbon saving potential
Commercial and industrial energy demand	Significant energy efficiency programme	30% reduction in coal and petroleum energy consumption	932 kt CO ₂ (56% reduction)
	A switch to alternative fuels, including hydrogen and electrification of heating	16% reduction in gas consumption	
	Decarbonisation of electricity network through renewables and behind-the-meter low carbon generation	1% of demand supplied by hydrogen through industrial clusters	
		7% reduction in electricity demand	

¹⁶ [Supporting Innovation and Low Carbon Growth Project](#)

3.3 Energy demand from transport

3.3.1 Baseline: transport

SWW has a high dependence on private cars for transport. Average annual vehicle miles in SWW are similar to those in other Welsh regions at 8,500 miles per car, 7% higher than the UK average (see figure 20).

Wales has significantly lower bus utilisation rates than England or Scotland

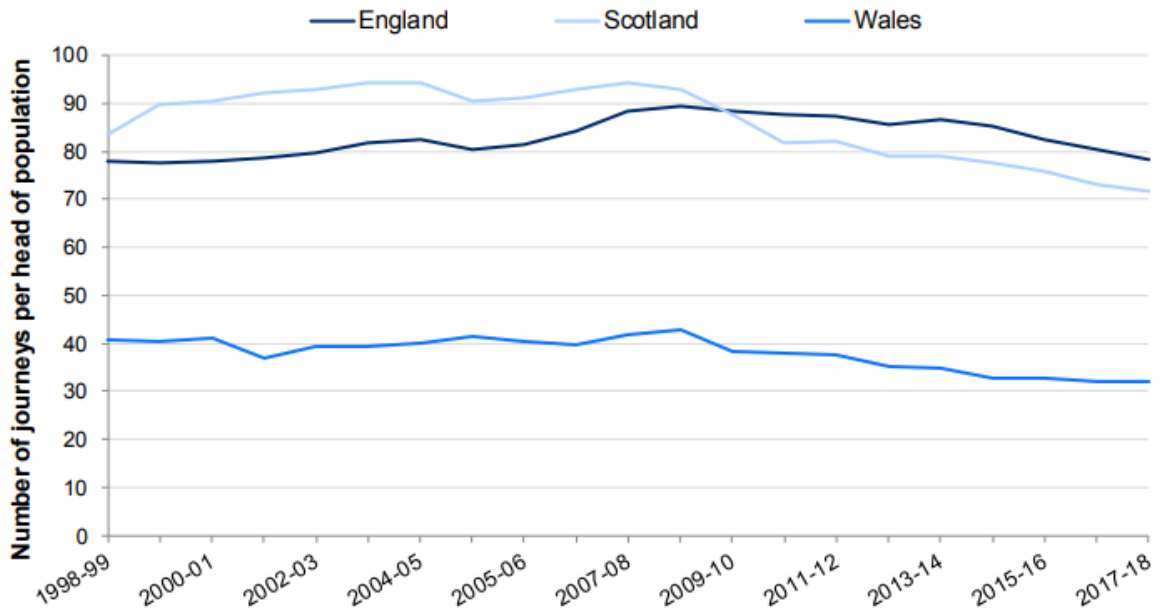


Figure 20: Passenger journeys per head on local bus services by country, 1998-2018. Source: Public service vehicles statistical bulletin, 2019

To date, SWW has seen a limited uptake of electric vehicles. Approximately 0.3% of cars registered in the region are pure electric, compared with an average of 0.6% of vehicles across Great Britain. SWW currently hosts 128 public charging devices, including 11 rapid public chargers¹⁷. The urban areas of Neath Port Talbot and Swansea host 6 and 10 devices per 100,000 people respectively. These figures are relatively low, as is the case across Wales, where there are half the number of public EV chargers per capita compared to Scotland. The region’s chargepoint numbers are set to increase with Carmarthenshire and Swansea winning funding from the [Office of Low Emissions Vehicles’ off-street residential charging scheme](#).

¹⁷ [DFT \(2019\) Electric Vehicle Charging Device Statistics](#)

3.3.2 Energy Vision scenario: transport

Stakeholder views on the level of ambition: transport

Decarbonisation of Transport

'Become a leading region for the reduction of vehicle emissions through:

- *the electrification of transport with 80% of new cars, and over 30% of all cars electric 2035*
- *growth and decarbonisation of public transport with 100% Ultra Low Emission Vehicles by 2035.'*



Figure 21 – Results of stakeholder engagement, highlighting stakeholder agreement with the decarbonisation of transport objectives.

Whilst a high level of ambition for decarbonising transport saw strong support, as indicated in figure 21, a lot of concern was also raised by stakeholders about how this was to be achieved. Improvements to charging infrastructure were seen as a priority, but there were also socio-economic, accessibility and geographic issues, such as the proportion of terraced housing and low incomes in the region. The regional approach to tackling these issues will be detailed further in the delivery plan for the Energy Strategy.

3.3.3 Assumptions: transport

Updating the 2018 Energy System Vision study with a net zero ambition has meant, in particular, increasing the level of decarbonisation that the transport sector needs to achieve; for example, the assumed proportion of electric vehicles in 2035 has increased from 30% to 78%. However, the greater level of transport decarbonisation in this study is supported by the UK government's ban on the sale of fossil fuel cars being brought forward to 2030, with the potential that it may be earlier still.

Achieving the 51% reduction in transport emissions by 2035 means that meeting the vision's objectives is a significant challenge for South West Wales. The Energy Vision scenario assumes:

- 78% of vehicles in South West Wales in 2035 are electric.
- A 10% reduction in private vehicle mileage in 2035 facilitated by significantly increased use of public transport and active travel.
- A slowing of the growth in total number of vehicles on the road, facilitated by increased use of public transport, car sharing and active travel.

3.3.4 Decarbonisation pathway: transport

With the region's large rural areas relying on private cars for transport, EVs will be a large part of the pathway to decarbonising transport. [Low Carbon Swansea Bay](#)'s EV group is supporting the roll out of EVs in the region.

Hydrogen vehicles may also have a part to play, led by the [Hydrogen Centre](#), particularly for HGVs, buses, coaches and trains.

South West Wales' Energy Vision scenario requires a significant decrease in the number of petrol and diesel vehicles

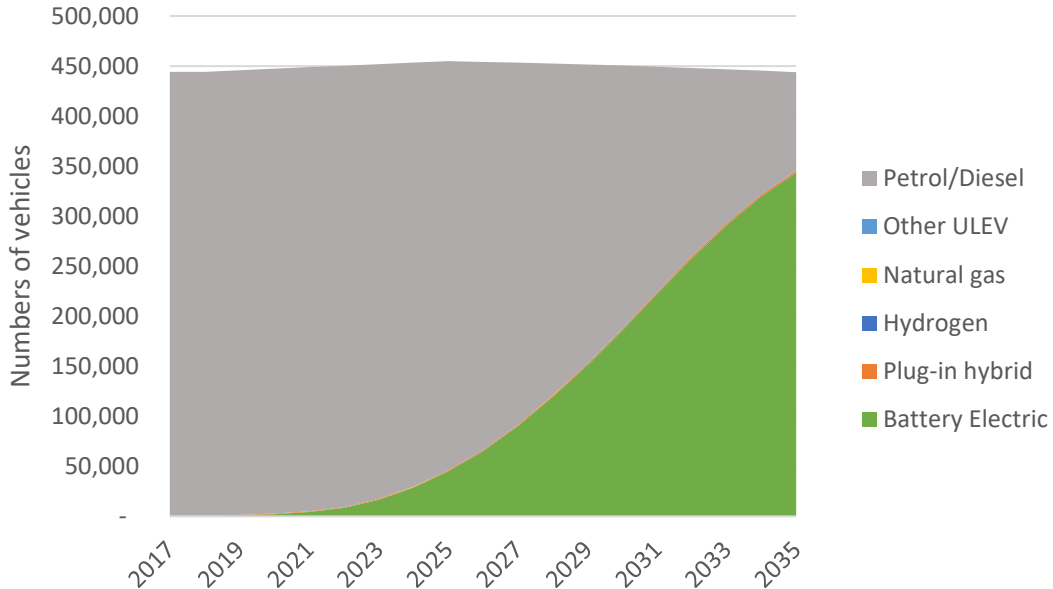


Figure 22: South West Wales' Energy System Vision road vehicle numbers, by vehicle fuel. Source: WGES analysis

The increased use of public transport in the region could be supported by the extension of services currently available in the south, such as a collaboration to extend the [South Wales Metro](#) from the Cardiff Capital Region. For such a large and rural region, there can be barriers to increasing public transport, but the requestable [Bwcabus](#) scheme in Carmarthenshire and EV car clubs present potential solution.

South West Wales' Energy Vision scenario results in road transport emissions reducing by around 49%

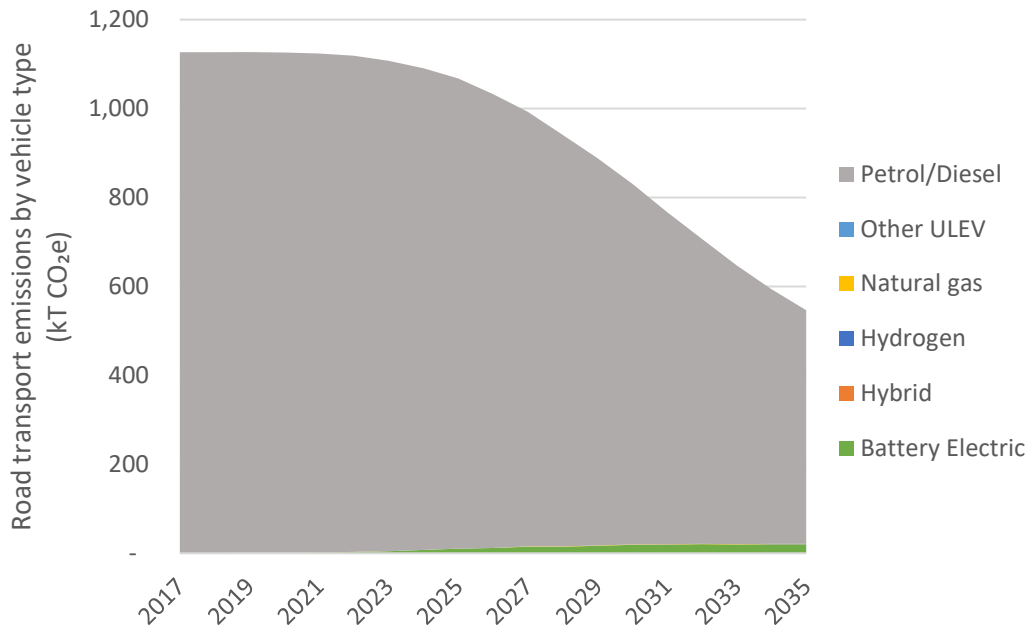


Figure 23: Energy System Vision road vehicle emissions, by vehicle fuel.
Source: WGES analysis

3.3.5 Scenario summary: Transport

Sector	Example outcomes Energy Vision scenario	Energy prize	Carbon saving potential
Road transport	320,000 electric cars 9,500 public and on-street EV chargers 10% reduction in private vehicle mileage	2.5 TWh reduction in petrol and diesel energy consumption 0.6 TWh increase in electricity consumption	580 kt CO ₂ (51% reduction)

Achieving these outcomes requires 17,000 EV sales per year by the mid-2020s, peaking at 38,000 per year in the 2030s before reducing to 30,000 per year by 2035. Peak sales of fossil-fuelled cars in SWW have historically reached 33,000 per annum¹⁸. Additional support, such as a scrappage scheme alongside a 2030 ban on new fossil-fuelled car sales¹⁹, would be

¹⁸ [DFT \(2019\) Road traffic statistics \(TRA\) and Regen analysis](#)

¹⁹ The UK Government is due to consult on bringing forward the fossil-fuelled vehicles ban to 2035 or earlier. The analysis assumes this is brought forward to around 2030.

needed to retire some fossil-fuelled vehicles earlier than their average lifespan, in order to achieve a peak of 38,000 EV sales per year in the 2030s.

4. Baseline and modelling results: Electricity demand and renewable electricity generation

4.1 Annual electricity demand

4.1.1 Baseline: annual electricity demand

Annual electricity demand in SWW is currently approximately 4.1 TWh²⁰. It has fallen since 2005 when electricity demand was around 4.8 TWh²⁰.

Non-domestic electricity consumption constitutes 73% of all electricity consumption, approximately 11 percentage points more than the Welsh and GB average proportions. Almost all of the remaining electricity demand is used in domestic buildings and appliances.

4.1.2 Energy Vision scenario: projected annual electricity demand

Based on the assumptions developed through section 3, the scenario projection shows an overall net increase in annual electricity demand in SWW of 4% by 2035, compared to 2017. Increased energy efficiency measures and appliance efficiency lead to a continued decrease in base electricity demand; however, by 2025 this is overtaken by the increased demand resulting from the electrification of heating and transport. Peak demand increases may be higher, depending on whether time of use tariffs and other smart methods are successful in shifting demand across each 24-hour period.

²⁰ [BEIS \(2019\) Regional and local authority electricity consumption statistics 2005 to 2018](#)

In the SWW Energy Vision scenario, decreasing base annual electricity demand is outweighed by increasing demand from electrified heat and transport

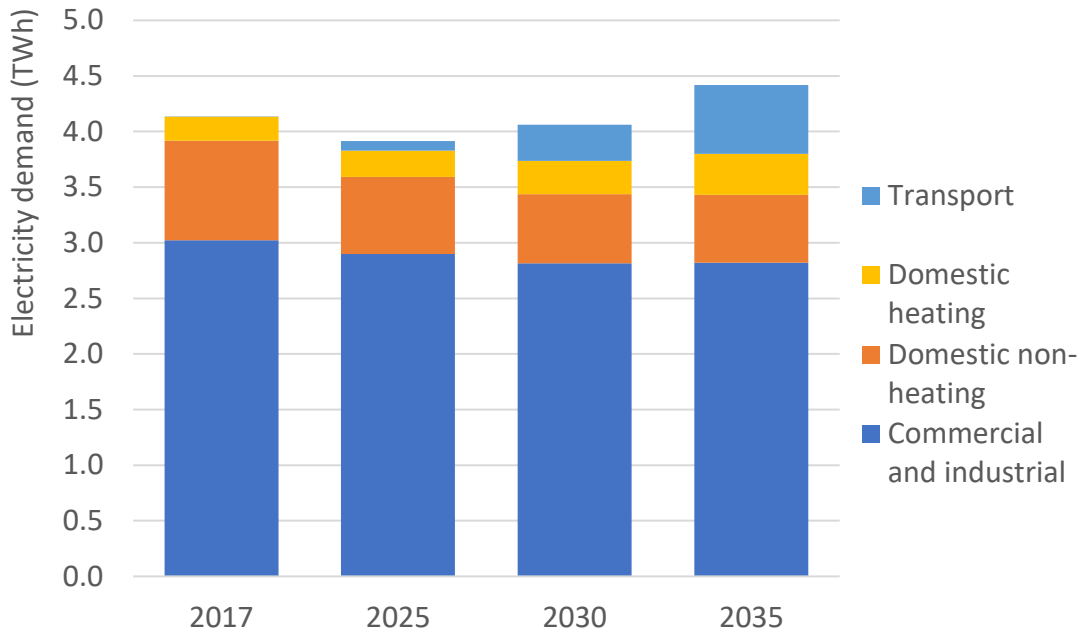


Figure 24: SWW's Energy Vision scenario demand by sector. Source: WGES analysis

4.2 Renewable electricity generation

4.2.1 Baseline: renewable electricity generation

In 2018, there was a total of 863 MW of installed renewable electricity capacity in the region, with 146 MW of this locally owned²¹.

Renewable electricity generation in SWW is mainly from onshore wind and solar PV. Solar PV has a relatively high installed capacity with 388 MW, but, due to a lower capacity factor than wind, provides around 20% of renewable energy generation in the region.

South West Wales hosts approximately 60% of the Pen y Cymoedd wind farm (40% of the installed capacity is located in Rhondda Cynon Taf), the largest wind farm in England and Wales. This project, and nearly 280 others, contribute to onshore wind currently providing 55% of SWW's renewable electricity generation.

The majority of the remaining renewable electricity capacity in the region is made up of biomass generation projects.

²¹ See [Welsh Government \(2019\) Energy Generation in Wales, 2018](#) for definition of locally ownership.

South West Wales hosts 388 MW of solar PV and 401 MW of onshore wind

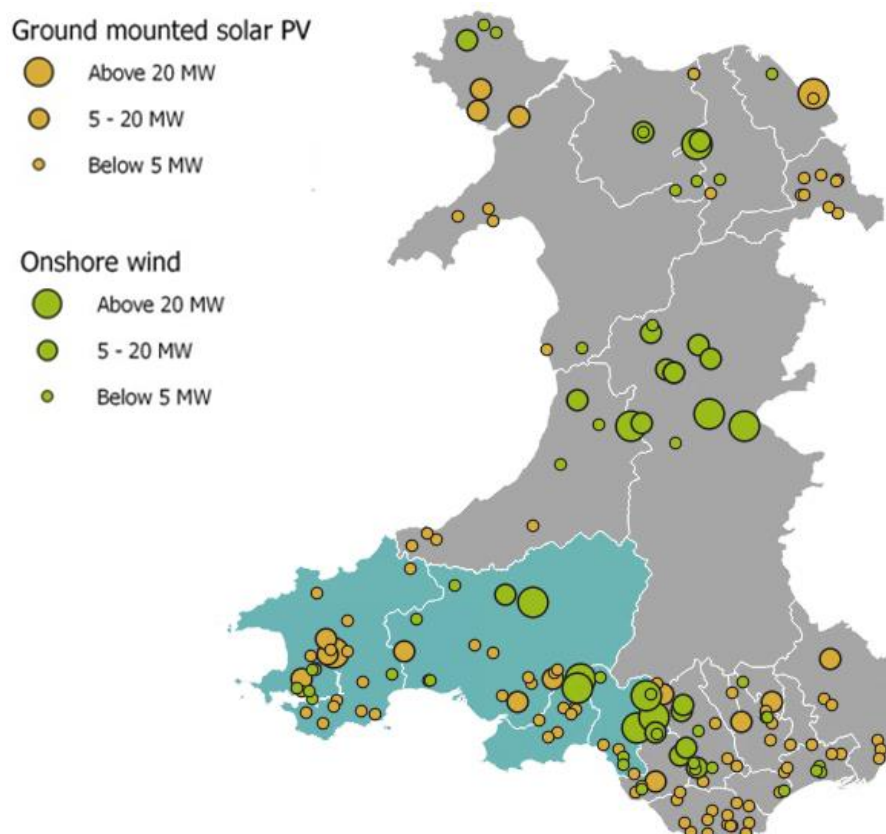


Figure 25: Solar PV and onshore wind projects (>1 MW) currently generating in Wales. Source: BEIS Renewable Energy Planning Database, 2019

Table 4: Baseline renewable electricity capacity in SWW

Technology type	2018 Number of projects	2018 installed capacity (MW)	2018 Estimated annual generation (GWh)
Anaerobic digestion	4	1	3
Biomass electricity and CHP	5	56	324
Hydropower	41	6	12
Landfill gas	5	8	29
Onshore wind	277	401	1,046
Sewage gas	2	4	13
Solar PV	12,111	388	367
Total	12,445	863	1,794

SWW hosts around 36% of Wales' onshore wind capacity and 40% of Wales' solar PV capacity.

SWW hosts 27% of current Welsh renewable electricity capacity

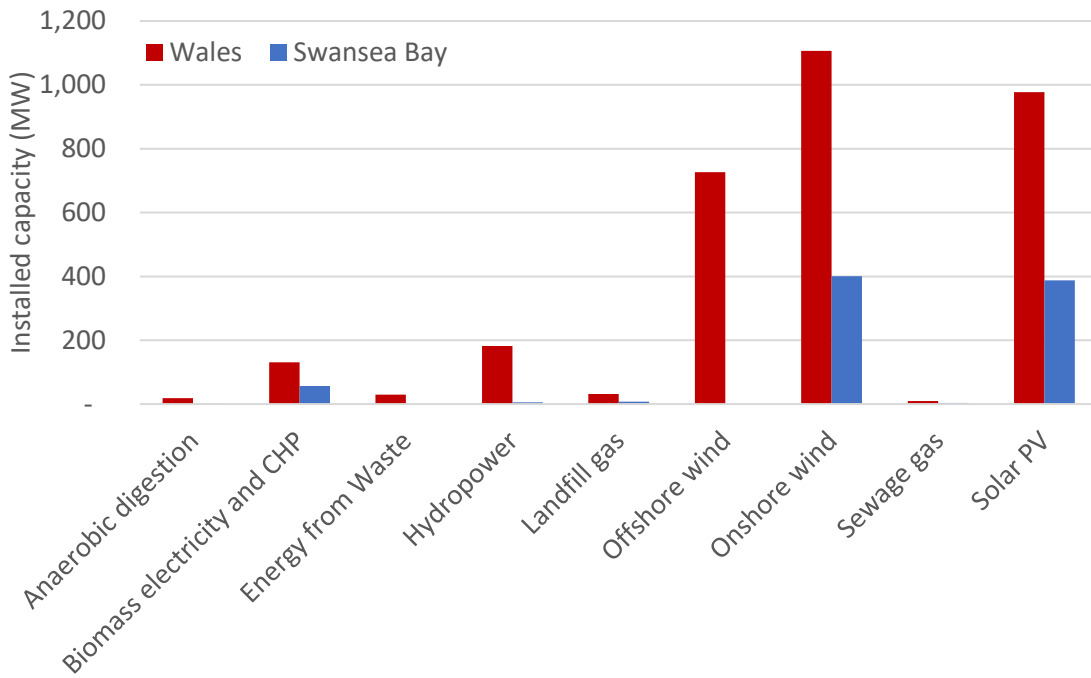


Figure 26: Renewable electricity capacity in Wales and SWW, 2018. Source: WGES analysis, Energy Generation in Wales 2018

55% of renewable generation in SWW is from onshore wind projects

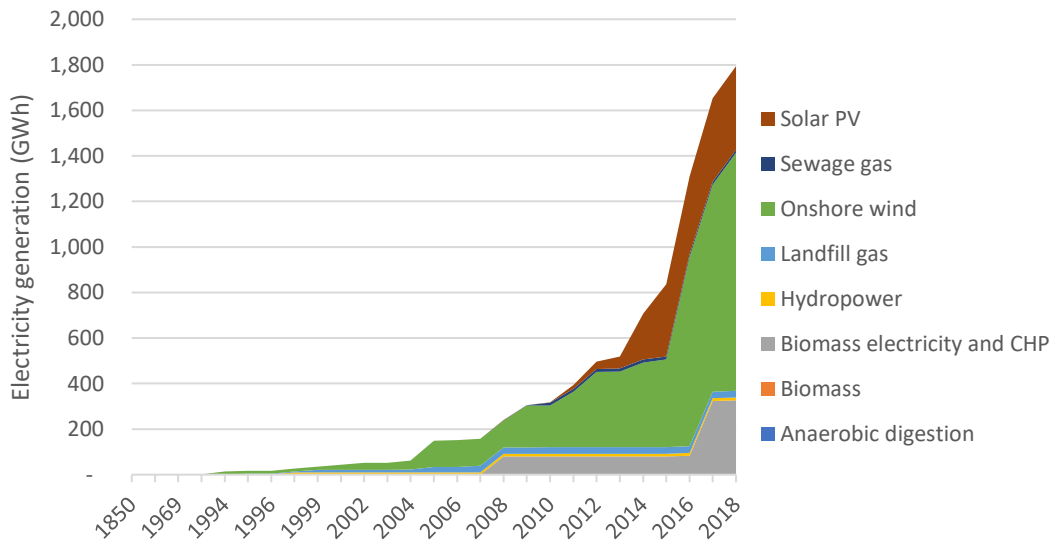


Figure 27: SWW's renewable electricity generation trends 2008-2018. Source: WGES analysis, Energy Generation in Wales 2018

SWW currently generates the equivalent of 44% of its electricity consumption from local renewable sources

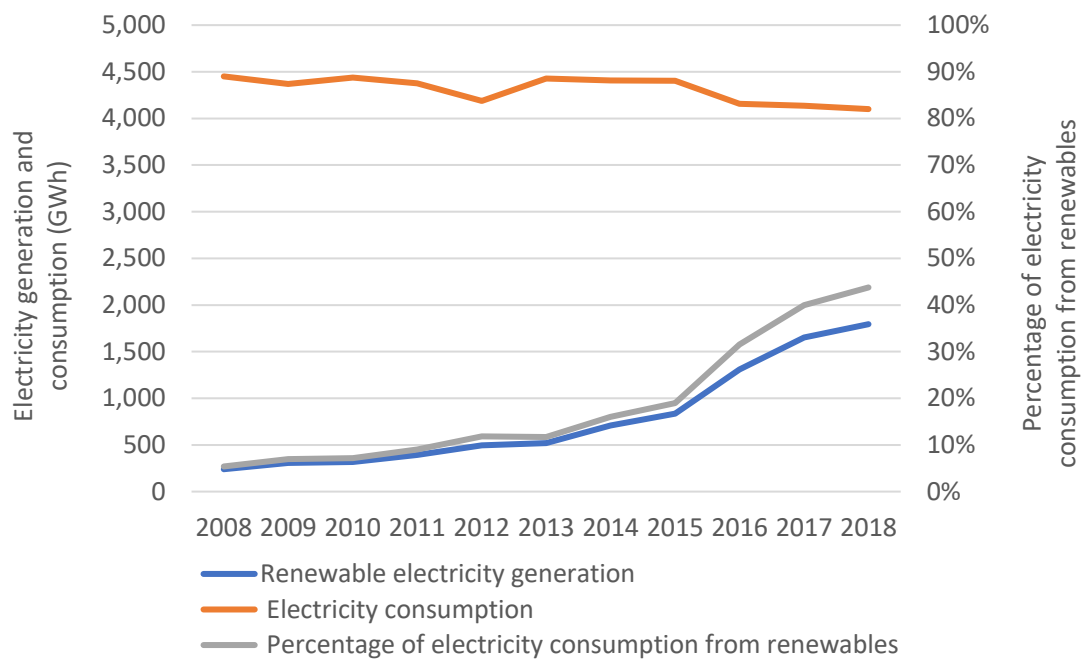


Figure 28: Percentage of electricity consumption from renewables in SWW.
Source: WGES analysis, Energy Generation in Wales 2018

4.2.2 Energy Vision scenario: renewable electricity generation

Stakeholder views on the level of ambition: renewable electricity generation

Renewable Energy Generation

'100% of consumption: Maximise use of regional energy resources to achieve a target of renewable electricity generation equivalent to 100% of electricity consumption on an annual basis. Deliver an overall carbon intensity < 50g CO₂e/kWh from local renewable generation and imported (or backup) electricity'

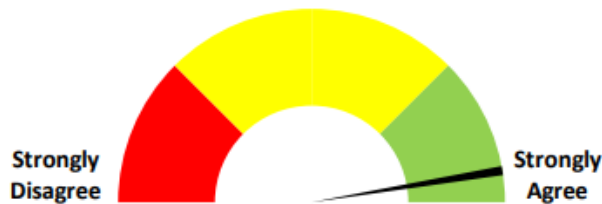


Figure 29 - Results of stakeholder engagement, highlighting stakeholder agreement with the annual renewable energy generation objectives.

As highlighted in Figure 29, there was strong support for the region's renewable electricity generation to be at least equivalent to its electricity consumption on an annual basis. The comments focussed on maximising the use of the region's renewable electricity generation resources.

4.2.3 Assumptions: renewable electricity generation

- Projections in this study for increases in low carbon generation in SWW are largely consistent with those in the 2018 Energy System Vision, with the exception of offshore wind which is increased from 50MW to 696MW.
- As a result, the Energy Vision scenario includes the ambition that the region generates at least the equivalent of 147% of its total electricity consumption in 2035 from regional renewable sources. This figure is less ambitious than some other parts of Wales, but has been arrived at by balancing the region's ambition against the available resources, investment requirement and potential grid capacity.

Potential benefits to the region in addition to supporting decarbonisation and contributing to meeting renewable energy targets, would include investment opportunities, job creation, supply chain stimulation and community benefit funds. If projects are developed by or invested in by the public and community sector there are additional potential economic and social benefits that could result, enabling the region to retain a higher proportion of the value created.

Box 2: A note on grid carbon factors

Achieving net zero carbon emissions across the UK requires the decarbonisation of the electricity grid. In line with industry best practice, the modelling for the Energy Vision scenario applies the UK grid carbon factor to electricity consumed in the region, rather than creating a regional factor based on electricity generated locally.

To be on track for net zero, the Energy Vision scenario assumes that an average UK grid carbon factor of 30 gCO₂/kWh has been achieved by 2035, in line with the assumptions used by National Grid’s 2019 Future Energy Scenarios¹. In order to achieve this level of grid decarbonisation, National Grid’s Community Renewables and Two Degrees scenarios require a net increase of 68 and 74 GW of low carbon electricity capacity respectively across the UK by 2035. SWW has the natural resources and the ambition to play an increased role in delivering renewable energy deployment.

4.2.4 Decarbonisation pathway: renewable electricity generation

Figure 30 shows one pathway to achieving the renewable generation of the equivalent of 147% of electricity consumption in the region.

To enable SWW to meet the equivalent of 147% of its 2035 electricity consumption from local renewables requires a significant increase in generation and efficiency savings to offset new sources of electricity demand

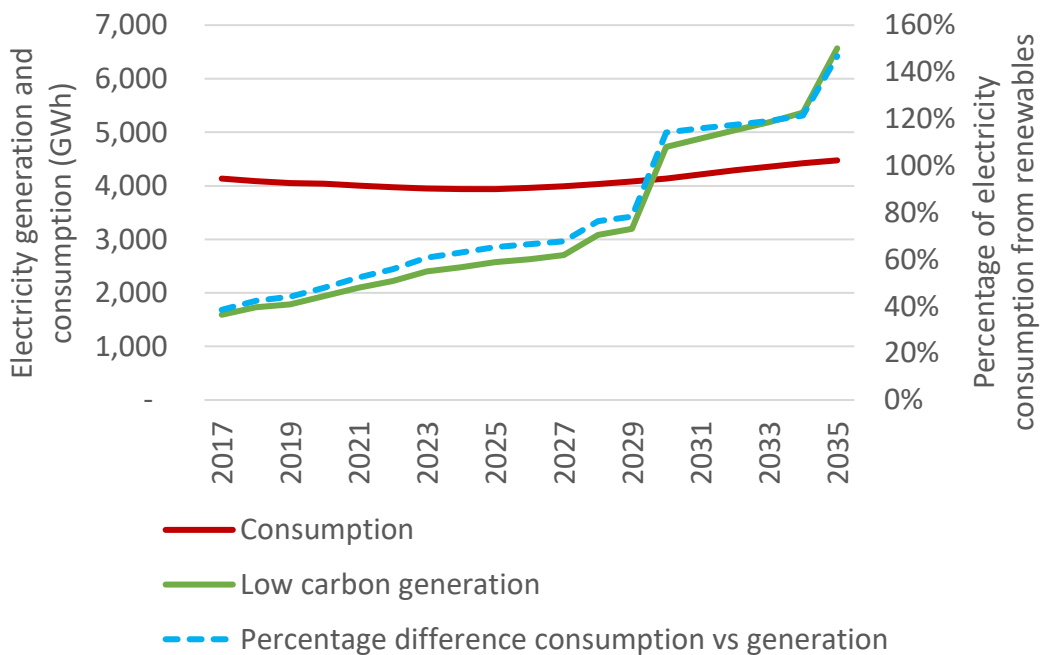


Figure 30: SWW’s Energy Vision scenario electricity consumption vs low carbon generation. Source: WGES analysis

Offshore wind, onshore wind and solar PV are the main electricity generating technologies focussed on in South West Wales' Energy Vision scenario

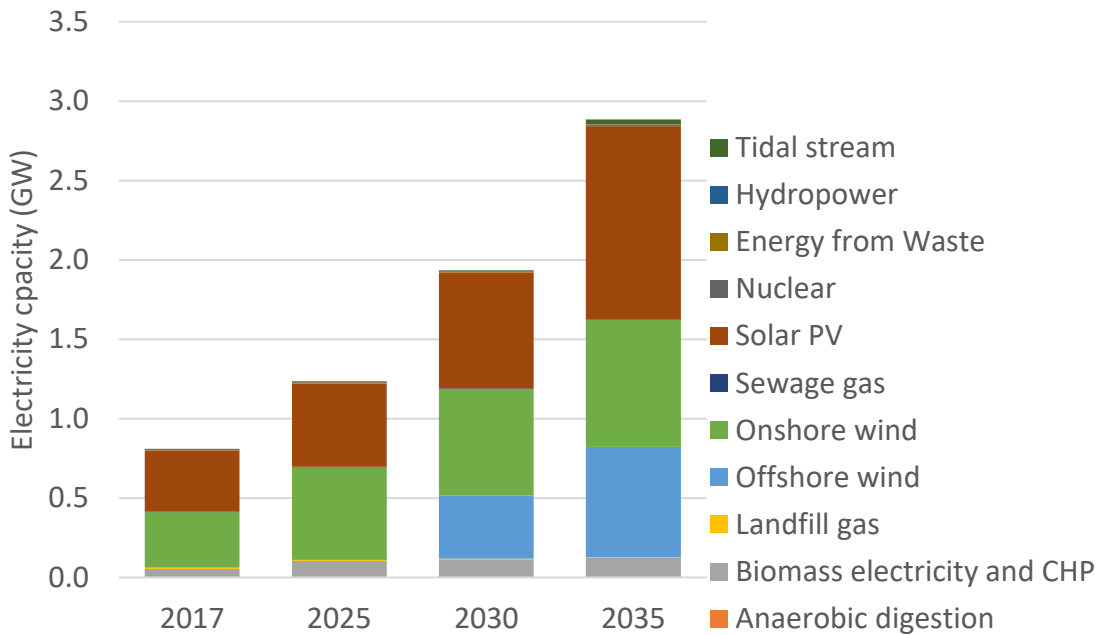


Figure 31: Renewable electricity capacity increases under South West Wales' Energy Vision scenario. Source: WGES analysis

Onshore wind

The Energy Vision scenario includes an increase in onshore wind capacity of 399 MW. This doubles the capacity within the region due to the availability of suitable sites. The capacity increase is made up of:

- a small number of projects currently in development
- new projects in the existing Strategic Search Area G (SSA)
- new projects in Priority Areas 8 and 9 as designated by Future Wales: The National Plan 2040
- new projects (made up of small numbers of large turbines) outside of areas designated by Future Wales and SSAs
- a number of small-to-medium-scale farm or community projects.

Solar PV

The Energy Vision scenario includes 827 MW of new solar PV, resulting in a total of 375 MW on rooftops and 840 MW in solar farms in 2035. Roof-mounted solar PV has an important role to play in the urban environment, particularly in engaging households and businesses in understanding the energy they consume as well as what they can generate.

Other renewables

The Energy Vision scenario also includes small increases in the deployment of anaerobic digestion (including biomethane-producing sites), and biomass electricity/CHP. Each of these technologies could have a small but significant

impact on local renewable energy generation with associated economic benefits.

Marine

Tidal Lagoon

The Swansea Bay Tidal Lagoon project is a strategic project, which could stimulate a new tidal energy industry. Given the level of local support and importance of the lagoon both for the energy and socio-economic development of the region, the lagoon has been included in the Energy Vision scenario. The planned installed capacity is 320 MW, which would generate over 500 GWh per annum.

The project is an important strategic project for the region's Energy Vision. If this project did not go ahead, and given the limitations and constraints on onshore development, more offshore wind would be needed in the energy mix to achieve the region's wider energy goal.

Nascent Marine Technologies

The Energy Vision Scenario modelling includes a small amount of tidal stream and wave energy from projects such as the Ramsey Sound tidal stream device and other wave and tidal projects further offshore, facilitated by [Pembroke Dock Marine](#), a project developed as a part of the city deal.



In addition, the modelling includes an ambitious amount of floating offshore wind by 2035. This includes the [Blue Gem Wind](#) floating wind development off the coast of Pembrokeshire. The

joint venture between Total and Simply Blue Energy has put in an application for its first demonstration site: the 96 MW Erebus project south of Pembroke Dock, which has received seabed rights.

In addition to the Erebus demonstration project, it is assumed that Blue Gem Wind's 300 MW Valorous project and an additional 300 MW of offshore wind could be commissioned within the strategy's time period.

Network infrastructure

At present, there are significant network constraints on the transmission network in the licence area that supplies South West Wales. In May 2016 WPD received notification from NGET (National Grid Electricity Transmission) to advise that due to a significant increase in levels of embedded generation

connecting in the South Wales region, NGET studies were highlighting concern around capacity and system overloads at peak times. This resulted in NGET imposing a restriction on all new thermal plant connecting at Grid Supply Points (GSPs) in the South Wales region. This NGET restriction did not apply to renewable types of generation such as solar and wind.

On 28th September 2020, WPD received an update from NGENSO (National Grid Electricity System Operator). The update confirmed that due to a combination of factors (changes to the contracted background, the formal closure of large thermal plant on the system, the embedding of the Capacity Mechanism and new information on the market behaviours and the role of batteries in providing both flexibility and a range of other grid services), NGENSO were able to lift the restriction upon new thermal plant connections in South Wales. Whilst the restriction on thermal plant has been lifted, any new connections will be subject to assessment by WPD via their standard design process and by NGENSO via the Statement of Works/Appendix G process. These assessments could still highlight more local restrictions on both the WPD distribution network and NGET transmission system which could limit capacity availability in certain areas.

WPD's network capacity map shows significant further constraints for generation and demand customers across the region²². One method of working around network constraints would be through local flexibility and alternative connection agreements.

Storage and flexibility

SWW hosts Wales' largest battery storage project, the 22 MW Pen y Cymoedd Energy Storage project in Neath Port Talbot. Smaller-scale commercial behind-the-meter projects are known to be hosted in the region, in addition to tens of domestic battery projects²³.

Further deployment of electricity storage, alongside flexibility such as demand-side response provision or the creation of local energy markets, could support the decarbonisation of energy generation in SWW by enabling more renewables to connect to the network in constrained areas and supporting the business case for investing in renewables. These will be explored further through the delivery plan.

²² [WPD \(2020\) Network capacity map](#)

²³ Welsh Government (2019) *Energy Generation in Wales*

4.2.5 Summary: renewable electricity generation

Sector	Example outcomes Energy Vision scenario	Energy prize	Carbon saving potential
Renewable generation	<p>Sufficient flexibility, including storage, and network infrastructure upgrades to enable low carbon generation and demand technologies to connect</p> <p>800 MW of onshore wind (399 MW of new capacity)</p> <p>1,215 MW solar PV (827 MW of new capacity)</p> <p>1,061 MW of marine technologies, including 696 MW floating offshore wind and 320 MW Tidal lagoon</p>	Generating the equivalent of over 147% of electricity consumption in 2035	Contribution towards reduction of GB grid carbon factor

5. Summary

Under a ‘Business as Usual’ scenario, SWW is expected to achieve only 20% decarbonisation by 2035, far less than the 55% needed to be on track for net zero. Delivering the Energy System Vision scenario represents a very significant step up from a Business as Usual scenario and will only happen with significant local, regional and national commitment.

Potential Business as Usual and Energy Vision decarbonisation trajectories in South West Wales

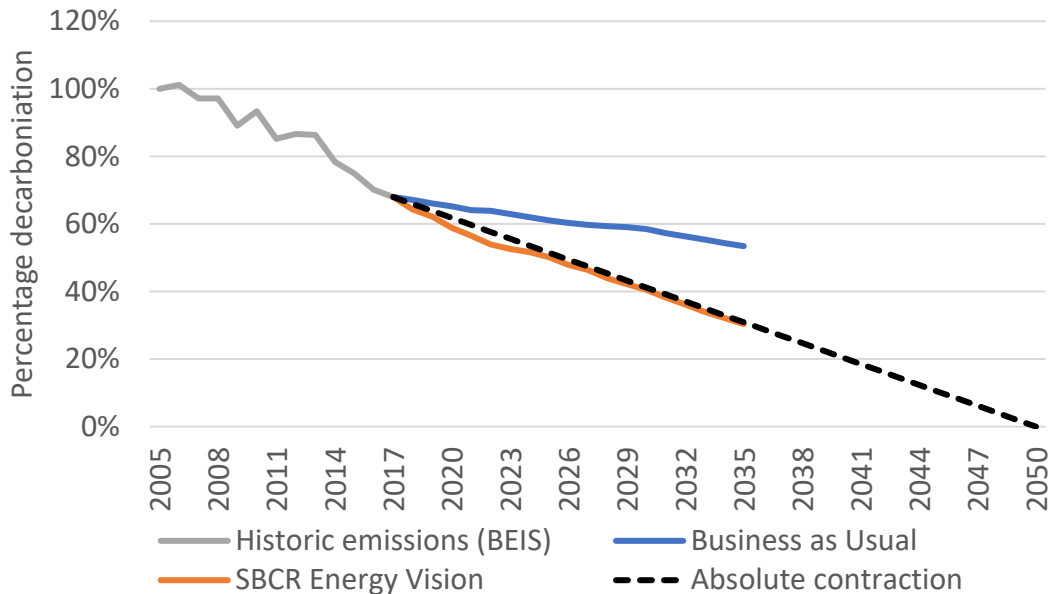


Figure 32: Decarbonisation trajectories in SWW. Source: WGES analysis

The Energy Vision scenario focuses on known, deployable technologies and behavioural change to 2035. Based on National Grid’s 2019 Future Energy Scenarios²⁴ and the Committee on Climate Change²⁵, the scenario prioritises “clear, urgent, no regrets” actions. Table 5 summarises the results of the modelling, setting out key example outcomes to be achieved by 2035.

Some potential initial actions to set the region on course to achieve these outcomes have been mentioned in this chapter but will be explored further in the South West Wales delivery plan.

Beyond 2035, and to achieve net zero, further decarbonisation of all aspects of the energy system will be required. In some cases, this further decarbonisation is dependent on innovation, national policy and/or overcoming significant challenges.

²⁴ [National Grid \(2019\) Future Energy Scenarios](#)

²⁵ [Committee on Climate Change \(2019\) 2019 Progress Report to Parliament](#)

Table 5: Summary of Energy Vision scenario modelling results

Sector	Example outcomes Energy Vision scenario	Energy prize	Carbon saving potential
Domestic heat and energy efficiency	<ul style="list-style-type: none"> • 21,000 houses fitted with internal or external wall insulation • Over 140,000 other insulation measures in homes • Over 65,000 heat pumps • Replacing heating systems in oil, LPG and solid fuel-heated homes prioritised • No fossil gas in new homes from 2025, to avoid retrofitting at a later date 	<ul style="list-style-type: none"> • 18% reduction in gross thermal energy demand • 34% net decrease in domestic heating energy consumption, taking into account demand reduction and improved heat technology efficiencies, including the impact of heat pump performance. 	422 kt CO ₂ (52% reduction)
Commercial and industrial energy demand	<ul style="list-style-type: none"> • Significant energy efficiency programme • A switch to alternative fuels, including hydrogen and electrification of heating • Decarbonisation of electricity network through renewables and behind-the-meter low carbon generation 	<ul style="list-style-type: none"> • 30% reduction in coal and petroleum energy consumption • 16% reduction in gas consumption • 1% of demand supplied by hydrogen through industrial clusters • 7% reduction in electricity demand 	932 kt CO ₂ (56% reduction)
Road transport	<ul style="list-style-type: none"> • 320,000 electric cars • 9,500 public and on-street EV chargers • 10% reduction in private vehicle mileage 	<ul style="list-style-type: none"> • 2.5 TWh reduction in petrol and diesel energy consumption • 0.6 TWh increase in electricity consumption 	580 kt CO ₂ (51% reduction)
Flexibility and renewable generation	<ul style="list-style-type: none"> • Sufficient flexibility, including storage, and network infrastructure upgrades to enable low carbon generation and demand technologies to connect • 800 MW of onshore wind (399 MW of new capacity) • 1,215 MW solar PV (827 MW of new capacity) 	<ul style="list-style-type: none"> • Generating the equivalent of over 147% of electricity consumption in 2035 	Contribution towards reduction in UK grid carbon factor

	<ul style="list-style-type: none">• 1,061 MW of marine technologies, including 696 MW floating offshore wind and 320 MW tidal lagoon		
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6. Economic assessment

6.1 Introduction

The changes required to develop a decarbonised future energy system have impacts that reach beyond reducing carbon emissions. Changing the technologies that we use to generate our electricity, use our energy and heat our homes, will also affect the economic landscape. Examples of these effects include changes in:

- the geographic distribution of jobs as energy generation becomes less centralised,
- the job intensity required to produce electricity because this is unique to each generation technology,
- the costs to install, construct, and operate new technologies, and
- how income and spending circulates around local economies as a result of these changes.

We have built on the energy system modelling described in the previous chapter to better understand the impact on net job creation and gross value added. Additionally, we have estimated the level of investment required to deliver the scenarios. The impacts we consider; job creation, gross value added, and investment required, are just some of the economic impacts related to the energy transition. Other impacts, such as the impact on the cost of supplying energy, and associated prices, are not included in the analysis.

6.2 Approach

We have used an indicator-based approach to estimate job creation, gross value added, and investment. This involved a literature review to identify the most appropriate methodologies such as jobs/MW, or GVA/employee. These indicators have been applied to the results of the energy system modelling and allow us to estimate the economic impact of changes in electricity generation, energy efficiency and domestic heating. A technical annex that accompanies this report provides additional detail on the calculations and sources used in our analysis.

In practice, this approach has an important limitation in relation to low carbon heating. There is significantly less data available to assess the number of jobs associated with the transition to low carbon heating than electricity generation or energy efficiency. This means that the low carbon heating jobs are not comparable with the electricity generation or energy efficiency jobs. We discuss this in more detail in the low carbon heating section below.

In terms of scope, the economic impact in terms of jobs, GVA and investment has not been calculated in relation to two sectors in the energy modelling i.e. transport, and commercial and industrial energy efficiency. The transport sector was excluded as the production and employment benefits associated with EV manufacture will not be

strongly influenced by the speed of customer switching to EVs in the same region. It is also assumed there will be no net change in jobs from the transition to EV manufacturing and assembly. Commercial and industrial energy efficiency has not been assessed as the energy modelling inputs do not allow us to identify energy efficiency impacts from other factors influencing energy demand change, such as the macroeconomic assumptions underpinning the future energy scenarios.

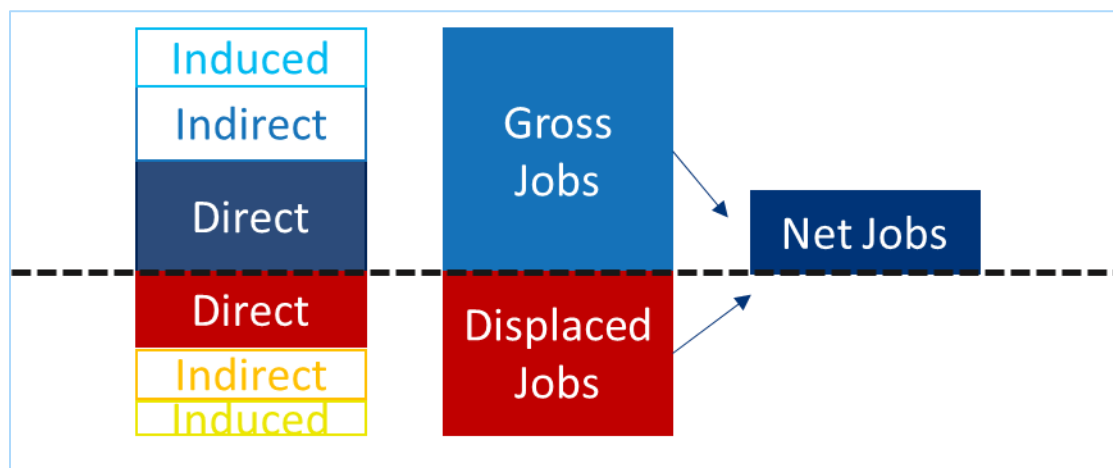
Finally, it is important to provide clarity on the definition of the term “jobs” within the context of this analysis and how this applies to each technology area. Political and media commentary on “jobs” often refer to gross jobs, which are the direct jobs related to a specific project or intervention. In examining the economic impact of the energy transition the accepted standard is to calculate net jobs – this considers the net impact of the job gains alongside the job losses associated with transitioning from one technology to another. Where data sources have made this possible, we have sought to present jobs estimates in net terms, in line with this best practice. We also define jobs in terms of Full Time Equivalent (FTE) wherever data allows.

Additionally, there is a difference between direct, indirect and induced jobs. In an energy context, direct jobs are typically associated with the manufacture, construction and installation of equipment. Indirect jobs arise in the supply chain of the energy technology. Induced jobs relate to jobs generated as a result of spending incomes earned from direct employment.

Figure 33, below, shows the relationship between gross, displaced, and net jobs. Indirect, direct and induced jobs are also shown. Indirect and induced jobs have not been filled with colour as these jobs are not taken into account in this analysis.²⁶

²⁶ Adapted from UKERC. 2014. Low carbon jobs: The evidence from net job creation from policy support for energy efficiency and renewable energy.

Figure 33: Relationship between gross, displaced and net jobs (including direct, indirect and induced jobs)



Throughout this analysis we only calculate direct jobs as, depending on the area of decarbonisation, these have a higher probability of being local jobs than indirect or induced jobs. However, the analysis does not allow us to comment on the exact location of the job estimates. Some jobs are likely to be held by residents of South West Wales; other jobs may be held by those who travel into the region to perform their roles and others may be located elsewhere in the manufacturing supply chain.

6.3 Electricity generation

The results from assessing the economic impact related to the change in electricity generation technologies show that achieving the energy system vision scenario will require approximately £3,280 million of additional spending/investment over the period 2020 to 2035 (including c £1.4bn for offshore wind and c £1.2bn for the Swansea Bay Tidal Lagoon), equivalent to approximately £220 million per year, compared with the business as usual scenario. This spending/investment will be made by a wide range of parties included businesses (and their investors), households, as well as local and national government. The energy system vision scenario will also create an estimated 12,500 additional jobs and contribute approximately £1,410 million more in GVA than the business as usual scenario. These jobs may be located inside or outside of South West Wales, with the experience of Wales to date being that many electricity generation jobs are located outside of the region. In order help South West Wales optimise the benefit from jobs associated with future local electricity generation, it will be important to understand the reasons for the lack of local jobs and develop a policy response.

Table 6 summarises the estimated economic impact of the business as usual and the energy system vision scenarios. The figures shown in the table represent the total value from all years from 2020 through to 2035.

Table 6: BAU and ESV electricity generation economic impact 2020- 2035²⁷

Scenario	Gross Direct Jobs including losses*	Discounted GVA**	Discounted Investment**
Business as usual (BAU)	28,800	£3,600m	£570m
Energy system vision (ESV)	41,300	£5,010m	£3,850m
Difference between ESV and BAU	12,500	£ 1,410m	£3,280m
Difference between ESV and BAU (percentage)	+43%	+39%	+574%
<p><i>*Gross direct job figures have been calculated based on UK or international direct job intensity indicators per technology. These full-time equivalent indicators include both short term (construction) and long term (operations and maintenance) jobs. However, short term jobs are weighted against the lifetime of the plant. A significant proportion of direct electricity generation could be taken by local residents. However, to date this has not been the experience of Wales. If business as usual policies continue, it may be that a potentially significant number of these jobs will be held outside of the region.</i></p> <p><i>**All figures are rounded.</i></p>			

6.3.1 Investment

The energy system vision scenario requires approximately £3,280m of additional investment in new electricity generation. Figure 34 below shows the breakdown of this investment by technology. Offshore wind requires the most additional investment at 41% of the £3,275m. This is followed by tidal lagoon (35%), onshore wind (10%) and solar PV (8%).

²⁷ A discount rate of 3.5% is applied to calculate investment and GVA over the 2020 – 2035 time period.

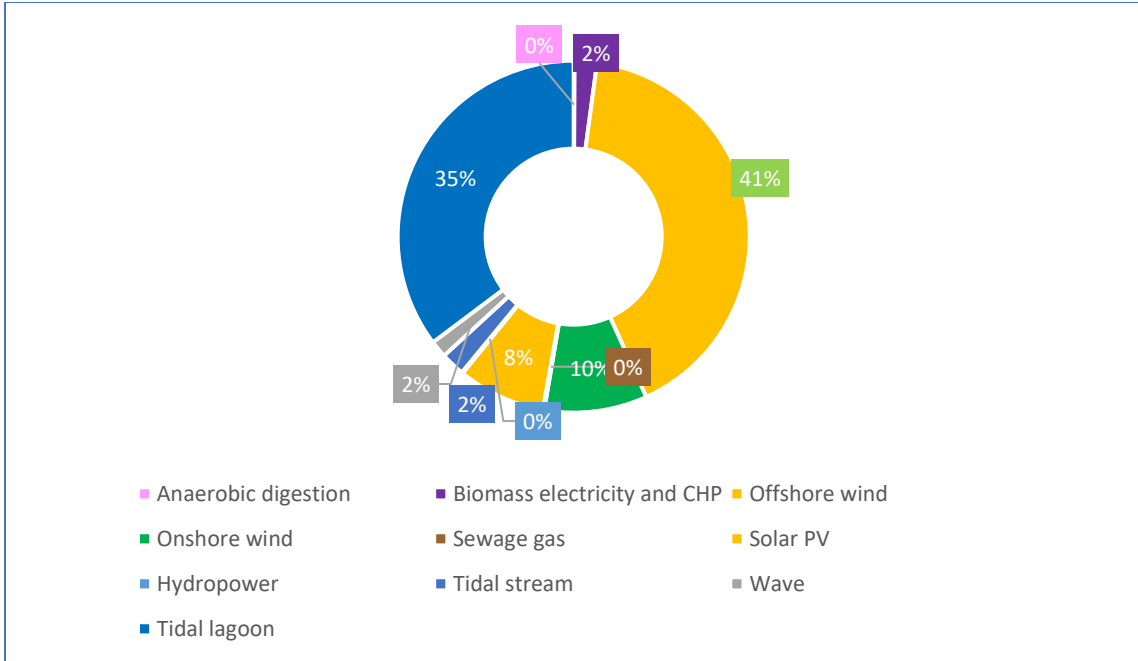


Figure 34: ESV investment in electricity generation required beyond the business as usual scenario (2020 – 2035)

6.3.2 Jobs

The jobs figures presented include both the jobs associated with increases in capacity and output from some generation technologies (for example offshore wind) as well as jobs lost as the capacity and output from fossil-fuel based generation technologies falls. The jobs calculated are direct jobs which means that they relate to the manufacturing, construction, operation, and maintenance of the plant and equipment. A significant proportion of these jobs could be taken by residents that are local to energy generation sites, whereas indirect or induced jobs are expected to be more geographically diffuse. However, the experience in Wales to date is that many renewable jobs are held by those living outside the region who commute to the region to undertake these jobs. The breakdown of jobs required in the energy system vision scenario is visualised on an annual basis in Figure 35 below.

It is estimated that in the energy system vision scenario electricity generation is responsible for just over 41,000 direct gross FTE jobs from 2020 to 2035.

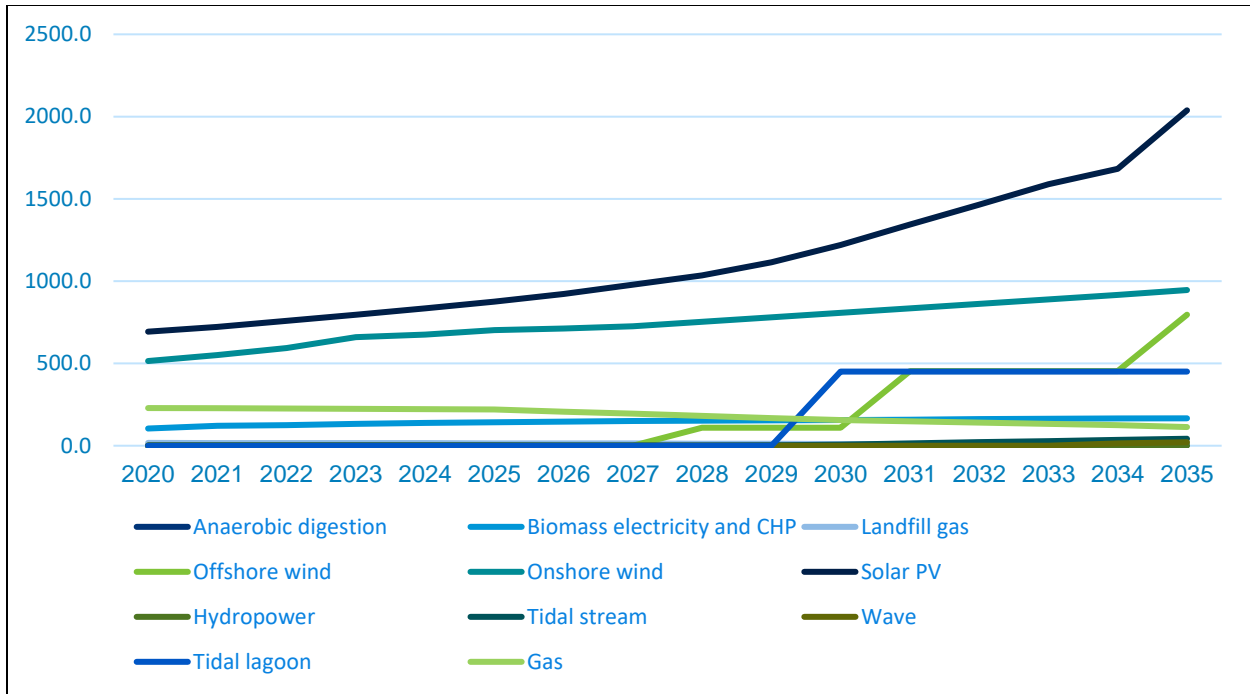


Figure 35: ESV electricity generation net jobs (2020 – 2035)

Figure 36 shows which technologies in the energy vision scenario support additional jobs in comparison with the business as usual scenario. The difference between the two scenarios represents the net additional jobs supported by the energy system vision in comparison with business as usual. Solar PV accounts for the largest difference in jobs

between the two scenarios (32%), followed by offshore (19%) and onshore wind (19%), and tidal lagoon (17%).

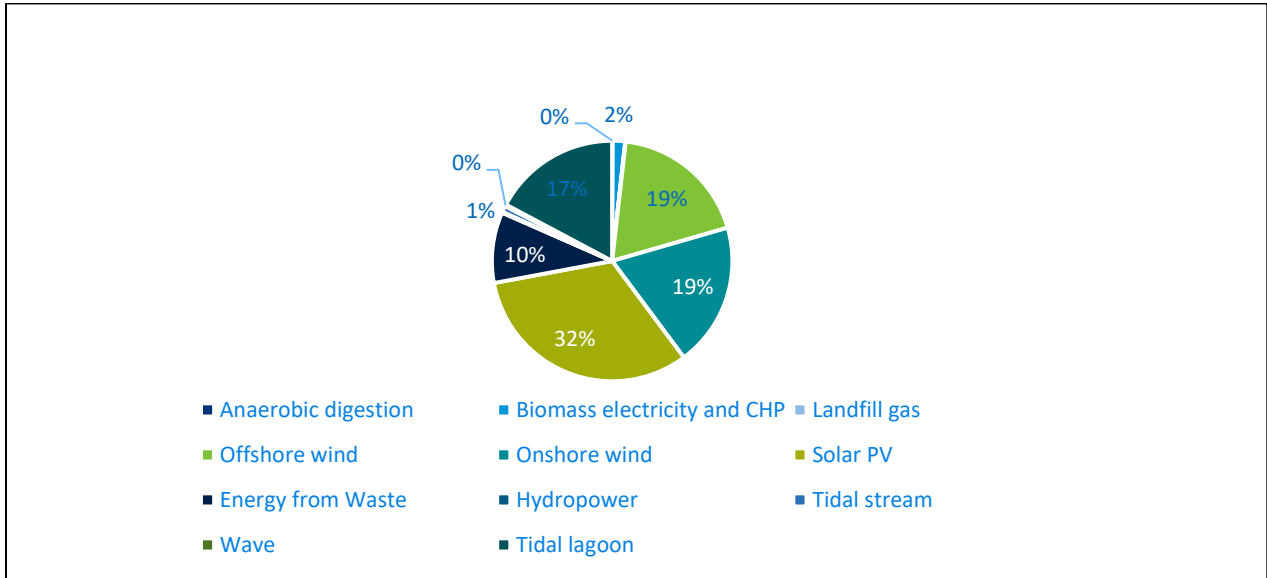


Figure 36: Additional Job distribution in the ESV scenario compared with the BAU scenario

6.4 Domestic energy efficiency

As with electricity generation, the increases in domestic energy efficiency associated with the Energy System Vision scenario relative to the BAU scenario, require more investment, support more jobs, and lead to an enhanced contribution to GVA. This reflects that the energy system vision sees a more dramatic shift in the number of homes achieving higher EPC ratings and the larger number of energy efficiency improvements needed to achieve this outcome. These figures are presented in Table 7.

Table 7 shows that the energy system vision requires approximately 1.5 times the investment and jobs compared with the business as usual scenario. Additionally, it supports approximately 1.6 times the GVA associated with the business as usual scenario.

Table 7: BAU and ESV domestic energy efficiency economic impact 2020 -2035²⁸

Scenario	Net jobs**	Discounted GVA*	Discounted Investment*
Business as usual (BAU)	7,000	£415m	£1,470m
Energy system vision (ESV)	10,700	£635m	£2,250m
Difference between ESV and BAU	3,700	£220m	£780m
Difference between ESV and BAU (percentage)	+53%	+53%	+53%
* Figures are rounded.			
** Net jobs figures do not include estimations of operation and maintenance jobs associated with the energy efficiency improvements.			

6.4.1 Investment

The majority of investment required to install the energy efficiency measures described by the BAU and ESV scenarios is related to insulation measures. The investment requirements can be seen in Figure 37.

²⁸ A 3.5% discount rate was applied to calculate the GVA and Investment over the 2020 – 2035 time period.

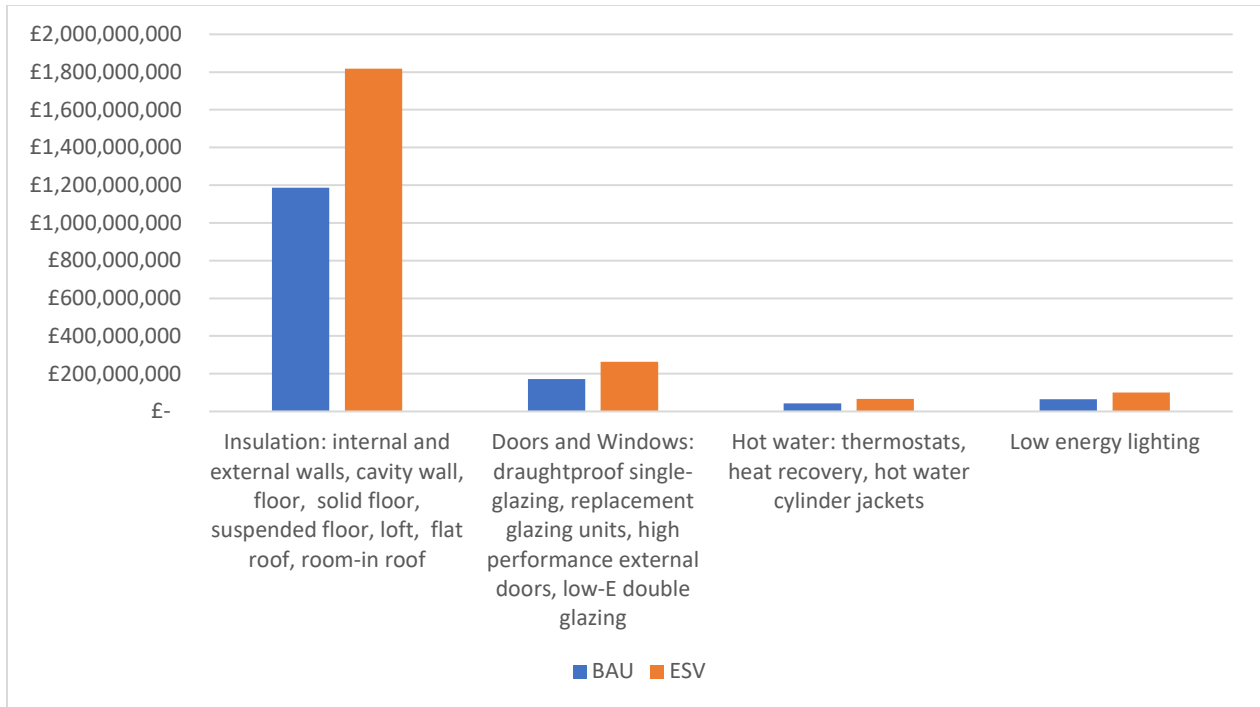


Figure 37: BAU and ESV domestic energy efficiency investment requirements 2020-2035

6.4.2 Jobs

3,700 additional net jobs are related to the energy system vision scenario in comparison with the business as usual scenario between 2020 and 2035. These are net direct jobs and take account of the fact that energy efficiency requires additional jobs to deliver and install the relevant technologies, but could also reduce jobs associated with the reduced need for energy production and supply. Like electricity generation, some energy efficiency jobs may be held by those residing in the region and other jobs may be held by people who travel into the region to perform these tasks.

The majority (51%) of the additional jobs in the ESV scenario relate to installation of 50 mm internal or external wall insulation, 24% of jobs relating to floor and solid floor insulation, and 7% of jobs relate to the replacement of single glazed windows with low-E double glazing. Figure 38 below shows the estimated jobs required to implement the energy efficiency measures that relate to the EPC changes between the BAU and ESV scenarios.

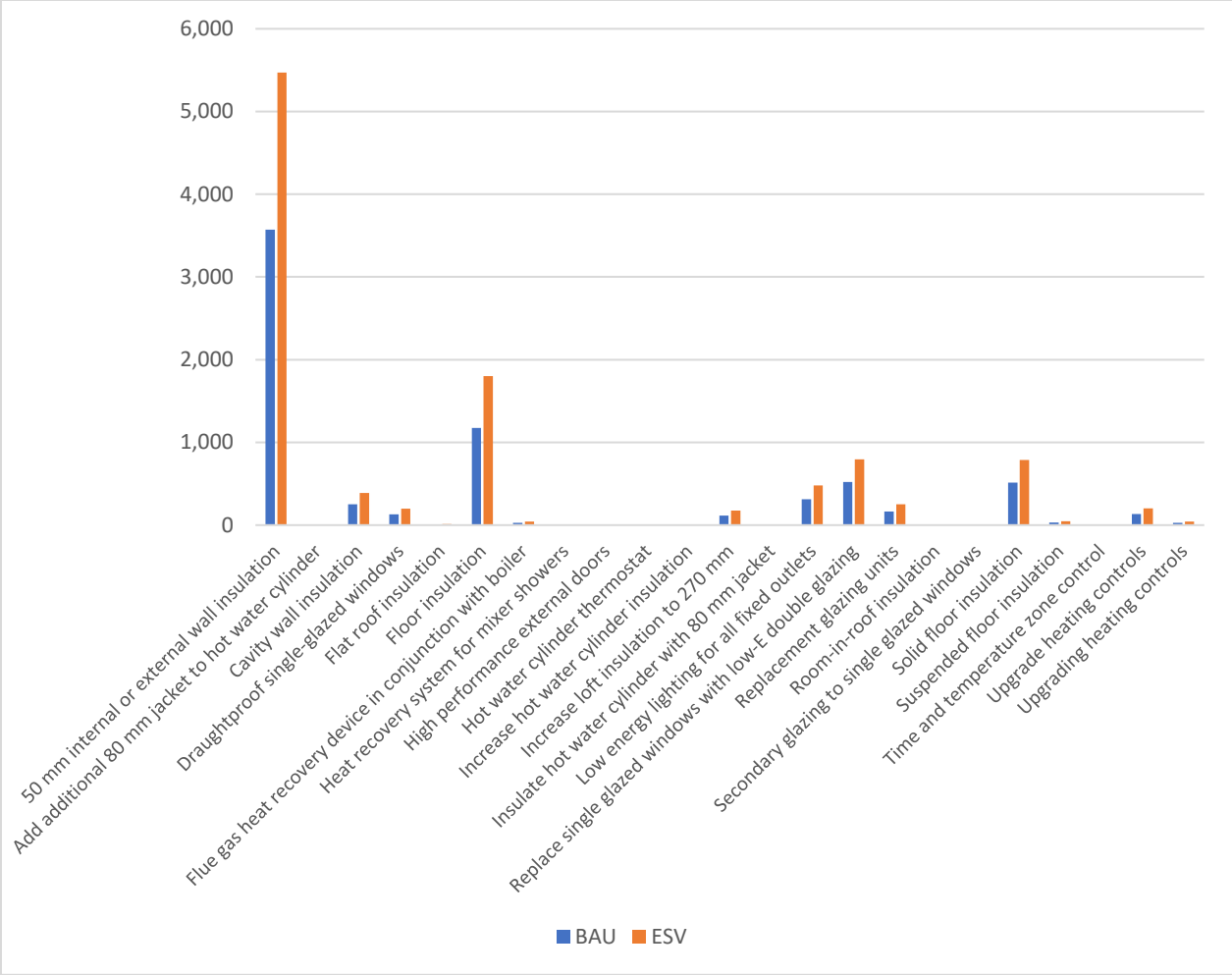


Figure 38: BAU and ESV net jobs per domestic energy efficiency measure 2020 – 2035

6.5 Domestic heat

The more intensive switch to low carbon heating in the energy system vision scenario requires additional investment, which increases the GVA associated with these activities. The GVA associated with heating technologies is 161% greater than in the business as usual scenario while the energy system vision scenario requires 73% more investment compared with the business as usual scenario. The ESV scenario also supports more jobs related to low carbon heating. However, due to a lack of data on jobs associated with traditional heating technologies, a comprehensive comparison in the jobs impacts from the switch to low-carbon heating technologies has not been carried out. Table 8 below summarises the economic impact of both scenarios and the difference between the scenarios. A comparison of the investment required in the BAU scenario and the ESV scenario is presented in Figure 39.

Table 8: BAU and ESV domestic heat economic impact 2020- 2035²⁹

Scenario	Gross jobs associated with low carbon heating	Discounted GVA associated with all heating technologies	Discounted Investment associated with all heating technologies
Business as usual (BAU)	1,400	£ 120m	£ 335m
Energy system vision (ESV)	2,335	£ 320m	£ 575m
Difference between ESV and BAU	925	£200m	£ 240m
Difference between ESV and BAU (percentage)	+66%	+161%	+73%
*All figures are rounded.			

6.5.1 Investment

Figure 39 shows that the shift to low carbon heating in the ESV scenario happens faster and to a greater scale than in the BAU scenario. For example, between 2020 and 2035, the ESV sees approximately £17 million of additional investment per year in heat pumps, biomass boilers and radiant electric heaters compared with the business as usual scenario. At the same time, the ESV requires approximately £3.2 million less investment per year in gas boilers and gas hybrid heat pumps during this period compared with the business as usual.

²⁹ A 3.5% rate is applied to GVA and investment to calculate these figures over the 2020-2035 time period.

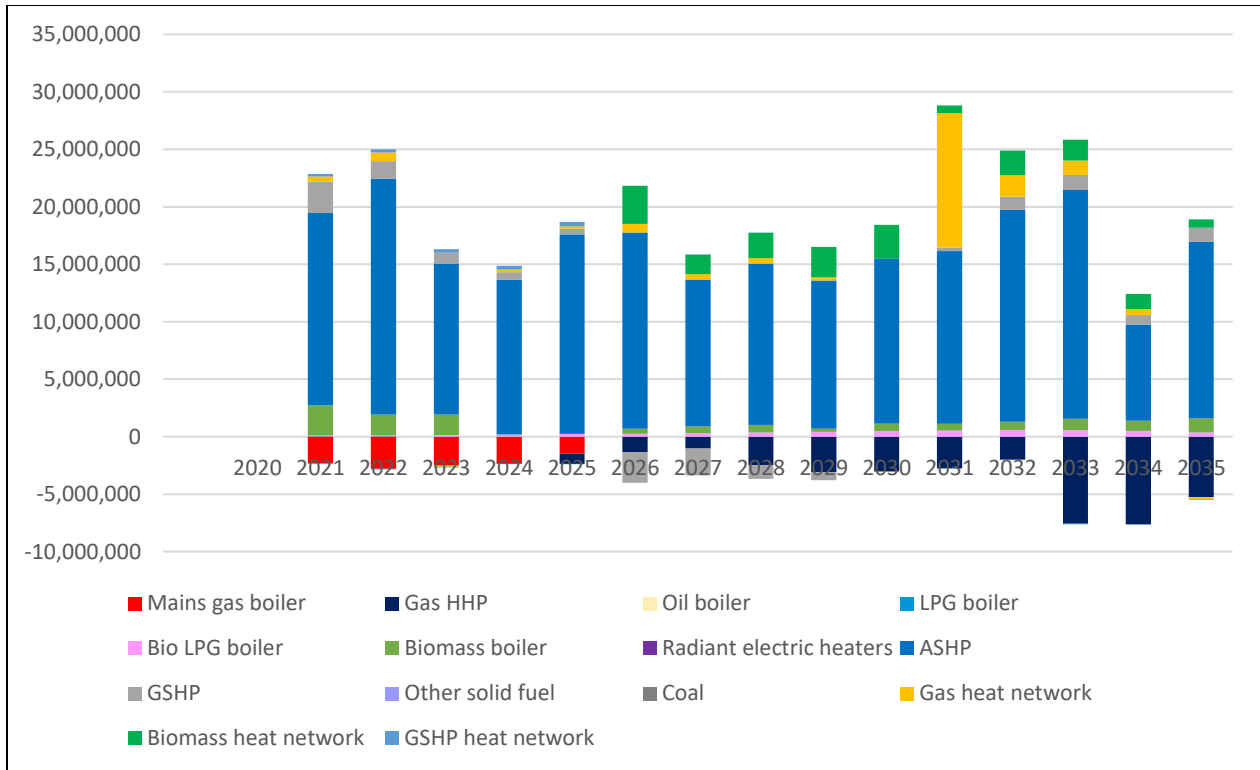


Figure 39: BAU and ESV domestic low carbon heating investment 2020 – 2035

6.5.2 Jobs

The job figures calculated for domestic heat differ from those calculated for electricity generation. Fewer studies quantify the jobs related to the installation of heating technologies than for electricity generation technologies. Given the limited number of studies, we use a jobs/£m turnover for non-heat network technologies, like heat pumps and biomass boilers, and use permanent jobs/annual GWh of heat generated for heat networks.

Moreover, due to a lack of quality data, our estimate of jobs related to heating technologies only relates to low carbon heating and does not include changes in jobs associated with the installation of more traditional heating technologies such as gas boilers.

Figure 40 below shows the difference in low carbon heating jobs between the ESV scenario and the BAU scenario. As with electricity generation and energy efficiency, some of the jobs presented may be held by residents of South West Wales while other jobs may be held by those residing outside of the region.

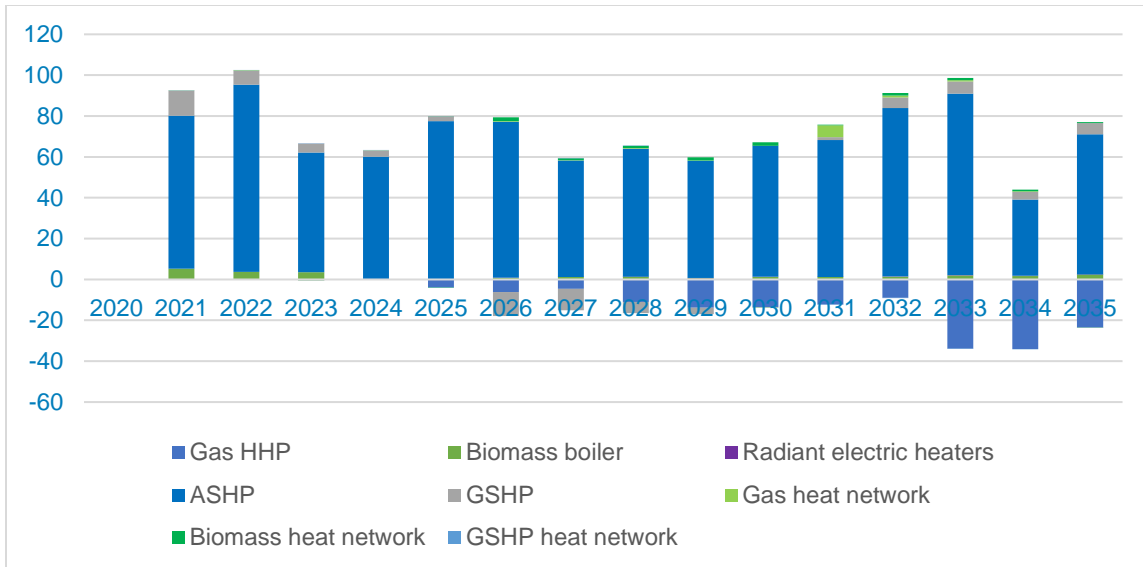


Figure 40. BAU and ESV domestic low carbon heating jobs 2020-2035

6.6 Summary

Across all technologies, the higher level of effort related to decarbonisation and the energy transition in the energy system vision scenario requires more investment/spending when compared with the business as usual scenario. The economic analysis demonstrates that over £4 billion of additional investment/spending is needed to achieve the energy efficiency, electricity generation, and heat aspirations described in the energy vision between 2020 and 2035. This represents approximately £286 million per year and will need to be financed from a range of sources including the private sector, households, and national and local government.

In terms of jobs, the ESV scenario is estimated to require over 16,000 additional jobs to deliver the accelerated deployment of renewable electricity generation technologies and the enhanced levels of energy efficiency. These additional jobs are associated with approximately £1,600m more GVA (discounted at 3.5% over the period 2020-2035). In addition, it is estimated that there will be over 900 additional gross jobs associated with the provision of low-carbon heating technologies in the ESV scenario than the BAU scenario, associated with approximately £200m of GVA.

Integrated Impact Assessment Screening Form – Appendix B

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Property

Directorate: Place

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- X Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

South West Wales Regional Energy Strategy

As part of the public sector response to the challenges and opportunities created by climate change, the 'net zero' carbon agenda and the 'green industrial revolution', the Welsh Government has supported the development of Regional Energy Plans across Wales.

The South West Wales Region Energy Strategy was commissioned by the Welsh Government and supported by the Welsh Government Energy Service - established in 2018 to provide stimulus to drive forward a vision for a new energy system. It has been developed by the South West Wales Energy Core Group, a sub-group of the Regional Directors' forum from the Swansea Bay City Region local authorities of Carmarthenshire, Neath Port Talbot, Pembrokeshire and Swansea with additional support from an Advisory Panel and regional stakeholders.

The overall objective of the strategy is to develop a strategic pathway identifying key interventions to deliver on the region's ambitions for decarbonising its energy system. An Energy Vision scenario has been modelled to set out a potential decarbonisation route that will put the region on track to achieve a net zero energy system by 2050 (2030 for the public sector).

Integrated Impact Assessment Screening Form – Appendix B

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches? Please provide details below – either of your activities or your reasons for not undertaking involvement

Effective governance will be critical to take this plan forward into implementation. The core group is supplemented by a wider advisory and stakeholder groups from across the public, private and third sectors which, over the last nine months, has undertaken engagement and energy and economic modelling activity which underpins the plan.

Responsibility for monitoring the South West Wales Regional Energy Strategy is likely to feature as part of the economic well-being function in the governance structures being developed to support the South West Corporate Joint Committee (CJC). The strategy is likely to require a cross cutting number of experts given the specialist knowledge required in its implementation. As such, Welsh Government Energy Service and the core group are jointly committed to delivering this strategy.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
 Yes x No

- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes x No

- c) Does the initiative apply each of the five ways of working?
 Yes x No

Integrated Impact Assessment Screening Form – Appendix B

d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?

Yes x No

Q5 What is the potential risk of the initiative? (*Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...*)

High risk

Medium risk

 x

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

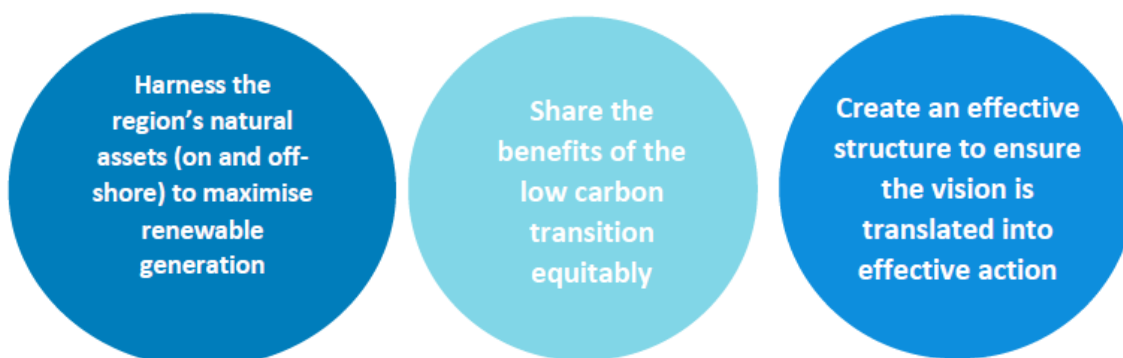
x Yes No If yes, please provide details below

Climate change and nature group programme board, including a sub group working on carbon emissions working towards net zero carbon emissions by 2030 and this will impact on service delivery –ie transport (ie. moving towards electric fleet); waste, energy

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

The South West Wales Energy Plan creates a regional vision and provides a broad context in which local and regional decisions can be made that foster a healthy environment, a vibrant economy, and a high quality of life for all residents. The vision balances regional population, housing, and employment growth with habitat preservation, agriculture, open space, energy, and other infrastructure needs. The intent of the vision is to move Swansea Bay Region towards a sustainable future with more choices and opportunities for all residents guided by three core principles:



Integrated Impact Assessment Screening Form – Appendix B

Core principles

- Optimise the wide range of regional natural resources such as solar, wind (on and off-shore, including floating off-shore wind (FLOW)), biomass, hydro and marine (including wave, tidal stream and tidal range technologies), to maximise low carbon electricity generation and help achieve a de-carbonised economy.
- The transition to a low carbon economy needs to improve lives for all and for benefits to be shared in an equitable way. The vision will support inward investment to the region; encourage the growth of sustainable local supply chains, including cutting edge research and development; the creation of resilient manufacturing, construction, operations and maintenance jobs; and affordable energy and energy efficient housing across the region.
- Led by a proactive and effective regional delivery vehicle - Our vision will be achieved by an effective regional delivery mechanism able to convert the vision into action.

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**
- **Summary of impacts identified and mitigation needed (Q2) –**
The Plan requires harnessing of the region’s low carbon energy potential across its on and offshore locations, to deliver a prosperous and equitable net zero carbon economy which enhances the well-being of future generations and the region’s ecosystems, at a pace which delivers against regional and national emissions reduction targets by 2030 and 2050.

The vision is supported by six regional priorities:

- Energy efficiency
- Renewable energy generation
- Distribution of heat
- Decarbonisation of transport
- Local energy generation and ownership
- Flexibility and smart energy

Impacts could be very direct for citizens and businesses across the region going forward, more renewable energy sources, reducing fuel poverty and improving health, well-being and prosperity for all. Investment in new technologies could also offer green jobs and reskilling opportunities to help support such a new and emerging sector.

- **Summary of involvement (Q3)**

Stakeholder feedback from seminars and webinar sessions on the overall ambition of the plan is very positive and supportive. Across the regions there has been progress made across all the above priorities with major projects supported by the Swansea Bay City Deal complementing the work that each local authority is doing through their respective ‘net zero’ plans. In addition, the work that Public Service Board partners, communities and, crucially, business and industry are engaged in through a number of projects and initiatives – from neighbourhood micro-level up to macro-level transformational schemes – is helping to build momentum.

Integrated Impact Assessment Screening Form – Appendix B

- **WFG Consideration (Q4)**

The Well-being of Future Generations is a pivot part of the Plan and its governance structure.

- **Any risks identified (Q5)**

The significant risk to the plan is securing financial investment from National Government, Welsh Government, Regions and private institutions that will be required to fund the projects to realise the ambitious of the plan.

- **Cumulative impact (Q7)**

An exciting opportunity to maximise the Wellbeing of Future Generation and equality plan principles and to deliver a strategic approach to energy across South West Wales focusing on decarbonising the energy system across the region with renewable technologies and energy.

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

X Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Antony Moss
Job title: Energy Manager
Date:
Approval by Head of Service:
Name: Martin Nicholls
Position: Director – Place
Date:

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 13.



Report of the Cabinet Member for Delivery & Operations

Cabinet – 20 January 2022

Future Strategy for Outside Hospitality

Purpose:	This report advises as to actions taken during the pandemic to support the hospitality trade and proposed future policies and procedures.
Policy Framework:	Asset Management Plan 2021-2025
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet approves to: 1) Extend the concession in respect of Pavement Licences and Highways Licences until 31 st March 2023. 2) Review those agreements and Licences which have extended into the carriageway and extend as appropriate within existing delegated authority. 3) Receive and consider a further review of licensed, non-highway land by mid-2022.
Report Author:	Geoff Bacon
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Background

- 1.1 As a result of the pandemic, there was an immediate and urgent demand from local businesses for a relaxation of established mechanisms for permitting outdoor trading, whether it be the usage of tables and chairs on land adjacent to premises or the reaction to pent up demand for new mobile trading facilities.
- 1.2 The Council responded to the challenge of speeding up existing processes but not to detriment of all stakeholders.

- 1.3 The four key areas below were tackled with concentration of effort on assistance for existing businesses and for that reason were considered the priority. However the success of outdoor trading continues to be evident and this has led to the identification of additional, short term locations.
- Seating pavement licences
 - Seating Council land, non-highway
 - Seating Non-council, non-highway
 - Mobile Street trading
- 1.4 There were a number of immediate actions taken throughout the pandemic and this strategy is intended to build on the lessons learnt.

These were primarily:-

- There is a market for outdoor hospitality
- A careful balance is required to ensure stakeholders are engaged
- Reaction to market demand has to be within statutory requirements
- The evident demand indicates that a return to charging a market rate would be appropriate

2. Key Areas

2.1 Seating Pavement Licences

The existing scheme in operation covers issues governed by the Highways Act allowing the provision of facilities on the Highway for consumption of food and/or beverages on the footway. Primary concern from a Highways perspective remains the safe and accessible route of pedestrians and the understanding that carriageway occupations are temporary whilst businesses are being supported during the pandemic. . During the pandemic the process was accelerated with waivers for new sites and renewals. . There continues to be the opportunity for the development of larger areas used in a communal way by businesses for outdoor seating/dining and this was developed in a number of non-highway locations. Officers continue to work with business to support proposals for these type of arrangements, but it is for the collective businesses to come forward and manage the areas created and ensure social distancing, cleaning and acceptable behaviour is in order.

Issues have arisen where operators have exceeded the authorised licenced area, failed to renew licences, have sought to occupy beyond the established 11pm, which is beyond the cut off when it comes to permitted development rights (10pm) and have been reluctant to remove furniture. Going forward it must be ensured that furniture is removable without special equipment or knowledge and will be taken in a minimum of monthly, or at immediate request, to enable inspection, cleaning and to carry out maintenance. Along with the need to render the furniture unusable by patrons after the permitted time has expired each day. A

termination date for the use of carriageways for licences will need to be agreed as the temporary measures are not suitable on a permanent basis.

This has become a major point of contention with traders in that the request for more permanent, fixed arrangements with installed power are not acceptable on the public highway. There remain a number of complainants/objectors to the temporary arrangements primarily around accessibility and potential issues for those with mobility issues and those trying to navigate the areas if they are pushing prams. There is concern that the flexibility to enable these licenses as a result of uncertainty during the pandemic have extended beyond what was originally envisaged. However, it is proposed that these temporary arrangements remain in place until 31st March 2023. During the pandemic, arrangements to allow licenced seating have required temporary/experimental traffic regulation orders in some cases. These may require approval from Welsh Government to extend, each site will be checked to confirm and if any issues arise they will be reported. Subject to these checks, they will remain “free” however all licensees will be advised of the level of the concession granted and that the full fee will be reinstated as at 1st April 2023.

Charging rates will continue to be constantly reviewed and compared to national rates.

There are currently 9 seating areas which have extended into the carriageway. These are currently being reviewed on the basis if they can continue to be justified on highway safety grounds that consideration is given to making these into permanent footways. It is proposed that all carriageway occupations will stop on the 31st of March either through works to create new footway or termination of licence. Any works will have to be at the full cost of the applicant as due to the commercial benefit attributable it could not be considered acceptable for this to be done at cost to the Council.

These areas will need to be reviewed as a matter of urgency as they’ve been in place for some time, beyond what could be considered appropriate. Consultation will be undertaken with planning and ward members. Full consultation and individual IIA’s may be required in some cases.

2.2 Seating Council Land, Non-Highway

Where there is a request to use an area of land adjacent or at least close to an existing business, this, in theory can be relatively easy to accommodate. If there are no adjacent “competing” businesses then under the Land Transaction Rules agreement can be reached. Normally there would consultation with Planning and Licensing and Ward members. This would continue but would be fast tracked. If there were objections this would need to be escalated. If there were potentially competing interests they would be “encouraged” to work together.

Any agreement would have to pass on responsibility to any applicant and the Council would have to insist all appropriate documentation- insurance, risk assessments, procedures- were in place.

A number of locations, notably Southend Gardens and Singleton Park have been managed successfully by Special Events due to their specific locations. They have offered an enhancement to the tourism offer and management by the local businesses has led to few issues or disruptions. However during the pandemic no licence fees or costs were charged.

As with the pavement licenses the temporary nature of the arrangements – removable furniture etc. removes the requirement for planning consent.

Going forward these areas, including outdoor markets, such as those which occupy areas in the Uplands, Mumbles and the Marina will be reviewed to establish appropriate fees and costs will be charged to reflect the commercial value. This review will also consider how best to ensure equity with established, permanent local traders and will be concluded mid-2022.

2.3 Seating Non-Council Land, Non-Highway

If it's established that the land in question is not owned by the Council nor is it Highways i.e. some areas of SA1, then only the statutory regulations of Licensing and Planning would need to be complied with.

2.4 Mobile Street Trading

During the pandemic when an application was submitted all consultees were requested to respond sooner than normal to allow applications to be processed quicker. We will endeavour to continue to push for early responses however reasonable period for responses should be expected.

The Council receives a lot of interest in street trading and there are currently 70 street traders in total. Officers are working on potential opportunities particularly around the sea front with 1 new site to the prom in Mumbles and another 4 pitches which have just been filled through the sell2wales site. It is considered that the additional sites identified have now put those locations at capacity. More substantial temporary sites are being considered as a result of the success of the mobile venues and the financial return on investment in these sites is considered justifiable

Any businesses that approach the Council regarding a street trading consent continue to be dealt with as quickly and appropriately as possible.

2.5 Licensing

As temporary restrictions guidance implemented during the pandemic limiting the inside use of hospitality premises have been removed, there remain a number of options available to licence holders to make sure that their particular business can operate effectively and comply with legislative requirements. Licensing officers and the relevant responsible authorities

will remain available to help applicants and licence holders and advise on any individual issues or concerns about an application.

2.6. Planning

As with licensing, temporary permitted development rights that were introduced by Welsh Government to support re-opening of business and to create safe environments for the public are no longer valid from 3rd Jan 2022. Welsh Government has confirmed that these PD rights will not be extended. Businesses who wish to continue operating in line with these temporary permitted development rights would therefore need to apply for planning permission if they wish to continue operating after 3rd January 2022.

Where the use continues after this date without appropriate planning permission, the Local Planning Authority would need to consider whether enforcement action is necessary to control the use or require it to cease. Each case would need to be considered on its merits, and key issues are likely to be the impact on residential amenity and highway safety.

Planning enforcement is discretionary and should only be taken where it is expedient to do so. Action would not be taken solely to remedy a breach where no harm is occurring. Formal enforcement action would be a last resort. However, it is likely that at the very least, planning conditions would be required to control the use in the long term. The absence of a planning application would prevent the LPA from using conditions to control the use and as a result, enforcement action would be required.

For those areas which are currently operating under licence on Council land but with the benefit of permitted development rights, operators will be advised that they must engage with the LPA to determine an appropriate course of action.

The Welsh Government is currently consulting on whether these temporary permitted development rights should be re-introduced as permanent permitted development rights in the future.

3. Financial Implications

- 3.1 On the basis that a continuation of a concession up until the 31st March 2023, the expected loss of income for Pavement Licenses is in the region of £50,000pa. Subject to the approval of this report, this income will be replaced from the ERF for 22/23.

4. Legal Implications

HIGHWAYS

- 4.1 Street cafes are considered to be tables and chairs placed on the highway where food and drink is served to customers. The Council must ensure that the public's rights to use the highway is not detrimentally affected.

- 4.2 Permissions to use the highway for street cafés are granted by the issue of licences by the Council as the Highway Authority under Part VIIA (Provision of Amenities on Certain Highways), Section 115A-115K of the Highways Act 1980.
- 4.3 Section 115E of the Highways Act 1980 allows for a council to grant permission to others to use objects or structures on, in or over a highway for the following purposes: (i) for a purpose which will result in the production of income; (ii) for the purpose of providing a centre for advice or information; or (iii) for the purpose of advertising. Section 115F of the Highways Act 1980, provides that a council may grant a permission upon such conditions as they think fit, including conditions requiring the payment to the council of such reasonable charges as they may determine (being such charges as will reimburse the council their reasonable expenses in connection with granting the permission). Section 115K refers to the enforcement of the terms of the conditions: the Council may serve notice requiring the permit holder to take steps to remedy the breach within specified timescales. If this is not complied with, the Council may undertake the steps themselves and recover their costs in so doing.
- 4.4 Before a street café license is granted, a Traffic Regulation Order (TRO) must be implemented with the effect of prohibiting vehicular traffic over the space to be licensed. The TRO may be made under s.1 and s.9 of the Road Traffic Regulation 1984.
- 4.5 The applications for street café licences must be advertised for not less than 28 days by posting notices in the vicinity of the proposed street café. These notices set out details of the proposals and invite representations to be made by people who may be affected. Section 115J states that consent may not be unreasonably withheld but may be given subject to any reasonable conditions. If consent is unreasonably withheld, or is subject to unreasonable conditions, then it can be referred for arbitration.

PLANNING

As detailed in clause 2.6 above.

5. Integrated Assessment Implications

- 5.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
 - Deliver better outcomes for those people who experience socio-economic disadvantage

- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

5.1.1 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

5.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

5.2 An Integrated Impact Assessment screening form has been completed in relation to the project which is attached at Appendix 1. The screening form has determined that a full IIA is not required. This is a relatively low risk proposal as it will deliver an improvement in service provision that should have a positive impact across the population. There has been an evident demand for increased outdoor hospitality, whilst this was primarily as a result of the restrictions during the pandemic the additional provision has enabled greater choice, and therefore accessibility, for the wider population. The intention is to build on this success whilst ensuring there is appropriate control to protect all stakeholders.

5.3 Finally, the scheme is unlikely to impact on the Council's obligations under the Welsh Language Standard Regulations 2015.

Background Papers: None

Appendices: Appendix 1 – Integrated Impact Assessment

Integrated Impact Assessment Screening Form – Appendix 1

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Various

Directorate: Place

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

Outdoor hospitality Policy

The revised policy is intended to build on the benefits of the arrangements implemented during the pandemic to accelerate processes whilst reintroducing appropriate charges but ensuring that wider stakeholders are not prejudiced.

The policy covers 4 areas:

- Seating pavement licences
- Seating Council land, non-highway
- Seating Non-council, non-highway
- Mobile Street trading

The policy is intended to ensure clarity and clear guidance around the Outdoor hospitality provision. Ensure that we can both maximise its use and also continue to provide accessible highways and venues. This returns us to a pre-pandemic situation where the following compliance criteria should be met:

- Compliance with relevant statutes – Highways, Planning and Licensing
- Consultation with stakeholders
- Enforcement of license conditions

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Integrated Impact Assessment Screening Form – Appendix 1

Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches? Please provide details below – either of your activities or your reasons for not undertaking involvement

Consultation with all stakeholders has taken place throughout the pandemic. Moving forward the statutory consultations required for individual applications will continue ensuring those most impacted have a view. We have been mindful of the comments received from service users throughout the pandemic and have considered these within the development of this policy

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
 Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes No
- c) Does the initiative apply each of the five ways of working?
 Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
 Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes No **If yes, please provide details below**

Integrated Impact Assessment Screening Form – Appendix 1

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

The policy is intended to provide enhanced provision of outdoor hospitality venues. It will likely present more opportunities but will ensure commercial equity whilst giving all stakeholders an opportunity to make representations.

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

This is a relatively low risk proposal as it will deliver an improvement in service provision that should have a positive impact across the population. There has been an evident demand for increased outdoor hospitality, whilst this was primarily as a result of the restrictions during the pandemic the additional provision has enabled greater choice, and therefore accessibility, for the wider population. The intention is to build on this success whilst ensuring there is appropriate control to protect all stakeholders.

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Geoff Bacon
Job title: Head of Property Services
Date: 9th Dec 2021
Approval by Head of Service:
Name: As above
Position:
Date:

Please return the completed form to accesstoservices@swansea.gov.uk



Report of the Cabinet Member for Investment, Regeneration and Tourism

Cabinet – 20 January 2022

Cultural and Digital Hub at Swansea Grand Theatre; Management Agreement and Lease

Purpose:	To update on the terms of the Management Agreement, Tenancy and Lease arrangements with Race Council Cymru, for the Cultural and Digital Hub at Swansea Grand Theatre.
Policy Framework:	Well-being of Future Generation Act & Swansea Council Well-being Plan. Financial Procedure Rules
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet:- :
	<ol style="list-style-type: none">1) Notes the terms of the final version of the Management Agreement with Race Council Cymru (RCC) outlined in the report and set out in Appendix A, and approves the current recommendation for fees and room rates as set out in Appendix B.2) Approves the provision of additional funding as set out in the Financial Implications at paragraph 5.3) Delegates authority to the Head of Property Services, to enter into a Tenancy at Will, and in consultation with the Chief Legal Officer and the Cabinet Member for Investment, Tourism and Regeneration to negotiate and agree the final terms of the lease with Race Council Cymru.4) Delegates authority to the Chief Legal Officer to enter into the lease on behalf of the Council.
Report Author:	Tracey McNulty
Finance Officer:	Aimee Dyer
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 Cabinet, on the 19th March 2020, previously approved the Director of Place to oversee and approve the creation of all Heads of Terms and paperwork

relating to a new Management Agreement and Lease with Race Council Cymru (RCC). The approval was granted as part of agreeing a sustainable business strategy for the Grand theatre Swansea. This was borne from previous budget savings and the need to “commercialise” the assets including an agreement to lease the Arts Wing to a third party.

- 1.2 Following agreement to proceed with an Agreement and Lease, a Management Agreement is now in place. As a result of the collaboration between the Council and RCC, creating better understanding of ways of working considered necessary to the partnership’s success, approvals are now required for specific conditions which were not laid out in the original cabinet report.
- 1.3 The previous case for supporting the lease to RCC and adopting a diversification strategy still stands. It remains the case that we need to develop our community participation and diversify our audiences, through creating new programming strands to help us differentiate and sustain our offer in the city centre, develop talent, accessible and relevant programming, and attract new audiences.
- 1.4 To avoid any further ambiguity this report addresses the obligations of the Council and RCC as they currently stand and as set out in the Management Agreement attached in Appendix A.

2. Current Position and Management Agreement

- 2.1 RCC has entered into a Management Agreement with Swansea Council in order to deliver the Cultural and Digital Hub at Swansea Grand Theatre. The parts of the property that are to be let to RCC, of which they will have exclusive use, are shown outlined in red on the plan in Appendix F. Use of any other parts of the property are shared and the terms of use are covered in the Management Agreement. Further detailed and improved plans are in the process of being commissioned by colleagues in Property Services to ensure clarity prior to defining and finalising the exact terms of the Lease.
- 2.2 The Management Agreement contains a number of clauses, schedules, method statements and obligations for the shared spaces that entail short term financial obligations and medium to longer term new ways of working and deviation from normal Authority procedure. These now require visibility and approval from Cabinet for reasons set out in this report.
- 2.3 Previous Cabinet approval to proceed was on the basis of there being no financial implications for the Authority, save for the positive impact of greater ticket yield receipts and venue hire income via the partnership, rising to the value of £156k per annum. The Agreement has taken into account obligations and challenges in achieving this and includes commitments that now need visibility and approval.
- 2.4 The areas where the council will need to commit funding/resources are:-
 - the costs of a Creative Programmer role to support RCC for one year as described in **Schedule 3; Method Statement of RCC, page 6;**

- marketing support from the Grand theatre marketing team, to advise on and oversee compliance with branding and cross promotional strategies, with the staffing cost to be borne by the council as described in **Part 1A General; 1.19 Marketing and Publicity, 1.19.2 page 9**. As the commitment is for 'support' there is currently no figure/ time assigned, so will need further collaboration to agree the inputs to outputs;
- 2.5 As part of the collaboration and partnership approach, RCC obtained capital funding for conversion of the previous spaces in the Arts Wing into community learning/digital space, via a £250,000 grant from Welsh Government and further grants from Arts Council Wales, retaining responsibility for these.
 - 2.6 The Management Agreement outlines a new governance structure for the shared spaces, partnership arrangements, performance management and ethos of the overall management of the Hub, with representation from senior management and officers of the Council, RCC and elected members including the Cabinet Member for Investment, Tourism and Regeneration. **The governance structures are described in page 2 of Schedule 3; RCC's Method Statement, in Appendix A Management Agreement.** The top tier is intended to take on leadership and decision making for ensuring performance meets the terms of the Agreement with respect to access; financial returns; programming; commercial strategies and promotional activity along with establishing pricing tariffs for hires, ticket prices and other sales for all Hub activity and shared spaces.
 - 2.7 Governance and decision making for the Auditorium/main house will remain with the Council and whilst subject to 'cross-over' activity, is part of a separate agreement with a new resident production team. Equally the Foyer, Grand Circle bar, catering generally, and Malthouse areas are subject to a separate agreement with Gower Brewery.
 - 2.8 As part of its programming remit RCC has agreed to enter into Producer Agreements to safeguard the Council's remit and main house ambitions, establishing the Arts Wing as a space for developing new work and talent, in particular from the BAME community. It's essential to our future brand and ethos that cross working, integration and collaboration is threaded through all our partnerships – commercially and artistically. It is therefore intended to assign a portion of our Arts Council grants and commissioning funding to RCC for this purpose, the values of which are set out in paragraph 5 Financial Implications.
 - 2.9 RCC retain the right to establish its own development programme, community use and ticket sales, although these will be via the Council's box office and form part of our income generating /payment agreement. **The details of which are outlined in Part 1.D clause 1.20.1 p.17 of the Agreement, and also described in Schedule 3, 'Method Statement' as presented by RCC, pages 6/7.**
 - 2.10 The Agreement obliges RCC to use our hire booking system Artifax, which entails sharing ticket sales information, hires and marketing information. This requires the Council to enter into a Data Processing Agreement with RCC in order that they may act as our agent/ contractor in promoting and

achieving hires and sales via our systems. Approval is also required for us to enter into this arrangement in line with GDPR requirements. **The obligations are set out in Clause 17 onwards of the main Agreement; the Council's WiFi policy appended to the Agreement and Schedule 6: Schedule of Processing, Personal Data and Data Subjects.**

- 2.11 As outlined in the appended Agreement, RCC effectively undertakes a contractor role under the Management Agreement to provide programming and other services to the community from the Hub. In return for its capital investment and delivery of receipts, this will be at no additional charge for the workspace – although community hires will be subject to an agreed rate tariff. Attention is drawn to the proposal to allow some free use to bring new organisations into the venue for the first time as part of a business development strategy. **The details of this are found on page 9 of Schedule 3; RCC's Method statement.**
- 2.12 Approval is also sought for a new pricing tariff for the shared spaces, for the first year of operation, subject to annual review, as set out in Appendix B.
- 2.13 How these compare to current rates is also set out in Appendix B. This comparison table is included for reference only, and subject to Cabinet approvals as described in 2.15.
- 2.14 Whilst slightly lower in some areas to current rates, the proposal assumes an increase in the number of hires by previous non-users, BAME groups, and a more realistic rate to others, as the offer is more attractive. These changes would also apply to historic resident users, following a period of consultation, who have benefited from a lower tariff due to the 'resident nature' of the hires. As the previous Cabinet report asserted there would be no impact on previous resident groups, Cabinet are asked to endorse the universal approach as set out in this Schedule.
- 2.15 As these rates are presented outside of normal fees and charges' review and annual budget setting, the implementation of these requires express approval as does the process for annual review and decision making resting with the partnership governance. The Management Committee will closely scrutinise and monitor the impact of these charges and submit further recommendations if and when needed as part of Performance and Financial Monitoring and if it appears the Council is incurring losses as a result, as part of annual budget setting. **Part 1.D p17 of Performance Standards also sets out the process for presenting or agreeing change in clause 1.20.6.**
- 2.16 It remains the case as per the previous Cabinet report that RCC will bring its wide range of community partners to the Hub to present activities, training for diversity awareness and provide support for those in need of digital inclusion, language and employability skills, and those experiencing racism, hate crime and exclusion as a result of their protected characteristics.
- 2.17 These new ways of working, changes to personnel, process and procedures, lend themselves to us establishing a process to build trust,

shared vision and understanding, in line with the details set out in 3 below. Therefore we will also undertake to appoint a specialist in organisational development, funded through the ACW grant previously assigned to 22/23. The funding requirements arising from the above are set out in the financial implications section.

3.0 Initial Terms

- 3.1 It remains the case as set out in the previous Cabinet report that the Tenancy at Will or lease, will align with the Management Agreement. The Council will negotiate directly with RCC for these, the term being initially for two years, with the option to extend for a further three years, to ensure that any final agreement falls within the category of a short tenancy. In these circumstances S.123 Local Government Act 1972 and the requirement to achieve the best consideration that can be reasonably obtained does not apply.
- 3.2 The relationship will include funding from the Council, to RCC, for a period of one year, in order that they may fulfil their performance obligations to the Council, after which they will be self-sustaining.
- 3.3 It is proposed to utilise the Economic Recovery Fund awarded to Cultural Services for Creative and Festival Programming, cultural strategy and recovery, alongside the remaining grant awarded by Arts Council Wales, for the recovery of the Grand and all its programming activity and partnerships.

4. Integrated Assessment Implications

- 4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
 - Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English.
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 4.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

- 4.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 4.2 An IIA screening form was completed for the Community Cultural and Digital Hub (Appendix D). The impacts are assessed as positive – with medium to high impact as the ability for the Grand to reopen and present relevant, engaging activities for all its communities is a positive thing. In particular those with protected characteristics will be supported to access and participate in the arts, progressing through the offer to build skills and confidence, and overall supporting wellbeing and opportunity in the city.
This will be monitored carefully and mitigations put in place if the diversity and access is compromised, or the offer is not developing in the way the programme is intended to ie. to increase audiences and create a sustainable model. In the event of partnership failure, the service will still be owned by the council and subject to the usual process of assessment and service planning.

5. Financial Implications

- 5.1 The proposals entail financial support for one year to RCC, on reopening of the theatre, identified as the costs for a Creative Programmer at £27,000; pro rata staff time support for their marketing plan; and programming and events funding – amounting in total to no more than £152k.
- 5.2 The organisational development remit will be undertaken by a specialist consultancy in such matters and funded from the monies rolled forward from the ACW grant for recovery, 21/22, at £15,000.
- 5.3 The budget available to us for these purposes includes an allocation from the Economic Recovery Fund for the arts and cultural recovery programme to support the venues' recovery and sustainability and elements of the grant from Arts Council Wales Cultural Recovery Fund.
- 5.4 There are no additional funding requirement outside of the use of resources already allocated for these purposes as identified in 5.2 but this funding was not previously identified within the original cabinet report hence the need for a further decision.

6. Legal Implications

- 6.1 The Local Government Act 1972 section 123 gives a local authority the power to dispose of land held by it in any manner it wishes if the local authority achieves the best consideration that can reasonably be obtained. This applies to all disposals except where the disposal is for a short tenancy (the grant of a term not exceeding seven years, or the assignment of a term which has not more than seven years to run), or the local authority has the consent of the Welsh Ministers.

- 6.2 Welsh Ministers have issued a general consent for disposals of land under section 123 for less than best consideration. This allows a local authority to dispose of land for less than best consideration if it considers that the disposal will contribute to the promotion or improvement of the economic, social or environmental well-being of its area and the extent of the undervalued is no more than £2m.
- 6.3 The Lease will be granted for a term not exceeding seven years and will need to exclude security of tenure in accordance with the Landlord and Tenant Act 1954. If the Lease is not excluded from LTA 1954 the Council will be bound to grant a new tenancy as a matter of contract.
- 6.4 Given that the Lease is to be excluded from LTA 1954 and is for a term not exceeding seven years, S123 LGA 1972 is not applicable nor will the consent of Welsh Ministers be required for the disposal at less than best consideration.
- 6.5 Under the Council's constitution the responsibility of determining in what manner the land will be disposed of in order to obtain best consideration lies with the Head of Property Services.

Background Papers: None

Appendices:

- | | |
|------------|---|
| Appendix A | RCC Management Agreement |
| Appendix B | Rates/ fees and charges comparison data |
| Appendix C | Integrated Impact Assessment |
| Appendix D | Original Equalities Impact Assessment |
| Appendix E | Proposed RCC Lease Demise Plan |

Dated: 16/11/2020

(1) THE COUNCIL OF THE CITY AND COUNTY OF SWANSEA

and

(2) RACE COUNCIL CYMRU

Management Agreement

For the

GRAND Multicultural HUB

At the

Grand Theatre, Swansea

DGL-00246621/CA

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Schedule 14	Producer Contract

Date: 16/11/2020

Parties

- (1) **THE COUNCIL OF THE CITY AND COUNTY OF SWANSEA (CCS)** whose principal office is at Civic Centre, Oystermouth Road, Swansea, SA1 3SN (the **Authority**); and
- (2) **RACE COUNCIL CYMRU (RCC)** incorporated and registered in England and Wales with the Charity no. **1148598** and company number **07863274** whose registered office is at 5 Lamb Lane, Killay, Swansea, SA2 7ES (the **Contractor**),

each a **Party** and together the **Parties**

Introduction

- A The parties wish to collaborate in the delivery of a GRAND Multicultural HUB at the Grand Theatre.
- B The Contractor has expressed an interest in collaborating with the Authority in the delivery of the Services.
- C The Authority has accepted the Contractor's proposal to provide the Services and the Contractor is willing and able to provide the Services in accordance with the terms and conditions as set out in this agreement.
- D The Parties wish to enter into this agreement to record the terms and conditions for the operation and management of the GRAND Multicultural HUB.

Agreed terms

1 Definitions and Interpretation

1.1 In this Contract, and in its Schedules, unless the context otherwise requires or admits the following words and expressions shall have the following meanings:

ADR	means Alternative Dispute Resolution
Authorised Representatives	the Authority's Representative and the Contractor's Representative;
Authority Assets	means all assets over which the Council is the legal and beneficial owner, including: <ul style="list-style-type: none">a) any land or buildings;b) any equipment;c) any books and records (including operating and maintenance manuals, health and safety manuals and other know how); andd) any Intellectual Property Rights;

Authority Related Party	means any employee, agent or contractor of the Authority or any of their successors;
Authority's Representative	the representative from time to time appointed by the Authority pursuant to clause 14 (Representatives);
Bribery Act	the Bribery Act 2010 and any subordinate legislation made under that Act from time to time together with any guidance or codes of practice issued by the relevant government department concerning the legislation;
Change	means an amendment to: a. the scope, nature, volume or execution of the Services under this Contract; or b. any other term or schedule of this Contract which is requested by either Party or caused by factors outside its control;
Change Control Note	the written record of any Change agreed or to be agreed by the Parties pursuant to the Change Control Procedure.
Change Control Procedure:	the procedure for agreeing a Change, as set out in clause 35
Commencement Date	The date at the top of this Agreement;
Commercially Sensitive Information	the information listed in Schedule 4, comprising the information of a commercially sensitive nature relating to the Contractor, its intellectual property rights or its business or which the Contractor has indicated to the Authority that, if disclosed by the Authority, would cause the Contractor significant commercial disadvantage or material financial loss;
Contractor Personnel	means all/any employees, staff, other workers, agents and consultants of the Contractor and of any sub-contractors who are engaged in the provision of the Services from time to time;
Contractor's Representative	the representative from time to time appointed by the Contractor pursuant to clause 14 (Representatives);
Contract Administrator	the Authority's Representative whose role is to sign-off the completion of the improvement plan as outlined in Schedule 7;
Contract Year	a period of 12 months (or such shorter period in the year in which this Contract terminates), commencing on the Service Commencement Date and/or each anniversary thereof throughout the duration of the Term;
Data Controller	takes the meaning given in the GDPR;

Data Loss Event	any event that results, or may result, in unauthorised access to Personal Data held by the Contractor under this Contract, and/or actual or potential loss and/or destruction of Personal Data in breach of this Contract, including any Personal Data Breach;
Data Processor	takes the meaning given in the GDPR;
Data Protection Legislation	means: <ul style="list-style-type: none">a) the GDPR, the LED and any applicable national implementing Laws as amended from time to time;b) the DPA 2018 to the extent that it relates to processing of personal data and privacy;c) all applicable Laws about the processing of personal data and privacy;
Data Protection Impact Assessment	an assessment by the Controller of the impact of the envisaged processing on the protection of Personal Data.
Data Protection Officer	takes the meaning given in the GDPR;
Data Subject	takes the meaning given in the GDPR;
Data Subject Access Request	a request made by, or on behalf of, a Data Subject in accordance with rights granted pursuant to the Data Protection Legislation to access their Personal Data;
Default	any default of either party in complying with its obligations under this Contract;
Disaster	means the occurrence of any event or situation, the effect of which is that it is not possible for the Contractor to provide the Services (or any part thereof) for more than 8 hours;
Dispute Resolution Procedure	means the procedure set out in clause 13;
DPA 2018	means the Data Protection Act 2018;
EIRs	the Environmental Information Regulations 2004 (SI 2004/3391) together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such regulations;
Exit Management Plan	means the plan set out at Schedule 8 (Exit Management Plan);
Facility	means the Grand Theatre, Swansea;
Financial Model	

means the model set out in Schedule 11;

FOIA	the Freedom of Information Act 2000, and any subordinate legislation made under the Act from time to time, together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such legislation;
Force Majeure Event	any cause affecting the performance by a Party of its obligations under this Contract arising from acts, events, or omissions beyond its reasonable control, including acts of God, riots, war, acts of terrorism, civil disorder, strikes or blockades, fire, flood, storm, severe ice and snow, drought, earthquake, outbreak of infectious disease, environmental contamination, failure by a statutory undertaker or utility company, fuel shortages or transport disruption, any Disaster, but excluding any industrial dispute relating solely to the Contractor, the Contractor Personnel or any other failure in the Contractor's supply chain;
Future Contractor	means a provider of services equivalent to the Services immediately following expiry or termination of this Contract;
GDPR	the EU General Data Protection Regulation (Regulation EU 2016/679);
Good Industry Practice	the standards which fall within the upper quartile in the visitor attraction industry for the provision of comparable services which are substantially similar to the Services or the relevant part of them, having regard to factors such as the nature and size of the Parties, the term, the pricing structure and any other relevant factors;
Indexed	references to amounts being Indexed in this agreement means that the relevant amount is multiplied by $I1/I2$ where I1 means the value of the Consumer Price Index (CPI) most recently published by the Office for National Statistics in Table 1 of their monthly statistical bulletin and I2 is the value of CPI as at the Service Commencement Date (or if such index ceases to be published such other suitable index as the parties may agree);
Initial Period	the period commencing on the Service Commencement Date and ending on the second anniversary of the Service Commencement Date;

where:

Insolvency Event	(a) the Contractor suspends, or threatens to suspend, payment of its debts or is unable to pay its debts as they fall due or admits inability to pay its debts or (being a company or limited liability partnership) is deemed unable to pay its debts within the meaning of section 123 of the Insolvency Act 1986 OR (being an individual) is deemed either unable to pay its debts or as having no reasonable prospect of so doing, in either case, within the meaning of section 268 of the Insolvency Act 1986 OR (being a partnership) has any partner to whom any of the
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foregoing apply;

- (b) the Contractor commences negotiations with all or any class of its creditors with a view to rescheduling any of its debts, or makes a proposal for or enters into any compromise or arrangement with its creditors other than (being a company) for the sole purpose of a scheme for a solvent amalgamation of the Contractor with one or more other companies or the solvent reconstruction of that other Party;
- (c) a petition is filed, a notice is given, a resolution is passed, or an order is made, for or in connection with the winding up of that other Party (being a company) other than for the sole purpose of a scheme for a solvent amalgamation of that other Party with one or more other companies or the solvent reconstruction of that other Party;
- (d) an application is made to court, or an order is made, for the appointment of an administrator, or if a notice of intention to appoint an administrator is given or if an
- (e) the holder of a qualifying floating charge over the assets of the Contractor (being a company) has become entitled to appoint or has appointed an administrative receiver; (i) a person becomes entitled to appoint a receiver over the assets of the Contractor or a receiver is appointed over the assets of the Contractor;
- (f) the Contractor (being an individual) is the subject of a bankruptcy petition or order;
- (g) a creditor or encumbrancer of the Contractor attaches or takes possession of, or a distress, execution, sequestration or other such process is levied or enforced on or sued against, the whole or any part of the other Party's assets and such attachment or process is not discharged within 14 days;
- (h) any event occurs, or proceeding is taken, with respect to the other Party in any jurisdiction to which it is subject that has an effect equivalent or similar to any of the events mentioned in (a) to (g) (inclusive);
- (i) the Contractor suspends or ceases, or threatens to suspend or cease, carrying on all or a substantial part of its business; or
- (j) the Contractor (being an individual) dies or, by reason of illness or incapacity (whether mental or physical), is incapable of managing his or her own affairs or becomes a patient under any mental health legislation;

Intellectual Property Rights or IPRs any and all intellectual property rights of any nature anywhere in the world whether registered, registerable or otherwise, including patents, utility models, trademarks, registered designs and domain names, applications for any of the foregoing, trade or business names, goodwill, copyright and rights in the nature of copyright, design rights, rights in databases, moral rights, know-how and any other intellectual property rights which subsist in computer software, computer programs, websites, documents, information, techniques, business methods, drawings, logos, instruction manuals, lists and procedures and particulars of customers, marketing methods and procedures and advertising literature, including the "look and feel" of any websites;

Key Performance Indicators/KPIs means the Performance Standards set out in Schedule 1 & 2;

KPI Period has the meaning given in clause 20.2;

Law any law, statute, subordinate legislation within the meaning of section 21(1) of the Interpretation Act 1978, bye-law, enforceable right within the meaning of section 2 of the European Communities Act 1972, regulation, order, mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements of any regulatory body with which the Contractor is bound to comply;

Tenancy at Will means the tenancy issued by the Authority to the Contractor for floors 1 & 2 of the Facility, to be entered into in accordance with this Contract;

LED	Law Enforcement Directive (<i>Directive (EU) 2016/680</i>);
Material Breach	means any failure by the Contractor to deliver against the Specification to the extent that the Authority can evidence a failure to comply with mandatory Legislative or Statutory provisions as a result of a wilful or negligent act or omission that may result in significant risk to life, harm or serious injury to staff, customers or contractors at the Facility.
Necessary Consents	all approvals, certificates, authorisations, permissions, licences, permits, regulations and consents necessary from time to time for the performance of the Services excluding those matters for which the Authority is responsible under Clause 5;
Payments	means the payments described in Schedule 5;
Performance Monitoring Process	means the process set out in Schedule 2;
Personal Data	takes the meaning given in the GDPR;
Personal Data Breach	takes the meaning given in the GDPR;
Prohibited Act	the following constitute Prohibited Acts: (a) to directly or indirectly offer, promise or give any person working for or engaged by the Authority a financial or other advantage to: (i) induce that person to perform improperly a relevant function or activity; (ii) reward that person for improper performance of a relevant function or activity; (iii) under the Bribery Act; (iv) under legislation or common law concerning fraudulent acts; or (v) defrauding, attempting to defraud or conspiring to defraud the Authority;
Protective Measures	appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal Data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of the such measures adopted by it.
Producer	The individual or organisation which agrees to provide and

	produce the Production in the Depot Studio on the terms and conditions set out in the Producer Contract at Schedule 14 of this Agreement.
Plan	the plan attached to this agreement for Floors 1 & 2 “The Annex” at The Grand Theatre, Swansea SA1 3QJ as shown at Schedule 10.
Request for Information	a request for information or an apparent request under the Code of Practice on Access to Government Information, FOIA or the EIRs;
Required Action	has the meaning set out in clause 22;
Services	the services to be delivered by or on behalf of the Contractor under this Contract, as more particularly described in Schedule 1 and Schedule 3;
Service Commencement Date	means the date at the top of this Agreement;
Service Transfer Date	means the date on which the Services (or any part of the Services) transfer from the Contractor or Sub-Contractor to the Authority or any Future Contractor;
Specification	means the specification set out in Schedule 1;
Specified Perils	means fire, explosion, lightning, earthquake, storm, flood, bursting and overflowing of water tanks, apparatus or pipes, impact by aircraft and articles dropped from them, impact by vehicles, subsidence, ground slip, heave, riot, civil commotion, malicious damage, theft of building (e.g. roofing materials and fixtures), theft damage to buildings, terrorism and any other risks which a prudent landlord acting reasonably would insure against;
Sub-Contract	any contract between the Contractor and a third party pursuant to which the Contractor agrees to source the provision of any of the Services from that third party;
Sub-Contractor	any third party with whom: (a) the Contractor enters in to a Sub-Contract; or (b) a third party under (a) above who enters in to a Sub-Contract;
Sub-Contractor Personnel	means all employees, workers, staff, agents and consultants of the Sub-Contractor engaged in the provision of the Services at any time;
Sub-processor	any third Party appointed to process Personal Data on behalf of the Contractor related to this Contract;

Term	the period of the Initial Period as may be varied by: (a) any extensions to this Contract which are agreed pursuant to clause 2; or (b) the earlier termination of this Contract in accordance with its terms;
Termination Date	the date of expiry or termination of this Contract;
Working Day	Monday to Friday, excluding any public holidays in England and Wales.

- 1.2 In this Contract except where the context otherwise requires:
- 1.2.1 the masculine includes the feminine and vice-versa;
 - 1.2.2 the singular includes the plural and vice-versa;
 - 1.2.3 a reference to any clause, sub-clause, paragraph, schedule, recital or annex is, except where expressly stated to the contrary, a reference to such clause, sub-clause, paragraph, schedule, recital or annex of and to this Contract;
 - 1.2.4 save where stated to the contrary, any reference to this Contract or to any other document shall include any permitted variation, amendment or supplement to such document;
 - 1.2.5 any reference to any enactment, order, regulation or other similar instrument shall be construed as a reference to the enactment, order, regulation or instrument as amended, replaced, consolidated or re-enacted;
 - 1.2.6 headings are for convenience and for reference only;
 - 1.2.7 words preceding **include, includes, including** and **included** shall be construed without limitation by the words which follow those words and, accordingly, the rule of interpretation known as ejusdem generis shall not apply to this Contract;
 - 1.2.8 any obligation in this Contract on a person not to do something includes an obligation not to agree or allow that thing to be done;
 - 1.2.9 unless stated expressly to the contrary, any obligation imposed on a Party by this Contract shall be undertaken at that Party's own cost;
 - 1.2.10 an obligation imposed on the Contractor under this Contract shall be interpreted as including an obligation that the Contractor shall procure that its Sub-contractors, and Contractor Personnel, comply with the relevant obligation; and
 - 1.2.11 where any statement is qualified by the expression **so far as Party is aware, or to Party's knowledge**, or any similar expression, that statement shall be

deemed to include an additional statement that it has been made after due and careful enquiry.

- 1.3 Where there is any conflict or inconsistency between the provisions of the Contract, such conflict or inconsistency shall be resolved according to the following order of priority:
 - 1.3.1 the clauses of this Contract;
 - 1.3.2 the schedules to this Contract in the order in which they are numbered

Commencement and duration

2 Term

- 2.1 This Contract shall take effect on the Commencement Date and shall continue for the Term unless terminated earlier in accordance with the provisions of this Contract or otherwise by operation of Law unless, no later than 3 Months before the end of the Initial Period, the Authority gives notice to extend the Initial Period in accordance with clause 2.2.
- 2.2 The Authority shall have the option to extend the Initial Period of this Contract for a further period of up to 3 years (**Extension Period**) by serving the notice referred to in clause 2.1. If the Authority serves such notice then the Term may be extended by the Extension Period by agreement with the Contractor on the same terms, unless the Parties agree otherwise in writing and a Change is agreed in accordance with Clause 35.

3 Due diligence and Contractor's warranty

- 3.1 The Contractor acknowledges and confirms that:
 - 3.1.1 it has had an opportunity to carry out a thorough due diligence exercise in relation to the Services and has asked the Authority all the questions it considers to be relevant for the purpose of establishing whether it is able to provide the Services in accordance with the terms of this Contract;
 - 3.1.2 it has received all information requested by it from the Authority pursuant to clause 3.1.1 to enable it to determine whether it is able to provide the Services in accordance with the terms of this Contract;
 - 3.1.3 it has made and shall make its own enquiries to satisfy itself as to the accuracy and adequacy of any information supplied to it by or on behalf of the Authority pursuant to clause 3.1.2; and
 - 3.1.4 it has entered into this Contract in reliance on its own due diligence.
- 3.2 Save as expressly provided in this Contract, no representations, warranties or conditions are given or assumed by the Authority in respect of any information which is provided to the Contractor by the Authority and any such representations, warranties or conditions are excluded, save to the extent that such exclusion is prohibited by law.
- 3.3 The Contractor:

- 3.3.1 as at the Commencement Date, warrants and represents that all information contained in the Contractor's Proposal remains true, accurate and not misleading, save as may have been specifically disclosed in writing to the Authority prior to execution of the Contract; and
- 3.3.2 shall promptly notify the Authority in writing if it becomes aware during the performance of this Contract of any inaccuracies in any information provided to it by the Authority during such due diligence which materially and adversely affects its ability to perform the Services.
- 3.4 The Contractor shall not be entitled to recover any additional costs from the Authority which arise from, or be relieved from any of its obligations as a result of, any matters or inaccuracies notified to the Authority by the Contractor in accordance with clause 3.3.2 save where such additional costs or adverse effect on performance have been caused by the Contractor having been provided with fundamentally misleading information by or on behalf of the Authority and the Contractor could not reasonably have known that the information was incorrect or misleading at the time such information was provided. If this exception applies, the Contractor shall be entitled to recover such reasonable additional costs from the Authority or shall be relieved from performance of certain obligations.

The Services

4 Obligations of the Contractor

- 4.1 The Contractor shall provide the Services with effect from the Service Commencement Date and for the duration of the Term in accordance with the provisions of this Contract.
- 4.2 Without prejudice to the generality of clause 4.1, the Contractor shall provide the Services, or procure that they are provided:
 - 4.2.1 in accordance with the Specification unless agreed in writing or inconsistent with terms of this Contract in which case the terms of this Contract shall prevail;
 - 4.2.2 with reasonable skill and care and in accordance with Good Industry Practice from time to time; and
 - 4.2.3 in accordance with all applicable Laws;
- 4.3 In the event that the Contractor becomes aware of any inconsistency between the requirements of clause 4.2.1 to 4.2.3 the Contractor shall immediately notify the Authority in writing of such inconsistency and the Authority shall, as soon as practicable, notify the Contractor which requirement the Contractor shall comply with.
- 4.4 The Contractor shall assume all commercial and economic risk of delivery and performance of the Services. Schedule 2 shall have effect in respect of performance management of the Services. The Contractor shall bear in full and shall have no recourse to the Authority for any expense, liability or loss arising as a result of failure of the Services, except where this Contract specifies otherwise.
- 4.5 The Contractor shall procure that the works of refurbishment and improvement described in Schedule 7 are carried out in accordance with the Schedule of Works exercising reasonable skill and care and in accordance with Good Industry Practice.

- 4.6 The Contractor shall make the payments set out in Schedule 5, towards the works of refurbishment and improvement at the Facility in order to facilitate the Service.
- 4.7 Prior to occupying the Facility, the Contractor shall enter into a Tenancy at Will with the Authority, in the form outlined at Schedule 9.

5 Obligations of the Authority

- 5.1 In consideration of the Contractor's performance of its obligations under this Contract, the Authority hereby grants the Contractor the exclusive right to collect all revenue from the operation of, and performance of the Services at, the Facility in accordance with this Contract.
- 5.2 The Authority may appoint a Contract Administrator to supervise and sign off the works outlined in Schedule 7, on behalf of the Authority. The Contract Administrator shall be entitled to attend meetings to review progress of the works under the Schedule of Works. Where any issues are identified by the Contract Administrator, which may be in breach of any applicable Law, the Contract Administrator shall inform the Contractor who shall address such issues prior to the Contract Administrator signing off completion of the Key Milestones.

6 Compliance

- 6.1 The Contractor shall ensure that all the Necessary Consents are in place to provide the Services.
- 6.2 Where there is any conflict or inconsistency between the provisions of this Contract and the requirements of a Necessary Consent, then the latter shall prevail, provided that the Contractor has made all reasonable attempts to obtain a Necessary Consent in line with the requirements of the Services.
- 6.3 The Contractor shall perform its obligations under this Contract (including those in relation to the Services) in accordance with:
 - 6.3.1 all applicable Law regarding health and safety; and
 - 6.3.2 its own Health and Safety Policy.
- 6.4 Each Party shall notify the other as soon as practicable of any health and safety incidents or material health and safety hazards at the Facility of which it becomes aware and which relate to or arise in connection with the performance of this Contract. The Contractor shall instruct the Contractor Personnel to adopt any necessary associated safety measures in order to manage any such material health and safety hazards.

7 Method Statement

- 7.1.1 The Contractor shall provide the Services in accordance with the Method Statement at Schedule 3.

Contract management

8 Reporting and Accounting

- 8.1 The Contractor shall keep and maintain during the Term and for a period of 6 years following the Term, full and accurate management reports, accounts, records and books of the operation of the Services and this Contract.
- 8.2 The Authority shall monitor the performance of the Services by the Contractor, in accordance with Schedule 1 & 2.
- 8.3 The Contractor shall co-operate with the Authority in carrying out the monitoring referred to in clause 8.2.
- 8.4 All other reports as requested by the Authority shall be provided to it by the Contractor (financial and non-financial) in a format and at such times as reasonably required by the Authority, in relation to the Services.
- 8.5 The Contractor shall submit to the Authority an annual certificate of all income received or accrued by the Contractor in respect of the provision of the Services no later than 31 March following each successive Contract Year. Where the Contract is terminated early the Contractor shall provide the annual certificate within 1 month of the termination date. The annual certificate is to be confirmed by a qualified accountant.

9 Audit

- 9.1 The Authority may conduct or be subject to an audit for the following purposes:
 - 9.1.1 to verify the accuracy of income and Payments (and proposed or actual variations to them in accordance with this Contract) and/or the costs of the Services;
 - 9.1.2 to review the integrity, confidentiality and security of any data relating to the Authority or any service users;
 - 9.1.3 to review the Contractor's compliance with the DPA, the FOIA, in accordance with clause 11 (Data Protection) and clause 13 (Freedom of Information) and any other legislation applicable to the Services;
 - 9.1.4 to review any records created in connection with the provision of the Services;
 - 9.1.5 to review any books of account kept by the Contractor in connection with the provision of the Services;
 - 9.1.6 to carry out the audit and certification of the Authority's accounts;
 - 9.1.7 to carry out an examination pursuant to section 6(1) of the National Audit Act 1983 of the economy, efficiency and effectiveness with which the Authority has used its resources; and
 - 9.1.8 to review the performance of the Service against the Financial Model.
- 9.2 Subject to the Authority's obligations of confidentiality, the Contractor shall on demand provide the Authority and any relevant regulatory body (and/or their agents or representatives) with all reasonable co-operation and assistance in relation to each

audit, including:

- 9.2.1 all information requested by the above persons within the permitted scope of the audit;
 - 9.2.2 reasonable access to any areas at the Facility controlled by the Contractor and to any equipment used (whether exclusively or non-exclusively) in the performance of the Services; and
 - 9.2.3 access to the Contractor Personnel.
- 9.3 The Parties agree that they shall bear their own respective costs and expenses incurred in respect of compliance with their obligations under this clause, unless the audit identifies a material failure to perform its obligations under this Contract in any material manner by the Contractor in which case the Contractor shall reimburse the Authority for all the Authority's reasonable costs incurred in the course of the audit.

10 Data Protection

- 10.1 The Parties acknowledge that for the purposes of the Data Protection Legislation, they will be acting as joint data controllers in respect of personal data.
- 10.2 The Contractor shall notify the Authority immediately if it considers that any of the Authority's instructions infringe the Data Protection Legislation.
- 10.3 The Contractor shall provide all reasonable assistance to the Authority in the preparation of any Data Protection Impact Assessment prior to commencing any processing. Such assistance may, at the discretion of the Authority, include:
- 10.3.1 a systematic description of the envisaged processing operations and the purpose of the processing;
 - 10.3.2 an assessment of the necessity and proportionality of the processing operations in relation to the Services;
 - 10.3.3 an assessment of the risks to the rights and freedoms of Data Subjects; and
 - 10.3.4 the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
- 10.4 The Contractor shall, in relation to any Personal Data processed in connection with its obligations under this Contract:
- 10.4.1 process Personal Data only in accordance with applicable Law;
 - 10.4.2 ensure that it has in place Protective Measures, which have been reviewed and approved by the Authority as appropriate to protect against a Data Loss Event having taken account of the:
 - (a) nature of the data to be protected;
 - (b) harm that might result from a Data Loss Event;
 - (c) state of technological development; and

- (d) cost of implementing any measures;

10.4.3 ensure that:

- (a) the Contractor Personnel do not process Personal Data except in accordance with this Contract;
- (b) it takes all reasonable steps to ensure the reliability and integrity of any Contractor Personnel who have access to the Personal Data and ensure that they:
 - (i) are aware of and comply with the Contractor's duties under this clause;
 - (ii) are subject to appropriate confidentiality undertakings with the Contractor or any Sub-processor;
 - (iii) are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third Party unless directed in writing to do so by the Authority or as otherwise permitted by this Contract; and
 - (iv) have undergone adequate training in the use, care, protection and handling of Personal Data; and

10.4.4 not transfer Personal Data outside of the EU unless permitted by law or where the prior written consent of the Authority has been obtained and the following conditions are fulfilled:

- (a) the Authority or the Contractor has provided appropriate safeguards in relation to the transfer (whether in accordance with GDPR Article 46 or LED Article 37) as determined by the Authority;
- (b) the Data Subject has enforceable rights and effective legal remedies;
- (c) the Contractor complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred (or, if it is not so bound, uses its best endeavours to assist the Authority in meeting its obligations); and
- (d) the Contractor complies with any reasonable instructions notified to it in advance by the Authority with respect to the processing of the Personal Data;

10.4.5 at the written direction of the Authority, delete or return Personal Data (and any copies of it) to the Authority on termination of the Contract unless the Contractor is required by Law to retain the Personal Data.

10.5 Subject to clause 10.6, the Contractor shall notify the Authority immediately if (in relation to Personal Data processed for this Contract) it:

- 10.5.1 receives a Data Subject Access Request (or purported Data Subject Access Request);
 - 10.5.2 receives a request to rectify, block or erase any Personal Data;
 - 10.5.3 receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Legislation;
 - 10.5.4 receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data processed under this Contract;
 - 10.5.5 receives a request from any third Party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law; or
 - 10.5.6 becomes aware of a Data Loss Event.
- 10.6 The Contractor's obligation to notify under clause 10.5 shall include the provision of further information to the Authority in phases, as details become available.
- 10.7 Taking into account the nature of the processing, the Contractor shall provide the Authority with full assistance in relation to either Party's obligations under Data Protection Legislation and any complaint, communication or request made under clause 10.5 (and insofar as possible within the timescales reasonably required by the Authority) including by promptly providing:
- 10.7.1 the Authority with full details and copies of the complaint, communication or request;
 - 10.7.2 such assistance as is reasonably requested by the Authority to enable the Authority to comply with a Data Subject Access Request within the relevant timescales set out in the Data Protection Legislation;
 - 10.7.3 the Authority, at its request, with any Personal Data it holds in relation to a Data Subject;
 - 10.7.4 assistance as requested by the Authority following any Data Loss Event;
 - 10.7.5 assistance as requested by the Authority with respect to any request from the Information Commissioner's Office, or any consultation by the Authority with the Information Commissioner's Office.
- 10.8 The Contractor shall maintain complete and accurate records and information to demonstrate its compliance with this clause. This requirement does not apply where the Contractor employs fewer than 250 staff, unless:
- 10.8.1 the Authority determines that the processing is not occasional;
 - 10.8.2 the Authority determines the processing includes special categories of data as referred to in Article 9(1) of the GDPR or Personal Data relating to criminal convictions and offences referred to in Article 10 of the GDPR; and
 - 10.8.3 the Authority determines that the processing is likely to result in a risk to

the rights and freedoms of Data Subjects.

- 10.9 The Contractor shall allow for audits of its Data Processing activity by the Authority or the Authority's designated auditor.
- 10.10 The Contractor shall designate a data protection officer if required by the Data Protection Legislation.
- 10.11 Before allowing any Sub-processor to process any Personal Data related to this Contract, the Contractor must:
 - 10.11.1 enter into a written agreement with the Sub-processor which give effect to the terms set out in this clause 10 such that they apply to the Sub- processor; and
 - 10.11.2 provide the Authority with such information regarding the Sub-processor as the Authority may reasonably require.
- 10.12 The Contractor shall remain fully liable for all acts or omissions of any Sub- processor.
- 10.13 The Parties agree to take account of any guidance issued by the Information Commissioner's Office. The Authority may on not less than 30 Working Days' notice to the Contractor amend this Contract to ensure that it complies with any guidance issued by the Information Commissioner's Office.
- 10.14 The Contractor shall be registered as a Data Controller, with the Information Commissioner's Office.
- 10.15 In the event that the Contractor is Processing Data on behalf of the Authority, the Contractor shall comply with the provisions at Schedule 6 and any further written instructions from the Authority that may be issued from time to time.

11 Confidentiality

- 11.1 Subject to clause 11.2, the Parties shall keep confidential all matters relating to this Contract and shall use all reasonable endeavours to prevent their Representatives from making any disclosure to any person of any matters relating hereto.
- 11.2 Clause 11.1 shall not apply to any disclosure of information:
 - 11.2.1 required by any applicable law, provided that clause 13 (Freedom of Information) shall apply to any disclosures required under the FOIA or the EIRs;
 - 11.2.2 that is reasonably required by persons engaged by a Party in the performance of such Party's obligations under this Contract;
 - 11.2.3 where a Party can demonstrate that such information is already generally available and in the public domain otherwise than as a result of a breach of clause 11.1;
 - 11.2.4 by the Authority of any document to which it is a party and which the Parties to this Contract have agreed contains no Commercially Sensitive Information;

- 11.2.5 which is already lawfully in the possession of the receiving Party, prior to its disclosure by the disclosing Party;
 - 11.2.6 by the Authority to any other department, office or agency of the Government;
 - 11.2.7 by the Authority relating to this Contract and in respect of which the Contractor has given its prior written consent to disclosure; and
 - 11.2.8 by the Authority in connection with a re-tendering process in line with Schedule 8 Exit Management Plan, provided the Authority shall take all reasonable steps to protect Commercially Sensitive Information.
- 11.3 On or before the Termination Date, the Contractor shall ensure that all documents and/or computer records in its possession, custody or control which relate to personal information of the Authority's employees, rate-payers or service users, are delivered up to the Authority or securely destroyed.

12 Freedom of Information

- 12.1 The Contractor acknowledges that the Authority is subject to the requirements of the FOIA and the EIRs. The Contractor shall:
- 12.1.1 provide all necessary assistance and cooperation as reasonably requested by the Authority to enable the Authority to comply with its obligations under the FOIA and EIRs;
 - 12.1.2 transfer to the Authority all requests for information relating to this Contract as soon as practicable and in any event within two Working Days of receipt;
 - 12.1.3 provide the Authority with a copy of all Information belonging to the Authority requested in the Request for Information which is in its possession or control in the form that the Authority requires within five (5) Working Days (or such other period as the Authority may reasonably specify) of the Authority's request for such Information; and
 - 12.1.4 not respond directly to a Request for Information unless authorised in writing to do so by the Authority.
- 12.2 The Contractor acknowledges that the Authority may be required under the FOIA and EIRs to disclose Information (including Commercially Sensitive Information) without obtaining consent from the Contractor. The Authority shall take reasonable steps to notify and consult with the Contractor concerning any Request for Information (in accordance with the Secretary of State's section 45 Code of Practice on the Discharge of the Functions of Public Authorities under Part 1 of the FOIA) to the extent that it is permissible and reasonably practical for it to do so but (notwithstanding any other provision in this Contract) the Authority shall be responsible for determining in its absolute discretion whether any Contractor's Confidential Information (including any Commercially Sensitive Information) and/or any other information is exempt from disclosure in accordance with the FOIA and/or the EIRs and where such information is Commercially Sensitive or Confidential to the Contractor the Authority shall take all reasonable steps to protect it.

13 Dispute resolution

- 13.1 If a dispute arises out of or in connection with this Contract or the performance, validity or enforceability of it (**Dispute**) then except as expressly provided in this Contract, the Parties shall follow the procedure set out in this clause:
- 13.1.1 either Party shall serve on the other written notice of the Dispute, setting out its nature and full particulars (**Dispute Notice**), together with relevant supporting documents. On service of the Dispute Notice, the Authorised Representatives shall attempt in good faith to resolve the Dispute;
 - 13.1.2 if the Authorised Representatives are for any reason unable to resolve the Dispute within 30 days of service of the Dispute Notice, the Dispute shall be referred to the Authority's Head of Cultural Services and the Contractor's Director who shall attempt in good faith to resolve it; and
 - 13.1.3 if the Authority's Head of Cultural Services and the Contractor's Director are for any reason unable to resolve the Dispute within 30 days of it being referred to them, the Parties will attempt to settle it by mediation in accordance with the CEDR Model Mediation Procedure. Unless otherwise agreed between the Parties, the mediator shall be nominated by CEDR Solve. To initiate the mediation, a Party must serve notice in writing (ADR notice) to the other party to the Dispute, requesting mediation. A copy of the ADR notice should be sent to CEDR Solve. The mediation will start not later than 21 days after the date of the ADR notice.
- 13.2 The commencement of mediation shall not prevent the Parties commencing or continuing court proceedings in relation to the Dispute under clause 41 which clause shall apply at all times.

14 Representatives

- 14.1 The Authority's Representative shall be the Head of Cultural Services, or such other person appointed pursuant to this clause 14 (Representatives). The Authority's Representative shall exercise the functions and powers of the Authority in relation to the Contract which are identified in this Contract as functions or powers to be carried out by the Authority's Representative. The Authority's Representative shall also exercise such other functions and powers of the Authority under this Contract as may be notified to the Contractor from time to time.
- 14.2 The Authority's Representative shall be entitled at any time, by notice to the Contractor, to authorise any other person to exercise the functions and powers of the Authority delegated to him pursuant to this clause 14 (Representatives), either generally or specifically. Any act of any such person shall, for the purposes of this Contract, be an act of the Authority's Representative.
- 14.3 The Authority may, by notice to the Contractor, change the Authority's Representative.
- 14.4 Save where notified in writing by the Authority before such act or instruction, the Contractor and Contractor's Representative shall be entitled to treat any act or instruction of the Authority's Representative as being expressly authorised by the Authority, and neither the Contractor nor the Contractor's Representative shall be required to determine whether any express authority has in fact been given.

- 14.5 Save where notified in writing by the Authority before an act or instruction, neither the Contractor nor the Contractor's Representative shall treat any act or instruction of any other representative of the Authority, who is not the Authority's Representative, as being expressly authorised by the Authority.
- 14.6 The Contractor's Representative shall be its Director or such other person appointed pursuant to this clause 14 (Appointment of representatives). The Contractor's Representative shall exercise the functions and powers of the Contractor which are identified in this Contract as functions or powers to be carried out by the Contractor's Representative.
- 14.7 The Contractor's Representative shall be entitled at any time, by written notice to the Authority, to authorise any other person to exercise the functions and powers of the Contractor delegated to him pursuant to this clause 14 (Representatives), either generally or specifically. Any act of any such person shall, for the purposes of Contract, be an act of the Contractor's Representative.
- 14.8 The Contractor may, by notice to the Authority, change the Contractor's Representative.
- 14.9 The Authority shall be entitled to treat any act of the Contractor's Representative in connection with this Contract as being expressly authorised by the Contractor, and neither the Authority nor the Authority's Representative shall be required to determine whether any express authority has in fact been given.
- 14.10 Save where notified in writing by the Contractor before an act or instruction, neither the Authority nor the Authority's Representative shall treat any act or instruction of any other representative of the Contractor, who is not the Contractor's Representative, as being expressly authorised by the Authority.

15 Sub-Contracting and assignment

- 15.1 The Contractor shall not assign, novate or otherwise dispose of any or all of its rights and obligations under this Contract without the prior written consent of the Authority, neither may the Contractor Sub-Contract the whole or any part of its obligations under this Contract except with the express prior written consent of the Authority.
- 15.2 In the event that the Contractor enters into any Sub-Contract in connection with this Contract it shall:
 - 15.2.1 remain responsible to the Authority for the performance of its obligations under the Contract notwithstanding the appointment of any Sub-Contractor and be responsible for the acts omissions and neglects of its Sub-Contractors;
 - 15.2.2 impose obligations on its Sub-Contractor in the same terms as those imposed on it pursuant to this Contract and shall procure that the Sub-Contractor complies with such terms; and
 - 15.2.3 provide a copy, at no charge to the Authority, of any such Sub-Contract on receipt of a request for such by the Authority's Representative.
- 15.3 The Authority shall be entitled to novate the Contract to any other body which substantially performs any of the functions that previously had been performed by the

Authority.

- 15.4 Provided that the Authority has given prior written consent, the Contractor shall be entitled to novate the Contract where:
- 15.4.1 the specific change in Contractor was provided for in the procurement process for the award of this Contract;
- 15.4.2 there has been a universal or partial succession into the position of the Contractor, following a corporate restructuring, including takeover, merger, acquisition or insolvency, by another economic operator that meets the criteria for qualitative selection applied in the procurement process for the award of this Contract. Any universal or partial succession must not be in breach of the Public Contracts Regulations 2015 or any other public procurement legislation.

Liability

16 Indemnities

Subject to Clause 17 below, the Contractor shall indemnify the Authority and keep the Authority indemnified against all actions, proceedings, costs, claims, demands, liabilities, losses and expenses whatsoever, whether arising in tort (including negligence) default or breach of this Contract, to the extent that any such loss or claim is due to the breach of contract, negligence, wilful default or fraud of itself or of its employees or of any of its Representatives or Sub-Contractors (save to the extent that the same is directly caused by or directly arises from the negligence or breach of this Contract by the Authority or its Representatives).

17 Limitation of liability

- 17.1 Subject to clause 17.3, neither Party shall be liable to the other Party (as far as permitted by Law) for indirect special or consequential loss or damage in connection with this Contract which shall include, without limitation, any loss of or damage to profit, revenue, contracts, anticipated savings, goodwill or business opportunities whether direct or indirect.
- 17.2 Each Party shall at all times take all reasonable steps to minimise and mitigate any loss or damage for which the relevant Party is entitled to bring a claim against the other Party pursuant to this Contract.
- 17.3 Subject to clause 17.5, and without prejudice to the Authority's obligations under clause 18.7 (buildings insurance), the Authority's maximum aggregate liability to the Contractor for all claims arising in any Contract Year, shall not in any circumstances exceed £100,000.
- 17.4 In respect of any claim against the Contractor, which does not arise from a risk which is insured under clause 18.1, the Contractor's liability shall not exceed £100,000 in aggregate in any Contract Year.
- 17.5 Notwithstanding any other provision of this Contract neither Party limits or excludes its liability for:
- 17.5.1 wilful default, fraud or fraudulent misrepresentation;
- 17.5.2 death or personal injury caused by its negligence;

- 17.5.3 breach of any obligation as to title implied by statute; or
- 17.5.4 any other act or omission, liability for which may not be limited under any applicable law.

18 Insurance

- 18.1 Save as provided in Clause 18.7 below, the Contractor shall effect and maintain with a reputable insurance company all necessary insurances to cover its potential liabilities in connection with this Contract which shall include, as a minimum:
 - 18.1.1 public liability insurance with a limit of indemnity of not less than £5 million in relation to any one claim or series of claims;
 - 18.1.2 employer's liability insurance with a limit of indemnity of not less than £5 million in relation to any one claim or series of claims;
 - 18.1.3 product liability insurance with a limit of indemnity of not less than £1 million in relation to any one claim or series of claims; and
 - 18.1.4 any other insurances as may be required by applicable Law, together the **Insurances**. The Contractor shall pass on this obligation, to its sub-contractors where relevant.
- 18.2 The Insurances shall be in respect of all risks which may be incurred by the Contractor, arising out of the Contractor's performance of the Contract, including death or personal injury, loss of or damage to property or any other loss, save as provided in clause 18.7.
- 18.3 The Insurances are to be maintained in accordance with Good Industry Practice and (so far as is reasonably practicable) on terms no less favourable than those generally available to a prudent operator in respect of risks insured in the international insurance market from time to time.
- 18.4 On written request of the Authority, the Contractor shall provide the Authority with a copy of each insurance policy, together with receipts or other evidence of payment of the latest premiums due under those policies.
- 18.5 If for whatever reason the Contractor fails to give effect to and maintain the Insurances the Authority may make alternative arrangements in order to protect its interests and may recover the costs of such arrangements from the Contractor.
- 18.6 The Contractor shall promptly notify to insurers any matter arising from, on in connection with, the Services for which it may be entitled to claim under any of the Insurances. In the event that the Authority receives a claim relating to or arising out of the Services or this Contract, the Contractor hereby agrees to co-operate with the Authority and assist in dealing with any such claims at its own expense, without limitation.
- 18.7 The Authority shall be responsible for insuring the buildings, fixed plant and equipment, fixtures and fittings at the Facility against the Specified Perils for their full reinstatement value with insurers of good repute. Where the Authority fails to take out insurance as required, there shall be no liability on the part of the Contractor for any losses incurred as result.

19 Intellectual property

19.1 In the absence of prior written agreement by the Authority to the contrary, all Intellectual Property created by the Contractor or any employee, agent or sub-contractor of the Contractor:

19.1.1 in the course of performing the Services; or

19.1.2 exclusively for the purpose of performing the Services,

shall vest in the Contractor on creation, however the Authority shall be granted a licence to use such Intellectual Property during the Term free of charge for the purposes of this Contract only (except that no rights shall be granted in proprietary marks and trading styles of the Contractor).

19.2 The Contractor shall indemnify the Authority against all claims, demands, actions, costs, expenses (including legal costs and disbursements on a solicitor and client basis), losses and damages arising from or incurred by reason of any infringement or alleged infringement (including the defence of such alleged infringement) of any Intellectual Property Right belonging to a third party caused by the provision of the Services, except to the extent that they have been caused by or contributed to by the Authority's acts or omissions.

20 Performance Standards

20.1 The Performance Standards are set out in Schedule 2 and both parties agree that they are a fair and accurate way of measuring the success of this Contract against the Specification set out in Schedule 1.

20.2 The Contractor shall provide the Authority with a quarterly and annual report detailing its performance in line with the requirements of Schedule 1 (the **KPI Period**).

20.3 Failure to meet the requirements of Schedule 1 may constitute a Default as set out in Schedule 2 and allows the Authority to start the Performance Monitoring Process.

Consequences of breach

21 Performance Monitoring Process

If the Contractor fails to achieve the standards set out in Schedule 1 – Service Specification, the Authority shall follow the procedure set out in Schedule 2 Part 3 – Performance Monitoring Process.

22 Step-in rights

22.1 If either Party reasonably believes that it needs to take action in connection with the Services:

22.1.1 because of the other Party's fundamental breach of requirements of this Contract relating to health and safety, security or the physical condition of the Facility that has not been rectified; or

22.1.2 because a serious risk exists to the health or safety of persons or property

or to the environment; or

22.1.3 to discharge a statutory duty; or

22.1.4 because an emergency has arisen

then, without prejudice to any other rights it may have, that Party ('the First Party') may take action in accordance with clauses 22.2 to 22.5 below until the reason for action under this clause has been resolved.

22.2 If clause 22.1 applies and the first Party wishes to take action, it shall notify the other Party in writing of the following:

22.2.1 the action it wishes to take;

22.2.2 the reason for such action;

22.2.3 the date it wishes to commence such action;

22.2.4 the time period which it believes will be necessary for such action; and

22.2.5 to the extent practicable, the effect on the Services during the period such action is being taken.

22.3 Following service of such notice, the First Party may take such action as notified under clause 22.2 and any consequential additional action as it reasonably believes is necessary (together, the **Required Action**) and the other Party shall give all reasonable assistance to the First Party while it is taking the Required Action. The First Party shall, to the extent that the Required Action is taken, provide the other Party with notice of completion of such Required Action and shall use reasonable endeavours to provide such advance notice as is reasonably practicable of its anticipated completion.

22.4 The Required Action shall be undertaken in accordance with Good Industry Practice.

22.5 Where the Required Action has been necessary as result of the wilful or negligent act or omission of the other Party, the first Party shall be entitled to recover from the other Party the costs and losses reasonably incurred in carrying out such Required Action.

Termination

23 Termination for breach

23.1 Subject to Clause 21, the Authority may terminate this Contract by the service of 20 working days' written notice on the Contractor in the following circumstances:

23.1.1 if the Contractor commits a Material Breach;

23.1.2 if the Contractor commits a Consistent Failure in accordance with Schedule 2, Part 3, Paragraph 6 – Consistent Failure;

23.1.3 if there is an Insolvency Event;

23.1.4 if there is a change of control of the Contractor within the meaning of section 1124 of the Corporation Tax Act 2010 which has not been notified

and approved in advance by the Authority; or

- 23.1.5 if the Contractor consistently fails over a six month period to achieve or maintain the Performance Standards as detailed in clause 20 and Schedule 2;
- 23.2 If this Contract is terminated by the Authority for cause, such termination shall be at no loss or cost to the Authority save that the Authority shall compensate the Contractor for (a) any capital investment not fully amortised at the date of termination and (b) the fair value of any assets or equipment that the Authority acquires on termination, which are not included in the Inventory List at Schedule 12, as updated from time to time. The Contractor hereby indemnifies the Authority against any such losses or costs which the Authority may suffer as a result of any such termination for cause, subject to a maximum aggregate sum of £100,000.
- 23.3 The Contractor may terminate this Contract if:(a) ; or (b) the Authority fails to perform any obligation in clause 5 relating to safety, security or the physical condition of the premises which has a material adverse effect on the Contractor's business; (c) the Authority is unable or fails to repay its borrowing/s and/or an application is made by any party to a court for the appointment of a receiver and/or such a receiver is appointed, all pursuant to section 47 Local Government & Housing Act 1989 (and/or any amendment or replacement thereof from time to time.); or (d) the Authority fails to insure the Facility in accordance with clause 18.7 (buildings insurance), and in each case has failed to remedy such breach within 20 Working Days of a notice of the same from the Contractor.
- 23.4 If the Contractor exercises its right to terminate under clause 23.3, the Authority shall compensate the Contractor for (a) any capital investment not fully amortised at the date of termination; (b) subject to the Authority's right to adopt or novate/assign any such contracts, any costs reasonably incurred associated with the breakage, cancellation and/or early termination of contracts relating to the Facility and Services, subject to the Contractor's duty to mitigate such costs (c) the fair value of any assets or equipment that the Authority acquires on termination, which are not included in the Inventory List at Schedule 12, as updated from time to time; and (d) a sum equivalent to 1 years' loss of profit calculated by reference to the 'Profit' figure in the Profit & Loss Account for the previous Financial Year.

24 Termination on notice

- 24.1 Without affecting any other right or remedy available to it, the Authority may terminate this Contract by giving 12 months' written notice to the Contractor expiring on the anniversary of the Service Commencement Date. In such circumstances the Authority shall compensate the Contractor for (a) any capital investment not fully amortised at the date of termination; (b) the fair value of any assets or equipment which the Authority acquires on termination, which are not included in the Inventory List at Schedule 12, as updated from time to time; (c) any costs reasonably incurred associated with the breakage, cancellation and/or early termination of contracts relating to the Facility and Services (subject to the Contractor's duty to mitigate such costs) subject to a maximum aggregate sum of £100,000.
- 24.2 The Contractor may terminate this Agreement at any time by giving 12 months' written notice to the Authority expiring on the anniversary of the Service Commencement Date.

In such circumstances the Contractor shall compensate the Authority for any costs associated with the breakage, cancellation and/or early termination of contracts relating to the Facility and Services reasonably incurred and retendering costs, subject to a maximum aggregate sum of £100,000.

25 Force majeure

- 25.1 Subject to the remaining provisions of this clause 25, neither Party to this Contract shall be liable to the other for any delay or non-performance of its obligations under this Contract to the extent that such non-performance is due to a Force Majeure Event.
- 25.2 In the event that either Party is delayed or prevented from performing its obligations under this Contract by a Force Majeure Event, such Party shall:
- 25.2.1 give notice in writing of such delay or prevention to the other Party as soon as reasonably possible, stating the commencement date and extent of such delay or prevention, the cause thereof and its estimated duration;
 - 25.2.2 use all reasonable endeavours to mitigate the effects of such delay or prevention on the performance of its obligations under this Contract; and
 - 25.2.3 resume performance of its obligations as soon as reasonably possible after the removal of the cause of the delay or prevention.
- 25.3 A Party cannot claim relief if the Force Majeure Event is attributable to that Party's wilful act, neglect or failure to take reasonable precautions against the relevant Force Majeure Event.
- 25.4 The Contractor cannot claim relief if the Force Majeure Event is one where a reasonable Contractor should have foreseen and provided for the cause in question.
- 25.5 As soon as practicable following the affected Party's notification, the Parties shall consult with each other in good faith and use all reasonable endeavours to agree appropriate terms to mitigate the effects of the Force Majeure Event and to facilitate the continued performance of this Contract. Where the Contractor is the affected Party, it shall take and/or procure the taking of all steps to overcome or minimise the consequences of the Force Majeure Event in accordance with Good Industry Practice.
- 25.6 The affected Party shall notify the other Party as soon as practicable after the Force Majeure Event ceases or no longer causes the affected Party to be unable to comply with its obligations under this Contract. Following such notification, this Contract shall continue to be performed on the terms existing immediately before the occurrence of the Force Majeure Event unless agreed otherwise by the Parties.
- 25.7 The Authority may, during the continuance of any Force Majeure Event, terminate this Contract by written notice to the Contractor if a Force Majeure Event occurs that affects all or a substantial part of the Services and which continues for more than 60 Working Days.

26 Prevention of bribery

- 26.1 The Contractor represents and warrants that neither it, nor to the best of its knowledge any Contractor Personnel, have at any time prior to the Commencement Date:

- 26.1.1 committed a Prohibited Act or been formally notified that it is subject to an investigation or prosecution which relates to an alleged Prohibited Act; and/or
 - 26.1.2 been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act.
- 26.2 The Contractor shall not during the term of this Contract:
- 26.2.1 commit a Prohibited Act; and/or
 - 26.2.2 do or suffer anything to be done which would cause the Authority or any of the Authority's employees, consultants, contractors, Sub-Contractors or agents to contravene any of the Bribery Act or otherwise incur any liability in relation to the Bribery Act.
- 26.3 The Contractor shall during the term of this Contract:
- 26.3.1 establish, maintain and enforce, and require that its Sub- Contractors establish, maintain and enforce, policies and procedures which are adequate to ensure compliance with the Bribery Act and prevent the occurrence of a Prohibited Act; and
 - 26.3.2 keep appropriate records of its compliance with its obligations under clause 26.3.1 and make such records available to the Authority on request.
- 26.4 The Contractor shall immediately notify the Authority in writing if it becomes aware of any breach of clause 26.1 and/or clause 26.2, or has reason to believe that it has or any of the Contractor Personnel have:
- 26.4.1 been subject to an investigation or prosecution which relates to an alleged Prohibited Act;
 - 26.4.2 been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act; and/or
 - 26.4.3 received a request or demand for any undue financial or other advantage of any kind in connection with the performance of this Contract or otherwise suspects that any person or Party directly or indirectly connected with this Contract has committed or attempted to commit a Prohibited Act.
- 26.5 If the Contractor makes a notification to the Authority pursuant to clause 26.4, the Contractor shall respond promptly to the Authority's enquiries, co-operate with any investigation, and allow the Authority to audit any books, records and/or any other relevant documentation in accordance with clause 9.
- 26.6 If the Contractor is in default under clause 26.1 and/or clause 26.2, the Authority may by notice:

- 26.6.1 require the Contractor to remove from performance of this Contract any Contractor Personnel whose acts or omissions have caused the Default; or
 - 26.6.2 immediately terminate this Contract.
- 26.7 Any notice served by the Authority under clause 26.6 shall specify the nature of the Prohibited Act, the identity of the party who the Authority believes has committed the Prohibited Act and the action that the Authority has elected to take (including, where relevant, the date on which this Contract shall terminate).

27 Consequences of termination

- 27.1 Upon expiry of this Contract or its earlier termination in whole or in part for any reason the Contractor shall provide all reasonable assistance and information to the Authority (and any subsequent Contractor appointed by the Authority) if requested, to the extent necessary to effect an orderly transfer of the Services including but not limited to, within 20 Working Days of being so requested by the Authority providing, and thereafter keeping updated, all the information necessary to enable the Authority to issue tender documents for the future provision of the Services which shall include without limitation information in relation to employees, assets, contracts, trading position, management accounts, liabilities and all relevant information that a prudent operator would require in order for the continuation of the delivery of the Services (provided that the Authority shall take all reasonable steps to protect the commercial secrets of the Contractor).
- 27.2 On the expiry of the Term, or if this Contract is terminated in whole or in part for any reason, the provisions of the Exit Management Plan shall come into effect and the Contractor shall co-operate fully with the Authority to ensure an orderly migration of the Services to the Authority or, at the Authority's request, a replacement operator.
- 27.3 On termination of this Contract and on satisfactory completion of the Exit Management Plan (or where reasonably so required by the Authority before such completion) the Contractor shall ensure that all Authority Assets as outlined in Schedule 12 and updated from time to time, shall be delivered to the Authority (or as otherwise directed by the Authority) forthwith and the Contractor's Representative shall certify full compliance with this clause.
- 27.4 If the Contractor fails to comply with clause 27.2 or 27.3 then the Authority or its representatives may enter floors 1 and 2 of the Facility and take possession of any Authority Assets in the Contractor's possession or control. Until such time as they have been delivered or returned, the Contractor shall be solely responsible for the safekeeping of the Authority Assets in its possession or control and will not use them for any purpose not connected to the Contract.
- 27.5 Termination or expiry of this Contract shall not affect any rights, remedies, obligations or liabilities of the Parties that have accrued up to the date of termination or expiry, including the right to claim damages in respect of any breach of Contract which existed at or before the date of termination or expiry.
- 27.6 The provisions of clause 6 (reporting and accounting), clause 16 (Indemnities), clause 18 (Insurance), clause 12 (Freedom of Information), clause 10 (Data Protection), clause 9 (Audit), clause 23 (Termination for Breach) and this clause 27 (Consequences of termination) shall survive termination or expiry of this Contract.

HIRE ARRANGEMENTS

28 Room Hire Pricing Strategy

- 28.1 The Authority shall provide the Contractor with access to Artifax (a cloud based Venue and Event Management Software) to facilitate room hire, event planning, artistic production/tour scheduling and education programmes at the Facility.
- 28.2 The Contractor shall use Artifax to hire the rooms listed at Schedule 4 in accordance with the Room Hire Pricing Strategy.
- 28.3 The Parties shall review and update the Room Hire Pricing Strategy on a yearly basis.

29 Room Hire Agreement

- 29.1 The Contractor shall ensure that the Room Hire Agreement at Schedule 13, is completed and signed by the Hirer and Premise Manager, for each room that is hired out.
- 29.2 The Contractor shall keep a record of the Room Hire Agreements and copies of the Room Hire Agreement shall be provided to the Authority upon request.

30 Producer Contracts for the Depot Studio

- 30.1 The Contractor shall issue Producer Contracts in the form attached at Schedule 14, for all artistic productions at the performance area within the Arts Wing (“the Depot”).
- 30.2 Prior to starting work on a production, the Producer Contracts shall be completed and signed by the Producer and the Authority.
- 30.3 The Producer Contract shall outline the deal split and costs (and anticipated profit) and what each party shall deliver to facilitate the Production.

General provisions

31 Waiver

No failure or delay by a Party to exercise any right or remedy provided under this Contract or by law shall constitute a waiver of that or any other right or remedy, nor shall it prevent or restrict the further exercise of that or any other right or remedy. No single or partial exercise of such right or remedy shall prevent or restrict the further exercise of that or any other right or remedy.

32 Rights and remedies

The rights and remedies provided under this Contract are in addition to, and not exclusive of, any rights or remedies provided by law.

33 Severability

If any provision or part-provision of this Contract is or becomes invalid, illegal or unenforceable, it shall be deemed modified to the minimum extent necessary to make it valid, legal and enforceable. If such modification is not possible, the relevant provision or part-provision shall be deemed deleted. Any modification to or deletion of a provision or part-provision under this

clause shall not affect the validity and enforceability of the rest of this Contract.

34 Partnership or agency

- 34.1 Nothing in this Contract is intended to, or shall be deemed to, constitute either Party the agent of the other, or authorise either Party to make or enter into any commitments for or on behalf of the other Party.
- 34.2 Each Party confirms it is acting on its own behalf and not for the benefit of any other person.

35 Change Control

- 35.1 The Parties acknowledge and agree by entering into this Contract that change may be necessary during the Term of this Contract, including where the Contractor's operating costs have increased or revenues decreased due to factors outside its control, for example as a result of changes in law or a change to the Authority's policies from time to time. However, all such changes may only be made pursuant to the terms of this clause 35. The Parties will also, when considering a Change, be mindful of the obligations contained in Regulation 72 of the Public Contracts Regulations 2015.
- 35.2 Either Party may submit a written request for Change to the other party in accordance with this Clause 35, but no Change will come into effect until a Change Control Note has been signed by the authorised representatives of both parties, unless it is required by law.
- 35.3 If the Authority requests a Change:
 - 35.3.1 the Authority will submit a written request to the Contractor containing as much information as is necessary to enable the Contractor to prepare a Change Control Note; and
 - 35.3.2 within 15 Working Days of receipt of a request, the Contractor will, unless otherwise agreed, send to the Authority a Change Control Note.
- 35.4 If the Contractor requests a Change, it will send to the Authority a Change Control Note setting out the likely impact on the costs and revenue derived from the Services.
- 35.5 A Change Control Note must contain sufficient information to enable the Authority to assess the Change, including as a minimum:
 - 35.5.1 the title of the Change;
 - 35.5.2 the originator of the Change and date of request;
 - 35.5.3 description of the Change;
 - 35.5.4 details of the effect of the proposed Change on:
 - (a) the Services;
 - (b) the cost of the delivery of the Services and the impact on anticipated revenues;

- (c) relief for performance of its obligations including Schedule 1 Service Specification and Schedule 2 Payment & Performance Monitoring, which it would be reasonable to grant to the Contractor;
- (d) any systems or operations of the Authority which communicate with, or are otherwise affected by, the Services; and
- (e) any other term of this Contract;

35.5.5 the date of expiry of validity of the Change Control Note; and

35.5.6 provision for signature by the Authority and Contractor.

35.6 The Authority shall assess the Change on the basis that the Contractor should be in a position which is 'no better and no worse' than if the Change had not occurred.

35.7 If, following the Authority's receipt of a Change Control Note pursuant to Clause 35.3 or 35.4 the parties agree the terms of the relevant Change Control Note, they will sign it and that Change Control Note will amend this Contract;

35.8 If either party does not agree to any term of the Change Control Note, then the other party may refer the disagreement to be dealt with in accordance with the Dispute Resolution Procedure.

35.9 Each party will bear its own costs in relation to compliance with the Change Control Procedure.

36 Third party rights

36.1 Except as expressly provided in this Contract a person who is not a Party to this Contract shall not have any rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this Contract.

36.2 The rights of the Parties to terminate, rescind or agree any variation, waiver or settlement under this Contract are not subject to the consent of any other person.

37 Entire agreement

37.1 This Contract, the schedules and the documents annexed to it or otherwise referred to in it and refer to any other necessary documents or representations constitutes the entire agreement between the Parties and supersedes and extinguishes all previous agreements, promises, assurances, warranties, representations and understandings between them, whether written or oral, relating to its subject matter.

37.2 Each Party agrees that it shall have no remedies in respect of any statement, representation, assurance or warranty (whether made innocently or negligently) that is not set out in this Contract. Each Party agrees that it shall have no claim for innocent or negligent misrepresentation based on any statement in this Contract.

38 Collusion

The Contractor warrants that (in accordance with the Non-Collusion Certificate submitted as part of its tender), up until the date of this Contract it has not engaged in collusion of any kind with any of the other bidders in relation to this Contract.

39 Counterparts

This Contract may be executed in any number of counterparts, each of which when executed and delivered shall constitute an original of this Contract, but all the counterparts shall together constitute the same Contract. No counterpart shall be effective until each Party has executed at least one counterpart.

40 Governing law and jurisdiction

40.1 This Contract and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with the law of England and Wales.

40.2 Each Party irrevocably agrees that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim arising out of or in connection with this Contract or its subject matter or formation (including non-contractual disputes or claims).

41 Anti-Slavery

41.1 The Contractor undertakes, warrants and represents that:

- (a) Neither the Contractor nor any of its officers, employees, agents or subcontractors has:
 - (i) committed an offence under the Modern Slavery Act 2015 (an 'MSA Offence'); or
 - (ii) been notified that it is subject to an investigation relating to an alleged MSA Offence or prosecution under the Modern Slavery Act 2015; or
 - (iii) is aware of any circumstances within its supply chain that could give rise to an investigation relating to an alleged MSA Offence or prosecution under the Modern Slavery Act 2015;
- (b) it shall comply with the Modern Slavery Act 2015, to the same extent as the Authority would be expected to comply with the same;
- (c) it shall notify the Authority immediately in writing if it becomes aware or has reason to believe that it, or any of its officers, employees, agents or subcontractors have breached or potentially breached any of Contractor's obligations under clause 41.1. Such notice shall set out full details of the circumstances concerning the breach or potential breach of the Contractor's obligations.

41.2 Any breach of clause 41.1 by the Contractor shall be deemed a material breach of the Contract and shall entitle the Authority to terminate the Contract with immediate effect.

42 Discrimination

42.1 The Contractor does not discriminate directly or indirectly or by way of victimisation or harassment against any person contrary to the Race Relations Act 1976, the Sex Discrimination Act 1975, the Disability Discrimination Acts 1995 and 2005, the Employment Relations Act 1999 (Blacklists) Regulations 2010 or the Equality Act 2010 (the "Discrimination Acts").

42.2 In undertaking the Services, the Contractor agrees to co-operate with and assist the Authority to satisfy its duty under the Discrimination Acts to eliminate unlawful discrimination and to promote equality of opportunity between persons of different racial groups and between disabled people and other people.

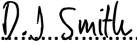
- 42.3 Specifically with regard to blacklisting the Contractor shall not compile, consult or use a blacklist of employees for the purposes of determining who will be engaged for the purposes of fulfilling this contract. A blacklist may include, but not be limited to, the names of people who are engaged in trade union activities, who are known whistle blowers or are otherwise deemed to create difficulties for employers in the workplace.
- 42.4 Where an employee or sub-contractor employed by the Contractor is required to carry out any activity alongside the Authority's employees in any premises, the Contractor shall ensure that each such employee or sub-Contractor complies with the Authority's employment policies and codes of practice relating to discrimination and equal opportunities.
- 42.5 The Contractor shall indemnify the Authority against all reasonably incurred costs, charges, expenses (including legal and administrative expenses) and payments made by the Authority arising out of or in connection with any investigation or proceedings under the Discrimination Acts resulting from any act or omission of the Contractor.
- 42.6 The Contractor shall include in the conditions of contract for each sub-Contractor obligations substantially similar to those set out above.

43 **Welsh Language**

- 43.1 The Contractor shall at all times comply with the Welsh Language (Wales) Measure 2011 and the Welsh language standards with which the Authority is liable to comply, as if it were the Authority to the extent that the same relate to the provision of the Services. The Welsh Language standards may be found at <http://www.comisiynyddygybraeg.cymru/English/Language%20duties/Pages/What-are-standards.aspx>.
- 43.2 The Contractor shall indemnify the Authority against any losses arising from failure to comply with the requirements of clause 43.1 (above)
- 43.3 The Contractor shall deliver the Services (in accordance with the Specification) through the medium of English or Welsh (on an equal basis).
- 43.4 The Contractor shall be responsible for promoting the delivery of the Services in Welsh or English to the Service Users and shall use all reasonable steps to achieve this.

IN WITNESS the parties hereto have executed this agreement as a deed the day and year first before written

The **COMMON SEAL** of
THE COUNCIL OF THE CITY AND COUNTY OF SWANSEA
was affixed hereto in the presence of:


DocuSigned by:

.....
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Authorised Signatory


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EXECUTED AS A DEED by
RACE COUNCIL CYMRU
acting by a Director and
the Company Secretary:

DocuSigned by:

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Director: Judge Rameshwar Singh

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Company Secretary: Uzoamaka Iwobi

City and County of Swansea

Schedule 1 – Services Specification

Swansea BAME Cultural & Digital Hub GRAND Multicultural HUB

Arts Wing, Grand Theatre, Swansea

Introduction

Grand Theatre Swansea is a fully functioning professional 1000 seater theatre. It is also home to the Arts Wing 200 seater, studio performance area, rooftop café/bar, exhibition space and box office area. The Arts wing studio provides around 30 performances and exhibitions per year.

Arts Wing audience numbers have been falling between 3% - 7% yearly over the last four years, a 28% decline overall. To counter this and to achieve greater positive impact on our communities, Cultural Services aim to raise participation in the arts by more than half a million visitors. This means we will need to increase the number of people attending or participating in arts by at least three times per year.

The Arts Wing entailed a vision for a diverse, creative, artistic programme, focused on audience development, and able to secure grants. A shift away from this sort of programming toward commercial main house programming has meant the studio experienced a 30% decline in 2018/19 and 22% decline 19/20 year to date. There was an increase in resourcing costs of £8.9k to deliver the bar service from 2018/19.

Swansea Council (CCS) is working in partnership with Race Council Cymru (RCC) to deliver an initiative that will address inequalities of opportunity across BAME communities and promote equality of access, cultural entitlement and community action through the cultural and digital offer. The Partnership will cover the following areas of the building with responsibility as outlined below:

Floor 3 Culture and Arts Programming - CCS & RCC

The top floor of the Arts Wing will be remodeled by the Partnership by creating a Cultural Hub with the development of a five-year diverse arts programme to enrich the lives of the people within the Swansea community. Bringing together a cultural mixed programme will be transformative; bringing diverse cultures together in order to promote creativity and celebrate difference.

Floor 3 Rooftop café/bar – CCS & RCC

The Partnership shall work together in the procurement of ethnic catering services and community kitchen.

Floor 1 & 2 Digital Hub and community spaces RCC

RCC are investing £250,000 in capital funding in floors 1, 2 & 3 to transform the spaces to be fit for purpose to support grassroots community use for activities and creative practice as well as the development of digital upskilling, well-being support and a contemporary and diverse Arts Programme and series of Cultural events. The RCC Business Plan has been developed with full stakeholder engagement from their 20+ community partners.

Entrance Performance Area - CCS & RCC

Ground Floor will be developed into a new café/bar area and a performance area bringing diverse cultures together in order to promote creativity and celebrate difference.

The obligations and liabilities for the Entrance Café/Bar is not within the scope of this agreement as it is covered under a separate agreement between CCS & Gower Brewery.

This Services Specification sets out the Performance Standards that Race Council Cymru shall meet in the delivery of the Services during the Contract Period. It details the requirements that the Race Council Cymru shall meet for the ongoing operation of the GRAND Multicultural HUB (HUB), as specified within this Schedule 1 (Services Specification) throughout the Contract Period.

The structure of this Services Specification directly relates to how the Performance Standards will be assessed for the purpose of Schedule 2 (Performance Monitoring System) and is set out as follows:

Part 1A – General

- Specified Partnership Activities
- Core Aims

Part 1B – Annual Performance Requirements

- Authority's Outcomes

Part 1C - Service Performance Requirements

- Customer Service
- Catering
- Marketing

- Creative Programme
- Reporting

Part 1D – Performance Requirements

- Pricing Requirements
- Opening Hours
- Activity Programming
- Health and Safety Management
- Equipment
- Access
- Legislation and Policy

- Staffing

The terms and expressions used in this Schedule shall bear the same meaning as set out in Clause 1 (Definitions and Interpretation) and Schedule 2 (Performance Monitoring System).

This Service Specification uses the following structure to provide the Race Council Cymru with the requirements and Performance Standards of the Authority.

Required Outcome Provides Race Council Cymru with a high level view of the Outcome and context of the requirements of the Authority, which Race Council Cymru shall meet.

Performance Standards A list of standards that relate to the output that Race Council Cymru shall meet but which are covered by regulations, Legislation, British Standards etc. that set out the level of performance that Race Council Cymru shall deliver in order to meet the requirements of the Authority. These must be met by Race Council Cymru if the Services Specification is deemed to be achieved.

Reporting Requirements This details the reporting requirements, which Race Council Cymru shall meet in relation to the specified Performance Standard.

1.1 Measurement

1.1.1 The monitoring of Race Council Cymru's achievement of the Performance Standards shall be measured in accordance with Clause 21 (Performance Monitoring Process) of this Agreement. Monitoring of the Services and categorisation and reporting of Performance Failures shall be carried out in accordance with Schedule 2 (Performance Monitoring System).

1.2 Reporting

1.2.1 The Race Council Cymru is obliged to report on its own performance in accordance with this Agreement and in particular with Clause 20 (Performance Standards), Clause 21 (Performance Monitoring Process), Clause 8 (Reporting & Accounting), Clause 9 (Audit) Schedule 1 (Specification) and Schedule 2 (Performance Monitoring System) in order to meet the Performance Standards set out in this Schedule.

Part 1A – General

1.3 Specified Partnership Activities

1.3.1 The table below outlines the Partnership activities that are to be provided at the Grand Theatre Arts Wing, Culture & Digital Hub, by each organisation during the Contract Period.

Zone	Organisation	High-level activities
Ground floor Entrance Performance Area and Reception	Race Council Cymru & Swansea Council	joint performance planning
Ground floor Entrance - Café (out of Partnership scope)	Swansea Council & Gower Brewery	Catering Services Commissioned under a separate agreement
Ground Floor Entrance – box office	Swansea Council	Ticket sales
Floor 1: Digital HUB and hot desking room Race Council Cymru Office Meeting Room A	Race Council Cymru	office and hot desking spaces
Floor 1 – Grand Theatre Office (former freezer room)	Race Council Cymru & Swansea Council	Room hire
Floor 2: African Community Centre office Chinese in Wales Association office Meeting Room B	Race Council Cymru	community office spaces and counselling
Floor 3 – Community kitchen and Meeting Room C	Race Council Cymru	Community cooking and counselling
Floor 3 – Studio theatre and rear studio	Race Council Cymru & Swansea Council	joint performance programming & all event will be Ticket sold through Spektrix
Floor 3 – Ethnic Café / bar & commercial kitchen	A separate agreement to be procured by Race Council Cymru	Catering supplier to RCC with commission paid to Swansea Council for space hire

1.3.2 The Partnership will allow full community and visitor access to and participation in the activities above. Race Council Cymru shall comply with the requirements of the Equality Act 2010, the Public Sector Equality Duty (Wales), Human Rights Act 1998, Modern Slavery Act 2015, the Bribery Act 2010, Well-Being of Future Generations (Wales) Act 2015, the Welsh Language (Wales) Measure 2011 Freedom of Information Act 2000, Data Protection Act 2018 and the General Data Protection Regulation 2016/679 and any other relevant Legislation applicable to the Authority.

Core Aims

- 1.4 Core objectives of the partnership is to create a centrally located home venue that:
- Supports the development of partnerships which strengthen the cohesion of diverse BAME grassroots communities living in and around the City and County of Swansea.
 - Supports better engagement between BAME grassroots communities, local authority and service providers, promoting understanding and clear lines of communication.

- c) Encourages community involvement in activities that support Arts, culture, heritage, health and wellbeing and prevent of isolation.
- d) To establish and manage a digital IT Hub to meet the learning and access needs of grassroots communities and the wider Swansea residents.
- e) Provides venue space for grassroots communities to develop activities and events to support their needs.
- f) To build a resilient creative programme of events and activities which become financially sustainable within a 5-year period.

Part 1B – Annual Performance Requirements

- The Authority's Outcomes shall be assessed annually

1.5 Authority's Outcomes

Required Outcome

- 1.5.1 Race Council Cymru must ensure that its programming, pricing, policies, marketing and training are focused across all floors and support the Authority in achieving the desired outcome of providing:

“High quality, affordable and inspirational experiences promoting the best of Swansea’s culture”

It shall support and work in partnership with the Authority and local tourism partners to support this aim.

Performance Standards

- 1.5.2 Race Council Cymru will be required to contribute towards the achievement of the required Partnership outcomes:

- A reputation as a City of Culture and a high quality visitor destination accessible to all;
- Improved customer satisfaction;
- A thriving cultural economy with diversified income streams;
- Enterprising teams developing efficient business plans; increasing income and managing partnerships well.

- 1.5.3 Race Council Cymru shall submit the following annual performance measures to the Authority in order to demonstrate achievement of the Partnership outcomes:

- Annual Business Plan, outlining:
 - service delivery proposals,
 - key market segments,
 - workforce development,
 - marketing & publicity,
 - creative programme
 - education and outreach work,
 - partnership engagement,
 - Projected visitor numbers and historic trend analysis.
- Customer survey report, setting out findings and actions to be taken following completion of an annual customer survey.

- 1.5.4 During the first Contract Year both parties shall meet and, using the list above, develop and agree any specific KPIs to be captured as part of the Annual Business Plan, for example visitor numbers.

Reporting Requirements

- 1.5.5 Race Council Cymru must provide the Annual Business Plan and Customer Survey Report that provides qualitative and quantitative evidence of how Race Council Cymru has and will contribute to the achievement of the Authority's Outcomes set out above. This should be supported by any relevant development and action plans. The reports must be provided within one month of the start of the second Contract Year and annually thereafter.
- 1.5.6 The completed reports will enable both parties to effectively monitor performance against achievement of the Authority's Outcomes.

Part 1C – Service Performance Requirements

There are five elements to the Service Performance Requirements for the Partnership:

- Customer Service
- Catering
- Marketing
- Creative programme
- Reporting
 - Marketing and Publicity
 - Major Incident Reporting
 - Financial
 - Other Reporting.

1.13 Customer Service

Required Outcome

- 1.13.1 Race Council Cymru working with the Authority shall provide a comprehensive customer service charter, which provides that Visitors shall be dealt with promptly, effectively and courteously at all, times.

Performance Standards

- 1.13.2 Race Council Cymru working with the Authority shall ensure a high level of customer care so that all Visitors receive a high quality and memorable experience at the HUB. The level of customer care shall be reflective of Good Industry Practice and provide a level of customer service that will facilitate achievement of the Authority's Outcomes.
- 1.13.3 Race Council Cymru working with the Authority shall meet the following customer care requirements:
- A customer care policy exists, is freely available to the public and is implemented
 - All groups (including those with disabilities) have easy access and equal opportunities

- Staff in all areas respond positively to enquiries and sales opportunities
- Staff are helpful and pleasant
- Staff at all levels are empowered to resolve Visitor complaints
- Procedures are in place for dealing with difficult/ unusual Visitor requests
- A clear customer charter is displayed
- A complaints procedure exists
- Customer information is readily available
- All staff are trained in customer care.

- 1.13.4 Race Council Cymru working with the Authority shall operate and administer a comprehensive and effective Visitor comments and feedback system, to encourage feedback and record verbal and written comments. The Race Council Cymru shall set out how it intends to respond to comments and feedback, and shall use mystery visit exercises, staff representation on committees and the use of Visitor and non-Visitor surveys. The Race Council Cymru shall ensure that a unique reference number is attached to each written/verbal comment or complaint so that the action taken in relation to a specific comment or complaint can be tracked.
- 1.13.5 Race Council Cymru working with the Authority shall ensure that all Visitor complaints and comments are dealt with in accordance with the Authority's Customer Service Guidelines 'the Swansea Standard' and ensure that a full response will be sent within ten clear working days.
- 1.13.6 Race Council Cymru working with the Authority shall support the Authority with additional consultation relating to customer service from time to time.
- 1.13.7 Race Council Cymru working with the Authority shall ensure a smart appearance by all staff at all times, (with appropriate uniform and name badges being worn when required).
- 1.13.8 Race Council Cymru working with the Authority shall ensure that staffing levels are appropriate to meet the demands of the participation / usage patterns to ensure high standards of customer service.
- 1.13.9 Race Council Cymru working with the Authority shall provide training in customer service as part of its new staff induction and ongoing refresher training.
- 1.13.10 Race Council Cymru working with the Authority shall keep notice and display boards updated at all times.
- 1.13.11 Race Council Cymru working with the Authority shall provide at all times information to the public on the availability of activities and events conducted by the Race Council Cymru and the Authority.
- 1.13.12 Race Council Cymru working with the Authority shall operate an effective system for dealing with lost and found property.
- 1.13.13 Race Council Cymru working with the Authority shall carry out a detailed Visitor satisfaction survey at the end of the first Contract Year. The format and content of the survey shall be agreed in advance with the Authority and results reported fully to the Authority within two weeks of receiving the survey findings together with a proposed action plan for agreement by the Authority.
- 1.13.14 Race Council Cymru working with the Authority shall ensure that details and records of all complaints, comments, forums and surveys are maintained including the date and time of each along with the response of the Race Council Cymru.

Reporting Requirements

Race Council Cymru shall ensure that a report on the progress against the quarterly customer service feedback questionnaire and any failure to deliver the Performance Standards set out above is submitted as part of the Quarterly Performance Monitoring Report.

1.14 Catering

Required outcome

Race Council Cymru will procure a catering contract for floor 3 rooftop. A Commission to be paid to Swansea Council for hire of the space. The caterer shall achieve a five star under the food rating scheme.

Performance standards

- All food must meet UK Food Safety Standards and all relevant legislation
- The Evaluation panel to award the Ethnic Kitchen caterer shall include CCS
- Sale or use of intoxication liquor by arrangement with CCS and Licencing Authorities
- The Council Staff and agents shall be entitled to inspect the equipment and all areas, which are used for purpose of providing catering services
- Customer feedback surveys shall be undertaken on a monthly basis

Reporting Requirements

Race Council Cymru shall ensure that a report on the progress of achieving a food rating standard of 5 star is submitted to the Authority on a quarterly basis and any failure to deliver the Performance Standards set out above should be submitted as part of the Quarterly Performance Monitoring Report.

1.19 Marketing and Publicity

Required Outcome

- 1.19.1 Race Council Cymru working with Grand Theatre Marketing shall ensure that the Partnership marketing and publicity are managed in a way that promotes and enhances the reputation of the City and County of Swansea as well as the Race Council Cymru. Adhering to all relevant Legislation and Acts, including but not limited to the Welsh Language Act 2016 and Equality Act 2010.

Performance Standards

- 1.19.2 Race Council Cymru with support from the Swansea Council provided marketing role shall prepare a detailed Marketing Plan as set out below.
- 1.19.3 Race Council Cymru shall develop a Marketing Plan for the HUB and its services to ensure that Visitors and potential Visitors are made aware of the range of services being offered, and that they are encouraged to use and re-use the services.

1.19.4 Race Council Cymru shall ensure that included in the Marketing Plan are details of the Race Council Cymru's operational proposals for any catering services.

1.19.5 Race Council Cymru shall ensure that the Marketing Plan covers the following areas:

- A communications plan
- A 'situation analysis' which includes the following criteria:
 - Visitor (current and potential)
 - market potential
 - market share
 - competitive activity
 - product analysis - pricing policy
 - Promotion analysis.
- An event promotions strategy (covering media/ Visitors/ events/ ticketing/ partnerships etc. at local, regional level)
- Develops a promotional strategy for the HUB as a destination and brand

The plan must:

- Show how Race Council Cymru shall work with the Authority to minimise subsidies through innovative revenue generation.
- Set out a strategy which Race Council Cymru will follow to meet the objectives set out in the Marketing Plan
- Detail the actions that Race Council Cymru will take as a result over the course of the year
- Describe the evaluation methods Race Council Cymru will use to determine whether the Marketing Plan's objectives are being met and to review the strategy, tactics and actions being followed.

Race Council shall ensure that the Marketing Plan is submitted to the Authority for its approval within three months of the Commencement Date and, annually thereafter, by 31st March prior to implementation the following Contract Year to demonstrate how the targets will be achieved.

1.19.6 Race Council Cymru shall ensure that the design principles used in the production of marketing materials and signage abide with the Authority brand guidelines prior to use.

1.19.7 Race Council Cymru shall ensure that consideration is given to uniformity of branding, for example, colour schemes, designs and styling.

1.19.8 Race Council Cymru shall ensure that the GRAND Multicultural HUB is promoted as a partnership project with City and County of Swansea. The Race Council Cymru shall ensure that the Authority is recognised in marketing material and signage.

1.19.10 Race council Cymru must demonstrate how Visitors will be able to identify staff members on duty.

- 1.19.11 Should the Race Council Cymru wish to enter into third party sponsorship / advertising agreements/ promotion, such arrangements must be approved in advance in writing by the Authority and in particular before the third party's name can be displayed in the HUB.
- 1.19.12 Race Council Cymru shall ensure that all standards laid down by the Advertising Standards Authority are adhered to at all times and that publicity conforms to all relevant Legislation, including the Equality Act 2010 and the Public Sector Equality Duty (Wales) on behalf of the Authority.
- 1.19.13 Race Council Cymru may, with the Authority's prior written approval, sell a limited amount of advertising space within the HUB on an income share basis. Race Council Cymru shall not negotiate any agreement with any third party beyond the Expiry Date of the Agreement.
- 1.19.14 If organisations who are sponsored by another organisation which the Authority considers to be inappropriate, wish to hire the HUB, Race Council Cymru will obtain permission in writing from the Cultural Services Grand Theatre Manager (via Artifax) before confirmation of the booking to the hiring organisation and their sponsors.
- 1.19.15 Race Council Cymru shall ensure that no advertising/publicity material likely to cause offence to or mislead the public or causes embarrassment to the Authority is used. The Authority retains the right to veto any advertising or promotional material, which is likely to breach this condition, and the Race Council Cymru shall remove such material immediately. The Authority accepts no responsibility for any loss incurred because of the removal of such material.
- 1.19.16 Any potential sponsorship or initiatives the Race Council Cymru may wish to enter into must be authorised by the Authority in writing.
- 1.19.17 The Race Council Cymru shall ensure that for all media work (including all filming) all necessary permissions are gained from individuals involved or, where minors are concerned, from their parents or guardians (especially where filming or photography is involved).
- 1.19.18 Race Council Cymru shall submit a forward plan of media opportunities to the Authority's Cultural Services Grand Theatre Marketing Team as part of the annual Marketing Plan and shall provide updates to this as part of the Quarterly Performance Monitoring Report.
- 1.19.19 Race Council Cymru shall ensure that any event, which may negatively affect the reputation of the Authority, is reported to the Authority as soon as practically possible. Any statements issued to the media must be agreed approved by the Authority in accordance with clause 76 (Public Relations and Publicity) of this Agreement.
- 1.19.20 Race Council Cymru shall ensure that compliance with the Marketing Plan is assessed annually.

Reporting Requirements

- 1.19.21 Race Council Cymru shall ensure that a report on progress against the Marketing Plan and any failure to deliver the Performance Standards set out above should be submitted as part of the Quarterly Performance Monitoring Report.

Creative Programming - ground floor entrance performance area and floor 3 studio theatre

Race Council Cymru working in a programming role, funded by Swansea Council and in partnership with the Grand Theatre shall develop an artistic programme for the Ground Floor performance space and Studio Theatre where artists can take creative risks and try out new ideas to an understanding audience that are willing to buy into the work, building audiences from broader background. The Programme will be a range of Professional touring work from diverse companies. Ensuring that the appropriate producer/agent contracts are agreed and an appropriate funding Strategy and plan are agreed.

Required outcome

Producer/agent contracts to be in place for each show prior to each performance.
Race Council Cymru and Swansea Council to review the Pricing Strategy and Financial Model to ensure the financial sustainability of the GRAND Multicultural HUB as agreed at the Programme Board.

Race Council Cymru to develop a Funding Strategy and plan with Community groups to ensure the financial sustainability of the creative programming and events to be agreed at the Programme Board.

Performance Standards

- Financial forecasting of all deals including all costs to be completed before contract signing with producer/agent/creative/freelancer.
- Pricing Strategy outlining the charges and costs to ensure fair and transparent ticket pricing quarterly.
- Funding Strategy outlining likely income sources, fundraising methods, resources and what budget is available quarterly.

Reporting Requirements

- Reporting quarterly to plan the programme to the Programming Group, which shall consist of the RCC Creative Director, Grand Theatre Manager and a cross section of local artist's.
- Reporting quarterly on funding plans and financial performance to the Hub Management Committee
- Reporting quarterly on producer/agent contract performance to the Hub Management Committee

1.19b Major Incident Reporting

Required Outcome

1.19.22 Race Council Cymru shall ensure that the Authority is aware of all major incidents. A major incident includes major accidents or incidents such as fatalities, severe injury, assault on Visitors or staff, theft of property, problems relating to security including vandalism, major damage to plant or equipment, major plant failure, industrial action, closure or any other issue likely to be of interest or concern to the Authority and Visitors.

Performance Standards

1.19.23 The Race Council Cymru shall ensure that if there is a major incident, the procedure set out below is followed. The objectives of this procedure are to:

- Reassure the public
- Ensure the Authority is fully briefed on the incident
- Ensure that any critical action or provision identified as a result of the incident can be progressed by the appropriate party
- Minimise the likelihood of a repeat incident
- Enable the Authority to respond competently to enquiries.

1.19.24 Race Council Cymru shall ensure that records of all major incidents accidents and actions taken are available for inspection.

1.19.25 Race Council Cymru shall ensure that all major incidents at the HUB are reported to the Authority's Representative by telephone at the earliest opportunity but no longer than an hour after the incident/accident occurred, followed by a full report by email or fax within 24 hours of the incident.

1.19.26 Race Council Cymru shall ensure that in the event of an incident relating to security, severe injury as defined by RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrence Regulations, 2013) or death or any other Emergency occurring at the Culture and Digital Hub, the incident is reported to the Authority's Representative by telephone at the earliest opportunity (and within no more than one hour), followed by a full report by email or fax within 24 hours of the incident.

1.19.27 severe injuries as defined by RIDDOR include:

- Fractures other than fingers, thumbs or toes
- Amputation
- Dislocation of the shoulder, hip, knee or spine
- Loss of sight (temporary or permanent)
- Chemical or hot metal to the eye or any other penetrating injury to the eye
- Injury resulting from an electric shock or electrical burn leading to unconsciousness or requiring resuscitation or admittance to hospital for more than 24 hours
- Any other injury leading to hypothermia, heat-induced illness or unconsciousness or requiring resuscitation or admittance to hospital for more than 24 hours
- Unconsciousness caused by asphyxia or exposure to a harmful substance or Biological agent
- Acute illness requiring medical treatment or loss of consciousness arising from absorption of any substance by inhalation, ingestion or through the skin
- Acute illness requiring medical treatment where there is reason to believe this resulted from exposure to a biological agent or toxins or infected material.

1.19.28 Race Council Cymru will implement a Business Continuity Plan to be able to respond to an emergency affecting their ability to operate the HUB (e.g. major incident, staff sickness/utility failure/physical damage/weather).

Reporting Requirements

1.19.29 Race Council Cymru shall maintain an up to date log of all major incidents and severe injuries as defined by RIDDOR and their response to them.

1.19.30 Race Council Cymru shall ensure that within three days following any emergency, a full account of the actions taken and the implications for future training are provided by the Race Council Cymru to the Authority's Representative. In the event of the Authority or its insurers

wishing to undertake an investigation, then the Race Council Cymru shall fully comply with any reasonable requests for information of staff attendance at such an inquiry.

- 1.19.31 Race Council Cymru shall provide a summary of all accidents and incidents occurring at the GRAND Multicultural HUB as part of the quarterly Major Accidents and Incidents Report. Race Council Cymru shall ensure that a summary of this report and details of any failure to maintain the required Performance Standards set out above should be included as part of the Quarterly Performance Monitoring Report.

Financial

Required Outcome

Race Council Cymru working with the Authority shall monitor the monthly ticket sales, programming funding and hire income (where they have full access to sales information), during each quarter to ensure that they remain on target to achieve their projected sales target in accordance with the Financial Model at Schedule 11.

Performance Standards

Race Council Cymru shall inform the Authority where monthly income indicate that the projected sales target may not be met. This shall be done on a quarterly basis with an outline of the mitigating measures being taken by Race Council Cymru to bring the monthly income back on target.

Reporting Requirements

Race Council Cymru working with the Authority shall produce a quarterly income and expenditure report outlining the monthly ticket sales, (where they have access to the necessary information) which shall include a breakdown of types of ticket prices. A forecast report for the following quarter shall also be produced at the end of each quarter.

1.19c Other Reporting

Required Outcome

- 1.19.32 Race Council Cymru shall provide the reports as required by this Agreement and this Services Specification.

Performance Standards & Reporting Requirements

- 1.19.33 Race Council Cymru working with the Authority shall ensure that there is in place at all times a clearly defined responsibility chain for implementing, monitoring and reviewing service delivery. Race Council Cymru shall provide one overall Race Council Cymru's Representative to be its authorised representative for the HUB operated on behalf of the Authority. Race Council Cymru Representative shall consult with the Authority's Representative as often as may reasonably be necessary for the efficient provision of the Services.
- 1.19.34 Race Council Cymru Representative shall attend quarterly meetings with the Authority's Representative in order to discuss the reports and plans outlined below.
- 1.19.35 Reporting on Race Council Cymru performance shall primarily be through the Quarterly Performance Monitoring Report.

1.19.36 Race Council Cymru working with the Authority is required to submit the Quarterly Performance Monitoring Report within fifteen Business Days of the end of each period of the Contract Quarter and this shall contain details of any failures to maintain the Performance Standards as set out in this Services Specification and must include the following contents as a minimum:

- Performance Summary and level of Performance Adjustments
- Programme income progress
- Customer Complaints and Feedback Summary
- Major Accidents and Incidents Report
- Visitor Data
- Marketing Plan Progress Report.

1.19.37 The Quarterly Performance Monitoring Report shall be concise and provide a maximum one-page summary on each of the areas identified above. Race Council Cymru working with the Authority shall also assess performance against the Performance Standards within this Services Specification and include a completed Performance Standard Assessment as an appendix to the Performance Monitoring Report on a quarterly basis.

1.19.38 The Annual Service Report shall, as a minimum, provide a summary of the results and recommendations set out in all the reports outlined above and report on performance against the annual plans and programmes agreed prior to the commencement of the relevant Contract Year. The Annual Service Report should be provided to the Authority within one month of the second Contract Year and annually thereafter.

1.19.39 The plans / programmes listed below are to be submitted by Race Council Cymru working with the Authority to the Authority by the specified date.

Plan Title	Frequency	Submission Date
Business Plan	Annual	Within one month of the start of the second Contract Year and annually thereafter
Customer Survey Report	Annual	Within one month of the start of the second Contract Year and annually thereafter
Schedule of Creative Programme	Annual	Within three (3) months of the Commencement Date and two months prior to each subsequent Contract Year
Marketing Plan	Annual	Within three (3) months of the Commencement Date and by 31st March of each subsequent Contract Year
Pricing Schedule	Annual	Within three (3) months of the Commencement Date and by 31st March of each subsequent Contract Year
Funding Strategy	Annual	Within three (3) months of the Commencement Date and by 31st March of each subsequent Contract Year

Proposals for Minimum Opening Hours	Annual (if required)	Within three (3) months of the Commencement Date and by 31st March of each subsequent Contract Year
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1.19.40 Without prejudice to any other reporting requirements specified within this Agreement, the reports listed below are to be submitted by Race Council Cymru working with the Authority to the Authority by the specified date.

Report Title	Frequency	Submission Date
Quarterly Performance Monitoring Report	Quarterly	Within ten (10) Business Days of the end of each period of the Contract Quarter
Licenses and Legislation Compliance Report	Annual	Within one (1) month following the start of each Contract Year

Part 1D – Performance Requirements

The following issues are covered under the HUB Performance Requirements:

- Pricing Requirements
- Opening Hours
- Activity Programming
- Health and Safety Management
- Equipment
- Access
- Legislation and Policy
- Staffing

1.20 Pricing Requirements

Required Outcome

1.20.1 Race Council Cymru will have freedom to set prices for all activities and admissions, however, consideration should be given to ensuring continued access on a value for money basis for local schools and education establishments. Prices should be set based on evidence of pricing at other local visitor attractions, in order to encourage growth in visitors to Swansea.

Performance Standards

1.20.2 Race Council Cymru may set its agreed hire prices for charitable and commercial rates with the Council.

1.20.3 Race Council Cymru shall consider offering Cultural Services Membership Scheme to encourage visits from local communities.

1.20.5 Race Council Cymru shall offer discount to concession Visitors as currently offered.

1.20.6 Race Council Cymru must provide evidence and sound business reasons to support pricing proposals including market research and benchmark comparisons both locally and nationally.

1.20.7 No charges shall be collected by Race Council Cymru in respect of services extending beyond the Contract Period other than those authorised by the Authority Representative during the last year of the Contract Period.

1.20.8 Race Council Cymru working with the Authority shall operate comprehensive and effective systems for cash and non-cash methods of payment and booking administrative services.

Reporting Requirements

1.20.9 Race Council Cymru working with the Authority must provide updated visitor pricing annually to the HUB Management Committee (HMC) no later than 31st March, prior to implementation the following Contract Year (the "**Pricing Schedule**").

1.20.10 Race Council Cymru must submit details of any failure to achieve the required Performance Standards as set out above, as part of the Quarterly Performance Monitoring Report.

1.21 Opening Hours

Required Outcome

1.21.1 The HUB shall be accessible during the "Minimum Opening Hours". The Minimum Opening Hours are defined in Appendix 1 of this Schedule.

Performance Standards

1.21.2 The HUB must be available for public use during the Minimum Opening Hours.

1.21.3 The Authority, in advance of any changes being implemented, must agree in writing any variations to the Minimum Opening Hours.

1.21.4 Race Council Cymru shall advertise all opening times on the HUB website.

1.21.5 Where appropriate Race Council Cymru shall agree with the Authority closures of the HUB, or any element therein, for the purposes of maintenance, in accordance with the agreed Schedule of Programmed Maintenance.

Reporting Requirements

1.21.9 Race Council Cymru may submit proposals for any changes to the Minimum Opening Hours to the Authority for approval by the Authority prior to implementation.

1.21.10 Race Council Cymru shall record all periods when conditions make the HUB and/or part thereof unsuitable for use.

1.22 Activity Programming Studio and Ground Floor Performance Area

1.22a Programmes of Use

Required Outcome

1.22.1 The Programmes of Use should be dynamic, innovative and responsive to the requirements of visitors, including frequent or seasonal variations and target new Visitors as appropriate. The programmes should consider the various types of visitor and use.

Performance Standards

1.22.2 Race Council Cymru working with the Authority shall develop Programmes of Use that are dynamic, innovative and responsive to the requirements of Visitors, including frequent or seasonal variations and target new Visitors as appropriate. The programmes should consider the various types of Visitor and use.

1.22.4 Race Council Cymru working with the Authority shall review the effectiveness of the Programmes of Use on a regular basis, but in any event as a minimum every 12 months using market information and through consultation with relevant Visitors.

1.22.5 Race Council Cymru and the Authority shall work together to ensure that the Programmes of Use reflects the changing needs of the Visitors. The programmes should evolve with changing needs and aspirations of Visitors and the Race Council Cymru must therefore work to identify new opportunities and discuss these with the Authority.

- 1.22.6 Race Council Cymru shall use the Authority online hire system Artifax for all hire and programming activities
- 1.22.7 Race Council Cymru shall honour any special events already confirmed prior to the Commencement Date.
- 1.22.8 Race Council Cymru shall take special event bookings for the use of rooms and Services for up to twelve months beyond the Termination or Expiry Date (whichever is earlier) but any fees collected for such bookings must be remitted to the Authority upon the Termination or Expiry Date (whichever is earlier).

Reporting Requirements

- 1.22.9 A "Programme of Use Progress Update" must be provided to the Authority on a quarterly basis as part of the Quarterly Performance Monitoring Report.
- 1.22.9 As part of the Quarterly Performance Monitoring Report, Race Council Cymru shall submit details of any failure to honour events, functions and hire arrangements, which are pre-booked at the commencement of this Agreement.
- 1.22.10 Race Council Cymru working with the Authority shall maintain a record concerning actual use of all of the events and activities and shall submit details on to the Authority's Hire System (Artifax) of the outcome of programming reviews, activity usage, and of any failure to provide any of the specified Performance Standards, activities or sessions as part of the Quarterly Performance Monitoring Report.

1.22b Booking Systems

Required Outcome

- 1.22.11 The Authority requires that ticket bookings can be made in person, by phone, in writing and online via Spektrix (Authority's Booking System) and Cultural Service Grand Theatre Website.

Performance Standards

- 1.22.12 Race Council Cymru working with the Authority shall operate a booking service for general admissions and special events.

Reporting Requirements

- 1.22.13 Race Council Cymru shall submit details of any failure to implement the required booking system as part of the Quarterly Performance Monitoring Report.
- 1.22.14 Race Council Cymru shall comply with and shall provide details of its compliance with PCI DSS standards for credit and debit card payment handling.

1.23 Health and Safety Management

Required Outcome

1.23.1 Race Council Cymru shall comply with all health and safety Legislation and shall produce, maintain and comply with a "Health and Safety Procedures Manual". This shall be available for inspection by the Authority's Representative or other authorised persons at any time.

Performance Standards

1.23.2 Race Council Cymru shall comply with all health and safety Legislation, including relevant guidance with regards to animal welfare from the British & Irish Association of Zoos and Aquariums.

1.23.3 Race Council Cymru working with the Authority shall carry out annual risk assessments for the HUB, which will be included in the Health and Safety Procedures Manual.

1.23.4 Race Council Cymru working with the Authority shall carry out risk assessments and revise them:

- If there is an accident or incident where a change is required to prevent a recurrence
- If a new task (for staff) or activity (for members of the public) is introduced where a new risk assessment is required before commencement
- Before and after a new item of equipment is purchased
- If a change to the building or premises is planned where new / revised, arrangements for its safe use will be needed.

1.23.5 Race Council Cymru working with the Authority shall provide safe working procedures for all activities, equipment, cleaning and rigging undertaken by staff.

1.23.6 Race Council Cymru shall ensure that all staff, agents or suppliers who may be required to enter the HUB are fully aware of all relevant rules and procedures concerning health In addition, safety at work and fire risk and precautions. This includes the relevant sections of a COSHH assessment and the regular recording and "signing-in" of sub-Race Council Cymru's permit to work system.

1.23.7 Race Council Cymru working with the Authority shall ensure that any surface water and other liquid spillage within internal areas causing dangerous floor surfaces is dealt with immediately upon identification of the problem and signed appropriately.

1.23.8 Race Council Cymru working with the Authority shall physically check the First Aid equipment and supplies weekly and shall ensure that a record of such checks is available for inspection by the Authority. The Race Council Cymru working with the Authority shall provide and maintain defibrillators to the same standard of rigour. The Race Council Cymru shall ensure that the HUB have a minimum of one trained First Aider on Site at any time.

1.23.9 Race Council Cymru working with the Authority shall identify a member of staff as the "Health and Safety Competent Person" and shall ensure that they receive full first aid training as appropriate for the responsibility. This training shall include holding a valid certificate of

competence in First Aid at Work (FAW) or Emergency First Aid at Work (EFAW), obtained from a training organisation approved by the Health and Safety Executive.

- 1.23.10 Race Council Cymru working with the Authority shall display the names of the appointed first aiders in a prominent position on the wall in the reception area at HUB.
- 1.23.11 Race Council Cymru shall maintain a record of all training undertaken by staff with respect to health and safety training.
- 1.23.12 Race Council Cymru working with the Authority shall include health and safety training in the new staff induction programme.
- 1.23.13 Race Council Cymru working with the Authority shall ensure that all signs relating to exits and fire exits are to the standards required by health and safety Legislation and the requirements of Fire and Licensing Officers in respect both of general operation and special and entertainment events.
- 1.23.14 Race Council Cymru working with the Authority shall ensure that all staff are competent and adequately equipped to undertake all health and safety responsibilities relevant to their individual roles and duties. Race Council Cymru shall keep full records of all relevant training.
- 1.23.15 Race Council Cymru with the Authority shall at all times ensure compliance with maximum occupation levels for the HUB as stipulated in the Fire Risk Assessment and/or Public Entertainments Licence.
- 1.23.16 Race Council Cymru working with the Authority shall monitor safe occupancy levels bearing in mind the numbers and qualifications of staff on duty at the time and the nature of the activity/ activities taking place.
- 1.23.17 Race Council Cymru working with the Authority shall control public throughout the HUB to a level, which does not jeopardise the safety of Visitors, reduce hygiene standards or compromise the provision of a quality service.
- 1.23.18 Race Council Cymru shall ensure that all catering services provided by the Race Council Cymru are in accordance with the Food Safety Act 1990 and the regulations and orders made thereunder and with particular regard to any existing Food Hygiene Orders.
- 1.23.19 Race Council Cymru shall maintain comprehensive records of:
- All accidents and incidents involving staff, members of the public and Race Council Cymru
 - Evacuations and incidents occurring at the premises
 - Reports made in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).
- 1.23.20 Race Council Cymru shall ensure that any RIDDOR reportable incident is reported to the Authority within an hour of its occurrence with a full incident and a copy of the RIDDOR report provided within 24 hours. All Employee accident records to be kept for 7 years and non-employee for up to the injured parties 21st Birthday.

- 1.23.21 Race Council Cymru shall ensure that these records include details of any relevant actions taken/to be taken and shall be available to the Authority at any time.
- 1.23.22 Race Council Cymru working with the Authority shall ensure that there are full and comprehensive Normal Operating Plans (NOPs) and Emergency Action Plans (EAPs) in place.
- 1.23.23 Race Council Cymru working with the Authority shall ensure compliance with the conditions of the Fire and Electrical Certificates.
- 1.23.24 Race Council Cymru shall ensure that only authorised personnel are permitted in non-public areas of the HUB, such as plant areas, staff rooms, ticket offices etc. Clearly visible signs shall be displayed to this effect.
- 1.23.25 Race Council Cymru shall enforce the Legislation relating to smoking in public places.

Reporting Requirements

- 1.23.26 Race Council Cymru shall report details of any accidents, incidents and evacuations reportable under the RIDDOR regulations to the Authority and any other required organisation (i.e. the Health and safety Executive (HSE)) within the time restraints prescribed by the regulations. Race Council Cymru ensure that records of accidents and actions taken are to be made available for inspection by the Authority.
- 1.23.27 Race Council Cymru shall provide a summary of all accidents and incidents occurring at the HUB as part of the Major Accidents and Incident report.
- 1.23.28 Race Council Cymru shall submit details of any failures to maintain the required Performance Standards as set out above as part of the Quarterly Performance Monitoring Report.

1.24 Equipment

Required Outcome

- 1.24.1 Equipment must be available in a safe state of repair and capable of being used for the relevant activity that it is designed for.

Performance Standards

- 1.24.2 Race Council Cymru working with the Authority shall provide the level of equipment and materials required to deliver the Services in accordance with Schedule 12 of this Agreement and Race Council Cymru shall be responsible for this equipment and materials in the delivery of Services.
- 1.24.3 Race Council Cymru working with the Authority shall ensure that all equipment provided as set out in Schedule 12 is fit for the purpose, safe and is maintained to a safe standard of repair and cleanliness at all times in accordance with the manufacturers' recommendations.
- 1.24.4 Race Council Cymru working with the Authority confirms that the equipment listed in the Equipment Inventory set out in Schedule 12 is sufficient to enable the Contract to deliver the Services set out in this Services Specification.

- 1.24.5 Race Council Cymru working with the Authority shall ensure that the Equipment Inventory belonging to the Swansea Council is updated on a regular basis to reflect any replaced equipment and to identify any new or written off equipment. Race Council Cymru working with the Authority shall provide a revised Equipment Inventory to the Authority within three months following the Commencement Date and on an annual basis within one month following each subsequent Contract Year.
- 1.24.6 Race Council Cymru working with the Authority shall ensure that all equipment and materials shall comply with relevant international and industry standards and British and European Standards and shall be limited to the use it was designed for, as specified within the manufacturer's or supplier's guidelines and /or operating manuals.
- 1.24.7 Race Council Cymru working with the Authority shall ensure that any item of equipment that, at any time, is found to be defective or has failed and so poses a hazard is immediately withdrawn from service. The Race Council Cymru shall make it secure and ensure it cannot inadvertently be used.
- 1.24.8 Race Council Cymru working with the Authority shall test all portable electrical appliances at a suitable frequency to ensure compliance with the Electricity at Work Regulations and shall maintain a record of the equipment, test results and date of tests and action to be taken in a schedule, which is readily available for inspection by the Authority.
- 1.24.9 Race Council Cymru shall ensure that all equipment to be used by the public is regularly inspected for safety with appropriate records kept. Race Council Cymru shall ensure that all equipment receives an annual inspection and service from a recognised supplier. In addition to this independent assessment, Race Council Cymru shall ensure that internal tests and inspections are carried out on a regular basis throughout each Contract Year.
- 1.24.10 Race Council Cymru shall ensure that all areas of the HUB have equipment provided in accordance with the following standards:
- Sufficient suitable equipment for the activity programmed
 - Suitable arrangements for hearing and sight impaired clients
- 1.24.11 Race Council Cymru shall not introduce any additional coin-operated equipment (in addition to all items identified in Schedule 12), including gaming and amusement machines, to the HUB.

Reporting Requirements

- 1.24.12 Race Council Cymru shall provide an updated form of the details included in Schedule 12 (the "Equipment Inventory") to the Authority within three months of the Commencement Date and, annually thereafter, within one month of the commencement of each Contract Year.
- 1.24.13 Appropriate records shall be maintained and updated at all times by Race Council Cymru detailing all relevant inventories, losses or disposals, repairs and replacements throughout the course of this Agreement.
- 1.24.14 Race Council Cymru shall submit details of any failures to maintain the required Performance Standards as set out above as part of the Quarterly Performance Monitoring Report.

1.25 Access

Required Outcome

- 1.25.1 The Cultural & Digital HUB, and all public Zones within the Facility, must be accessible by all Visitors at all times, during the Opening Hours.

Performance Standards

- 1.25.2 Race Council Cymru shall ensure that the HUB and, including the buildings or any entrances, doorways, halls, lobbies, reception areas, unloading bays, corridors, lifts and staircases are open and free from any obstruction or physical destruction or deterioration (save for fair wear and tear).
- 1.25.3 The HUB should be accessible by wheelchair Visitors and sight impaired Visitors.
- 1.25.4 Race Council Cymru shall ensure that all signage within the HUB is clear and instructive and complies with health and safety guidelines and the Equality Act 2010 (e.g. Braille), the Public Sector Equality Duty (Wales) on behalf of the Authority and any relevant planning restrictions.

Reporting Requirements

- 1.25.5 Race Council Cymru shall submit details of any failure to maintain the required Performance Standards set out above as part of the Quarterly Performance Monitoring Report.

1.26 Legislation and Policy

Required Outcome

Race Council Cymru shall comply with the requirements of the Equality Act 2010, the Public Sector Equality Duty (Wales), Human Rights Act 1998, Modern Slavery Act 2015, the Bribery Act 2010, Well-Being of Future Generations (Wales) Act 2015, the Welsh Language (Wales) Measure 2011 Freedom of Information Act 2000, Data Protection Act 2018 and the General Data Protection Regulation 2016/679; on behalf of the Authority and any other relevant Legislation applicable to the Authority.

Race Council Cymru shall comply with the Authority's Cultural Services Pledge on Diversity. Swansea Council Health & Safety Policy; Fire Safety Policy, Corporate Guest WiFi Policy.

Performance Standards

- 1.26.1 Race Council Cymru shall ensure that there are no breaches of Legislation, including without limitation, that in respect of health and safety, data protection, child protection and the Equality Act 2010.
- 1.26.2 Race Council Cymru shall operate an "Equality Policy" and conduct regular Equality Impact Assessments covering all changes to policies, activities and events.
- 1.26.3 Race Council Cymru working with the Authority shall ensure that all employees and supervisory staff have a working knowledge of the Legislation, Regulations and relevant guidelines.

1.26.4 In particular, Race Council Cymru shall ensure that:

- All agents or suppliers who may be required to enter the HUB are fully aware of all relevant rules and procedures concerning the health and safety regime and fire risk and precautions
- All surface water and other liquid spillage within internal areas causing dangerous floor surfaces are dealt with immediately on identification of the problem and signed appropriately
- The first aid equipment and supplies, including signage for first aid provision, is physically checked weekly and a record is made which is available for inspection by the Authority
- Hazardous materials or equipment at the HUB, which are to be used in the provision of the Services, is kept under proper control and safekeeping. The hazardous materials or equipment are properly and clearly labelled on their containers and comply with the relevant COSHH regulations
- It undertakes, at its own cost, its own risk assessments and associated training
- It keeps records of accidents and actions taken and these are to be made available for inspection by the Authority
- There is a full and comprehensive fire and evacuation procedure.

1.26.5 The Race Council Cymru shall comply with all relevant Authority Policies as notified to the Race Council Cymru from time to time in accordance with this Agreement.

Reporting Requirements

1.26.6 Race Council Cymru working with the Authority shall ensure that a copy of all the Legislation, Regulations and guidelines (or an appropriate abbreviation of Legislation containing all relevant clauses and sections) must be available for inspection at all time by the Authority's Representative.

1.26.7 Race Council Cymru shall submit details of any failure to maintain the required Performance Standards set out above as part of the Quarterly Performance Monitoring Report.

1.34 Staffing

Required Outcome

1.34.1 The HUB must have sufficient and suitably trained and qualified staff to provide the services required by this Services Specification and all relevant Legislation, including relating to the care of animals.

Performance Standards

1.34.2 Race council Cymru working with the Authority shall ensure that as a minimum, staffing levels are appropriate to the size of the HUB, the activity and delivered by suitably trained and qualified personnel.

- 1.34.3 Race Council Cymru working with the Authority shall provide a list of named staff with the necessary professional and technical competence as appropriate to fully discharge the requirements of this Services Specification in a safe and efficient manner.
- 1.34.4 Race Council Cymru must meet the Disclosure and Barring Scheme requirements as detailed in the Agreement in relation to all staff employed in relation to the provision of Services. The Race Council Cymru must ensure that all newly appointed staff meet these requirements prior to employment / engagement commencing.
- 1.34.5 Race Council Cymru shall ensure compliance in respect of all persons employed or seeking employment with the provisions of all employment Legislation including equal opportunities, the EU Working Time Regulations and the national minimum or living wage, if the living wage applies.
- 1.34.6 Race Council Cymru shall be entirely responsible for the employment and conditions of service of its employees and shall implement a scheme for the continued assessment and development of staff.

Reporting Requirements

- 1.34.7 Race Council Cymru shall submit details of any failure to maintain the required Performance Standards set out above as part of the Quarterly Performance Monitoring Report.

Appendix 1 - Minimum Opening Hours

<i>Culture and Digital Hub</i>	<i>Days</i>	<i>Minimum Opening Hours</i>
GRAND Multicultural HUB (HUB)	Monday to Saturday	9am – 10pm

Appendix 2 – Cultural Services Diversity Pledge

Appendix 3 - Swansea Council Health & Safety Policy;

Appendix 4 - Fire Safety Policy

Appendix 5 - Corporate Guest WiFi Policy

Swansea's Pledge for Diversity in Cultural Services

Our Pledge, to the residents and visitors of Swansea, is to deliver Cultural Services which acknowledge and embrace the diversity of the City. It will be a service which respects the traditions of the city, whilst welcoming and adapting to change as the people themselves change.

Our Values

The Pledge derives from these guiding principles:

The diversity of Swansea's people is a reason for pride and a source of cultural, social and economic enrichment.

Participation in culture and sport is a fundamental human right, not a privilege, and all should have equal opportunity to express and enjoy it.

Equity and diversity of participation should be at the heart of what Swansea Council's Cultural Services does.

Special care and attention should be given to People with Protected Characteristics (PPCs) relating to age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation - as well as Welsh speakers and those living in economic disadvantage.

Whilst recognising the separate needs of some, we should support cross-sectional engagement in which all parts of the community are encouraged to come together to foster a culture of diversity.

Our Commitment

This Pledge tells a story of what Swansea Council (through its Culture Services department) is doing, and aspires to do, in pursuit of these principles. It includes ambitious aspirations for change over the years to come but, in the short term, some very tangible and immediate commitments including:

- Putting PPCs at the heart of defining one of our major venues, the Grand Theatre, and in important parts of the Sport and Health Team's work.
- Putting culture and well-being at the forefront of reviving Swansea's most diverse neighbourhood: St Helens Road and Sandfields.

- Training all our departmental staff, including venues' staff, in diversity awareness
- Creating new pathways for PPCs to find their way into volunteer and professional roles in the Service.

About the Pledge

We want to start conversations and collaborations in the city which will help expand the diversity and the reach of what we do as a Service. Ultimately, though, we hope the Pledge will be adopted, adapted and owned by all cultural creators and providers within Swansea to ensure the offer reflects the people in all their plurality.

There are four pillars to the Pledge:

Telling, Listening and Sharing

How we will reach out, build relationships and involve more people in dialogue around the City's culture and sport offer.

Ideas into Action

How we will ensure the events and activities in our venues, and produced by our cultural services, reflect the experiences of all by drawing on a broader pool of people, ideas and inspiration.

Making the Most of Us

How we will make it easier and more attractive for more people to use our services, by getting to understand what they want, and be smarter at delivering it.

Behind the Scenes

How we will ensure that, from top to bottom, our cultural and sports organisations will look, think and act more like – and be more representative of - our diverse population.

Each pillar follows the same format. It starts with a set of **Questions** we have set ourselves. This is followed by an **Aspirational Statement** of the values we hold dear, leading to a thumbnail sketch of the place we would like to be in **Five Years From Now**. To do this we have been realistic about the **Barriers** that will need to be overcome, the **Minimum Standard** of Service below which we must not fall, and a **Target to Stretch** us and a **Metric** for measuring our progress. To emphasise that we are not starting from a blank sheet, there are some examples of some of the **Good Practice** which is already going on in the city.

The Pledge takes in the work of the Special Events Team, Sports and Health, Tourism and Marketing, Community Centres, Swansea Museum, Glynn Vivian Art Gallery, Swansea Grand Theatre, Dylan Thomas Programme, the Fusion Project, Cultural Partnerships, Swansea Libraries and Archives.

Background and Context

The Pledge emerged as a logical response to a range of external and internal factors that can be summarised as the outcomes of our *consultation* with the people of Swansea; and the requirements placed upon us by recent *legislation*.

In 2016 Swansea was accepted as a participant in the 3-year Pilot Cities programme with the Agenda 21 for Culture programme, as operated by the international network of United Cities and Local Governments (UCLG) and European network Culture Action Europe. It began with a Self-Assessment exercise and, in particular, a day-long consultation workshop on 28 September 2016, attended by over eighty local Stakeholders, which considered the strengths and weaknesses of the city across eight broad fields of culture. The workshop drew particular attention to the apparent lack of diversity in the city's cultural sector as an ongoing weakness. The group felt they did not have enough knowledge of the ways in which many minorities in the city experienced cultural provision, and raised this as a priority for attention within the Pilot Cities process. Subsequently a work programme of improvement and innovation was set up, and progress on these is documented herein. The Pilot Cities process draws to a close in October 2019, when this Pledge will be formally launched.

The Pledge also gives acknowledgement to, and rests upon, several key pieces of national and international legislation as well as Swansea's local policies and membership of important networks. Prominent amongst these are:

- The Equality Act 2010 protects people from discrimination, victimisation and harassment on the basis of protected characteristics. Nested within this is the Welsh Public Sector Equality Duty with 16 regulations in Wales. The Council has produced a Strategic Equality Plan 2016-2020 setting out Equality Objectives for meeting these. Each year the Council produces an Equality Review Report, which includes the contribution of Cultural Services. The Council's Equality Impact Assessment (EIA) process now incorporates issues such as poverty and social exclusion, children's rights, community cohesion, carers and Welsh language.
- The Well-Being of Future Generations (Wales) Act 2015 requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. Swansea Council has responded with establishing a Public Service Board which is responsible for publishing an Assessment of Local Well-Being and setting objectives in a Local Well-Being Plan.
- The United Nations Convention on the Rights of the Child (UNCRC). Since becoming the first local authority to embed the UNCRC into its Policy Framework, Swansea has developed a Children & Young People's Rights Scheme, which sets out our arrangements to ensure compliance with the due regard duty.
- A combined Older People's Strategy and Ageing Well Plan has been developed in Swansea and submitted to the Welsh Government and Older People's

Commissioner. Locally, a partnership Ageing Well Plan has been developed in conjunction with the Local Service Board.

- Swansea is a member of Intercultural Cities, a global network of cities dedicated to making human diversity and mobility a positive asset; and is a founder of the UK Cities of Sanctuary movement.

What Happens Next

A Pledge Panel will be formed of independent people who understand and experience the diverse needs of service users. The role of the Panel is to review progress on the goals of the Pledge, to offer guidance, to comment upon the allocation of priorities and resources, and to communicate the Pledge's message to the wider community.

Each year, a Pledge Convention will be held at which broader communities of PPCs will come together to review and to re-energise the Pledge. Partner organisations should be invited to the Convention and invited to make their own pledges.

1) Telling, Listening and Sharing

RELATIONSHIPS, COMMUNICATIONS & PARTICIPATION

Cultural Services is only as strong as the relationships we have with the people of Swansea in all their diversity. Reaching out, telling people what we are doing, learning about and from them, and involving more of them in dialogue and planning must be the ethos from which the City's culture and leisure develops henceforth.

The Questions We Need To Answer

- Who are the people we have not traditionally communicated with?
- What new ways of communication can we use to reach out to them?
- Who are the intermediaries that can help us connect with new people?
- How can we build lasting and trusting relationships with different publics?

Our Aspirations

We must reach out beyond our buildings and the city centre to people of all kinds to make them feel welcome enough to participate in our facilities and services. We will find new ways to communicate and create lively and open dialogues. We will engage with identity groups, as they would wish to be engaged with, and encourage greater intercultural understanding and collaboration between groups.

What Should We Have Achieved Five Years From Now?

- Building on the Sport and Health Team's experience with three self-sustaining forums on BAME issues, People with disabilities, and Women and girls, all appropriate parts of the Service will now have equivalent reference groups.
- In partnership with local PPC groups, we will have developed good practice manuals and resource packs to be followed by our staff and other sports and cultural organisations, for example Language and Communication Around Disability and Making Outdoor Events Accessible to All.

The Barriers To Be Overcome

We need to better understand the things preventing certain people from participating in events and visiting our attractions. For example, moving around the city with public transport can be difficult and expensive; buildings may not be accessible; information is not always easily available to those who cannot go online; and some people may perceive that some events are 'not for them'.

What Is The Minimum Standard Of Service We Should Be Providing Now?

We will consult, identify and remove any barriers, within our own immediate control that might have prevented any community of interest or identity in Swansea from communicating with us about its cultural aspirations and the service we provide. This must include Service outreach to places not previously addressed, for example the Museum and GVAG taking a joint stall for Swansea Pride 2019. The

17 library branches are a key point of contact with dispersed communities which must be maintained.

Targets To Stretch Us

Each year every arm of the Service will identify a priority group and seek to increase participation by 5%, and experience will be shared across departments to learn what works.

How We Can Measure Progress?

Through surveys and ticketing data we will measure the number of people of selected priority groups who are aware of Cultural Services, have attended an event provided or sponsored by it, or have engaged in some form of participation or cooperation with it.

What Are We Already Achieving?

- The Fusion Programme coordinates a diverse network of cultural and community partners from the local authority, 3rd sector, educational organisations and local businesses called the Swansea Creative Learning Partnership (SCLP). This network enables the sharing of expertise, creation of partnership projects and funding bids, access to marginalised and specialist groups and provides a sharing platform for information. Fusion manages and supports a portfolio of projects within Cultural Services partnerships and with external partners. These bespoke projects provide opportunities for local people to gain new skills and increased wellbeing from cultural and heritage volunteering, participation, qualifications and events. Fusion projects look to engage a diverse range of people from across Swansea supporting social cohesion and reflecting our community. Projects cover a diverse range of art forms including; visual arts, dance, music/sound, film/photography, heritage research, crafts, creative writing and includes opportunities to learn creative digital skills. Fusion helps to enable people on low incomes by taking activities to new geographical locations and by providing free transport when possible. Examples of work include; music making for stroke victims, creative arts collaborations with multi ethnic schools, heritage volunteering for adults, free family cinema in community centres and film making for women.
- Cultural Services is working in partnership with Race Council Cymru to set up Wales's first BAME Digital and Cultural Hub at the Arts Wing at Swansea Grand Theatre. It will promote a diverse and inclusive culture; intercultural dialogue and exchange; learning and skills development enabling jobs and volunteer opportunities; safeguarding and wellbeing, including for some of the poorest, most vulnerable people in Swansea.
- We have set up a pioneering partnership between Swansea Council and Swansea Bay Health Board integrating art and design into the therapeutic environment of a men's acute mental health ward. The project shows that even in a time of fiscal challenge, through clever combination of skills and personnel we can make resources go further to improve people's lives.
- The Glynn Vivian Art Gallery has an aged 55+ Wednesday afternoon workshop group. It started up 7 years ago with a mosaics workshop and 10 members,

through a project with Engage Cymru, and now has 8 weekly courses that run throughout the year covering a wide range of artistic disciplines and has more than 75 members. This project is different to many arts workshops as the focus is not only on learning new creative skills but also creating a community for isolated people.

- The Sport and Health team and many other organisations within Swansea have been awarded INSPORT (disability sport) national accreditation.
- The Council commissioned artist Rabab Ghazoul, to lead a consultation with residents and users of the St Helens Road and Sandfields area between November 2017 and March 2018, which led to the production of a film (INTERSECTION) which was publicly screened. It is the city's most diverse district mixing many businesses, homes, schools and places of worship alongside institutions such as the YMCA, the Swan Gardens residential home for elderly Chinese people and EYST (Ethnic Minorities & Youth Support Team Wales). It started a conversation on how the district can be renovated and maintained sensitively without jeopardising the rich network of local connections. This led to the Swansea@50 Street Party in Sandfields in June 2019 facilitated by Fusion. A partnership with Elysium artists brought in £15,000 into the St Helen's Primary School to support children to learn creative and practical skills in music, art and heritage. The street party itself brought over 500 residents together to celebrate heritage and diversity and supported local organisations to work together.
- Swansea's Libraries are already the place of choice for many PPCs to meet and organise, for example: Live Well Age Well Reference Group; Clwb Cwtsh (weekly) Welsh course run by the Mudiad Meithrin; Merthyr Tydfil Institute for the Blind (MTIB) employment support sessions; Swansea Hard of Hearing group; Swansea Association for Independent Living; and West Wales Dyslexia Association.
- The Libraries offer as routine a vital home delivery book service to those who are too frail or with health or physical disabilities and cannot visit a site. This is also enhanced by services to care homes and sheltered housing venues around Swansea.

2) Ideas into Action

PLANS, PROJECTS & PROGRAMMES

How we will ensure the events and activities in our venues reflect the experiences of all by drawing on a broader pool of people, ideas and inspiration.

The Questions We Need To Answer

- In planning our products and services, how can we ensure diversity and equality is taken into account at the beginning and not just the end?
- How can we involve a greater diversity of people and ways of seeing the world in the ways we design our product?
- Do we know where to find the practitioners with specialist skills and knowledge to help us progress our diversity objectives?

Our Aspirations

Many of the events and projects which we promote should have evolved from the ideas and active participation of local people from diverse communities. Local people should be able to point to many aspects of our programme and services and know it reflects their lived experience or has even grown out of conversations and planning in which they had a hand.

What Should We Have Achieved Five Years From Now?

- Visitors to, and citizens of, Swansea will find an offer which feels distinctive and different from other places because it reflects the diversity of the population, exemplified through a growing festival programme and programmes responsive to people's needs and interests.
- Lessons learnt from the reinvigoration of the Grand Theatre by the BAME Digital and Cultural Hub at the Arts Wing will be implemented in other parts of the Service.
- Our 17 Libraries should be automatic places of choice to visit and PPCs should be confident of receiving a service which reflects their interests and concerns.
- Broader audiences for BBC concerts and Proms in the Park.

The Barriers To Overcome

We need to acknowledge the gaps in our knowledge and understanding of different peoples and why certain groups do not engage with our cultural offer. In designing leisure activities or creative products we need to reflect the lifestyles and concerns of different kinds of people. In deciding where and when to programme activities, we must not expect people should bend their lives in order to fit into outdated assumptions of how 'normal' people behave.

What Is The Minimum Standard Of Service We Should Be Providing Now?

- Our programmes should be designed to have a way in for anyone regardless of their status or cultural background. PPCs should know where to look in order to find out about cultural and sporting activities in the city which meet their needs.
- PPCs who wish to promote their own activities through our venues or in collaboration with us should be confident of receiving respectful treatment. If treatment falls short, there should be a recognised process for reviewing and rectifying it.

Targets To Stretch Us

- Establish an annual Calendar which highlights and normalises the full range of Swansea events and activities which feature or are led by PPCs.
- As appropriate, to see fewer activities promoted exclusively for one PPC and to see more which are intercultural and cross-sectional collaboration, as well as engaging the active participation of the majority population.

How We Can Measure Progress?

The number of events/activities which have been designed with specific needs of PPCs in mind, or have actively engaged the input of PPCs in their preparation.

What Are We Already Achieving?

- The Dylan Thomas Programme works closely with Swansea Asylum Seekers Support Group beginning with the publishing of a first anthology of creative writing by displaced people and locals 'Between the Mountain and the Sea', in 2003. Other anthologies have since followed, including one which translated writing into Welsh language, and a strong partnerships with publisher Parthian Books, Swansea University, City of Sanctuary, African Community Centre and Welsh Refugee Council. In 2017 the Centre began collaborating with the Cameroonian writer Eric Ngalle Charles, who developed an immediate rapport with local asylum seeker and refugee writers, and now his classes have become a regular and popular feature. The BBC have picked up on the work and recently featured in on its website. The media interest is indicative of the special nature of these workshops that manage to combine the retelling of painful memories with the cathartic act of writing to create a piece of art. Many writers have subsequently overcome their fear of public speaking to relate their work to audiences, and have now become much more confident in their life as a whole.
- Welcome is a group for Asylum Seekers and refugees, for whom the Glynn Vivian Gallery has been able to provide travel reimbursement through a grant from the Arts Council of Wales. The class is supported by a tutor and led by the participants. Over the past year the group has created a mosaic with two volunteers who worked professionally in their native Istanbul, providing the space, tools and equipment for the participants to work collectively on a shared goal.
- 'Our Abertawe' was conceived as a response to Brexit as a one-off event focused on bringing people together to celebrate Swansea regardless of birth or habit, disability, age, sexual orientation, beliefs, language or abilities. The

event helped to celebrate Swansea's cultural and ethnic diversity via dance, choirs, local bands workshops, busking, cooking demonstrations and entertainment. During the month of February 2017, events were held at seven different neighbourhood venues across the city, concluding in a city centre spectacular on 4 March.

- The 50 Years of Music Project led by Fusion brought together people from across the city with a shared passion to create a one off exhibition compiling collections and memorabilia. The project volunteers included historians, students, asylum seekers and unemployed adults who worked together with professionals to learn new skills with a shared goal.
- 'Glynn Vivian at Night' celebrated LGBT history month which featured curated films from the IRIS prize, Ruby Slippers and LGBT choir True Colours.
- The Museum ran a HLF Young Roots project exploring the history and contribution of the Gypsy Traveller community in West Wales in partnership with Swansea, Carmarthen and Pembrokeshire Traveller Education Service.
- Public Libraries in Swansea remain very much in their communities in the 17 sites around the City. Ensuring these communities are fully reflected in the services provided and available at the library is a key part of our library development plan and reflected in the Welsh Government's framework for libraries "Ambitious and Connected" which challenges libraries to deliver services to new and diverse audiences enabling more people to benefit from those services.

3) Making the Most of Us

AUDIENCE, TICKETING, WELCOMING & ACCESS

How we will make it easier and more attractive for more people to use our services by getting to know better what they want, and getting smarter at delivering it.

The Questions We Need To Answer

- **How can we find out more about our audience in order to enrich their experience?**
- **How can we make it easier for anyone to buy a ticket from us?**
- **What more can we do to ensure that anyone who approaches our service gets a welcome which is warm and appropriate to their needs?**
- **What are the barriers preventing people accessing our product and how can we remove them?**

Our Aspirations

There should be a seamless process by which PPCs can discover our services, take informed decisions to access them, feel welcomed into our venues and events with dignity and hospitality, and have their feedback taken into account towards further service improvement.

What Should We Have Achieved Five Years From Now?

- Attendances at our venues and events (both by PPCs and in total) will have risen by at least 5% because people find them more attractive and much easier to find out about and to access. We will know so much more about the needs and desires of PPCs and they about us.
- People will walk into any sports facility or any of our venues to buy a ticket for any one of a variety of performances/events across the city as we are part of an integrated ticketing/data collection/marketing system. After they have felt put at ease by the warm welcome they will have received from our Front of House staff, they decide to stay a little longer and get involved in activity they have never previously tried. Next time they bring a friend along.
- Having identified barriers, we will have an action plan of activity aimed at attracting larger audiences buying tickets online via Spektrix and all will become part of the members' scheme for Cultural Services where they receive advance ticketing information ahead of others. Our venues will have basic appreciation of formal greetings either verbally or through our digital communication.
- Our library buildings should have been rearranged to provide space for community expression and creativity.

The Barriers To Be Overcome

- Since most of our venues and activities are in the town centre and many PPCs live outside, there is an immediate barrier of access, compounded for people

on low incomes and who rely upon public transport which is expensive and infrequent.

- Some services are not open when people most need them.
- We are not gathering enough information on who uses and does not use our services, making it difficult to target them accurately.
- Some people find the cost of our ticketed events too high.
- Provision of services in Welsh is inconsistent across Cultural Services and dependent on resources available: staff and revenue budgets.

What Is The Minimum Standard Of Service We Should Be Providing Now?

No citizen of Swansea should feel they are unable to access (or have an unsatisfactory experience of) one of our services because they are a PPC. If they do, the Service should be able to institute an appropriate formal process of investigation, review and improvement.

Targets To Stretch Us

Having already introduced it to Swansea Grand Theatre, to extend the Spektrix online ticketing system into all our venues and ticketed events. This will enable us to gain much greater understanding of our existing and potential user base, and gain a more nuanced appreciation of PPCs, including being able to cross-promote between venue and between sports, arts and other activities.

How We Can Measure Progress?

Progress will be measured through collation of quantitative data of individuals participating in and/or attending activities; the expansion of, and feedback from, new networks; partners and stakeholders (including wider Swansea Council services); and increase in numbers of cultural ambassadors; and improved perception of service delivery.

What Are We Already Achieving?

- Glynn Vivian Art Gallery promotes interpretation and many activities for children with autism. There are workshops for children age 11-16, particularly those who do not attend mainstream education, where they have the opportunity to work with an artist educator to gain an accredited Arts Award. A Family Film Club every Sunday offers a safe space for children with autism and their families, and sensory backpacks are available to collect for free to enjoy during visits.
- The Dylan Thomas Programme gained a 'Best Family Friendly Venue in the UK' Award. This was in large part due to the warm welcome and understanding of Front of House staff, the accessible family-friendly programme, and the inclusive atmosphere promoted by all staff. This is a model that should be extended to all venues.
- The Glynn Vivian Art Gallery runs a monthly group for the Royal National Institute of Blind People (RNIB) which gives creative classes for people with sight loss.

- Swansea Museum has invested heavily in taking cultural experience out to where people are. For example outreach talks are particularly popular with the elderly; the three most popular talks remain the Swansea Blitz, Mumbles Railway and History and Treasures of Swansea Museum. 30 outreach sessions were delivered in 2017/18 to a total of 1268 people. 95% are 55 plus and the majority of them over 70 years of age.
- The Dylan Thomas Programme has developed Reminiscence Boxes in partnership with Swansea Museum and West Glamorgan Archives, each of which are themed to an aspect of Dylan Thomas' life and work. Each box contains handling objects and interpretation to prompt reminiscence and discussion in sessions led by a member of staff or a volunteer. They are used offsite in outreach visits to residential homes, and onsite for targeted visits by schools and community groups.
- We have an officer representing Sport and Health on the corporate Welsh Language group who relays relevant information in team meetings.
- Sport and Health has a large number of Welsh speakers within the team, partly by design. As our Active Young People (AYP) team need to work closely within schools, the officers we assign to Welsh medium Schools obviously have to be able to communicate in Welsh to a high level. Should there be staff turnover in this particular area, Welsh language capability would be essential, not desirable for this role.
- Sport and Health is also able to deliver coaching courses in Welsh for adults either ourselves (for various disciplines) or through partners within National Governing Bodies of sport.
- Sport and Health is able to use social media effectively in both languages and have parallel twitter and facebook accounts.

4) Behind the Scenes

ORGANISATIONAL CULTURE, GOVERNANCE, RECRUITMENT & REPRESENTATION

How we will ensure that, from top to bottom, our cultural and sports organisations look, think and act more like our diverse population.

The Questions We Need To Answer

- How can we make diversity the norm rather than the exception in our organisation?
- What do we do when the organisation falls short of our diversity and equality standards?
- What more can we do to ensure that the whole of our organisation embraces diversity?
- How can the people taking the strategic decisions about our Service better reflect the diversity of the city?
- How can we broaden and diversify the pool of talent from which we recruit staff and volunteers?

Our Aspirations

- We want to become a Service that PPCs will look to as a trusted ally and as a stepping stone to achieving greater self-determination whether as workers, participants or consumers.
- We want a workforce reflective of the diversity of the community, empowered, effective and engaged.

What Should We Have Achieved Five Years From Now?

- Cultural Services will no longer need to make a special effort to look outwardly to discover the views and lifestyles of PPCs because its internal culture and personnel will have evolved to the extent that it has embedded them into its mainstream activity.
- We will have grown the number of key adviser/advocates supporting the development and delivery of our Services
- Locally resident PPCs with talent in sport and culture will be recognised, nurtured and encouraged to fulfil their potential, particularly into professional careers.

The Barriers To Be Overcome

Budgetary limitations have severely reduced the numbers of posts which Cultural Services is able to advertise publicly thus limiting the opportunities to diversify the staffing establishment through new appointments.

What Is The Minimum Standard Of Service We Should Be Providing Now?

The boards of management of all our services and of all the organisations that receive support from us must conduct and report on the diversity of their directors and staff and of their recruitment process. All staff at all levels should have received at least a basic level of training in diversity awareness. Staff in public interface roles should have received bespoke training in the special needs of PPCs.

Targets To Stretch Us

Any process to recruit a member of staff, a volunteer or a management board should be required to give an explanation if it has not included anyone with any protected characteristics amongst the candidates for selection.

How We Can Measure Progress?

An annual audit of the numbers and status of PPCs in Cultural Services staffing establishment, in accordance with the specific duties for Wales under the Equality Act 2010. A longer term aim should be to also audit volunteers and members of management boards of partner and supported organisations.

What Are We Already Achieving?

- The Sport and Health Team has identified four key areas of low participation as:
 - Areas of poverty
 - BAME populations
 - Disabled People
 - Women and girls

It has set up working Forums in the latter three categories and works closely with community organisations, educational establishments and the third sector in the first. Each Forum has terms of reference scoping their areas of work including consultation, programme review, monitoring and evaluation. Forum membership is fluid with efforts made for members to be representative of each target area in terms of age, gender, community, education, industry. The Forums provide an essential interface between Council staff and the public, particularly enhancing the influence which PPCs can have on management decisions and the design of services. Within each Forum, Sports and Health encourages lead representation from targeted groups and supports this through training and support of volunteers. Members of the Sport and Health team directly deliver awareness training in areas of BAME participation and disability inclusion to community groups, governing bodies of sport and local sports clubs as well as to staff members of partner organisations such as facilities operations. Within the team there are lead officers in identified areas of inclusion who will assist team members in developing fully inclusive plans.
- Cultural Ambition is funded by the Heritage Lottery Fund's Skills for the Future programme and Welsh Government. Its aim is to provide 33 young people, throughout Wales, who are not in education, employment and training with 12 month training placements based wholly in heritage sites, while remotely working towards a qualification as a registered student. The training will include

a focus on the development of softer skills and employability skills to support the young people looking at using this project as a stepping stone into further learning or employment. The Council has created a one year 30 hour placement under the Programme, to be based at Swansea Museum and the Glynn Vivian Art Gallery, and sees it as a great opportunity to engage a young person from a group traditionally under-represented in its workforce. With the extension of public spending austerity, local government has significantly reduced the number of new appointments, so apprenticeships such as this offer a rare opportunity.

- All cultural teams are being given diversity training in a range of areas including being family-friendly, age friendly, multicultural awareness, City of Sanctuary, autism awareness etc. This training supports the preparation of an Equality and Diversity Plan for the department which will underpin future measures for diversifying audiences. The Council's venues are working toward achieving national accreditation by achieving Fantastic for Families' Family Arts Standards and Age Friendly Standards. Knowledge will be shared across venues through peer-to-peer training.

Swansea Council would like to thank the following for their contribution towards the preparation of the Diversity Pledge:

Phil Wood, Consultant
The Glynn Vivian Art Gallery
Swansea Museum
The Dylan Thomas Programme
Swansea Grand Theatre
Swansea Library Service
Archive Service
Sports and Health Team
Community Development
Tourism and Marketing
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Cultural Partnerships
Fusion
Equalities Policy
Community Cohesion
Swansea Cultural Learning Partnership
National Waterfront Museum
The Swansea Music Hub
Race Council Cymru
African Community Centre
Chinese in Wales Association

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For further information regarding the Diversity Pledge, please contact:

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If you require this Diversity Pledge in a different format, please contact:
Kate Wood on 01792 635946





Corporate Health, Safety, Emergency Management & Wellbeing Service


Corporate Health and Safety Policy


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1. Introduction

- 1.1 Swansea Council (Authority) is fully committed to its responsibilities under the Health and Safety at Work, etc. Act 1974 and all other relevant statutory provisions.
- 1.2 This policy will set out objectives for health, safety and wellbeing for employees. It provides general information regarding the organisation structure, roles and responsibilities.
- 1.3 The Authority fully accepts that effective health and safety management, with full employee engagement, has a critical role to play in the process for identifying hazards, evaluating risks and ensuring appropriate controls are applied for employee, and public safety.
- 1.4 The Authority regards the management of health and safety to be an operational priority equal to asset protection, and the provision of quality services.
- 1.5 This policy has been written in consultation with employees and trade union representatives. It will be kept under review and updated to reflect any changes within the organisation or arrangements.

Signed: 
Chief Executive
Date: 15/7/19

Signed: 
Leader of Council
Date: 15/7/19

2. Policy Statement

- 2.1 The Authority recognises and accepts its duties and responsibilities to ensure, so far as is reasonably practicable, the health, safety and wellbeing of its employees and others who may be at risk from its activities.
- 2.2 This corporate policy is the Authority wide overarching health and safety policy. Service Units are expected to set in place arrangements, procedures and guidelines, which reflect the principles of this policy.
- 2.3 Professional, competent advice and support will be provided to assist all Authority employees in all aspects of health, safety and wellbeing.

- 2.4 Health, safety and wellbeing will be imbedded into all management systems and processes across the Authority.
- 2.5 All Authority employees and contractors will be provided with information, instruction and training with regards to hazards and risks they may face in their job role, and appropriate control measures to reduce such risks. Control measures are to be adhered to at all times.
- 2.6 The Authority will have adequate systems in place to allow for the communication of all health, safety and wellbeing information to all levels of employee.
- 2.7 The Authority will have a corporate health, safety and wellbeing action plan in place for risk management. It will focus on life, property, and operational risks.
- 2.8 All Directorates and Services within the Authority must be able to demonstrate compliance with this policy via audit.
- 2.9 Serious and deliberate violation of this policy, health and safety rules and standards may be viewed as gross misconduct under Swansea Council's Disciplinary Policy.
- 2.10 Managers may choose to delegate their duties but cannot delegate their responsibilities.

3. Scope

- 3.1 This policy applies to all employees, volunteers (including those supplied through projects), agency staff, work experience; contractors engaged by Swansea Council or its representatives and elected members who are all required to comply.
- 3.2 Agency workers are also employees. However, through procurement specifications, managers can require the originating Agency to deliver certain aspects e.g. health surveillance, training, protective clothing etc.
- 3.3 When considering the terms on which work, services or supplies should be provided to the Authority, the procuring officer will ensure specific provision is made in the contract concerning the health, safety and wellbeing of the contractor, its staff, Authority employees and the public.

4. Definition of Manager

- 4.1 For the purpose of this policy a manager can be any of the following (this list is not exhaustive):
- Leadership
 - Head of Service
 - Head Teacher
 - Department Head
 - Business Manager
 - Section or Department Manager
 - Service Manager
 - Operations Manager
 - Premises Manager (*see Premises Managers Guidance*)
 - Deputy Manager
 - Project Manager
 - Any Officer given manager responsibilities in full or in part (such as Supervisors and Team Leaders) by their Head of Service and/or their Managers.
- 4.2 Any person appointed in the role of 'manager' by a senior officer, group or body, on behalf of Swansea Council must, in all cases, comply with the requirements of this policy, all subordinate policies and arrangements.

5. Responsibilities

5.1 Cabinet

5.1.1 The Cabinet will nominate one of its members as the portfolio holder for health, safety and wellbeing issues. The Cabinet will promote this policy and comply with its provisions.

5.2 Cabinet Member for Health, Safety, Emergency Management & Wellbeing

5.2.1 Will ensure Cabinet are aware of the key health, safety and wellbeing issues that affect the Authority and liaise regularly with the Authority's Health, Safety and Wellbeing Champion.

5.2.2 Will undertake appropriate health and safety training provided through the Corporate Health, Safety, Emergency Management & Wellbeing Service.

5.2.3 Will support the Authority's health, safety and wellbeing targets for accident and ill-health prevention. Evaluate and contribute to the corporate health, safety and wellbeing reports where necessary.

5.3 Chief Executive

5.3.1 The Chief Executive is directly responsible for the health, safety and wellbeing of all employees and others who may be affected by the Authority's undertakings.

5.3.2 Will be accountable to Cabinet for the Authority's health, safety and wellbeing performance, overall policy compliance and review processes.

5.3.3 Will nominate a member of the Corporate Management Team to be Health, Safety and Wellbeing Champion.

5.3.4 Will ensure health, safety and wellbeing as an agenda item at regular meetings of the Corporate Management Team.

5.3.5 Address any health, safety and wellbeing issues identified by the Corporate Management Team, the Health, Safety and Wellbeing Champion or the Corporate Health, Safety, Emergency Management & Wellbeing Manager.

5.3.6 Ensure that the Corporate Health and Safety Policy, subordinate Policies and associated documents are regularly reviewed and updated as and when necessary.

5.3.7 Ensure that Health, Safety & Wellbeing reports are prepared for presentation to members as required.

5.3.8 Ensure the resource needs for the Health, Safety and Wellbeing statutory obligations are identified for consideration by Cabinet.

5.3.9 Attend any mandatory health, safety and wellbeing training identified for their job role and any health, safety and wellbeing training identified through training need analysis.

5.3.10 The Chief Executive, may choose to delegate health, safety and wellbeing delivery to the Deputy Chief Executive/Director of Resources but retains ultimate responsibility.

5.4 Corporate Management Team (CMT)

5.4.1 CMT will be collectively responsible for strategic health, safety and wellbeing planning and for periodic review of health and safety performance, under the advisement of the Corporate Health, Safety,

Emergency Management & Wellbeing Manager as the Authorities competent person.

5.5 Health, Safety & Wellbeing Champion

- 5.5.1 To promote a positive health, safety and wellbeing culture throughout the Authority.
- 5.5.2 To discuss and monitor issues placed on the corporate risk log and other high risk incidents with the Corporate Health, Safety, Emergency Management & Wellbeing Manager, the relevant Director and Chief Executive as appropriate.

5.6 Directors/Chief Officers

- 5.6.1 Ensure Heads of Service deliver in line with their responsibilities under this policy and report any failings or barriers that may affect compliance to the Corporate Management Team.
- 5.6.2 Ensure that the Heads of Service and all managers comply with procurement procedures for equipment or specialist services.
- 5.6.3 Establish a Directorate Safety Committee system. The frequency of the meetings to be determined by the health and safety risks presented but no less than twice a year.
- 5.6.4 Attend mandatory health, safety and wellbeing training identified for the job role and training identified through training need analysis.

5.7 Heads of Service

- 5.7.1 Ensure managers are aware and deliver in-line with their responsibilities under this policy and report any failings or barriers that may affect compliance. Heads of Service are to ensure this applies where approved bodies appoint employees on behalf of the Authority (e.g. school governors).
- 5.7.2 Ensure premises managers are informed of their roles and responsibilities for the health and safety in their premises. Premises managers will be informed in writing and will be required to attend the mandatory training course provided by the Corporate Health, Safety, Emergency Management & Wellbeing Service.

- 5.7.3 Ensure managers are competent to deliver their duties by providing suitable information, instruction, training and supervision to ensure their health, safety and wellbeing.
- 5.7.4 Ensure suitable and sufficient arrangements, funds and resources are in place to manage health, safety and wellbeing within their Service Unit.
- 5.7.5 Ensure risk assessments are undertaken and risks are minimised.
- 5.7.6 Ensure adequate monitoring systems are in place to evaluate the effectiveness of local arrangements to minimise the risks with reference to health, safety and wellbeing.
- 5.7.7 Review health, safety and wellbeing data, identify trends and take action as appropriate.
- 5.7.8 Identify and note key health and safety risks in the Service business plan, and ensure control measures are implemented to reduce the risks.
- 5.7.9 Ensure there is effective consultation, and communication between management, trade unions and staff to address risks, and raise awareness of risks e.g. SMT, Team Briefs.
- 5.7.10 Ensure service managers attend all mandatory health, safety and wellbeing training.
- 5.7.11 Attend mandatory health, safety and wellbeing training identified for the job role and any training identified through training need analysis.

5.8 Manager (as defined in section 4 of this policy)

- 5.8.1 Managers are responsible for ensuring that suitable and sufficient arrangements are in place to implement this policy within their sphere of responsibility.
- 5.8.2 Ensure risk assessments are undertaken and that suitable and sufficient control measures are put in place to control the risk.
- 5.8.3 Ensure employees are aware of this policy and understand their roles and responsibilities with regards to health, safety and wellbeing.
- 5.8.4 Provide clear direction and take responsibility for the work environment. Set high standards of health and safety and encourage the development of risk assessments and safe systems of work.
- 5.8.5 Will not, without authorisation, undertake alterations to any facility, property or asset without first securing Head of Service authorisation.

- 5.8.6 Establish arrangements for the undertaking of risk assessments. Where such duties are allocated to employees, they must be provided with the necessary training and are competent to do so. Those responsible for carrying out risk assessments must be given sufficient time and resource to undertake this role.
- 5.8.7 Ensure that preventative and protective measures are identified in the risk assessments, and are appropriately delivered via the provision of physical, engineered and safety management systems. The manager will be expected to liaise and engage with the employees, and their representatives, on the process of hazard identification and risk control, and encourage employee involvement.
- 5.8.8 Provide induction sessions for all new persons employed or visiting, which will cover normal access and egress routes, emergency fire and first aid arrangements, and welfare facilities.
- 5.8.9 Managers are responsible for financing any health and safety control measures identified through risk assessment for those employees who are not on the Swansea Council payroll. e.g. PPE for volunteers or work placements
- 5.8.10 Promote and conform to the corporate accident, incident and near miss reporting system.
- 5.8.11 Inform Corporate Health, Safety, Emergency Management & Wellbeing Service of any visit, inspection or formal request for interview, or information by any enforcing authority (e.g. Health and Safety Executive; Fire & Rescue Service) without delay.
- 5.8.12 Attend mandatory health, safety and wellbeing training identified for the job role and any training identified through training need analysis.
- 5.8.13 Ensure employees attend health, safety and wellbeing training identified for their role.

5.9 **Employee**

- 5.9.1 Be aware of and understand their responsibility for reducing the risks of injury and ill-health in the workplace. Employees will cooperate and comply with any instruction given by management regarding health and safety.
- 5.9.2 Employees will comply with this policy, related policies and procedures.
- 5.9.3 Employees have a duty to work in a safe manner in relation to themselves, their colleagues and members of the public who may be affected by their acts or omissions.

- 5.9.4 Where identified through risk assessment as a control measure, employees will attend any health and safety training provided and adopt the working practices.
- 5.9.5 Employees will be responsible for familiarising themselves with their service's risk assessments which are applicable to their job role.
- 5.9.6 Employees will be responsible for incorporating the control measures into their working practice and if unable to do so, discuss with their manager how this can be resolved.
- 5.9.7 Employees have a responsibility to inform their manager if they think that existing risk assessments are not sufficient for a particular working situation that has emerged. This may be particularly relevant for working in an environment with a specific client rather than equipment.
- 5.9.8 Wear the Personal Protective Equipment (PPE) provided to minimise associated risks when carrying out their duties. They are further responsible for the reporting of damaged PPE or unsuitable for use.
- 5.9.9 Have a duty to report to their manager in the first instance, a work situation where there is a risk to themselves or others which has not been adequately addressed. They may also opt to raise the issue with their trade union representative.
- 5.9.10 Employees will not engage in unsafe practices and take unnecessary risks which have the potential to harm themselves, colleagues or members of the public.
- 5.9.11 Employees will immediately inform their manager of any visit, inspection or formal request for interview, or information made by any enforcing authority.
- 5.9.12 Attend mandatory health, safety and wellbeing training identified for the job role and any training identified through training need analysis.

5.10 Trade Union Safety Representatives

- 5.10.1 To be formally appointed in writing by their respective trade union before undertaking the role of trade union safety representative.
- 5.10.2 To independently investigate workplace incidents, near misses, complaints and potential hazards, presenting the findings to the manager and the Corporate Health, Safety, Emergency Management & Wellbeing Service.

5.10.3 To undertake independent inspections of the workplace, presenting the findings to the manager and Corporate Health, Safety, Emergency Management & Wellbeing Service.

5.10.4 To represent employees if necessary when dealing with the HSE Inspectors or other regulatory bodies.

5.10.5 To attend health and safety committee meetings to represent members and feedback outcomes.

5.11 Representatives of Employee Safety

5.11.1 To be elected by the workforce unless nominated by Head of Service as a management representative.

5.11.2 To liaise with the employer on behalf of employees raising health and safety concerns that may affect employees or other parties.

5.11.3 To attend any health and safety committee meetings they are elected to attend within their service.

5.11.4 To communicate and feedback to employees they represent by appropriate means.

5.12 Corporate Health, Safety, Emergency Management & Wellbeing Manager

5.12.1 Provide professional, competent advice to the Chief Executive, CMT, Chief Officers and Heads of Service on their responsibilities under the Health and Safety at Work, etc Act, 1974, and all subordinate regulations. including the provision of fire safety advice to ensure compliance with the legal requirements of the Regulatory Reform (Fire Safety) Order 2005 are met in relation to Authority owned/operated premises and events.

5.12.2 Advise and support any independent manager appointed by Human Resources, to investigate a serious breach of health and safety rules and standards.

5.12.3 Liaise with HM Inspectors of the Health and Safety Executive, Fire & Rescue Services, Welsh & National Government and other regulatory agencies on behalf of the Authority, and coordinate any response to a request for information in relation to Health, Safety & Wellbeing.

5.12.4 To promote a positive culture for health, safety and wellbeing across the Authority.

- 5.12.5 Will ensure the provision of advice and guidance via the Corporate Health, Safety, Emergency Management & Wellbeing Service to those identified as having responsibilities under this policy including fire safety.
- 5.12.6 To deliver any mandatory, or generic Health, Safety & Wellbeing Training required by this policy.
- 5.12.7 Collate all data submitted by managers as a requirement of this policy, and ensure its analysis and interpretation as required or requested by the Chief Executive or Corporate Management Team.
- 5.12.8 To ensure that all accidents/incidents/near misses reported to the Corporate Health, Safety, Emergency Management and Wellbeing Service which are notifiable under RIDDOR are referred to the Health and Safety Executive and investigated as appropriate.
- 5.12.9 To bring to the attention of the, Chief Executive, Corporate Health, Safety and Wellbeing Champion or the Corporate Management Team any known serious, or uncontrolled risks.

6. Committee Structure

- 6.1 Each directorate/theme will develop a suitable health, safety and wellbeing committee structure. By doing so it will provide a two-way communication flow for all health, safety and wellbeing related topics. It should consist of senior managers, employees, Trade Union Safety Representative or nominated employee safety representatives, with a view to developing a consistent approach for the dissemination of health and safety information.
- 6.2 The Committees will provide the structure for information flow to all levels of employee across the Authority, to encourage employees to become engaged and empowered with regards to all things health, safety and wellbeing related.
- 6.3 The health, safety and wellbeing committees are to be made up of management, employees and trade union representatives equally; with the aim of working together to identify and resolve health and safety problems in the work place. The primary purpose of the committee is to facilitate and standardise the communication process for health, safety and wellbeing across the Authority.

7. Arrangements

- 7.1 Arrangements made under this policy must be complied with by all Directorates and Services. Roles and responsibilities identified in the policies must be delivered by the identified officers.

8. Review and Monitoring

- 8.1 The requirements of this policy will be monitored. All Service Units within the Authority must be able to demonstrate compliance with this policy.
- 8.2 The training of employees will be monitored by the Authority through its management and appraisal processes.
- 8.3 Where necessary the Authority will take appropriate action to ensure that this policy is adhered to.
- 8.4 This policy will be reviewed by the Corporate Health, Safety, Emergency Management & Wellbeing Manager every 3 years or if:
 - New legislation is published or existing legislation is updated.
 - New guidance is published or existing guidance is updated.
 - Research, monitoring or auditing suggests that a review may be required.
 - Incident investigation suggests that a review may be required.

9. Reference

Health and Safety at Work Act 1974
Management of Health and Safety at Work Regulations 1999
Regulatory Reform (Fire Safety) Order 2005
Safety Representatives and Safety Committees Regulations 1977
Health and Safety (Consultation with Employees) Regulations 1996
Reporting of Injuries, Diseases & Dangerous Occurrences Regulations 2013

APPENDIX: A

**Swansea Council
Corporate Health and Safety Policy
Arrangements for**

(Enter Name of): Premises/School
(Enter Name): Premises Manager

*This document is designed to be used by both schools
and other forms of premises - Please complete as
appropriate*

1.0 Introduction

All departments across Swansea Council have fully adopted the corporate health and safety policy. To assist with the safe operations it is necessary for, local arrangements to be drawn up and documented by using the pro-forma contained within this document. On completion, the premises manager/managers must ensure that the Corporate Health and Safety Policy and the local arrangements is communicated to all employees and stakeholders where required. The Arrangements should be read in conjunction with the Corporate Health and Safety Policy

1.2 Health and Safety Committee/ meetings

Health and Safety Committee/ meetings should be held regularly to consider health and safety planning and organisation, the implementation of policies and to review and monitor performance. The Committee structure consists of Safety Groups and Directorate Health and Safety Committees. –

The committee structure will provide an essential Health, Safety and Wellbeing communication mechanism across all areas of the organisation

1.3 Local arrangements

The following procedures and arrangements have been established to eliminate or reduce health and safety risks to an acceptable level and to comply with minimum legal requirements..

(Any additional local arrangements that is pertinent to the educational establishment must be included within this section)

2.0 Accident /Incident and Physical/Verbal Abuse Reporting

All Managers will ensure that accidents and cases of physical or verbal abuse are reported to the Corporate Health, Safety, Emergency Management & Wellbeing Service (CHSEMWS) by completing the HS1, HS2 or HS3 form **as soon as is possible**. (These forms can now be completed on line)

Any serious injury or incident (including any “near miss” incident) must be reported **immediately** to the CHSEMWS and the appropriate HS form completed. The details will then be forwarded to the HSE. All “RIDDOR” reportable accidents/incidents will also be investigated by the CHSEMWS, and a written report will be sent to the affected person(s) line manager

Details of all accidents must be kept at all work locations and these must be available for audit purposes and inspection.

<http://www.healthsafetywellbeingswansea.co.uk/library/accidents/>

2.1 First Aid

The following staff members at the premises/school are the named first aiders and will be responsible for the maintenance and upkeep of the first aid provisions:

..... Please include details

The location of the first aid box/provisions are:

..... Please include details

In the event where an ambulance needs to be called it will be necessary to inform CHSEMWS via the relevant HS form.

(In schools it is the responsibility of the school clerk to call for an ambulance).

2.3 Asbestos

Swansea Council (Authority) will undertake a detailed and comprehensive survey and a report provided to the premises manager. The Authority and the designated premises manager(s) are responsible for the management of asbestos. Information must be cascaded to all employees on the location of asbestos within the premises and how it will be managed. Also arrangements to ensure contractors and any other person who

may be exposed to asbestos are made aware of its location and have sight of the plan prior to starting any work(s) on the premises.

Information and instruction must be provided to employees and contractors to include the following:

- Not to drill or affix anything to walls without first obtaining approval from premises manager and checking the plan
- Reporting of damage to asbestos materials and emergency procedures.
- The location of the Asbestos Survey plan is located

..... Please include details

Employees should report any concerns to the premises manager and if required Corporate Health Safety, Emergency Management & Wellbeing Service and Facilities management.

Further guidance is available on the following link:

<http://www.healthsafetywellbeingswansea.co.uk/asbestos/>

2.4 Contractors

When managing contractors at the premises/school, the following information should be provided at a minimum that includes:

- Asbestos
- Fire Risk Assessment and Arrangements
- Signing in and Out Procedures
- Arrangements for induction of contractors to exchange health and safety information and agree safe working arrangements, risk assessments, and duration of the visit

Employees should report concerns to the premises manager and if required Corporate Health Safety, Emergency Management & Wellbeing Service and Facilities management.

2.5 Curriculum Safety – Schools specific

Curriculum safety includes out of school learning activity/study support. All employees/teaching staff must where appropriate undertake suitable (written) risk assessments prior to commencing high risk activities, or when using specific equipment for curriculum purposes e.g. Interactive Whiteboards, cooking or science equipment. Documented arrangements for the control of safety in specific subjects such as PE, Science, Technology/CDT and reviewed at periodic intervals.

The corporate risk assessment template is available on the link:

<http://www.healthsafetywellbeingswansea.co.uk/risk-assessment/>

2.6 Drugs & Medications – Schools & Care Homes specific

Schools need to include specific arrangements that include: Care Plans, Parental requests for medicines to be administered, special staff training requirements, storage arrangements, recording administration, the schools policy should be repeated in school prospectus.

2.7 Inspections and servicing of Electrical, Water, Gas systems and equipment

The Authority will undertake detailed inspections of the fixed installations at the agreed set scheduled frequency by suitably qualified persons. The premises manager/Headteacher must ensure that all related documentation is maintained on site as a point of reference. Details should include the names of Inspecting Body, Servicing Body, Certificates, any resulting reports, information of necessary maintenance etc

All portable electric equipment must be subject to testing by a competent person.

..... Please include details

Reference can be made to the following link or contact Facilities Management

<http://staffnet/index.cfm?articleid=33793>

Electrical Equipment (fixed & portable)

2.7b Visual Inspections

Details of and the frequency of visual inspections, examinations must be carried out by a competent person. Information will be retained on site in the form of documentary evidence i.e. the records of inspection and any limitations on using personal items in the premises/ school must be kept on site.

2.8 Fire Precautions & Procedures

A review of the fire risk assessment and arrangements will be undertaken by the Premises manager / Headteacher at least annually or in the event of change in level of risk or operations of the building. The Normal Operating Procedure (NOP) and Emergency Action Plan (EAP) will include the arrangements for periodic drills, procedures to be followed, staff with special responsibilities e.g. fire marshal etc, assembly points, maintenance of fire exits /escape routes, maintenance of fire extinguishers, staff training, calling the fire service, testing the fire alarm, emergency lighting etc. The Fire Risk Assessment, NOP and EAP is located

... Please include details

All staff must ensure that they are fully conversant with the documentation.

2.9 Fire Risk Assessment

The Premises manager/Headteacher will be required to undertake a Fire Risk Assessment, of the premises and undertake a review at least annually. Guidance and assistance in this undertaken can be sourced from Corporate Health, Safety, Emergency Management & Wellbeing Service. The content of the risk assessment and development plan must be communicated to all employees, including temporary/ agency workers. The Fire Risk Assessment is located

..... Please include details

2.10 Hazardous Substances (COSHH)

Premises Managers/Headteachers need to be provided with full information of chemical substances present at their premises or facility. Records must be kept that will assist Managers with the related responsibilities – to themselves, their staff members and visitors to the Authority's premises. Information on site should include Substance Data Sheets provided by manufacturers or suppliers, an Inventory of Substances, and suitable and sufficient risk assessments.

Managers have the duty to give suitable and sufficient information, instruction and training to employees exposed to substances hazardous to health. This must include the safe handling and storage of the substances.

Staff will attend COSHH training as required and when deemed necessary

Any chemicals or substance used on the premises must be approved by the premises manager/Headteacher and where required Corporate Health Safety, Emergency Management & Wellbeing Service.

<http://www.healthsafetywellbeingswansea.co.uk/coshh/>

2.11 3rd Party Letting /shared use of premises

Any 3rd party letting of the premises must be registered with Facilities Management. 3rd party letting consent is available on the link below.

All premises managers must ensure that all operating procedures and risk assessments are reviewed as part of the 3rd party letting agreement. This includes fire risk assessment, lone working, building security etc.

Further guidance is available on:

<http://staffnet/index.cfm?articleid=26844>

2.12 Lone Working

All reasonable steps will be taken to ensure the safety of staff and others working in isolation within the Service Unit. A policy and guidance will be developed that covers such working activities that involve lone working activity.

All works carried out in isolation need to be risk assessed by the manager/ premises manager/Headteacher and a safe working procedure developed for all such tasks. Information will be provided for all staff who may work alone.

2.13 Maintenance/Inspection of Work Equipment (including selection of equipment)

All work equipment within premises will be subject to inspection and testing. The equipment will vary from premises to premises and site to site. Therefore lists should be assembled to be site specific

Examples of what equipment requires periodic inspection, examination and testing might be contained in the sample below:

General premises - Electrical tools – Lifts & Lifting Gear - Ramps and loading bays – Bottle jacks – plant equipment – Ladders of all types – Boilers – fire alarm systems – extinguishers – emergency lighting etc

School Specific – the list could consist of ladders, fume cupboards, other extraction systems, PE equipment, D&T machinery (lathes etc), lifts & lifting equipment, pressure cookers and pressure systems (including boilers and heating systems), autoclaves, furniture (internal and external), fire alarm and smoke detection, emergency lighting, fire extinguishers, panic alarms etc,

The type of checks required and frequency, who undertakes the checks should be documented together with what records must be kept. When new equipment is required, who selects this and defines whether it is suitable, who ensures that equipment is installed correctly

2.14 New & Expectant Mothers

Specific assessments for new and expectant mothers must be undertaken by the premises manager and reviewed at pre-determined intervals. Personal risk assessments will be stored securely with the premises manager and copies will be provided to the HR department. Further guidance on risk assessments can be found at:

<http://www.healthsafetywellbeingswansea.co.uk/risk-assessment/>

2.15 Personal Protective Equipment (PPE)

Where required and through the process of risk assessment, PPE will be provided to all employees where required. Any user must ensure that PPE is inspected prior to use, maintained in good repair. Defective equipment must be reported to the premises manager/Headteacher and decommissioned where applicable. All PPE must be used in conjunction with instruction and training. Necessary PPE will be provided free of charge where risk assessment determines to be necessary.

2.16 Reporting Defects

All employees have a responsibility to report any defective equipment to the premises manager/Headteacher or their line manager. Where defective equipment has been identified, this must be taken out of use and isolated to ensure future use is prevented.

2.17 Risk Assessments

The premises manager/Headteacher and nominated employees will undertake risk assessments where and when required. Risk assessments will be reviewed at a minimum annually or where there has been a significant change. Significant change may include a change to a work process, work equipment' work practices or a change in staff which may have introduced new hazards or increased the risk of existing ones.

Further guidance is available at: <http://www.healthsafetywellbeingswansea.co.uk/risk-assessment/>

2.18 School Trips/ Off-Site Activities – Schools specific

Any school trips or off site activities must be planned and undertaken in conjunction with the Welsh Government Educational Visit guidance documents. All visits must be approved by the Educational Visits Coordinator (EVC). All documentation will be stored centrally at the school as a point of reference

2.19 Use of Transport vehicles – e.g. minibuses

Any employee who is required to drive any minibus must be suitably trained and approved by the transport department. The premises manager/Headteacher will make arrangement to undertake annual inspections of driving licenses where required. Further guidance is available from the City and County of Swansea Transport Department.

2.20 Use of Display Screens (DSE)

Any employee who is required to use a DSE must undertake a self-assessment of their working environment/ ergonomic assessment. The assessment will be reviewed at regular intervals and held centrally with the premises manager. All employees must ensure that they are fully conversant with the Authorities policy and procedures and further guidance is available on the following link:

<http://www.healthsafetywellbeingswansea.co.uk/dse/>

2.21 Working at Height

Restriction apply to working at height and these include the use of steps and ladders where required. Only employees who have received appropriate training will be permitted to undertake these tasks and detailed risk assessments will be undertaken for each activity.

2.22 Work Experience

The premises manager/Headteacher/Line managers must ensure that suitable and sufficient arrangements are in place for assessing potential work placements and these are communicated to all appropriate personnel. Arrangements must include a process of induction; identify training requirements and supervision of all work placements when engaged. Detailed risk assessments must be completed and communicated to appropriate persons.

2.23 Instruction and Training

Health and Safety legislation requires employers to provide training, information, instruction, and supervision to ensure, the health, safety and wellbeing of its employees at work. The Authority has put in place mandatory Health and Safety training for all levels of employment within organisation. Additional training and instruction is the responsibility of the line Managers, who will assess the Health and Safety training needs of the employee.

- Induction
- On being exposed to new or increased risks i.e. employees transferring, or taking on new responsibilities
- A change in their work equipment or systems of work used.
- Refresher training will be given as and when deemed necessary
- On the job H&S instruction and training
- Specialist H&S training according to need

3.0 Corporate Health, Safety, Emergency Management & Wellbeing Service

Competent Health & Safety Advice is available for Swansea Council, via the Corporate Health, Safety, Emergency Management & Wellbeing Service on 01792 636210 Email address: healthandsafety@swansea.gov.uk

or

<http://www.healthsafetywellbeingswansea.co.uk/>

Or for Occupational Health or Stress Management & Counselling via:

Occupational Health: <http://www.healthsafetywellbeingswansea.co.uk/occupational-health/>

Stress Management & Counselling: <http://www.swansea.gov.uk/staffnet/stress>

Additional General and School related arrangements that may need to be considered:

- Design/Technology
- Science
- Physical Education
- Resources
- Kitchens
- Swimming Pools
- School Grounds and playing fields
- Play grounds / Play equipment / playground supervision
- School Boundaries
- Security / gates and fences
- Lockdown Procedures
- Traffic management
- Winter maintenance / salting
- Inclement weather
- Glazing
- Lighting/ internal and external
- Heating / Ventilation
- Stairs and Corridors
- Major/Minor Building Maintenance Works
- Furniture / equipment
- Managing Legionella risk in buildings
- Excessive Noise at work
- HAVS / hand held vibratory tools
- Waste disposal
- Health and safety Instruction and Training
- Manual handling
- Personal Emergency Evacuation Plans (PEEP)

This list is not exhaustive



Corporate Health, Safety, Emergency Management and Wellbeing Service

Management of Fire Safety Policy

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1. Introduction

- 1.1 It is the policy of the Swansea Council (Authority) to protect its employees and others from the consequences of fire by having controls in place to prevent fire from starting or mitigate the effects of fire. The Authority does not expect employees to fight fires unless they have been given the appropriate fire safety training to do so.
- 1.2 This policy is written with regard to the Regulatory Reform (Fire Safety) Order 2005, which places a legal obligation on the 'responsible person' to carry out a fire risk assessment to ensure that general fire precautions are in place and working properly.
- 1.3 The successful implementation of this policy can only be achieved by co-operative effort at all levels within the organisation.
- 1.4 This policy is designed to support the implementation of the Authority's fire safety management strategy.

2. Policy Statement

- 2.1 In line with the Corporate Health and Safety Policy the Authority recognises and accepts its duties and responsibilities to ensure, so far as is reasonably practicable, the health, safety and wellbeing of its employees and others who may be at risk from its activities. The authority is committed to establishing, maintaining and promoting continual improvement of fire safety risk management systems within the operation of its services.



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- 2.2 This document is a Corporate Policy with Service Units supplementing it by having in place their own procedures and guidelines, which reflect the principles of this policy and the individual needs of their Service Units.
- 2.3 All Directorates and Services within the Authority must be able to demonstrate compliance with this policy through monitoring activities which could include audits and inspections.
- 2.4 The Fire Safety Policy is an arrangement under the Corporate H&S Policy, therefore serious and deliberate violation of health, safety and fire safety rules and standards may be viewed as gross misconduct under the Disciplinary Policy of the Authority.
- 2.5 In the Authority the premises manager is appointed as the person to deliver the duty of day to day control of the premises. The premises manager will be given the appropriate advice and guidance to discharge their duties, which will include training.
- 2.6 Managers may choose to delegate their duties, but cannot delegate their responsibilities.
- 2.7 This policy and onsite arrangements will be linked into all Business Continuity Plans.

3. Scope

- 3.1 The scope and limitations set out in the authority's fire risk management strategy applies within the framework of this policy
- 3.2 This policy applies to all employees, volunteers, agency staff and elected members who are all required to comply.
- 3.3 When considering the terms on which work, services or supplies should be provided to the Authority, the relevant procuring officer will ensure specific provision in the contract concerning the health, safety and wellbeing of the contractor, its staff, Swansea Council employees and the public.
- 3.4 This policy applies to communal areas of council owned commercial premises and residences with multiple occupation but not to the individual residential council tenancies.



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4. Responsibilities

4.1 Cabinet

4.1.1 Cabinet will nominate one of its members as the portfolio holder for health, safety and wellbeing issues. Cabinet will promote this policy and comply with its provisions.

4.2 Chief Executive

4.2.1 With reference to the Corporate Health and Safety Policy, the Chief Executive is ultimately responsible for the health, safety and wellbeing of all employees and others who may be affected by the Authority's undertakings.

4.2.2 The Chief Executive is deemed to be the responsible person by the Fire Authority as per requirements of the Regulatory Reform (Fire Safety) Order 2005.

4.2.3 Will ensure that sufficient funds and other resources are provided for establishing, implementing and continual improvement of the fire risk management strategy and for identified fire safety statutory obligations requirements.

4.3 Corporate Management Team (CMT)

4.3.1 Ensure that this Policy is applied consistently across all directorates to ensure compliance with the Regulatory Reform (Fire Safety) Order 2005.

4.3.2 CMT will be collectively responsible for strategic fire safety planning through the production of a fire safety management strategy and for the periodic review of its fire safety performance, under the advisement of The Corporate Health, Safety, Emergency Management & Wellbeing Manager.

4.4 Health, Safety & Well-being Champion

4.4.1 Will have the responsibility and authority for:

a) Establishing, implementing and maintaining the Authority's fire risk management strategy.



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b) Report to the CMT on the performance of the fire risk management strategy, including recommendations for improvement.

4.5 Directors/Chief Operating Officers

4.5.1 Ensure Heads of Service deliver their responsibilities under this policy and report any failings or barriers that may affect compliance to CMT.

4.5.2 Ensure that the Heads of Service and all managers comply with procurement procedures for equipment or specialist services.

4.5.3 Ensure that there are “corporate databases” kept of all Authority owned and occupied premises where general fire precautions are required under the Regulatory Reform (Fire Safety) Order 2005

4.5.4 Ensure that through design and procurement process all new builds and refurbishments meet the requirements of the Regulatory Reform (Fire Safety) Order 2005; other relevant legislative requirements; the Authority’s management of fire safety policy and its fire risk management strategy.

4.6 Head of Service

4.6.1 Ensure that suitable and sufficient arrangements, funds and resources are in place to manage fire safety within their Service Unit to support the compliance of this policy and the Authority’s fire risk management strategy.

4.6.2 Ensure that risk assessment processes are undertaken and risks are minimised in those areas of work, or circumstance where a predictable risk of fire exists through the consideration of engineered fire suppression systems where appropriate.

4.6.3 Ensure that adequate monitoring systems are in place to evaluate the effectiveness of local arrangements to minimise the risks related to fire.

4.6.4 Identify within their Service Unit the risk profile for all Authority owned/occupied premises under their control to focus resources on the highest risk premises with a view to managing risks.

4.6.5 Ensure that general fire precautions are developed and implemented within their Service Unit to satisfy the requirements of the Regulatory Reform (Fire Safety) Order 2005 and any fire safety related performance indicator identified by the CMT.



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- 4.6.6 Ensure that there is effective consultation and communication between management, trade unions and staff to address fire safety risks and raise awareness of those risks e.g. SMT, Team Briefs.
- 4.6.7 Review fire data, premise/site risk profile, identify trends and take action as appropriate.
- 4.6.8 Identify key health, safety and fire risks and specify in the Service business plan, and ensure control measures are implemented to reduce the risk.
- 4.6.9 Appoint in writing a premises manager for those who will be in charge of a premises or part of a premises, and detail their responsibilities and duties under the Fire Safety Order with respect to:
- Carrying out a fire risk assessment
 - For the planning and implementing of general fire precautions and suitable fire safety and emergency procedures
 - For monitoring the fire safety arrangements and for reviewing the effectiveness of the arrangements.
- 4.6.10 Ensure the premises manager is competent to undertake their role, have access to competent fire safety advice and attend all mandatory training and any additional training identified in risk assessments.
- 4.6.11 Ensure arrangements are in place within their Service Unit for the required fire safety maintenance and inspection routine to be carried out by competent persons/contractors.
- 4.6.12 Where there are shared premises that the Service Unit occupies, ensure there is co-operation and co-ordination of fire safety arrangements with the premises manager for clarity of fire safety responsibilities.
- 4.6.13 Where the service unit leases or rents premises not owned by the authority for operational purposes, ensure general fire precautions; fire safety arrangements and policy requirements are adhered to.
- 4.6.14 Where authority owned premises, under the control of the service unit become empty, temporary or otherwise, ensure that fire safety and security arrangements are maintained, unless handover to Corporate Property Services has occurred.
- 4.6.15 Where commissioning via external contractors, ensure that a fire safety strategy is incorporated in the design; procurement and planning of new builds, refurbishment or structural alteration projects, in consultation with Building Control and Corporate Health and Safety.



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4.6.16 Where commissioning via external contractors, ensure that fire safety risk is assessed, controlled and managed during the construction phase of new builds; refurbishments or structural alterations of authority owned and occupied premises/sites.

4.6.17 Where commissioning via external contractors, ensure that planned alterations to any Authority premises/sites likely to affect the means of escape or other fire safety provisions, temporary or otherwise, is identified to the Premises Manager and Corporate Health and Safety service so that the existing fire risk assessment and Emergency Evacuation Procedures can be reviewed to take account of the proposed alteration in order to review the 'risk profile' of the premises.

4.6.18 Will in all instances that result in a fire causing damage or denial of access to a building, ensure that the Business Continuity Plan (BCP) is reviewed, recorded, and communicated accordingly.

4.6.19 Ensure that all premises managers are made fully aware of their role during the implementation of the BCP.

4.7 **Head of Service – Corporate Building Services (CBS)**

(In addition to responsibilities set out in 4.6)

4.7.1 Ensure that suitable and sufficient arrangements, funds and resources are in place for Authority owned and occupied public and commercial buildings to support the compliance of this policy and the Authority's Fire Risk Management Strategy.

4.7.2 Ensure the provision of technical assistance and support is provided by CBS officers when requested on aspects of fire safety impacting upon property management, to those identified as having responsibilities under this policy and within the fire risk management strategy framework.

4.7.3 Where commissioning via CBS, ensure that a fire safety strategy is incorporated in the design; procurement and planning of new build, refurbishment or structural alteration projects in consultation with Building Control Services and Corporate Health and Safety Service.

4.7.4 Where commissioning via CBS, ensure that fire safety risk is assessed, controlled and managed during the construction phase of new builds; refurbishments or structural alterations of authority owned and occupied premises/sites.

4.7.5 Building plans/ floor plans to be provided for all high and medium 'risk profile' premises which indicates correct building fire zones,



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protected fire escape routes, refuges, location of detection, fixed extinguishing devices or equipment and that such drawings are kept up to date.

- 4.7.6 Where commissioning via CBS, ensure that planned alterations to any Authority premises/sites likely to affect the means of escape or other fire safety provisions, temporary or otherwise, is identified to the Premises Manager and Corporate Health and Safety Service so that the existing fire risk assessment and Emergency Evacuation Procedures can be reviewed to take account of the proposed alteration in order to review the 'risk profile' of the premises.
- 4.7.7 Ensure that any general repairs or maintenance carried out to the structure or fabric of Authority owned premises does not compromise the means of escape or egress from the building.
- 4.7.8 Ensure the maintenance, inspection and testing of all fire detection and warning systems, portable extinguishers and fixed fire-fighting systems, emergency lighting, smoke control systems and any other preventative or protective measures in authority owned premises/sites is carried out by competent persons and in line with legislative obligations.
- 4.7.9 Ensure that copies of clearly written records of any maintenance, inspection and testing of active and passive protection are given to premises manager.
- 4.7.10 Ensure that a 'permit to work' procedure is in place for any operations involving:
- Hot works being undertaken on a premise
 - Isolation, removal or disconnection of any fire safety system

Ensuring that notification is given to the premises manager before such work is undertaken.

4.8 Head of Service – Property Services

(In addition to responsibilities set out in 4.6)

- 4.8.1 Ensure that suitable and sufficient arrangements, funds and resources are in place for Authority owned and occupied public and commercial buildings to support the compliance of this policy and the Authority's Fire Risk Management Strategy.
- 4.8.2 Ensure that the Authority's asset management database system is maintained and fit for purpose with the inclusion of information of



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the fire safety 'risk profile' rating details of all Authority owned and occupied buildings/sites.

- 4.8.3 Monitor on behalf of the authority the on-line Landlord's consent process of 3rd party leasing/rental arrangements within Authority owned and occupied premises/sites (non-commercial stock).
- 4.8.4 Will ensure that general fire safety precautions and security arrangements are maintained where a Service Unit hands over control and responsibility of authority owned premises to Property Services.
- 4.8.5 Ensure that all reported incidents of fire/near misses occurring in the communal areas of Authority owned commercial buildings are reported to the Corporate Health and Safety Service using the HS1 form and investigated.
- 4.8.6 Where authority owned business premises are leased to a third party business, to ensure the terms of the lease set out the roles and responsibilities of the council and the tenant with regards to the management of fire safety.

4.9 Head of Service – Housing & Public Protection

(In addition to responsibilities set out in 4.6)

- 4.9.1 Ensure that suitable and sufficient arrangements, funds and resources are in place for domestic stock to support the compliance of fire safety standards set out within the Welsh Housing Quality Standard (Ref. part 2).
- 4.9.2 Ensure that all reported incidents of fire/near misses occurring in communal areas are reported to the Corporate Health and Safety Service using the HS1 form and investigated.

4.10 Premises Managers

- 4.10.1 Premises managers are responsible for ensuring that suitable and sufficient arrangements are in place to implement the policy within their sphere of responsibility.
- 4.10.2 Ensure that general fire precautions implemented within their premises satisfy the requirements of the Regulatory Reform (Fire Safety) Order 2005. Such arrangements should be appropriate to the service undertaking; nature of the work activities and include effective planning, organisation, control, monitoring and review of the preventative and protective measures.



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- 4.10.3 Ensure that a suitable and sufficient fire risk assessment is undertaken and where the resulting action plan identifies preventative and protective measures, they are implemented.
- 4.10.4 Ensure all employees at the premises/site are made aware of:
- The fire safety risks to them identified by the risk assessment;
 - Preventative and protective measures in place
 - Emergency evacuation procedures and designated roles and responsibilities within those arrangements.
- 4.10.5 Will ensure that visitors/contractors are fully informed of the premises or sites fire safety arrangements and emergency evacuation procedures through its inclusion within the site induction process.
- 4.10.6 Ensure the fire risk assessment (FRA) is reviewed annually or when:
- There is reason to suspect that it is no longer valid.
 - There has been a significant change/alteration to the premises/site, change of occupation, staffing, operational service or use
 - Following an incident involving fire or arson event
- 4.10.7 Ensure a copy of the current fire risk assessment for the premises/site is readily accessible at all times.
- 4.10.8 Ensure that there is a written Emergency Action Plan (EAP) in place for the premises/site ensuring that all employees, and persons not employed by the authority, are provided with all relevant information on the emergency evacuation procedures.
- 4.10.9 Ensure that as a minimum, evacuation drills are undertaken, and recorded every 6 months, with the exception of domestic premises.
- 4.10.10 Ensure that there is a written Normal Operating Procedure (NOP) which sets out the procedure for the in-house inspection and testing of fire safety arrangements regime and outlines the roles of persons with designated responsibilities.
- 4.10.11 Ensure procedures for the inspection and testing of fire safety equipment, emergency routes and exits are in place, including arrangements to monitor the safe condition of the premises and the safe behaviours of employees, contractors and others in respect to fire safety.



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- 4.10.12 Maintain a premise/site 'Fire Safety Management File' which should include all relevant fire safety and maintenance checks documentation.
- 4.10.13 Ensure that contractors used to deliver any fire safety services are competent to do so through procurement.
- 4.10.14 In the event of proposals to carry out any remedial/alterations works to the facility, property or asset, a Building or Facility a landlord consent application must be completed and approval obtained via the Facilities Management prior to any works taking place.
- 4.10.15 Where the premises/site is shared, the premises manager will communicate, co-operate and co-ordinate fire safety arrangements with other responsible persons.
- 4.10.16 Report all incidents of fire/arson/near misses within the premise or site or those incidents that occur in communal areas of authority owned commercial premises and residences of multiple occupation to the Head of Service and the Corporate Health and Safety Service using the HS1 form. Investigate all incidents of fire and near misses.
- 4.10.17 Monitor general fire safety precautions within the premises/site and inform all other users in the building of any changes made to the fire risk assessment or fire procedures.
- 4.10.18 For fire safety advice and support the premises manager will contact:
- Corporate Health & Safety Service for advice on fire safety management issues and technical building related fire safety precautions advice.
 - For WHQS (part 2) fire safety advice (domestic dwellings) contact the Risk Management Surveyor.
 - Emergency Management for Business Continuity Plan support and advice
- 4.10.19 Will in all instances inform the Corporate Health & Safety Service, of any visit, inspection, formal request for interview, or information by any enforcing authority including the Fire Authority or Health and Safety Executive without delay.
- 4.10.20 The premises manager will familiarise and communicate their Business Continuity Plan including what actions need to be



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taken, including staffing and alternative working arrangements / premises to ensure critical services are maintained.

4.11 **Manager** (as defined by the Corporate Health & Safety Policy)

4.11.1 For managers responsible for external mobile or temporary sites e.g. Building construction works, highways, special events, they must ensure that:

- General fire precautions implemented to satisfy the requirements of the Regulatory Reform (Fire Safety) Order 2005. Such arrangements should be appropriate to the service undertaking; nature of the work activities and include effective planning, organisation, control, monitoring and review of the preventative and protective measures.
- Ensure that a suitable and sufficient fire risk assessment is undertaken and where the resulting action plan identifies preventative and protective measures, they are implemented.
- Ensure all employees at the premises are made aware of:
 - The fire safety risks to them identified by the risk assessment;
 - Preventative and protective measures in place
 - Emergency evacuation procedures and designated roles and responsibilities within those arrangements
- Ensure that there is a written Emergency Action Plan (EAP) in place for the mobile or temporary site ensuring that all relevant employees, and persons not employed by the authority, are provided with all relevant information on the emergency evacuation procedures.
- Maintain a site 'Fire Safety Management File' which includes all relevant fire safety documentation e.g. FRA, EAP

4.11.2 Ensure all employees receive fire safety information as part of their induction and on their being exposed to new or increased risks.

4.11.3 Provide all employees with adequate fire safety instruction and training to allow them to discharge their duties. Ensure that records of such training are kept on site.

4.11.4 Where there are changes to the fire risk assessment or fire safety arrangements ensure that all employees are informed of those changes.

4.11.5 Report any defect found which will affect fire safety arrangements to the premises manager.



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4.12 Employees

- 4.12.1 Accept and understand their responsibility for reducing the risks of injury and ill-health, and to cooperate and comply with any instruction given by management which is provided for reasons of fire safety.
- 4.12.2 Employees will comply with the provisions of all authority health, safety and wellbeing policies and fire safety arrangements.
- 4.12.3 Employees will conduct work in a manner which is safe for themselves, their colleagues and members of the public who may be affected by the employee's acts or omissions. Employees will follow all fire safety management instructions including evacuating during fire drills.
- 4.12.4 Where identified through risk assessment as a control measure, employees will attend any fire safety training provided and adopt the working practices.
- 4.12.5 Bring to their managers attention if they become aware of a work situation where there is a fire risk to themselves or others which has not been adequately addressed.
- 4.12.6 Not engage in unsafe practices and take unnecessary risks which have the potential to harm themselves, colleagues or members of the public. Employees will not misuse any equipment supplied by the Authority for fire safety.
- 4.12.7 Employees will not bring any electrical equipment into the workplace unless authorised by the manager

4.13 Corporate Health, Safety, Emergency Management & Wellbeing Manager

- 4.13.1 Will ensure the provision of advice and guidance via the Corporate Health, Safety, Emergency Management and Wellbeing Service to those identified as having responsibilities under this policy and within the fire risk management strategy framework.
- 4.13.2 Will feedback to Health, Safety and Wellbeing Champion on the performance of fire risk management systems within the Authority and highlight any weaknesses or risks within the system that needs action for improvement.
- 4.13.3 Ensure that all authority owned and occupied premises/sites (Public & Commercial) have a suitable and sufficient fire safety 'risk profile' rating



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based on the facility's known design, means of escape; occupancy characteristics; activities; location and heritage status.

- 4.13.4 Ensure the provision of advice and guidance to manage fire safety where the Authority retains a landlord function.
- 4.13.5 Work in partnership with the Mid and West Wales Fire Authority through planned joint fire safety inspections and audits of authority buildings whose risk profile has been judged to be High, Medium and Low risk. Collaborate with the Fire Authority with a view to minimise risk.
- 4.13.5 Provision of the mandatory fire risk assessment training course for authority premises managers and e-learning fire safety awareness course for employees.
- 4.13.6 Collate all data submitted by managers as a requirement of this policy, and ensure its analysis and interpretation.
- 4.13.7 To ensure that all RIDDOR applicable fire accidents/incidents/near misses reported are referred to the appropriate enforcing authority e.g. HSE.
- 4.13.8 To bring to the attention of the Health, Safety and Wellbeing Champion and Executive Board any known serious or uncontrolled risks.
- 4.13.9 Liaise with HM Inspectors of the Health and Safety Executive and other regulatory agencies (Fire Authority) on behalf of the Authority, and coordinate any response to a request for information.

5. Review and Monitoring

- 5.1 The requirements of this policy will be monitored by way of a risk-prioritised process of auditing. All Service Units within the Authority must be able to demonstrate compliance with this policy.
- 5.2 The training and responsibilities of individuals will be monitored by the Authority through its management and appraisal processes.
- 5.3 Where necessary the Authority will take appropriate action to ensure that this policy is upheld.
- 5.4 This policy will be reviewed by the Corporate Health, Safety, Emergency Management and Wellbeing Manager every 3 years or if:
 - New legislation is published or existing legislation is updated.



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- New guidance is published or existing guidance is updated.
- Research, monitoring or auditing suggests that a review may be required.
- Incident investigation suggests that a review may be required.

6. Reference

- Regulatory Reform (Fire Safety) Order 2005
- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999
- Construction (Design and Management) Regulations 2015
- Welsh Housing Quality Standard (Guidance) 2008



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Corporate and Guest WiFi Policy (2019-20)

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Version Control:

Date	Version	Author(s)	Comments
August 2014	1.0	ICT	Policy created
April 2018	2.0	Digital Services	Policy Refresh (GDPR)
June 2019	3.0	Digital and Transformation Services	Policy Refresh

1. Purpose of the policy

- 1.1 This policy sets out guidelines for the use of Swansea Council's wireless internet connection (WiFi) available free within the Civic buildings for users of corporate devices.
- 1.2 Compliance with this policy will assist the Council in meeting the following latest legislative requirements:
 - Children's Internet Protection Act (CIPA)
 - Data Protection Regulations
 - Anti-Terrorism Act
- 1.3 Failure to effectively implement this policy creates risks for the Council and its citizens. The Council reserve the right to limit or end an individual's wireless session whose activities interfere with Council operations or cause any disturbance.
- 1.4 If any user is found to have breached this policy, they may be subject to disciplinary procedure. If a criminal offence is considered to have been committed further action may be taken to assist in the prosecution of the offender(s).

2. Scope of the policy

- 2.1 This policy applies to all permanent and temporary employees, elected members, visitors and external agents working for or on behalf of the Council.

3. Corporate and Guest users

- 3.1 There will be only two types of users that will be granted access to the Wifi system. Corporate access is for staff and members within the Council and guest access is for visitors to the civic buildings.
- 3.2 Limited guest access will only be granted to visitors who have been registered by a member of staff prior to their visit. Guest access can only be used by the person registered and not be transferred to a different person.

4. Access and Usage

- 4.1 All individual (as identified in 2.1) wishing to use the Council's WiFi must conform to this policy. A pop-up screen will be made available to guest users to read and accept prior to use.
- 4.2 The Council makes no guarantees with regards to WiFi availability, access speed or secure connections.
- 4.3 Corporate access is only available to staff who are using encrypted devices provided by the Council.
- 4.4 The Council will not be held responsible for any damage to personal hardware or software or for virus infections or other consequences caused by external guests using the WiFi. All guest users are responsible to ensure they have up-to-date virus software to protect personal devices.

- 4.5 The WiFi may only be used for designated and legal purposes. Illegal or prohibited acts shall include but not limit to:
- Unauthorized downloading of copyrighted content
 - Viewing obscene or sexually explicit material
 - Falsification of documents
 - Violating software licenses
 - Attempting to damage Council software/hardware configurations and networks
 - Solicitation, theft, harassment, religious or racial hatred or cyber-bullying
 - Comprising system security
- 4.6 All users must make appropriate choices about the images viewed when others are present. Areas within the civic buildings are public places that serve people of all ages and sensibilities.
- 4.7 The Council cannot guarantee a secure connection when individuals are using the guest WiFi. Any information that is entered or display may be captured by anyone with a wireless device and the appropriate software. The Council will not be responsible for loss of any guest data.
- 4.8 The Council is not responsible for any changes that guest users make to their device in order to use the WiFi service.
- 4.9 The use of headphones or muted sound is required when using equipment to avoid disturbing others.
- 4.10 Do not leave equipment unattended. The Council is not responsible for equipment that is lost or stolen.
- 4.11 Access to WiFi is only available to guest users during normal working hours and may be restricted to certain sites.
- 4.12 WiFi accounts will be enabled for a fixed period at the time they are created. The period length can vary depending on requirements.
- 4.13 Printing facilities will not be available for guests when using the Wifi.

5. Security Monitoring

- 5.1 The WiFi network connection may be **subject to monitoring** for security, legal or troubleshooting purposes. Swansea Council reserve the right to monitor activities, filter content and control or prohibit usage.

6. Technical Support

- 6.1 The Council is available to provide basic assistance in connecting to the WiFi. Contact details are as follows: ITPR.countyhall@swansea.gov.uk
- 6.2 Complaints regarding violation of this policy should be directed to the above contact details and where possible include details that would assist us in our investigations.

SCHEDULE 2 – PERFORMANCE MONITORING

PART 1 – INTRODUCTION

Introduction

- 1.1 This Schedule 2 introduces two means of assessing the Partnership's performance:
 - 1.1.1 Performance Standards considered in Part 2 and Part 3 of this Schedule 2; and
 - 1.1.2 the Annual Performance Standards KPIs considered in Part 4 of this Schedule 2.
- 1.2 The HUB Management Committee (HMC) shall monitor the Partnership's performance against the Annual Performance Standards KPIs and the Performance Standards including (but not limited to) where failure is discovered and reported by:
 - 1.2.1 the Authority's Authorised Representative;
 - 1.2.2 the Contractor's Personnel;
 - 1.2.3 Users;
 - 1.2.4 the Contractor itself via the safety notices/records/reports/risk assessments that the Contractor is required to complete (as set out in the Specification).
- 1.3 The performance monitoring system provided by this **Error! Reference source not found.**2 may, at the instigation of either Party, be subject to annual review. Any amendments to this Performance Monitoring System must be agreed in writing by both the Authority and the Contractor or implemented as a Change.

PART 2 – PERFORMANCE STANDARDS AND PERFORMANCE FAILURES

- 1.1 The Performance Standards have been divided into two separate categories, namely:
 - (a) Facility Performance Standards
 - (b) Service Performance Standardstogether the **Performance Standards**.
- 1.2 A **Performance Failure** shall have occurred where a Party fails to meet the requirements of any of these Performance Standards.
- 1.3 The HMC shall be responsible for identifying the Party responsible for a particular Performance Standard, via reference to the Specification.

PART 3 – PERFORMANCE MONITORING PROCESS

1. Rectification Periods

- 1.1 Where a Performance Failure has occurred, the Party responsible for that Performance Standard shall be allowed a Rectification Period in which to rectify it, according to Appendix B – Facility and Service Performance Standards Rectification Periods.
- 1.2 For the avoidance of doubt, a Party shall not be entitled to a Rectification Period for an Annual Performance Standard.
- 1.3 When a Party becomes aware of a Performance Failure it shall have an obligation to rectify the failure within the Rectification Period.
- 1.4 Where a Performance Failure will take longer than the defined rectification period to be resolved, this should be reported to the HMC who must also be provided with an update via the Contractor's Performance Failure Log. This includes any actions reported through relevant safety notices/records/reports/risk assessments.

2. Extended Rectification Period

- 2.1 If the Party wishes to extend the Rectification Period, the Contractor shall apply to the HMC, via email to the Chair of the HMC, requesting an extension of the Rectification Period and setting out:
 - 2.1.1 the reasons for the extension request;
 - 2.1.2 an explanation of any steps already taken to resolve the Performance Failure; and
 - 2.1.3 the proposed approach to avoid a similar Performance Failure arising in the future.
- 2.2 The Rectification Period shall only be extended with the written consent of the HMC, such consent not to be unreasonably withheld.

3. Performance Failure Remedy Notices

- 3.1 If the Performance Failure has not been resolved within the Rectification Period or extended Rectification Period (if one has been granted in accordance with paragraph 2.2 above), the HMC will issue the Party's Authorised Representative with a Remedy Notice.
- 3.2 A **Remedy Notice** will provide:
 - 3.2.1 a summary of the Performance Failure;
 - 3.2.2 any relevant information and progress against the Performance Failure, as understood by the HMC; and
 - 3.2.3 an additional Rectification Period at the end of which the Performance Failure must be remedied or a Default Notice is served;

4. Default Notice

- 4.1 If the Performance Failure has not been resolved by the date provided for when the Performance Failure must be remedied (as set out within the Remedy Notice), the HMC will issue the Party's Authorised Representative with a Default Notice.

- 4.2 A **Default Notice** will provide:
 - 4.2.1 a summary of the Performance Failure; and
 - 4.2.2 any relevant information and progress against the Performance Failure, as understood by the HMC;
 - 4.2.3 The relevant timescale required to remedy the Performance Failure (Default Notice Period).
- 4.3 The Non-Defaulting Party will then, have the option to terminate the Management Agreement at the end of the Default Notice Period, if the Performance Failure persists.

PART 4 – ANNUAL PERFORMANCE STANDARDS KPIs

- 1. **Annual Performance Standards KPIs**
 - 1.1 The **Annual Performance Standards (APS)** which the parties have agreed are as set out in the table at **Error! Reference source not found.** to this **Error! Reference source not found.**
 - 1.2 The Contractor shall monitor its performance against each Annual Performance Standard and shall send the Authority a report detailing the achieved Annual Performance Standard in accordance with the Agreement.
 - 1.3 Where there is a performance failure in respect of one or more of the Annual Performance Standards (**APS Failure**) the Authority shall issue an APS Notice.
 - 1.4 The APS Notice shall outline the relevant Annual Performance Standard(s) outstanding and provide a timescale for the APS to be met (APS Notice Period).
 - 1.5 If the APS remains outstanding at the end of the APS Notice Period, then the Authority shall issue a Default Notice outlining the relevant APS outstanding and provide a deadline for the submission of the APS (the APS Deadline).
 - 1.6 If the APS remains outstanding after the APS Deadline, the Authority shall be entitled to terminate the Management Agreement.

Appendix A

Annual Performance Standards KPIs

Annual Performance Standard
Provision of an annual business plan
Customer Survey Report
Licenses and Legislation Compliance Report
Schedule of Creative Programme
Marketing Plan
Pricing Schedule
Funding Strategy
Proposals for Minimum Opening Hours

Appendix B

Facility and Service Performance Standards Rectification Periods

Services Specification Reference	Service Performance Standard	Rectification Period
Part 1C Customer Service	Provide the Customer Complaints and Feedback Summary as part of the Quarterly Performance Monitoring Report.	1 week
Part 1C Catering	Compliance with relevant health and safety regulations. The Contractor shall ensure that appropriate safe methods of work are in place and all staff shall have access to relevant information relating to health and safety and risk assessments.	24 hours
Part 1C Marketing	Agreed event plan and marketing content	1 week
Part 1C Creative Programme	6 month period programmed and agreed contracts 12 month outline programme defined	1 week
Part 1C Reporting	Failure to provide the: <ul style="list-style-type: none"> - Financial Report - Marketing and Publicity Plan - Report a Major Incident - Quarterly Monitoring report 	24 hours 1 week 4 hours 1 week

Services Specification Reference	Facility Performance Standard	Rectification Period
Part 1D Pricing Requirements	Provide updated visitor pricing annually to the Authority no later than 31st March, prior to implementation in the following Contract Year	1 week
Part 1D Opening Hours	shall be accessible during the Minimum Opening Hours	4 hours
Part 1D Activity Programming	6 month activity programme plan forecast and agreed	1 week
Part 1D Health and Safety Management	any surface water and other liquid spillage within internal areas causing dangerous floor surfaces is dealt with immediately upon identification of the problem and signed appropriately.	1 hour
Part 1D Equipment	any item of equipment that, at any time, is found to be defective or has failed and so poses a hazard is immediately withdrawn from service. The Contractor shall make it secure and ensure it cannot inadvertently be used	24 hours
Part 1D Access	Safety management plan in place	1 week
Part 1D Legislation and Policy	Full compliance with all Legislation and Policy outlined in Schedule 1	2 weeks
Part 1D Lighting	Swansea Council maintenance plan approved	24 hours
Part 1D Staffing	HUB Duty Managers will be fully trained in the venue Fire Risk Assessment, Health & Safety responsibilities and processes and Fire Emergency Action Plans.	1 week

SCHEDULE 3

Method Statement

GRAND Multicultural HUB (HUB)

Delivery of service and requirements outlined in the specification.

GRAND Multicultural HUB Outline

Creation of the GRAND Multicultural HUB within the Arts Wing of the Grand Theatre Swansea will develop a new innovative contemporary programme of professional Performance, Cultural celebration and community practice and develop a diverse range of participants and new audience members.

All programmes will be delivered by RCC in partnership with either Swansea Council, one or more of the 23 grassroots community organisations or independent artists and organisations whose work either supports the Creative programme remit, supports audience development or provides income.

Race Council Cymru (RCC) Aims and Objectives

Race Council Cymru works to promote race equality, Art, heritage and cultural activities for black and minority ethnic communities across Wales. We work to eliminate racial discrimination, promote equality of opportunity and good race relations between people from different racial backgrounds.

Race Council Cymru is committed to breaking down barriers, promoting participation and community cohesion and integration as well as facilitating a better understanding of BAME people in Wales.

RCC is involved in the promotion of equality and diversity for the public benefit by for example:

- the elimination of discrimination on the grounds of race, culture, ethnicity, nationality and language
- advancing education and raising awareness in equality and diversity
- promoting activities to foster understanding between people from diverse ethnic backgrounds; conducting or commissioning research on equality and diversity issues and publishing the results to the public
- cultivating a sentiment in favour of racial equality and diversity

Primary Stakeholders Forum

Race Council Cymru established and manages a Primary Stakeholders Forum, which is made up of key national organisations working towards the elimination of race discrimination and inequalities in Wales. The Forum is a vehicle for organisations to discuss and identify common issues relating to racial prejudice and discrimination and inform Race Council Cymru's strategic direction and actions. The Forum meets quarterly and comprises 37 organisations; one of which is Race Council Cymru's Black History Wales Steering Committee that has 117 member organisations and individuals.

RCC Governance

RCC is a Registered Charity (number 1148598) and Private Company Limited by Guarantee, registered in England & Wales (Company Number 07863274), incorporated in 2011 with a board of 8 directors who are also charity trustees (as defined by section 97 of the Charities Act 1993).

The board members are from a diverse range of backgrounds and their professional expertise is varied and relevant to the work of the charity. The board meets quarterly and is responsible for the strategic direction, governance and policy of the charity. All board members have voting rights and give their time voluntarily and receive no benefits from the charity.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The trustees have the responsibility to manage risk to sustain the organisation and ensure that all its activities are risk assessed before they are carried out. Systems and procedures have been established to mitigate the risks the charity faces. Internal control of risk is minimised by the implementation of procedures for authorisation of all transactions and projects. All relevant policies are regularly reviewed periodically to ensure that they meet the needs of the charity.

HUB GOVERNANCE

Good governance is at the heart of the success of the HUB. It is essential in order to achieve our objectives that we maintain good and fair management which is effective and efficient but also equitable and inclusive.

RCC will put in place appropriate Governance to directly manage:

- The working practices of the HUB and its community partners.
- The sharing of the spaces on Floors 1 and 2
- The working practices of organisations and individuals engaged to work in the HUB on floors 1 and 2

Each HUB community partner has completed a signed partnership agreement with RCC, and agreed to abide by the guidelines listed in said agreement.

Each HUB community partner is individually governed by its own board of directors, trustees, Aims and Objectives, Constitutional guidelines, in place, dependant on their own governance structure.

RCC will work in partnership with Swansea Council to successfully:

- Develop the commercial spaces on Floor 3.
- Develop practices on Floor 3 to engage a wider and more diverse audience
- Develop practices that provide an income rising to the required target of £156K per annum

RCC will have direct lines of communication with all HUB partners, (as well as the RCC office staff being onsite and accessible during HUB working hours) and it is not expected that HUB partners will contact Swansea Council directly, but that HUB partners information will be collated and delivered within regular reports via RCC.

PLANNED GOVERNANCE GROUPS

1. HUB Management Committee (HMC)
2. HUB Programming Board (HPB)
3. HUB Partnership Committee (HPC)

COVID19

Members of the groups above that cannot meet in person during Covid19 will join via zoom/ teams

HUB Management Committee

RCC will form a HUB Management Committee (HMC) to meet monthly in year 1 (Quarterly for the rest of the Term) in order to:

- Monitor the progress of the 5-year Contract performance
- HUB development plan
- Monitor the HUB programme schedule of activities
- Monitor the HUB finance plan
- Contractual escalations

The HMC will be formed of Swansea Council Head of Cultural Service, Councillor for Investment, Regeneration and Tourism, RCC Founder & RCC Director.

Quorum

A meeting of the HMC shall be quorate if it is attended by 3/4 of its representatives to include the Chair or Vice Chair and a representative from RCC and Swansea Council.

Leadership

The Chair and Vice Chair of the HMC shall be representatives from Swansea Council and RCC respectively.

Decision Making

Decisions of the HMC shall be made by a simple majority vote. In the event that a consensus cannot be reached then the Chair of the meeting shall have the casting vote.

HUB PROGRAMMING BOARD

The Programming Board will be formed of 1 RCC representative and 1 administrator (RCC administrator will act as group secretary to minute meetings), HUB programmer, Swansea Council Cultural Service Strategy Manager; Business Development Manager, Swansea Grand Theatre Manager, Swansea Grand Theatre Technical Lead, 1 Swansea Grand Theatre representative and 2 nominated person/s to represent HUB wider partner organisations.

The current 2020-21 Programme Board representatives are:

Uzo Iwobi

Adele Dunstan (admin/ sec)

Kay Denyer

Chris Mellor

Rebecca Merry

Rebecca Francis

Nominated wider communities representatives

HUB Partnership Committee

The HUB Partnership Committee is to share updated information about the progress and development of the HUB and to gather advice and feedback from HUB Community partners

HPC to be formed of representatives from RCC, permanent office staff, CCS, Grand theatre staff and nominated community partners

The HUB Partnership Committee (HPC) meeting agenda will be distributed by RCC to all HUB community partner leads in advance of each meeting for items to be added and comments collated on their behalf to be voiced by their nominated representative/s at each meeting. All HPC meeting minutes will be distributed to all HUB partner leads within 7 days.

Complaints procedure

A complaints procedure will be in place and will be brought to the HPC meeting, via the HUB partners representative/s.

If satisfactory solutions cannot be found during presentation at the HPC, supporting independent advisory organisations will be addressed to mediate e.g. SCVS.

IMPLEMENTATION PLAN

The implementation plan is based on new and innovative practices and programmes, user and audience development, but initially works within current Swansea Grand staff practices in place for year 1.

Restrictions to independent opening hours (i.e. Part building, Arts Wing only) apply whilst the Fire Risk assessment and current fire safety system and Fire Emergency Action Plans are in place – this will develop as proposed Zoning and the Fire safety system is redesigned.

Year 1

Venue Opening Hours

The hours of activity are **initially** based on a minimum of 72 hours per week

- 6 days per week from Monday to Saturday (inclusive)
- 12 hours per day from 8am opening to 8pm closing
- Additional evening hours extending to 11pm as a growing programme of evening activities, events and performances develops
- Additional Sunday opening and a full 7-day week maximum opening hours of 105 hours per week by 2020-year end.

COVID19

Due to the current effects of Covid19 – and the main building not being open to the public for performance - opening hours will be designed in support of activity taking place in the Arts Wing only.

Staffing Venue Access

The current plan initially relies on the current Grand Theatre Stage Door staff and access system being in place between opening hours 8am and 8pm (extending to 11pm during performance days) and a Swansea Grand staff Duty Manager/s being on site for the duration of the venue's activities.

RCC will assign 1 member of staff as HUB Duty Manager for floor 1 and 2 during office open hours. The HUB Duty Managers will be appointed employees from RCC, ACC & CIWA (resident office staff) and all dedicated HUB Duty Managers will be fully trained in the venue FRA, H & S responsibilities and processes and Fire Emergency Action Plans.

Initially floor 3 will remain the responsibility of the current Grand Theatre Duty Manager.

The HUB will incorporate the current Grand Theatre Fire Emergency Action Plan in place with fire location being assessed and emergency services being activated by Grand Theatre Stage Door staff member & Duty Manager. The HUB Duty Manager for floors 1 & 2 will execute the Fire Emergency Action Plan for these floors on hearing the fire alarm, voice warning for evacuation or on Grand Theatre Duty Manager instruction.

COVID19

Due to the current effects of Covid19 in Wales and venue not delivering a public programme on floor 3 at present, the Grand Theatre Duty Manager will be placed at stage door and is responsible for activating the Fire Emergency Action Plan from that position.

Main Venue entrance

Ground Floor

Main entrance doors and ground floor foyer area will be managed initially by Grand Theatre Staff Duty Manager. The main foyer, near to entrance doors, will be furnished with a digital notice board with information about the day's HUB activities and a guide to rooms and HUB staff onsite.

COVID19

A full Covid19 risk assessment will be designed for entry, usage and egress of the HUB to current WG guidelines

As the HUB activity programme develops in the Arts Wing, entry will be required via the front entrance and a HUB representative will be placed at the front doors to allow access. This entrance will form the entrance route in to all Arts Wing spaces. The exit route will be directed via the second staircase and side door.

All persons entering the Arts Wing to take part in HUB activities will be pre-registered, assigned a scheduled entry and leaving time, have completed the RCC Risk Assessment and all complete all entry requirements to abide by the Welsh Government guidelines.

Arts Wing HUB staffing

COVID19

Due to the current effects of Covid19 in Wales, additional Covid19 trained staff will be needed to be assigned to monitor implementation of the risk assessed usage of the HUB spaces and to deliver sanitisation of rooms between use by different groups.

All activities will be pre scheduled in each room, allowing a minimum of 30 minutes of sanitised cleaning of surfaces and airing time between sessions of use.

The air-conditioning system in place in each of the HUB spaces provides clean outside air circulation throughout.

Floor 1

Staffing on Floor 1 will be the Office Manager from RCC who will be responsible for:

- Staff and volunteers (working in RCC office, Hot Desking Area and Digital Hub)
- Clients & visitors (visiting RCC office, Hot Desking Area and Digital Hub)
- Access routes (Keeping Floor 1 hallway, staircase and lift access, and routes to adjoining building clear at all times)
- Monitoring access to meeting Room A
- Monitoring Access to 'Freezer Room' office
- Monitoring Access to Crush Bar 1

Meeting Room A on Floor 1 will be available for scheduled sessions pre booked via the Artifax booking system.

The pass key for Meeting Room A will be kept in the RCC office and signed out for the duration of the scheduled meeting/s, and returned at session end.

'Freezer Room' Office

The aim for this office is that it will be a shared permanent office space and that HUB partner's staff working in this room will share responsibility for:

- Staff and volunteers (working in Freezer Room office)
- Clients & visitors (visiting Freezer Room office)
- Access routes (Keeping Floor 1 hallway and routes to adjoining building and staircase clear at all times)

At present until further funding can be accessed to upgrade the freezer room with necessary requirements i.e. airflow/lighting etc - it will remain a room for HUB storage.

Crush Bar 1

Crush Bar 1 on Floor 1 will be used as an overspill area for non-confidential meetings (outside of scheduled bookings via Artifax) and will be monitored by RCC

Floor 2

Staffing on Floor 2 will be by Office Managers from ACC & CIWA who will be responsible for:

- Staff and volunteers (working in ACC & CIWA office spaces)
- Clients & visitors (visiting ACC & CIWA office spaces)
- Access routes (Keeping Floor 2 hallway, staircase and lift access, routes to adjoining building clear at all times)
- Monitoring access to meeting Room B

Meeting Room B on Floor 2 will be available for scheduled sessions pre booked via the Artifax booking system.

The pass key for Meeting Room B will be kept in the RCC office and signed out for the duration of the scheduled meeting/s, and returned at session end.

Crush Bar 2

Crush Bar 2 on Floor 2 will be used as an overspill area for non-confidential meetings (outside of scheduled bookings via Artifax) and will be monitored by ACC & CIWA.

Programming

COVID19

Due to the current effects of Covid19 in Wales, a full programme of performance for year 1 will now be postponed for delivery between April 2021 and March 2022. Development of individual Artist's work and small Arts collectives, who can be housed in spaces that allow work to take in socially distanced spaces, will be possible on completion of rebuild.

Opportunities to film individual performances and activities onsite and livestream to a wider online audience is under consideration.

Programming on Floor 3

Swansea Council will fund RCC for 1 full-time programmer's role for year 1.

The programmer's role will be responsible for developing:

- A diverse network of contemporary Artists to work within the Arts Wing
- Partnerships with producers to create and pilot work in the venue
- A professional programme of performances and events
- A programme of HUB community activities and events
- An outreach programme to engage young people in Performance Design, Technical and production skills

The programmer will schedule events through the Artifax system working in partnership with Swansea Grand Main House programmer and other Swansea Council venue programmers to:

- Support joint programmes and events across the City
- Avoid programme clashes of core events
- Support activities and share resources where possible with joint event planning and promotion
- To engage with venues across Wales to share best practice and develop a touring strategy for diverse contemporary work

Additional Programmer responsibilities will be to:

- Develop funding streams to support the Diverse Arts programming
- Support HUB community members to develop their ideas and processes to create successful events
- Support HUB community members to access funding to deliver their activities and events

The Arts Wing HUB programmer will work closely with HUB partners to develop an advance programme of events for floor 3 between 2020 and 2022. Scheduling events & activities between 12 and 24 months ahead is imperative to allow sufficient time for planning, promotion and funding to be realised successfully.

Floor 3 HUB Community programme

The aim in year 1 is to build a diverse programme on floor 3 that develops new audiences to the Arts Wing for activities including:

- Cultural celebrations
- Music & dance performances
- Creative development
- Youth development programmes
- Adult Creative skills sessions (with supporting creche facilities)
- Presentations and training sessions

Floor 3 HUB Professional programme

The aim in year 1 is to engage a diverse programme of professional Artists and companies creating high quality contemporary work to perform in the Arts Wing, to begin to schedule an outstanding performance programme that builds a regular dedicated audience for each of the strands/ Artforms delivered. Events sourced from Wales, UK and Internationally will include:

- Drama, dance and music performances
- Children's drama and storytelling
- New writing and scratch, pilot, premieres of new productions
- Presentations, Q & A's and talks linked to programmed items
- Workshops and participatory activities linked to programmed performances
- Comedy

Floor 3 HUB Commercial programme

The aim in year 1 is to engage organisations that seek to host their activities in a building that champions diversity. To develop a resilient income stream of hires by commercial/ large organisations in a number of spaces but primarily on floor 3, the Depot Theatre, Rear Studio and the Digital HUB on floor 1. Activities would include:

- Presentations and Training events
- Conferences and networking events
- Staff & board development
- Engagement events/ Trade Fairs/ Employment Fairs
- Usual service delivery i.e.: Diabetes research, Welsh blood service

Programming on Floors 1 and 2

HUB programming on Floors 1 and 2 will incorporate a range of activities, some based in current Community practice, others developing new practices in creative and digital skills.

COVID19

Due to the current effects of Covid19 in Wales, the majority of community activity planned on floors 1 and 2 will now begin development in January 2021. Proposed activities before that date will be fully risk-assessed and only delivered if possible to do so within current Welsh Government guidelines.

Current Community Practice moving to the HUB

Hub Partners currently deliver support to their communities across the City and County of Swansea in a number of ways through a variety of services. By bringing these essential support services into the Arts Wing, we are expecting to increase the visitor numbers to the venue significantly.

The current programme of HUB services will include:

- Counselling
- Translation
- Language skills (primarily English and Welsh)
- Health and welfare advice;
- Financial advice
- Legal advice
- Hate Crime prevention
- Youth Training
- Family support services
- Autism support services
- Refugee and Asylum Seekers support
- Training (including Multi-Cultural, Unconscious Bias and Equalities training)

HUB programme development

There will be opportunities to both extend the current community services and to create new services and skills sessions including:

- Digital and IT skills sessions
- After school sessions
- Community & Commercial meetings and development session
- Youth development and training
- Talks & Presentations
- Planning sessions & networking
- Advice surgeries

The HUB will also provide access to desk space & digital equipment and Wi-Fi for study and administrative work initially for HUB partners and extended to hot desking hires for non-HUB partners.

Marketing

Marketing and promotion of the HUB and its programme of events & activities will be a shared responsibility between RCC, HUB partners and Swansea Council via Swansea Grand Theatre Marketing Dept.

Promotion of events must be delivered in several formats and languages in order to engage as many new participants and audience members as possible, whilst keeping the small number of current regular visitors informed.

The Grand Theatre's new branding and marketing strategy will be used as the overarching template to guide the design and promotion of the HUB

Initial aims to maximise promotion across as many platforms as possible:

- Create the GRAND Multicultural HUB programme information to be hosted on main listings page of the new Grand Theatre website tbc
- Create a GRAND Multicultural HUB website with full information that will link to Grand website programme listings
- Create HUB Social media platforms
- Link to all HUB partners websites and social media platforms

- Work closely with HUB community leads to develop promotion and marketing in accessible ways for their community members
- Develop Welsh language HUB pages – consider additional language pages
- Continue to use Whats App HUB groups
- Develop promotional ideas to engage new audiences
- Work closely with Swansea Grand Marketing team

Scheduling and Fair Allocation of HUB space

COVID19

Due to the current effects of Covid19 in Wales, the majority of community activity planned on floors 1, 2 and 3, will now begin delivery in January 2021. It is proposed that we take the opportunity to design new or adapted activities that can be delivered within Welsh Government guidelines, between build completion and January 2021. This will place the HUB in a better position, having tried and tested new ideas, to forecast a full programme with fuller participation in January 2021.

RCC first task is to encourage all community members to visit the Arts Wing to see first-hand what opportunities there are available. It is estimated that 90% of all HUB community members will be first time visitors to the Grand Theatre Building, and it is therefore imperative that these first-time visits are enjoyable and welcoming experiences and supported by RCC and Grand Theatre staff. The next step is supporting the communities to ‘trial’ or ‘test’ the HUB spaces at nil cost to explore what activities will work and encourage wider participation. This opportunity to ‘trial’ or ‘test’ spaces and equipment will be shared with equal allocation across HUB partners so that they benefit equally and can explore how the HUB can best benefit their communities.

The schedule will support HUB partners with a space and time allocation each week to:

- Invite their communities to trial the HUB spaces
- Test each space and how it works for their needs
- Explore access to new services and equipment
- Develop ideas for activities that can be supported onsite and in which space
- Deliver current activities in the new spaces to compare

HUB partners will be allocated equal free use time in HUB spaces in Quarter 3 of 2020-21 (October to December 2020, dependent on Covid19 and social distancing in place) and ‘tests’ and trials’ of new activities will be reviewed at each HUB Management Committee meeting (HMC) to see the benefit of continued programme.

Hot Desking Area

The Hot desking Area is one space that HUB partners will receive an ongoing allocation of free usage to encourage the community leads to base their core business in the HUB. This was one area of need highlighted in the original formation of the HUB and this ongoing free allocation per week is aimed at securing the HUB partners to make the Arts Wing their permanent home or core office address.

Hot Desking Area Provision:

- 12 desk spaces per hour
- 144 desk hours per 12-hour day
- 864 desk hours per week
- 23 Hub partners allocation of 12 desk hours per week each
- 276 desk hours if taken in full

Flexibility:

HMC will have scope to extend regular user's desk hours if a selection of users doesn't use their allocation.

Allocation of spaces for trial use can work on a daily basis with different time options for each HUB partner so that 'prime' time can be shared fairly.

Example of 1 day may be delivered in this format initially until exact needs can be formalised.

DAY 1	Hot desking hours	Digital Hub desking hours	Digital Hub room	Meeting Rm A Small	Meeting Rm B Large	Meeting Rm C Mid	Rear Studio	Depot Theatre	Community Kitchen
8am	12	16							
9am	12	16	1						
10am	12	16	2						
11am	12	16	3						
12 noon	12	16	4						
1pm	12	16	5						
2pm	12	16	6						
3pm	12	16	7						
4pm	12	16	8						
5pm	12	16	9						
6pm	12	16	10						
7pm	12	16							
8pm	12	16							
9pm	12	16							
10pm	12	16							
11pm									

FINANCE | Floors 1, 2 and 3**COVID19**

Due to the current effects of Covid19 in Wales, the majority of community activity planned on floors 1 and 2 will now begin development in January 2021. Funding will need to be sourced to support loss of revenue from space hire and delivery of activities up to a point when the spaces can be used to capacity and generate income.

Floors 1 and 2

As agreed, Swansea Council will provide Floor 1 and 2 with utilities, servicing, repairs, maintenance and cleaning of the venue and integral systems and services currently in place for a minimum period of 5 years. There will be no recharge to Race Council Cymru for this provision during this period. Floors 1 and 2 (inclusive of all access and egress points) will be used by the HUB organisations and communities at **NIL** cost from Swansea Council. This is inclusive of the floor 1 additional office space (freezer room), use of Crush Bar 1 and use of toilets on floor 1. Also inclusive of use of Crush Bar 2 and toilets on floor 2.

SWANSEA COUNCIL

Floor 3

All income for hires on floor 3 will be invoiced for directly by the Grand Theatre Swansea. Ticket sales for events in the Arts Wing Theatre will go directly through Grand Theatre via the box office sales system Spektrix.

GOVERNANCE of SWANSEA COUNCIL INCOME

Finance reports will be delivered monthly in year 1 and quarterly thereafter to the HUB Management Committee. Total Income received at financial year end, up to the level of the forecast income of £156,000 will be through Spektrix and Artefax booking systems.

Forecast income

Forecast Income of £156,000 for the first full programming year has been calculated on development of space hire, ticket sales and income from catering and café bar sales. (For reference income from all activities in 2019 -20 totalled £36,000).

FINANCE RCC HUB

Costs of Floor 1 and 2 that will be financed in full by RCC HUB are:

Wi-Fi provision, Digital HUB, Hot desking and office-based equipment and furniture servicing, repairs, and insurance.

RCC HUB will raise monies to finance the items listed above through rental of managed spaces on Floors 1 and 2, namely permanent office rental and room hire.

GOVERNANCE of HUB INCOME

Income from all rental, hires and activities delivered in Arts Wing Floor 1 and 2 will be invoiced for (net of VAT) by RCC and paid directly into the RCC HUB bank account.

Finance reports will be delivered monthly to the HUB Partnership Committee and full year accounts in line with RCC accounting processes will be completed and provide year end income and expenditure reports for approval to the HUB Partnership Committee and the HUB Management Committee.

Income raised above the base amount needed to cover core costs will be used in one of 3 ways:

- To build into a HUB reserve
- To use as match funding for activities and events in funding applications
- To finance pilot activities that support the HUB aims.

Schedule 4 - Commercially Sensitive Information**Room Hire Pricing Strategy**

The Room Hire Pricing Strategy will be reviewed quarterly at the Hub Management Committee.

Hire Spaces	Size (Sqm)	Price	Charity Rate (50% discount)
Arts Wing Floor 3			
Depot Studio	173	£415 per day	£207 per day
Grand Circle	173	£415 per day	£207 per day
Studio 1	128	£210 per day	£105 per day
Studio 2	-	£210 per day	£105 per day
Opposite kitchen 1 rooftop	15	£62 per four hours	£31 per four hours
Opposite kitchen 2 rooftop	15	£62 per four hours	£31 per four hours
Room next to rear studio	26	£46 per four hours	£23 per four hours
Rooftop café	-	£265 per day	£130 per day
Grand Theatre spaces			
Sponsors bar	77	£130 per four hours	£65 per four hours
Crush bar 1& 2	77	£130 per four hours	£65 per four hours
Freezer room	26	£46 per four hours	£23 per for hours
Malt House Grand Circle Bar		Price on request	Price on request
Malt House Restaurant		Price on request	Price on request
Dance Principal's office	26	£46 per four hours	£23 per four hours

Arts Wing floor 1 & 2 hire costs offset by £250,000 Capital Investment by RCC for contract duration.

Arts Wing floor 1 & 2 spaces
Floor 1 White room office 1
Floor 1 White room office 2
Floor 1 White room office 3
Floor 1 landing room
Floor 2 office 1
Floor 2 office 2
Floor 2 office 3

Schedule 5 - Payments

GRAND THEATRE - Multicultural HUB						
Supplier	Goods or Services purchased	Amount	Design & planning	Floor 1	Floor 2	Floor 3
Guardian Property Services UK	Building Insurance	28.00	28.00			
Guardian Property Services UK	Design plans	720.00	720.00			
Vivid Block IT	Digital Install equip	159.08			159.08	
Guardian Property Services UK	Hub Build Project Manager Fee 1	9,600.00		9,600.00		
Vivid Block IT	IT Design and Install plan	1,000.00	1,000.00			
City & County Swansea	Building Plans submission	1,111.00	1,111.00			
Guardian Property Services UK	Design plan redraft	540.00	540.00			
Guardian Property Services UK	CRM & SRA Document Pack	1,080.00	1,080.00			
Guardian Property Services UK	Legal Services	1,736.64	1,736.64			
Vivid Block IT	IT Equip & Install Hub Offices	10,000.00		10,000.00		
Guardian Property Services UK	Hub Build Project Manager Fee 2	9,600.00			9,600.00	
Guardian Property Services UK	Phase 1 Build part 1 deposit	8,396.40			8,396.40	
Vivid Block IT	Digital equip & install	85.00			85.00	
Vivid Block IT	Digital equip & install	5,580.00		5,580.00		
Guardian Property Services UK	Phase 1 Concept Design	2,370.00	2,370.00			
Guardian Property Services UK	Legal Services	2,125.56	2,125.56			
Guardian Property Services UK	Legal Services	525.83	525.83			
Vivid Block IT	IT Equip & install	6,000.00		6,000.00		
Guardian Property Services UK	Phase 1 Build stage 1 payment	8,396.40			8,396.40	
Guardian Property Services UK	Phase 2 Build part 1 deposit	12,766.56		12,766.56		
Guardian Property Services UK	Phase 1 Build stage 2 payment	8,396.40			8,396.40	
Guardian Property Services UK	Phase 1 Build stage 3 payment	8,396.40			8,396.40	
Guardian Property Services UK	Insurance (onsite building materials)	890.00	890.00			
Guardian Property Services UK	Phase 2 Build part 1 payment	12,766.56		12,766.56		
Guardian Property Services UK	Phase 2 Build part 2 payment	12,766.56		12,766.56		
Guardian Property Services UK	Phase 2 Build part 3 payment	12,766.56		12,766.56		
Vivid Block IT	Digital equip & install	£5,580.00		£5,580.00		
Vivid Block IT	Digital equip & install	£6,005.92			£6,005.92	
Guardian Property Services UK	Phase 1 Build final payment	£8,396.40			£8,396.40	
Guardian Property Services UK	Phase 1 Build increased final costs	£736.80			£736.80	
Guardian Property Services UK	Phase 2 Build final payment	£12,766.56		£12,766.56		
Guardian Property Services UK	Phase 2 Build increased final costs	£729.60		£729.60		
Guardian Property Services UK	Phase 3 build deposit	£4,253.04				£4,253.04
Guardian Property Services UK	Phase 3 payment 1	£4,253.04				£4,253.04
Guardian Property Services UK	Phase 3 payment 2	£4,253.04				£4,253.04
Guardian Property Services UK	Phase 3 payment 3	£4,253.04				£4,253.04
Guardian Property Services UK	Phase 3 final payment	£4,253.04				£4,253.04
Guardian Property Services UK	Project Management part 3 payment	£4,800.00				£4,800.00
Guardian Property Services UK	Phase 2 Concept Design	£2,370.00	£2,370.00			
Guardian Property Services UK	Legal Services	£410.04	£410.04			
Guardian Property Services UK	Painting & decoration all floors	£6,504.00		£2,787.43	£2,787.43	£929.14
Guardian Property Services UK	Flooring all floors	£22,387.20		£9,594.51	£9,594.51	£3,198.17
Guardian Property Services UK	Final Install and furnishings	£13,501.33		£5,786.28	£5,786.28	£1,928.76
Guardian Property Services UK	Project Management part 3 final payment	£4,800.00		£1,600.00	£1,600.00	£1,600.00
Guardian Property Services UK	Additional wifi & security	£984.00				£984.00
Guardian Property Services UK	Air Conditioning 6 mths service	£960.00	£960.00			
		£250,000.00	£15,867.07	£121,090.63	£78,337.03	£34,705.28
						£250,000.00

Schedule 6

1 Schedule of Processing, Personal Data and Data Subjects

- 1.1 In the event that the Contractor is Processing Data on behalf of the Authority, the Contractor shall comply with this Schedule and any further written instructions from the Authority that may be issued from time to time.
- 1.2 Any such further instructions shall be incorporated into this Schedule.

Description	Details
Subject matter of the processing:	<p>Artifax is a cloud based software for Venue and Event Management. Artifax solution meets the mandatory security requirements set by Government Digital Service.</p> <p>Artifax has user access permissions around a shared calendar and roles and responsibilities.</p> <p>CCTV Data within the Arts Wing.</p>
Duration of the processing:	For the Term of the Contract.
Purpose of the processing:	<p>This is a strategic solution for Cultural Services to leverage venue usage and for specific Cultural Services Projects.</p> <p>Race Council Cymru are a strategic partner under this Management Agreement with the Authority. The Agreement covers joint programming and room hires for the Arts Wing at the Grand Theatre.</p> <p>Race Council Cymru require access to Artifax to manage room hire, event planning, artistic production/tour scheduling and education programmes.</p> <p>CCTV Data – for security and safeguarding.</p>
Type of processing:	<p>Collection and recording of data onto Artifax System.</p> <p>Reporting analysis of room capacity.</p>

	CCTV – recording, storage, retrieval, disclosure.
Type of Personal Data:	Commercial data Name of booker and address Telephone number Email address Date of booking Price of booking Booking space CCTV images
Categories of Data Subject:	Authority Staff and RCC staff including volunteers, agents, and temporary workers, customers/clients, suppliers, artistic performers, members of the public.
Plan for return and destruction of the data once the processing is complete UNLESS requirement under union or member state law to preserve that type of data:	<p>a) How long the data will be retained for:</p> <p>The data is to be stored for 7 years as it includes hire contracts.</p> <p>b) How the data is to be returned:</p> <p>in accordance with any further written instructions from the Authority.</p> <p>c) How the data is to be destroyed:</p> <p>in accordance with any further written instructions from the Authority.</p>

Schedule 7

Schedule of Works

This schedule sets out a summary of the refurbishment, remodelling and backlog maintenance works carried out at the Facility by the Contractor (the Works). This is divided into 3 Phases:

Phase 1 – White Room & Landing Office

Phase 2 – Second Floor Offices & Landing

Phase 3 – Third Floor Studio & Counselling Room

The description of the Works is contained within the Plan at Schedule 11.

Summary

Demolition	£ 2,404.00
Walls	£ 4,650.00
Fire Doors	£ 1,200.00
Vision Panes	£ 4,250.00
Ceilings	£ 3,850.00
Insulation	£ 2,450.00
Decoration	£ 2,150.00
Electrics Power & Lighting	£ 6,955.00
Data	£ 2,250.00
Fire	£ 1,445.00
Security	£ 2,750.00
Air Conditioning / Handling	£16,050.00
Waste / Building Control / H&S	£ 2,790.00

White Room & Landing Office Total	£53,194.00
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Summary

Demolition	£ -
Walls	£ 4,320.00
Fire Doors	£ 1,800.00
Vision Panes	£ 4,250.00
Ceilings	£ 2,100.00
Insulation	£ 1,150.00
Decoration	£ 1,680.00
Electrics	£ 7,715.00
Air Conditioning / Handling	£ 10,200.00
Waste / Building Control / H&S	£ 1,770.00
<hr/>	
2nd Floor Offices & Landing	£ 34,985.00
	+ Vat
<hr/>	

Summary

Demolition	£ -
Walls	£ 1,890.00
Fire Doors	£ -
Vision Panes	£ -
Ceilings	£ 720.00
Insulation	£ 225.00
Decoration	£ 900.00
Electrics	£ 3,260.00
Air Conditioning / Handling	£ 9,676.00
Waste / Building Control / H&S	£ 1,050.00
<hr/>	
3rd Floor Studio & Con Room	£17,721.00

Schedule 8 Exit Management Plan

- 1 Upon notification of this Contract terminating, howsoever caused, or twelve months prior to the expiry date, the parties will meet to discuss a timetable for drawing up and will draw up a handover plan covering the performance of the obligations of both parties during the handover period. In any event, the Contractor will, at no cost to the Authority, provide such cooperation, information and assistance to the Authority and/or as may be reasonably required by the Authority to transfer and to enable a smooth migration of the Services being supplied by the Contractor including enabling the Authority and/or its New Contractor to perform services the same as or substantially the same as the Services in a similar manner as required under this Contract.
- 2 The Contractor and the Authority shall use all reasonable endeavours to ensure all appropriate arrangements are put in place to give effect to the transition of the Services to the Authority or a New Contractor.
- 3 The Contractor agrees that if it is requested by the Authority it shall use all reasonable endeavours to assign or novate any then existing contracts which the Contractor has entered into with third parties in connection with the provision of the Services including the leasing of any equipment used in the delivery of the Services to the Authority or to any New Contractor.
- 4 The Contractor shall not in the twelve month period prior to the expiry date (or such period remaining where a Termination Notice has been issued) (the Applicable Period) in relation to the Services except with the prior written consent of the Authority, such consent not to be unreasonably withheld or delayed:
 - 4.1 incur any expenditure or enter into any commitments other than in the ordinary course of trading;
 - 4.2 dispose of or agree to dispose of or grant any option in respect of any part of the assets other than stock in the ordinary course of trading;
 - 4.3 materially vary the terms of any contracts with any provider of goods and/or services already entered into;
 - 4.4 enter into any long-term (being 12 months or longer), unusual or abnormal contract or commitment;
 - 4.5 enter into any leasing, hire purchase, contract hire or other agreements or arrangements for payment on deferred terms;
 - 4.6 grant or issue or agree to grant or issue any mortgages, charges, debentures or other securities for money or redeem or agree to redeem any such securities or give or agree to give any guarantees or indemnities or, without prejudice to the foregoing generality, create

- or permit to subsist any other encumbrance over all or any of its present or future incomes or assets affecting this Contract and/or the provision of the Services;
- 4.7 permit any of its insurances to lapse or do anything which would make any policy of insurance void or voidable;
 - 4.8 in any way depart from the ordinary course of its day to day business either as regards the nature or scope or the manner of conducting the same;
 - 4.9 pay any fees or commissions to any persons other than fees payable on arm's length terms to third parties who have rendered bona fide service or advice required in the ordinary course of business;
 - 4.10 release, waive or modify any warranty or guarantee given by any supplier of goods or services;
 - 4.11 cause or permit any item comprised in the records relating to the Services to be removed or destroyed or any programs or data held on the computer systems of the Contractor and relating to the Services to be removed or deleted except for the deletion of Personal Data where required to ensure compliance with GDPR or for the efficient running of the computer system in question after satisfactory back-up copies have been made and securely stored off-site;

Full name: Tenancy at will.

DATED

TENANCY AT WILL

relating to

**PART OF FLOORS 1 & 2 “THE ANNEX” AT THE GRAND THEATRE,
SWANSEA**

between

RACE COUNCIL CYMRU

and

THE COUNCIL OF THE CITY AND COUNTY OF SWANSEA

CONTENTS

CLAUSE

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THIS AGREEMENT is dated.....

PARTIES

- (1) **The Council of the City and County of Swansea** of the Civic Centre, Oystermouth Road, Swansea SA1 3SN (**Landlord**).
- (2) **Race Council Cymru** incorporated and registered in England and Wales with company number **07863274** whose registered office is at **5 Lamb Lane, Killay, Swansea, SA2 7ES** (**Tenant**).

AGREED TERMS

1. INTERPRETATION

The following definitions apply in this agreement:

Building: The Grand Theatre, Singleton Street, Swansea SA1 3QJ

Permitted Hours:

<i>Culture and Digital Hub</i>	<i>Days</i>	<i>Minimum Opening Hours</i>
Swansea BAME Cultural & Digital Hub (HUB)	Monday to Saturday	9am – 10pm

Permitted Use: For use as offices

Property: Part of Floors 1 & 2 “The Annex” at The Grand Theatre, Swansea SA1 3QJ as shown for identification only edged red on the plan attached to this agreement.

Rent: The Capital investment of £250,000 by Race Council Cymru will offset the rent for a period of 5 years from date of signing the Management Agreement

2. GRANT OF TENANCY AT WILL

2.1 The Landlord lets and the Tenant takes the Property on a tenancy at will beginning on and including the date of this agreement.

2.2 The Landlord and the Tenant acknowledge that this agreement creates a tenancy at will terminable at any time by either of them, notwithstanding that the Rent is calculated and payable by reference to a period and that the Landlord intends to demand the Rent, and that the Tenant has agreed to pay the Rent, by reference to that period.

3. TENANT'S OBLIGATIONS

The Tenant will make a Capital investment of £250,000 to offset the rent for a period of 5 years from date of signing the Management Agreement.

- 3.1 The Tenant shall not:
- (a) use the Property otherwise than for the Permitted Use, or outside the Permitted Hours;
 - (b) assign, underlet, charge, part with or share possession of, or otherwise dispose of the Property or any part of it or any interest in it;
 - (c) share occupation of the Property or any part of it;
 - (d) make any alteration or addition whatsoever to the Property;
 - (e) put any signs at the Property without the landlords prior written consent; or
 - (f) cause any nuisance or annoyance to the Landlord or to any owners or occupiers of the Building or of neighbouring property.
- 3.2 The Tenant shall keep the Property clean and tidy and make good any damage it causes to the Property.
- 3.3 The Tenant shall act at all times in a reasonable and responsible manner and in accordance with any regulations that may be made by the Landlord from time to time.
- 3.4 The Tenant shall not be responsible for non-domestic rates or water rates charged on the Property.
- 3.5 The Tenant shall pass on any notices or other correspondence received at the Property and addressed to the Landlord or relevant to the Landlord's interest in the Property or the Building.
- 3.6 The Tenant shall allow the Landlord (and all others authorised by the Landlord) to enter the Property at any reasonable time for the purpose of ascertaining whether the terms of this agreement are being complied with and for any other purposes connected with the Landlord's interest in the Property or the Building.
- 3.7 When the Tenant vacates the Property at the termination of the tenancy created by this agreement, it shall remove all furniture (and other items belonging to it) and shall clear all rubbish from the Property.
- 3.8 The Tenant's obligations are joint and several obligations of the persons that comprise the Tenant.

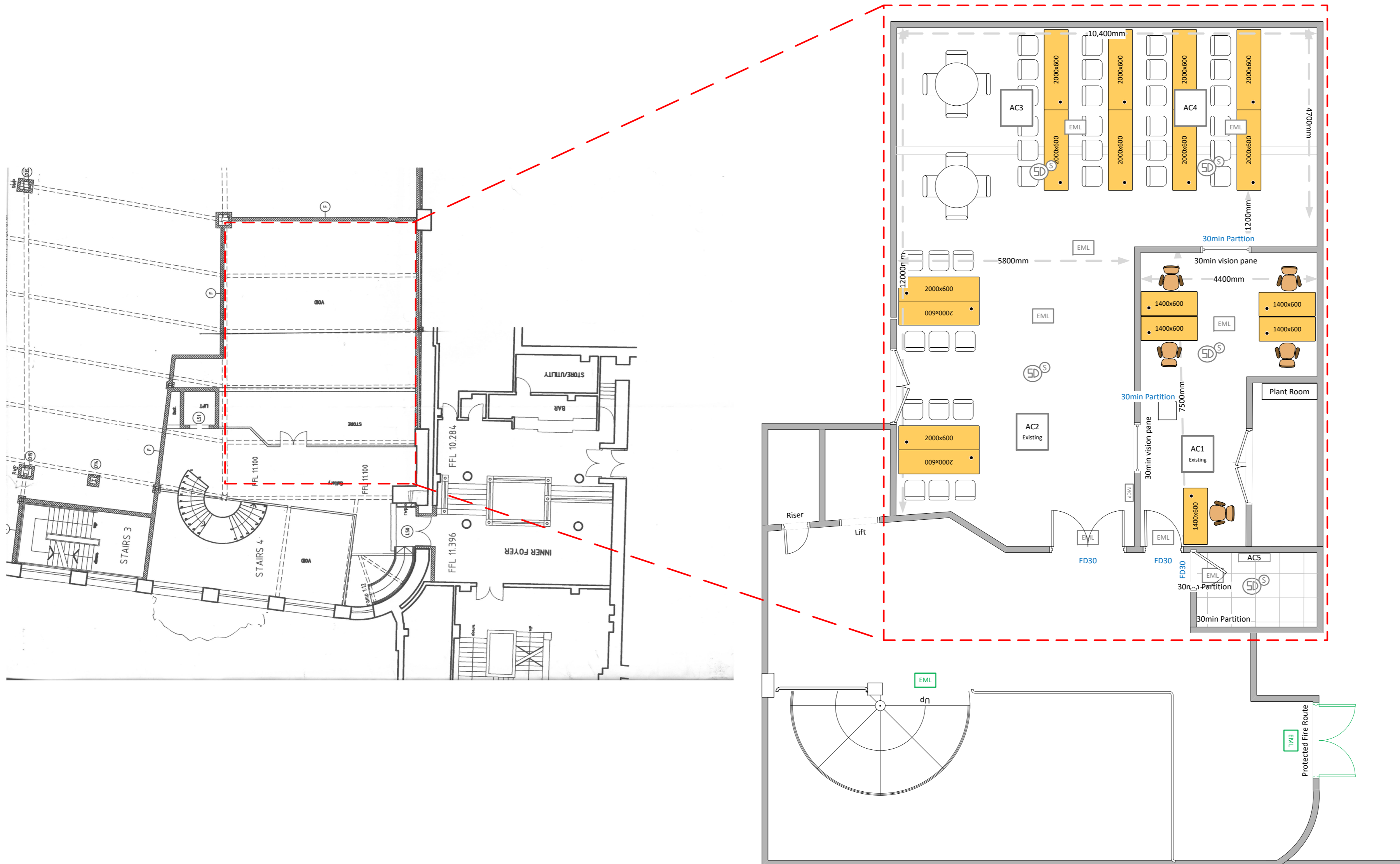
4. LANDLORD'S OBLIGATIONS









- 4.1 The Landlord shall allow the Tenant (and its employees and visitors) access to and egress from the Property over the common parts of the Building and to use the lavatories in the Building during the Permitted Hours.
- 4.2 The Landlord shall use its reasonable endeavours to ensure that there is a supply of electricity, heating and water to the Property, at such times of the day as the Landlord considers appropriate.
- 4.3 The Landlord shall take reasonable endeavours to maintain and repair any defects following the 12 month refurbishment warranty period.

This agreement has been entered into on the date stated at the beginning of it.

Signed by [NAME OF DIRECTOR]
for and on behalf of [NAME OF Director
LANDLORD]

Signed by [NAME OF DIRECTOR]
for and on behalf of [NAME OF Director
TENANT]



-  Optical Smoke Alarm With Sounder
-  Manual Call Point with Tamper Guard
-  Emergency Fitting Movement and Signage
-  600 x600 Led Panel x 40
-  Double Socket White Plastic x 30
-  Double Socket White Plastic USB x 10
-  Twin Cat5E Point x 20
-  Wall / Ceiling Air Con Unit as per Spec

Project Notes:

Walls, - 70mm / 12.5mm plasterboard with acoustic wool

Doors, - FD30 fitted with closers.

Ceiling, - 600x 600 Grid with acoustic wool above

Fire, All Rooms to be incorporated with buildings system to a minimum of L2 standards. Access Control integrated to fire alarm to release all Mag Locks upon fire alarm event

Emergency Lighting - New NM3 bulkheads installed to provide safe movement and directional signage for all escape routes

Access Control, integrated to all office doors via fob entry system with fire alarm integration for release.

Fire Stopping - All penetrations to be via fire collars and seals to maintain fire integrity of partitions and ceilings

Air Conditioning, All new cassettes piped back to roof space along current service routes. All penetrations to be fire rated and sealed upon completion.

- Fire Notes**
1. All new spaces to have L2 fire alarm detection and sounders integrated to current building alarm system.
 2. All spaces to have upgraded emergency lighting for safe movement and directional signage.
 3. All Walls and partitions to have 30min fire rating
 4. No more than 60 people to the area at a time
 5. Protected fire exit to right side of landing primary escape route
 6. Accommodation staircase secondary means if escape primary is the obstruction
 7. Air Change - 17l per min per person via existing system



Client : Race Council Cymru @ The Grand Theatre Swansea

Project : White Room 1st Floor & Landing Office

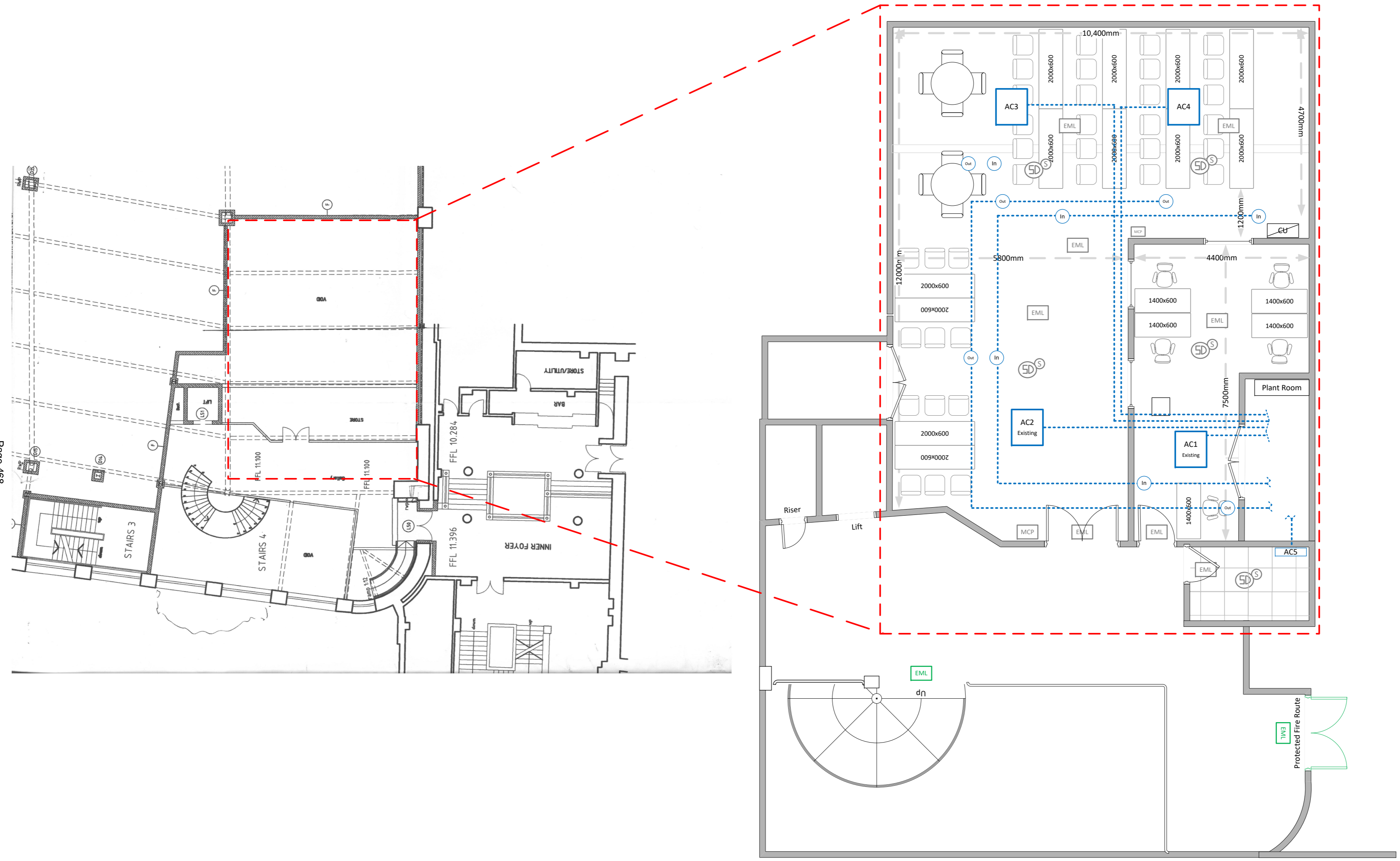
Drawing Ref : White Room & Landing Office

GPS ID : GPS882057/V6

Scale : 1:50 @A1



White Room - Layout



	Optical Smoke Alarm With Sounder
	Manual Call Point with Tamper Guard
	Emergency Fitting Movement and Signage
	600 x600 Led Panel x 40
	Double Socket White Plastic x 30
	Double Socket White Plastic USB x 10
	Consumer Unit - See Plan Detail
	Twin Cat5E Point x 20
	Wall / Ceiling Air Con Unit as per Spec
	Air In - Ceiling Spigot 150mm
	Air Out - Ceiling Spigot 150mm

Project Notes:

Air Conditioning
 All new air conditioning services to be run above new suspended ceiling via mechanical containment. All wall and ceiling penetrations to be fire sealed.

AC1 - Existing Unit unaffected
 AC2 - Existing Unit unaffected
 AC3 - 3.5Kw Daikin Ceiling Cassette
 AC4 - 3.5Kw Daikin Ceiling Cassette
 AC5 - 3.5Kw Daikin Wall Cassette

Air In & Air Out
 Upgraded air in air out strategy via existing service ducting at local plant room. Automatic Fire dampers already in line on ducts above plant room.

Small Office - 1 x Air In 1 x Air Out
 Large Office - 3 x Air In 3 x Air Out

Electrical

1. New single/three phase consumer unit with local meter. Sub main to be SWA with supplementary separate earth.
2. Power, all accessories to be white plastic to Hager standard unless specified.
3. Lighting, all new 600 x 600 led panels to be to Robus standards for offices.

Final Locations of accessories to be determined on site with client

- Fire Notes**
1. All new spaces to have L2 fire alarm detection and sounders integrated to current building alarm system.
 2. All spaces to have upgraded emergency lighting for safe movement and directional signage.
 3. All Walls and partitions to have 30min fire rating
 4. No more than 60 people to the area at a time
 5. Protected fire exit to right side of landing primary escape route
 6. Accommodation staircase secondary means if escape primary is the obstruction
 7. Air Change - 17l per min per person via existing system

GUARDIAN
Property Services

Client: Race Council Cymru @ The Grand Theatre Swansea

Project: White Room 1st Floor & Landing Office

Drawing Ref: M&E Services

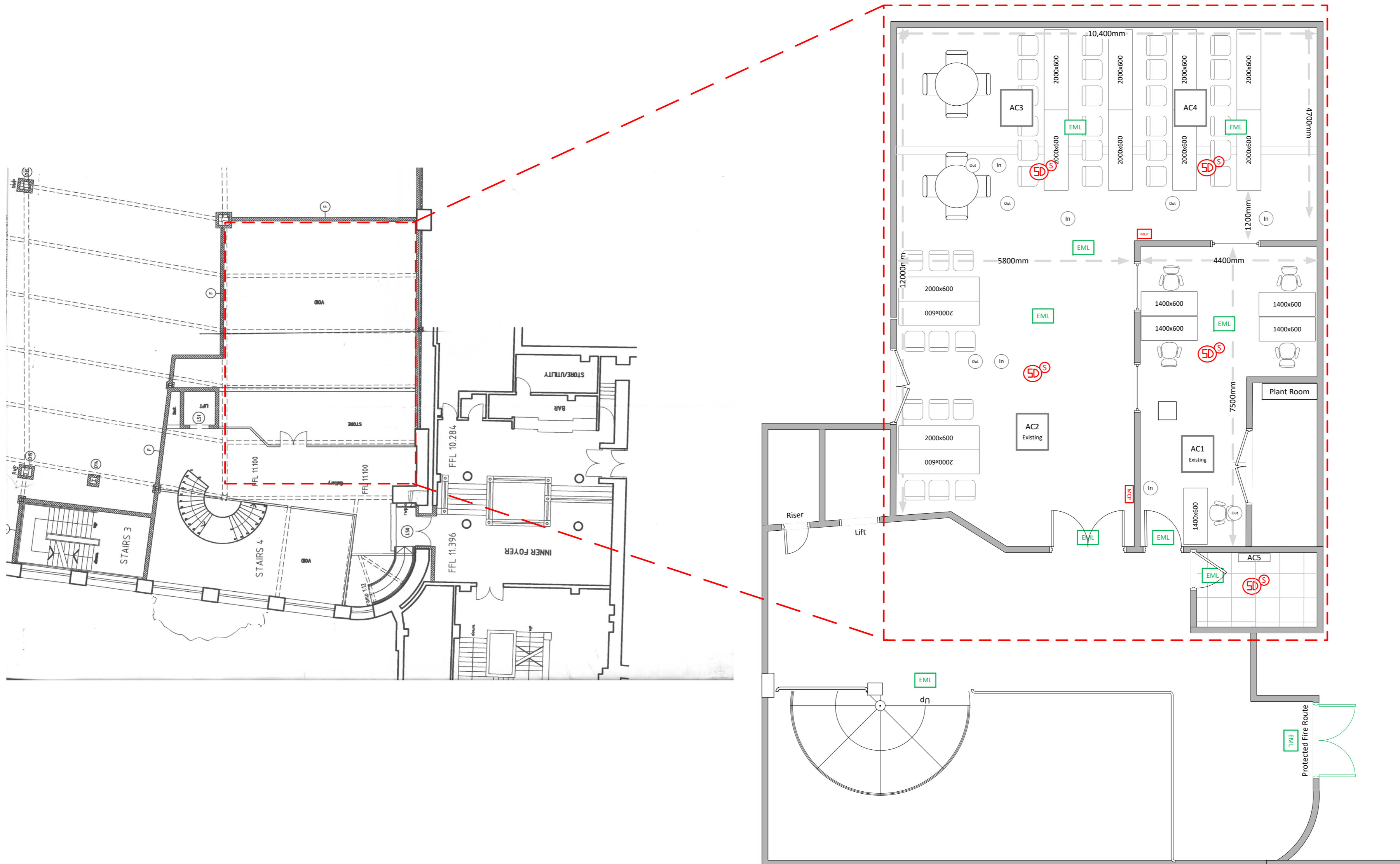
GPS ID: GPS882057/V6

Scale: 1:50 @A1

Terms:

White Room - M&E





	Optical Smoke Alarm With Sounder
	Manual Call Point with Tamper Guard
	Emergency Fitting Movement and Signage
	600 x600 Led Panel x 40
	Double Socket White Plastic x 30
	Double Socket White Plastic USB x 10
	Twin Cat5E Point x 20
	Wall / Ceiling Air Con Unit as per Spec

Project Notes:

Fire Alarm
 Existing addressable system to be expanded to cover new spaces to L2 standards with additional sounders and manual call points

Access Control – Integrated to fire alarm, fire event releases all access control doors.

Emergency Lighting
 New spaces to have upgraded emergency lighting for safe movement and exit signage

- Fire Notes**
1. All new spaces to have L2 fire alarm detection and sounders integrated to current building alarm system.
 2. All spaces to have upgraded emergency lighting for safe movement and directional signage.
 3. All Walls and partitions to have 30min fire rating
 4. No more than 60 people to the area at a time
 5. Protected fire exit to right side of landing primary escape route
 6. Accommodation staircase secondary means if escape primary is the obstruction
 7. Air Change – 17l per min per person via existing system



Client : Race Council Cymru @ The Grand Theatre Swansea

Project : White Room 1st Floor & Landing Office

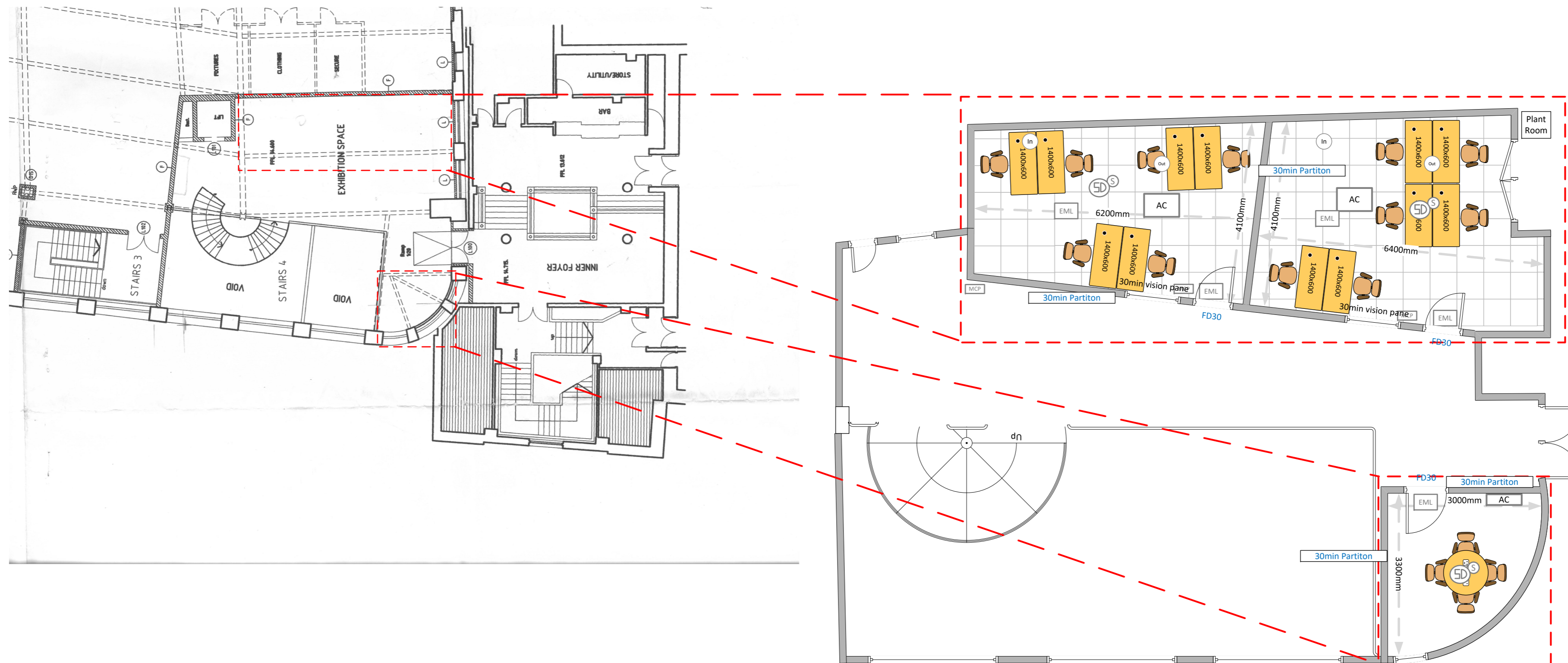
Drawing Ref : Fire & Emergency Lighting

GPS ID : GPS882057/V6

Scale : 1:50 @A1



White Room – Fire & Emergency Lighting



- SD Optical Smoke Alarm With Sounder
- MCP Manual Call Point with Tamper Guard
- EML Emergency Fitting Movement and Signage
- 600 x 600 Led Panel x 20
- Double Socket White Plastic x 10
- Double Socket White Plastic USB x 10
- Twin Cat5E Point x 20
- AC Wall / Ceiling Air Con Unit as per Spec

- Project Notes:**
- Walls, - 70mm / 12.5mm plasterboard with acoustic wool
 - Doors, - FD30 fitted with closers. Left Plant room twin door to be reduced to a single fire door to allow for new dividing wall
 - Ceiling, - 600x 600 Grid with acoustic wool above
 - Fire, All Rooms to be incorporated with buildings system to a minimum of L2 standards. Access Control integrated to fire alarm to release all Mag Locks upon fire alarm event
 - Emergency Lighting - New NM3 bulkheads installed to provide safe movement and directional signage for all escape routes
 - Access Control, integrated to all office doors via fob entry system with fire alarm integration for release.
 - Fire Stopping - All penetrations to be via fire collars and seals to maintain fire integrity of partitions and ceilings
 - Air Conditioning, All new cassettes piped back to roof space along current service routes. All penetrations to be fire rated and sealed upon completion.
- Fire Notes**
1. All new spaces to have L2 fire alarm detection and sounders integrated to current building alarm system.
 2. All spaces to have upgraded emergency lighting for safe movement and directional signage.
 3. All Walls and partitions to have 30min fire rating
 4. No more that 60 people to the area at a time
 5. Protected fire exit to right side of landing primary escape route
 6. Accommodation staircase secondary means if escape primary is the obstruction
 7. Air Change - 17l per min per person via existing system

GUARDIAN

Property Services

Client : Race Council Cymru @ The Grand Theatre Swansea

Project : 2nd Floor Offices

Drawing Ref : Initial Site Draft

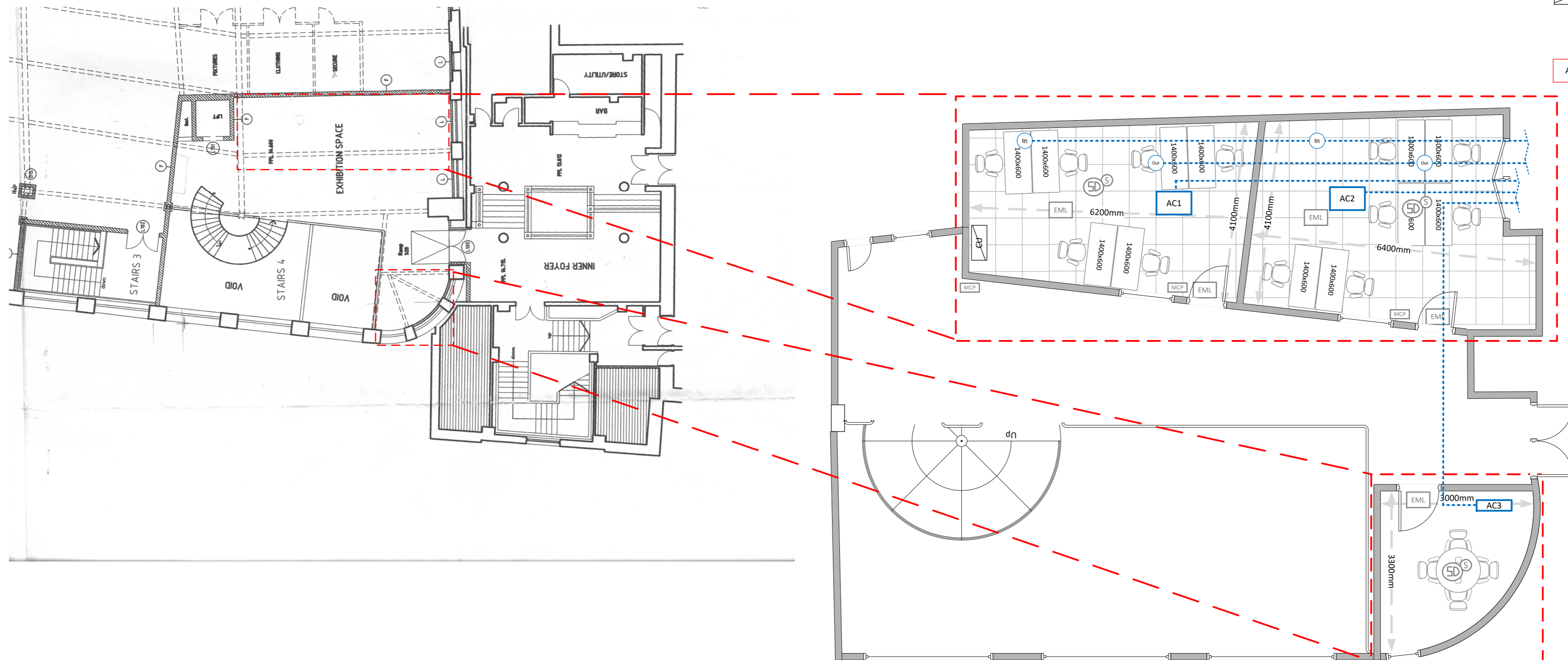
GPS ID : GPS882057/V2

Scale : 1:50 @A2

Term:

2nd Floor Landing - Layout





- SD Optical Smoke Alarm With Sounder
- MCP Manual Call Point with Tamper Guard
- EML Emergency Fitting Movement and Signage
- 600 x 600 Led Panel x 20
- Double Socket White Plastic x 10
- Double Socket White Plastic USB x 10
- CU Consumer Unit – See Plan Detail
- D2 Twin Cat5E Point x 20
- AC Wall / Ceiling Air Con Unit as per Spec
- In Air In – Ceiling Spiggot 150mm
- Out Air Out – Ceiling Spiggot 150mm

Project Notes:

Air Conditioning
 All new air conditioning services to be run above new suspended ceiling via mechanical containment. All wall and ceiling penetrations to be fire sealed.
 AC1 – 5.0Kw Daikin Ceiling Cassette
 AC2 – 5.0Kw Daikin Ceiling Cassette
 AC3 – 3.5Kw Daikin Wall Cassette

Air In & Air Out
 Upgraded air in air out strategy via existing service ducting at local plant room. Automatic Fire dampers already in line on ducts above plant room.
 Left Office – 1 x Air In 1 x Air Out
 Right Office – 1 x Air In 1 x Air Out

Electrical

1. New single/three phase consumer unit with local meter. Sub main to be SWA with supplementary separate earth.
2. Power, all accessories to be white plastic to Hager standard unless specified.
3. Lighting, all new 600 x 600 led panels to be to Robus standards for offices.

Final Locations of accessories to be determined on site with client

- Fire Notes**
1. All new spaces to have L2 fire alarm detection and sounders integrated to current building alarm system.
 2. All spaces to have upgraded emergency lighting for safe movement and directional signage.
 3. All Walls and partitions to have 30min fire rating
 4. No more than 60 people to the area at a time
 5. Protected fire exit to right side of landing primary escape route
 6. Accommodation staircase secondary means if escape primary is the obstruction
 7. Air Change – 17l per min per person via existing system

GUARDIAN

Property Services

Client : Race Council Cymru @ The Grand Theatre Swansea

Project : 2nd Floor Offices

Drawing Ref : Initial Site Draft

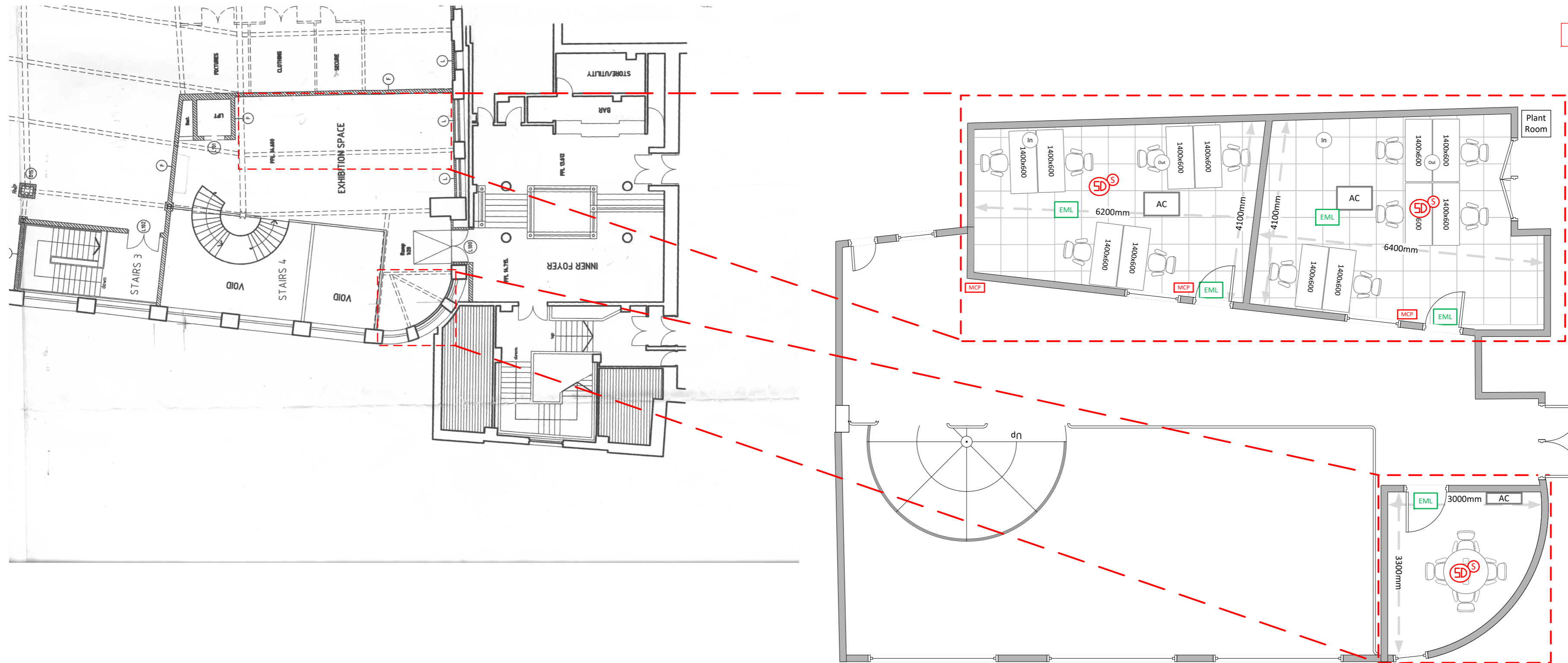
GPS ID : GPS882057/V2

Scale : 1:50 @A2

Terms:

2nd Floor Landing – M&E





	Optical Smoke Alarm With Sounder
	Manual Call Point with Tamper Guard
	Emergency Fitting Movement and Signage
	600 x 600 Led Panel x 20
	Double Socket White Plastic x 10
	Double Socket White Plastic USB x 10
	Twin Cat5E Point x 20
	Wall / Ceiling Air Con Unit as per Spec

Project Notes:

Fire Alarm
Existing addressable system to be expanded to cover new spaces to L2 standards with additional sounders and manual call points

Access Control – Integrated to fire alarm, fire event releases all access control doors.

Emergency Lighting
New spaces to have upgraded emergency lighting for safe movement and exit signage

- Fire Notes**
1. All new spaces to have L2 fire alarm detection and sounders integrated to current building alarm system.
 2. All spaces to have upgraded emergency lighting for safe movement and directional signage.
 3. All Walls and partitions to have 30min fire rating
 4. No more than 60 people to the area at a time
 5. Protected fire exit to right side of landing primary escape route
 6. Accommodation staircase secondary means if escape primary is the obstruction
 7. Air Change – 17l per min per person via existing system

GUARDIAN
Property Services

Client : Race Council Cymru @ The Grand Theatre Swansea

Project : 2nd Floor Offices

Drawing Ref : Initial Site Draft

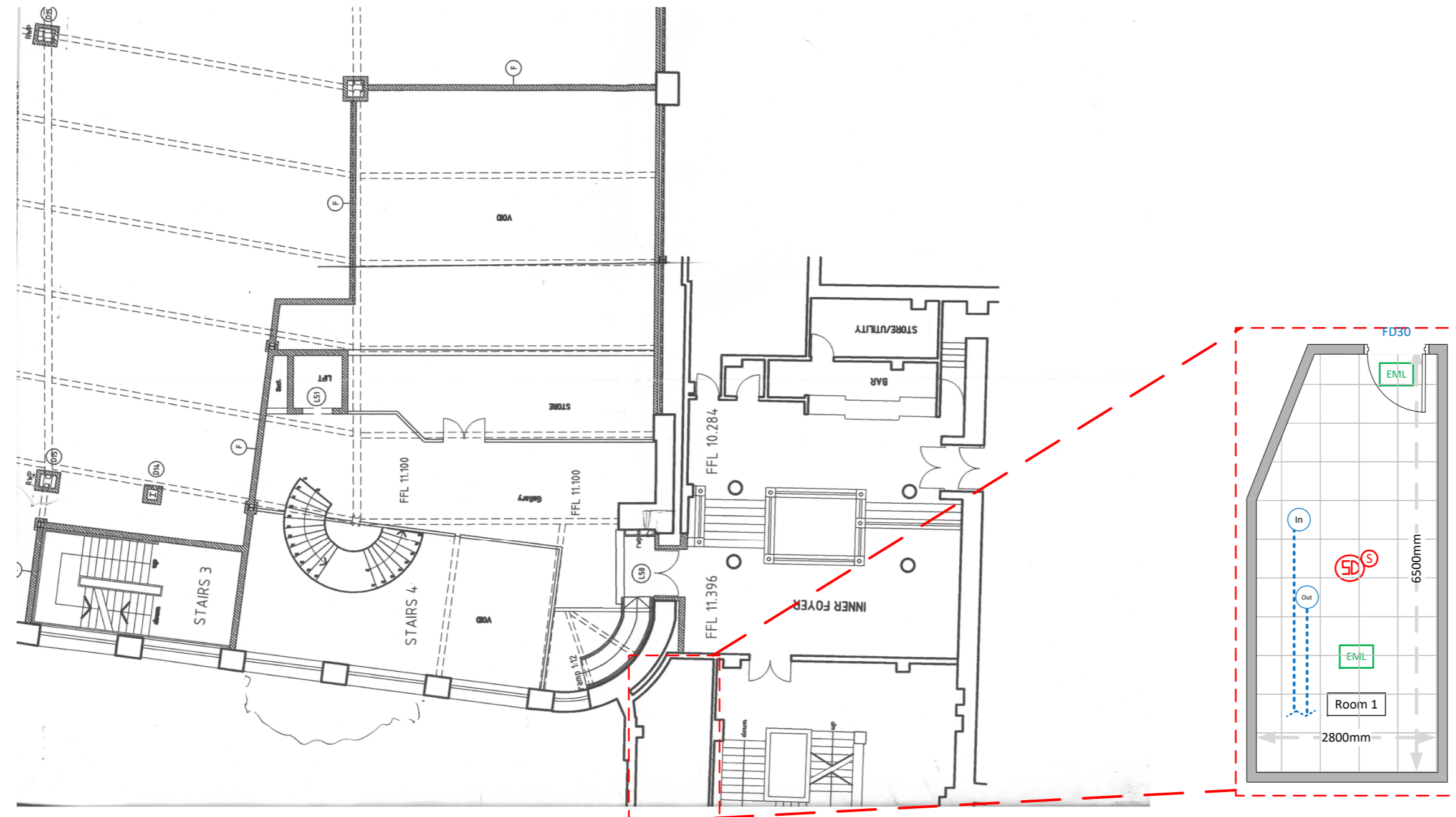
GPS ID : GPS882057/V2

Scale : 1:50 @A2

Term:

2nd Floor Landing – Fire & Emergency Lighting





	Optical Smoke Alarm With Sounder
	Manual Call Point with Tamper Guard
	Emergency Fitting Movement and Signage
	600x600 Led Panel x 40
	Double Socket White Plastic x 30
	Double Socket White Plastic USB x 10
	Twin Cat5E Point x 20
	Wall / Ceiling Air Con Unit as per Spec
	Air In - Ceiling Spigot 150mm
	Air Out - Ceiling Spigot 150mm

Project Notes:
 Walls, - 70mm / 12.5mm plasterboard with acoustic wool
 Doors, - FD30 fitted with closers. Left Plant room twin door to be reduced to a single fire door to allow for new dividing wall
 Ceiling, - 600x 600 Grid with acoustic wool above
 Fire, All Rooms to be incorporated with buildings system to a minimum of L2 standards. Access Control Integrated to fire alarm to release all Mag Locks upon fire alarm event
 Emergency Lighting - New NM3 bulkheads installed to provide safe movement and directional signage for all escape routes
 Access Control, integrated to all office doors via fob entry system with fire alarm integration for release.
 Fire Stopping - All penetrations to be via fire collars and seals to maintain fire integrity of partitions and ceilings
 Air Conditioning. All new cassettes piped back to roof space along current service routes. All penetrations to be fire rated and sealed upon completion.

Project Notes:
Air In & Air Out
 Upgraded air in air out strategy via existing service duct above ceiling.
 Office - 1 x Air In 1 x Air Out
Electrical
 1. New single/three phase consumer unit with local meter. Sub main to be SWA with supplementary separate earth.
 2. Power, all accessories to be white plastic to Hager standard unless specified.
 3. Lighting, all new 600 x 600 led panels to be to Robus standards for offices.
 Final Locations of accessories to be determined on site with client

Fire Notes
 1. All new spaces to have L2 fire alarm detection and sounders integrated to current building alarm system.
 2. All spaces to have upgraded emergency lighting for safe movement and directional signage.
 3. All Walls and partitions to have 30min fire rating
 4. No more that 60 people to the area at a time
 5. Protected fire exit to right side of landing primary escape route
 6. Accommodation staircase secondary means if escape primary is the obstruction
 7. Air Change - 17l per min per person via existing system

GUARDIAN
Property Services

Client: Race Council Cymru @ The Grand Theatre Swansea

Project: White Room 1st Floor & Landing Office

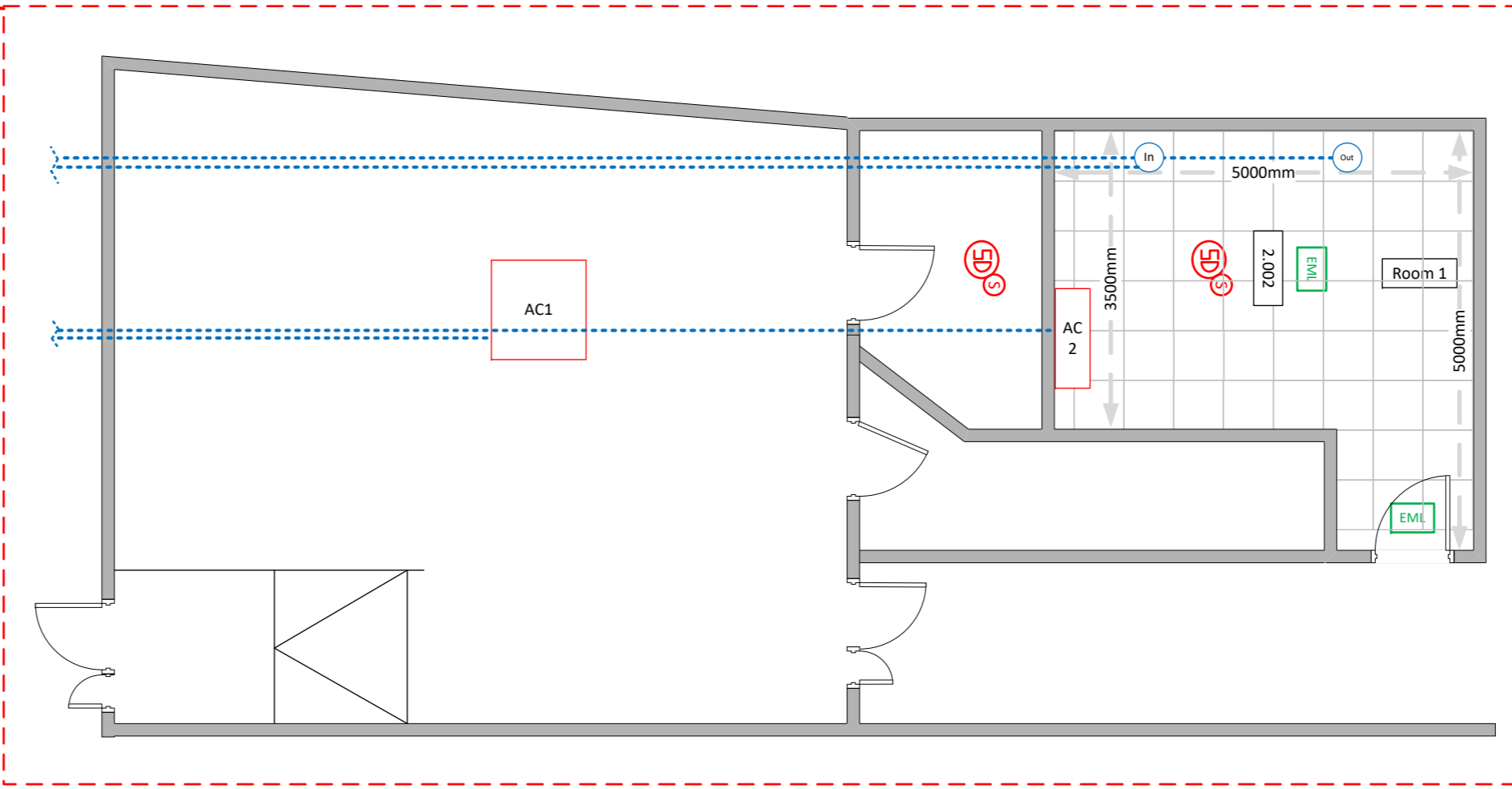
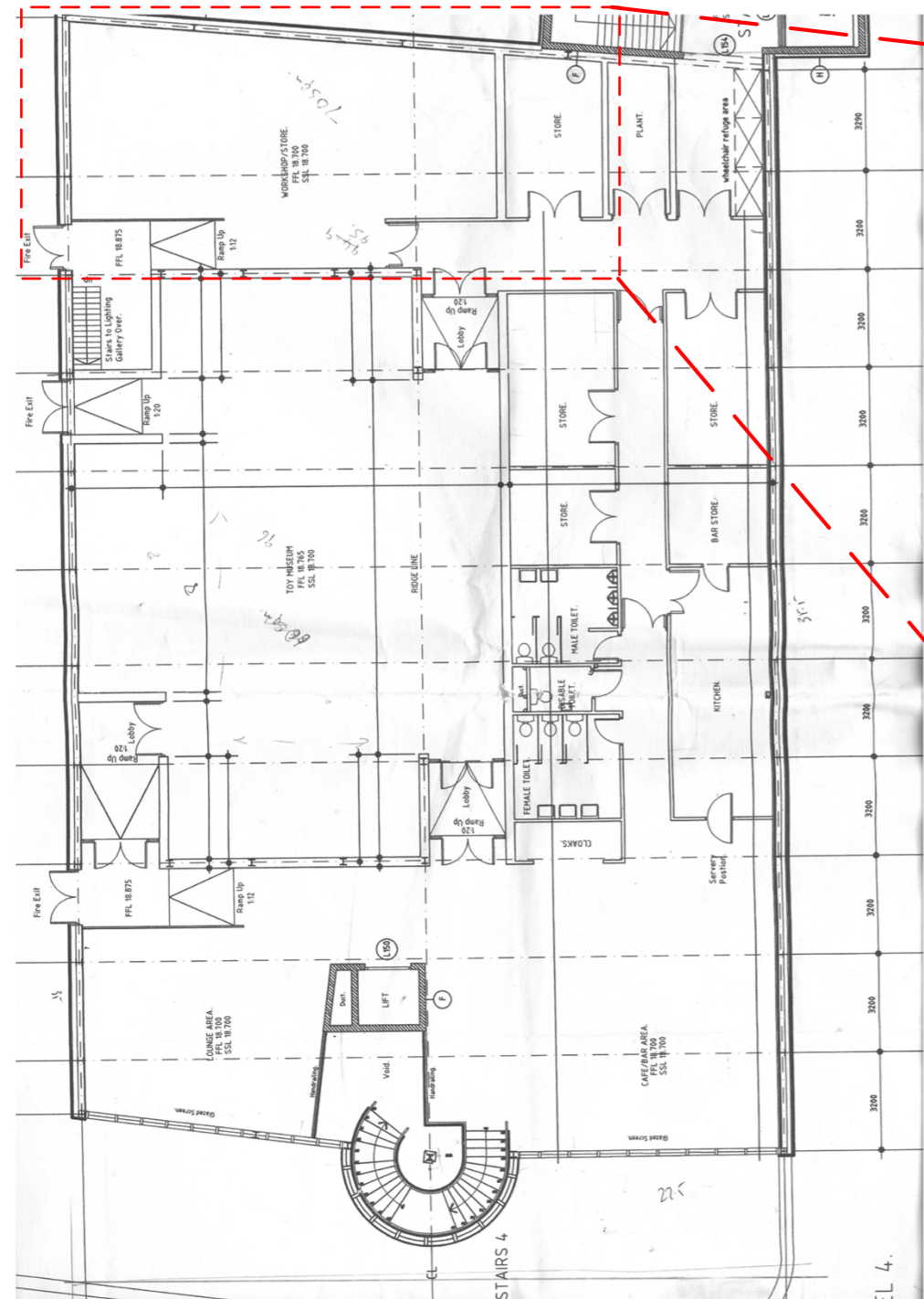
Drawing Ref: White Room & Landing Office

GPS ID: GPS882057/V6

Scale: 1:50 @A1

Terms:

Freezer Rm - Layout / M&E / Fire & Em Ltg



	Optical Smoke Alarm With Sounder
	Manual Call Point with Tamper Guard
	Emergency Fitting Movement and Signage
	600 x 600 Led Panel x 6
	Double Socket White Plastic x 4
	Double Socket White Plastic USB x 2
	Twin Cat5E Point x 20
	Wall / Ceiling Air Con Unit as per Spec
	Air In - Ceiling Spigot 150mm
	Air Out - Ceiling Spigot 150mm

Project Notes:

Walls, - 70mm / 12.5mm plasterboard with acoustic wool

Doors, - FD30 fitted with closers. Left Plant room twin door to be reduced to a single fire door to allow for new dividing wall

Ceiling, - 600X 600 Grid with acoustic wool above

Fire, All Rooms to be incorporated with buildings system to a minimum of L2 standards. Access Control integrated to fire alarm to release all Mag Locks upon fire alarm event

Emergency Lighting - New NM3 bulkheads installed to provide safe movement and directional signage for all escape routes

Access Control, integrated to all office doors via fob entry system with fire alarm integration for release.

Fire Stopping - All penetrations to be via fire collars and seals to maintain fire integrity of partitions and ceilings

Air Conditioning, All new cassettes piped back to roof space along current service routes. All penetrations to be fire rated and sealed upon completion.

Project Notes:

Air Conditioning

All new air conditioning services to be run above new suspended ceiling via mechanical containment. All wall and ceiling penetrations to be fire sealed

AC1 - 5.0kw Daikin Ceiling Cassette
AC2 - 5.0kw Daikin Ceiling Cassette
AC2 - 3.5kw Daikin Wall Cassette

Air In & Air Out

Upgraded air in air out strategy via existing service ducting at local plant room. Automatic Fire dampers already in line on ducts above plant room.

Left Office - 1 x Air In 1 x Air Out
Right Office - 1 x Air In 1 x Air Out

Electrical

1. New single/three phase consumer unit with local meter. Sub main to be SWA with supplementary separate earth.
2. Power, all accessories to be white plastic to Hager standard unless specified.
3. Lighting, all new 600 x 600 led panels to be to Robus standards for offices.

Final Locations of accessories to be determined on site with client

Fire Notes

1. All new spaces to have L2 fire alarm detection and sounders integrated to current building alarm system.
2. All spaces to have upgraded emergency lighting for safe movement and directional signage.
3. All Walls and partitions to have 30min fire rating
4. No more than 60 people to the area at a time
5. Protected fire exit to right side of landing primary escape route
6. Accommodation staircase secondary means if escape primary is the obstruction
7. Air Change - 17l per min per person via existing system

GUARDIAN
Property Services

Client : Race Council Cymru @ The Grand Theatre Swansea

Project : 3rd Floor Counselling Room

Drawing Ref : Initial Site Draft

GPS ID : GPS882057/V1

Scale : 1:50 @A2

Items:

3rd Floor Studio – Layout / M&E / Fire & Em Ltg



Schedule 11 – Financial Model

The following financial model estimates the valuation of room hire and ticket income. The estimate is based on the pricing strategy and the number of programmed events throughout the financial year. The financial model estimate will be used to benchmark financial performance of the GRAND Multicultural HUB.

Programming and events financial model

The forecast financial income is for programming, events and hires. All programming and events will be ticketed and go through Swansea Box Office Spektrix System. All programming and events will be calculated via Producer Contract/Contra. The online box office is free to use with no charges for recording your in-house cash, cheque and complimentary bookings. No charge to use any of the features for free events.

For paid events, a small booking fee applies only to customers booking online 8% inclusive of VAT per paid ticket including all credit/debit card processing costs. For charity events the booking fee is 7% inclusive VAT and all free events are free.

Room Hire financial model

Room hire agreement and booking via Artifax and 10% inclusive of VAT deposit to secure a space. An invoice issued following the event will be payable within 14 days.

The following table outlines the forecast levels of income for RCC Hub floor 1& 2 and City and County of Swansea income:

		2021					2022						
HUB forecast INCOME		APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
FLOOR 1													
RCC Office	6,000.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00
Meeting room A	720.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00
Freezer room	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00
Hired Hot desking 1	900.00	50.00	50.00	50.00	50.00	50.00	50.00	100.00	100.00	100.00	100.00	100.00	100.00
Digital HUB room use	1,900.00	100.00	100.00	100.00	100.00	100.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00
Service Providers hire	5,600.00	463.00	467.00	467.00	467.00	467.00	467.00	467.00	467.00	467.00	467.00	467.00	467.00
FLOOR 2													
ACC & CIWA Office	12,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Meeting room B	720.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00
HUB account	27,840.00	2,233.00	2,237.00	2,237.00	2,237.00	2,237.00	2,337.00	2,387.00	2,387.00	2,387.00	2,387.00	2,387.00	2,387.00

CCS forecast INCOME													
Crush Bar 1	1,440.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00
Crush Bar 2	1,440.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00
FLOOR 3													
Rear Studio	26,100.00	2,175.00	2,175.00	2,175.00	2,175.00	2,175.00	2,175.00	2,175.00	2,175.00	2,175.00	2,175.00	2,175.00	2,175.00
Depot Studio	41,400.00	3,450.00	3,450.00	3,450.00	3,450.00	3,450.00	3,450.00	3,450.00	3,450.00	3,450.00	3,450.00	3,450.00	3,450.00
Rooftop Foyer	7,800.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00
Community Kitchen	1,200.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Programming	59,850.00	3,700.00	3,700.00	4,100.00	3,700.00	3,700.00	3,700.00	3,700.00	3,700.00	9,700.00	3,700.00	12,750.00	3,700.00
YR1 Café /Bar Income	16,770.00	500.00	500.00	1,070.00	1,500.00	1,500.00	1,500.00	1,800.00	1,700.00	2,200.00	1,500.00	1,500.00	1,500.00
TOTAL	156,000.00	10,815.00	10,815.00	11,785.00	11,815.00	11,815.00	11,815.00	12,115.00	12,015.00	18,515.00	11,815.00	20,865.00	11,815.00

009568 - LED PAR
009569 - LED PAR
009571 - LED PAR
009573 - LED PAR
009578 - LED PAR

ION - Lighting desk

DB-1-8/3 - DMX 8 Channel Splitter
Touch screen monitors x2
Mouse x1
Comms Set x2
Strand Dimmer Rack x2

Sound Rig

SM58 Microphone x1
Mic Stand (with boom) x1
XLR sound cable x1
12 Channel multi
Sennheiser EW100 wireless microphone receivers x8
Yamaha LS9 Sound desk

Rigged Speakers

JBL Eon 1500 x 4

Stage

Collapsible Staging 8ft x 4ft (x4)
Side steps x2
Velvet stage skirt x1

Kitchen

	<u>Asset Numbers</u>
Chest freezer	CF8774
Upright Fridge	06032224
Dish washer	CF8923
Double upright freezer	CF8920
Plate/food warmer	JM35059
Oven	-
Plate/food warmer	CF8918
Upright freezer	CF8915
Deep Fat Fryer	-
6 ring Gas burner	-

Microwave - Failed PAT test

Rooftop Bar

Drinks Freezer	CF8886
Upright Freezer	CJ3269
Joes Ice cream Freezer	CF8887
Kenco Coffee Machine	CF8881
Till	CF8884
Till printer	CF8885
Till	CF8889
Till printer	CF8888
Kettle	JJ0161
Upright fridge	CF8899
Glass washer	CF8900

Outdoor seating area

Outdoor (metal) patio tables x5
Outdoor (metal) patio Chairs x 32

Schedule 13

Swansea Grand Theatre

ROOM HIRE AGREEMENT

This Agreement gives the Hirer permission to use the specified area/room of Swansea Grand Theatre (“the Premises”) during the dates and times outlined below:

Full Name: (“the Hirer”)

Organisation:

Address:

..... Post Code:

Tel: E-mail:

Area/Room: (“the Room”)

Date(s) of Hire: (“the Hire Period”)

Time of starting the Hire: (“Start Time”)

Time of ending the Hire: (“End Time”)

Maximum number of persons using the Room:

Parking (if applicable):

Conditions of Hire

1. The Hirer must supply the Premises Manager with any dates that are not required as per original booking every month to manage key holders effectively.
2. The fee of £..... per day/hire session is payable and will be invoiced accordingly. Payment is required within 28 days of invoice.
3. The Room must be vacated on time and left in a clean and tidy condition as per the room plan.
4. All waste/rubbish must be removed from the building and disposed of by the Hirer (including nappies and incontinence aids) as only low level personal care bins are supplied.
5. No alcoholic drinks may be consumed anywhere on the premises (including in the grounds).
6. No smoking will be permitted anywhere on the premises (including in the grounds).
7. No open fires, candles or unauthorised electrical equipment shall be used on the premises. A copy of the Hirer's Portable Appliance Testing certificate (PAT) to be supplied to the Premises Manager annually.
8. No illegal, indecent or immoral activity is permitted.
9. Noise levels must be contained to a reasonable level at all times. No noise shall be audible in any of the neighbouring houses and flats.
10. No activities shall take place at the Premises if such activities shall have the effect of invalidating any Insurance Policy in place at the Premises.
11. No betting, gambling or gaming is permitted at the Premises.
12. Only permitted persons under this Hire Agreement should occupy the Premises and it should not be sublet to any other persons.
13. The Hirer shall be liable for any damage caused to any property at the Premises as a result of the hire and must have a public liability insurance policy in place to the sum agreed by the Council for any activities carried out at the Room.
14. The Hirer shall be responsible for any costs incurred as a result of the activation of the security alarms which necessitate the attendance of the key holding company and/or the security alarm company, if such activation is the result of a false alarm during the Hire Period.
15. The Premises Manager will provide a clean and tidy room, including; heating, lighting, use of lavatories and cloakrooms (in common with others), furniture as specified. If the hiring includes the use of the kitchen, the Premises Manager shall provide cooking equipment, crockery and cutlery (please note that no storage will be provided).

16. If hiring kitchen areas the hirer must possess a risk assessment identifying the activities undertaken. This can be written with the support of the Premises Management Team.
17. If additional rooms are required for ad hoc meetings they are to be booked with the Front of House team and will require a separate room booking document to be completed.
18. The Hirer shall remove all their possessions at the end of the occupation.
19. For safety and hygiene reasons, children under 16 years are not permitted in the kitchen and use of the centres refrigerators is prohibited.
20. The Hirer must attend a fire drill evacuation at the service and subsequently organise a fire drill every 6 months from the commencement of the Hire Agreement, in line with City and County of Swansea operational policy and submitted to the Premises Manager (Copies of the CCOS fire drill form will be supplied by the Premises Manager).
21. As part of fire evacuation plan the Hirer must provide Personal Emergency Evacuation Procedures (PEEPS) for those present who have difficulty and require support to leave the premises as per the Emergency Action Plan (EAP).
22. The Hirer must ensure that a register or record of attendance is kept for fire safety evacuation purposes.
23. Any accidents or near misses need to be reported to City and County of Swansea Health and Safety via the Front of House Duty Managers. (HS2 Accident Forms supplied)
24. The Hirer can contact the Premises Manager during daytime operations on 01792 475242. For out of office hours please contact 07471145420
25. This Hire Agreement may be terminated with **2 weeks** notice by either party.

I agree to these conditions and I accept responsibility for this hiring:

Signed: (“the Hirer”)

Date:

Signed..... (Premises Manager)

Date.....

Schedule 14 - Producer Contract

Terms of Agreement

This Agreement is made on [Date] between The Council of the City & County of Swansea of The Grand Theatre, Singleton Street, Swansea SA1 3QJ (“the Theatre”) and [name of Producer] of [address of Producer] (“the Producer”).

It is agreed as follows:

1. ENGAGEMENT

1.1 The Theatre hereby engages the Producer and the Producer agrees to provide and produce at the Producer’s expense the Production in the Depot Studio (“the Space”) on the terms and conditions set out in this Agreement.

1.2 The details of the Production are as follows:

Title of Performance: (title)

Writer: (name)

Director: (name)

Creative Team members: (names)

Principal cast: (name)

1.2 The Producer shall get the Production into the Theatre on the date and from the time specified in Appendix 1, shall present the performances as set out in Appendix 1 and shall get the Production out of the Theatre no later than the date and time specified in Appendix 1.

1.3 This Agreement shall continue in full force and effect during the Term unless it shall have been determined in accordance with clause 19.

2. DEFINITIONS

2.1 In this agreement unless the context otherwise requires the following expressions shall have the following respective meanings:-

“the Agreement” the Terms of Agreement and their Appendices;

“Admission Receipts” the gross weekly receipts from ticket sales in respect of performances of the Production in the Space in that week after the deduction of agency and commissions, credit card commission, any other discounts or commissions, ticketing fees, VAT and other taxes payable in respect of such receipts and any other deduction which the Theatre is entitled to make in accordance with the Agreement;

“Advance Sales” Admission Receipts for Performances that have not yet taken place;

“Confidential Information”	all information (whether oral or in writing) acquired as a result of negotiating, entering into or performing the Agreement which relates to the affairs or business of the Producer or the Theatre (including for the avoidance of doubt the Admission Receipts);
“the Contra”	the charge made by the Theatre in accordance with clause 6 for services provided by the Theatre to the Producer;
“Equipment”	all items, including but not limited to scenery, effects, lighting, sound and properties, connected with the presentation of the Production, supplied by the Producer directly or indirectly other than items or services provided by the Theatre;
“the Engagement Fee”	the fee payable to the Theatre as specified in Clause 6
“the Engagement Period/Term”	the period specified in Appendix 1
“the Gross Receipts”	all monies received before any deductions;
“Matured Sales”	Admission Receipts for performances that have taken placed;
“the Producer”	the person or organisation hiring the Space as set out in Clause 1;
“the Marks”	the branding, logos and trade-marks of the Theatre;
“Production”	the production of the performance specified in Clause 1 to be presented by the Producer in the Space in accordance with the terms of the Agreement;
“Reinstatement”	the cleaning, repair, restoration and reinstatement of the Space and of the fixtures, fittings, furniture, machinery, properties, scenery and equipment and other effects belonging to the Theatre (including without limitation the Theatre’s Equipment) and all improvements, additions and substitutions thereto to the same standard of cleanliness, repair, order and condition as they were in at the commencement of the Engagement Period (subject to ordinary wear and tear and excepting only damage by fire and flood);
“the Reserved Parts”	those parts of the Theatre as are referred to in clause 4.1;

“the Space”	Depot Studio located within the Grand Theatre Arts Wing, Singleton Street, Swansea SA1 3QJ;
“the Taxes Act”	the Income and Corporation Taxes Act 1988 (as amended from time to time);
“the Theatre”	the public body known as the Council of the City & County of Swansea
“the Theatre’s Equipment”	all stage equipment and appliances, machinery, ropes, gas and electric appliances and water and fire appliances owned by the Theatre in or about the stage and dressing rooms at the Theatre at the date of the Agreement”;
“VAT”	value added tax;
“Venue”	the Grand Theatre Arts Wing situated at Singleton Street, Swansea; and
“Week”	a period of six days commencing on a Monday and ending on the following Saturday.

3. PERFORMANCE TIMES AND SEAT PRICES

- 3.1 The Producer shall give or cause to be given the performances of the Production at the Space on the dates and times specified in Appendix 1. Any additional costs and expenses incurred as a result of variation (which must in each case be agreed with the Theatre) shall be borne by the Producer.
- 3.2 The official opening performance shall take place on a date to be agreed by the parties.
- 3.3 The price of tickets for the Production shall be fixed by the Theatre and shall not be varied except by the prior written agreement of both parties.
- 3.4 The Producer shall not use or attempt to use any part of the Theatre outside of the times specified in Appendix 1 without the consent of the Theatre and will be subject to an additional charge.
- 3.5 If any performance of the Production shall be cancelled, delayed or curtailed by reason of the failure of the Theatre to perform its obligations because of circumstances beyond the Theatre’s control (including, without limitation, industrial action by staff) neither the Theatre nor the Producer shall have a claim against the other in respect of the cancellation, delay or curtailment.
- 3.6 The Theatre shall use all reasonable endeavours in the event of cancellation of performances by reason of circumstances beyond the Theatre’s control to minimise the Contra which shall nonetheless be payable by the Producer.

- 3.7 Performances are Monday to Saturday Evenings, Thursday and Saturday Matinees at the times specified in Appendix 1. Sundays are therefore not included in the Engagement Period unless otherwise allowed for herein.
- 3.8 The Theatre may programme an Access performance during the run of the Production, and will cover any additional costs relating to delivery that may arise. Any access performances will be mutually agreed in good faith prior to brochure deadlines. The Producer will work with the Theatre to deliver any Access performance programmed, which may include: working with the Theatre to determine the position of a captioning box, adaptations to the Production for an audience with specific access needs, and other advice and support.

4. THE THEATRE

- 4.1 The Producer may not use any of the following parts of the Venue:-
- 4.1.1 the refreshment rooms, bars, cloakrooms, vaults, refreshment and storage places and offices used in connection therewith and advertising spaces in and about the Theatre (except the spaces allocated by the Theatre for the purpose of advertising the Production);
- 4.1.2 the office accommodation used by the Theatre; and
- 4.2 The Producer shall be entitled to use the Space (other than the Reserved Parts) solely for the purpose of rehearsing (at times approved by the Theatre) and performing the Production at the Theatre and for the purpose of getting the Production in and out of the Theatre and of Reinstatement (in each case at times approved by the Theatre) and for no other purposes whatsoever.
- 4.3 The Theatre and those authorised by the Theatre shall be entitled to use the stage, back stage, dressing rooms and all other parts of the Space together with all fixtures, fittings, furniture and theatrical accessories in or about the Theatre (including without limitation the Equipment and any of the Producer's property) at all times and for such purposes as the Theatre shall think fit PROVIDED THAT:-
- 4.4.1 neither the Theatre nor any person authorised by it shall interfere with the public performances of the Production or with rehearsals for the Production;
- 4.4.2 the Theatre shall make good at its own expense any damage to any of the Producer's property arising directly and solely as a result of use by the Theatre or persons authorised by it of such property for such other purposes; and
- 4.4.3 the Theatre shall give the Producer reasonable prior notice that it will be using the stage, backstage or dressing rooms or any of the Equipment or Producer's property for such other purposes and shall take all reasonable steps to ensure that the Equipment is not damaged;

- 4.5 The Theatre shall be entitled to carry out planned or emergency maintenance and repair at the Venue at any time PROVIDED THAT:-
- 4.5.1 in the case of planned maintenance, neither the Theatre nor any person authorised by it shall interfere with the public performances of the Production and the Theatre shall give the Producer reasonable prior notice of such planned maintenance;
- 4.5.2 in the case of emergency maintenance and repair the Theatre shall notify the Producer as soon as practicable after becoming aware of the need for such emergency maintenance or repair and take all reasonable steps to minimise disruption to the Production it being acknowledged by the Producer that such emergency maintenance or repair might necessitate the cancellation of one or more performances.
- 4.6 The Producer shall not exercise any of its rights under this agreement in a manner which does or might interfere with the rights of the Theatre and those authorised by the Theatre to control and manage the Theatre (including, without limitation, use of the Reserved Parts and use of the Theatre or such other times as performances or rehearsals of the Production are not scheduled in accordance with this agreement) and/or the Theatre's right and ability to receive for the Theatre's own use and benefit all receipts derived from such control and use.
- 4.7 The Producer may use within the Space (but not elsewhere) all the Theatre's Equipment necessary for the presentation of the Production.
- 4.8 It is hereby agreed that no express or implied warranty is given by the Theatre as to the condition or suitability of the Theatre's Equipment other than that it shall be in reasonable working order at the date of the get-in.
- 4.9 The Producer acknowledges that written approval shall be required prior to any material weight being hung or placed on the structure of the Theatre, such approval to be given solely by the Theatre's engineers as notified to the Producer from time to time. The Producer shall be responsible for paying or reimbursing the reasonable fees of such engineers.
- 4.10 The Producer agrees:-
- 4.10.1 except as provided in clause 15, not to supply or provide or to permit to be supplied or provided at the Venue or to persons awaiting admission to the Venue any bar facilities, front of house facilities, refreshments, programmes, books, music, photographs, cloakroom accommodation, chairs, opera glasses, merchandise or any like articles or things; and
- 4.10.2 not to remove from the Venue or damage any of the fixtures, fittings, furniture and machinery, properties, scenery and equipment and other effects which may be in the Venue not belonging to the Producer.

5. TICKETING

The Theatre will provide box office and ticketing facilities for the Production on the basis set out in Appendix 2.

6. **FEES AND BILLING**

6.1 As consideration for the services to be provided by the Theatre under this agreement the Producer shall pay to the Theatre the fees and Contra and other amounts specified below;

6.1.1 A Standard Engagement Fee of £xxxxxxx,

6.1.2 £xxxxxxx + VAT will be payable on signature of this agreement.

6.1.3 The remainder of the monies will be deducted from matured sales, provided matured sales are sufficient; if not, on demand

6.1.4 Additional charges and contras are listed in Appendix 2.

6.2 The Producer will guarantee the Theatre a minimum of an "...in Association With Grand Theatre" billing credit.

7. **PAYMENT AND ACCOUNTING**

7.1 The Theatre shall pay to the Producer the Admission Receipts less the Engagement Fee, Contra and other sums payable to the Theatre under the Agreement.

7.2 The Theatre shall retain a commission of 20% plus VAT on all programmes and merchandise or any other items that are not tickets sold by any other party in connection with the Production. All merchandise items, including programmes, must adhere to Grand Theatre's branding guidelines and be approved by the Sales & Marketing Manager before production.

7.3 The Theatre shall be entitled to set off against and deduct from any payments to be made to the Producer under the Agreement the amount of any charges or sums properly payable by the Producer to the Theatre under this agreement or otherwise due to it from the Producer.

7.4 In the event that the amount set off in accordance with clause 7.3 shall exceed the amounts payable to the Producer, the Producer shall within five banking days of any demand pay the shortfall to the Theatre.

7.5 All payments to the Theatre shall made in accordance with this agreement shall be made by bank transfer to the account below or by such other method of payment as may be agreed in writing between the Theatre and the Producer.

Account Name: xxxxxxxx

Account Number: xxxxxx

Sort code: xxxxxx

Bank: xxxxxxxx

7.6 If the Producer shall fail to pay any monies due under this agreement on the due date for payment the Theatre shall be entitled to charge (both before and after any judgement or order) interest at the prevailing statutory rate for the time being in force

on the unpaid balance from the due date of payment until actual payment, such interest to be paid immediately on demand.

7.7 The Theatre shall be entitled to refund all or part of the price of any theatre ticket before or after any Production, on behalf of the Producer, if in its discretion it considers it is in the interests of the Theatre to do so in which case the amount of any such refund and related contra charges shall be deducted from Admission Receipts. Any such refunds will be kept to a minimum and if made prior to the relevant performance reasonable efforts will be made to resell the seats concerned.

7.8 From the date of the season on sale until the termination of the Engagement Period the Theatre shall provide the Producer with both daily and weekly sales reports as standard..

7.9 The Producer shall be responsible for and shall pay over to HM Customs and Excise all VAT deducted when calculating/declaring Admission Receipts net of VAT, where applicable.

8 **CONFIDENTIALITY**

The Producer will not make any public, press or industry announcement about the Production without the prior written consent of the Theatre and agrees, warrants and undertakes to the Theatre that it shall treat all Confidential Information as strictly confidential and will not publish or disclose it to any person other than its own professional advisers or to persons entitled to share in the receipts or profits from the presentation of the Production at the Theatre or as required by law. The obligations and restrictions in this clause shall continue notwithstanding the termination of this agreement for whatever reason.

9 **ADMISSION RECEIPTS**

9.1 It is hereby agreed that all receipts in respect of the sale of tickets for the Production shall be the absolute property of the Producer but shall be retained by the Theatre subject to the payment of the balance of sums, if any, from the Producer.

9.2 For the purpose of calculating Admission Receipts in any week credit sales shall be treated as Admission Receipts in the week in which the performance takes place.

9.3 The Theatre may deduct from Admission Receipts for any week the amount of any bad debt arising out of credit sales. In this clause “bad debt” means any sum not paid to the Theatre within 14 days of the due date for payment or, if earlier, when the Theatre shall reasonably consider the amount to be irrecoverable.

9.4 The Theatre may accept cheques and credit and debit cards in payment for tickets up to and including the date of the performance in question and the Theatre and the Producer agree that any losses due to the dishonouring of such cheques and/or credit/debit cards shall be deducted from the Admission Receipts in respect of the week in which such cheque or credit/debit card voucher shall be dishonoured.

- 9.5 If the Theatre shall give a refund such refund shall be treated as a deduction from the Admission Receipts in respect of the week in which such refund is made.
- 9.6 If a bad debt shall arise or a cheque or credit/debit card shall be dishonoured or a refund shall be made after the termination of this agreement, howsoever terminated, the Producer agrees promptly to repay to the Theatre any payments which shall have been made by the Theatre to the Producer in respect of Admission Receipts which comprised amounts which the Theatre considers to be irrecoverable or which shall have been refunded by the Theatre.
- 9.7 In the event that any amount deemed to be a bad debt under clause 9.3 and which shall have been deducted from Admission Receipts shall thereafter have been recovered, the amount of the debt recovered shall form part of the Admission Receipts in the week in which recovery shall have occurred. If such amount shall be recovered after the termination of this agreement the amount recovered shall be treated as if it were part of the Admission Receipts for the last week during which the Production shall have been presented at the Theatre and the Theatre shall make a payment to the Producer in respect of such amount accordingly.

10. **THE PRODUCER'S UNDERTAKINGS**

- 10.1 The Producer warrants, represents and undertakes to the Theatre that:-
- 10.1.1 all the rights necessary publicly to stage and to perform the Production in the United Kingdom and at the Venue in accordance with this agreement are solely and exclusively vested in or licensed to the Producer;
- 10.1.2 (1) the Production shall not have been presented by any person at any theatre within 30 miles of the Venue within six months prior to its opening at the Venue;
- (2) where this agreement and/or the run of the Production is terminated as a consequence of the breach of any provision of this agreement by the Producer
- 10.1.3 not prior to the termination of the Agreement, without the prior written consent of the Theatre, to permit or suffer any performance of the Production (whether in the Venue or elsewhere) or any part thereof to be sound recorded or video recorded for any purpose or to be transmitted by television or satellite or broadcast by radio (save that recorded excerpts not exceeding five minutes in duration may be used for promotional and publicity purposes);
- 10.1.4 it shall provide and produce the Production at its own expense with artistes, substitutes, scenery, properties, costumes and anything else required for the Production at the Space of sufficient calibre and number and otherwise in accordance with first class standards and ensure that prior to the first performance of the Production at the Theatre all scenery and properties shall be properly fire-proofed to the satisfaction of the responsible authorities;
- 10.1.5 it shall pay all authors', composers', producers', publishers' and other royalties and fees payable in connection with the performance of the Production at the Venue;

- 10.1.6 it shall pay all costs of maintaining the Production including (without limitation) the cost of repairs and renewals and replacement of scenery, properties, equipment, effects, costumes, stage lighting equipment provided by the Producer and for any stage lighting equipment provided by the Theatre, together with other expenses necessary to keep the production in first-class condition, the cost of “getting-in” and “getting-out” of scenery, properties and effects of the Production and the cost of handling erecting and dismantling scenery and lighting effects;
- 10.1.7 it shall pay all remuneration (including, without limitation, sick pay, holiday pay and maternity pay) properly payable to the artistes appearing in the Production, understudies and stage management and account to the HMRC for all tax and National Insurance contributions payable in respect of such remuneration;
- 10.1.8 it shall conduct all performances of the Production at the Venue in a responsible and orderly manner;
- 10.1.9 it shall confine all performances of the Production to the stage area behind the front edge of the stage subject to the final design of the Production being agreed with the Theatre; and
- 10.1.10 it shall not incur any liability in the Theatre’s name or bind or purport to bind the Theatre or hold itself out as entitled to incur debts in the name of the Theatre.
- 10.2 The Producer further undertakes and agrees:-
 - 10.2.1 that the cast of the Production shall include the persons named in the Special Conditions or suitable substitutes approved by the Theatre which approval may be subject to such conditions as the Theatre may reasonably specify;
 - 10.2.2 to engage the cast, orchestra, understudies, company manager, stage managers and all other persons performing or employed in the Venue (other than bar staff, ushers, and programme sellers) and ensure that such cast, understudies and other persons together with the scenery, dresses and costumes and the general production of the Production are and throughout the period of this agreement shall continue to be in accordance with first class theatre standards;
 - 10.2.3 to procure that at each performance of the Production the advertised artistes shall appear unless prevented from doing so by circumstances beyond the Producer’s control in which case the Producer shall give appropriate notice to the Theatre and the public as soon as reasonably possible;
 - 10.2.4 to notify the Theatre as soon as possible of the right (if any) of any artistes performing in the Production referred to in the Special Conditions to cease to perform in the Production;
 - 10.2.5 to ensure that its employees, representatives and agents behave in an orderly manner; and
 - 10.2.6 to engage all actors and stage managers on an appropriate Equity contract, more details of which can be found in Appendix 4.

- 10.3.1 The Producer represents to the Theatre that the Producer shall not by the public presentation of the Production or by the publication of any matter in connection therewith, including, without limitation, the copy for the programmes to be provided pursuant to clause 15.2:-
- (1) breach any copyright or any other right of any person; or
 - (2) cause the publication of any matter which is defamatory or which may in any way contravene the Theatres Act 1968 (as amended or replaced from time to time).
- 10.3.2 The Producer undertakes to deliver to the Theatre within seven days of the date of this agreement a full script of the play for the Production showing such working instructions as are available and procure that every performance of the Production shall be in accordance with the script and to inform the Theatre of any material changes thereto.
- 10.4.1 The Producer further undertakes to the Theatre:-
- (1) to keep the whole of the Theatre (except the main structure and walls) and the fixtures, fittings, furniture and machinery, properties, scenery and equipment and other effects belonging thereto and all improvements, additions and substitutions thereto clean and in the same standard of repair and working order as they are in at the commencement of the Engagement Period subject to ordinary wear and tear and excepting only damage by fire and flood;
 - (2) to take all such precautions as are usually taken by visiting producers in a first class theatre to prevent the items referred to in clause 10.4.1(1) from being destroyed, injured, damaged or lost and shall keep the same in such repair, order and condition as is consistent with the provisions of clause 10.4.1(1) and any loss or damage caused thereto or to any part thereof by the Producer, or by its agents, or by any persons under its control coming into the Venue shall be made good forthwith by and at the expense of the Producer;
- 10.4.2 At the expiration or sooner determination of the Agreement, the Producer shall at its own expense according to a schedule determined by the Theatre leave the Theatre and effect Reinstatement (or, at the Theatre's election, agree that the Theatre may effect Reinstatement or any part of Reinstatement at the Producer's expense) to the satisfaction of the Theatre and without delay remove all scenery, properties, costumes and effects which are the property of the Producer. Any items belonging to the Producer, including set, props, costumes, programmes or any other items, will be thrown away by the Theatre 48 hours after the get-out date listed in Appendix 1;
- 10.4.3 The Producer shall not without the prior written consent of the Theatre and the relevant local authority (if applicable):-
- (1) make any alterations in or additions to the Venue or the arrangements for lighting (other than lighting for the Production) and heating or any other arrangements of or in connection with the Theatre;
 - (2) cut or alter or allow any cutting or alteration of any of the stage properties or theatrical accessories nor make or permit to be made any alteration to the Venue

fabric or the fixtures and fittings thereof or cut maim or injure any of the walls and timbers thereof; or

- (3) alter the seating arrangement in the auditorium or make other alterations to the Venue.

10.5.1 The Producer undertakes to perform and to observe:-

- (1) such terms of the local authority theatre licence and rules and regulations made by any other competent authority for the Venue as are brought to its attention or are or should reasonably be within its knowledge;
- (2) the terms of any policy of insurance effected by the Theatre or by a third party with the Theatre's approval relating to the Theatre, its use or the Theatre's employees which policy, or policies the Theatre shall make available for inspection by the Producer if so requested and upon reasonable prior notice in writing;
- (3) the Theatres Act 1968, Sunday Theatre Act 1972, the Child Performers Regulations 1968 (as such enactments may be amended or re-enacted from time to time) and all requirements set out in Appendix 4 and all other statutory regulations applicable to the presentation of the Production at the Venue; and
- (4) the Health and Safety at Work Act 1974 and all amendments thereto and orders made thereunder and all requirements set out in Appendix 4.
- (5) The Theatre's requirements as set out in Appendix 4 to which the Theatre may make reasonable amendments from time to time;
- (6) The Access times and schedule as set out in Appendix 1 and not allow any persons under its control to enter the Venue in breach of such restrictions.

10.5.2 The Producer undertakes:-

- (1) not to do or authorise or permit any act or thing to be carried on or done in or about the Venue or any part thereof which shall or may become a nuisance, damage, disturbance or annoyance to the Theatre or any other person (including without limitation owners or occupiers of adjacent or adjoining premises or to the neighbourhood) or which may cause any licence applicable to the operation of the Venue or any part thereof to be withdrawn, annulled, suspended, endangered or not renewed;
- (2) not to make any direct application to any competent authority for any variation of any rules and regulations in force for the Venue or the local authority theatre licence and the Producer agrees to pass any such application in writing to the Theatre which shall have a complete discretion whether or not to forward such application to the authority concerned; and
- (3) upon being given notice thereof by the Theatre comply at all times with the regulations of any competent authority relating to the management and operation of the Venue and the lighting and ventilating apparatus therein save that any renewals, additions or alterations to the Venue or the machinery, fixtures, fittings, furniture, effects and appointments therein necessitated by any requirements of such authority (other than any regulations or requirement made solely by reason of the performance of the Production at the Theatre) shall be carried out by and at the expense of the Theatre.
- (4) To provide the staff listed at Appendix 3.

- 10.5.3 The Producer warrants:-
- (1) not to use copyright sound recordings in the Production at the Venue without first obtaining all the necessary licences and/or permissions (including, for avoidance of doubt, any licences required from the Performing Rights Society, Phonographic Performances Limited or any other collecting society) necessary publicly to perform the production; and
 - (2) to pay the copyright royalties and other fees in respect of the licences and/or permissions in clause 10.5.3 as and when such are payable.

11. **THE THEATRE'S UNDERTAKINGS**

The Theatre agrees that subject to due compliance by the Producer with its obligations under this agreement the Theatre shall:-

- 11.1 use its reasonable endeavours to provide or cause to be provided at all performances of the Production bar and refreshment facilities to the standard usually provided at the Theatre [and a sufficient number of programmes available for purchase should they be in stock for the Production];
- 11.2 keep or procure the keeping of the main structure and walls of the Venue in good repair and condition and heat, clean and maintain the Venue in all respects to a high standard and maintain the supply of electricity to the whole Venue and promptly pay all outgoings in respect of the Venue; and
- 11.3 keep or procure the keeping in force of the local authority licence for the Venue and insurances for the Venue against fire and flood.
- 11.4 provide, subject to availability, equipment and facilities for the Producers' use, as outlined in Appendix 3.

12. **FUTURE EXPLOITATION OF THE PRODUCTION**

12.1 If at any time within two years following the last paid public performance of the Production at the Theatre any contract is made for the presentation of the Production to the paying public in the West End, or in any country outside of the United Kingdom, or a contract is made for the production of or disposition of rights in a cinematograph film or television production, or videogram of or adaptation of the Production for broadcast or transmission the following will apply:

- (1) The name of the Theatre, being the place where the production was originally presented, or first presented in the UK, or first presented in London, shall be acknowledged in all scripts, programmes, posters and other publicity material relating thereto;
- (2) In the case of live stage performances the Theatre shall be entitled to a royalty of 1% (one percent) of Net Box Office Receipts thereof calculated and payable in like manner and at the like times as for all other royalty participants therein;
- (3) In the case of a cinematograph film or television production or videogram or rights therein the Theatre shall be entitled to 3% (three percent) of all gross revenue

thereon (after prior deduction of relevant VAT thereon) of the Producer (and/or any affiliate of the Producer).

(4) Payment of all sums due to the Theatre shall be made within 7 (seven) days after receipt of the same by the Producer and/or any such affiliate.

12.2 The Producer undertakes to keep the Theatre informed of any and all such contracts and/or occurrences and to provide the Theatre with copies of all relevant documents relating to the same and to pay or procure the payment to the Theatre of the sums hereinbefore described as and when the same fall due.

13. MARKETING

13.1 The Producer shall at its own expense adequately advertise the Production in advance of and throughout the run of the Production at the Venue. The Producer agrees to provide a suitable marketing budget to resource such advertising, with reference to the advice giving in Grand Theatre Marketing & Sales Guidelines.

13.2 The Producer shall ensure that all its advertising and promotional material displayed by or on behalf of the Producer at the Venue or in any other public places shall accord with laws or regulations and the Producer shall indemnify the Theatre against all claims and costs in the event of the Theatre being prosecuted for the display of the Producer's advertising and promotional material including, without limitation, "fly-posting".

13.3 The Producer shall ensure that all advertising and publicity will adhere to the Venue's branding guidelines, as laid out in Grand Theatre's Marketing & Sales Guidelines.

13.4 The Producer shall not place any advertisement or publicity of any kind in any form (including, without limitation, front of house displays) which the Theatre considers inappropriate or misleading. Forthwith upon receipt of notice from the Theatre that any advertisement or publicity of any kind in any form (including, without limitation, front of house displays) which has been placed is inappropriate or misleading, the Producer shall procure that such advertisement or publicity is withdrawn and all copies thereof removed.

13.5 The Producer (including its employees and officers) and its agents shall not permit, encourage or arrange for fly-posting or other illegal advertising of the Production in accordance with the Town and Country Planning Act 1990 or such equivalent laws or regulations as may be in force from time to time.

13.6 Notwithstanding the provisions of clause 6, the Producer shall not use the wording set out above or the Marks in connection with fly-posting or other illegal advertising.

13.7 If the Theatre is notified that fly-posting has taken place, this shall constitute a material breach of the Agreement and the Theatre shall, without prejudice to its other rights and remedies, be entitled to terminate the Agreement with immediate effect; set-off all costs incurred by the Theatre in the removal of posters and/or any fines or payments that the Theatre may be required to pay in connection with Producer's fly-posting

against Admission Receipts for the Production and/or any other events produced or promoted by Producer. On notification that fly-posting has taken place, the Theatre shall be entitled to retain from Admission Receipts the sum of two thousand five hundred pounds (£2,500) or such other sum as it deems necessary to cover the cost of future fines or payments that the Theatre may be required to pay in connection with such fly-posting.

13.8 The Parties shall provide and follow the Marketing & Sales Guidelines outlined in Appendix 5.

14. FRONT OF HOUSE DISPLAYS

14.1 The Theatre shall at its own expense display photos and quotes provided by the Producer in its Front of House areas, as detailed in Grand Theatre's Marketing & Sales guidelines.

14.2 The Theatre shall, at its own expense, provide chalkboard artwork for the Production based on images supplied by the Producer, as detailed in Grand Theatre's Marketing & Sales guidelines.

14.3 The Theatre may place front of house displays and leaflets and posters in and around the Theatre for future productions at the Theatre and for productions at any other theatre owned or managed by the Theatre or produced by the Theatre or any associated entity.

15. PROGRAMMES

15.1 The Producer shall have the sole and exclusive right to publish and sell a programme / play text for the Production at the Venue and/or to authorise others to do so.

15.2 The Producer will provide 5 complimentary copies of the programme/ play text to the Theatre for archive purposes, where a programme/ play text is created.

15.3 The Producer will supply an exact stock count of programmes/ play texts on initial delivery and any further deliveries during the hire.

15.4. Any programmes/ play texts taken by the Producer for complimentary use will be signed out with the Duty FOH Manager at the time taken.

16. MERCHANDISE

16.1 The Theatre shall have the sole and exclusive right to facilitate sales of merchandise or goods relating to the Production in the Venue, should the producer wish to sell merchandise directly the Theatre will not unreasonably withhold granting such rights. Commission will be charged to the Producer at the rate of 20% on total gross sales. This commission is subject to a 20% VAT charge for the service.

16.2 The Theatre shall not provide staffing for a dedicated merchandise stand. This must be provided by the Producer at the cost of the Producer.

17. INSURANCE

- 17.1 The Theatre shall not be liable for any loss or damage to any of the properties, scenery, equipment or other effects brought into or stored in the Venue by or on behalf of the Producer (including, without limitation, personal effects of artistes, musicians and stage management) and the Producer shall be responsible for the security thereof.
- 17.2 The Producer shall within seven days after the date of this agreement or, if earlier, prior to getting the Production into the Venue effect insurance with an insurer approved by the Theatre (such approval not to be unreasonably withheld or delayed) and shall maintain such insurance in full force and effect during the currency of this agreement:-
- 17.2.1 in respect of damage to all properties, scenery, equipment and other effects used in connection with the Production on an all risks basis in amounts approved by the Theatre; and
- 17.2.2 against any liability whether under statute or common law arising out of any act or default of the Producer, its agents, servants, employees or others acting under the instructions or directions of the Producer or its agents in amounts approved by the Theatre;
- 17.3 The Producer shall procure that the policies of insurance referred to in clause 17.2 shall on demand be produced to the Theatre and that the interest of the Theatre shall be noted on the policies unless otherwise required by the Theatre.
- 17.4 The Producer shall not do or permit anything to be done nor shall omit to do nor permit anyone else to omit to do anything which shall or may invalidate or render void any policy of insurance effected by the Theatre or in connection with the Venue or which may increase the premiums payable thereunder or may imperil the renewal of such insurance.

18. FOREIGN ENTERTAINERS INCOME TAX AND VAT

- 18.1 The Producer will be responsible for obtaining and presenting to the Theatre any relevant visas. Failure to present a visa prior to a rehearsal or performance taking place at the theatre will result in the withdrawal of the theatre facility until the relevant visa has been inspected.
- 18.2 The Producer undertakes to ensure that the laws applying to the withholding of tax on foreign performers shall be carried out by the Producer and that any monies to be withheld in accordance with the tax laws shall be paid by the Producer and to

indemnify the Theatre against any loss that the Theatre shall have sustained by the non-payment of such monies.

- 18.3 The Producer undertakes to procure that any foreign performer or entertainer engaged by the Producer in connection with the production and performance of the Production shall comply with all and any laws concerning VAT which are applicable to foreign performers or entertainers and that the Producer shall indemnify the Theatre against all and any claims which may be made against the Theatre by reason of the failure of the Producer and such foreign performers or entertainers or any of them to comply with such laws.

19. TERMINATION

- 19.1 The Theatre shall be entitled by notice in writing to the Producer to terminate this agreement forthwith upon the happening of any of the following events:-

19.1.1 if the Producer shall fail to present the Production under the terms of the Agreement on the dates specified in the Special Conditions or, unless prevented by circumstances beyond the Producer's control, at any of the scheduled performances;

19.1.2 if the Producer shall be in breach of any of the warranties, representations, undertakings and obligations on its part contained in this agreement and if the breach is capable of remedy the Producer shall not have remedied such breach within 48 hours (excluding Sundays) after service of written notice of such breach on the Producer;

19.1.3 if a receiver, administrative receiver, administrator or other encumbrancer shall take possession of or is appointed over the whole or any part of the assets of the Producer or if the Producer shall enter into any arrangement or composition with or for the benefit of its creditors or if the Producer is wound up or becomes bankrupt; or

19.1.4 if the Producer shall knowingly suffer or permit any act which:-

- (1) prejudices the local authority theatre licence applicable to the Theatre;
- (2) jeopardises the safety of the Theatre or renders void or invalidates any of the Theatre's insurances; or
- (3) breaches any legislation or is criminal.

19.2 If the Producer shall be threatened with prosecution under the Theatres Act 1968 as amended, re-enacted or replaced from time to time or any other applicable laws or with an action for breach of copyright, or breach of any other right of any person:-

19.2.1 where notification of such prosecution or action shall have been received by the Producer in respect of the presentation of the Production at the Venue the Producer shall immediately inform the Theatre in writing and supply the Theatre with copies of such notification and all documents received in connection therewith and a copy of the prompt script of the Production or any other material on the basis of which the prosecution shall have been threatened; and

19.2.2 if before the expiry of four days after a threat of such prosecution or action shall have been made or a notification is received by the Producer or before any action or prosecution shall be brought (whichever is the earlier) the Producer shall be unable to propose alterations to the Production reasonably acceptable to the Theatre to preclude such prosecution or action either party may serve upon the other notice terminating this agreement forthwith without prejudice to either parties rights under this agreement.

19.3 Subject to clause 21 on termination of this agreement (howsoever arising) the Theatre shall be entitled out of any deposit and/or any other monies payable by the Theatre to the Producer to retain such sum as the Theatre shall in its reasonable opinion think appropriate to pay the Contra and/or any sums which may be payable by the Producer to the Theatre or by the Theatre on behalf of the Producer including, without limitation, costs incurred in respect of Reinstatement and sums to which the Theatre shall be entitled under the indemnities in clause 20.

19.4 Termination of the Agreement in accordance with this clause 19 shall be without prejudice to any rights or liabilities arising prior to such termination.

20. INDEMNITY

20.1 The Producer shall indemnify the Theatre against all costs, claims, actions, demands, losses, expenses and damages (including payments made by the Theatre on the advice of Counsel and all legal and other costs incurred by the Theatre in enforcing its rights under this indemnity) incurred by or made against the Theatre whether alone or with another person as a result of or in connection (directly or indirectly) with:-

20.1.1 any breach or non-observance by the Producer of any warranty, representation or undertaking on the part of the Producer contained in this agreement;

20.1.2 performances of the Production hereunder;

20.1.3 the publication of any matter by the Producer in connection with the Production including, without limitation, the copy for the programmes provided by the Producer under clause 15.2 of this agreement;

20.1.4 any claim arising directly or indirectly out of any act or default of the Producer, its servants, agents, employees or others acting under its instructions or directions; and/or

20.1.5. any losses arising as a consequence of the failure of the Producer to vacate the Venue on the date of termination of this agreement (howsoever arising) and/or to effect Reinstatement in accordance with this agreement.

21 CANCELLATION

21.1 If the Production is cancelled by the Producer more than three months before the commencement of the Engagement Period the Theatre shall retain any monies paid.

21.2 If the Production is cancelled by the Producer three months or less before the commencement of the Engagement Period the Theatre shall retain all monies already paid and the balance of the Engagement Fee will become payable to the Theatre upon demand, if not already paid. In

addition any expenses losses costs or damages incurred by the Theatre as a result of or relating to the Producer's cancellation will also be payable upon demand, upon production of evidence.

22. NOTICES

- 22.1 Any notice to a party under the Agreement must be in writing and may be sent by pre-paid first class post or another method of delivery requiring signature on delivery, to the address given for the Producer in the Special Conditions or the address for the Theatre in the General Conditions or such other address for service as either party may notify in writing the other from time to time;
- 22.2 A notice will be deemed to have been served by any of the following methods: if delivered personally, at the time of delivery; if delivery is signed for, at the time of signature, or 48 hours after sending by Signed For Delivery whichever the sooner;
- 22.3 The parties covenant with each other not to attempt to prevent or delay the service on them of a notice connected with the Agreement.
- 22.4 If the receiving party consists of more than one person then a notice to one of them is notice to all.

23. LIMITATION OF LIABILITY

- 23.1 The Theatre shall not be liable to the Producer for any indirect or consequential loss or damage or any loss (whether direct or indirect) of profit, business, data, opportunity, revenue, goodwill or reputation.
- 23.2 The Theatre's total maximum liability arising under or in connection with the Agreement, whether in contract, tort (including negligence), breach of statutory duty or otherwise shall not exceed, in respect of the Production, an amount equivalent to the monies paid to the Theatre by way of Engagement Fees or Contra or a bona fide estimate thereof.

24. GENERAL

- 24.1 Nothing in this agreement shall constitute or be deemed to constitute a partnership between the parties hereto or a tenancy or licence of the Theatre or any part thereof or give a right of possession of or other proprietary right in the Venue or any part thereof to the Producer. The whole of the Venue shall during the continuance of this agreement be and remain in the sole ownership, possession and control of the Theatre.
- 24.2 This agreement contains the entire agreement between the parties hereto in relation to the subject matter of this agreement and none of the parties hereto has been induced to enter into this agreement by any representation, warranty or undertaking given by any of the parties hereto to any of the other parties hereto other than such warranties, representations and undertakings as are contained in the Agreement.

- 24.3 No variation of the Agreement shall be made otherwise than in writing and signed by or on behalf of each of the parties hereto.
- 24.4 This agreement is personal to the Producer and the Producer shall not assign, sublicense or charge this agreement nor any part of or right under it.
- 24.5 The fees, charges and other sums payable under this agreement shall be exclusive of VAT and VAT shall be added thereto at the prevailing rate (where applicable).
- 24.6 Any waiver by any party of any of the other's obligations under this agreement shall not operate as a waiver of, or estoppel in respect of, any subsequent breach of that or any other obligation under this agreement.
- 24.7 Reference to any clause or schedule is a reference to a clause or schedule to the Agreement and the schedules to the Agreement shall form part of and be deemed to be incorporated in the Agreement.
- 24.8 Any reference to persons includes a reference to firms, corporations, unincorporated associations and legal entities of any kind.
- 24.9 Any reference to the singular includes a reference to the plural and vice versa and any reference to the masculine includes a reference to the feminine.
- 24.10 Any agreement, warranty, representation, indemnity, covenant or undertaking on the part of two or more persons shall be deemed to be given by such persons jointly and severally.
- 24.11 Headings and titles are used for ease of reference only and do not affect the interpretation of this agreement.
- 24.12 If any provision of this agreement shall be held to be void or unenforceable for any reason the remaining provisions of this agreement shall continue in full force and effect as if the relevant provision had been deleted from the agreement.
- 24.13 Each party shall bear its own legal costs in connection with the preparation and execution of this agreement.
- 24.14 The Theatre will use its best efforts to ensure that the Producer has no complaints or issues during their presentation of the Production. During this period, the Producer will be assigned a member of the Senior Management Team with whom they can raise complaints or concerns. The Producer should raise any complaints or concerns immediately; the Theatre will make every attempt to resolve matters as quickly as possible and will keep the Producer in touch with progress. It is in both the Producer's and the Theatre's interests that complaints are raised as soon as possible and no later than the end of the Producer's time here. The Theatre cannot deal with complaints that are raised late.

25. RIGHTS OF THIRD PARTIES

25.1 A person who is not a party to this agreement shall have no right under the Contracts (Rights of Third Parties) Act 1999 to enforce any of its terms.

26. DATA PROTECTION

26.1 By entering into this Contract, the Producer agrees and acknowledges that their contact details, as included in Clause 1 of this contract, will be kept on Grand Theatre’s files for the duration of this agreement and for six years afterwards (in line with legal obligations for financial reporting and auditing). Your signature of this contract constitutes your consent to such use and storage of your data.

26.2 The Producer confirms that in respect of all third party personal data, you have the requisite permissions to share it, as required, with Grand Theatre, who will retain it in line with our Data Processing Policy.

This Agreement is supplemented by the following Appendices:

APPENDIX ONE: Key Dates

APPENDIX TWO: Charges & Contras

APPENDIX THREE: Technical Commitments

APPENDIX FOUR: What we need from you

APPENDIX FIVE: Marketing & Sales Guidelines

The terms of the agreement between Grand Theatre and the Producer as set out in the Contract and Appendices 1-5 (which are attached) are entered into between the parties on (DATE). By countersigning below the Producer signifies agreement to all the terms of the Contract and Appendices and agrees to be bound by them.

Signed by an authorised signatory on behalf of Grand Theatre

.....

[NAME]

Signed by an authorised signatory on behalf of the Producer

.....

[NAME]

APPENDIX ONE: Key Dates & Times

Copy & image for brochure deadline: xxxx

Season announcement date: xxxx

Get-in date: xxxx

Engagement Period/Term: xxxx

Tech dates: xxxxxx

(please see Appendix 3 for a breakdown of technical support offered and the relevant contra)

Meet and greet with Grand Theatre team (including H&S briefing): (1pm, Tues tech week)

Preview dates: xxxxxxxx

(note: during these dates, you will have the support of one technician from 10am – 10pm, as detailed in Appendix 3)

Press night: xxxxxx

Performances: xxxxxx

Performance schedule: Monday – Saturday at xxx; Thursday & Saturday Matinees at xxx
(note: access to the space is from xxx for evening shows; xxxx for matinees)

Access Performance: xxxx

Get out date: xxxx

Settlement due: (28 days from get out date)

APPENDIX TWO: Charges & Contras

The Theatre will provide box office and ticketing facilities for the Production on the basis:

Confirmed Charges which will appear on your settlement

- Remaining rental due: £xxxxx+ VAT
- Per ticket fee (excluding comps): £xxxxx + VAT
- Credit / debit card commission: 3.5% of ticket sales + VAT
- PRS recharge for incidental music: £xxxxxx per week

Charges that may be incurred and will appear on your settlement

- 20% of programme/merchandise sales + VAT – merchandise commission
- Technical recharges:
£24.75 + VAT per hour per crew member (post four hour call) plus ERS
NI/Superannuation rate of 38%
- PRS recharge for any interpolated music applied for

Please see Appendix 3 for what technical support is provided as part of your rental payment. We strongly advise you to contact Grand Theatre's Technical Manager on [xxxxxxx](#) to discuss your crewing requirements in advance if you think you will need more support than this.

- Marketing recharges (as per Appendix 5):
£25 + VAT per box office / online content amendment
£50 + VAT per additional agency set-up
£200 + VAT per exclusive e-shot
- Cafe Bar Recharges – from press night or any other events
- Photocopying recharge
£0.20 per black and white sheet
£0.50 per colour sheet

APPENDIX THREE: Technical Commitments Schedule

Role	Name
Production Manager	
Lighting Designer	
Production Electrician	
Sound Designer	
Set Designer	

By signing this you committing to providing the follow staffing requirements for your Get in, Production Week and Get Out. Please provide names of these positions 2 weeks before your Get In. If you do not provide any role that you have signed against above, Grand Theatre reserves the right to add staffing to your get-in to ensure that the show can be mounted safely and on time, and to add the cost for this to your contra.

Producer's Signature: _____

Technical Schedule / Support Provided:

GET IN, TECH & PREVIEW WEEK

<u>Sunday by agreement</u>	
18.00 – 22.00	<ul style="list-style-type: none"> 2 x crew provided for 4 hours (provided as part of rental)
<u>Monday xx xx</u>	
10.00 – 22.00	<ul style="list-style-type: none"> 2 x crew provided for 4 hours (provided as part of rental)
<u>Tuesday xx xx</u>	
10.00 – 22.00	<ul style="list-style-type: none"> 2x crew provided for 4 hours (provided as part of rental)
<u>Wednesday xx xx</u>	
10.00 – 22.00	<ul style="list-style-type: none"> 2x crew provided for 4 hours (provided as part of rental)
<u>Thursday xx xx</u>	
10.00 – 22.00	<ul style="list-style-type: none"> 2 x crew provided for 4 hours (provided as part of rental)
<u>Friday xx xx</u>	
10.00 – 22.00	<ul style="list-style-type: none"> 2 x crew provided for 4 hours (provided as part of rental)
Saturday	<ul style="list-style-type: none"> 2 x crew provided for 4 hours (provided as part of rental)

If your press night is in your second week and you want to arrange access during the daytime, this will need to be arranged in advance with the Technical department and may incur an additional charge.

GET OUT at TMA rate (currently £82.44 plus vat for first 2 hours/pro rata thereafter) plus on costs

<u>To be agreed</u>
•

Access outside these times (including early starts and late finishes) will be subject to an additional charge of £24.75 + VAT per hour per staff member plus on costs ,

APPENDIX FOUR: What We Need From You

Production Information:

Copy of rights agreement (if applicable) – on signature (please attach to signature page)
Copy of insurance documentation – on signature (please attach to signature page)
Equal Opportunities Monitoring Form – by the first day of your technical rehearsals
Equity details* – on signature

**All Producers are required to engage their artists and stage managers on an appropriate Equity contract containing the following:*

- *Your UKTheatre membership number*
- *Your ITC Ethical Manager number*
- *The date that you signed your last Union agreement with Equity*

If you aren't able to provide any of the above, please let us know and we will connect you with Equity so they can provide you with an appropriate agreement.

Rehearsal Information:

Please enquire on availability and prices

Press & Marketing Information:

Copy & Image for Brochure – xxxxxxxxxxxx
Completed Marketing & Box Office Information Form – xxxxxxxxxxxxxx
Press Night Guest List – 4pm the day before your press night
Details of any merchandise to be sold – 1 week before your first preview

Technical Information:

Seating Configuration – 1 month before onsale
Names of Production Team (as per Appendix 3) – 2 weeks before the date of your get-in
Lighting & Sound Plots – 1 week before the date of your get-in
Completed PRS Declaration Form (Incidental Music) – 1 week before the date of your get-in
Completed Risk Assessment* – 1 week before the date of your get-in

*Please note that we cannot allow you to begin your get-in until we have received your completed Risk Assessment.

Front of House Information:

Accurate Running Time – the day before your first preview
Any audience warnings – the day before your first preview
Latecomers points (if any) – the day before your first preview

Information & Requirements for Accessible Performances (delete as applicable):

Parents & Babies Performance:

- Warnings of adult content in the script or onstage – during rehearsals

- A conversation between the director and our Access Coordinator – [during rehearsals](#)
- Lighting Programmed to allow Operator to bring the houselights up independently – [during technical rehearsals](#)
- A chance to brief the cast on what to expect from the Parents and Babies Performance – [2 or more weeks before the performance](#)

Relaxed Performance:

- A conversation between the director and our Access Coordinator – [during rehearsals](#)
- Lighting Programmed to allow Operator to bring the houselights up independently – [during technical rehearsals](#)
- A simplified synopsis, and images and brief descriptions of each character, for a Visual Story (to be created by Grand Theatre) – [2 or more weeks before the performance](#)
- Time to discuss the Relaxed Performance Report, created by Grand Theatre; the report may contain some edits to the action on stage. Extra rehearsal time may need to be scheduled for the actors to adapt moments for suitability for people with sensory sensitivities, learning difficulties or Autism Spectrum Conditions – [2 or more weeks before the performance](#)

Audio Described Performance:

- Agreement to archival filming of your second preview and a performance in the second week – [on signature](#)
- A Microsoft Word copy of the script – [by the start of rehearsals](#), with updates forwarded as they occur
- Stage Manager to call the actors early for the Touch Tour on the day of the performance, and actors to be prepared to introduce their voices and characters and perhaps some props or costumes, for visually impaired patrons, with support from the Audio Describer – [on day of performance](#)

Appendix 5

MARKETING & SALES GUIDELINES

Swansea Grand Theatre - About us

The theatre celebrates performances in all its varied forms, with no barriers to admission. Diversity is the main theme and personality of our brand. This is visualised with a kaleidoscope of colour. We are charismatic, energetic, modern, dynamic, creative, inclusive and kind. Our brand will take centre stage, creating a lasting impression and memorable identity.

Our aims

Develop and engage in an interesting and creative way. Reach out to our audiences to educate, uplift and keep a sparked interest in the arts and theatre.

Reassure our retained and engage with our new audiences.

Build connections with our community to encourage participation and creativity within a safe and established environment.

Be the heartbeat of creativity in Swansea and South West Wales.

What we need

In order to establish a strong marketing connection with our audiences, we have introduced standard marketing packages reinforcing our identity in context with the audience we're appealing to.

As part of the new ways of working at the theatre, our marketing will be focussing primarily online. The development of our new website and online booking system will help establish new relationships with our customers.

Standard package

Cost to producer - £200

- Theatre Brochure – Standard bilingual advert – Run of 30,000 distributed and also mailed to theatre Extras members
- Website – Bilingual event listing
- Social Media – Bilingual event listing
- E-shot – Event listing in monthly reminder e-shot
- Digital Screens – Standard bilingual event advert
- Presence in at least 1 standard poster frame and flyer stand in FOH areas

The team are also able to offer the following support

Engagement Package

Cost to producer - £100

- 1 Creative Facebook post
- 1 Creative Twitter Post
- 1 Creative Instagram post
- Solus bilingual e-flyer to targeted audience
-

Producer will supply -

Digital artwork - 1080 x 1920

350 flyers

3 A3 posters

4 DC posters

Theatre will supply -

Overprint template and logos for your flyers and posters

Appendix B

Draft Rates

Theatre = historic/ current rates being applied;

Schedule 4 = rates as put forward in the Management Agreement Schedule 4

Hub Room hire rates = latest proposal from RCC outside of other agreements

Other = new proposal from the theatre management to update the rates in reflection of the need for consistency.

Hire Space	Responsibility	Capacity	Normal Rate	Charity Rate	Council / Resident Organisation
Theatre					
<u>Main Auditorium</u>	Council				
Mon - Fri			£3,860.00	£2,420.00	
Sat			£4,630.00	£2,850.00	
Sun			£4,900.00	£4,400.00	
Mon - Sat			£32,700.00	£9,060.00	
Malt House Restaurant	Gower Brewery		POA	POA	
Grand Circle Bar	Gower Brewery		POA	POA	
Sponsors Bar	Council		£130.00	£105.00	£52.50
Theatre			£130.00	£105.00	£75.00
Schedule 4			£130.00	£65.00	£65.00
Studio 1	Council		£140.00 £35.00 PH	£110.00 £27.50 PH	£55.00 £13.75 PH
Studio 2	Council		£140.00 £35.00 PH	£110.00 £27.50 PH	£55.00 £13.75 PH
Theatre			£150.00	£120.00	£11.00 PH
Schedule 4			£105.00	£52.50	£52.50
Arts Wing					
Depot Studio	Partnership		£270.00	£210.00	£105.00 **
Theatre			£270.00	£210.00	£140.00
Schedule 4			£207.50	£103.50	£103.50
Hub Room hire rates – latest proposal			Commercial £500.00 Daily £250.00 4 hrs £75.00 PH	Non-Commercial £300.00 Daily £150.00 4 hrs £50.00 PH	Hub Partners £200.00 Daily £100.00 4 hrs £30.00 PH
Rooftop	Partnership		£190.00	£150.00	£75.00
Theatre			£190.00	£150.00	£100.00
Schedule 4			£132.50	£65.00	£65.00
Hub Room hire rates – latest proposal			Commercial £300.00 Daily £150.00 4 hrs	Non-Commercial £150.00 Daily £75.00 4 hrs	Hub Partners £100.00 Daily £50.00 4 hrs

Draft Rates

Theatre = historic/ current rates being applied;

Schedule 4 = rates as put forward in the Management Agreement Schedule 4

Hub Room hire rates = latest proposal from RCC outside of other agreements

Other = new proposal from the theatre management to update the rates in reflection of the need for consistency.

			£50.00 PH	£30.00 PH	£20.00 PH
Rear Studio	Partnership		£140.00	£110.00	£55.00
Theatre			£140.00	£110.00	£80.00
Schedule 4			Not Listed	Not Listed	Not Listed
Hub Room hire rates – latest proposal			Commercial £300.00 Daily £150.00 4hrs £50.00 PH	Non-Commercial £150.00 Daily £75.00 4hrs £30.00 PH	Hub Partners £75.00 Daily £37.50 4hrs £20.00 PH
Room 1	Partnership		£92.00	£62.00	£31.00
Room 2	Partnership		£92.00	£62.00	£31.00
Room 3	Partnership		£76.00	£46.00	£23.00
Theatre			N/A	N/A	N/A
Schedule 4			£62.00	£31.00	£31.00
Hub Room hire rates – latest proposal			Commercial £150.00 Daily £75.00 4hrs £20.00 PH	Non-Commercial £100.00 Daily £50.00 4hrs £12.00 PH	Hub Partners £50.00 Daily Free 2 x hours per HUB group then £12 PH

DRAFT Room Hire Rates (Updated 01 Jan '22)

All rates indicated are for 4 hours unless stated otherwise.

All booking must be recorded via the Management Information System (MIS).

All rates are vatable.

** - Technician will be recharged as per the contractual rate.

Resident Organisation are defined as those that are based at the theatre, this listed will be updated annually:

- Fluellen Theatre Company - £100 per month plus additional income through contractual agreements
- Harry’s Youth Theatre - £100 per weekly four hour session. Mondays 5pm – 9pm
- Mellin Theatre Arts - £11 PH Mon – Fri, £22 PH Saturday. £25 per week office space.
- Multicultural Hubs inclusive of their partner organisations.

Draft Rates

Theatre = historic/ current rates being applied;

Schedule 4 = rates as put forward in the Management Agreement Schedule 4

Hub Room hire rates = latest proposal from RCC outside of other agreements

Other = new proposal from the theatre management to update the rates in reflection of the need for consistency.

General Rooms

For any room hire, it is the facilitators' responsibility to ensure that risk assessments, insurance and a signed room rental agreement outlining costs is uploaded onto the MIS i.e. Artifax.

Main Auditorium

All ticket sales must go through the box office and there is a £2 facility fee chargeable for each ticket (£1 inside commission and £1 Restoration Fund).

The hire of the Main Auditorium will include four technicians for four single-time hours as per the theatre contract. Additional hours are recharged as per the contractual terms.

Depot Studio

All ticket sales must go through the box office and there is a £1 facility fee chargeable for each ticket (£1 inside commission).

The hire of the Depot studio will include two technicians for four single-time hours as per the theatre contract. Additional hours are recharged as per the contractual terms.

When hiring out the Depot Studio, all other areas on the third floor need to be booked due to Health and Safety and the charge will remain the price of the Depot only.

Ticket Sales

Any performances which are not scheduled to take place in the theatre, there will be a charge of 12.5% commission on the Gross Ticket Sales. This rate is reduced for Council, and Resident Organisations to 5%.

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Grand theatre Swansea – Cultural Services

Directorate: Place

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here: Agreement to commitments within the Management Agreement with RCC and financial support for programming as part of our Covid Economic Recovery Planning. To note this is a follow up screening to a full E.I.A conducted in March 2020.

The current position is to finalise the previous Cabinet approval to enter into a lease with Race Council Cymru.

All information and material relating to the relationship with RCC as described in previous screening/ reporting for the EIA process still stands for the purposes of this IIA. Creating the Culture and Digital Hub addresses ambitions for co-production and collaboration with the voluntary sector, but also contributes to the implementation of the National Arts Policy, based on research that shows that the arts across Wales (and the UK) are not reaching and involving enough people with Protected Characteristics. The gap is particularly apparent in the very low number of disabled people and those from BAME backgrounds. In response, Arts Council of Wales is developing specific initiatives to address these gaps. The Cultural and Digital hub whilst recognising the separate needs of some groups specifically will actively support and promote cross sectional engagement in which all members of the community will be encouraged to participate.

The Hub sits alongside a wider plan to increase access and engage better with our communities and audiences and can be seen as part of the wider audience development strategy, to be fit for purpose, sustainable and taking account of present and future generations' needs and ability to benefit from the arts and leisure offer in the city. The Policy Frameworks for the proposal include the Well-being of Future Generation (Wales) Act 2015 & Swansea Council Policy Commitments Statement 2017 - 2022 (A City of Cohesive Communities; A More Equal Swansea; A Cultural Capital) to work better with people, communities and each other, look to prevent problems and take a more joined up approach.

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?

Please provide details below – either of your activities or your reasons for not undertaking involvement

As outlined in the previous EIA – the partnership with Race Council Cymru was formed from a period of consultation for the City’s cultural strategy; the subsequent City of Culture bid; the response to the pilot city programme for Culture in Sustainable Cities (resulting in a Diversity Pledge) and recovery planning with Arts Council, Welsh Govt., and Members.

The additional workstreams to enhance our recovery strategy are formed from dialogue with Arts Council, Council Members and staff, identifying risks, trends and obstacles to our sustainability on reopening – due to an understanding of the impact on the sector generally and the emergence of other venues in the meantime. All work developed will be based on a co-production and inclusive model for engaging our communities in arts, events and community theatre.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?

Yes No

b) Does the initiative consider maximising contribution to each of the seven national well-being goals?

Yes No

c) Does the initiative apply each of the five ways of working?

Yes No

d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?

Yes No

Q5 What is the potential risk of the initiative? (*Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...*)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

 Yes No

If yes, please provide details below

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

The cumulative impact is a stronger more resilient, more accessible and more dynamic theatre and cultural programme in the city centre, protecting the venue for current and future generations and broadening its appeal to support city centre recovery and community cohesion.

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- Summary of impacts identified and mitigation needed (Q2)
- Summary of involvement (Q3)
- WFG considerations (Q4)
- Any risks identified (Q5)
- Cumulative impact (Q7)

The impacts are assessed as positive – with medium to high impact as the ability for the Grand to reopen and present relevant, engaging activities for all its communities is a positive thing. In particular those with protected characteristics will be supported to access and participate in the arts, progressing through the offer to build skills and confidence, and overall supporting wellbeing and opportunity in the city.

Previous EIA screening/ reporting still stands.

The WFG is fulfilled through engagement with young people on developing relevant and contemporary opportunities for them to perform, train and programme at the theatre, developing skills and creating a safe, diverse environment that protects this cultural asset for future generations.

Risks are low as we are presenting a pilot programme, with a two year lease to RCC (subject to extension on a successful partnership). This will be monitored carefully and mitigations put in place if the diversity and access is compromised, or the offer is not developing in the way the programme is intended to ie. to increase audiences and create a sustainable model. In the

event of partnership failure, the service will still be owned by the council and subject to the usual process of assessment and service planning.

(NB: This summary paragraph should be used in the relevant section of corporate report)

- Full IIA to be completed
- Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Tracey McNulty
Job title: Head of Cultural Services
Date: 22/09/21
Approval by Head of Service:
Name:
Position:
Date:

Please return the completed form to accesstoservices@swansea.gov.uk

This form should be completed for each Equality Impact Assessment on a new or existing function, a reduction or closure of service, any policy, procedure, strategy, plan or project which has been screened and found relevant to equality.

Please refer to the ‘EIA Report Form Guidance’ while completing this form. If you need further support please contact acesstoservices@swansea.gov.uk.

Where do you work?	
Service Area:	Cultural Services
Directorate:	Place

(a) This EIA is being completed for a:

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

(b) Please name and describe here: To enter a Leasehold/Management Agreement with Race Council Cymru to deliver a minimum five-year project for a Culture and Digital Hub, in the Grand Theatre Arts Wing. Race Council Cymru via a Welsh Government facilities grant are investing £250,000 to improve and make the facility more accessible. This funding will transform the Grand Theatre Swansea Arts Wing into a Culture and Digital Hub, specialising in services and programming for BAME communities, thereby developing local and intergenerational audiences for the long term sustainability of the theatre.

Creating the Culture and Digital Hub addresses ambitions for co-production and collaboration with the voluntary sector, but also contributes to the implementation of the National Arts Policy, based on research that shows that the arts across Wales (and the UK) are not reaching and involving enough people with Protected Characteristics. The gap is particularly apparent in the very low number of disabled people and those from BAME backgrounds. In response, Arts Council of Wales is developing specific initiatives to address these gaps. The Cultural and Digital hub whilst recognising the separate needs of some groups specifically will actively support and promote cross sectional engagement in which all members of the community will be encouraged to participate.

Due to funding made available for such purposes, a series of events have already taken place in the theatre, with workshops, performances and discussions focusing on how we can diversify and broaden our programming and ‘welcome’ to all. The grant has enabled modifications to the previously dormant spaces around the Arts Wing and Studio to create meeting, training and welcome spaces, which Chinese in Wales have been advising on and utilising. Whilst this work is funded at their risk, pending the lease, it is part of a wider proposal to invest in the theatre medium term, with external funding to broaden our appeal and increase accessibility. A proposal is in place to create a welcoming space at the entrance, presenting a new colourful brand and social area, with signposting to box office, new catering/refreshment area and helping visitors to navigate between social /leisure and theatre activity and hub engagement on the floors above. Front of house roles and responsibilities are under review to ensure staff can focus on the customer and visitors, assisting and aiding them to get the best possible experience from visiting the theatre. The Hub therefore sits alongside a wider plan to increase access and engage better with our communities and audiences and can be seen as part of the wider audience development strategy, to be fit for purpose, sustainable and taking account of present and future generations’ needs and ability to benefit from the arts and leisure offer in the city. The Policy Frameworks for the proposal include the Well-being of Future Generation (Wales) Act 2015 & Swansea Council Policy Commitments Statement 2017 - 2022 (A City of Cohesive Communities; A More Equal Swansea; A Cultural Capital) to work better with people, communities and each other, look to prevent problems and take a more joined up approach.

(c) It was initially screened for relevance to Equality and Diversity on: 1st May 2019

(d) It was found to be relevant to...

- | | | | |
|-----------------------------------|-------------------------------------|--------------------------------------|-------------------------------------|
| Children/young people (0-18)..... | <input checked="" type="checkbox"/> | Sexual orientation..... | <input checked="" type="checkbox"/> |
| Older people (50+)..... | <input checked="" type="checkbox"/> | Gender reassignment..... | <input type="checkbox"/> |
| Any other age group | <input checked="" type="checkbox"/> | Welsh language..... | <input checked="" type="checkbox"/> |
| Disability | <input checked="" type="checkbox"/> | Poverty/social exclusion | <input checked="" type="checkbox"/> |
| Race (including refugees)..... | <input checked="" type="checkbox"/> | Carers (including young carers)..... | <input type="checkbox"/> |
| Asylum seekers..... | <input checked="" type="checkbox"/> | Community cohesion..... | <input checked="" type="checkbox"/> |
| Gypsies & Travellers..... | <input type="checkbox"/> | Marriage & civil partnership..... | <input type="checkbox"/> |
| Religion or (non-)belief..... | <input checked="" type="checkbox"/> | Pregnancy and maternity..... | <input type="checkbox"/> |
| Sex..... | <input type="checkbox"/> | | |

(e) Lead Officer

Name: Rebecca Francis

Job title: Business Development Manager

Date: 17th February 2020

(f) Approved by Head of Service

Name: Tracey McNulty

Date: 17th February 2020

Section 1 – Aims (See guidance):

Briefly describe the aims of the initiative:

What are the aims? The aims are to:

Diversify the audiences for the Grand Theatre Swansea and cultural services more generally, in the city and wider hinterlands;

Secure a long term partnership with Race Council Cymru acting as a community agent, to jointly engage with diverse groups and audiences through cultural and learning activity;

Challenge perceptions of the city's cultural venues as being the domain of communities largely dwelling in the West of the city, with middle to higher incomes and educational attainment;

Attract external funding and sponsorship for audience development and diversifying participation in culture – this project specifically drawn on Welsh Government Grant funding for such purposes;

Create a sense of ownership, investment and collaboration for the arts and community wellbeing in the heart of the city centre;

Support access to cultural rights, heritage, self-expression, skills, information, advice and guidance in a safe and creative environment, with adequate and relevant engagement and signposting in place;

Create an environment, that through the investment, improves access and presentation of opportunities to all sectors of the community through opening up the facilities, creating a number of facilities such as disabled access; gender neutral restrooms, quiet spaces, child and family friendly programming, flexible seating, improvements generally to accessibility in and around the performance spaces (e.g. widening aisles/ removable seating and chairs);

Broaden the learning opportunities and interconnectivity of sections of the community through the creation of programming specific to cultural heritage, festivals and events that are open to all;

Diversify skills and employment opportunities in the public, creative and cultural sectors through promoting and teaching Welsh language, digital, safeguarding and customer service skills;

Halt the trend of declining audiences for the Arts Wing and theatre generally by opening the doors wide to collaboration and co-creation, ie. audience numbers have been falling between 3% - 7% yearly, 28% over the last 4 years;

Increase the breadth of users and groups, agencies utilising the facilities and performance spaces addressing a drop in income circa 50% in the last year;

Respond to feedback from consultation exercises held for the City of Culture bid in 2017 that reported local groups and BAME communities did not feel the Council's programming or facilities were accessible to them;

Create a new, transparent network of agencies/ individuals and third sector groups focused on ensuring the theatre is open to all our communities and in particular those with protected characteristics, through promotion, management, collaboration and co-creation;

Create greater understanding and collaboration, through culture, arts and events, between BAME and other groups, societies, specialists, professionals and representative organisations and individuals with Protected Characteristics;

Differentiate the Grand Theatre Swansea from other performance venues in the area, and planned, through its diversity, community and cultural programming, referring to other successful 'arts venues' that have embedded cultural rights, diversity and access at their heart;

Create a beacon venue for collaboration and social impacts, regeneration and learning through arts and cultural programming.

Business Benefit	Outcome
Infrastructure	£250,000 Capital investment from Welsh Government, has been secured by Race Council Cymru. The investment will remodel currently underused space which will be repurposed to achieve the aims above.
Quality of Service	<p>Our Customer Relationship Management System identifies postcodes of our audiences/ hires. These are lowest from our neighbouring areas, in particular Castle Ward; In growing our audiences, we are not just seeking to attract the same people to more shows, but to broaden the demographic through targeted and accessible work. This is doable if we are focusing on new audiences from those communities who do not currently attend; the outcome is a projected growth of 12%;</p> <p>The project also entails a new governance structure, with programming regularly reviewed alongside audiences; marketing and promotion; decision making and factors such as opening hours and customer feedback;</p> <p>A Management Agreement will set out the aims and objectives, expectations and outcomes, including performance indicators, which will be overseen by this governance structure in the form of a joint Board, chaired by the Council's Head of Cultural Service. The outcome will be more transparent decision making and inclusive programming, open to challenge and change management;</p> <p>The learning and skills activities will introduce another sector into the environment, breaking down the barriers often presented by the 'threshold' or perceptions of a cultural venue;</p> <p>These activities will be framed by information, advice and guidance services and the presence of a Hate Crime Officer, aimed at eliminating discrimination, harassment and victimization for all groups /individuals with Protected Characteristics. The officer is funded through the partnership and will be located in the Hub two days a week, providing support services to groups and individuals, many of whom experience a range of interrelated and interconnected barriers, preventing them participating in and benefiting from an active and fulfilling lifestyle, further alienating them from employment, social, learning and health benefits.</p>
Revenue	£150,000 Income generation through leasehold arrangements, hires and ticket sales
Strategic Fit	<p>The draft Cultural Strategy identifies several priorities for Culture in terms of Wellbeing, diversity, learning and vibrant city;</p> <p>The strategy for the City Centre regeneration identifies an economic impact from growth in creative & cultural industries, skills and employment opportunities through Page 52 and leisure activities;</p> <p>The proposal fulfils the Well-being of Future Generation (Wales) Act 2015³</p>

	<p>and Swansea Council Policy Commitment Statement 2017 – 2022 (A City of Cohesive communities, A More Equal Swansea, A Cultural Capital; Cultural Services delivers Objective 6 of the Authority’s Corporate Parenting Strategy which includes identifying opportunities for young people to maintain or enter into cultural activities whilst under the care of the Authority, or in transition to independent living, several of these will fit with the opportunities presented by this project;</p> <p>Poverty and Prevention strategies identify specific strands of work to engage diverse communities, increase access to cultural activity and develop learning, skills and employment opportunities. This project will be of benefit to individuals least likely to excel in cultural industries, in particular those that are not currently accessing our services from adjacent wards, which the census reveals are the least economically and socially mobile;</p> <p>This proposal also fits with our commitment to Agenda 21 Culture in Sustainable Cities, which focused on embedding cultural rights; access; diverse governance; sustainability; learning; skills and employability; infrastructure in corporate policies.</p>
Safeguarding	<p>Dedicated Hate Crime Officer to support all protected characteristics Counselling & well-being facilities and programmes; Focus on accessible, safe facilities, including gender neutral and child and family spaces/ toilets;</p> <p>A governance structure that will oversee policies for safeguarding including protection of vulnerable individuals and groups, partnerships with schools and specialist agencies, employment, programming, marketing and promotion;</p>

Who has responsibility? Cultural Services/ Swansea Council;

Head of Cultural Services – overall project delivery and ongoing governance;
Strategic Manager for culture and creative programming – relationship management and strategy;
Business Development Officer - Joint Funding Strategy
Grand Theatre Manager - day to day operational management and data control.

Who are the stakeholders?

Swansea Council – cross Directorate;
Arts Council Wales;
Welsh Government;
Local businesses/ residents who will benefit from the improvements and footfall at the theatre;
Learning and skills providers; Race Council Cymru – who bring circa 24 third sector BAME community representative groups to the partnership African Community Centre (ACC) Wales – Swansea Thai Cultural Association (Swansea); African Partnership Group (comprising 25 organisations) Swansea; Filipino Association of South Wales; Black Association of Women Step Out (BAWSO); Congolese Community of Wales Swansea; Diverse Cymru; Ethnic Youth Support Team (EYST) Swansea; Henna Foundation; India Association of Wales (Swansea); Women Connect First; National Waterfront Museum of Wales; Peace Mala (Swansea); Tai Pawb Cardiff; Turkish Group (Swansea); Latin American Community Swansea; Brazilian Capoeira Group Wales Swansea; Romani Cultural and Arts Company; Older Minority Ethnic Network (OMEN – from Age Cymru); Sub-Saharan Advisory Panel (SSAP) with a network of 50 organisations as its members ; City of Sanctuary Swansea; Chinese in Wales Swansea; Show Racism the Red Card Wales (SRtRC); Siavonga Partnership; Women Connect First; Welsh Refugee Council ; Welsh Asian Women Achievement Award Group; The Bangladeshi Reference Group Swansea; Wales 4 Bangladesh; Polish-Welsh Mutual Association; BAME Forum in Mid and West Wales Fire and Rescue Service; Swansea Jewish Community; Black History Month Wales (With membership of 95 grassroots communities); North Wales Association for Multicultural Integration (NWAMI); Learning Links International CIC North Wales; Place of Victory for all Nations Swansea; Wrexham Portuguese Community (CLPW); Egyptian Network Swansea; Somali Association Cardiff; Gwent Police Ethnic Minority Network (GEMA); Black History Network Wrexham (107 Organisations on the Steering Committee); BAWSO Swansea; Syrian Communities Wales

Cultural practitioners and specialists across the city, including city centre venues engaged in the collaboration and promotion of cross venue/ cross sector events e.g. Pride; Black History Month; Swansea Creative Learning Partnership and the Fusion programme, focused on tackling poverty through cultural engagement;
 South Wales Police; safeguarding and community safety leads in the authority and its partner agencies;
 ABMU and Health Authority;
 Schools, colleges and HE;
 Friends groups;
 Swansea BID.

Section 2 - Information about Service Users (See guidance):

Please tick which areas you have information on, in terms of service users:

Nb. We have limited information on service users as individuals /sectors as our box office system collates postcodes only. Therefore information is limited to assumptions regarding census data relating to the postcodes/ area and overall ward profiles regarding race; average incomes; education; family grouping. We will put in place monitoring systems as part of the governance to ensure we are capturing detailed and segmented information on users/ participants and beneficiaries of the project.

- | | | | |
|-----------------------------------|-------------------------------------|--------------------------------------|-------------------------------------|
| Children/young people (0-18)..... | <input type="checkbox"/> | Sexual orientation..... | <input type="checkbox"/> |
| Older people (50+)..... | <input type="checkbox"/> | Gender reassignment..... | <input type="checkbox"/> |
| Any other age group | <input type="checkbox"/> | Welsh language..... | <input type="checkbox"/> |
| Disability | <input type="checkbox"/> | Poverty/social exclusion | <input checked="" type="checkbox"/> |
| Race (including refugees) | <input checked="" type="checkbox"/> | Carers (including young carers)..... | <input type="checkbox"/> |
| Asylum seekers..... | <input checked="" type="checkbox"/> | Community cohesion | <input checked="" type="checkbox"/> |
| Gypsies & Travellers..... | <input type="checkbox"/> | Marriage & civil partnership | <input type="checkbox"/> |
| Religion or (non-)belief..... | <input checked="" type="checkbox"/> | Pregnancy and maternity..... | <input type="checkbox"/> |
| Sex..... | <input type="checkbox"/> | | |

Please provide a snapshot of the information you hold in relation to the protected groups above:

As noted above, the theatre holds customer postcode information on our ticket sales via a new customer relationship management system. This system is a great improvement on previous systems, but we are still limited to postcode distribution of our audiences only. Whilst this helps us understand gaps and marketing strategies that may or may not be successful, it is inadequate as a benchmark of impact on specific individuals. We will ensure a clear system for monitoring users and groups forms part of the overall delivery and monitoring of outputs of this programme, which in itself is a benefit and improvement going forward. We do know that the distribution of our audiences are predominately from Wales and concentrated around Swansea. However, the Theatre is in the Castle Ward, which has the lowest % level @ 2.7% of bookers.

Top 3 bookers and ticket sales by postcode area	Percentage of total customers buying tickets
SA1	11.9%
SA2	9.8%
SA3	8.5%

We are in the process of obtaining census data from areas which visit us the most, this EIA will be undated once this is received.

Lowest 3 bookers and ticket sales by postcode area	Percentage of total customers buying tickets
SA1 0	3.1%
SA7	3%
SA1 4	2.7%

ONS 2011 Census data for ethnicity at LSOA (Lower Super Output Area) SA14,

Ward (SA1 4 postcode area) Approximate Ward Lower Super Output Area name	All usual residents	Non-white ethnic group	% of total from non-white ethnic group
Castle 3	1,492	129	8.6%
Castle 4	2,259	681	30.1%

As referenced above, we can correlate our sales data with census data to give us a better overall picture, accepting its limitations. The census tells us that Castle Ward has a higher % of BAME (BAME 20.2%, Swansea average 6.0%), and people with non-Christian Religion and belief, or non-belief 10.6% versus 7.2% rest of Swansea. This community area has a higher population aged 16 - 44 and lower percentages aged 45 and over, and a higher percentage of adults with no qualifications than the Swansea average; with a greater proportion of 'one-person- other' household types and high percentage of households in private/social rented tenures. Average net annual household income is below the Swansea median of £26,900 (2015/16). The Lower Super Output area highlighted in the table above shows that the area within walking distance of the theatre has the lowest levels of ticket sales and highest levels of BAME.

As our nearest 'neighbours' this demonstrates that a focused programme of work in these areas can yield growth in our audiences from nearby, which, cemented with a strategy for inter-cultural and cohesive networking ensuring all groups are made welcome and able to benefit, will pay rewards for the services and communities of Swansea overall.

There is extremely limited service user data for the ancillary spaces in and around the Arts Wing. This space has primarily been a 'hire space', with public sector groups along with private/ individuals hiring rooms for meetings or private events, such as a book launch. We have not provided services or fulfilled its potential as a community space previously, so there is no data on the end users to these hires. We have limited data on audiences for the Arts Wing, where we have sold tickets to performances by touring companies, which is in line with the data we hold generally in our box office. ie. postcode /payment method, as you might expect to be held by entertainment venues that charge for entry generally. We do not believe these audiences, or those for the main auditorium will be impacted negatively, as the programming will grow in the Arts Wing and remain as current for the main house. We believe the impact will be positive overall by increasing footfall and audience numbers and therefore attracting more touring events alongside homegrown productions. The way the theatre is presented will improve, with better layout and signposting for our customers and the project will create services for our communities where previously there were none. In this respect, we believe that the project will be an overall benefit and provide us with access to our communities' needs in a way that we could not fulfil previously. Our Actions and identification of further evidence/ information required, will see us put in place monitoring and evaluation tools to assess and review the impacts and continuously test any positive and negative impacts overall that may present the need for remedial action. This will be overseen by the board, within the overall governance structures as outlined in this document.

Any actions required, e.g. to fill information gaps?

We will continue to monitor, review and refresh the EIA as more information becomes available and our proposed governance is in place.

This includes ongoing monitoring via Management Agreement, yearly customer satisfaction reporting with Race Council Cymru. Please refer monitoring section below.

Section 3 - Impact on Protected Characteristics (See guidance):

Please consider the possible impact on the different protected characteristics.

	Positive	Negative	Neutral	Needs further investigation
Children/young people (0-18)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Thinking about your answers above, please explain in detail why this is the case.

The Culture and Digital Hub creative, well-being and digital programming will have a positive impact on the following protected characteristic groups:

Hate Crime Office will work to support all protected characteristic groups based in the Culture and Digital Hub 2 days per week.

Children & young people (age 0 -18)

The diverse communities, who inhabit the hub, bring along children and plan activities for children at the hub, for example, the Chinese in Wales Association have close links with the Confucius Institute and will host Chinese new year performances at the small Arts Wing theatre during rehearsals.

Celebrating, collaborating and promoting diverse cultural stories and heritage will support young people generally to understand one another's cultures and backgrounds, but also assist young people to make an active contribution to their communities through understanding their own heritage and place in the world, fostering strong relationships and wellbeing.

The various dimensions of the project will also create access routes to creative programming and skills in creative and cultural industries, opening up employment opportunities for young people who may not have the opportunity otherwise, including those in our Care system Cultural Services has responsibility for Objective Six of the Corporate Parenting Strategy, which is a commitment to ensure young people in care and those in transition to independent living are not disadvantaged from participating in leisure, cultural, creative and recreational activity due to changes in their circumstances. We have developed a targeted workstream and relationship with case workers to ensure we can account for the opportunities and participation, and are embarking on a pilot project to open up employability in the theatre/cultural sector for young people in care. This is focusing on work experience in customer service and technical theatre at first, with the aim to expand into cultural venue administration. The hub will offer a wider range of opportunities to engage with the voluntary as well as public and private sectors as a result.

The project also creates a platform for these new skills to be shared and celebrated amongst the wider community, creating strong social bonds intergenerationally and interculturally.

The diversity of the programme will also be attractive to schools and groups that support young people, such as young carers, disability groups such as Rising Stars; we will ensure the programming is inclusive and celebrant of diversity in its widest sense, not restricted to race or religion. Strong governance and scrutiny, challenge and performance monitoring will also mitigate against risk of exclusion on factors of cultural difference/ religion, helping young people to gain confidence and a voice through creativity and support networks in a supported environment;

Older People

All the partners will be working with their community all of whom straddle protected characteristics including older people. Members of the BAME 50+ scheme will have activities at the hub, the residents of the Swan Gardens which is largely Chinese elders only groups will take tai chi lessons at the hub, as well as participate in IT classes and digital inclusion classes.

As with the opportunities for young people, the opening up of previously underused or closed spaces in the theatre provides significant opportunity for a range of groups to find a place to meet and share creative ideas and social experiences, which did not exist previously due to the lack of reason to spend time in the theatre if you were not an audience member.

Any other age groups

The focus of the project is to form social bonds across generations; cultural heritage; and other socio-economic factors/ demographics, challenging stereotypes and developing an inclusive, social hub open to all.

Disability

The Chinese in Wales Association run a well-established autism project for their children and young people and this is open to all children who are disabled across their communities and represented? in the Hub. Our Hynt National Theatre access scheme also helps over 1000 carers attend main house theatre events free and this will be expanded on through programming at the Hub. The project will improve physical access and facilities generally, and the diversity of the programme will enable people of all abilities to participate, whereas they may feel unable to with mainstream programming in the auditorium because of wider factors. Facilitated programming and interpretation will also be extended, including signing; translations; informal and quiet performances due to the flexibility of the new space, and mixture of ages, backgrounds and abilities which will be significantly more visible than currently.

Race including Refugees

Race Council Cymru are Race Equality experts. All the 24 community groups are diverse minority ethnic groups but wish to operate in an inclusive manner opening their doors to all from diverse ethnic and Welsh British backgrounds without exception. The project will intensify and amplify their ability to achieve this, engendering a cohesive and inter-cultural approach in the heart of the city, with networks across the region and nationally.

Asylum seekers

At least 5 hub partners deliver services to asylum seekers and refugees and are based at the Hub, including Women's Group – Asylum Support services, Swansea Bay Asylum Seekers Support Group. City of Sanctuary will also utilise a hot desking facility at the premises and meetings for The African Community Centre, Welsh Refugee Council and Displaced People in action will be held there.

Religion or non-belief

Most of the hub partners are from Christian, Muslim, Hindu, Jewish, Daoism, Confucius, Sikh, Pagan, Druid and other faith and non-faith systems, they are committed to work alongside one another, We are clear in the strategy that the purpose of the Hub is to engender cohesion, and connectivity, understanding and support amongst our communities, supported by the Council and its cultural and other relevant services. Governance will be in place to ensure this principle is maintained in all decision-making and future planning.

Welsh Language

Fostering and celebrating the Welsh language is a priority to all hub partners and Welsh lessons will continue to be delivered at the hub by Race Council Cymru for all communities to attend.

Race Council Cymru have included a special partnership with Welsh Connections (a music promotion company for Welsh talent both Welsh and English speaking) and Swnd, a production and distribution company offshoot). This also expands out to Swansea Music Hub and other partners involved in developing music platforms for the city. Amateur theatre, music and dance companies will continue to work with us before and will be better networked in with Welsh promoting arts organisations as a result of the partnership and Hub work. For example we will see events in and around major dates/ festivals for all cultures that celebrate diversity, cultural heritage, Swansea and the Welsh Language – as host city and Nation.

Poverty Social Exclusion

It is clear that many of the hub partners live in socially deprived parts of Swansea (the former community's first areas). As such, many of them and their members are affected by the impact of poverty. The hub partners will work closely with colleagues in the Council, including Poverty and prevention, adult and children's services, to deliver our agreed priorities and make a strong contribution to this agenda. This includes providing free and subsidised travel where relevant and integrating our various strategies for participation eg. Active and Healthy Swansea; Corporate Parenting; Poverty Prevention; Lifelong Learning.

Community Cohesion

This is a fundamental element of the work of the hub as described above. The partnership and delivery of the agreed plans will be closely monitored and governed with outcomes that are transparent and open to challenge. The programming and partnerships will be accessible to all in the community; providing the much needed opportunity for people from diverse ethnic backgrounds to collaborate and work together.

Due to the current profile of our audiences, we believe there is low/neutral risk impact to other protected characteristics, as the current service delivery model will continue. This includes specific partnerships with ABMU and our contribution to Active and healthy lifestyles; Ageing Well; dementia awareness; autism friendly accreditation; safeguarding; LGBTQ celebrations; City of Sanctuary and so on. We will be monitoring and undertaking further investigation to monitor and identify any impacts on other communities, in terms of their representation and ability to make best use of the facilities on equal terms. This will include consultation events and reviews, with stakeholder communities invited; surveys; data analysis on bookings; programming reviews and audience snapshots. We will oversee this with a governance board focused on continuous service delivery improvements via key performance indicators, Contract Management, compliance and adherence to the Councils (and funding bodies') Equality Policies that will form part of the Management Agreement. We will, in particular, ensure that there are no perceived barriers, e.g. through cultural / religious profiles that appear to exclude or discourage sectors of our communities at risk of exclusion. This will also reach out to financial and geographic exclusion in terms of the groups we work with, transport and promotional activities that may be supported. Marketing and programming, times of day, pricing strategies will all form part of the scrutiny and review of the board and operational management and deliver of the Agreement with RCC and partners.

Section 4 - Engagement:

Please consider all of your engagement activities here, e.g. participation, consultation, involvement, co-productive approaches, etc.

What engagement has been undertaken to support your view? How did you ensure this was accessible to all?

In the wider spectrum of our delivery of cultural activity, the service works regularly with a range of representative organisations, including YMCA, the Foyer, Young Carers, Foster Swansea, Adult and Children's Services, City of Sanctuary, 50+ groups; LGBTQ groups including Pride and Swansea Sparkle, schools, disability groups etc. This programme continues with its ongoing consultation and engagement in future programming, which in turn has highlighted the opportunity for us to close a 'gap' through this project.

RCC also held a series of Culture and Digital Hub meetings and focus groups over two months last year, with diverse ethnic community groups, alongside the Council, as well as some stakeholders such as the South Wales Police, SCVS, Fire and Rescue Service, amongst others; and established that there was a great need for the digital and cultural hub to be established.

The opportunity was advertised widely on the local news and SWARM network and reached over 4000 people, inviting them to have that conversation. Twenty-four community groups (outlined in Section1) have now joined the Culture and Digital Hub from the consultations and are developing the programme.

What did your engagement activities tell you? What feedback have you received?

What has been illustrated through the last few years, from developing the draft Cultural Strategy, to the City of Culture bid, and its legacy, is the need for an inter-generational and inter-cultural approach to embedding culture, cultural rights, cultural planning in our wider policies for community development and city regeneration. The gap is the evident (visibly and anecdotally) lack of representation in our audiences and active partnerships from BAME communities.

This gap was first highlighted in the consultation for the Cultural Strategy/ City of Culture bid, As part of that initiative, RCC facilitated a consultation event in February 2018, with around 15 groups attending. The outcome was an acknowledgement that much work was needed to promote inclusion and address the disconnect between the traditional presentation of culture and the needs of the city's diverse communities (BAME and other Protected Characteristics). This resulted in a commitment to diversify and broaden the programme to increase audiences, but in particular to work collaborative with the BAME communities to diversify the cultural heritage that was presented through programming. The gap was recently confirmed as still an issue through the work of Fusion. Fusion is a partnership between Cultural Services and 42 cultural providers in the city, funded by Welsh Govt. with the aim of tackling the impact or legacy of poverty on people's life changes, through culture. The wider group meet monthly to assess and share information and awareness about participation, forthcoming projects and opportunities and last year this resulted in a series of projects targeting older people, those living in poverty in the East of the city and those communities in and around Sandfields and St Helens suburbs. The results showed how valuable intergenerational and intercultural work is to our wider community and have been documented and are able to be seen on Youtube and in our reports to Welsh Government. Available as required.

How have you changed your initiative as a result?

Initially, the proposal for the theatre was simply to find a tenant for the Arts Wing, preferably one that could meet our financial requirements, but also maintain some sort of community arts 'theme'. However, this would have been a financial arrangement and of interest to a tiny proportion of producing companies. Initially hub partners were 16 in number and through feedback it is clear that other ethnic minority groups who may not have started the process with the hub felt the need to partner, collaborate and join the hub. It was also imperative that Welsh Connections were included to bring in the Welsh dimension. So, our partners have now grown to 24 diverse ethnic communities. Increasing the input into the development of the creative, well-being and digital programming.

Any actions required (e.g. further engagement activities, mitigation to address any adverse impact, etc.):

Further monitoring and continuous review will be required. This EIA will remain open and updated as the partnership advances to ensure there is clarity and transparency around any adverse impact and that these are appropriately addressed or mitigated.

Council staff will maintain oversight of the service delivery through existing and to be established governance and management of the lease and Management Agreement.

Reporting mechanisms as current, to Cabinet Members, CMT, P&FM, strategy forums will continue.

We will measure progress through audience participation sales data by sales, postcode and buying behaviours in cultural, well-being and digital services along with customer satisfaction surveys quarterly on the products and services offered in the Arts Wing; stakeholder reviews; data analysis and an annual review. This will be overseen by a project and programme board responsible for monitoring via the Cultural and Digital Hub management agreement that is in development:

Section 5 – Other impacts:

Please consider how the initiative might address the following issues - see the specific Section 5 Guidance

Foster good relations between different groups	Advance equality of opportunity between different groups
Elimination of discrimination, harassment and victimisation	Reduction of social exclusion and poverty

Please explain any possible impact on each of the above.

Foster good relations between different groups

By having a partnership approach to creative co-production with 24 community groups who share protected characteristics and with our current audiences to tackle prejudice, promote understanding and increase participation.

Advance equality of opportunity between different groups

Race Council Cymru have an Equality and Diversity policy. The creative programming for the Community Cultural and Digital Hub will create opportunity for everyone. All staff delivering the service including volunteers are expected to undertake equality and Diversity training to highlight equality and diversity. Relevant Councils policies will form part of the management agreement for service delivery

Elimination of discrimination, harassment and victimization

Race Council Cymru has secured funding for a Hate crime officer to be located in the Community Culture and Digital Hub two days a week Providing Victim Support services to the community groups, many of whom experience a range of barriers that may impact on their ability to cope and recover from what they have been through.

Reduction of social exclusion and poverty

Our Funding Strategy supports Creative, Digital and Well-being projects to reduce unemployment, improve skills and learning across our communities.

Hynt is our national theatre access scheme run by Arts Council Wales that works with theatres and arts centers in Wales to make sure there is a consistent offer for visitors with an impairment or specific access requirement, and their care workers or personal assistants. Over 1000 carer's have used this access scheme this year. The Council has also retained its Passport to Leisure initiative which now sits with colleagues in other services to assess, through means testing, the opportunities for residents and carers, foster and adoption families to access discounted leisure and cultural programming.

The partnership and creation of the Hub expands our programming opportunities, times of day, pricing structures, and diversifies our events, social spaces and accessible facilities, which in turn, expands the appeal and opportunities for those currently facing barriers to participation and who qualify for Hynt and Passport to Leisure to participate, resulting in a positive net benefit. We will continuously review this through data analysis.

What work have you already done to improve any of the above?

We have already begun opening out the premises to community groups and engaging with partners to consult and review the opportunities in the theatre;

Improvements are already underway in the Arts Wing;

Increased engagement with community groups and a formal project to deliver the Community Cultural & Digital Hub as described in previous sections, which will be reviewed, monitored and expanded as the rest of the theatre's transformation unfolds.

Is the initiative likely to impact on Community Cohesion? Please provide details.

it is a priority for the Councils Community Cohesion Plan

There will be a dedicated Swansea City facility Grand Theatre Arts Wing in an area of high BAME. This is a positive position supporting the grass roots community to decide and manage a programme of inclusive activities for difficult to reach communities.

The Community Cultural and Digital Hub have introduced a Welsh Language learning course available free. Welsh Language policies and standards will be included in the standard terms and conditions of the Management Agreement

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

Yearly business planning review of targets

Quarterly Progress meetings with Director, HoS and RCC CEO

Monthly/Weekly operational meetings

Project Stakeholder Engagement Strategy and communication plans

Section 6 - United Nations Convention on the Rights of the Child (UNCRC):

Many initiatives have an indirect impact on children and you need to consider whether the impact is positive or negative in relation to both children's rights and their best interests. Please read the UNCRC guidance before completing this section.

Will the initiative have any impact (direct or indirect) on children and young people (think about this age group holistically e.g. disabled children, those living in poverty or from BME communities)? If not, please briefly explain your answer here and proceed to Section 7

The diverse creative programming will be promoting understanding between cultures, helping to develop skills and opportunities for young people, including those in our Care system with training and volunteering opportunities.

Our governance and scrutiny, challenge and performance monitoring will also mitigate against risk of exclusion on factors of cultural difference/ religion, helping young people to gain confidence and a voice through creativity and support networks in a supported environment.

All initiatives must be designed / planned in the best interests of children and young people.

It is clear that many of the hub partners live in socially deprived parts of Swansea (the former community's first areas). As such, many of them and their members are affected by the impact of poverty. The hub partners will work closely with the Tackling Poverty team at the City and County of Swansea to ensure that their needs and requirements are met. Including the government priorities to:

- Secure the health and wellbeing of children and young people
- safeguard the young and vulnerable
- close the gap in educational achievement for children from disadvantaged backgrounds
- ensure young people are participating and achieving their potential to 18 and beyond
- keep children and young people on the path to success

Please explain how you meet this requirement:

Swansea Council and Race Council Cymru Cultural and Digital hub has a programme of children activities.

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

Ongoing monitoring and engagement, safeguarding policy will be included in the Management Agreement terms and conditions

Section 7 - Monitoring arrangements:

Please explain the monitoring arrangements for this initiative:

Monitoring arrangements:

A Management Agreement will set out the aims and objectives, expectations and outcomes, including performance indicators, which will be overseen by this governance structure in the form of a joint Board, chaired by the Council's Head of Cultural Service. The outcome will be more transparent decision making and inclusive programming, open to challenge and change management;

This continuous monitoring of the service will support the Swansea Council Business Planning Process and priorities.

Swansea Council Corporate Boards including finance and external funding board for project financial approval, internal to Swansea Council Cultural Services operations. Cultural & Digital Hub Project Board Meeting; quarterly - monitoring and evaluation of the quality of delivery and financial targets.

Cultural & Digital Hub Management weekly meeting operational planning and key performance monitoring for sales and event artistic programme delivery

We will measure progress through audience participation sales data by sales, postcode and buying behaviours in cultural, well-being and digital services along with customer satisfaction surveys quarterly on the products and services offered in the Arts Wing via the Cultural and Digital Hub management agreement that is in development:

This EIA will remain open for the duration of the project and updated on a regular basis to ensure the project meets business objectives.

**Actions Governance implementation ready for go-live
Head of Terms Lease and Management Agreement**

Section 8 – Outcomes:

Having completed sections 1-5, please indicate which of the outcomes listed below applies to your initiative (refer to the guidance for further information on this section).

Outcome 1: Continue the initiative – no concern

Outcome 2: Adjust the initiative – low level of concern

Outcome 3: Justify the initiative – moderate level of concern

Outcome 4: Stop and refer the initiative – high level of concern.

For outcome 3, please provide the justification below:

For outcome 4, detail the next steps / areas of concern below and refer to your Head of Service / Director for further advice:

Section 9 - Publication arrangements:

On completion, please follow this 3-step procedure:

1. Send this EIA report and action plan to the Access to Services Team for feedback and approval – accesstoservices@swansea.gov.uk
2. Make any necessary amendments/additions.
3. Provide the final version of this report to the team for publication, including email approval of the EIA from your Head of Service. The EIA will be published on the Council's website - this is a legal requirement.

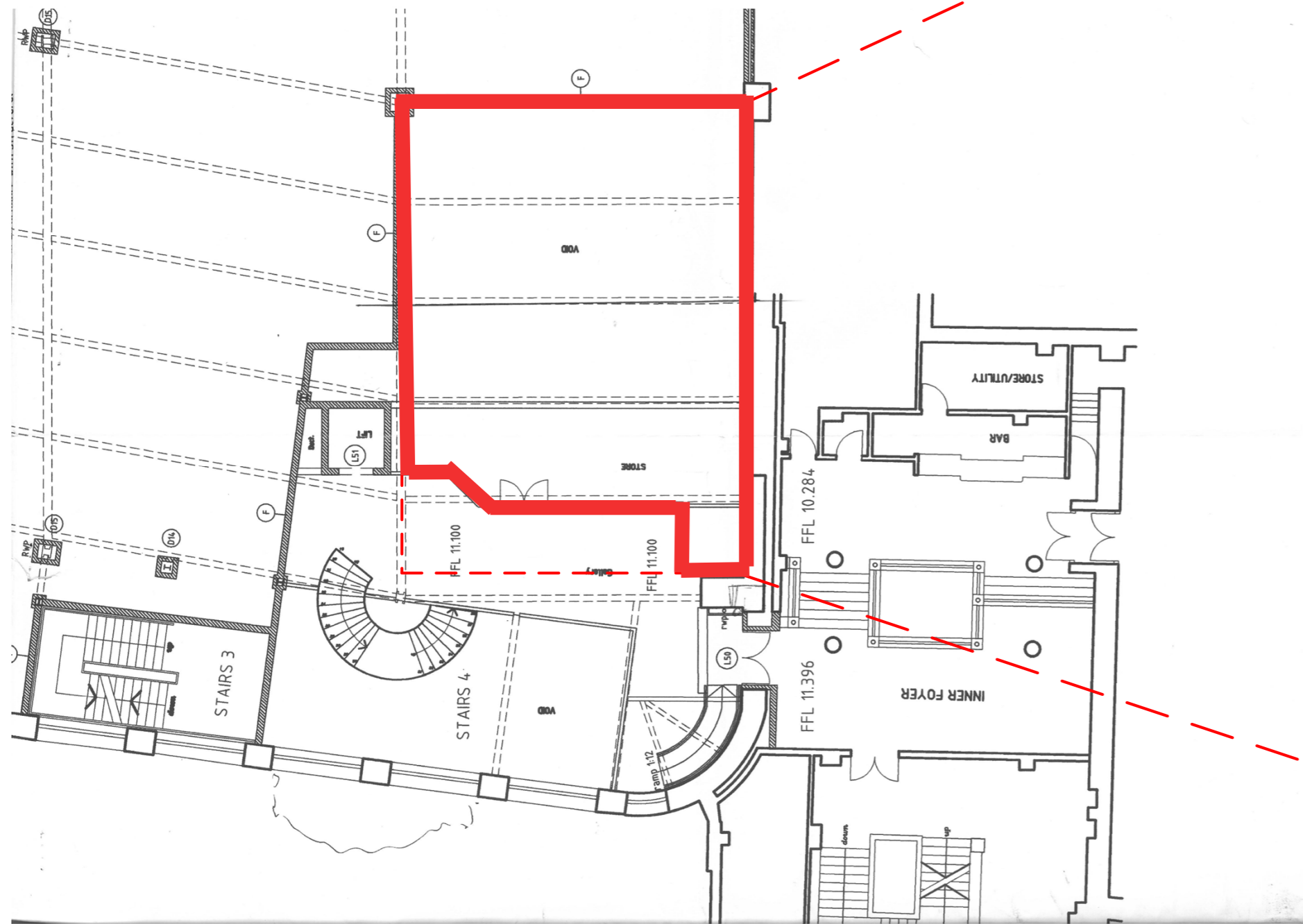
EIA Action Plan:

Objective - What are we going to do and why?	Who will be responsible for seeing it is done?	When will it be done by?	Outcome - How will we know we have achieved our objective?	Progress
Promoting good race relations between people from all diverse backgrounds	SCC staff, hate crime officer and RCC	Ongoing activity - all staff have a responsibility to ensure Equality and Diversity in-line with our policies and regulations	Community/hate crime/customer feedback quarterly reports	ongoing
Promoting inclusion of people from diverse ages in activities	SCC staff and RCC	Ongoing activity - all staff have a responsibility to ensure Equality and Diversity in-line with our policies and regulations	Community/customer feedback in annual reports Quarterly programming review group feedback	ongoing
Promoting a gender equal and fair provisions for all	SCC staff and RCC	Ongoing activity - all staff have a responsibility to ensure Equality and Diversity in-line with our policies and regulations	Community/customer feedback in annual reports	ongoing
Promoting accessible premises and activities	SCC staff and RCC	Ongoing activity - all staff have a responsibility to ensure Equality and Diversity in-line with our policies and regulations	Community/customer feedback in annual reports	ongoing
Promoting fairness to LGBTQI and inclusive	SCC staff and RCC	Ongoing activity - all staff have a	Community/customer feedback in annual	ongoing

practices		responsibility to ensure Equality and Diversity in-line with our policies and regulations	reports	
Promoting the inclusion of people from deprived backgrounds	SCC staff and RCC	Ongoing activity - all staff have a responsibility to ensure Equality and Diversity in-line with our policies and regulations	Community/customer feedback in annual reports Quarterly programming review group feedback	ongoing
Promoting inclusion for people of faith and no belief to access activities	SCC staff and RCC	Ongoing activity - all staff have a responsibility to ensure Equality and Diversity in-line with our policies and regulations	Community/customer feedback in annual reports Quarterly programming review group feedback	ongoing
Promoting inclusion of wider Welsh communities in the club activities	SCC staff and RCC	Ongoing activity - all staff have a responsibility to ensure Equality and Diversity in-line with our policies and regulations	Community/customer feedback in annual reports Quarterly programming review group feedback	ongoing

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*** Please remember to be 'SMART' when completing your action plan (Specific, Measurable, Attainable, Relevant, Timely).**



	Optical Smoke Alarm With Sounder
	Manual Call Point with Tamper Guard
	Emergency Fitting Movement and Signage
	600 x600 Led Panel x 40
	Double Socket White Plastic x 30
	Double Socket White Plastic USB x 10
	Twin Cat5E Point x 20
	Wall / Ceiling Air Con Unit as per Spec

Project Notes:

Walls, - 70mm / 12.5mm plasterboard with acoustic wool

Doors, - FD30 fitted with closers.

Ceiling, - 600X 600 Grid with acoustic wool above

Fire, All Rooms to be incorporated with buildings system to a minimum of L2 standards. Access Control integrated to fire alarm to release all Mag Locks upon fire alarm event

Emergency Lighting - New NM3 bulkheads installed to provide safe movement and directional signage for all escape routes

Access Control, integrated to all office doors via fob entry system with fire alarm integration for release.

Fire Stopping - All penetrations to be via fire collars and seals to maintain fire integrity of partitions and ceilings

Air Conditioning, All new cassettes piped back to roof space along current service routes. All penetrations to be fire rated and sealed upon completion.

- Fire Notes**
1. All new spaces to have L2 fire alarm detection and sounders integrated to current building alarm system.
 2. All spaces to have upgraded emergency lighting for safe movement and directional signage.
 3. All Walls and partitions to have 30min fire rating
 4. No more than 60 people to the area at a time
 5. Protected fire exit to right side of landing primary escape route
 6. Accommodation staircase secondary means if escape primary is the obstruction
 7. Air Change - 17l per min per person via existing system

FIRST FLOOR

White Room - Layout

GUARDIAN
Property Services

Client : Race Council Cymru @ The Grand Theatre Swansea

Project : White Room 1st Floor & Landing Office

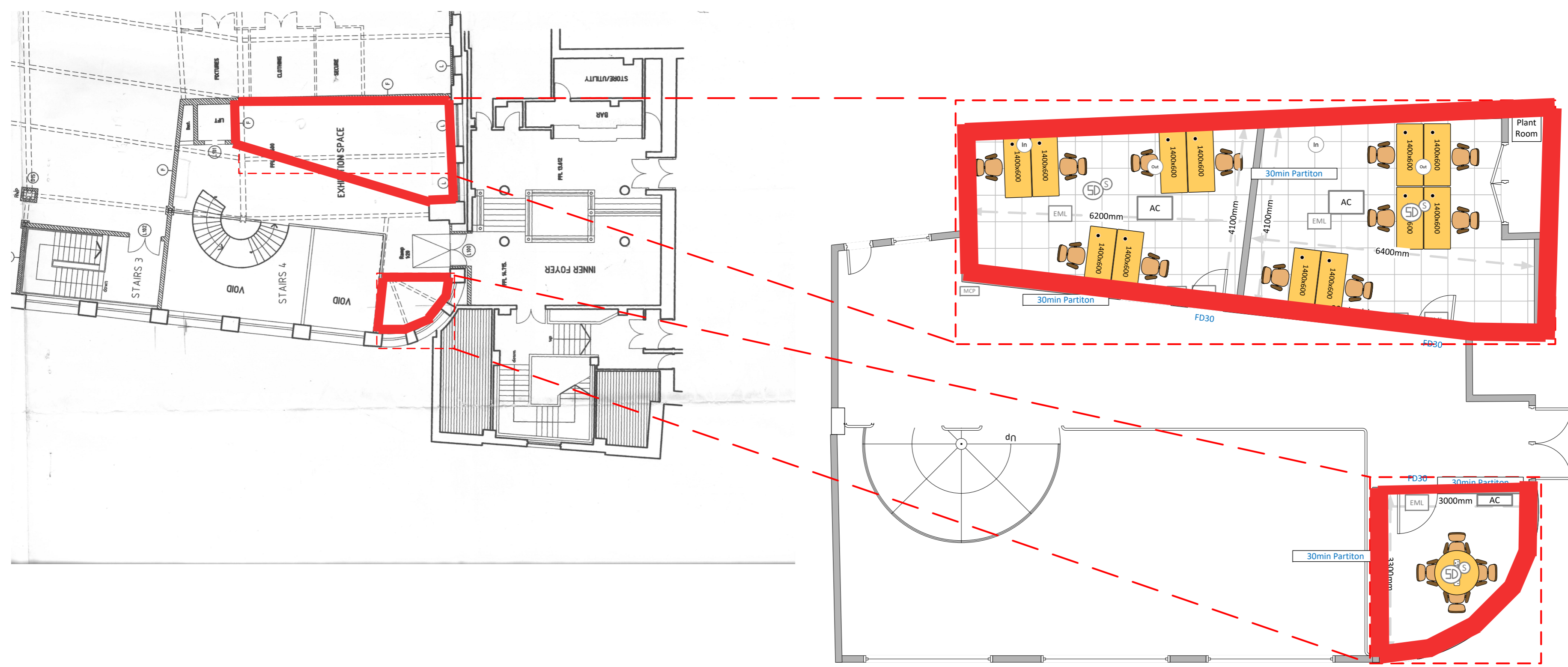
Drawing Ref : White Room & Landing Office

GPS ID : GPS882057/V6

Scale : 1:50 @A1

Terms:

	Optical Smoke Alarm With Sounder
	Manual Call Point with Tamper Guard
	Emergency Fitting Movement and Signage
	600 x 600 Led Panel x 20
	Double Socket White Plastic x 10
	Double Socket White Plastic USB x 10
	Twin Cat5E Point x 20
	Wall / Ceiling Air Con Unit as per Spec



Project Notes:

Walls, – 70mm / 12.5mm plasterboard with acoustic wool

Doors, – FD30 fitted with closers. Left Plant room twin door to be reduced to a single fire door to allow for new dividing wall

Ceiling, – 600X 600 Grid with acoustic wool above

Fire, All Rooms to be incorporated with buildings system to a minimum of L2 standards. Access Control integrated to fire alarm to release all Mag Locks upon fire alarm event

Emergency Lighting – New NM3 bulkheads installed to provide safe movement and directional signage for all escape routes

Access Control, integrated to all office doors via fob entry system with fire alarm integration for release.

Fire Stopping – All penetrations to be via fire collars and seals to maintain fire integrity of partitions and ceilings

Air Conditioning, All new cassettes piped back to roof space along current service routes. All penetrations to be fire rated and sealed upon completion.

Fire Notes

1. All new spaces to have L2 fire alarm detection and sounders integrated to current building alarm system.
2. All spaces to have upgraded emergency lighting for safe movement and directional signage.
3. All Walls and partitions to have 30min fire rating
4. No more that 60 people to the area at a time
5. Protected fire exit to right side of landing primary escape route
6. Accommodation staircase secondary means if escape primary is the obstruction
7. Air Change – 17l per min per person via existing system

2nd Floor Landing - Layout

GUARDIAN
Property Services

Client : Race Council Cymru @ The Grand Theatre Swansea

Project : 2nd Floor Offices

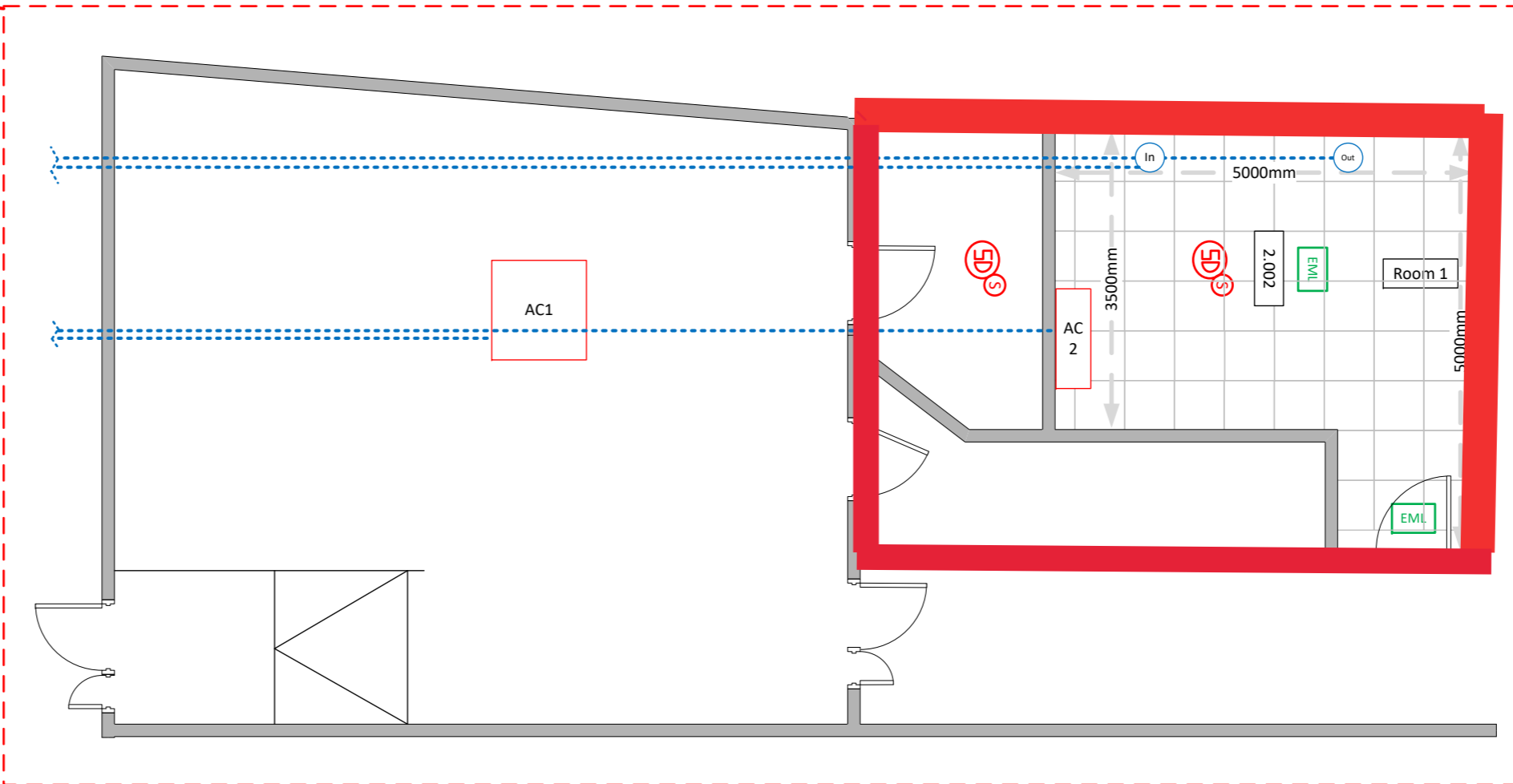
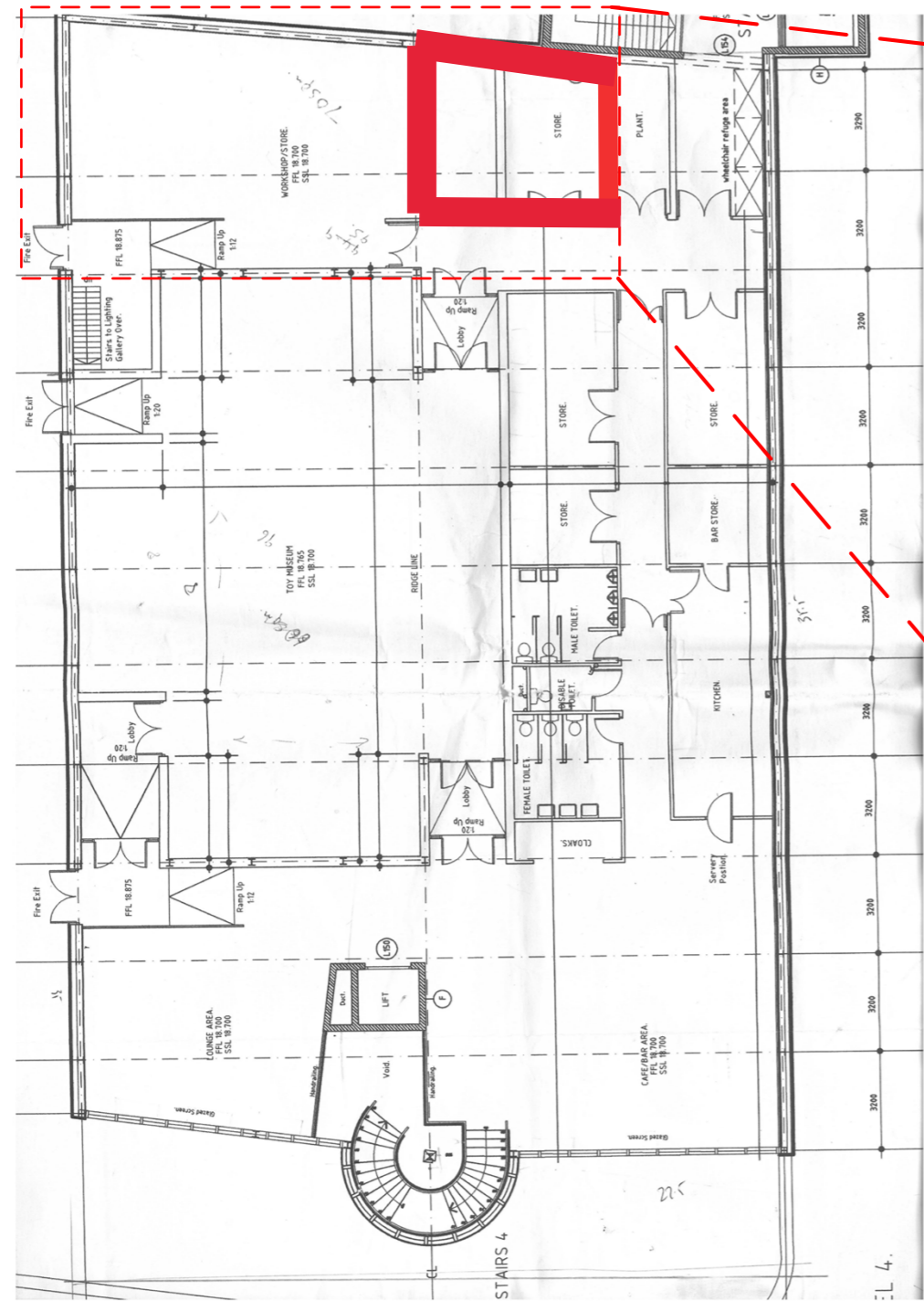
Drawing Ref : Initial Site Draft

GPS ID : GPS882057/V2

Scale : 1:50 @A2

Term:





	Optical Smoke Alarm With Sounder
	Manual Call Point with Tamper Guard
	Emergency Fitting Movement and Signage
	600 x 600 Led Panel x 6
	Double Socket White Plastic x 4
	Double Socket White Plastic USB x 2
	Twin Cat5E Point x 20
	Wall / Ceiling Air Con Unit as per Spec
	Air In - Ceiling Spigot 150mm
	Air Out - Ceiling Spigot 150mm

Project Notes:

Walls, - 70mm / 12.5mm plasterboard with acoustic wool

Doors, - FD30 fitted with closers. Left Plant room twin door to be reduced to a single fire door to allow for new dividing wall

Ceiling, - 600X 600 Grid with acoustic wool above

Fire, All Rooms to be incorporated with buildings system to a minimum of L2 standards. Access Control integrated to fire alarm to release all Mag Locks upon fire alarm event

Emergency Lighting - New NM3 bulkheads installed to provide safe movement and directional signage for all escape routes

Access Control, integrated to all office doors via fob entry system with fire alarm integration for release.

Fire Stopping - All penetrations to be via fire collars and seals to maintain fire integrity of partitions and ceilings

Air Conditioning, All new cassettes piped back to roof space along current service routes. All penetrations to be fire rated and sealed upon completion.

Project Notes:

Air Conditioning

All new air conditioning services to be run above new suspended ceiling via mechanical containment. All wall and ceiling penetrations to be fire sealed

AC1 - 5.0Kw Daikin Ceiling Cassette
 AC2 - 5.0Kw Daikin Ceiling Cassette
 AC3 - 3.5Kw Daikin Wall Cassette

Air In & Air Out

Upgraded air in air out strategy via existing service ducting at local plant room. Automatic Fire dampers already in line on ducts above plant room.

Left Office - 1 x Air In 1 x Air Out
 Right Office - 1 x Air In 1 x Air Out

Electrical

1. New single/three phase consumer unit with local meter. Sub main to be SWA with supplementary separate earth.
2. Power, all accessories to be white plastic to Hager standard unless specified.
3. Lighting, all new 600 x 600 led panels to be to Robus standards for offices.

Final Locations of accessories to be determined on site with client

Fire Notes

1. All new spaces to have L2 fire alarm detection and sounders integrated to current building alarm system.
2. All spaces to have upgraded emergency lighting for safe movement and directional signage.
3. All Walls and partitions to have 30min fire rating
4. No more than 60 people to the area at a time
5. Protected fire exit to right side of landing primary escape route
6. Accommodation staircase secondary means if escape primary is the obstruction
7. Air Change - 17l per min per person via existing system

GUARDIAN
Property Services

Client : Race Council Cymru @ The Grand Theatre Swansea

Project : 3rd Floor Counselling Room

Drawing Ref : Initial Site Draft

GPS ID : GPS882057/V1

Scale : 1:50 @A2

Items:

3rd Floor Studio – Layout / M&E / Fire & Em Ltg



Agenda Item 15.



Report of the Cabinet Member for Investment, Regeneration & Tourism

Cabinet – 20 January 2022

Proposed Lease to Part of Coedgwilym Park to Friends of Coedgwilym Park

Purpose:	To seek approval to negotiate and agree Heads of Terms and enter into a lease with Friends of Coedgwilym Park for parts of Coedgwilym Park.
Policy Framework:	Asset Management Plan 2021-25 Community Asset Transfer Policy 2021 Policy Commitment - Creating a Healthier Swansea
Consultation:	Legal, Finance, Property and Access to Services.
Recommendation(s):	It is recommended that Cabinet: 1) Approves the proposed disposal of the land to Friends of Coedgwilym Park at a level of undervalue being acceptable to Cabinet based on advice of the Head of Property Services. 2) Delegates authority to the Head of Property Services to negotiate and settle the terms of the proposed leases (and thereafter any required Deeds of Variation) and authority is delegated to the Chief Legal Officer to finalise the legal documentation.
Report Authors:	Sue Reed / Gemma Bevan
Finance Officer:	Aimee Dyer
Legal Officers:	Debbie Smith / Sally Ann Evans
Access to Services Officer:	Rhian Millar

1.0 Background

It is Friends of Coedgwilym Park's intention to enter into a 125 year lease for part of Coedgwilym Park as the transfer will create a mutual benefit to both the Council and the Community by promoting social, economic or environmental wellbeing and supporting the aims and priorities of the Authority. Under the proposal, the Friends will undertake the management of the bowling green and additional surrounding land (as shown outlined in red on the plan in Appendix A) to enable the construction of an associated club house and community building. The Friends Group is made up of the existing eight formal park organisations being three bowling clubs, three football clubs, the Canal Society and the Heritage Centre. The group is run by volunteers and formally by Trustees with each of the park organisations represented.

- 1.1 Coedgwilym Park is an area of approx. 35,000Sq.m. It currently has two enclosed play areas (one of which is older and more dilapidated than the other), a bowls green, two full size football pitches and accompanying changing rooms, two tennis courts and a multi-use games area.
- 1.2 The Park is owned by Swansea Council and is maintained by Parks Operations from within the Waste Management service.
- 1.3 It is also home to the Swansea Canal Society who hire out kayaks and canoes from the on-site boating house.
- 1.4 Clydach Heritage Centre is also on the park's grounds, and is open mainly on weekends for short periods, showing the history of Clydach from the late 1700's to date.

2.0 Business Case and Proposal

- 2.1 Friends of Coedgwilym Park have submitted a request to take on full repairing, maintaining and service provision of the bowling green, and land alongside bowling green for the construction of a new community building.
- 2.2 The Friends were formed on March 4th 2019 and is a registered charity with the objective of improving the facilities at Coed Gwilym Park for the whole community. To date £184,000 has been raised of the £192,000 required for the project, from grants, donations, local businesses and sponsors. The Friends successfully refurbished the existing clubhouse at a cost of nearly £37,000 completed pre-pandemic.
- 2.3 The successful implementation of this proposal and long-term lease as detailed in the Friends business plan (Appendix B) will provide the following benefits;
 - Community cohesion through the ownership, involvement and interest in local facilities.

- Partnership working with the community in managing and safeguarding valuable community assets.
- Investment in modern, fit for purpose facilities which the Authority is not in a position to provide.
- Increased access to local formal and informal sporting and recreational opportunities.
- Access to funding opportunities not available to the Local Authority.

3.0 Property Implications

- 3.1 To enable the Friends to confidently invest in the facilities without fear of the useful life of those investments being cut short and to give the parties involved the ability to apply for grant funding for the maximum number of grants available a 125 year lease is considered appropriate in this case.
- 3.2 The lease will require Friends Group to be fully responsible for all, utilities, insurance, repair and maintenance of the leased area, The use will be limited to that of a bowls green and community building.
- 3.3 Given the above terms a peppercorn rent for the length of the term is considered appropriate and to be best value given the proposed use. The current use of the land makes any more financially viable use of the land extremely unlikely and, even if it were possible, it would probably be outweighed by the well-being benefits of the current proposal.
- 3.4 The Council is required to dispose of land for the best consideration reasonably obtainable in accordance with Section 123 of the Local Government Act 1972 and the Council's Land Transaction Procedure Rules.
- 3.5 The General Disposal Consent (Wales) Order 2003 allows a range of public bodies to transfer the ownership and management of land and buildings to local communities at 'less than best consideration' where it is the intention to promote social, economic or environmental well-being. The proposed disposal is in accordance with the Councils Community Asset Transfer Policy (CAT Policy) and falls within the scope of the General Disposal Consent (Wales) Order 2003. This disposal also meets the objectives of the Well-Being of Future Generations (Wales) Act 2015 and the Council's policy commitments of creating a Healthier Swansea.
- 3.6 The Head of Property Services is satisfied that the disposal is in accordance with the CAT Policy in that it will create a mutual benefit to both the Council and the community by promoting social, economic or environmental wellbeing and support the aims and priorities of the Council. Community Asset Transfer is an established mechanism used to enable the community ownership and management of public owned land and buildings. The ultimate aim of Community Asset Transfer is community empowerment, that is, to ensure that land and buildings are

retained or transformed for public benefit through community asset ownership or management.

3.7 In order to comply with the Council's Land Transaction Procedure Rules this report needs to include prescribed information, It is confirmed in the paragraphs above that this disposal is in accordance with the CAT Policy and meets the requirements of the General Disposal Consent (Wales) Order. If this disposal is not approved then the benefits as outlined in paragraph 2.3 will not be achieved. There is no commercial advantage acquired by the tenant as a result of this disposal as the proposed tenant is not a commercial enterprise. The proposal is to lease the Land for a term of 125 years on a full repairing and insuring lease at a peppercorn rent.

3.8 The above mentioned terms are non-negotiable so cabinet approval is sought for these terms and to then authorise the Head of Property Services to negotiate and settle the other detailed terms of the proposed lease (and thereafter any required Deeds of Variation) and to instruct the Chief Legal Officer to finalise the legal documentation.

3.9 As the land is deemed to be public open space, a statutory consultation process was previously undertaken in respect of the disposal of the Land and a separate public open space notice was advertised in March 2020 to dispose of the whole Park. No objections were received for either notice.

4. Integrated Impact Assessment

- 4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
 - Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English.
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

- 4.1.1 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 4.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 4.2 An IIA Screening Form (Appendix C) has been completed with the agreed outcome that a full IIA report was not required:
- The Friends will improve and enhance the facility provision in Coedgwilym Park to enable them to further develop opportunities for the local community.
 - There will be no change in provision or opportunity than at present as the Park will remain fully open to the public.
 - Consultation has been undertaken by the Friends of Coed Gwilym Park, as part of the funding application process, over 800 people were consulted.
- 4.3 The IIA process also provides evidence that the initiative complies with Welsh Language Standards: specifically, that we have considered how to maximise any benefits and minimise any adverse effects on:
- opportunities for people to use the Welsh language
 - treating the Welsh language no less favourably than English.

5.0 Financial Implications

- 5.1 Agreement of a long term lease to the Friends would preclude the Authority from the possibility of the future sale and capital receipts from this site.
- 5.2 There will be no additional long term revenue or capital financial commitment required by the Authority for any new facilities provided by the Friends, as this will be the responsibility of the Friends from the date of the lease.
- 5.3 The Authority has received an outline business case from Friends of Coedgwilym Park which includes their form of organisation and the proposed community benefits.

- 5.4 Given the above terms a peppercorn rent for the length of the term is considered appropriate and to be best value given the proposed use. The current use of the land makes any more financially viable use of the land extremely unlikely and, even if it were possible, it would probably be outweighed by the well-being benefits of the current proposal.

6.0 Legal Implications

- 6.1 Section 123 of the Local Government Act 1972 and the Council's Land Transaction Procedure Rules set out in the constitution apply to this disposal. Under s123 LGA 1972 a local authority has the power to dispose of land held by it in any manner it wishes provided that the local authority achieves the best consideration that can reasonably be obtained except where the disposal is for a short tenancy (less than 7 years) or the local authority has the consent of the Welsh Ministers. Under the Council's constitution the responsibility of determining in what manner the land will be disposed of in order to obtain best consideration lies with the Head of Property Services.

Under the General Disposal Consent (Wales) Order 2003 the Welsh Ministers have issued a general consent for disposals of land under s123 for less than best consideration. This allows a local authority to dispose of land for less than best consideration if it considers that the disposal will contribute to the promotion or improvement of the economic, social or environmental well-being of its area and the extent of the undervalue is no more than £2m.

- 6.2 There are specific powers and requirements for the disposal of land held by a local authority for planning purposes, housing, allotments, open space and school playing fields.
- 6.3 Where the land is deemed open space, the Council is required under s123 to advertise the disposal of the land in the local newspaper for two consecutive weeks and to give full and proper consideration to any objections. The key issue for the Council is to balance any adverse consequences of the loss of open space, having regard to the objections received, against the advantages of disposing of the land. The public open space notice published in March 2020 encompassed the whole park, and no objections were received.
- 6.4 In order to dispose of land which is currently playing fields the local authority must comply with The Playing Fields (Community Involvement in Disposal Decisions) (Wales) Regulations 2015. The Council must before making a decision to dispose of a playing field, or any part of a playing field, publish on two consecutive weeks in at least one local newspaper a notice of the disposal and display a copy in at least one place on or near the playing field to which the disposal relates, and, in any event, at each official entrance to the playing field, for not less than 6 weeks. Copies of the notice and details of the disposal also need to be sent to a number of organisations as set out in the regulations.

The requirements contained in the regulations do not apply where:

1. The proposed decision to dispose relates to the grant of an interest in the playing field, or any part of the playing field, that does not have an adverse impact on the use of the playing field as a sports or recreational facility by the public;
 2. The playing field is to be retained as a sports or recreational facility for use by the public and the disposal is to be made to a local authority or a body whose aims or objectives include the promotion of sporting or recreational activities.
- 6.5 The property has not been advertised on the open market. The Council's constitution specifies that if there has been no marketing of the Land or only one person has indicated an interest to purchase there can be no such disposal of land except where it is determined by the Head of Property Services or his nominee is satisfied that the disposal would be in accordance with the applicable statutory requirements. In considering this, the Head of Property Services may have regard to the following matters (among others) (a) the robustness of the valuation evidence (b) the likely market for the Land now and in the future given its relevant physical, legal or other characteristics, (c) the potential for the Land to be transferred to and used by a community council or Third Sector/Community Group in accordance with the CAT Policy, (d) responses (if any) received by the Council following reasonable marketing of the Land and (e) whether the disposal would achieve a corporate objective or contribute to the promotion or improvement of the economic, social or environmental wellbeing of people or communities in its area (taking into account all considerations including subsidy controls).
- 6.6 The Head of Property Services is satisfied that the disposal is in accordance with the CAT Policy and assists the Council in meeting several statutory and policy objections, therefore satisfying the criteria in (c) and (e) above,.
- 6.7 The lease documentation will contain all the relevant provisions to protect the Council's interest.

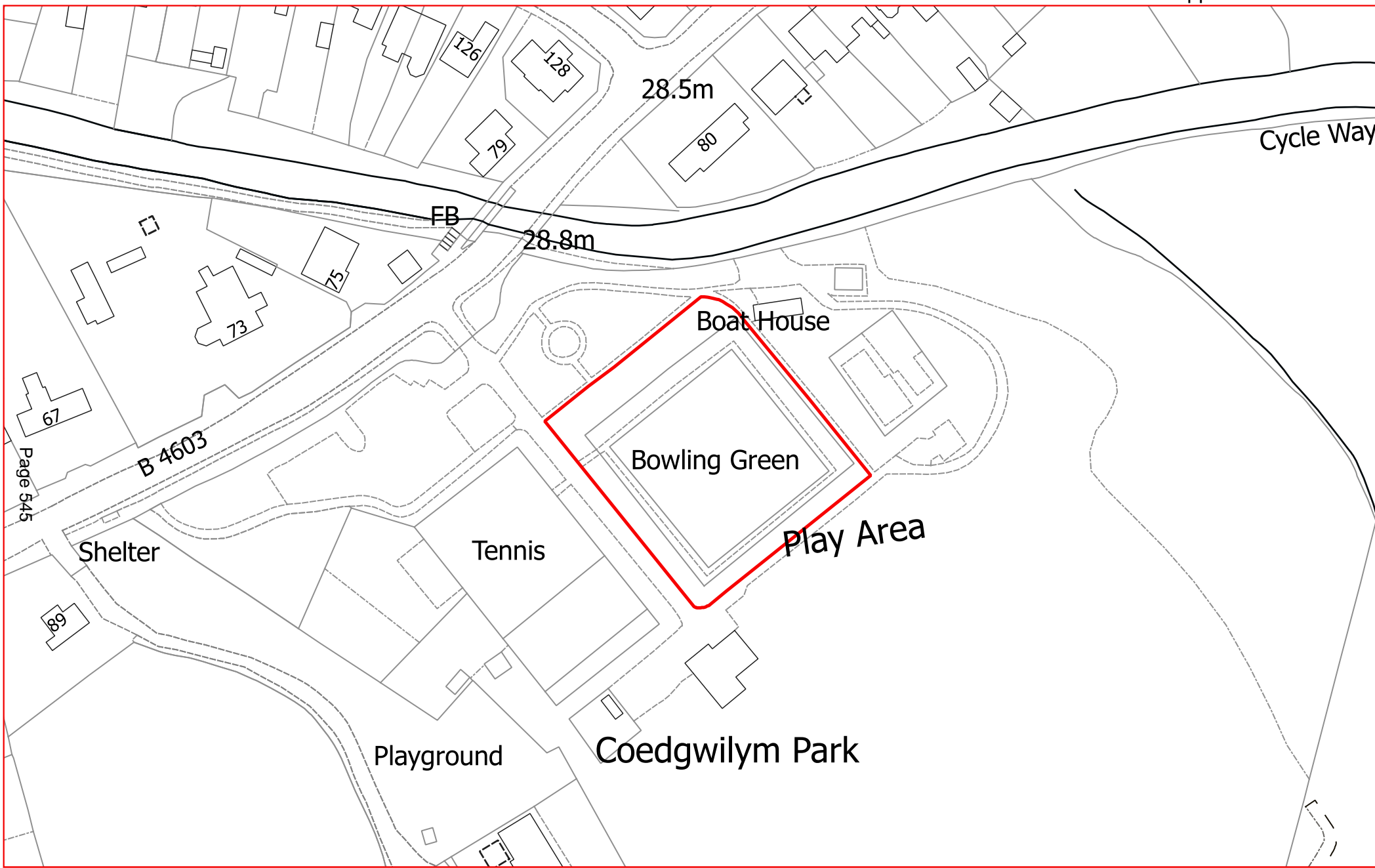
Background papers: None

Appendices:

Appendix A - Plan

Appendix B - Friends Business Plan

Appendix C - IIA



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Coedgwilym Park, Clydach



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FRIENDS OF COED GWILYM PARK (CYFEILLION PARC COED GWILYM)

Registered Charity No.1182299

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Business Plan 2021/22

Location:

Coed Gwilym Park,
79 Pontardawe Road,
Clydach,
Swansea,
SA6 5NS

Contact Person: Mr David Rooke (Chair)

Mr Clive Osbourne (Secretary)
Mr Steve Vincent (Treasurer)

Address and postcode:

C/O David Rooke
17 Oakland Close
Glais
Swansea
SA7 9EW

Contact telephone number:

07866 399126

Website:

www.friendsofcoedgwilympark.co.uk

Email address (if different from above):

davidrooke500@yahoo.co.uk

Executive Summary

The Friends of Coed Gwilym Park is made up of the existing eight formal park organisations being three bowling clubs, three football clubs, the Canal Society and the Heritage Centre. The group is run by volunteers and formally by Trustees with each of the park organisations represented. Coed Gwilym Park is near Clydach on the outskirts of Swansea.

Our group was formed on March 4th 2019 and is a registered charity with the objective of improving the facilities at Coed Gwilym Park for the whole community. To date we have raised over £85,000 from Grants, donations and/or pledges, local businesses, sponsors, events and so forth and are continuously looking for new ways of raising funds in these strange times. Our first major project was the refurbishment of the existing pavilion which was completed before lockdown at a cost of nearly £37,000.

The challenge going forward is to keep our group motivated and working well together while also involving more members of the wider community be it volunteering, being a Trustee or any other relevant assistance that is required in the future. On the evidence of our recent Survey this should not be a problem with large numbers of the wider community willing to volunteer for a range of tasks. They recognise that our park is a huge community asset and are willing to help both with their time and money.

By undertaking a lease for elements of the park we both intend to make this community asset an even greater community asset in the years ahead. Tremendous support for this new route has been provided by the City and County of Swansea, our local councillors, local businesses, schools, churches, village shops and of course most importantly of all the wider community who at the end of the day will be the users of this treasured asset.

Aims:

To lease elements of Coed Gwilym Park and build a new Community Club House.

Financial summary:

December 15th 2021: Available balance £43,702.4

Pending:

Community Lottery Grant funding approved pending lease : £89,000

Landfill Tax Grant approved: £45000

80% of which will be paid in during December 2021 and the balance on completion of the project

Further breakdown on projections for 2022/23 at the end of this document.

Background

Community Club House Project

Our Project is to build our New Community Club House at the top end of the park near to the carpark , Heritage Centre, Canal Society Building and on one side of the bowling green. The building will occupy a focal point in the park with most park users passing by it when they use the park facilities. The Club House will be constructed with sustainable timber as manufactured by Passmore Buildings Ltd of Rochester with plasterboard walls and ceilings, a Metrotile roof and vinyl floors throughout. It will have fire resistant paint externally and electric roller doors covering all exterior doors and windows for security purposes. Internally there will be two changing rooms, a multi use toilet, a gents toilet, a store room, a small kitchen and a club room of some 65 square meters.

Our New Club House building will significantly enhance the facilities in the park and satisfy many of the community requests that we have obtained through recent surveys, specific fund raising events, verbal communication and further engagement with the wider community at local events. These include a place to meet in the park, a place to shelter, toilet facilities for all, a place to have light refreshments, changing facilities, a place to socialise and to chill out and relax. Social events that have been discussed within the community include bingo, dancing, craft clubs, a park gardening club, watching six nations rugby games on the club TV as well as providing a venue for school activities, improved wellbeing and isolation perhaps with specialist partners such as Age UK , presentation evenings, a meetings venue, a place for birthday parties, Yoga and arm chair yoga, a Zumba group and other activities as required. We plan to provide three daily newspapers in the Club House as well as a TV with the current news and tea/coffee facilities on a help yourself basis with a donation box. We also plan to put in a Dog Parking Station so that those out walking their dogs can kennel them outside the club house while they come in for a tea/coffee and a chat.

The club house will be run by volunteers and there will be a rota system for opening, closing and cleaning the facility and replenishing toilet accessories and tea/coffee supplies. Our recent survey has identified that there are some 77 persons within the community who will volunteer to undertake these tasks so we are very confident that these roles will be easily filled and we will provide all necessary induction and further training as required. We will also have a volunteer booking officer who will co-ordinate all activities and oversee the facility on behalf of the group. The club will be non profit making and a budget has been prepared outlining the projected income and expenditure which is attached as a document in support of this application.

The New Club House facility is being built for the benefit of the whole community with the existing park organisations benefiting with new accesible toilets, changing rooms for some sports , a facility to make tea/coffee and a room to have meetings, a room to undertake activities, provide teas for visiting organisations and bowls teams and a facility to socialise in with the wider community especially in the winter when many of the organisations are not operating with the result of far greater community spirit.

Community Usage:

The existing park organisations have between them just over 800 members but these figures are substantially higher when one considers the usage that these organisations attract and all these persons will benefit from our project. There are about 2500 bowl visits per annum, 3200 football visits per annum, 2200 Heritage Centre visitors and 1000 canoists/kayakers per annum without all the volunteer visits.

The other park users from the community, some of whom will be existing, some new, and some more frequent users will benefit from the same facilities and will be provided with an opportunity to undertake activities in the club house or to join existing park organisations and the new proposed park organisations such as the gardening club, the tennis club, the craft club and others. From our Usage Survey on a cold February day this year there were 392 persons who came into the park on the day representing 190 walkers, 125 dog walkers, 39 children in the play areas, 19 cyclists, 10 collecting children from the school, 5 workers from the Local Authority and 4 joggers. There were also 116 dogs. We realise that this is only a snapshot and we intend to carry out many more of these surveys over the coming months. If we annualised these statistics it represents around 143,000 people visits and 42,000 dog visits. So these figures when added to the ones in the paragraph above clearly show a huge amount of footfall for a local park albeit that a lot of it is repeat usage.

Community-led Approach

Collaboration with Local Groups

The Friends of Coed Gwilym Group came into existence following a Public meeting in the Old Glais Pub on October 31st 2018. This meeting had been called because members of the three Coed Gwilym bowling clubs had been on tour in England and saw what wonderful facilities all the clubs there have. Further positive discussions with the other park groups and the wider community resulted in the Public meeting with the idea of improving all of the facilities at Coed Gwilym Park for everyone to enjoy.

Numerous meetings were held during the following months with Swansea City Councillors and Officers, local Councillors, Swansea SCVS, Clydach CC, other park Friends groups and the wider community through events held and a stand at the annual summer fete in the village to gain as many opinions and views as possible. These discussions, talks and events gave us the initial evidence for the best way forward to comply with the community needs.

The Friends Group then came up with a list of priorities with the first one being the refurbishment of the existing football pavilion. The showers did not work, the toilets were in a poor state and the walls had not seen a lick of paint for many many years. These works were duly carried out in late 2019 and early 2020 at a cost of just under £37,000 thanks in large part to a Grant received from Mynydd Y Gwair and some

donations from the community.

The second major Project identified was the building of a New Community Club House to form a focal point in the park for meeting, relieving oneself, chilling, relaxing, socialising, sheltering and generally enjoying for all sectors of the community. The evidence of need for this project and the best way to proceed were identified by desk top research, chats in the park, meetings with other park Friends groups, representation at the village fete, two Survey Monkey surveys, a Park Usage Survey and a Teenage Survey.

Further Consultation

The first Survey Monkey was undertaken in August 2020 through email, Whats App, Twitter, Facebook and word of mouth and had 294 respondents. Seventeen questions were asked and participants were offered a space to comment which many did. The overall response was very positive with over 87% saying accessible toilets and baby change facilities were extremely or very important. Then 85% said a place to shelter was strongly agreed or agreed with as well as the provision of changing rooms for tennis players, bowlers, kayakers and paddle boarders. Over 90% said that a place for the community to socialise in would be a good facility to have and especially so in the long winter months. Over 85% thought the park needed updating.

Our second Survey Monkey was carried out in February 2021 through the same medias as the first one and had 507 respondents. Again the overall response was extremely positive and the survey gave responses from all age groups in similar percentages and in ethnicity in similar percentages to what we have in our community as a whole. The real positive was that 345 persons who replied were willing to be volunteers with 124 litter pickers, 82 tea/coffee servers, 22 cutting the bowling green grass and 36 helping with canal activities being the largest groups. Over 316 persons or 68% were willing to make a donation to new facilities in the park if they addressed their needs which this project does. The respondents first language was 90% English and 10% Welsh and we are fully aware of the need to be bilingual in all we do with the New Club House. We also need to Welshify our website which we have arrangements for once lockdown ends.

There were 158 suggestions/comments with this survey and perhaps the following one sums up the feeling.

" This pandemic has really made me appreciate what a wonderful facility we have on our doorstep. To enhance this wonderful setting it would be so nice to have a stroll, play and watch a game of bowls with drink and snack. I work for the NHS and to be able to get out and have a walk on my day off admiring the scenery whilst getting some exercise has been so beneficial to my wellbeing"

There were many mentions of Yoga in the suggestions/comments and we have already spoken to Maria , a fully qualified Yoga teacher, who would very much like to set up a start up Yoga and Armchair Yoga group in the club house. There have also been discussions regarding a Zumba group and a local cycling group would like to use the club house as a starting and finishing point for a 20km ride with refreshments in the club house at the finish.

The Park Usage Survey mentioned briefly earlier was carried out on Tuesday 9th February 2021 between 7.40 and 16.30 by two Friends members in their cars. The survey showed that 392 persons visited the park on a very cold February day in lockdown. Of these 190 were walkers, 125 dog walkers, 39 children in the play areas, 19 cyclists, 5 workers, 4 joggers and 10 taking/collecting children from the school next door. There were also 116 dogs so maybe we should open a shop selling dog food !! The numbers surprised us and shows just how popular our park is . It was unfortunate that we could not, due to Covid, speak to the visitors but it certainly provides good baseline information and something we will do again in the coming months and during construction of the building to get further baseline information and to determine what activities/events in detail all these visitors would like to see. It also showed that we need to take account of the dog usage with more dog bins, a dog water station for hot weather and somewhere for dogs to go when their owners go into the Club House. We will consult further with the Dogs Trust and the RSPCA.

Our Teenage survey was limited as we had hoped to get the local Comprehensive School to send it out to all students but they are not allowed to under data protection rules. However the respondents we did get use most of the facilities on a regular basis and perhaps not surprisingly

FRIENDS OF COED GWILYM PARK

BUSINESS PLAN - CASH FLOW 2022/23

	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
<u>SALES/RECEIPTS</u>												
Shop sales	1500	2000	1500	1500	1200	1200	1200	1500	1500	1500	2000	2000
Bowls Visitors		408										
Canal Soc												
Donation					300							
Yoga Room use				30	30		30	30	30	30	30	
Garden Club								20	20	20	20	20
Wellbeing Org				50	50		50	50				
Dance Club				50	50	50	50	50	50	50	50	50
Camera Club				20	20		20	20	20	20	20	20
Mothers/Todls				10	10	10	10	10	10	10	10	10
Bethel Chapel						50						50
Inco Vale												
Donation					500							
Bowls Donation	100	100	100	100	100	100	100	100	100	100	100	100
Annual Event												500
Other					50			50	50			
TOTAL	1600	2508	1600	1760	2310	1410	1460	1830	1780	1730	2230	2750

PURCHASES/PAYMENTS

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Shop Purchases	750	1000	750	750	600	600	600	750	750	750	1000	1000
Insurance Bld	500											
Insurance PL	600											
Electric			200			200			200			200
Water						600						600
Fire Ext Serv												120
PAT Testing						80						80
TV Licence	160											
Wifi	30	30	30	30	30	30	30	30	30	30	30	30
Consumables WC	150					150						150
Cleaning												
Materials	100					100						100
Daily Papers	100	100	100	100	100	100	100	100	100	100	100	100
Maintenance			200			200			200			200
Training	150			150								
Clothing	100			100								
TOTAL	2640	1130	1280	1130	730	2060	730	880	1280	880	1130	2580
DIFFERENCE	-1040	1378	320	630	1580	-650	730	950	500	850	1100	170
YTD	-1040	338	658	1288	2868	2218	2948	3898	4398	5248	6348	6518

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Cultural Services

Directorate: Place

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

To seek approval to negotiate and agree Heads of Terms and enter into a lease with the Friends of Coed Gwilym Park for Coed Gwilym Park, including the immediate management of community use and secondary hires and lettings. The Friends of Coed Gwilym are a registered charity (No. 1182299).

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>

**Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?
Please provide details below – either of your activities or your reasons for not undertaking involvement**

In the immediate future there will be no direct change to the facilities on offer to members of the public and users of the park, other than new signage replacing Swansea Council with Friends of Coed Gwilym Park, in actual fact local people will have more say in what they would like to see in the park due to the fact that they are represented on the committee and regular community meetings are held in the locality.

In the long-term, the addition of a new Community Club House is planned and funding has been secured pending the agreement of a lease. This new facility will significantly benefit the local community and encourage further usage for all. Consultation has been undertaken by the Friends of Coed Gwilym Park, as part of the funding application process. Over 800 people were consulted and the National Lottery have since granted funding to improve the park, through the construction of a new Community Club House.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
Yes No
- c) Does the initiative apply each of the five ways of working?
Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes No If yes, please provide details below

Parks Operations currently undertake the maintenance of the park and have therefore been part of the discussions with the Friends of Coed Gwilym Park in relation to the lease of Coed Gwilym Park.

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

It is the Friends of Coed Gwilym Park's intention to take on the running, and enter into a 125 year lease for Coed Gwilym Park. Under the proposals, the Friends of Coed Gwilym Park will manage the park on very much a similar basis as the Council currently, and will upgrade the park and make relevant changes using a phased approach. The Friends of Coed Gwilym Park would work with other groups and stakeholders who regularly use the park, as a constituted group, who will be able to access grant funding for further improvements to the facility; for instance the development of a new Community Club House.

This proposal will not affect any groups/communities adversely, on the contrary it will address immediate needs expressed by the community by offering increased opportunities for engagement and improved facilities for all. The proposal also offers a sustainable approach to increasing participation in local decision-making, through the collaboration of local community groups in the day-to-day running of the park. This model places the well-being of local people at the heart of the decision-making process and focusses on ways in which to enhance Coed Gwilym Park for future generations. Through short-term and long-term plans the Friends of Coed Gwilym intend to encourage usage by groups of all protected characteristics, promoting access for all; free cultural events; community cohesion; sports and leisure facilities; outdoor pursuits and adventure play; physical recreation; wellbeing and environmental initiatives.

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

(Q2) The activity proposed is 'low impact' as it is expected that the experiences of all groups and communities will be enhanced.

(Q3) Community consultations were conducted face to face (before pandemic) and further surveys have been undertaken using Survey Monkey, via social media; Whatsapp; Twitter and Facebook, in more recent times. The data gathered was used to evidence need and park usage. The results of these surveys help the group secure National Lottery funding to develop the park.

(Q4) The proposal takes into account WFG considerations and will work towards local and National goals. Upholding a sustainable approach to community development.

(Q5) The activity proposed is 'low risk' and supports the socio-economic needs of all parties.

(Q7) This proposal will not affect any groups/communities adversely, on the contrary it will address immediate needs expressed by the community by offering increased opportunities for engagement and improved facilities for all. It will also provide a sustainable model for future community development at Coed Gwilym Park.

(NB: This summary paragraph should be used in the relevant section of corporate report)

- Full IIA to be completed
- Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Gemma Bevan
Job title: Community Initiative Coordinator
Date: 15/12/21
Approval by Head of Service:
Name: Tracey McNulty
Position: Head of Service Cultural Services
Date: 16/12/21

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 16.



Report of the Cabinet Member for Supporting Communities

Cabinet - 20 January 2022

Third Sector Compact Agreement Update

Purpose:	To provide an update on Swansea's Third Sector Compact Agreement and the work to date of the Compact Liaison Group who were formed as part of the updated Swansea Compact Agreement with the Voluntary Sector in 2018.
Policy Framework:	Swansea Third Sector Compact Agreement 2021 (attached as Appendix1)
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: 1) The report is noted.
Report Author:	Spencer Martin
Finance Officer:	Chris Davies
Legal Officer:	Adrian Jeremiah
Access to Services Officer:	Cath Window

1. Background

- 1.1 Swansea Council first agreed a Compact with the Third Sector in 1999, the Compact has been renewed and refreshed a number of times in the intervening years.
- 1.2 The Compact is an agreement between the Swansea Council and the voluntary and community sector. It sets out key principles and establishes a way of working that improves their relationship for mutual advantage.
- 1.3 The renewed 2018 Compact Agreement established the Compact Liaison Group. The purpose, aims and objectives of the Compact Liaison Group are stated as:

“Monitoring and evaluation of the Compact Agreement between the Council and the Sector will be conducted through Compact Liaison Group, with the main purpose of the group being to share a general overview of strategic developments and a general exchange of information.

The group would:

- Comprise of equal membership of Council and Third Sector representatives*
- Meet every two months (more frequently if required)*
- Third Sector representatives elected from a broad cross section of the Sector, Council representatives shall be drawn from across service areas with links to the Third Sector*
- Charing of meetings will alternate between the Council and Third Sector, minute taking and administering the meeting will likewise alternate between partners.*
- Ensure Third Sector Forum Groups and relevant council groups to feed in*

The purpose of the group is:

- To promote the Compact Agreement and encourage ownership and support across both sectors*
- To monitor the expected outcomes outlined in the Compact Agreement and review the objectives to ensure the document remains responsive to current trends*
- To act as a mechanism to facilitate dialogue between the Council and the Third Sector on matters of shared interest*
- To agree a joint work programme for each year to share and manage risk*
- To monitor the progress of delivering the work programme”*

1.4 In line with the agreement, the Council are to be updated annually on the work of the Compact Liaison Group and any development or amendments to the Compact Agreement. The Compact Agreement has been reviewed and updated by members of the Compact Liaison Group; the 2021 update is attached as **Appendix 1**

2. Compact Liaison Group - 2020/21

2.1 The group is comprised of Council Officers and representatives of the Third Sector who were elected by their peers via hustings events hosted by SCVS.

2.2 There was a hiatus during COVID lockdown, which meant there were no meetings between March and August 2020. However, since August 2020 the group established its work plan for the year and agreed to rotate the Chair and Secretariat of the meeting between the partners. The Group has met nine times since August 2020, most recently October 2021.

2.3 In line with the purpose of the group to *act as a mechanism to facilitate dialogue between the Council and the Third Sector on matters of shared*

interest areas of work undertaken or discussed by the Third Sector Liaison Group in the 20/21 year included:

- Post COVID Community Support – Achieving Better Together
- Update on additional funding opportunities for the Sector
- Volunteer ID Letters to allow travel during lockdown
- Letters for Carers to allow travel during lockdown
- Possible Changes to Local Resilience Networks
- Care Home Support during COVID
- Growing Food Policy
- 3rd Sector Procurement
- Community Renewal Funding
- Update on Volunteering Policy and practice
- Regional Volunteer Recovery Toolkit
- Community Asset Transfer: research with the third sector
- Climate Change
- Resilience/Emergency planning

2.4 The group has worked together to promote the Compact Agreement and encourage ownership and support across both sectors by adopting an inclusive agenda planning process, encouraging partners to suggest items and drive workplans. Also by agreeing to share the Chair and secretariat of the meetings ownership of the group is shared at all levels.

2.5 The Infographic at **Appendix 2** provides a snapshot of highlights and the status of the Third Sector in Swansea and demonstrates the importance and variety of support the sector provides to our residents of Swansea including;

- 2,103 Voluntary and Community organisations operating in Swansea
- 28.5% of people in Swansea Volunteer
- 10% of employment in Wales is within the Charitable/Voluntary Sector
- The Top 5 categories of activity within the sector are as follows, demonstrating the additional Tier Zero support provided by the third sector are:
 - Education and Training
 - Health and Social Care
 - Children and Families
 - Sports & Recreation
 - Community

These figure although impressive do not reflect the actual size of the sector in Swansea but is drawn from publicly available and reported information, the actual stats will all be larger as some are based on estimates from all Wales stats. An action for the Compact Liaison group would be to undertake a sector survey in Q1 2022 to develop a more localised version of the information.

- 2.6 COVID has affected all sectors of society adding pressure and stress on groups and their staff and one of the outcomes of the Compact Agreement is *to ensure we work together to remain responsive to current trends*. Throughout the year we have discussed pressures in the system and in particular how this is effecting the Third Sector and what solutions we can collectively fine to move forward. Some common themes are identified below;
- Additional funding sources to alleviate effect of COVID have been welcome, however tight deadlines have been problematic and stressful
 - Requirement to spend allocated funds within deadlines has been difficult – issues with running projects include; staffing, product supply, venue, changing rules/lockdowns and many others
 - Monitoring information required is stringent and onerous with so much short term funding monitoring regimes could be more pragmatic.
 - The third sector has had to rely upon social media for its face to face contact which although very new and difficult has been conversely successful in attracting interaction with clients
 - Anxiety over post COVID recovery and future funding availability
 - Clarity and update of Volunteering strategies is required as we move forward
- 2.7 The case study at **Appendix 3** demonstrates some of the difficulties people have experienced throughout COVID and how third sector groups have been able to support; in this example from Your Voice Advocacy - adults with learning disabilities.

3. COVID Recovery and Future Work Programme

- 3.1 Working together with the Third Sector will form an essential part of the Councils COVID-19 recovery strategy, Achieving Better Together.
- 3.2 The council has planned its initial re-mobilisation of immediate priorities from the COVID-19 crisis, the longer term plan from recovery to transformation.
- 3.3 The Third Sector Liaison group will work with this strategic approach 'Swansea Achieving Better – Together' and will work in partnership to ensure all groups in Swansea work together to aid recovery in the short and longer term through the phases outlined in the strategy. Re-mobilise, Re-focus and Re-shape
- 3.4 Future review of the Compact will include references to community resilience to ensure planning for any future situation similar to COVID is better prepared
- 3.5 Promoting the work of the West Glamorgan Volunteering Support (WGVS) multi-agency project creating shared resources to develop the knowledge, management and coordination of volunteers and volunteer involving organisations across the Swansea and Neath Port Talbot areas. It has been funded through the Welsh Government Volunteering Recovery Fund.

3.6 To encourage a return to volunteering after COVID the WGVS has worked in partnership to develop a series of toolkits:

- Diversifying your Volunteers Toolkit – WGVS
- Friends of park & allotment groups Toolkit – WGVS
- Individual Action to Community Action Toolkit – WGVS
- Volunteer Co-ordinator Guide Toolkit – WGVS
- Volunteering in Primary Care GP Practices Toolkit – WGVS
- Green Recovery Toolkit – WGVS

Information on these toolkits are available on the WGVS website.

4. Third Sector Funding 2021 - Grants and Contracts

4.1 The Third sector play an integral part in Swansea Council meeting its statutory and philanthropic aims. In situations where the Third sector is the best provider of a service, function or facility they are afforded to opportunity of competing for Contracts via the council's procurement process or Grants via individual grant programmes.

4.2 The Council has administered a significant number of Third Sector Grant Funding programmes over the year, some of these have had a particular focus due to the COVID pandemic, and others are longer term.

4.3 An infographic summarising the grants can be found as **Appendix 4** and a summary table is below which shows 288 Grants have been awarded amounting to a total of circa \$1,900,000

Funding stream	Number of third sector projects/organisations supported	Amount allocated
Food Poverty Fund	35 grants awarded	£196,270
Period Dignity Fund	12 grants awarded	£13,793
Men's Shed Fund	7 grants awarded	£25,000
Community, Partnership & Destination grants	23 grants awarded	£93, 271
Rural Development Fund Grants	4 grants awarded	£107,440
Valleys Taskforce grants	3 grants awarded	£99,000
Summer of Fun for Children and Families	77 grants awarded	£331,784
Winter of Wellbeing for Children and Families	93 grants awarded	£471,946
Youth Support Emotional Health & Wellbeing Grant	20 grants awarded	£210,000
Carers Respite Support Grant	9 grants awarded	£154,224
VAWDASV Grants	5 grants awarded	£157,732

4.4 Grant funding administered by other organisations is an important tool which allow third sector organisations to fulfil their aims and objectives and assist the clients they serve in Swansea. An example of this is a third sector group working in Swansea is Faith in Families, one of their pilot projects called 'Inspiring Futures' is an Intensive confidence building and back to work project across Swansea. Over the course of its pilot the achievements included:

- Have supported 77 individuals with back to work support and wellbeing checks
- Provided 156 online training courses
- 47 individuals have gained work relevant certificates
- 215 other certificates have been achieved
- 57 families have been supported to access foodbanks
- 480 wellbeing checks have taken place
- 7 individuals have gone on to attend Health & Social care courses
- Recruited 7 volunteers for local projects, 3 went into employment, 2 into supported employment and 4 went onto university.

Further information on this project is attached as **Appendix 5**.

4.5 Third Sector organisations hold a number of Contracts with Swansea Council, These contracts are procured via the 'Sell to Wales' portal and are won via the Councils procurement process.

5. Integrated Assessment Implications

5.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

5.2 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

- 5.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 5.4 The IIA screening undertaken can be found at **Appendix 6** demonstrated that there are no equality implications for Swansea Council. This is because the report updates on Swansea's Third Sector Compact Agreement and the work to date of the Compact Liaison Group who were formed as part of the updated Swansea Compact Agreement with the Voluntary Sector in 2018.

In line with the agreement, the Council are to be updated annually on the work of the Compact Liaison Group and any development or amendments to the Compact Agreement. The report fulfils this requirement and updates to Compact for 2021.

The Compact Liaison Group is comprised of relevant Council Officers and representatives of the Third Sector elected by their peers via hustings events hosted by SCVS. The Group is not a decision-making body but reviews and advises on policy issues affecting both the Statutory and Third sector. The Compact Liaison Group therefore plays an important part of the Councils Consultation process, and can feed into reviews of Strategies, policies and services via its regular meetings.

The Compact Agreement is a partnership commitment, it is not party to a decision making body but can impact upon the council services in strategic way. The report updates the Agreement and on its subsequent workplan outputs for 2021.

6. Legal Implications

- 6.1 There are no legal implications.

7. Financial Implications

- 7.1 There are no financial implications.

Background Papers: None

Appendices:

- Appendix 1 – Revised Swansea Compact Agreement 2021
- Appendix 2 - Infographic - Third Sector Activity in Swansea
- Appendix 3 – Case Study, SM, Your Voice Advocacy
- Appendix 4 – Infographic - Third Sector Grant Funds 2021
- Appendix 5 – Case Study Faith in Families
- Appendix 6 – IIA Screening Form

THIRD SECTOR COMPACT AGREEMENT 2021



Background

Swansea Council has a long and productive history of partnership working with the Third Sector in Swansea.

A Compact agreement was made between the parties in 1999. This document has been co-produced in consideration of the Compact as the basis for a Third Sector Strategy to reflect joint working principles between Swansea Council, Swansea Council for Voluntary Services and the wider Third Sector to provide a robust and workable framework for ongoing dialogue between the partners.

Definition

The Third Sector is a term used to describe the range of organisations, groups, associations and enterprises, which fall outside the public and private sectors. These groups include:

- Local and national independent, non-governmental bodies;
- Local and national registered Charities
- Groups established voluntarily by people who choose to organise themselves for benevolent, not for profit purposes;
- Community Businesses - value-driven and motivated by social, cultural or environmental objectives, rather than profit, committed to reinvesting their surpluses to further their social aim

Strategic Context

The Well-Being of Future Generations (Wales) Act places new requirements on Welsh Government along with 43 other public bodies across Wales to think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined up approach (*Shared Purpose, Shared Future*).

We will collectively ensure a clear contribution is demonstrated to the seven well-being goals and that the five ways of working principles are applied

Swansea's Corporate Plan 2017/22

As required by the Well-being of Future Generations (Wales) Act 2015, Swansea Council published its well-being statement before 31st March 2017.

The well-being statement sets out our key priorities. These priorities, known as our 'well-being objectives', are our objectives for improving the environmental, cultural, economic and social well-being of Swansea and Wales.

In order to meet these challenges, we have prioritised six well-being objectives. These are:

- **Safeguarding people from harm** - so that our citizens are free from harm and exploitation;
- **Improving education and skills** - so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life;
- **Transforming our economy and infrastructure** - so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens;
- **Tackling poverty** - so that every person in Swansea can achieve his or her potential;
- Maintaining and enhancing Swansea's **Natural Resources and Biodiversity** – so that we maintain and enhance biodiversity, reduce our carbon footprint, improve our knowledge and understanding of our natural environment and benefit health and well-being.
- **Transformation and future council development** - so that we and the services that we provide are sustainable and fit for the future.

We will work collectively to ensure a clear contribution to Swansea Council's Corporate Plan and Well-being Objectives and be explicit in the outcomes we are seeking to achieve for citizens

Third Sector Strategic Vision

Along with public sector bodies, the Third Sector is facing increasing challenges many of which hinge on reduced funding and ever-increasing demands on the sector very much linked to the new ways of working within the public service agenda.

Although there are challenges the Sector within Swansea remains vibrant and necessary- delivering quality support and services to community members.

Income, assets and resources

The Sector generates income for Swansea, with Third Sector organisations funding their own operations raising funds from sources as diverse as via philanthropy, trading, and managing their own physical assets.

Where local groups deliver services employing local people, money stays within the Swansea economy.

Volunteering

The Sector has always been reliant on the time given free for no financial reward. The governance and operational elements of third sector groups continue to depend on volunteers.

In a changing landscape, volunteering is an important step for many citizens as a step towards paid work- either as a returner or for those seeking to enter the workplace for the first time.

Demographic changes are having impact on the volunteer base and bring both challenges as well as adding value to the work of groups.

Organisations using volunteers' face the challenge of meeting the increasingly high support needs of those for whom volunteering is a way of moving closer to employment.

When considering utilising volunteers in new models of service delivery it must be recognised that volunteer led delivery is not a no cost option.

Democracy

The Third Sector has a long history of supporting the engagement of local people in local issues and solutions, Third Sector groups are grounded in the '5 Ways of Working'.

Involving the Sector at an early stage in policy development and service design, adopting a co productive approach leads to better outcomes for citizens where community based groups are well placed to provide insight into the unique challenges faced by community members they meet.

Information and communication

In a changing world, it is vitally important that there is clear understanding across the local authority (and other public sector agencies) about what the Third Sector does, its contribution and the benefits of working in partnership.

Clear, accurate and early information about Council led strategy enables the Third Sector to plan and to contribute meaningfully as a supportive partner.

Swansea Council and the Third Sector share a fundamental aim to serve and represent the citizens of Swansea, through working together to create an environment, which encourages healthy communities, community participation, self-reliance, local innovation, stronger local government and a viable, sustainable and flexible Third Sector.

Future Direction and Aspirations

As local government budgets reduce, new ways of working will have to be found to maintain and improve services to residents with less or no direct financial support from Swansea Council.

The Council recognises the innovative nature of the Third Sector and aims to support innovation through the continuation of small funding pots to drive new ideas.

We will work together to secure funding from independent sources and ensure information is shared on any new sources of funding, and promote local groups whenever possible over national or international organisations or businesses.

We will work together to encourage shared services and premises to reduce core organisational costs.

The Council recognises that the Third Sector is growing to fill gaps left in services, to facilitate this growth we will work together to encourage the development of social enterprises, co-operatives, apprenticeships and other wider Third Sector models of delivery.

Objectives

Our objectives have been drawn up in recognition of the benefits that an effective compact can bring.

To achieve our vision and future aspirations and directions the aims of objectives of this agreement will be to work together to:

- Provide a framework for developing shared working and partnership agreements;
- Provide a forum for discussing and developing complementary strategic policies, which deliver best value services for Swansea;
- Promote mutual understanding of each sectors concerns, issues and working practices;
- Encourage and support good citizenship, healthy communities and volunteering;
- Develop consistent good practice in grants funding and procurement arrangements to the third sector, and wherever possible support local groups;
- Develop good practice in joint commissioning processes and procedures;
- Provide a co-ordinated approach to the provision of and planning of services;
- Develop partnership working in relation to the Welsh Government and/or any new regional participation arrangements which it sets up;
- Develop effective coproduction, consultation and communication mechanisms;
- Create an environment for discussing cross boundary issues;
- Identify unmet need and advice on strategic priorities;
- Exchange relevant information;
- Facilitate, promote and influence joined up solutions within the Council, Third Sector and other statutory or non-statutory agencies in Swansea;
- Work together as partners to create and environment to progress the Regional Working agenda;
- Provide governance support to ensure all Third Sector groups have robust constitutions and governing documents, up to date policies and financial arrangements
- Formally recognise and celebrate the contribution and quality services of Third Sector organisations in Swansea

Underpinning Shared Values and Principles

The following underpinning shared values and principles have been developed and agreed with all partners to ensure we build trust as we work together to meet the aims and objectives.

- **Mutual Respect:** To recognise, value and respect the contribution of each of our communities to the people and services in Swansea. To work together to foster a partnership that is based on principles of integrity, transparency, trust and mutual respect.
- **Quality Services:** All partners will work together to create and sustain a safe and healthy living environment through quality, coordinated service delivery, but also allow for innovation and new ideas;
- **Equality And Diversity:** To support the quality of life for all citizens of Swansea and promote equality of opportunity and eliminate discrimination for those who belong to the protected groups outlined in the Equality Act 2010 (and Welsh Regulations 2011) and any implications from the Welsh Language (Wales) Measure (2011);
- **Communication and engagement:** To promote and support user involvement and public consultation on the services provided in Swansea;
- **Partnership working, Joint events and activities:** Either in partnership or independently to provide services in support of the above to a cost effective and high quality standard;
- **Volunteering:** to recognise volunteering as an important contribution and commitment made by local people to their communities. Support develop and promote volunteers' meaningful contributions to service delivery, sustainability and development of projects and initiatives.
- **Development:** To recognise development and training as an essential tool to maintaining high quality service provision, and support those who require training to develop individually and collectively by utilising ways of sharing best practice.

Engagement and Involvement

To ensure the Third Sector and Swansea Council are involved and engaged with revision of the Compact agreement, a series of events and workshop have taken place to gain the sector's views

on how best we can work together to meet the future challenges. Further engagement, co-production and monitoring of the Compact agreement will take place to ensure the sector is fully aware of future plans and opportunities.

Structure

The current structure and scope of consultation, representation and partnership arrangements between the local authority and the Third Sector is already well established and working well in many areas. Many organisations and departments have built up positive partnership and working arrangements. It is not the intention that any new structure should disrupt or duplicate these in any way but to support these ways of working. The following structure aims to involve all stakeholders in determining the strategic policy and direction through:

- Annual Standing Conference; recommended a joint event in partnership with SCVS annual conference
- Annual update report – to the Swansea Council Cabinet
- Third Sector Task and Finish working group - a small group to meet, should the need arise, to discuss and report upon one off, urgent and wider policy and strategy issues.

Commissioning Model and Funding

The Council's approach to commissioning is to ensure there is an overview of all commissioning activity in order to support achievement of corporate objectives in line with the following principles:

- Outcome based for cohorts of people
- A move towards a single contract with a provider
- A move towards a single lead commissioner
- Alignment to the commissioning cycle – plan, do, review, analyse
- Co-production as part of the commissioning cycle, whenever possible.

Swansea Council will publish and update all commissioning opportunities on Sell2Wales. All other funding opportunities through the Compact Fund will be published annually and promoted to the

whole sector. The External Funding Panel will be the decision making body for funding. All systems will work within the Council's political process.

Monitoring and Evaluation

Monitoring and evaluation of the Compact Agreement between the Council and the Sector will be conducted through Compact Liaison Group, with the main purpose of the group being to share a general overview of strategic developments and a general exchange of information.

The group would:

- Comprise of equal membership of Council and Third Sector representatives
- Meet every two months (more frequently if required)
- Third Sector representatives elected from a broad cross section of the Sector, Council representatives shall be drawn from across service areas with links to the Third Sector
- Charing of meetings will alternate between the Council and Third Sector, minute taking and administering the meeting will likewise alternate between partners.
- Ensure Third Sector Forum Groups and relevant council groups to feed in

The purpose of the group would include:

- To promote the Compact Agreement and encourage ownership and support across both sectors
- To monitor the expected outcomes outlined in the Compact Agreement and review the objectives to ensure the document remains responsive to current trends
- To act as a mechanism to facilitate dialogue between the Council and the Third Sector on matters of shared interest
- To agree a joint work programme for each year to share and manage risk
- To monitor the progress of delivering the work programme

Conflict Resolution

The Compact Liaison Group shall be the first point of reference for any conflict resolution; here issues can be discussed and agreed between the partners.

Compact Agreement Annual Review

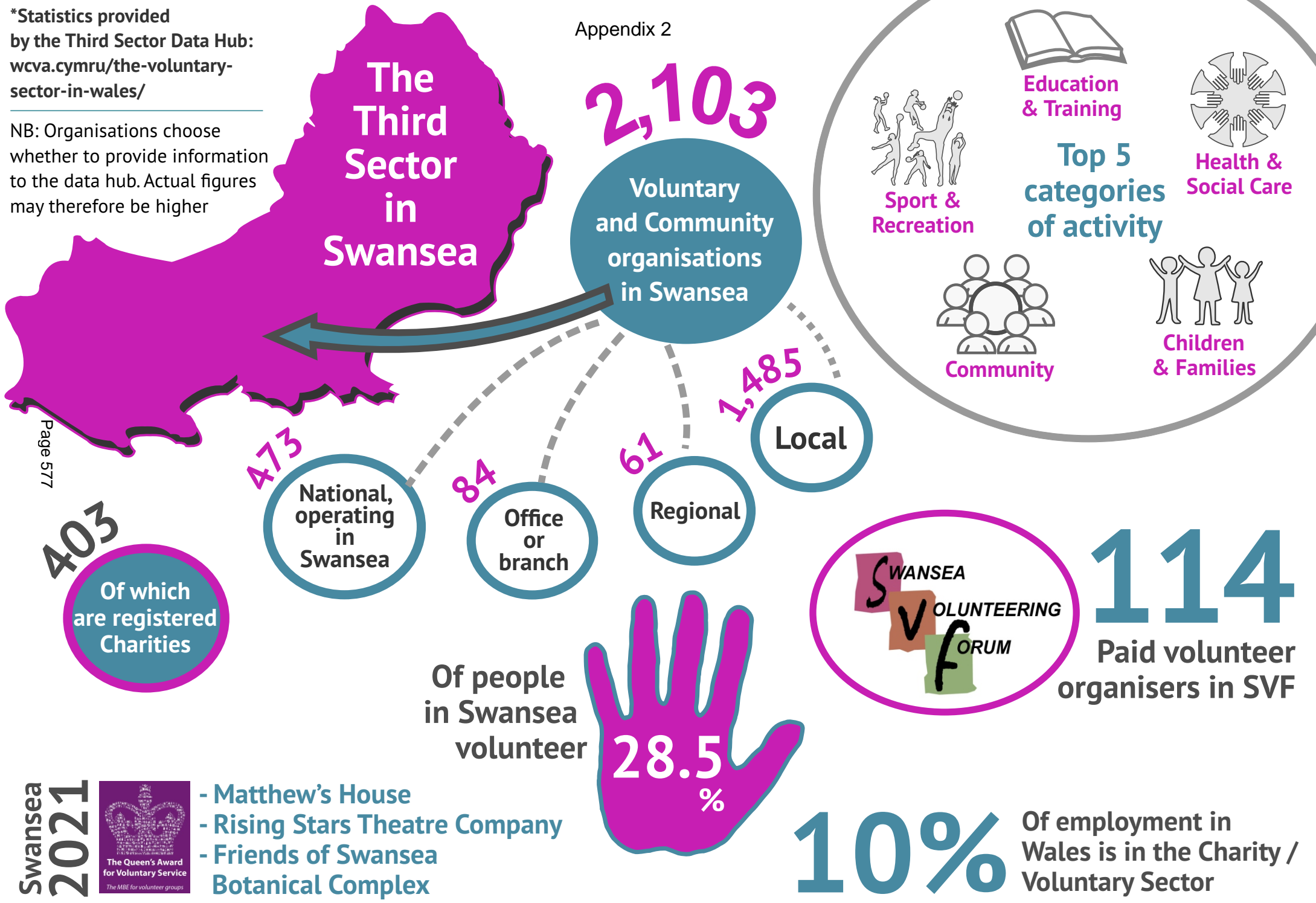
The Purpose of the annual review will be to assess progress on the objectives outlined in the agreement and aid with future direction.

The review conference will be open to all stakeholders from statutory and voluntary sectors. All Third Sector groups will be invited to participate. No group will be excluded by reason of holding a commissioned procured contract or being in receipt of grant aid or not being funded by the partner organisations (it is proposed the annual review be held tandem with SCVS AGM).

*Statistics provided by the Third Sector Data Hub: wcva.cymru/the-voluntary-sector-in-wales/

NB: Organisations choose whether to provide information to the data hub. Actual figures may therefore be higher

Appendix 2



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Swansea 2021



- Matthew's House
- Rising Stars Theatre Company
- Friends of Swansea Botanical Complex



A personal story from a staff member.

When the pandemic hit many of our members did not understand what was going on. Many who were living independently struggled to access shops and food shortages were meaning they did not eat. Without sufficient funds, know how or support even getting to a shop was a challenge as buses and taxi were no longer available. In times of trouble, we turn to our friends for help, the friends of adults with learning disabilities are normally other adults with learning disabilities, all in similar situations.

The lack of internet provision also meant many were unable to access on line services or report their situation to the very authorities that were supposed to help them. When you don't read or write, when your bus stops coming, when the food in the shops is all gone, day services are closed, when you have no internet and only a bank card for withdrawing cash what are you supposed to do.

The first 6 weeks of the pandemic had me searching for supplies, registering people with food banks, repeating myself time and time again when trying to refer people for food parcels..(Why can't they go to shops, why can't they shop on line etc etc) slowly the food situation began to resolve itself, our charity was successful in obtaining some funding to buy ipads and get people connected to the internet, we quickly produced Easy Read guides on using ipads, Zoom, social media, I spent many hours on hold to banks standing outside in all weathers while I tried to get bank cards changed, or taught someone how to use an ipad through the window.

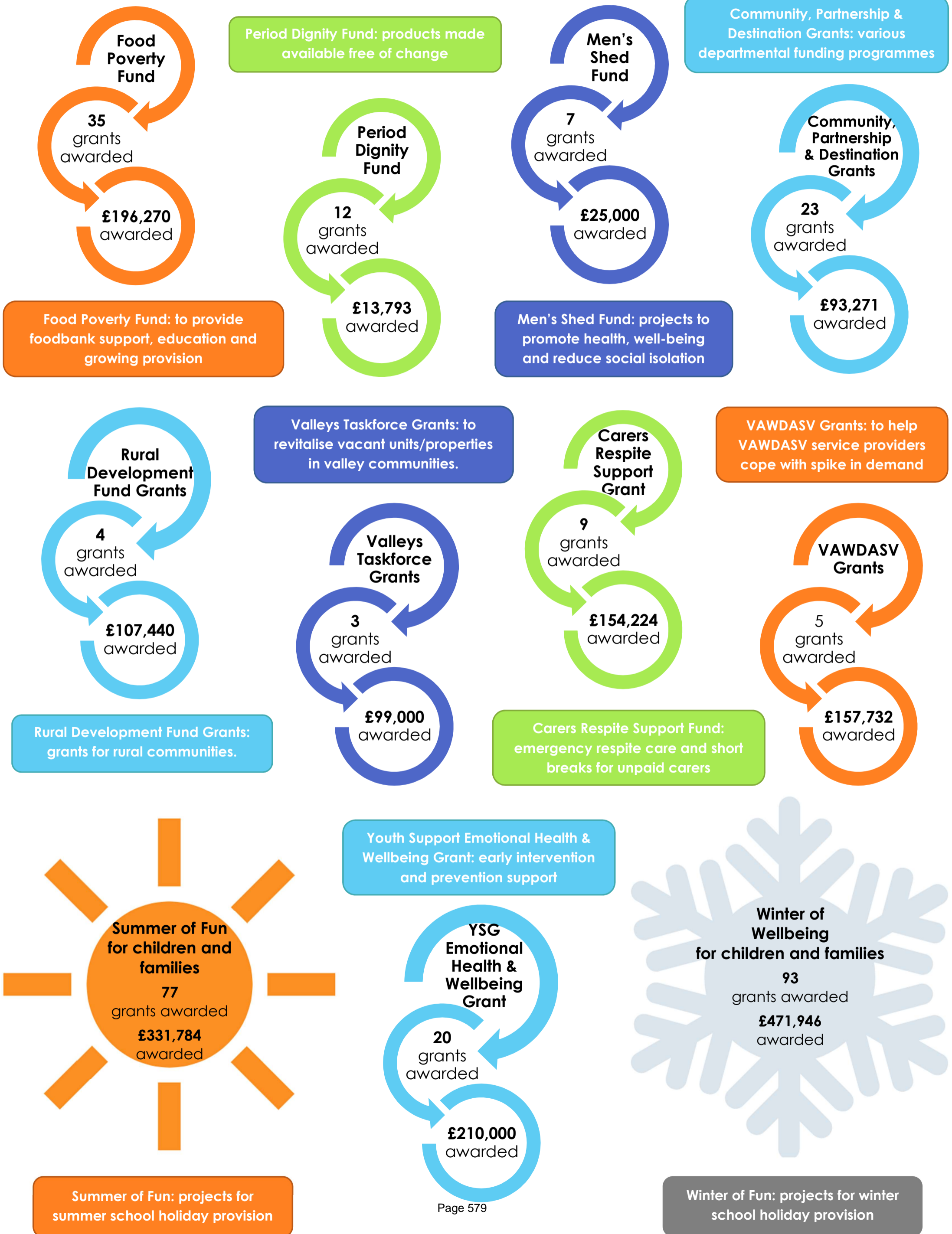
As the weeks turned into months I watched as our members really began to suffer, News reports were complicated to understand, their lives had been turned upside down and many no longer wanted to live. I referred dozens to MIND, I used volunteers to phone and chat to members daily, to offer reassurance, friendship in a world that had become alien to them.

When I started sending out Activity packs there were 32 people wanting them, this number has steadily increased to around 100 being posted out.

We provided a Zoom meeting every day of the week for almost a year, reaching out and supporting vulnerable adults who had been forgotten or pushed aside by society. This included Christmas Day and Boxing day as many live on their own. I begged family and friends for plated up Christmas meals and used my own local community to provide gifts for the loneliest.

Our charity is very small, two of the part time staff were unable to work during the pandemic due to their mental health and the situation they found themselves in. I produced monthly newsletters and activity packs, facilitated zoom sessions for both social and training needs, continued with all the other works including co production, provided advocacy when needed, provided training, and took part in countless surveys and consultations. Our membership has doubled, and new members are joining every week. We lost our friends to Covid during the pandemic, this is very hard to accept.

Grants awarded to Third Sector Organisations 2021

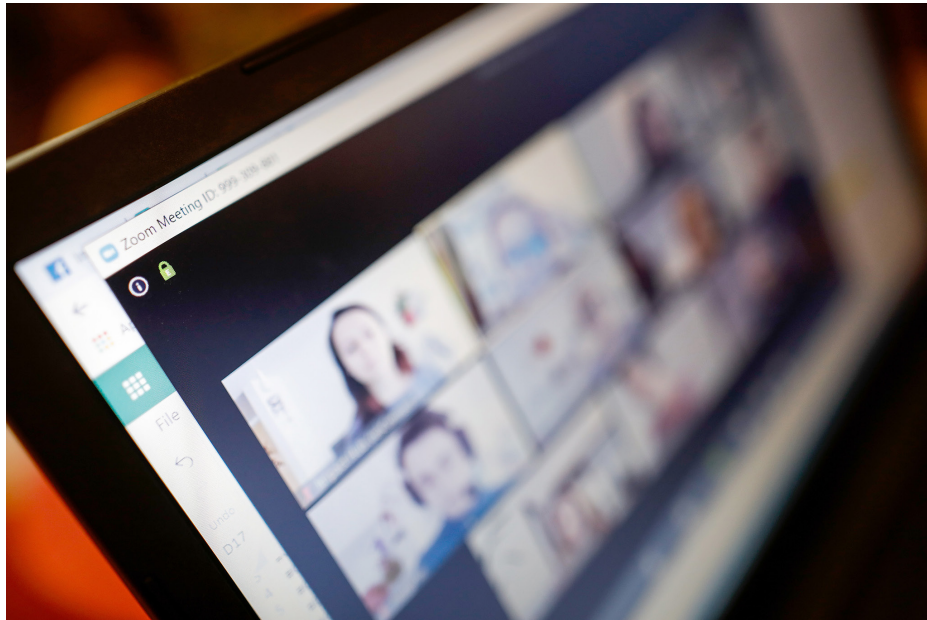




As we go into our 22nd year with the security of recently winning the tender to deliver the core preventative and outreach services in our Swansea centres worth over a million pound we are relieved that we have a future when we are needed more than ever.

As we watch our Brighter Futures team having a tremendous impact it is fantastic that we have a 3 year funding grant from The National Lottery Wales to develop this work. Our Inspiring Futures pilot has also achieved fantastic results despite having to start its life in lockdown and we are delighted to have secured funding from the Waterloo foundation to help this work reach further.

We pride ourselves in being passionate, creative and tenacious. We will take the last two decades and the lived experiences of working in our communities in a crisis to inspire people to believe and succeed in having the best possible life for themselves, their families and their communities.



Inspiring Futures

Our Intensive confidence building and back to work project across Swansea.

- Have supported **77** individuals with back to work support and wellbeing checks
- Provided **156** online training courses
- **47** individuals have gained work relevant certificates
- **215** other certificates have been achieved
- **57** families have been supported to access foodbanks
- **480** wellbeing checks have taken place
- **7** individuals have gone on to attend Health & Social care courses
- Recruited **7** volunteers for local projects, **3** went into employment, **2** into supported employment and **4** went onto university.

Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Partnership and Commissioning

Directorate: Social Services

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

The Third Sector Compact Agreement 2021

The report updates on Swansea's Third Sector Compact Agreement and the work to date of the Compact Liaison Group who were formed as part of the updated Swansea Compact Agreement with the Voluntary Sector in 2018.

In line with the agreement, the Council are to be updated annually on the work of the Compact liaison Group and any development or amendments to the Compact Agreement. The report fulfils this requirement and updates to Compact for 2021.

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches? Please provide details below – either of your activities or your reasons for not undertaking involvement

The group is comprised of relevant Council Officers and representatives of the Third Sector elected by their peers via hustings events hosted by SCVS. The Group is not a decision-making body but reviews and advises on policy issues affecting both the Statutory and Third sector. The Compact liaison group is therefore plays an important part of the Councils Consultation process, and can feed into reviews of Strategies, Policies and services via its regular meetings.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?
 Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes No
- c) Does the initiative apply each of the five ways of working?
 Yes No

d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?

Yes

No

Q5 What is the potential risk of the initiative? (*Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...*)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes

No

If yes, please provide details below

The Compact Agreement is a partnership commitment and can advise and review council policy and practice, it is not a decision making body but can impact upon the council services in strategic way.

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

The Compact Agreement is a partnership commitment and can advise and review council policy and practice, it is not a decision making body but can impact upon the council services in strategic way.

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- Summary of impacts identified and mitigation needed (Q2)
- Summary of involvement (Q3)
- WFG considerations (Q4)
- Any risks identified (Q5)
- Cumulative impact (Q7)

The report updates on Swansea's Third Sector Compact Agreement and the work to date of the Compact Liaison Group who were formed as part of the updated Swansea Compact Agreement with the Voluntary Sector in 2018.

In line with the agreement, the Council are to be updated annually on the work of the Compact Liaison Group and any development or amendments to the Compact Agreement. The report fulfils this requirement and updates to Compact for 2021.

The Compact Liaison Group is comprised of relevant Council Officers and representatives of the Third Sector elected by their peers via hustings events hosted by SCVS. The Group is not a decision-making body but reviews and advises on policy issues affecting both the Statutory and Third sector. The Compact Liaison Group therefore plays an important part of the Councils Consultation process, and can feed into reviews of Strategies, policies and services via its regular meetings.

The Compact Agreement is a partnership commitment, it is not party to a decision making body but can impact upon the council services in strategic way. The report updates the Agreement and on its subsequent workplan outputs for 2021.

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Spencer Martin
Job title: Partnership and Commissioning Officer
Date: 16th November 2021
Approval by Head of Service:
Name: Jane Whitmore
Position: Head of Partnership and Commissioning.
Date: 18th November 2021

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 17.



Report of the Cabinet Member for Climate Change & Service Transformation

Cabinet – 20 January 2022

Housing Rents Management Strategy 2022-2026

Purpose:	This report is for information and introduces the Housing Rents Management Strategy for 2022 – 2026.
Policy Framework:	Local Housing Strategy
Consultation:	Access to Services, Finance, Legal. Service Users, Social Services, Tackling Poverty Services, Revenues and Benefits, Third Sector Partners
Report Authors:	Judith Williams/Helen Andrew
Finance Officer:	Aimee Dyer
Legal Officer:	Adrian Jerimiah
Access to Services Officer:	Rhian Miller
For Information	

1. Introduction

- 1.1 There is no duty on local authorities to publish a Rents Management Strategy, it has however been an aim of the Housing Service to develop a strategy which has now been finalised. Whilst there is no duty, it is widely recognised within the social housing sector that to have a clear and transparent Strategy with a robust action plan is good practice.

2. Purpose of the Housing Rents Management Strategy

- 2.1 This Strategy sets out the guiding principles for the development and delivery of Swansea Council's Housing Rents Management Service over the next 4 years. It considers the national and local context that the Housing Rents Management Service is currently working within. It

identifies current and future challenges and sets out how the service will seek to address these challenges through the objectives of the Strategy taking account of the wider Corporate priorities, particularly those of tackling poverty and safeguarding.

2.2 This Strategy and accompanying Action Plan, have been developed following consultation with service users and stakeholders to ensure that it accurately captures the aims and objectives of the Housing Service.

3. Housing Rents Management Strategy 2022-2026 Aims and Objectives

3.1 The Strategy sets out the guiding principles for the development and delivery of the Rents Management Service over the next 4 years; with an overall aim to “effectively prevent rent arrears to ensure that Council tenancies are sustained and income to the Housing Service is maximised”. This will be achieved through the following four objectives:

- Objective 1: Maximise the collection of rental income to the Housing Revenue Account (HRA)
- Objective 2: Prioritising early intervention and prevention of rent arrears
- Objective 3: Minimise rent arrears when they occur and support Council tenants to sustain tenancies and prevent eviction
- Objective 4: Mitigate the impacts of existing and future Welfare Reforms on Council tenants and the Housing Service

The Housing Rents Management Strategy 2022-2026 is located at appendix A, and the Action Plan at appendix B.

3.2 The aims and objectives of the Housing Service are delivered through the Housing Rents Management Service which provides individual support to Council tenants to help them to sustain their tenancy and to assist in tackling poverty.

4. Consultation

4.1 In developing this Strategy, the following consultation has taken place:

- Workshop – as part of the Housing Commissioning Review a discussion workshop with internal stakeholders took place in respect of the delivery of Housing Rents Management services.
- Tenants Consultative Panel – Initially members of the Tenants Consultative Panel were invited to discuss the draft Strategy and provide feedback in respect of the Strategy and proposed survey.
- All Council tenants – A letter was sent to all Council tenants inviting them to consider the draft Strategy and complete a survey, which was available online and in alternative formats.
- Internally – the draft Strategy was considered within Housing Services Division and by internal partners including Legal Services, the Tackling Poverty Service, Revenues and Benefits Service and Community Cohesion.

- External Partners – the draft Strategy was considered by external partners including Shelter Cymru, Crisis and Citizens Advice Swansea Neath Port Talbot.

Across all the consultation responses some clear, common themes emerged particularly in respect of the need to maximise income to the Housing Revenue Account, mitigating the impacts of welfare reform, the approach to prevention and early intervention, sustaining tenancies and preventing eviction. The views provided assisted in developing the aims, objectives and actions for the Strategy.

- 4.2 Ward Members were provided with a copy of the draft Strategy and given the opportunity to comment on it.

5. Conclusion

- 5.1 The aims and objectives of the Strategy are considered to be robust and fit for purpose. Progress towards achieving the Strategy's aims and objectives will be measured and monitored on a regular basis using key performance measures and service indicators. An annual review of the action plan will be undertaken.

6. Integrated Assessment Implications

- 6.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

- 6.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by acting, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

6.1.2 The Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

6.2 The Housing Rents Management Strategy was subject to a full Integrated Impact Assessment approved in December 2021, see appendix C. The Integrated Impact Assessment indicated that the Strategy would have a positive effect on protected groups. No negative impacts were identified.

7. Financial Implications

7.1 There are no financial implications associated with this report.

8. Legal Implications

8.1 There are no legal implications associated with this report.

Background Papers: None

Appendices:

Appendix A	Housing Rents Management Strategy 2022-2026
Appendix B	Housing Rents Management Strategy Action Plan
Appendix C	Housing Rents Management Strategy IIA



Swansea Council

Housing Rents Management Strategy

2022-2026

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Introduction from Cabinet Member for Climate Change & Service Transformation, Deputy Leader Councillor Andrea Lewis



At the time of publishing we are in the midst of a global pandemic and the current environment within which Housing services are delivered is perhaps more challenging than ever before. As a Councillor and Cabinet Member I remain committed to our Housing Service vision of providing good quality homes and services which support communities and help to safeguard and protect both people and the environment of Swansea.

Seeking to deliver towards this vision and wider corporate priorities this Housing Rents Management Strategy has been developed. The strategy outlines how the Council, as part of the holistic estate and tenancy management service, plans to deliver housing rents services between 2022 and 2026. In Swansea Council tenants have come to expect the high standards of service that they deserve from the Council and in maintaining these the strategy aims to effectively prevent rent arrears to ensure that Council tenancies are sustained and income to the Housing Service is maximised.

Rental income is the primary source of income for the Housing Service and it can only be spent on the Council's Housing Service. This Strategy recognises the need to maximise rental income to reinvest into the service. The investment in the Council housing stock will make a significant contribution to the delivery of the Council's priorities and result in wider benefits to communities, estates and the local economy. It will also contribute to the wider national and local well-being, prevention and poverty agenda.

However in collecting this income the service recognises that some Council tenants, particularly those who may be vulnerable, may face difficulties in managing their responsibility for rent payment. This Strategy therefore ensures strong emphasis on the provision of support and advice to Council tenants and the accompanying action plan contains actions to ensure that services are accessible, appropriate and responsive to all groups in order to ensure that Council tenants can maintain and sustain their tenancies, consequently preventing eviction and helping to build sustainable communities.

The strategy is ambitious and is intended to be so. Moving forward it is projected that rent arrears and the number of households in rent arrears will continue to rise and consequently demands on the service will intensify. It is clear that the service will be continually challenged to adapt and explore new opportunities to ensure that rental income is maximised and Council tenancies are sustained.

1. Purpose of the Strategy

This Strategy sets out the guiding principles for the development and delivery of Swansea Council's Housing Rents Management Service over the next 4 years. It considers the national and local context that the Housing Rents Management Service is currently working within. It identifies current and future challenges and sets out how the service will seek to address these challenges through the objectives of the Strategy taking account of the wider Corporate priorities.

This Strategy and accompanying Action Plan have been developed following consultation with service users and stakeholders to ensure that it accurately captures the needs and aspirations of Council tenants, the Housing Service and all those involved with the Housing Rents Management Service.

2. Aim and Objectives

The overall strategic aim of Swansea Council's Housing Rents Management Strategy is to:

Effectively prevent rent arrears to ensure that Council tenancies are sustained and income to the Housing Service is maximised.

This will be achieved through the adoption of the following four objectives all of which have equal importance:

Objective 1: Maximise the collection of rental income to the Housing Revenue Account (HRA)

Objective 2: Prioritising early intervention and prevention of rent arrears

Objective 3: Minimise rent arrears when they occur and support Council tenants to sustain tenancies and prevent eviction

Objective 4: Mitigate the impacts of existing and future Welfare Reforms on Council tenants and the Housing Service

These objectives are interconnected and therefore should not be considered in isolation from each other. For example, prioritising early intervention and prevention of rent arrears will in-turn maximise the collection of rental income to the Housing Revenue Account.

3. National Strategic and Legislative Context

3.1 The Housing (Wales) Act 2014

The Housing (Wales) Act 2014 sets out how to improve the supply, quality and standards of housing in Wales. The Act introduced a number of legislative components which influence the Housing Rents Management Strategy. These include a strengthened duty on Local Authorities to take reasonable steps to prevent and relieve homelessness and a requirement on Local Authorities to ensure that all

existing properties meet the Welsh Housing Quality Standard by 2020 (*extended to 2021 due to COVID-19*) and subsequently maintain that standard. The Act also gave provision for all Welsh Local Authorities to exit the Housing Revenue Account Subsidy system; enabling Local Authority Housing Services to become self-financing; which subsequently followed for Swansea in 2015. This Strategy encapsulates the increased emphasis on prevention and also on collecting income in order to generate the funding required to maintain homes and services brought about by these legislative provisions.

3.2 The Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act puts in place national well-being goals to ensure that all public services are working towards the same vision which will help create a Wales that we all want to live in, now and in the future. These goals are; a more prosperous Wales; a resilient Wales; a more equal Wales; a Wales of more cohesive communities; a Wales of vibrant culture and thriving Welsh language; a healthier Wales and a globally responsive Wales. The Act also sets out that public bodies, including Swansea Council, must carry out sustainable development which is about improving the way that we can achieve our economic, social, environmental and cultural well-being.

The Act seeks to ensure public bodies work in sustainable ways by applying five ways of working, all of which underpin the delivery of the Housing Rents Management Strategy, these are:

- **Long term** - The importance of balancing short-term need with the need to safeguard the ability to also meet long-term needs. This Strategy ensures strong emphasis on assisting Council tenants to sustain their tenancies long term supporting building sustainable communities.
- **Prevention** – Acting to prevent problems occurring or getting worse. Through its objectives this Strategy places emphasis on early intervention and prevention of rent arrears.
- **Integration** – Ensuring our objectives do not contradict each other and compliment those of other public bodies. The objectives of this Strategy will be delivered working alongside other Council services and public bodies.
- **Collaboration** – Acting in collaboration with others. Collaborative working and working in partnership is key to the delivery of the Housing Rents Management Service and emphasised within this Strategy.
- **Involvement** – The importance of involving people with an interest. This will be achieved by working with Council tenants, including the consultation completed in respect of this Strategy.

3.3 Other relevant National Legislation and Protocol

There are a number of other key pieces of national legislation, strategy and protocols which impact the delivery of the Housing Rents Management Service which consequently contribute to shaping this Strategy. These include:

- Housing Act 1985
- United Nations Convention on the Rights of the Child 1992 (UNCRC)
- Housing Act 1996
- Human Rights Act 1998
- Equality Act 2010

- Welfare Reform Act 2012
- Social Services and Well-being (Wales) Act 2014
- The Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015
- Welfare Reform and Work Act 2016
- Renting Homes (Wales) Act 2016
- Welsh Government Financial Inclusion Strategy for Wales 2016
- Civil Procedural Rules – Pre-Action Protocol for Possession Claims by Social Landlords in the County Court.
- Coronavirus Act 2020

4. Local Strategic Context

4.1 Swansea Public Services Board and Local Well-Being Plan – Working Together to Build a Better Future

As part of the Well-being of Future Generations (Wales) Act 2015, every council in Wales is legally required to have a Public Services Board; a partnership of public service agencies, whose purpose is to work collectively to improve local social, economic, environmental and cultural well-being. Each Public Service Board is required to carry out an Assessment of Well-being to understand current levels of well-being, what matters most to local communities and to produce a plan in order to improve wellbeing.

Following the Assessment of Well-being in Swansea, the Local Well-being Plan has been produced which contains the high-level priorities that the Swansea Public Services Board has identified as being the most important, these are:

- **Early Years** – To make sure children have the best start in life to be the best they can be.
- **Live Well, Age Well** – To make Swansea a great place to live and age well.
- **Working with Nature** – To improve health, enhance biodiversity and reduce our carbon footprint.
- **Strong Communities** – To empower communities promoting pride and belonging.

Housing is a key theme within the plan and the Housing Rents Management Strategy supports the delivery of some of the drivers identified to achieve the priorities, including:

- Contributing to ensuring that people live and age well by providing support so that people can get information, advice and help and enabling people to live in safe, good quality homes.
- Contributing to stronger communities by ensuring that people can get the financial support that they have a right to.

4.2 Swansea Councils Corporate Plan: Delivering a Successful & Sustainable Swansea 2018-2022

To achieve Swansea Councils vision “*to create a safer, greener, smarter, fairer, healthier and richer Swansea*”, and contribute to the seven national well-being goals

outlined in the Well-being of Future Generations (Wales) Act, Swansea Councils Corporate Plan sets out six priorities, known as 'well-being objectives'. These are:

- **Safeguarding** people from harm - so that our citizens are free from harm and exploitation.
- **Improving Education and Skills** - so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our Economy and Infrastructure** - so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty** - so that every person in Swansea can achieve his or her potential.
- Maintaining and enhancing Swansea's **natural resources and biodiversity** - so that we maintain and enhance biodiversity, reduce our carbon footprint, improve our knowledge and understanding of our natural environment and benefit health and well-being.
- **Transformation and Future Council** development - so that we and the services that we provide are sustainable and fit for the future.

This Housing Rents Management Strategy reflects and indirectly delivers in relation to all the corporate well-being objectives and delivers directly in relation to the following two objectives:

Safeguarding people from harm

- By working with partners to address all aspects of safeguarding children and vulnerable adults.

Tackling Poverty

- By helping to address the impacts of Welfare Reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income.
- By maximising income to the Housing Service to invest to improve housing and build more energy efficient Council homes.
- By preventing homelessness and supporting people to sustain their tenancies to help provide stability and security for families and communities in order to safeguard health and well-being and prevent social exclusion.
- By helping to support individuals to overcome barriers to employment through referrals to co-ordinated person-centred employability support.

4.3 Local Housing Strategy

The renewal of the Local Housing Strategy has been delayed due to the Coronavirus pandemic and is due to be refreshed in 2022. The Local Housing Strategy 2015 – 2020 set out the Council's vision for its Housing Service which is 'We will provide good quality homes and services which support communities and help to safeguard and protect both people and the environment of Swansea'. Furthermore it set out how the Housing Service aims to deliver in respect of the Corporate priorities.

One of the key objectives of the Local Housing Strategy was to develop a Housing Rents Management Strategy to ensure that the Housing Rents Management Service remains accessible and continues to meet the needs of a diverse community, whilst ensuring that the service is able to effectively meet future challenges.

4.4 Links to other Swansea Council Strategies and Plans

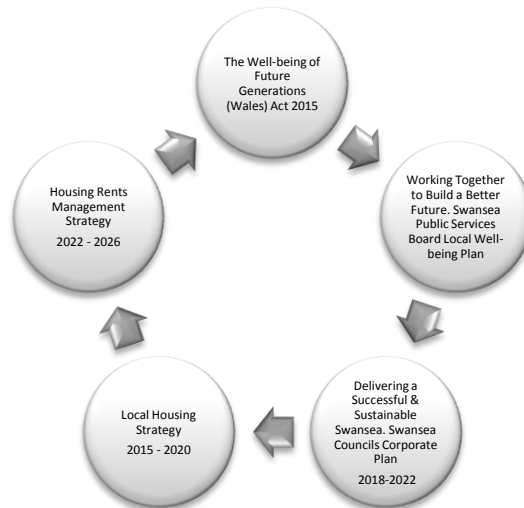
The Housing Rents Management Strategy is not a stand-alone document and is considered in the context of other Swansea Council strategies and plans, specifically:

- Local Housing Market Assessment 2015
- Strategic Equality Plan 2020 - 2024
- Tackling Poverty Strategy 2017 – 2020
- Prevention Strategy 2018 – 2021
- Homelessness Strategy 2018 – 2022
- Housing Revenue Account Business Plan 2021/22 to 2050/51
- More Homes Strategy
- Housing and Public Health Service Plan 21/22 (*reviewed annually*)
- Tenant Participation Strategy 2019 - 2021
- Digital Strategy – Aspiring to Digital Business 2020
- Housing Estate Management Strategy 2021 - 2025

Consultation has taken place with the stakeholders responsible for these strategies and plans and this Strategy therefore reflects the needs and priorities they have identified.

4.6 Legislative and Strategic Linkages

The following infographic demonstrates the links between the national and local strategies which underpin the Housing Rents Management Strategy:



5. How Swansea Council's Housing Rents Management Service is Delivered

5.1 Overview

As one of the largest social housing providers in Wales, Swansea Council's Housing and Public Health Service currently manages in excess of 13,500 Council homes located over a broad geographical area of Swansea comprising a diverse range of communities. These homes include houses, flats, bungalows, maisonettes, bedsits

and sheltered housing. The More Homes Project continues to increase the provision of more affordable housing, including building new Council Houses as well as considering alternative opportunities such as buying properties to convert into council housing. All Council tenants are liable to pay rent for the homes in which they live as part of the conditions of tenancy.

In recent years, like most Council services, the Housing Service has undertaken a review of how it delivers its services and is continuing to implement the recommendations of that review. The aim of the review was to modernise services so that they are sustainable for the future, transforming and reshaping service delivery to meet the needs of service users, redirecting resources to key demand areas and reinvesting savings into the Housing Revenue Account.

5.2 The Rents Team

The specialist Rents Team deliver an income collection, rent arrears recovery and support and advice service to all current Council tenants and to former Council tenants in respect of former tenant rent arrears. The review informed and enabled changes in the Rents Team and currently the service is delivered by a team of Rents Officers and Housing Advisors linked to the Area Housing Office areas, therefore supporting the delivery of a holistic estate and tenancy management service.

The underpinning approach of the Rents Team focusses on prevention, early intervention and support. Eviction due to rent arrears is a last resort and Rents Officers provide accessible services tailored to the individual; working proactively to avoid rent arrears occurring and ensuring an appropriate balance between support and enforcement in regard to rent arrears recovery.

Rent arrears can occur for a number of reasons including; a change in personal circumstances, a change in employment circumstances, low income, loss of income, issues with welfare benefits, multiple debts and competing priorities and difficulties managing finances. Rent arrears recovery takes an incremental approach and Council tenants have opportunities to enter into realistic, affordable repayment agreements, with support and advice provision at every stage. The service recognises that some Council tenants may experience challenges which impact their ability to meet their responsibilities towards rent payment. Rents Officers, as a business as usual approach, deliver extensive support for Council tenants in regard to housing related welfare benefits and light-touch support in relation to other welfare benefits, general financial inclusion and income maximisation; signposting or referring on to other appropriate partner agencies in respect of individuals broader support requirements or complex cases requiring specialist support.

5.3 The Area Housing Office Service

The Area Housing Office Service provides a comprehensive estate and tenancy management service and is closely aligned with the Rents Team. The Area Housing Office Service delivers information, advice and rental income collection functions in respect of the Housing Rents Management Service. Neighbourhood Officers, responsible for geographical areas within the Area Housing Office Service, work closely with Rents Officers to ensure joined up services tailored to individual need.

5.4 The Strategic Housing Division

The Strategic Housing Division deliver aspects of the Housing Rents Management Service, including rent account auditing, rent setting, maintenance of the Housing Revenue Account and development of the Housing Revenue Account Business Plan.

5.4.1 Funding and Rent Setting

The Housing Rents Management Service is funded by the rental income received to the Housing Revenue Account.

Rent charges for Swansea Council tenancies are set in-line with the Welsh Government's Policy for Social Housing Rents (Rent Policy). The Welsh Government has introduced a new Rent Policy for social landlords set for a five year period beginning in April 2020. The policy is considered within the context of broader Welsh Government housing policies and emphasises that there must be a clear balance between the interests of landlords and tenants. It also highlights that landlords should consider value for money alongside affordability and make an annual assessment of cost efficiencies as part of the rationale for justifying any rent increases.

Rent charges are reviewed on an annual basis and Council tenants are informed in respect of any change. Rent is charged weekly for Council homes. Council tenants have the option to make rent payments on varying frequencies and a number of payment methods are provided to facilitate rent payment which include online, over the phone, Direct Debit, standing order, post office payments, Payzone points or at Area Housing Offices and the Civic Centre.

5.4.2 Housing Revenue Account (HRA) and HRA Business Plan

Rental income is the primary source of income for the Housing Service and it can only be spent on the Council's Housing Service. The rental income collected is reinvested into the Housing Service and is used to meet the costs of financial commitments and managing and maintaining the housing stock. In 2019/2020 £65.9 million in rent and other charges was generated; with 89% of the total expenditure of the service realised via rental income.

Local Authorities have a statutory duty to maintain a Housing Revenue Account and the Housing Revenue Account Business Plan, which sets out how the income will be invested to meet key strategic objectives, is predicted on the collection of all available income streams. These strategic objectives include the achievement of the Welsh Housing Quality Standard and delivery of a More Homes Strategy to build new Council housing and contribute towards decarbonisation. The effective management of the Housing Revenue Account rental income is crucial to future financial viability. To safeguard its position the Housing Service must ensure the efficient and effective collection of rental income.

This Strategy recognises the need to maximise rental income in order to maintain high standards of service delivery. The investment in the Council housing stock will make a significant contribution to the delivery of the Council's priorities and result in wider benefits to communities, estates and the local economy. It will also contribute to the wider national and local well-being, prevention and poverty agenda.

5.5 Collaboration

It is recognised that Housings objectives and outcomes for Council tenants can only be achieved by working in partnership and delivering joined up services. The Service works collaboratively with other parts of the Housing Service including Homelessness Services and the Tenancy Support Unit; and with internal partners, such as Tackling Poverty Services; including Employability Services and Welfare Rights Team, with the Revenues and Benefits Service, Social Services, Community Mental Health Teams, Local Area Co-ordinators and Finance.

Furthermore the Service collaborates with a number of external partners not limited to, but including, the Department for Work and Pensions (DWP), Prison and Probation Services, Support Service providers, Health Services, Shelter Cymru and Citizens Advice.

5.6 Tenant Participation

Tenant participation is key to the delivery of the Housing Rents Management Service. Council tenants have been involved and consulted in respect of the development of this Strategy through the Tenants' Consultative Panel and survey to ensure that it accurately captures the needs and aspirations of the Councils tenants. The Action Plan contains actions which seek to ensure that tenant participation remains a key focus of the delivery of the Housing Rents Management Service.

5.7 Consultation

Consultation has taken place with service users, internal partners and partner organisations to ensure that the development of the strategy is an inclusive process. The following consultation has taken place:

- Workshop – as part of the Housing Commissioning Review a discussion workshop with internal stakeholders took place in respect of the delivery of Housing Rents Management services.
- Tenants Consultative Panel – Initially members of the Tenants Consultative Panel were invited to discuss the Draft Strategy and provide feedback in respect of the Strategy and proposed survey.
- All Council tenants – A letter was sent to all Council tenants inviting them to consider the Draft Strategy and complete a survey; which was available online and in alternative formats.
- Internally – the Draft Strategy was considered within Housing Services and by internal partners including Legal Services, the Tackling Poverty Service, Revenues and Benefits Service and Community Cohesion.
- External Partners – the Draft Strategy was considered by external partners including Shelter Cymru, Crisis and Citizens Advice Swansea Neath Port Talbot.

Across all the consultation responses some clear, common issues emerged and the views provided have been used to develop the aim, objectives and actions for the strategy.

5.8 Equalities Issues

The Strategy acknowledges the diverse communities served by the Housing Service and the objectives of the Strategy are intended to be broad and to cover all household types and equalities groups, therefore they do not reference specific

groups. However the strategy recognises that some Council tenants, particularly those who may be vulnerable, may face difficulties in managing their responsibility for rent payment. This Strategy therefore ensures emphasis on the provision of support and advice to Council tenants and the accompanying action plan contains actions to ensure that services are accessible, appropriate and responsive to all groups in order to ensure that Council tenants can maintain and sustain their tenancies, consequently preventing eviction and helping to build sustainable communities.

6. Key Achievements

In recent years the Housing Rents Management Service has attained a number of key achievements, these include:

- ✓ The **collection of rental income** at relatively high levels of rent charged.
- ✓ High levels of **former tenant arrears recovered**.
- ✓ Effective contribution to the provision of a **comprehensive estate and tenancy management service**.
- ✓ Provision of a range of accessible, easy to use **payment methods** for Council tenants.
- ✓ **Developed focus on early intervention and prevention** of rent arrears; minimising rent arrears and delivering positive outcomes for Council tenants.
- ✓ **Welfare Reform Awareness Campaigns** - Collaborative delivery of Corporate Welfare Reform awareness and advice campaigns. Delivery of Housing Welfare Reform awareness campaigns targeted specifically at Council tenants.
- ✓ **Targeted preventative work** undertaken with Council tenants due to be impacted by Welfare Reform measures.
- ✓ **Provision of extensive support to Council tenants claiming Universal Credit** – including the successful delivery of Universal Support; as previously contracted by the DWP, Personal Budgeting Support and Assisted Digital Support was provided for Council tenants by the Rents Team.
- ✓ **Training for front-line Rents Management staff** – to upskill Officers in the provision of welfare benefits and financial inclusion support and advice.
- ✓ **Financial inclusion** - Provision of financial inclusion support and advice to Council tenants. Development of financial inclusion services as a key member of the Financial Inclusion Steering Group.
- ✓ **Employability** – Increased awareness of and referrals to employability services amongst Council tenants.
- ✓ **Digital Inclusion** – Delivery of increased accessible digital provision for Council tenants; including public PC and internet access at several Area Housing Offices.
- ✓ **Mobile working** implemented in the Rents Team to ensure provision of digital access and support in Council tenants homes if required.
- ✓ **Rents Surgeries** – Establishment of Rents Surgeries, based in Area Housing Offices, delivering accessible, intensive face-to-face support and advice to Council tenants.
- ✓ **Participation in community events** to provide advice and assistance to Council tenants.
- ✓ **Developed processes, working practices, structure and resource of the Rents Team** to respond and adapt to the demands of Universal Credit. The

review informed and enabled continual development of the Rents Team with the objective of reinforcing focus and capacity in respect of support and advice to tenants.

- ✓ **Effective partnership working** with the Area Housing Offices, Tenancy Support Unit and Housing Options; including utilisation of the Homelessness Prevention Fund to assist those at risk of homelessness due to rent arrears.
- ✓ **Development of collaboration with internal partners** including Tackling Poverty Services; including Employability Services and Welfare Rights Team, with Revenues and Benefits Services, Social Services, Community Mental Health Teams, Local Area Co-ordinators and Finance; assisting tenancy sustainment and the prevention of rent arrears.
- ✓ **Development of collaboration with external partners** including Prison and Probation Services, Support Service providers, Health Services, Shelter Cymru and Citizens Advice; assisting tenancy sustainment and the prevention of rent arrears.
- ✓ **New working relationships developed with the Department for Work and Pensions (DWP)** - particularly at local level, including shadowing between Job Centre Staff and the Rents Team, presentations to Job Centre staff in relation to rent and rent arrears, close links built and regular liaison with relevant DWP representatives.
- ✓ **Responding to the COVID 19 Pandemic** including the provision of financial and well-being advice and support to Council tenants impacted by COVID 19 and proactively identifying and targeting those Council tenants who may require additional support.

7. Facing Current and Future Challenges

The current environment within which the Housing Rents Management Service operates is challenging and is anticipated to become increasingly so over the next four years. It is projected that rent arrears and the number of households in rent arrears will continue to rise and consequently demands on the service will intensify. The service will be continually challenged to adapt and explore new opportunities in respect of service delivery to ensure that income to the Housing Revenue Account (HRA) is maximised and that the objectives in relation to preventing rent arrears, sustaining tenancies and preventing eviction are achieved.

The following factors have been identified as potential key challenges to the delivery of the Strategy and have therefore been considered as part of the development of the Action Plan and, where possible, mitigating actions have been identified.

- **Poverty** – The current economic climate, austerity measures and Welfare Reforms have led to increasing numbers of people experiencing poverty; including financial difficulties more generally. The prevalence of affordability issues in respect of everyday living expenses and people increasingly experiencing multiple debt issues leads to conflicting priorities and ultimately, paying rent at times is simply not always a priority.
- **Welfare Reform** - The continuing impacts of existing Welfare Reforms, such as the bedroom tax (abolition of the spare room subsidy), benefit cap and the benefits freeze; and further proposed reforms which have not yet

materialised, including the introduction of housing costs into Pension Credit, have and will continue to have a major impact on the Housing Rents Management Service, Council tenants and levels of rent arrears. In particular the introduction of Universal Credit, through its design and delivery, marks a fundamental change to the way in which landlords receive rental income. The implementation of Universal Credit continues and is anticipated to be completed in 2024. The ability of the Housing Service to successfully collect rental income at the high levels it has historically is substantially impacted and this is a continued risk to the objectives of the Housing Revenue Account Business Plan.

- **Engagement** – Despite considerable efforts to engage with some Council tenants, lack of engagement with support and services offered is a significant challenge and has been identified as a primary cause of eviction. Challenges are faced in establishing reasons for non-engagement and when identified are often complex, multi-faceted issues such as mental health issues, substance misuse issues, domestic abuse and chaotic lifestyles.
- **Support** – There are increasing numbers of people who are vulnerable with unmet complex support needs, including but not limited to people with mental health issues, substance misuse issues and learning difficulties. In addition, the continuing impact of the economic climate, financial pressures and personal debt has resulted in increasing demand for financial inclusion, budgeting, income maximisation and welfare benefits advice. As with the whole Housing Service, the Housing Rents Management Service continues to experience an unprecedented increase in demand in terms of volume and complexity of support required by Council tenants. This, combined with a need to understand more in respect of the specific circumstances of individual tenants, is a challenge in supporting the most vulnerable tenants to pay their rent and sustain their tenancies.
- **Future legislative changes** – such as the implementation of the Welsh Government’s Renting Homes (Wales) Act 2016, which will include, amongst other features, issuing all new and existing tenants with new occupation contracts.
- **Welsh Government Policy for Social Housing Rents (Rent Policy)** – Following the outcome of the Independent Affordable Housing Supply Review and the findings of the Heriot Watt University Rents Policy report the Welsh Government has developed a new Rent Policy. The Policy, implemented for a five year period beginning in April 2020, will impact the delivery of this Strategy.
- **Business Interruption** – in respect of the current COVID 19 global pandemic the full socio-economic impacts are as yet undetermined. However in addition to the impact on service delivery, early indications have shown a negative impact on employment and an increase in reliance on welfare benefits support. These factors, combined with the legislative amendments brought about by the Coronavirus Act 2020 and the stay on Civil Court Possession

Proceedings, will impact the delivery of this Strategy. Going forward any future form of business interruption will impact the delivery of this Strategy and need to be managed accordingly.

8. Key Priorities

The following issues have emerged as areas for priority development:

8.1 Provide and promote a range of payment methods that are accessible, flexible, easy to use and have the most cost effective transaction costs.

The provision of accessible, flexible, easy to use payment methods which are cost effective is crucial in enabling Council tenants to pay their rent and consequently maximise income to the Housing Revenue Account (HRA). Whilst a comprehensive range of payment methods is currently provided analysis has identified that demand for certain payment methods has shifted. In particular demand has increased for automated, digital, self-serve methods of payment and demand in respect of localised payment facilities also remains. Enhancing payment methods and capitalising on the most cost-effective payment methods is key whilst also ensuring that every Council tenant has access to pay rent using a payment method that is accessible, flexible and easy to use.

There is an objective in the accompanying plan detailing key actions including developing automated and self-serve methods of payment with flexible multi-date capacity e.g. introduce paperless Direct Debit provision and increased Direct Debit date availability, Civica E-Store and a Housing App / Portal along with undertaking a 'Ways to Pay' promotion campaign focused on most cost effective methods of payment.

8.2 Continue to develop the approach to early welfare benefits, financial inclusion and income maximisation advice and support and how this is delivered.

The current economic climate and Central Government Policy, including Welfare Reforms, have led to an unprecedented increase in demand from Council tenants for early welfare benefits, financial inclusion and income maximisation advice and support. Whilst there were effective existing services in place to provide people with financial related support, the Housing Rents Management Service has responded to meet this increase in demand from Council tenants and it has been identified that it is appropriately placed to continue to enhance this provision as part of the delivery of a holistic estate and tenancy management service.

The review has enabled significant progress in this area and the location, structure and resource in the Rents Team has recently changed. There is a specific objective in the accompanying action plan to deal with this aspect and further issues to be addressed include continuing to upskill Rents Officers and Housing Advisors to ensure that welfare benefits, financial inclusion and income maximisation advice and support runs intrinsically through the work of the team. The provision of this advice and support is key to ensuring that Council tenants are equipped to pay their rent and maintain and sustain their tenancies.

8.3 Work to minimise the number of evictions undertaken in respect of rent arrears.

The approach of the Housing Rents Management Service is underpinned by prevention and early intervention and seeks to ensure that eviction due to rent arrears is always an action of last resort. Work to mitigate the impact of the underlying causes of eviction on Council tenants and rent arrears is effective however there are areas for development which consequently support the prevention of homelessness. Furthermore, in 2018, the Welsh Government commissioned research which explored rates of social housing evictions, reasons for evictions, and the support provided to prevent evictions across Wales. The findings from the research were published in the 2019 'Understanding Social Housing Evictions in Wales' report which concluded that, whilst there is substantial good practice, more could be done to ensure the effective and consistent use of preventative actions with the aim of reducing evictions from social housing in Wales. This Strategy supports the Welsh Government aim for no evictions from social housing into homelessness.

This is a priority area and there is an objective in the accompanying action plan setting out areas to be addressed which include; developing rent arrears recovery processes to ensure that they are aimed at avoiding litigation and eviction unless all other options have been exhausted and identifying and working with sub-groups of tenants and vulnerable tenants most at risk of eviction.

9. The Way Forward

In order to meet the objectives and mitigate the challenges each of the strategic objectives has a range of areas for development that will be focused on over the next four years. The objectives form the basis of a four-year action plan, which gives clear outcomes and provides details on the key activities to be undertaken. The full Action Plan is attached at appendix 1.

In summary, the actions are: :

Objective 1: Maximise the collection of rental income to the Housing Revenue Account (HRA)

Areas for development:

- Aim to meet targets in respect of rent collected and rent arrears.
- Create and promote a rent payment culture that ensures payment of rent is seen as a priority by Council tenants.
- Create and promote a whole service approach to rent collection and rent arrears recovery.
- Provide and promote a range of payment methods that are accessible, flexible, easy to use and have the most cost effective transaction costs.

- Ensure that Council tenants have immediate access to information in relation to their rent accounts by developing digital, self-serve capacity in respect of rent account information.
- Review and improve information available on-line and the use of Social Media to improve communication and accessibility of information.

Objective 2: Prioritising early intervention and prevention of rent arrears

Areas for development:

- Develop pre-tenancy processes in relation to working with prospective Council tenants to prepare and equip them to manage and sustain a tenancy and understand if people will require additional support in respect of rent prior to the commencement of a tenancy.
- Focus on providing advice and support to new tenants so that they do not fall in to rent arrears.
- Develop the approach to early welfare benefits, financial inclusion and income maximisation advice and support and consider how this should be delivered.
- Provide Rents Management Services which are easy to access and conveniently located.
- Establish and develop partnerships with a shared focus on prevention.

Objective 3: Minimise rent arrears when they occur and support Council tenants to sustain tenancies and prevent eviction

Areas for development:

- Review the rent arrears recovery policy, process and operational procedures to ensure that they are firm but fair, easy to understand, contribute to minimising financial hardship and take account of Council tenants needs; particularly those who may be vulnerable.
- Focus on proactive interventions to increase engagement at a much earlier stage.
- Improve partnership working and collaboration with partners involved in supporting Council tenants.
- Work to minimise the number of evictions undertaken in respect of rent arrears.

Objective 4: Mitigate the impacts of existing and future Welfare Reforms on Council tenants and the Housing Service

Areas for development:

- Ensure that take up of housing related and non-housing related Welfare Benefits by eligible Council tenants is maximised.
- Profile tenants households to proactively identify the impact of benefit changes and develop strategies to mitigate those impacts.
- Ensure effective communication to Council tenants in respect of policy developments in Welfare Reforms and what that will mean for them.
- Improve digital inclusion for Council tenants.
- Work collaboratively with others and share best practice in respect of new initiatives in response to Welfare Reforms.

10. Monitoring, Evaluation and Review

The Housing Rents Management Strategy outlines how the Council plans to deliver Housing Rents Management Services between 2022 and 2025. Progress towards achieving the strategy's aims and objectives will be measured and monitored on a regular basis. In order to achieve this the following activities will be carried out:

- The action plan will be reviewed on an annual basis and progress reported to the Cabinet Member for Climate Change & Service Transformation (Deputy Leader)
- An annual update will be produced including action plan progress and an update of the key data.

In addition to the annual review of progress, the following key performance measures and service indicators will be used to monitor on-going success, progress and demand for services:

- The value and number of transactions of rent payments made by each payment method.
- Measure of rent collected as a percentage of rent charged.
- The amount of Current Tenant rent arrears.
- The amount of Former Tenant rent arrears.
- The number of evictions carried out on grounds of rent arrears.
- The number of solutions provided to tenants that demonstrate the work of the Rents Team in respect of sustaining tenancies, the prevention of homelessness and the wider tackling poverty agenda.
- The impact of Welfare Reform on the Housing Revenue Account and associated Business Plan.

Further appropriate measures will be considered and existing performance measures developed over time as the action plan is updated.

11. Equalities

A key principle of this strategy is to ensure equality of access to services and promote social inclusion and community cohesion. Equalities issues have been mainstreamed throughout this Strategy, therefore reference to specific groups or

communities of interest is limited. Wider housing issues relating to these groups have been highlighted in the Local Housing Strategy 2015-20.
<https://www.swansea.gov.uk/housing>

An Integrated Impact Assessment has been undertaken as part of the development of this strategy and is available on the Council's website.



Housing Rents Management Strategy 2022 – 2026 Action Plan

Aims and Objectives

The Housing Rents Management Strategy sets out the aims and objectives of Swansea Council's Housing Rents Management Service over the next 4 years. This Action Plan has been developed to provide details of the actions that will need to be undertaken to deliver these.

Housing Rents Management Strategy Aim:

Effectively prevent rent arrears to ensure that Council tenancies are sustained and income to the Housing Service is maximised.

Housing Rents Management Strategy Objectives:

- Objective 1:** Maximise the collection of rental income to the Housing Revenue Account (HRA)
- Objective 2:** Prioritising early intervention and prevention of rent arrears
- Objective 3:** Minimise rent arrears when they occur and support Council tenants to sustain tenancies and prevent eviction
- Objective 4:** Mitigate the impacts of existing and future Welfare Reforms on Council tenants and the Housing Service

Ref	Action Required (What do we need to do?)	Key Activities (How will we do this?)	Outcome (What do we want to achieve?)	By when

Objective 1: Maximise the collection of rental income to the Housing Revenue Account (HRA)				
1.1	Aim to meet targets in respect of rent collected and rent arrears.	<ul style="list-style-type: none"> Achieve targets relating to % of rent collected as a % of rent charged. Achieve rent arrears target. 	<ul style="list-style-type: none"> Targets met and reported annually. 	Annual reporting
1.2	Create and promote a rent payment culture that ensures payment of rent is seen as a priority by Council tenants.	<ul style="list-style-type: none"> Develop clear and consistent messages in respect of the importance of payment of rent to be applied by all staff. Undertake a promotion campaign to deliver the message. Ensure the message is delivered and understood during pre-tenancy process and point of commencement of tenancy. 	<ul style="list-style-type: none"> Payment of rent is prioritised by Council tenants. 	Year 2-Ongoing
1.3	Create and promote a whole service approach to rent collection and rent arrears recovery.	<ul style="list-style-type: none"> Undertake awareness sessions and briefings for all Housing staff to promote awareness in respect of the impact of rent arrears on Council tenants and the service and the increasingly challenging rent collection environment. Develop information available in respect of rent collection and rent arrears recovery for whole service. 	<ul style="list-style-type: none"> Every contact counts and there is collective responsibility for rent collection. Everyone in the service is able to understand and articulate why paying rent is so important to service provision capabilities and Council tenants. Everyone in the service is able to direct Council tenants to ways to pay rent and signpost to appropriate support. 	Year 3-Ongoing
1.4	Provide and promote a range of payment methods that are accessible, flexible, easy to use and have the most cost effective transaction costs.	<ul style="list-style-type: none"> Complete an analysis of all current payment methods to consider accessibility, ease of use and assess cost effectiveness. Further develop automated and self-serve methods of payment with flexible multi-date capacity e.g. introduce paperless Direct Debit provision and increased Direct Debit date availability, Civica E-Store and a Housing App / Portal. Undertake a 'Ways to Pay' promotion campaign focused on most cost effective methods of payment. 	<ul style="list-style-type: none"> Every Council tenant has access to pay rent using a payment method that is accessible, flexible and easy to use. Cost effective payment methods are used most frequently. Automation in rent collection is maximised. 	Year 1-Ongoing
1.5	Ensure that Council tenants have immediate access to information in relation to their rent accounts by developing digital, self-serve capacity in respect of rent account information.	<ul style="list-style-type: none"> Deliver a Housing App / Portal where Council tenants can pay rent and access rent account information and support via self-service functionality. 	<ul style="list-style-type: none"> Council tenants have immediate access to information in relation to their rent accounts. Channel shift develops and Council tenants continue to change the way they interact with services. Digital interactions and customer satisfaction are increased whilst releasing resource and reducing costs. 	Year 1-Ongoing

			<ul style="list-style-type: none"> Provision evolves to future-proof service delivery to meet the changing needs of Council tenants. 	
1.6	Review and improve information available on-line and the use of Social Media to improve communication and accessibility of information.	<ul style="list-style-type: none"> Review the provision and content of online information e.g. on the Council Website and Housing Facebook page. Increase the use of Social Media to promote services and messages. 	<ul style="list-style-type: none"> Council tenants have immediate access to advice online. Demand on Rents Management Service is reduced by providing clear, comprehensive advice online. 	Year 2-Ongoing

Objective 2: Prioritising early intervention and prevention of rent arrears

Ref	Action Required (What do we need to do?)	Key Activities (How will we do this?)	Outcome (What do we want to achieve?)	By when
2.1	Develop pre-tenancy processes in relation to working with prospective Council tenants to prepare and equip them to manage and sustain a tenancy and understand if people will require additional support in respect of rent prior to the commencement of a tenancy.	<ul style="list-style-type: none"> Rents Team to work with Housing Options and TSU in respect of development of a Transitional Accommodation Officer. Develop standard financial profile / risk assessment process to identify key support areas prior to commencement of tenancy so effective support from the Rents Team can be put in place at earliest opportunity. 	<ul style="list-style-type: none"> Pre-tenancy support service operational. Standard financial profile / risk assessments in place and effectively identifying support requirements and support from the Rents Team is provided at the earliest opportunity. 	Year 1-Ongoing
2.2	Focus on providing advice and support to new tenants so that they do not fall in to rent arrears.	<ul style="list-style-type: none"> Develop standardised information in respect of rent payment and rent obligations for new tenants. Further develop involvement of the Rents Team at the commencement of a new tenancy i.e. at the signing / in the early period of a tenancy. 	<ul style="list-style-type: none"> Council tenants are aware of their responsibilities in relation to rent at the earliest opportunity. Council tenants are supported from the earliest opportunity in respect of rent. 	Year 1-Ongoing
2.3	Continue to develop the approach to early welfare benefits, financial inclusion and income maximisation advice and support and how this is delivered.	<ul style="list-style-type: none"> Develop and deliver a training plan to upskill Rents Officers and Housing Advisors. Develop and enhance welfare benefits, financial inclusion and income maximisation advice and support delivered by the Rents Team. Continue to participate in and inform the work of the Financial Inclusion Steering Group and consider recommendations of the Financial Inclusion Commissioning Review. Continue to maximise the use of Discretionary Housing Payments. 	<ul style="list-style-type: none"> Council tenants are supported to develop financial capability and capacity. Council tenants are able to access appropriate and affordable financial products and services and have the knowledge, confidence and skill to use them. Council tenants are equipped to pay their rent and maintain and sustain tenancies. Welfare benefits, financial inclusion and income maximisation advice and support 	Year 1-Ongoing

			runs intrinsically through the work of the Rents Team.	
2.4	Provide Rents Management Services which are easy to access and conveniently located.	<ul style="list-style-type: none"> Continue to provide Rents Surgeries at Area Housing Offices and develop expansion to other suitable community locations. Develop the use of mobile technology in the Rents Team to improve customer experience and increase efficiency. 	<ul style="list-style-type: none"> Council tenants have access to Rents Management Services that are easy to access and conveniently located. 	Year 1-Ongoing
2.5	Establish and develop partnerships with a shared focus on prevention.	<ul style="list-style-type: none"> Work with Adult Prosperity Services, including the Welfare Rights Team and Swansea Working. Embed Employability Services within the Rents Team and work with Swansea Working to signpost and support Council tenants. Promote Welfare Rights and Employability Services during interactions with Council tenants e.g. in letters and Rents Surgeries. Participate in the work of the Swansea Poverty Forum. Consider links with and outcomes of Swansea Poverty Truth Commission. 	<ul style="list-style-type: none"> Partnerships with a shared focus on prevention are in place. Council tenants are informed about and encouraged to use employability services. Council tenants are equipped for employment and levels of unemployment amongst Council tenants are reduced. 	Year 2-Ongoing

Objective 3: Minimise rent arrears when they occur and support Council tenants to sustain tenancies and prevent eviction

Ref	Action Required (What do we need to do?)	Key Activities (How will we do this?)	Outcome (What do we want to achieve?)	By when
3.1	Review the rent arrears recovery policy, process and operational procedures to ensure that they are firm but fair, easy to understand, contribute to minimising financial hardship and take account of Council tenants needs; particularly those who may be vulnerable.	<ul style="list-style-type: none"> Review the rent arrears recovery policy and process. Develop linkages and joint working with the Area Housing Office Service in relation to early intervention and prevention of eviction. Review all correspondence to ensure that it contains the use of plain language, an accurate description of the situation and the 	<ul style="list-style-type: none"> Rent arrears recovery policy, process and operational procedures are firm but fair, easy to understand, contribute to minimising financial hardship and take account of Council tenants needs; particularly those who may be vulnerable. 	Year 2-Ongoing

		<p>consequences of no action by the tenant (in different languages if required).</p> <ul style="list-style-type: none"> ▪ Consult with tenants in respect of their experience and understanding of the rent arrears recovery process. ▪ Review performance monitoring systems to ensure that they support effective rent arrears recovery. ▪ Participate in the development of and take on themes of new Corporate Personal Debt Recovery Policy. ▪ Implement the themes of the Council's new Affordable Credit Policy. ▪ Continue to consider and implement the themes of The Debt Respite Scheme Regulations (Breathing Space). 			
Page 612	3.2	Focus on proactive interventions to increase engagement at a much earlier stage.	<ul style="list-style-type: none"> ▪ Consult with Council tenants to understand better the reasons for non-engagement. ▪ Consider new approaches to engaging with tenants. ▪ Explore trauma informed approaches and psychologically informed environments in our approach to rent management. ▪ Undertake a promotion campaign in respect of advice and support services provided by the Rents Team. 	<ul style="list-style-type: none"> ▪ Engagement with the Rents Management Service is improved. ▪ Council tenants are aware of the advice and support available from the Rents Team. ▪ Council tenants are supported by proactive interventions and rent arrears are minimised. 	Year 2-Ongoing
	3.3	Improve partnership working and collaboration with partners involved in supporting Council tenants.	<ul style="list-style-type: none"> ▪ Develop working practices with Area Housing Offices, Housing Options, Tenancy Support Unit and other Landlord Services teams. ▪ Improve partnership working with and referrals to partners involved in supporting Council tenants e.g. Social Services, CMHT, Health Care Services, Prison and Probation Services and Local Area Co-ordinators. ▪ Develop links and working relationships with external advice and Support Services e.g. Citizens Advice and Shelter Cymru. ▪ Continue to maintain and develop positive working relationships with the DWP. ▪ Undertake information sessions so that other support services are aware of the services of Rents Team. 	<ul style="list-style-type: none"> ▪ Council tenants are supported by collaborative partnerships. 	Year 3-Ongoing

3.4	Work to minimise the number of evictions undertaken in respect of rent arrears.	<ul style="list-style-type: none"> ▪ Develop rent arrears recovery processes to ensure that they are aimed at avoiding litigation and eviction unless all other options have been exhausted. ▪ Consider alternatives to eviction. ▪ Review and develop monitoring systems to better record and understand the reasons for eviction. ▪ Work with the Homelessness Strategy Delivery Group to develop pre-eviction protocols. ▪ Develop working practices with Housing Options and TSU including those relating to the use of the Homelessness Prevention Fund. ▪ Identify and work with sub-groups of tenants and vulnerable tenants most at risk of eviction. ▪ Consider our processes around abandonments and what action is taken in respect of those Council tenants who comply with a Possession Order and leave a property. 	<ul style="list-style-type: none"> ▪ Number of evictions is reduced. ▪ Eviction is always an action of last resort when all other options have been exhausted. ▪ Homelessness prevention is increased. 	Year 1-Ongoing
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Objective 4: Mitigate the impacts of existing and future Welfare Reforms on Council tenants and the Housing Service

Ref	Action Required (What do we need to do?)	Key Activities (How will we do this?)	Outcome (What do we want to achieve?)	By when
4.1	Ensure that take up of housing related and non-housing related Welfare Benefits by eligible Council tenants is maximised.	<ul style="list-style-type: none"> ▪ Develop service to establish resource to undertake a welfare benefits check with all new tenants and routinely with existing tenants as opportunities arise, to check entitlement to benefits and encourage timely applications. 	<ul style="list-style-type: none"> ▪ Council tenants are supported to claim the welfare benefits they are entitled to. ▪ Take up of housing and non-housing related Welfare Benefits by Council tenants is maximised. 	Year 3-Ongoing
4.2	Profile tenants households to proactively identify the impact of Welfare Reform measures and develop strategies to mitigate those impacts.	<ul style="list-style-type: none"> ▪ Profile tenants household circumstances to determine which changes will have the greatest impact. ▪ Develop strategies to mitigate those impacts on Council tenants and payment of rent. 	<ul style="list-style-type: none"> ▪ Impact of Welfare Reform measures on Council tenants and payment of rent is mitigated. 	Year 3-Ongoing
4.3	Ensure effective communication to Council tenants in respect of policy developments in Welfare Reforms and what that will mean for them.	<ul style="list-style-type: none"> ▪ Develop a communication plan to ensure Council tenants are updated in respect of Welfare Reform issues that impact them. 	<ul style="list-style-type: none"> ▪ Council tenants are well informed in respect of the changes that will impact them. 	Year 2-Ongoing

		<ul style="list-style-type: none"> ▪ Ensure effective communication to tenants, ensuring that tenants understand the changes and what they will mean for them. The rationale behind many of the changes is to alter behaviour and to 'make work pay'; communicating with tenants in as many ways as possible (direct to individual tenants, via tenants' groups and community partners, via newsletters and website) to make sure that tenants understand how they will be affected and are aware of whatever support is available to help them deal with the effects of the changes. 		
4.4	Improve digital inclusion for Council tenants.	<ul style="list-style-type: none"> ▪ Help tenants to develop IT skills and confidence to manage rent effectively e.g. UC online journal ▪ Develop digital provision for Council tenants. ▪ Take on themes of new Digital Inclusion Strategy. 	<ul style="list-style-type: none"> ▪ Digital inclusion amongst Council tenants is increased. 	Year 4-Ongoing
4.5	Work collaboratively with others and share best practice in respect of new initiatives in response to Welfare Reforms.	<ul style="list-style-type: none"> ▪ Development of a cross Local Authority Rents Group. ▪ Work increasingly in partnership with other internal and external organisations and services. 	<ul style="list-style-type: none"> ▪ Best practice is shared and benefits Council tenants and the Rents Management Service. 	Year 2-Ongoing

Integrated Impact Assessment (IIA) Report

This form should be completed when a screening form has indicated a full Integrated Impact Assessment is required and found to be relevant to Equality Act 2010, Socio-economic Duty and Well-being of Future Generations (Wales) Act 2015

Please refer to the 'IIA Report Form Guidance' while completing this form. If you need further support, please contact accesstoservices@swansea.gov.uk.

Which service area and directorate are you from?

Service Area: Housing and Public Health. Landlord and Community Housing Services Directorate: Place

Q1(a) What are you assessing?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Boards which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

The Housing Rents Management Strategy 2022 - 2026 and the accompanying Action Plan sets out the guiding principles for the development and delivery of Swansea Council's Housing Rents Management Service, which is delivered for all Council tenants, over the next 4 years. It considers the national and local context that the Housing Rents Management Service is currently working within, identifies current and future challenges and sets out how we will seek to address these challenges through our objectives and priorities.

(c) It was initially screened for relevance on: 29th September 2020 (EIA)

A full EIA was then opened and was subsequently replaced by the IIA which has been continuously updated throughout consultation.

(d) Lead Officer
Name: Helen Andrew
Job title: Rents Team Manager
Date: 2nd December 2021

(e) Approved by Head of Service
Name: Mark Wade
Job title: Head of Housing & Public Health
Date:

Section 1 - Aims

What are the aims of the initiative?

The overall strategic aim of Swansea Council's Housing Rents Management Strategy is to 'effectively prevent rent arrears to ensure that Council tenancies are sustained and income to the Housing Service is maximised'.

This will be achieved through the adoption of the following four objectives:

Objective 1: Maximise the collection of rental income to the Housing Revenue Account (HRA)

Objective 2: Prioritising early intervention and prevention of rent arrears

Objective 3: Minimise rent arrears when they occur and support Council tenants to sustain tenancies and prevent eviction

Objective 4: Mitigate the impacts of Welfare Reform on Council tenants and the Housing Service

It is important to recognise that the objectives are interconnected and therefore should not be considered in isolation from each other. For example, prioritising early intervention and prevention of rent arrears will in-turn maximise the collection of rental income to the Housing Revenue Account.

The following issues have emerged as areas for priority development:

1. Provide and promote a range of payment methods that are accessible, flexible, easy to use and have the most cost effective transaction costs.
2. Continue to develop our approach to early welfare benefits, financial inclusion and income maximisation advice and support and consider how this should be delivered.
3. Work to minimise the number of evictions undertaken in respect of rent arrears.

Whilst there is no statutory obligation to produce a Housing Rents Management Strategy the environment within which the Housing Rents Management Service exists has changed significantly in recent years. Factors including, but not limited to, Welfare Reform, including the introduction of Universal Credit, poverty, austerity measures, general economic climate and, more recently, the COVID-19 pandemic have and continue to impact the delivery of the service. These factors have changed the demands upon the service and it is necessary to continue to develop the way the service is delivered in order to meet the demands; the Housing Rents Management Strategy sets out how this will be done.

Who has responsibility?

- Rents Team Manager
- Operations Manager with responsibility for Rents.
- Housing Finance and IT Co-ordinator
- Landlord Services Manager
- Head of Housing and Public Health
- Cabinet Member for Climate Change & Service Transformation (Deputy Leader)
- Landlord and Community Housing Services staff including (but not limited to); Rents Team Leaders, Rents Officers, Housing Advisors – Rents, Area Housing Managers, Deputy Area Housing Managers, Neighbourhood Officers, Housing Strategic Services Officers, Homelessness Section, Tenancy Support Unit.

Who are the stakeholders?

All Council tenants are stakeholders and have been consulted in respect of the Strategy.

In addition there are a range of organisations and internal Council services who are stakeholders and have been involved in the development of the Strategy or as specific consultees.

Including:

- Housing Service – including Area Housing Office Service, Homelessness Services, Tenancy Support Unit, Tenant Participation Service, Housing Strategic Services
- Internal Partners - such as Tackling Poverty Services; including Employability Services and Welfare Rights Team, the Revenues and Benefits Service, Social Services, Community Mental Health Teams, Local Area Co-ordinators and Finance.
- External partners such as, the Department for Work and Pensions (DWP), Prison and Probation Services, Support Service providers, Health Services, Shelter Cymru and Citizens Advice.

Section 2 - Information about Service Users (See guidance)

In order to complete this section you will need to look to data such as Census data, research and performance management information, surveys, future trends, service user data, socio-economic data from recent consultations, engagement and research

Children/young people (0-18)	<input checked="" type="checkbox"/>	Sexual orientation.....	<input checked="" type="checkbox"/>
Older people (50+).....	<input checked="" type="checkbox"/>	Gender reassignment.....	<input checked="" type="checkbox"/>
Any other age group	<input checked="" type="checkbox"/>	Welsh language.....	<input checked="" type="checkbox"/>
Future generations (yet to be born)	<input checked="" type="checkbox"/>	Poverty/social exclusion	<input checked="" type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Carers (including young carers).....	<input checked="" type="checkbox"/>

- | | | | |
|--------------------------------|-------------------------------------|-----------------------------------|-------------------------------------|
| Race (including refugees)..... | <input checked="" type="checkbox"/> | Community cohesion..... | <input checked="" type="checkbox"/> |
| Asylum seekers | <input checked="" type="checkbox"/> | Marriage & civil partnership..... | <input checked="" type="checkbox"/> |
| Gypsies & Travellers..... | <input checked="" type="checkbox"/> | Pregnancy and maternity..... | <input checked="" type="checkbox"/> |
| Religion or (non-)belief | <input checked="" type="checkbox"/> | | |
| Sex | <input checked="" type="checkbox"/> | | |

Please provide details of the information you hold in relation to the groups above:

The Housing Services most recent full tenants survey took place in 2017 and over 2800 responses (approximately 20% of tenants) were received, the information in relation to the protected characteristics from that survey is presented below. A new survey was carried out in October/November 2021 and the results will be available in February 2022.

About You Tenants survey 2017

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Are you...?	
<i>Male</i>	990 (36.9%)
<i>Female</i>	1692 (63.1%)

Which age group are you in?	
<i>Under 18</i>	2 (0.1%)
<i>18-24</i>	84 (3.1%)
<i>25-39</i>	443 (16.4%)
<i>40-59</i>	868 (32.2%)
<i>60-74</i>	759 (28.1%)
<i>75 or over</i>	542 (20.1%)

Is your gender identity the same as you were assigned at birth (i.e. born male and currently living as a man or born female and currently living as a woman)?	
<i>Yes</i>	2434 (96.5%)
<i>No</i>	87 (3.5%)

What is your sexual orientation?	
<i>Bisexual</i>	44 (1.8%)
<i>Gay/ Lesbian</i>	33 (1.4%)

<i>Hetrosexual/ Straight</i>	2208 (91.5%)
<i>Prefer not to say</i>	117 (4.8%)
<i>Other (please write in)</i>	11 (0.5%)

Would you describe yourself as... (Please cross all that apply or write in)	
<i>British</i>	901 (38.4%)
<i>Welsh</i>	1193 (50.9%)
<i>English</i>	72 (3.1%)
<i>Irish</i>	15 (0.6%)
<i>Scottish</i>	8 (0.3%)
<i>Prefer not to say</i>	16 (0.7%)
<i>Other British (please write in)</i>	31 (1.3%)
<i>Non-British (write in below)</i>	76 (3.2%)
<i>Refugee</i>	32 (1.4%)
<i>Asylum seeker</i>	1 (0.04%)

What is your ethnic group	
<i>White - British</i>	2399 (89.8%)
<i>White - Any other White background</i>	61 (2.3%)
<i>Mixed - White & Black Caribbean</i>	1 (0.04%)
<i>Mixed - White & Black African</i>	3 (0.1%)
<i>Mixed - White & Asian</i>	7 (0.3%)
<i>Mixed - Any other mixed background</i>	0 (0%)
<i>Asian or Asian British - Indian</i>	2 (0.07%)
<i>Asian or Asian British - Pakistani</i>	5 (0.2%)
<i>Asian or Asian British - Bangladeshi</i>	13 (0.5%)
<i>Asian or Asian British - Chinese</i>	6 (0.2%)
<i>Asian or Asian British - Any other Asian background</i>	14 (0.5%)
<i>Black or Black British - Caribbean</i>	2 (0.07%)
<i>Black or Black British - African</i>	50 (1.9%)
<i>Black or Black British - Any other Black background</i>	1 (0.04%)
<i>Other ethnic group - Gypsy or Traveller</i>	0 (0%)
<i>Other ethnic group - Arab</i>	6 (0.2%)
<i>Other ethnic group - Any other, (please write in)</i>	101 (3.8%)

What is your religion or (non) belief, even if you are not currently practising?	
<i>No religion/ belief</i>	907 (34.5%)
<i>Christian (including Church of England, Catholic Protestant and all other Christian denominations)</i>	1502 (57.2%)
<i>Buddhist</i>	12 (0.5%)
<i>Hindu</i>	3 (0.1%)
<i>Jewish</i>	4 (0.2%)
<i>Muslim</i>	57 (2.2%)
<i>Sikh</i>	1 (0.04%)
<i>Prefer not to say</i>	83 (3.2%)
<i>Any other religion/ belief system (please write in)</i>	58 (2.2%)

Do you consider that you are actively practising your religion or belief?	
<i>Yes</i>	593 (27.0%)
<i>No</i>	1378 (62.8%)
<i>Prefer not to say</i>	222 (10.1%)

Can you understand, speak, read or write Welsh?	
<i>Understand spoken Welsh</i>	134 (5.7%)
<i>Speak Welsh</i>	19 (0.8%)
<i>Read Welsh</i>	21 (0.9%)
<i>Write Welsh</i>	3 (0.1%)
<i>Learning Welsh</i>	77 (3.3%)
<i>None of these</i>	1975 (84.7%)
<i>Prefer not to say</i>	107 (4.6%)

Which languages do you use from day to day?	
<i>English</i>	2525 (96.0%)
<i>Welsh</i>	8 (0.3%)
<i>British Sign Language</i>	4 (0.2%)
<i>Other (please write in)</i>	95 (3.6%)

Do you have any long-standing illness, disability or infirmity?	
<i>Yes</i>	1471 (56.5%)

No	965 (37.1%)
Prefer not to say	167 (6.4%)

Does this illness or disability limit your normal day-to-day activities in any way?	
Yes	1314 (61.5%)
No	661 (31.0%)
Prefer not to say	160 (7.5%)

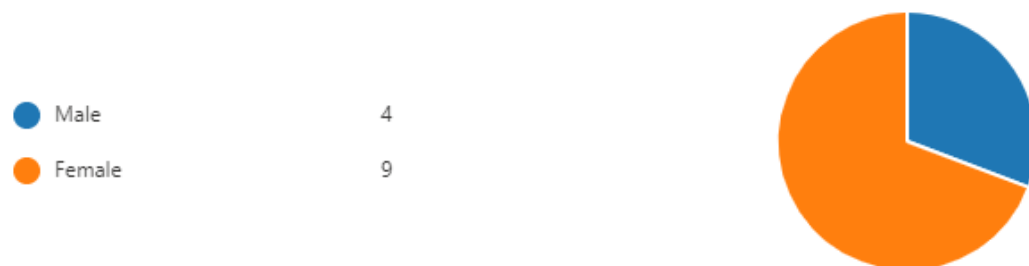
Housing Rents Management Strategy Consultation – ‘ABOUT YOU’ Equalities Monitoring

In August 2020 consultation was carried out specifically in respect of the Housing Rents Management Strategy. Letters were sent to all Council tenants (13,226 letters sent) informing them about the Housing Rents Management Strategy and inviting them to complete a survey in respect of the Draft Strategy. Both the Draft Strategy, an Easy Read version of the Draft Strategy and survey were available in Welsh and English, online, in paper and in other alternative formats.

In the region of 500 enquiries were received and whilst these were predominantly by telephone, 84 responses (online or in writing) were received in response to the survey from Council tenants. An ‘About You’ form was included for respondents to complete after submitting their consultation responses. Of the 84 Council tenants who responded, 13 completed the ‘About You’ form.

The information in relation to the protected characteristics from that survey is presented below.

Q1. Are you male or female?



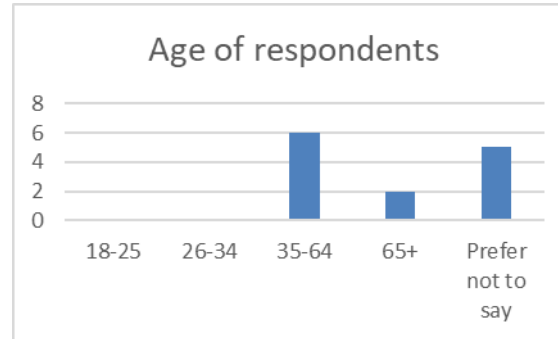
Q2. Is your gender identity the same as you were assigned at birth (i.e. born male and currently living as a man or born female and currently living as a woman)?

● Yes	13
● No	0
● Prefer not to say	0



Q3. What is your date of birth?

Respondent ages in ascending order.	37
	41
	46
5 respondents did not provide a valid date of birth.	50
	52
	59
	66
	84



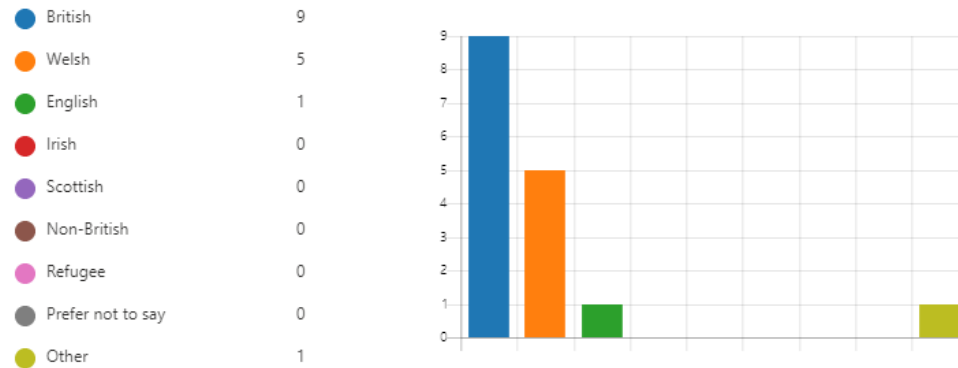
Q.4 What is your sexual orientation?

● Bisexual	1
● Gay / Lesbian	1
● Heterosexual / Straight	10
● Prefer not to say	1
● Other	0



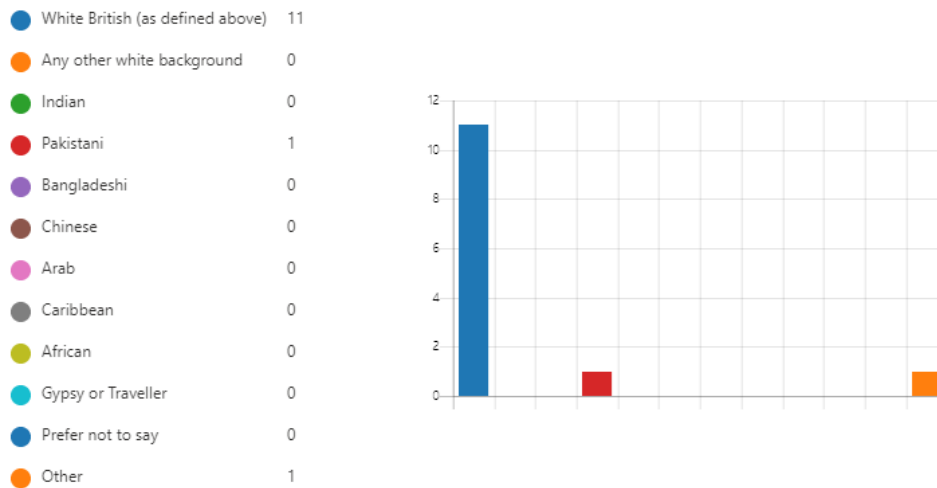
Q.5 Would you describe yourself as... (Please cross all that apply or write in)

'Other' was specified as Poland



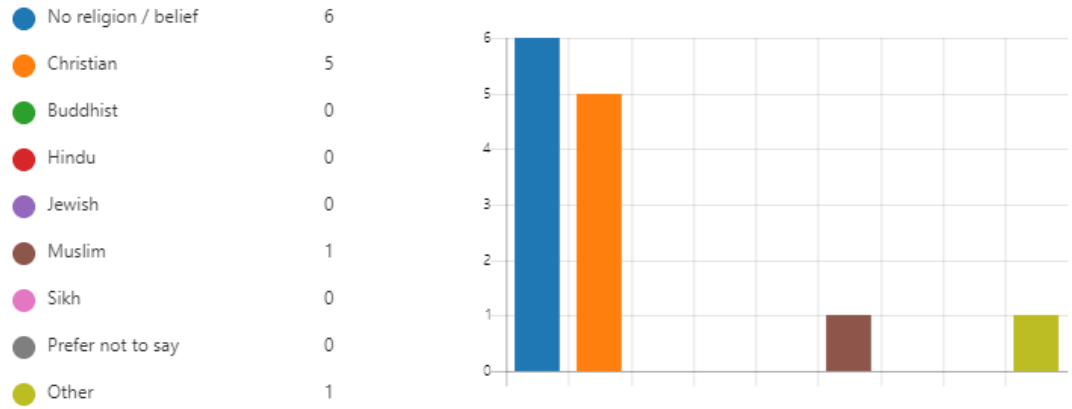
Q.6 What is your ethnic group? (Please cross one box and write in if appropriate)

'Other' was specified as Poland

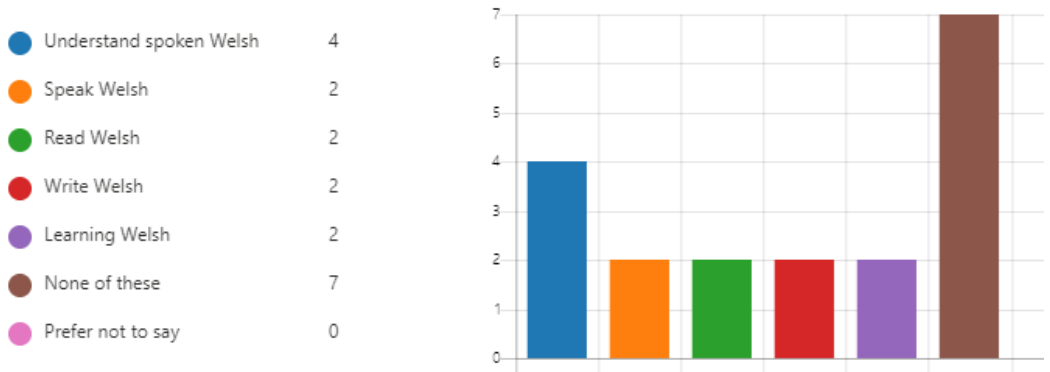


Q7. What is your religion or (non) belief, even if you are not currently practising? (Please cross one box or write in)

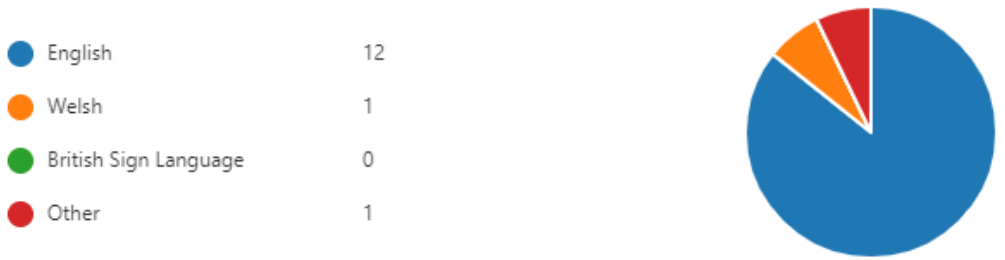
'Other' was specified as Baptist



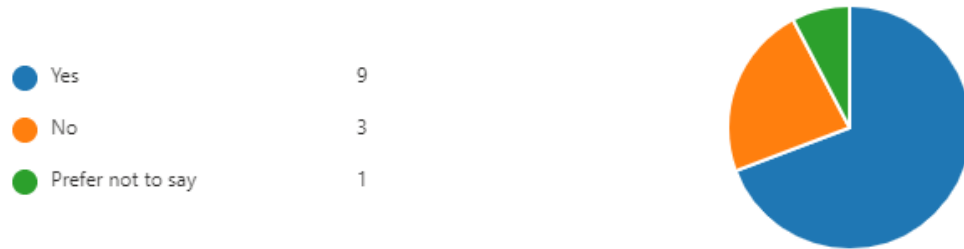
Q.8 Can you understand, speak, read or write welsh? (Please cross all that apply)



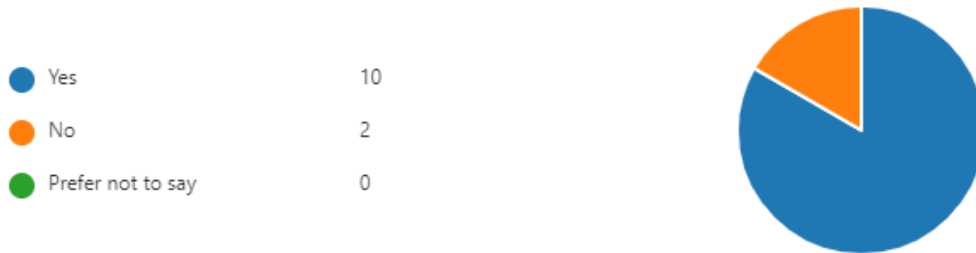
Q.9 Which languages do you use from day to day? (Please cross all that apply)



Q.10 Do you have any long-standing illness, disability or infirmity? By long-standing we mean anything that has troubled you over a period of time or that is likely to affect you over time. This could also be defined Under the Equality Act 2010 as: "Having a physical or mental impairment which has a substantial and long term adverse effect on your ability to carry out normal day to day activities."



Q.11 Does this illness or disability limit your normal day-to-day activities in any way?



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Whilst the response rate to the Housing Rents Management Strategy Consultation ‘About You’ form was relatively small it was broadly reflective of the full tenants survey that had been previously conducted.

Of particular note is that there were a higher proportion of responses from those identifying themselves as female, that those over 40 years old made up a higher proportion of responses than those under 40 years old and that a significant proportion of tenants indicated that they have a long standing illness, disability or infirmity.

Qualitative Data

In addition to this quantitative data the Housing Service also holds significant amounts of qualitative data in respect of individual tenants and their specific circumstances, which continuously evolves as circumstances change. The person centred approach employed by the Housing Rents Management Service allows for these specific circumstances to be considered in service delivery and any change in circumstances to be taken into account.

Any actions required, e.g. to fill information gaps (write below and add to action plan)?

The ‘About You’ information from the full tenants survey and the specific Housing Rents Management Strategy consultation has captured information about our service users. Some protected characteristics e.g. pregnancy and maternity and marriage and civil partnership are not included in this but would be contained within individual tenancy records where applicable. In respect of other equality factors consultation was undertaken with relevant service leads such as; community cohesion – consultation with Regional Community Cohesion Coordinator,

gypsies/traveller ethnic group – consultation with the Area Housing Manager with responsibility for gypsies and travellers service provision, poverty / social inclusion - consultation undertaken with Tackling Poverty Services.

We continue to ask 'About You' questions on satisfaction surveys and questionnaires when we consult with Council tenants. The information gathered from those surveys will need to be collated and used to inform future Strategies/reviews etc.

The Housing Service continues to collect qualitative data in respect of individual tenants and this is updated constantly as circumstances change.

Section 3 – Assessing the Impact (See guidance)

Please consider the possible impact on the different protected characteristics and statutory considerations:

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
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	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
<p>Race</p> <p>Page 627</p>	<p>The Strategy promotes a person centred approach and that individual circumstances continue to be taken into consideration, including ethnicity and nationality, which will ensure that appropriate services are provided and any potential barriers to accessing services are removed. For example, there is an action in the Action Plan to ensure that correspondence is reviewed to ensure that it contains the use of plain language, an accurate description of the situation and the consequences of no action by the tenant in different languages if required. In respect of language, interpreter provision is available if required.</p> <p>The Housing Service has a dedicated Gypsy Traveller Liaison Office who provides specific support/advice in respect of rents supported by the Rents Team. The Gypsy Traveller Accommodation Assessment is currently being renewed.</p> <p>In respect of refugees/asylum seekers consultation has been undertaken with the resettlement team and appropriate support/advice is provided on individual cases linked to liaison with relevant support services.</p>	<p>Positive</p>	<p>Ethnicity Nationality Gypsies / Travellers Language: interpreter provision Refugee / Asylum Seekers Migrants Awareness events United Nations Convention on the Elimination of All Forms of Racial Discrimination (UNCERD)</p>

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
<p>Disability</p>	<p>Disability is recorded on individual tenancy records and the Strategy promotes a person centred approach and that individual circumstances are taken into account so appropriate services are provided. Over 50% of tenants surveyed in the full tenants survey identified that they have a disability. This is more than double the number from the 2011 census for Swansea as a whole (23%). The consultation in respect of the Strategy also identified that a significant proportion of those who responded had a long standing illness, disability or infirmity. The Strategy contains Action Plan points in respect of provision of services that are flexible, accessible, easy to use; including a range of payment methods and numerous methods of communication. In addition providing Rents Management Services which are easy to access and conveniently located; including the provision of rents surgeries and home visits. The Strategy also contains Action Plan points in regard to promoting the uptake of welfare benefits, which would include disability related benefits. Further to this an action in respect of improving partnership working and collaboration with partners involved in supporting Council tenants, including Social Services, CMHT and Health Care Services. Both the Draft Strategy, an Easy Read version of the Draft Strategy and survey were available online, in paper and in other alternative formats and will be available in respect of the finalised Strategy and Action Plan.</p>	<p>Positive</p>	<p>Mobility / Dexterity Blind or Visually impaired Deaf or Hearing impaired Mental Health Learning Disabilities Dementia Neurological difference / Autism Access to buildings/ facilities Access to communication methods Dietary requirements Other Long Term Health Conditions United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)</p>

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
<p>Carers</p>	<p>Whilst data in respect of Carers has not been collected in Housing surveys it is determined in respect of individual tenancies. The Strategy promotes a person centred approach and that individual circumstances continue to be taken into consideration to ensure that appropriate services are provided.</p> <p>In addressing the needs of Council tenants who may be carers or receiving care the Strategy also contains Action Plan points in regard to promoting the uptake of welfare benefits, which would include benefits related to carers e.g. extra room for a carer, carers allowance.</p>	<p>Positive</p>	<p>Providing unpaid and informal care A child caring for a disabled parent An older person caring for a friend who has a mental health issue A young adult caring for a sibling with substance misuse difficulties An adult caring for an older relative who is elderly, frail or experiencing dementia</p>
<p>Sex</p>	<p>The Strategy promotes a person centred approach and that individual circumstances continue to be taken into consideration to ensure that appropriate services are provided.</p> <p>Data continues to be collected regarding the gender and gender identity of Council tenants and where necessary services are provided on gender basis only, for example for victims of domestic abuse.</p>	<p>Positive</p>	<p>Men / Women Gender Identity Childcare Gender Pay Gap Domestic abuse United Nations Convention on the Elimination of All Forms of Discrimination against Women (UNCEDAW)</p>

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
<p>Age</p> <p>Page 630</p>	<p>Data is collected in respect of the age of Council tenants and the Strategy promotes a person centred approach and that individual circumstances continue to be taken into consideration to ensure that appropriate services are provided.</p> <p>In addition, for example, the Strategy Action Plan includes an action in respect of profiling council tenant's households to proactively identify the impact of Welfare Reform measures and develop strategies to mitigate those impacts. A significant profile factor in determining the impact of Welfare Reform is age and the strategies developed to mitigate the impact of welfare reform measures would have a positive impact.</p> <p>(Children and Young people – see UNCRC section for further information)</p>	<p>Positive</p>	<p>Older People including citizens with dementia. Could the initiative contribute to the 'age friendly' agenda or improve the experience of getting older in Swansea</p> <p>Children, Young People</p> <p>Cross-generational working offers a wide variety of benefits</p> <p>Working Age People, Young Families</p> <p>Demographics</p> <p>NB: Where children / young people are affected complete the Childrens Rights Checklist</p> <p>United Nations Convention on the Rights of the Child (UNCRC)</p> <p>Caring responsibilities</p>

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
Future generations (yet to be born)	<p>The Strategy ensures that the needs of the present are met in respect of the provision of services and support and advice to current Council tenants. There are Action Plan points that ensure that service provision evolves to future-proof service delivery to meet the changing needs of Council tenants and that the services delivered are fit now and for the future, for example, Deliver a Housing App / Portal where Council tenants can pay rent and access rent account information and support via self-service functionality.</p> <p>The Strategy has focus on sustainability, ensuring sustainable tenancies and building sustainable communities to support future generations. For example, the objective of maximising the income to the Housing Revenue Account (HRA) to invest in Council housing stock (particularly in terms of decarbonisation and energy efficiency) will make a significant contribution to the delivery of the Council's priorities and result in wider benefits to communities, estates and the local economy, both now and for future generations of Council tenants.</p>	Positive	We must ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs
Religion & Belief	Data has been collected in respect of the religion and beliefs of Council tenants. The Strategy promotes a person centred approach and that individual circumstances continue to be taken into consideration to ensure that culturally appropriate services are provided when required.	Positive	Faith Communities Non Beliefs Dietary requirements Vegetarianism/Veganism Other philosophical beliefs Dress code/uniforms Religious festivals/activities, agile working

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
Sexual Orientation	Data has been collected in respect of sexual orientation. The Strategy promotes a person centred approach and that individual circumstances continue to be taken into consideration to ensure that appropriate services are provided when required.	Positive	Gay Lesbian Bi-sexual Heterosexual Terminology Confidentiality about sexuality https://www.stonewall.org.uk/
Gender Reassignment	Data continues to be collected regarding the gender and gender identity of Council tenants and is updated in respect of individuals if information is received that a Council tenant proposes to, starts or changes their gender identity. The Strategy promotes a person centred approach and that individual circumstances continue to be taken into consideration to ensure that appropriate services, including the use of appropriate language, are provided when required.	Positive	A person who proposes to, starts or has changed their gender identity Transgender Appropriate language use, ie, appropriate pronouns
Marriage & Civil Partnership	Marriage and civil partnership data is determined in respect of individual tenancies. The Strategy promotes a person centred approach and that individual circumstances continue to be taken into consideration to ensure that appropriate services are provided. Marital or civil partnership status continues to be considered in respect of tenancy management, for example in respect to succession to tenancies and rent implications surrounding this.	Positive	Marital status Civil Partnership status

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
Pregnancy & Maternity	The Strategy promotes a person centred approach and that individual circumstances continue to be taken into consideration to ensure that appropriate services are provided. Whilst data is not collected in surveys information is kept on individual tenancy records when supplied.	Positive	Pregnant mothers Those entitled to maternity and paternity leave Foster/Adoption Breastfeeding mothers

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
<p>Welsh Language</p>	<p>The Housing Service records the language preference of Council tenants in order to ensure that they are communicated with in their language of preference minimising barriers to the use of the Welsh language. Any promotional information / consultation / engagement in respect of this Strategy has been promoted in Welsh and English. This is always the case in line with Welsh Language Standards ensuring that Welsh is not treated less favourably than English.</p> <p>The Strategy Action Plan also contains an action to review all correspondence to ensure that it contains the use of plain language, an accurate description of the situation and the consequences, this relates to correspondence in all languages including Welsh. Promotional information / literature from the Housing Rents Management Service will continue to be promoted in Welsh e.g. Posters, leaflets. The Housing Rents Management Service can provide services in Welsh – there are currently two permanent full time members of staff in the Rents Team and others throughout the Housing Service who are designated welsh speakers in the Councils Directory and numerous others within the Housing Service. This maximises opportunities for the Welsh language to be used.</p>	<p>Positive</p>	<p>Ensuring equal status of both Welsh and English languages. Availability of and access to services, activities and information. Rights of individuals to ask for WL services. Impact on Welsh speaking communities, including: Positive / negative effects on opportunities to use the WL. Possible changes to number/percentage of Welsh speakers Job opportunities / Staffing changes. Training needs and opportunities Availability of Welsh medium education</p>

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
Socio Economic Considerations	See section 5 – Socio Economic Duty	Positive	People living in less favourable social and economic circumstances than others in the same society. Disadvantage may be exacerbated by many factors of daily life, not just urban or rural boundaries. The impact on limited incomes are significant but also consideration needs to be given to service accessibility and barriers to participation. 'Intersectionality' issues - where identity compounds socio-economic status, e.g., single parents (often women), disabled people, some BAME groups.
Human Rights	The Strategy will have a positive impact in respect of Human Rights, for example, Article 8 Respect for private life, family, home and correspondence, the Strategy reinforces sustaining tenancies and enforcement action in respect of tenancies is an action of last resort. There is an Action Plan point to develop rent arrears recovery processes to ensure that they are aimed at avoiding litigation and eviction unless all other options have been exhausted.	Positive	See Human Rights Articles .
Intersectionality	The Strategy promotes a person centred approach and that individual circumstances continue to be taken into consideration to ensure that appropriate services are provided. This equally applies to the multiple characteristics and social identities that a council tenant may have.	Positive	The way in which power structures based on factors such as gender, race, sexuality, disability etc. interact with each other and create inequalities, discrimination and oppression. (the multiple layers of discrimination)

	Potential Impacts	Positive / Negative/Neutral Impact/Needs further investigation	Prompts (not an exhaustive list) Consider:
Community Cohesion	<p>Any impact in respect of Community Cohesion is likely to be positive. The Housing Rents Management Strategy contributes to community cohesion by providing support to Council tenants so that they can live in safe good quality homes; building sustainable communities. It assists in building stronger communities by ensuring that people can get the financial support that they have a right to. This strategy ensures equality of access to all Council tenants and promotes social inclusion and community cohesion.</p> <p>The Regional Community Cohesion Coordinator has been consulted in respect of the Draft Strategy and had no adverse comments to make.</p>	Positive	<p>Think about relationship between people from different backgrounds, community tensions, community facilities</p> <p>http://gov.wales/topics/people-and-communities/communities/communitycohesion/?lang=en</p>
Other (please state) All	<p>The Strategy will have positive impacts for all groups and characteristics. For example, one of the priority areas for the Strategy is to work to minimise the number of evictions undertaken in respect of rent arrears, which will have a direct positive impact on homelessness.</p> <p>As a further example the impact of Covid is currently a significant challenge and rents management services have adapted and continue to evolve throughout the COVID19 pandemic. Responding to the to the pandemic including the provision of financial and well-being advice and support to Council tenants impacted by COVID 19 and proactively identifying and targeting those Council tenants who may require additional support.</p>	Positive	<p>Eg, Modern Slavery, Safeguarding, Other Covid effects, Ex-offenders, Veterans, Care Leavers, Substance Abuse, Homeless</p>

Human Rights Act 1998	
• Article 2	Right to life
• Article 3	Freedom from torture and inhuman or degrading treatment
• Article 4	Freedom from Slavery and forced labour
• Article 5	Right to liberty and security
• Article 6	Right to a fair trial
• Article 7	No punishment without law
• Article 8	Respect for private life, family, home and correspondence
• Article 9	Freedom of thought, belief and religion
• Article 10	Freedom of expression
• Article 11	Freedom of Assembly and association
• Article 12	Right to marry and start a family
• Article 13	Right to access effective remedy if rights are violated
• Article 14	Protection from discrimination

If you have identified any areas which need further investigation, these will need to be added to your action plan

N/A

Section 4 - Involvement

Please consider all of your involvement activities here, e.g. participation, consultation, engagement, co-productive approaches, etc.

What involvement has been undertaken to support your view? How did you ensure this was accessible to all?

The development of the Housing Rents Management Strategy has been significantly influenced and informed by the consultation and engagement undertaken. Detailed consultation has taken place with service users, internal partners and partner organisations to ensure that the development of the strategy is an inclusive process.

Service Users – Council Tenants

The impact of the COVID-19 pandemic has meant that it has not been possible to carry out formal face to face consultation with Council tenants in respect of the Draft Housing Rents Management Strategy. Engagement activities therefore had to be undertaken in other accessible ways including over the phone, online, in writing and alternative formats. The wealth of information in respect of tenants views gathered informally on a day-to-day basis delivering the service both during and prior to the pandemic has also informed the Strategy.

Stage 1 – July 2020 Preliminary Consultation with members of the Tenants Consultative Panel.

Initially we undertook a preliminary consultation with members of the existing Tenants Consultative Panel, predominantly over the telephone, who were invited to consider the Draft Strategy or Easy Read Draft Strategy (having been sent copies) and provide feedback in respect of the strategy and the questions that formed the proposed survey about the Strategy. This was to establish if the questions posed were the right ones to appropriately gather Council tenant’s views about the Strategy.

Stage 2 – August 2020 Full Tenant Consultation

In August 2020 consultation was carried out specifically in respect of the Draft Housing Rents Management Strategy. Letters were sent to all Council tenants (13,226 letters sent) informing them about the Housing Rents Management Strategy and inviting them to complete a survey in respect of the Draft Strategy. Both the Draft Strategy and survey were available online, in writing and in alternative formats in English and in Welsh and other languages as required. In addition an Easy Read version of the strategy, in English and in Welsh, was available.

In the region of 500 enquiries were received and whilst these were predominantly by telephone, 84 responses to the survey (online or in writing) were received from Council tenants.

Housing Commissioning Review

In addition to the above a Housing Commissioning Review was undertaken, which began in 2019, to identify how the service could work differently to deliver efficient, modern services which are sustainable, meet future needs and contribute to the Council's Transformation and Future Council development objective. The review consulted with Council tenants in respect of the services delivered. The outcome of the review acknowledged that the priority is to continue to deliver a frontline face to face housing services that Council tenants value but to improve the way we do it. The review looked at agile/mobile working and how that can positively influence the way the service is provided by ensuring staff have the right tools to carry out their role and spend more time in the community on home and estate visits. In addition it looked at widening access for service users via better online facilities, more home visits and surgeries in local community buildings. The relevant findings of the Commissioning Review were considered in the development of the Strategy.

Stakeholders

Consultation has taken place with internal partners and partner organisations to ensure that the development of the strategy is an inclusive process. The following consultation has taken place:

- Workshop – as part of the Housing Commissioning Review a discussion workshop with internal stakeholders took place in respect of the delivery of Housing Rents Management services.
- Internally – the Draft Strategy was considered within Housing Services and by internal partners including Legal Services, the Tackling Poverty Service, Revenues and Benefits Service and Community Cohesion. The draft Strategy was sent to all Councillors.
- External Partners – the Draft Strategy was considered by external partners including Shelter Cymru, Crisis and Citizens Advice Swansea Neath Port Talbot.

What did your involvement activities tell you? What feedback have you received?

Across all the consultation responses some clear, common issues emerged and the views provided were considered when developing the strategy and actions for the strategy.

Stage 1 – Preliminary Consultation with members of the Tenants Consultative Panel.

The preliminary consultation told us that the questions and the order of the questions in the survey could be of more value if they were reordered and rephrased. The questions in the survey were subsequently amended to reflect this prior to the full tenants survey.

Stage 2 - Full Tenant Consultation

The survey provided the opportunity for Council tenants to have their say on the aim, objectives and priorities of the Strategy. There was also an opportunity to comment on these and provide a view in respect of the strategy achieving the aim of treating people fairly and according to their needs.

Summary of Findings:

The tenants survey gathered the following quantitative data:

Do you agree with the **priorities** of the strategy?

- Yes – 66%. No – 4%. Some of them – 20%. Most of them – 10%

Do you agree with the **objectives** of the strategy?

- Yes – 71%. No – 6%. Some of them – 16%. Most of them – 6%

In addition to this the survey gathered the following qualitative data:

46 people made comments about the **priorities**. Categorised as follows:

- Positive Comments – 57%. Constructive Suggestions – 22%. Negative – 17%. Unrelated – 4%

Comments surrounded common themes such as; agreeing that preventing eviction is a priority, that helping people with housing related and other welfare benefits is important and offering easy to use, flexible payment methods and rent account information is of benefit.

36 people made comments about the **objectives**. Categorised as follows:

- Positive Comments – 50%. Constructive Suggestions – 33%. Negative – 11%. Unrelated – 6%

Comments surrounded common themes such as; considering personal circumstances in service delivery and offering support and advice in respect of rent, helping people to sustain their tenancies and keep them in their homes and providing support and advice from the beginning of a tenancy, making sure that Council tenants understand their responsibilities in respect of rent payment, using the income generated from rent payments to provide housing services.

We are committed to treating people **fairly and according to their needs**. Do you think that the Strategy achieves this or not. Please tell us why? 45 people responded to this question.

- Positive Comments – 62%. Constructive Suggestions – 11%. Negative – 18%. Unrelated – 9%

Those who completed the survey were also offered the opportunity to be contacted to discuss any issues raised further, however no one chose to take advantage of this option.

Housing Commissioning Review

From the tenant consultation in respect of the Housing Commissioning Review 858 responses were received. Tenants responded to a question specifically on whether staff should spend more time on home and estate visits with the use of mobile technology. Of these 68.7% agreed/strongly agreed and 31.3% disagreed/strongly disagreed.

746 tenants responded to a question specifically on whether improvements should be made to the way tenants can make online transactions and access housing services online. Of these 53.3% agreed/strongly agreed and 46.5% disagreed/strongly disagreed.

During the COVID-19 pandemic all the Area Housing Offices were closed to the public but service users were able to access all services via the phone and online. This included paying rent and getting financial advice and support. Findings show that more tenants than anticipated were able to make the transition to online/telephone services with significantly more rent payments now being carried out online.

Stakeholders

Feedback from stakeholders was positive and there was agreement in respect of the vision of the strategy. Common themes emerged, particularly in respect of the need to maximise income to the Housing Revenue Account, mitigating the impacts of welfare reform and the approach of prevention and early intervention, sustaining tenancies and preventing eviction. Feedback received confirmed that the aims and objectives of the strategy predominantly aligned with the aims and objectives of stakeholders consulted.

How have you changed your initiative as a result?

There was general agreement in respect of the Council's proposals and vision for the delivery and development of the Housing Rents Management Service over the next 4 years. Overall the consultation responses to the Strategy and Action Plan have been positive and constructive and have reinforced that the aim, objectives and emerging priorities are the right ones. The feedback from a negative perspective was also considered and any issues addressed in the development of the strategy.

A number of suggestions have been made to create some additional actions and modify a number of existing actions and where possible these suggestions were incorporated into the final strategy and action plan. For example, in respect of preventing eviction an existing action plan point was further developed in respect of improving partnership working and collaboration with partners involved in supporting Council tenants, with a specific point added to develop links and working relationships with external advice and Support Services, specifically Citizens Advice and Shelter Cymru.

Following the consultations the Strategy was updated with sections detailing the consultation that had taken place in its development to ensure that stakeholders are aware of how their involvement has informed the decisions.

Any actions required (e.g. further engagement activities, mitigation to address any adverse impact, etc.)? (Add to action plan)

No adverse impact is anticipated in producing this strategy. The Strategy will be monitored and further consultation will take place at review points to ensure that Council tenants and stakeholders continue to be involved to ensure transparency and maintain an ongoing dialogue.

Section 5 – Duties (please see guidance)

Please consider how the initiative might address the following issues. How will the initiative impact on the duties set out below? Think about what work you have already done to improve the outcomes.

Public Sector Duty – how will the initiative address the below?

Foster good relations between different groups	<p>The Housing Rents Management service is delivered for all Council tenants over a broad geographical area of Swansea comprising a diverse range of communities and different groups. The Rents Team participate in community events promoting that services are provided to all Council tenants. The Strategy promotes equality and encourages mutual understanding, for example by recognising that some Council tenants, particularly those who may be vulnerable, may face difficulties in managing their responsibility for rent payment and require support and advice. The feedback from the tenant consultation undertaken in respect of the Strategy contained themes in respect of mutual understating in that some tenants may require reasonable adjustments in rents management services provided in order to meet their needs where as some tenants do not.</p>
Elimination of discrimination, harassment and victimisation	<p>The Strategy ensures that every Council tenant is treated fairly and it is not determined that anyone would be negatively affected by the initiative. The Strategy directly delivers on the corporate well-being objective of safeguarding people from harm by working with partners to address all aspects of safeguarding children and vulnerable adults.</p>
Advance equality of opportunity between different groups	<p>The Strategy ensures that every Council tenant is treated fairly promoting equality of opportunity. The Strategy promotes a person centred approach where individual circumstances are considered ensuring that the needs of people from protected groups are met where these are different from the needs of other people. Every Council tenant will benefit equally from the approach outlined in the strategy and it ensures that services delivered are tailored to the individual.</p> <p>The Strategy Action plan contains actions which will advance equality of opportunity, for example, to develop and enhance welfare benefits, financial inclusion and income maximisation advice and support delivered by the Rents Team in order that Council tenants are able to access appropriate and affordable financial products and services and have the knowledge, confidence and skill to use them. As part of the tenants consultation survey a question was included in respect of treating people fairly and according to their needs and if the strategy achieved that; the majority response being that it did.</p>
<p>Socio-economic Duty - Describe any issues identified as a result of the initiative for those people experiencing and living in poverty</p>	

a) Communities of place	<p>The Strategy will deliver a positive influence on Socio-economic inequalities, those people experiencing and living in poverty. In respect of Communities of Place (those who share a geographical location), information from the 2019 Welsh Index of Multiple Deprivation (WIMD) identifies that 17 of Swansea's Lower Super Output Areas are in the most deprived 10 per cent in Wales. Council housing is present in each of these areas. The Strategy will have a positive impact in respect of the localities where Council tenants live and where they may spend a substantial proportion of their time.</p> <p>The Strategy makes a significant contribution to tackling poverty by maximising income to the Housing Service to invest to improve housing and build more energy efficient Council homes. By preventing homelessness and supporting people to sustain their tenancies enabling people to live in safe, good quality homes to help provide stability and security for families and building sustainable communities in order to safeguard health and well-being and prevent socio-economic disadvantage.</p>
b) Communities of interest	<p>The Strategy aims to reduce the inequalities of outcome resulting from socio-economic disadvantage in respect of communities of interest. As detailed in the potential impacts when assessing the impact (Section 3) on groups or people who share protected characteristics the Strategy promotes a person centred approach and that individual circumstances continue to be taken into consideration to ensure that appropriate services are provided promoting equality of opportunity.</p> <p>The Strategy supports tackling poverty by, for example, helping to address the impacts of Welfare Reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income; by helping to support individuals to overcome barriers to employment through referrals to co-ordinated person-centred employability support, contributing to ensuring that people live and age well by providing support so that people can get information, advice and help and contributing to stronger communities by ensuring that people can get the financial support that they have a right to.</p>
<p>How does your proposal ensure that you are working in line with the requirements of the Welsh Language Standards (Welsh Language Measure (Wales) 2011)? (beyond providing services bilingually)</p>	
a) To ensure the Welsh language is not treated less favourably than the English language	<p>The Housing Service records the language preference of Council tenants in order to ensure that they are communicated with in their language of preference minimising barriers to the use of the Welsh language. Any promotional information / consultation / engagement in respect of this Strategy has been promoted in Welsh and English. This is always the case in line with Welsh Language Standards ensuring that Welsh is not treated less favourably than English.</p> <p>The Strategy Action Plan also contains an action to review all correspondence to ensure that it contains the use of plain language, an accurate description of the situation and the consequences, this relates to correspondence in all languages including Welsh.</p>

b) That every opportunity is taken to promote the Welsh language	Promotional information / literature from the Housing Rents Management Service will continue to be promoted in Welsh e.g. Posters, leaflets. Council tenants will be communicated with in Welsh according to their preference.
c) Increase opportunities to use and learn the language in the community	The Housing Rents Management Service can provide services in Welsh – there are currently two permanent full time members of staff in the Rents Team who are designated welsh speakers in the Councils Directory and numerous others within the Housing Service. This maximises opportunities for the Welsh language to be used.

United Nations Convention on the Rights of the Child (UNCRC): Many initiatives have an indirect impact on children and you need to consider whether the impact is positive or negative in relation to both children’s rights and their best interests

Will the initiative have any impact (direct or indirect) on children and young people (think about this age group holistically e.g. disabled children, those living in poverty or from BME communities)?

The Housing Rents Management Strategy will have both a direct and an indirect impact on children and young people.

The Council operates equitable tenancies which, in certain circumstances, allows children and young people to be housed with the Council and the legal title of the tenancy is held in trust by an adult (or corporate entity). The objectives of and plans within this Strategy will directly impact those children and young people in a positive way.

The Strategy will also have an indirect impact on other children and young people who live with Council tenants by improving sustainability of tenancies and the homes in which children of Council tenants live.

All initiatives must be designed / planned in the best interests of children and young people.

Best interests of the child (Article 3): The best interests of children must be the primary concern in making decisions that may affect them. All adults should do what is best for children. When adults make decisions, they should think about how their decisions will affect children. This particularly applies to budget, policy and law makers.

Please explain how you meet this requirement:

The Housing Rents Management Strategy is designed and planned in the best interests of children. It ensures the needs of children and young people are a primary concern when assisting families who are in or at risk of being in rent arrears, for example, by supporting families to obtain the correct welfare benefits relating to children to ensure that rent can be paid (Article 26 (social security) or working with families to sustain their tenancies to ensure that eviction action is always an action of last resort and that children have a safe and secure home. (Article 18 (parental responsibilities and state assistance). The action plan points in the Strategy could potentially lift families out of poverty and poverty can seriously limit the life chances of children.

The objective in the strategy to minimise evictions for rent arrears will significantly reduce the risk of homelessness for children within households with rent arrears. This is critical for families with children, as experiencing homelessness in childhood is an adverse childhood experience and can have a significant impact on children's future health and wellbeing.

Section 6 - Sustainable Development

The Well-being of Future Generations Act (Wales) 2015 places a well-being duty on Swansea Council to carry out sustainable development. This is in line with the Council's Sustainable Development Policy and our Corporate Plan's Well-being Objectives. We must work in a way that improves the economic, social, environmental and cultural well-being of Wales, by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals.

The sustainable development principle means we must act in a manner, which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. We do this by applying the five ways of working.

PLEASE OVERWRITE OR DELETE GUIDANCE/SUGGESTIONS IN RED

6a) The Sustainable Development Principle's Ways of Working

The Five Ways of Working	Examples or summary of how applied
Long term - The importance of balancing short-term needs while safeguarding the ability to also meet long-term needs	<p>The Strategy and Action Plan place strong emphasis on assisting Council tenants to sustain their tenancies through effective support.</p> <p>It identifies current and future challenges and the Action Plan has been developed in consideration of these. It recognises that demands could change and looks to future proof services e.g. implementation of a Housing App/Portal</p> <p>The Strategy is currently a 4 year plan with intention to review yearly. Yearly reviews will consider demand/needs change context and adapt accordingly.</p> <p>The Strategy looks to safeguard the income to the Housing Service to reinvest in the service to meet short term requirements and longer term needs.</p>
Prevention - Acting to prevent problems occurring or getting worse	<p>Through its objectives this Strategy places strong emphasis on early intervention and prevention of rent arrears. Acting to prevent problems occurring or getting worse.</p> <p>The Strategy has a specific objective in respect of prioritising early intervention and prevention of rent arrears and Action Plan points to achieve this objective, including one which is identified as a key priority e.g. Continue to develop the approach to early welfare benefits, financial inclusion and income maximisation advice and support and how this is delivered and focus on providing advice and support to new tenants so that they do not fall in to rent arrears.</p>

<p>Integration -Considering impacts upon each of the well-being goals, well-being objectives, local well-being objectives, or on the objectives of other public bodies</p>	<p>Ensuring our objectives do not contradict each other and compliment those of other public bodies, the objectives of this Strategy will be delivered working alongside other public bodies. The Strategy considers the national context that the Housing Rents Management Services operates within and more locally to ensure that it aligns with other plans, strategies and policies.</p> <p>The Strategy links to the Swansea Public Services Board Local Well Being Plan and this is detailed within the Strategy. Housing is a key theme within the plan and the Housing Rents Management Strategy supports the delivery of some of the drivers identified to achieve the priorities, including:</p> <ul style="list-style-type: none"> • Contributing to ensuring that people live and age well by providing support so that people can get information, advice and help and enabling people to live in safe, good quality homes. • Contributing to stronger communities by ensuring that people can get the financial support that they have a right to.
<p>Collaboration - Acting together with other services or external organisation towards our well-being objectives</p>	<p>Collaborative working and working in partnership is key to the delivery of the Housing Rents Management Service and emphasised within this Strategy. It is recognised that Housing's objectives and outcomes for Council tenants can only be achieved by working in partnership and delivering joined up services. The Service works collaboratively with other parts of the Housing Service including Homelessness Services and the Tenancy Support Unit; and with internal partners, such as Tackling Poverty Services; including Employability Services and Welfare Rights Team, with the Revenues and Benefits Service, Social Services, Community Mental Health Teams, Local Area Co-ordinators and Finance.</p> <p>Furthermore the Service collaborates with a number of external partners not limited to, but including, the Department for Work and Pensions (DWP), Prison and Probation Services, Support Service providers, Health Services, Shelter Cymru and Citizens Advice.</p> <p>The Action plan contains specific points in respect of collaboration such as, improve partnership working and collaboration with partners involved in supporting Council tenants and work collaboratively with others and share best practice in respect of new initiatives in response to Welfare Reforms.</p>
<p>Involvement - Involving people with an interest in achieving the well-being goals (everybody), and ensuring that those people reflect the diversity of the area served</p>	<p>This will be achieved by working with Council tenants, including the consultation completed in respect of this Strategy. Tenant participation is key to the delivery of the Housing Rents Management Service. Council tenants have been involved and consulted in respect of the development of this Strategy through the Tenants' Consultative Panel and survey to ensure that it accurately captures the needs and aspirations of the Councils tenants. The Action Plan contains actions which seek to ensure that tenant participation remains a key focus of the delivery of the Housing Rents Management Service.</p>

6b) Contribution to Swansea Council's Well-being Objectives

Our Corporate Plan's Well-being objectives	Are directly supported	Are not directly	May be in conflict or
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	by this initiative	impacted by this initiative	adversely impacted by this initiative
Safeguarding People from harm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving Education and Skills	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tackling Poverty	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transforming our economy and infrastructure	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Maintaining and enhancing Swansea's natural resources and biodiversity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Transformation and Future Council development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

6c) Thinking about your answers above, does the initiative support our Corporate Plan's Well-being Objectives when considered together?

Please consider the positives and negatives as a whole. This is an opportunity to analyse the global impact of the proposal where some objectives will be advanced whilst others may be impacted. Where there is a residual negative impact for one or more objectives please show that we have considered mitigation to ensure that negative impacts are lessened. Please detail any conflicts gaps and mitigation measures.

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The Strategy supports our Corporate Well-being objectives when considered together and no negative impacts are identified. The Housing Rents Management Strategy reflects and indirectly delivers in relation to all the corporate well-being objectives and delivers directly in relation to the following two objectives:

Safeguarding people from harm

- By working with partners to address all aspects of safeguarding children and vulnerable adults.

Tackling Poverty

- By helping to address the impacts of Welfare Reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income.
- By maximising income to the Housing Service to invest to improve housing and build more energy efficient Council homes.
- By preventing homelessness and supporting people to sustain their tenancies to help provide stability and security for families and communities in order to safeguard health and well-being and prevent social exclusion.
- By helping to support individuals to overcome barriers to employment through referrals to co-ordinated person-centred employability support.

In respect of the other corporate well-being objectives the Strategy reflects and indirectly delivers including supporting the delivery of other Housing Strategies which directly deliver on the well-being objectives.

6d) How is contribution to the National Well-being Goals maximised? Where can you add value? Consider the full goal description not just the title. Consider relevant [Journey Checkers](#). Complete the table below

PLEASE OVERWRITE OR DELETE GUIDANCE/SUGGESTIONS IN RED

Well-being Goal (click to view definition)	Primary Goals - tick if key	Any significant positive and/or negative impacts/contributions considered/mitigated
A Prosperous Wales : An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work	<input type="checkbox"/>	Positive contribution by helping to support individuals to overcome barriers to employment through referrals to co-ordinated person-centred employability support.
A Resilient Wales : A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	<input type="checkbox"/>	Positive contribution by supporting the delivery of other Housing Strategies and plans which add direct value to this well-being goal e.g. Housing Estate Management Strategy 2021 - 2025
A Healthier Wales A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	<input type="checkbox"/>	Positive contribution by supporting people to act with compassion and facilitating understanding of mental wellbeing. PIE and Trauma informed approach.
A More Equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances.	<input type="checkbox"/>	Positive contribution to ensuring that people fulfil their potential no matter what their background, through for example, action plan points to embed employability services within the Rents Team and work with Swansea Working to signpost and support Council tenants and to explore trauma informed approaches and psychologically informed environments in our approach to rent management.

A Wales of Cohesive Communities Attractive, viable, safe and well-connected communities.	<input type="checkbox"/>	Positive contribution by supporting people to sustain their tenancies enabling people to live in safe, good quality homes to help provide stability and security for families and building sustainable communities.
A Wales of Vibrant Culture & Thriving Welsh Language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, sports and recreation.	<input type="checkbox"/>	Positive contribution to welsh language – see welsh language information section 5.
A Globally Responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	<input type="checkbox"/>	Positive contribution through focus on sustainable behaviour; sustaining tenancies and building sustainable communities supporting future generations. In addition the objective of maximising the income to the Housing Revenue Account which is invested to meet key strategic objectives including the achievement of the Welsh Housing Quality Housing Standard and delivery of a More Homes scheme to build new Council housing and contribute towards decarbonisation.

Section 7 - Cumulative Impact/Mitigation

What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the IIA and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making/have made.

For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

In respect of the cumulative impact it is anticipated that the overall impact of the Housing Rents Management Strategy be positive. The objectives of the Strategy of maximising the collection of rental income to the Housing Revenue Account (HRA), prioritising early intervention and prevention of rent arrears, minimising rent arrears when they occur and support Council tenants to sustain tenancies and prevent eviction and mitigating the impacts of Welfare Reform on Council tenants and the Housing Service will have positive outcomes for all.

The Strategy recognises the need to maximise rental income in order to maintain high standards of service delivery. The investment in the Council housing stock will make a significant contribution to the delivery of the Council's priorities and result in wider benefits to communities, estates and the local economy. It will also contribute to the wider national and local well-being, prevention and poverty agenda. However the strategy also recognises that some Council tenants, particularly those who may be vulnerable, may face difficulties in managing their responsibility for rent payment. The Strategy therefore ensures emphasis on the provision of support and advice to Council tenants and the accompanying action plan contains actions to ensure that services are accessible, appropriate and responsive to all groups in order to ensure that Council tenants can maintain and sustain their tenancies, consequently preventing eviction and building sustainable communities.

Any mitigation needed:

It is important that you record the mitigating actions you will take in developing your final initiative.

Record here what measures or changes you will introduce to the initiative in the final draft, which could:

- reduce or remove any unlawful or negative impact/ disadvantage
- improve equality of opportunity/introduce positive change
- support the Well-being of Future Generations Act (Wales) 2015
- reduce inequalities of outcome resulting from socio-economic disadvantage

Unlawful or Negative Impact Identified	Mitigation / Positive Actions Taken in the initiative (add to action plan)
N/A	

Section 8 - Monitoring arrangements: The IIA process is an ongoing one that does not end when the initiative is agreed and implemented. Please outline the monitoring arrangements and/or any additional data collection that will help you monitor any equality impacts, risks, sustainability of your initiative once implemented:

Monitoring arrangements:

Progress towards achieving the strategy's aim and objectives will be measured and monitored on a regular basis and the IIA will form part of the annual monitoring arrangements. In order to achieve this the following activities will be carried out:

- The action plan will be reviewed on an annual basis and progress reported to the Cabinet Member Climate Change & Service Transformation (Deputy Leader)
- An annual update will be produced including action plan progress and an up-date of the key data.

In addition to the annual review of progress, key performance measures and service indicators will be used to monitor on-going success, progress and demand for services:

- The value and number of transactions of rent payments made by each payment method.
- Measure of rent collected as a percentage of rent charged.
- The amount of Current Tenant rent arrears.
- The amount of Former Tenant rent arrears.
- The number of evictions carried out on grounds of rent arrears.
- The number of solutions provided to tenants that demonstrate the work of the Rents Team in respect of sustaining tenancies, the prevention of homelessness and the wider tackling poverty agenda.

- The impact of Welfare Reform on the Housing Revenue Account and associated Business Plan.

Further appropriate measures will be considered and existing performance measures developed over time as the action plan is updated.

Actions (add to action plan):

No further actions identified at this time.

Section 9 – Outcomes:

Having completed sections 1-8, please indicate which of the outcomes listed below applies to your initiative (refer to the guidance for further information on this section).

Outcome 1: Continue the initiative – no concern

Outcome 2: Adjust the initiative – low level of concern

Outcome 3: Justify the initiative – moderate level of concern

Outcome 4: Stop and refer the initiative – high level of concern.

For outcome 3, please provide the justification below:

N/A

For outcome 4, detail the next steps / areas of concern below and refer to your Head of Service / Director for further advice:

N/A

Section 10 - Publication arrangements:

On completion, please follow this 3-step procedure:

1. Send this IIA report and action plan to the Access to Services Team for feedback and approval – accesstoservices@swansea.gov.uk
2. Make any necessary amendments/additions.
3. Provide the final version of this report to the team for publication, including email approval of the IIA from your Head of Service. The IIA will be published on the Council’s website - this is a legal requirement.

Action Plan: Please outline below any actions identified throughout the assessment or any additional data collection that will help you monitor your initiative once it is implemented:

Action	Dates	Timeframe	Lead responsibility	Progress	Add to Service Plan
Continue to ask 'About You' questions on satisfaction surveys and questionnaires when we consult with Council tenants. The information gathered from those surveys will need to be collated and used to inform future Strategies/reviews etc.	Ongoing	Ongoing	Housing Service		
Continue to collect qualitative data in respect of individual tenants and this is updated constantly as circumstances change.	Ongoing	Ongoing	Housing Service		
The Strategy will be monitored and further consultation will take place at review points to ensure that Council tenants and stakeholders continue to be involved to ensure transparency and maintain an ongoing dialogue.	1 year from publication	Annually	Rents Team Manager		

*** Please remember to be 'SMART' when completing your action plan (Specific, Measurable, Attainable, Relevant, Timely).**